

# Advertising & Selling

February 28, 1920



**From Advertising Man  
to Vice President**

**Talking in Millions and  
Billions**

**National Advertisers  
Add Gravure Sections to  
Lists**

**Foreign Salesmanship  
As a Career**

**The Circus Comes to Ad-  
Dom**



Together with many other fea-  
ture articles and the latest news  
of the advertising world.

**Issued Weekly**



# Overwhelming Importance of The Tribune in Chicago

ESTIMATED NUMBER OF FAMILIES IN CHICAGO  
**549,810**

160,000 FAMILIES FOREIGN BORN NON-ENGLISH READING

## Reaching the Masses

Many an advertiser has hammered away for years in expensive magazine space and secured spotty, unprofitable "national" distribution, only to find that his goods have insignificant sale in great metropolitan markets.

*A leading advertiser in national periodicals recently discovered that his goods were sold by less than 300 grocery stores in Chicago. During the past few months a local newspaper campaign prefaced by sales work under direction of The Chicago Tribune Merchandising Service has placed these goods in more than 4,000 Chicago groceries.*

Multiplication of mediums used results in some increased circulation but in much duplication. Even if an advertiser used all the

THE CHICAGO SUNDAY TRIBUNE CITY CIRCULATION  
**307,412**

389,810 ENGLISH READING FAMILIES

CIRCULATION OF 14 LEADING WOMEN'S MAGAZINES IN CHICAGO  
**236,111**

LADIES' HOME JOURNAL	40,592
WOMAN'S HOME COMPANION	37,452
PICTORIAL REVIEW	26,105
BUTTERICK TRIB	21,206
PEOPLE'S HOME JOURNAL	21,147
MR. CALL'S	18,266
TU-DAYS HOUSEWIFE	17,508
MODERN BRIGOLLA	16,600
WOMAN'S WORLD	13,440
WIFE'S WORLD	12,775

CIRCULATION OF 13 LEADING MONTHLY MAGAZINES IN CHICAGO  
**222,541**

AMERICAN	42,870
HEARST'S	40,431
COSMOPOLITAN	39,817
RED BOOK	21,070
THE LIFES	19,944
NATIONAL GEOGRAPHIC	19,636
EXPERIENCE	11,524
METROPOLITAN	10,109

CIRCULATION OF 6 LEADING WEEKLY MAGAZINES IN CHICAGO  
**139,924**

SATURDAY EVENING POST	62,496
COLLIER'S	28,700
LITERARY DIGEST	25,222
LL J	13,400
LIFE	8,000
OUTLOOK	3,196

women's periodicals shown, he would not reach 230,111 families; but he can reach 307,412 families through The Chicago Sunday Tribune.

## Reaching Them With a Punch

Newspaper advertising has more driving power than any other. It is tied up with news—a product so essential that repeatedly the government has recognized newspapers as public utilities.

The Chicago Tribune is a powerful influence in the lives of all the citizens of Chicago. Even when they oppose it, they are keenly interested in what The Tribune does. This cannot be said of any periodical or group of periodicals.

Many a magazine lies unread in the home of the subscriber for days, for weeks, forever; but every copy of The Chicago Tribune is read and read immediately. A definite part of every day is set aside for reading The Tribune. Every copy breathes action, timeliness, radiates the spirit of "do-it-now," produces immediate results for advertisers.

## Reaching Them at Low Cost

The maximum rate for advertising in The Chicago Sunday Tribune is .0011 per line per thousand of circulation. The corresponding rate for advertising in the periodicals listed on this page averages five times as much.

Newspaper advertising, and particularly Chicago Tribune advertising, reaches the masses, has the punch and is the most economical form of advertising. If you wish to know more about it, a representative from one of the offices listed below will be glad to call on you.

### Explanation of Chart

This chart pictu es the circulation of various periodicals in the city of Chicago as compared with that of The Chicago Sunday Tribune, and contrasts both with the number of families which make up this market.

Circulation figures for magazines are taken from the Gould chart of the American Association of Advertising Agents. They are at least a year old, but are the best available as periodicals do not make a practice of publishing their circulation by cities.

The circulation quoted for The Chicago Tribune is taken from the publisher's statement to the Audit Bureau of Circulations for the six months ending September 30, 1919, which showed a circulation of 666,496. The circulation of The Sunday Tribune now exceeds 725,000.

Therefore, although all the publications indicated above, including The Chicago Sunday Tribune, may today have circulations greater than those quoted, the fundamental lesson taught by the chart is still true.

# The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Building, Chicago

512 Fifth Avenue, New York

406 Haas Building, Los Angeles

ADVERTISING & SELLING, FEBRUARY 28, 1920

20th year. No. 36. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price 15c the copy; \$3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City.



# Advertising & Selling

Established 1891

J. M. Hopkins, President;  
Robert E. Ramsay, Editor;

H. B. Williams, Vice President;

William B. Curtis, Treasurer;  
Paul W. Kearney, Associate Editor.

29th Year

FEBRUARY 28, 1920

Number 36

## U. S. Patent Commissioner Makes New Concessions to Advertisers

Descriptive and Suggestive Words Given  
a Better Chance by Recent Rulings

By WALDON FAWCETT

NO better news for advertisers in general could be announced than is to be found in several notable recent manifestations of leniency at the U. S. Patent Office with respect to the acceptance for trade-mark registration of suggestive trade-names. Ever since Judge J. T. Newton has occupied the position of U. S. Commissioner of Patents there has been manifest an attitude of greater liberality to advertisers in drawing the line of distinction between "descriptive" and "suggestive" words and phrases but this disposition to allow all reasonable concessions to advertising license has been especially marked during the past few weeks.

Just where hairs shall be split in differentiating between descriptive and suggestive names is perhaps the one trade-mark question of paramount importance to advertisers. For, be it explained, more advertising hopes have been dashed on the "descriptive" rock than upon any other one obstacle in the rapids of trade-mark practice. Under the U. S. statutes and the Regulations of the Patent Office, words or pictures descriptive of goods or the qualities of the goods are absolutely taboo. But a word or name that is merely "suggestive" is welcomed with open arms. Moreover, a majority of trade-mark experts are of the opinion that the highly suggestive word—the name that stops just short of the descriptive barrier—is

### TO DESCRIBE OR NOT TO DESCRIBE

*Paraphrasing Hamlet that is the question before the advertiser today. Whether 'tis better to have a trade name or trade-mark that suggests to the reader the supplying of the missing letter in the sentence "See the C—t," or to emulate the names of Pullman cars and pick up a half dozen consonants at random, one or two vowels and concoct a name like ZXWEDQ.*

*In ADVERTISING & SELLING for January 31 this subject was opened up by F. W. Wilson under the subject of "Converting Trade Names Into Common Nouns by Advertising." In the accompanying article Mr. Fawcett gives you the United States Patent Commissioner's angle on the subject of descriptive or suggestive words. In an early issue an article will appear giving the objections to the use of descriptive nouns which are so descriptive that they work for harm against their originators.*

THE EDITOR.

the ideal trade-mark. Given this incentive, and this uncertainty as to what will pass muster and what will not, there has been on the part of advertisers, in recent years, a lively play of ingenuity to coin words that however fanciful, or extravagant, or even boastful would be accepted as suggestive rather than descriptive.

### BREAKING DOWN THE BARS

For a long time it appeared to most advertisers that any word or name that was on the border line was denied registration, but, latter-

ly, Commissioner Newton has rendered on appeal several decisions that will stand as notable precedents and that seemingly bespeak less rigorous standards at the U. S. Trade-Mark Division. Significant on this score was the action of Commissioner Newton in overruling, a short time ago, the action of his subordinate, the U. S. Examiner of Trade-Marks, and giving to Henry J. Lanagan the privilege of registering the word "Mormiles" as a trade-mark for tablets to improve internal combustion fuel.

That "Mormiles" is a misspelling of "More Miles" was recognized and the Examiner turned the candidate down as "descriptive." In swinging around to the opposite view when the question was carried up to him, the Commissioner pivoted his reversal on an interesting point that may profitably be borne in mind by advertisers—namely, the probable use of the disputed word by the public in describing the goods. Commissioner Newton concluded that "Mormiles" would scarcely ever be useful in describing in a general way tablets of the kind put out by this manufacturer and accordingly he granted him exclusive rights to the word. In this connection and as indicative of a permanent line of policy, Commissioner Newton formally gave his approval to the registration of other promissory words including "Morbread" as a mark for flour; "Suremilk" for



stock feed! "Suregrow" for poultry feed; "Mormilk" for stock feed, and "Morporck" for yet another brand of stock feed.

In these piping days of tractor competition when manufacturers of farm and garden equipment are keen to prompt trade names that will stir the imagination there is reassurance in another up-turn by the Patent Commissioner of a recent rejection of the Trade-Mark Division. By this right-about face the Lynchburg Foundry Company has won a certificate for "Trucker" as a trade-mark for plows. Inasmuch as the dictionary defines a "trucker" as a market-gardener, the trade-mark censor at Washington had concluded that to give that name to a plow would plainly indicate that it was peculiarly adopted to the needs of truck farmers. Before deciding the appeal, the Commissioner made an investigation of names and terms in the trade literature of the line affected and found that there are no plays particularly adapted to the service of truck farmers and that the word "Trucker" is sufficiently meaningless to be sanctioned for use. Indeed, the Commissioner concluded that "Trucker" was "only remotely suggestive if suggestive at all."

#### ANOTHER EXAMPLE OF LENIENCY

Empire Rolling Screen Company is another beneficiary of the new indulgence that is being granted to trade names that some specialists would hold to be descriptive. When the Empire Company put forward "Fli-Bac" as a commercial nickname for window screens, objection was made at the Trade-Mark Division that the compound word was descriptive of a self-closing screen. First Assistant Commissioner R. F. Whitehead was called upon to review this case when it was appealed to the Office of the Patent Commissioner and he has let down the bars for "Fli-Bac." Reasoned this reviewer: "It is not believed that this term would suggest that screens on which it is used were self-closing. Certainly it is not an apt way of so describing a self-closing screen."

Cooper Underwear Company has just won a victory at the Patent Office that will build hopes for advertisers quite as encouragingly as the decisions above noted. The Cooper decision confirms a ruling secured earlier in the year by the same firm in expression of the principle that pictures of goods are not necessarily descriptive of the goods

shown. Incidentally this encore on the part of the Cooper Company indicates the wisdom of an advertiser following up an initial advantage when opportunity is offered to secure protection for his copy.

#### GETTING IN THE PICTURE

That well-known example of Cooper pictorial copy which shows a woman seated on a couch with two children, all attired in knitted underwear, was the first advertising illustration for which this manufacturer sought trade-mark status. The boon was obtained after a fight, the Commissioner of Patents holding in the last analysis that whereas *mere* pictures of goods are ineligible as trade-marks this Cooper composition was something more than a mere representation of the goods. The official found that the incidental features of the picture—the couch, the book from which the woman was reading, etc., constituted sufficient arbitrary matter additional to the portrayal of the underwear to establish trade-mark standing.

Sensible of the advantage to the advertiser in being thus enabled to take trade-mark title to a picture showing use of the goods, the Cooper Company has come back with a second picture which it likewise uses on its goods as well as in its advertising literature. This pictorial representation shows a man attired in a suit of underwear of the closed-crotch type engaged in strapping a valise. Again, the Examiner of Trade-Marks insisted that the picture amounted to only a representation of the goods, and, to back up his argument, he cited copy in various trade journals showing that it is common practice to display underwear by pictures more or less similar to this one. However, the Commissioner of Patents, when he was appealed to, declared that the point in dispute was on all fours with that in the earlier controversy and that the picture must be admitted to registration.

## Talking In Millions and Billions

### Mechanical Means Necessary in Getting Large Figures Securely Across

By PAUL W. KEARNEY

**M**ANY advertisers correctly assume that they have something convincing and effective to talk about when they can show their readers or prospects that one million orders for their goods have been filled, or five million pens turned out every month, or three million dollars have been spent to perfect their process.

Large figures are, truly, convincing and astounding, and the use of them is fundamentally correct because news in copy is valuable. But there is one elemental point very often ignored by copy writers who talk in millions—that is the simple fact that the average mind is incapable of conceiving the enormity of a million units simply because the average person never has seen one million or ten million identical things at one time. The bare volume is too great for the imagination, and the figures are too big to grasp, so most of the force of a potentially powerful statement is lost.

One actually requires a comparison in order to get the full force of quantity; something already im-

pressed upon the mind by which the newer thought can be measured. For example, when a man tells me that 70,000 Americans are wearing his raincoats, I can easily imagine "how many" that is by closing my eyes and picturing the crowd I've seen at the Polo Grounds for a double-header—and then multiplying that number by two.

We recall the colored parson who was impressing upon his congregation the awful consequence of sin. He tried to impart to them the real portent of "eternity" so that they might realize just how long one would suffer if he went to hell "for ever and ever." After several general definitions he saw that he wasn't getting anywhere, so he dropped the generalities and took a concrete example:

"Brethern," he said, "Do you all see this brass rail which runs around this pulpit? Well, there's a fly waking on this rail now. If this here fly was to start right now and walk around this rail once today; once the next day; and so on, going around this rail once a day until he wore it down as thin as a



**HERCULES POWDER CO.**

**Good Roads for Bad**

There are two million five hundred thousand miles of total roads in the United States. Of this great total only 6000 miles may be said to be highly improved, that is, graded, straightened, drained, and surfaced with concrete.

Only with the coming of the war was the significance of these figures fully realized.

The demand of imperative necessity demonstrated the importance of good roads. It proved to us beyond question that a good road saves time, money, and energy, in value far beyond its cost. It proved the utter wastefulness of poor roads.

As a result the country faces the greatest era of good road building it has ever known. Plans for the work are being formulated in every state in the Union.

In the carrying out of these plans Hercules Powder is being extensively used. In order that they may be used effectively and that the roads they help build may be of the best, the Hercules Powder Co. maintains a close contact with those interested in the subject—engineers and contractors, teacher and student, state, county and city officials. Our technical department will be glad to offer suggestions and advice to those who address the nearest branch office of the

**HERCULES POWDER CO.**

Chicago Primary East St. Louis New York  
 Philadelphia Denver St. Paul Harrisburg Pa.  
 San Francisco Portland Ore. Pittsburgh Pa. Wilmington Del.

**A Graphic Comparison**

The area of the large circle represents the total mileage of roads in the United States—that of the small circle the mileage of improved roads in comparison with the total.

A splendid example of a graphic illustration of miles of roads built into an advertisement without destroying its structural unity

thread—why the years and years and years it would take him to do it would only be about a half an hour in eternity.”

DIAGRAM USED

That colored parson had an idea advertising men ought to borrow. When he had to talk in terms too vast for his audience to grasp, he pulled a graphic diagram out of his sleeve and got the best possible visualization of it across.

Comparison is the secret, and in giving an opportunity for comparison, illustration or diagram is the greatest aid. A chart or a picture will often afford for the mind inexperienced in “millions” a unit with which to weigh or measure the full amount. Take something with which most folks are familiar and build up from that. It is more

fruitful to make this sort of an orderly start than to drop on a man from a clear sky with something so immense that it confuses his thinking apparatus.

A prime example is the *Delineator* advertisement in which the Woolworth Building has been used or the mental yard stick to convey a full appreciation of the enormity of a million. It is effective and simple—the simplicity makes it effective. Without the cut the copy would be too much out of the range of our vision for us to “get” its full force.

Another illustration shown in this article, adds weight to these statements. It was taken from a circular issued to the trade by the Blue Bird Appliance Company, of St. Louis. On the cover of the circular was printed the title of the

text which followed: “Seven Billion Dollars Untouched.” That was the theme of the copy, which showed washing machine dealers the extent of an unworked field which lay before them. It was strong as an attention getter and an interest holder. But it is *too* strong, in truth, to bring with it the full import of what it means. Seven billion! Does that mean anything concrete to you? It doesn't to me—for I've never seen 7,000,000,000 things all at once, and never expect to. I have never even seen a million distinct units from which I might make a mental diagram for myself in order to comprehend the figures quoted. So the words “seven billion” merely convey the suggestion of an enormous quantity. But how much is “an enormous quantity?”

When the reader turns to the inside cover he gets a pretty good idea. The drawing, reproduced here, backed up the plain statement by showing in a tangible fashion just how much greater than the industrial field is the home field in the use of electric current. The scratch on the surface of the possibilities is also graphically demonstrated.

USING THE EARTH AS A MEASURE

The New York Telephone Company in a recent advertisement demonstrated the same idea, both in text and illustration. In telling about the improvements and additions soon to be made to the system in New York City, they say that so many millions of feet of wire will be added to that already in use in order to facilitate communication between exchanges. New Yorkers are tickled to death to hear that news. Millions of feet of wire, affording additional means of giving connections, answering quicker and giving places to more girls to handle the over-worked boards all mean something long looked for by the weary Manhattanite.

Yet in spite of the favorable ground upon which this seed of advertising copy falls—already plowed, cultivated and ready to receive it—the company very wisely takes every precaution in getting the extent of these additions and increases “securely across.” Instead of allowing the statement to go along unaided, and incidentally not fully appreciated, they proceed to tell us that that amount of wire would encircle the globe so many times at the equator, and they even supplement that statement by a drawing of the earth showing the



exact number of strands enwrapping it at its widest point.

#### BUILDING THE CHART INTO THE AD

The man with the lay-out of the advertisement uppermost in his mind may sometimes strike a snag in trying to work in a graphic chart without disturbing the general artistic appearance of the whole. To show that it isn't necessary to turn out a piece of matter made awkward by the use of diagrams, there is reproduced here a Hercules Powder Company advertisement, into which the comparative graphics have been literally built. In the text the copy-writer is talking in millions,

figures as "6,000 miles." The small bit of copy in the left lower corner of the advertisement explains the drawing.

There are many other good samples of good presentations of intangible facts, figures or dimensions.

There are probably more examples of the kind which fail where they could succeed. The only *safe* method is to invite the consideration of the majority by making it easy for the average to grasp the *entire significance of your message.*

## National Advertisers Add Gravure Sections to Lists

Users of This Medium Increasing Constantly Throughout the Country

FROM the viewpoint of the man interested essentially in the development of advertising and not from the angle of championing any *one* medium, it is well worth notice that gravure advertising has grown from an avenue of local effort to the position of the importance of a national publicity vehicle. Although the graphics are by no means new or unestablished, national advertising in the Sunday paper pictorial sections is a comparatively new step forward.

New, yet logical to a nicety. There are something like 48 different graphics in circulation now, covering some 5,500,000 readers weekly—more than two and one-half times the circulation of any other large weekly medium. Of this volume, about half is in the local trading areas of publication while the balance goes to all kinds and sizes of localities, in every State, in Canada, and many foreign countries. And there is practically no duplication. It is an interesting and safe speculation to say that the Sunday graphics include more "class circulation" than any class publication plus more "mass circulation" than any mass publication.

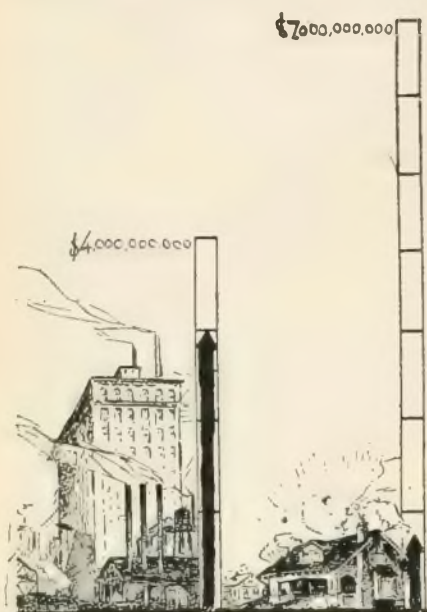
The new advocates of this sort of advertising are multiplying in large figures. An idea of that is given by the fact that one New York newspaper for the twelve months ending December 1, 1919, carried 1,623,625 lines of gravure advertising. The next two largest carried 877,616 lines between them. A goodly portion of this was full-page space while comparatively little was less than quarter-page. And while the rates are double the run-of-paper rates, in each case the volume carried was more than double that of the preceding year, much of it being national advertising.

#### THE PSYCHOLOGY OF THIS MEDIUM

There are several poignant factors bearing on the effectiveness of the gravure section. First of all, pictures are the genuine, fundamental basis of thought communication—they are the foundation of language and correspondence, and they constitute a tongue which everyone can read. Furthermore, being so essentially fundamental, pictures are favored by everyone. That is speaking of *plain pictures*; just magnify your conclusions many times when applying the same reasoning to the Sunday gravure section because of the elaborating details which instantly come to the attention.

The initial consideration, perhaps, is that the quality of paper, ink and process permits a wonderful presentation of the message. We need waste no time calculating the influence of brown ink on green pocketbooks, but it is a basic fact that the eye-attractiveness of this sort of advertising is tremendously high. It undoubtedly accounts for a large measure of its sales influence.

In the average family, considering another point, you will find that on Sunday morning "the early bird catches the pictorial section." You will find that section read most thoroughly, more often and lasting longer than any other part of the paper. In many a house throughout the land you will notice that the "pictures" are saved after the remainder of the sheet is thrown away. And along this same line of thought, it is interesting to note that the Sunday paper is the only medium of advertising that reaches the home on that particular day—at a time, of all others, when the family is together and more or less at leisure. It has been estimated that the principal magazines



How the Bluebird Washing Machine Co. picture graphically the business possibilities in their field

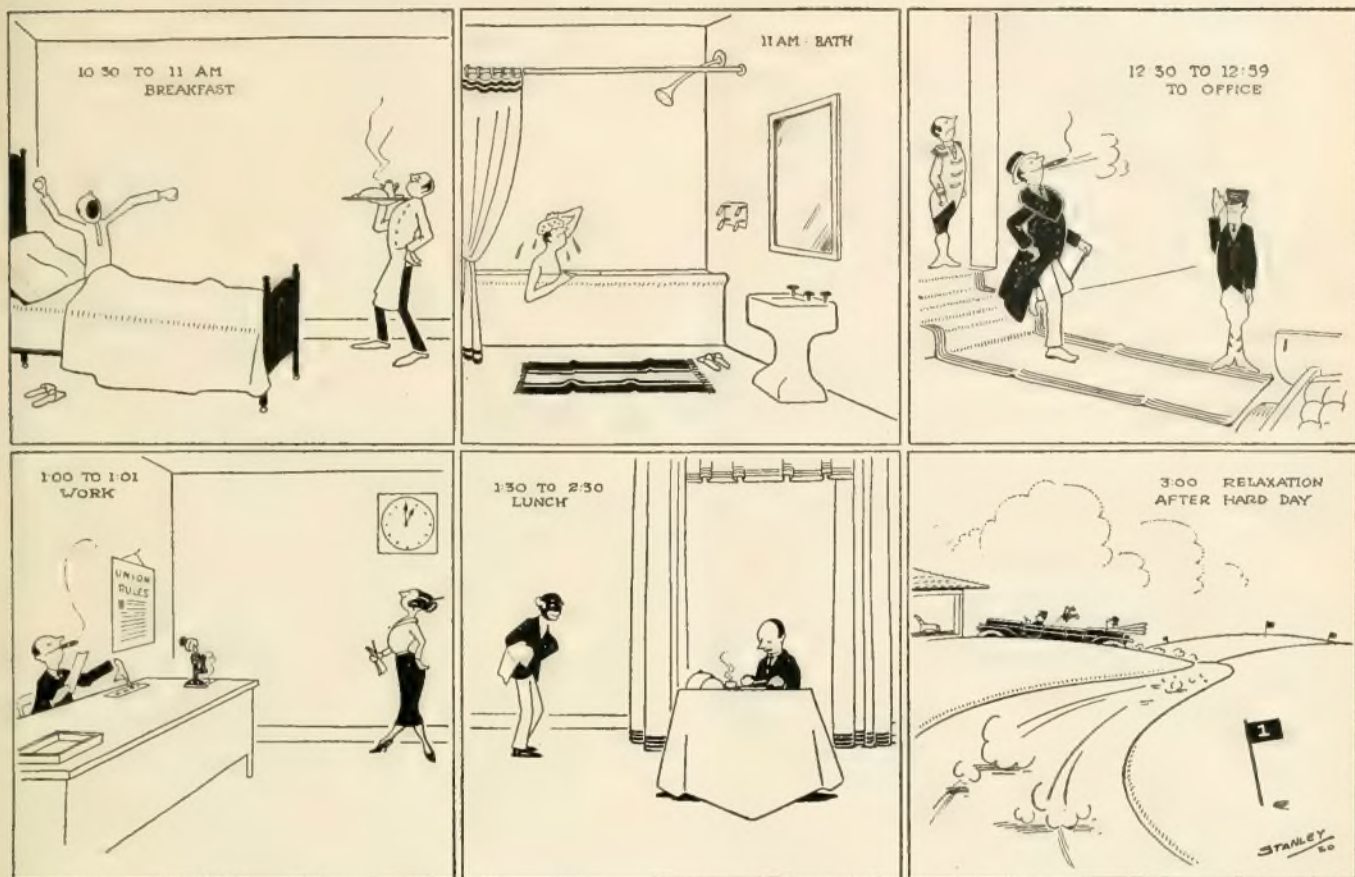
he says, "There are two million five hundred thousand miles of rural roads in the United States. Of this great total only 6,000 miles may be said to be highly improved; that is, graded, straightened, drained, and surfaced with concrete."

Two and one-half million miles is *some* stretch—speaking both of the actual roads and the effort of imagination required to get it. So the Hercules people have very intelligently resorted to a graphic comparison in a decidedly novel and clever way. You will notice, if you look at the illustration, that the circle forming the border surrounding the principal cut drops below the drawing and draws the attention to an infinitely smaller circle.

The large circle represents the unimproved roads—the tiny circle shows the relative mileage of improved roads described by the



## If Advertising Men Should Unionize on the Modern Plan



The first of a series of cartoons on timely advertising world topics which will appear regularly in ADVERTISING & SELLING from now on

cover about 4,000,000 worth-while homes in this country, the average taking about four each. Yet they all come in on week days, and while there is surely no law or precedent against reading magazines on Sunday, it is still true that the Sunday paper has the preference because it is fresh.

### PRESENTING THE MESSAGE

The matter of presenting the message to the reader is an important consideration apparently slighted in many cases. One must not overlook the fact that the graphic section is a PICTURE section as compared to the literary or strictly editorial end of the sheet. The materials and methods used lend themselves peculiarly to splendid illustration—that's what they are used for. Consequently the advertising should be primarily pictorial. Its strongest appeal lies along that line and should, therefore, be developed for its possibilities as picture interest instead of type interest. That angles offers a new and highly interesting field for the national advertiser, for the artist and layout man, and opens up great advantages for the business

of departing from the beaten path of presentation.

The figures quoted above give in themselves ample evidence of the growing respect for the gravure medium. If you were to talk to the men who are buying this space, you would get some mighty illuminating opinions from them on the value of this kind of space. A prominent advertising agent, for example, has this to say on the subject:

"Speaking personally, almost my first question when we are discussing newspaper advertising in a town is this: Is there a gravure section in that town? I know that I am a long way from being alone in this viewpoint toward gravure as an advertising medium. I would like to see a gravure section in every town in the country."

The advertising manager of a well-known Fifth Avenue concern recently told a friend that if he only had \$50,000 to spend and was forced to put it in one particular medium, he would not hesitate to decide on the gravure sections of the first class papers. This advertiser is now spending fully a half million dollars yearly in advertis-

ing, and he is the sort of a man who bases his opinions in commercial matters on the cash register.

The head of a leading advertising agency recently said that the cost of inquiries for one of his clients suddenly dropped from around 30 cents each to about 5 cents as a result of his venture in gravure. Another agency man has data showing where distribution of a well-known household article was almost doubled in a certain city on the strength of a gravure campaign appearing in that city—and in the face of the fact that the product was not new but had been regularly advertised for years in black and white in the same town.

The full page gravure advertising of "Hotel Astor Coffee" appearing in the Sunday papers in the large cities in the East is another example of a use of this medium. It is the result of a business trip to South America by T. O. Budenbach, a member of the firm of B. Fischer & Co., Inc. Mr. Budenbach sailed the latter part of February, 1919, and among his personal effects was a kodak taken for pleasure only, or for the reason per-



haps that in his spare moments he could snap the wonders of the vast coffee plantations, to tell his friends "the story of coffee" in pictures upon his return home.

Some few months later when the films were developed the pictures were so clear and distinct their use for advertising purposes was given considerable thought and study. A coffee advertising campaign so illustrated would be unusual in its appeal and it is the unusual in advertising that has quick attention value and causes favorable comment. But the question arose as to whether the consumer would be interested in a series of advertisements so illustrated, to warrant an expenditure of a large sum of money. Would it interest the consumer to know where "Hotel Astor Coffee" is grown, or that it grows on trees that blossom the same as our fruit trees at home, and that each tree produces but a pound of coffee. Would she be interested in picturing the difficulties of transporting this coffee from the foothills of the Andes Mountains to the sea coast? Would she? It was thought she would.

It was, therefore, decided the photographs should be used as an educational advertising campaign to promote the sale of "Hotel Astor Coffee." Then came the problem of how they should be used, that is, in what medium should they be featured. An illustrated booklet, a series of lithographed window displays, car cards, daily newspapers, posters or Sunday gravure space—which? Magazines could not be used as our product is not sold nationally, nor could we begin to supply the entire United States.

Sunday gravure picture sections of the leading newspapers in the East were favored, first, because the photographs would show up to advantage if printed in Roto, and second, the atmosphere of the pictorial sections would add greatly to the reader interest of the advertisements.

As the company has over twenty-five thousand accounts on our books the question of dealer help was very important for it was of course necessary to link up the retail grocery store with the general publicity. Supplying twenty-five thousand dealers with good material for co-operative work could run up into a large sum of money and it required serious study. As the campaign is more or less educational in character they conceived the idea of reproducing the

full page rotogravure advertisements to be used in the form of a paster for the dealer's window. While the grocer does not favor window pasters as a rule, there was had no difficulty in getting this space as the pictures attracted the passer-by—for people are interested in pictures.

#### RESULTS, OF COURSE, COUNT

A specific case in point is the fourth annual campaign of the "Colorite" straw hat dye manufacturers—the Carpenter, Morton Co., of Boston. It will run in 44 gravure sections published in 27 cities of the United States and Canada. This is the second time that practically the whole list of graphics has been chosen by this advertiser, and the current appropriation is double that of a year ago. Which rather proves that the results of a year ago were satisfactory enough to warrant this doubling of the ante.

The reasons accepted by the Carpenter, Morton Company for increasing their space in this campaign include some original angles: they believe, for instance, that dealers have confidence in the probability of their stocks being moved by local gravure advertising because the newspapers have more circulation in their own trading areas than any conceivable combination of national media, and the newspaper copy carries the dealers' own names.

Furthermore, the gravure section is undoubtedly the favorite part of the newspaper with most readers, especially the women, and the women buy 85 per cent. of the advertised goods sold. They also include the points we made above—that no other medium reaches the family circle when it is gathered together at leisure on Sunday. Magazines are used in this drive, too, but the company feels that the Sunday paper end is the backbone of the campaign because with them they cover the most important part of the country at a relatively low cost.

#### THE COST OF GRAVURE SPACE

Which brings up a very important question—what does this medium cost? What is the expense of enjoying all of these munificent benefits?

Reverting back to the "Colorite" campaign for a moment, we find something interesting in this statement:

"The total population covered by

the campaign is approximately thirty million people or about a quarter of the population of the country; the combined circulation listed is five and a half million—almost one copy to a family with negligible duplication—and the total line rate is \$17.56½ or less than one-third of a cent a line per thousand circulation. No such volume of circulation could be bought in a list of general magazines with so little duplication, because the magazines are generally taken at the rate of about four to a family, while outside of New York City there is practically no duplication among the rotogravures. The comparison of rates is also interesting, because the general magazine rate basis, of six-tenths of a cent a line per thousand circulation (for ordinary black and white position) is almost double that of the "Colorite" Rotogravure Campaign, which, by the way, will not earn the minimum rate in many papers. And, as previously stated, the rotogravure section is equivalent, in comparative attention value, to colored IN-SERT position, in magazines!"

Another estimate of the cost of gravure space, based on comparative figures, shows that the minimum combination rate, per agate line per thousand copies, is about one-quarter of a cent; which is the theoretical basis for transient newspaper rates, run of paper position. The magazine basis is about two-thirds of a cent per line per thousand, but rotogravure or color inserts in magazines cost still more than that. Class magazines charge about one cent per line per thousand. The graphic rate is higher than run-of-paper, but this section attracts more readers per copy than any other. The difference in readers is probably greater than the difference in rate, which would make graphic advertising basically the cheapest kind of publication space. This is because the black and white sections are sharply departmentalized and each one contains a single, specialized editorial appeal which is attractive only to certain readers for whom it is edited, but is generally uninteresting to the others.

These are the chief factors, considering the several points set down herein, which influence more and more national advertisers each week to take into their serious considerations the use of space in the graphic or gravure sections of the Sunday papers. They seem to be pretty satisfactory reasons upon which to base a decision to get in the swim.



# The Circus Comes to Ad-Dom

Animals Begin to Chase the "Pretty Girl" Out of Advertising Illustration

By ALLAN DUANE

DESCRIBE the event in any way which pleases you—but the hard fact is that the famous pretty girl of the advertising artist is going through a revised pantomime stolen bodily from the dreadful experience of Little Miss Muffet.

Noah's Ark has landed at the pier; Friend Barnum's employees have quit the show for better jobs; the Zoo is working a side-line. Whatever the cause, the effect is that animals of various classes, breeds and descriptions are winning their way into the every-day advertisements at the expense of that over-worked attention getter, a feminine face or figure.

Like the ladies, bless 'em, the animals are used sometimes ineffectively and improperly, but both from the standpoint of change and from the utility value of the different species when used with discretion they fill a long felt need quite snugly. Eve's daughters have been used not only widely but outrageously. In places where a woman's likeness was appropriate or consistent a reasonable appeal could be made, but there are so many, many times where the connection can't be imagined that it has got to be more or less of a joke. Artists have shoved the Feminine Face into razor advertisements, and have used it in other lines with as little excuse. Probably there is some earnest chap at this moment putting the finishing touches on a brick-hod advertisement which shows a blonde wonder appreciating the conveniences of Mason's Double X Hod. Just the other day I saw a advertisement for a men's shirt house featuring two women in Grecian outfit, plus two more in the background not even wearing the proverbial smile.

It seems to be a maxim in the illustrator's office to use a woman when in doubt. Naturally enough they have been worked to death, and the appearance of the animal in the advertisement with increasing frequency is a good indication that things are to be made easier for our dear wives who always have felt the results of the advertising girl's competition.

It is appropriate that the masses of dumb neighbors we have should be represented. Many reasons prevail.

The first is that as yet they are not hackneyed. Another is that they can be used to legitimately cover a much wider field of appeals than the woman has been used for even in the most illogical cases. Taking only one angle of that idea, consider the pos-



Getting across an idea of the value of a gun by using a ferocious wild beast instead of a dainty milk-maid

sibility of using a woman—even the most vampirish Vampire—to suggest the tragic theme of starvation (assuming that vampires cause considerable of that) in a more graphic, lightning-like manner than the wolf sniffing at the door. Including the Amazons, what woman could be drawn into an advertisement for the purpose of signifying protection any better than the likeness of a faithful dog?

### WIDE SUGGESTIVE POSSIBILITIES

And although we're all afraid of women, show us the artist who could by using the picture of one of them convey to our minds the instinctive feeling of fear that the gorilla instantly suggests. The tenacity of the bull-dog, the immeasurable strength of the elephant, the prestige of the eagle, the sturdiness of the ox, the sagacity of the fox, the supple power of the tiger—to say nothing about those several enviable qualities of the camel—are just a thimbleful of the ideas conveyed at a single glance by the picture of those respective animals or birds.

So we find what may be thought of as a third utility of the dumb neighbor for advertising purposes: the faculty of registering upon the mind instantaneously an idea that couldn't be as clearly conveyed by a page of copy. As a matter of fact, text is practically unnecessary in many cases. Just recently there appeared an advertisement for Bethlehem trucks which, in colors, showed the shadow of an elephant looming up behind the picture of the motor truck. The elephant was hauling a load of teak wood (that's what elephants haul, isn't it?) and in an instant all the things we've heard about elephants' power were registered on the mind clearly and distinctly in conjunction with the make of that truck.

Take such every-day animals as the cat and the dog. None of us, of course, can be responsible for what a cat does at night, but all of us know that in the daytime, while it is in its civilized state, the cat manages to find out the comfortable spots in the house and succeeds in sticking to the folks who have the say about food and drink. Snug, personal satisfaction is epitomized by the famous Perfection Oil Heater cat in a manner that defies mere words. Still along the lines of comfort we find the dog well used many times. You folks who sell books, for example, can't get a better emotional appeal than a picture of a well-fed bachelor lolling of in a big chair before a shin-toasting fire, smoking as he reads with one hand over the chair-arm fondling the ear of the affectionate dog beside him. The phonograph advertisement, the chair man's ad, the tobacco, pipe or smoking jacket insertion could all use the same sort of an appeal. And at least the poor girls who try to sell those things now could concentrate on corsets and silk hosiery to good advantage!

### USE NOT RESTRICTED TO SPECIAL LINES

In such an illustration you find the three points supporting the use of animals in illustration: newness, variety of appeal and immediate suggestion.

The lines which will permit the use of birds and beasts in illustration are numerous. Some are more directly connected with them than others: the man who produces hunting equipment, camping utensils, etc., has a very close relation with the great outdoors, and the people in these lines have probably used and developed this style of illustration to a greater degree of perfection than





Three of the animated animals used by the American Chiclé Company in the form of highly colored metal novelties. As has been remarked, nobody ever saw an elephant in pink pants, but the cards are so obviously caricatures that they get over

anyone else. Yet they are only comparatively perfect. An insertion appeared recently showing a hunting scene. In it were pictured a man, a gun, a bird and a dog. One would guess that the finished product was made from a collection of individual photographs of the different units, for the chief fault to be found rests on the presentation of the dog. He is standing squarely alongside the hunter; he is neither set to run nor is he set to "point," but stands there nonchalantly and unconcerned as the bird is in the process of flying away from that dangerous place. That isn't the nature of a hunting dog—unless he be a Bolshevik pup or a union dawg that won't work after hours.

But the improper use of animals in advertising hasn't grown to the advanced stage at which the illogical use of women now is. That's because the field is new. In that respect it ought to stay "new," for we have had plenty of experience in the right and wrong methods of utilizing other advertising characters.

#### BEARS VERSUS LIMBS AND LINGERIE

One need not be restricted, though, to such commodities as guns and tents for the privilege of using beasts and birds. If the manufacturers of an ignition system can use a feminine

limb without qualms in illuminating their white space, then it is reasonable to suppose that the maker of an automobile tire can use a polar bear without breaking anything. The Gillette Rubber Company, for example, ties up its manufacturing process, the text and illustration by showing us a goodly portion of Artic ice. The whole trend of thought runs that way: the rubber is preserved by a chilling method, on the same theory that perishable merchandise is preserved, which enables it to withstand the attacks of severe weather, and consequently the ice pack and the bear are quite relevant, topped off with the apt slogan, "A Bear for Wear."

Dogs and Victrolas have no apparent relation, but show me a more significant and better known illustration than the famous Victor dog. Likewise Velvet Joe's hound fits well with his character, and to further prove the versatility of the beast, fox terriers and Kaynee blouses make a fine match in an ad featuring boys, while Iver Johnson advertise revolvers with the aid of a mad canine.

One of the day's most impressive advertisements was the one put out by the Hyatt Roller Bearing Company not so long ago. "Hyatt Quiet" is the theme of the series in which this appeared, and the insertion in

mind contained a picture of a roller bearing, about five words of text and several birds in flight. All of this was spread out over a full page, leaving plenty of white space, and the suggestion of the silent birds headed for the distance was most powerful.

The Jonteel macaw is another example of the bird's place in advertising art, used in this connection to enable the application of vivid colors. In a recent Wrigley insertion two kangaroos, a horse and a camel were used to convey the idea of universal usage. No amount of text could improve on the value of these three sets of animals.

#### HAVING FUN WITH THE BEASTS

A still different use of the circus workers has been adopted by the American Chiclé Company. A stick of chewing gum and a rhinoscerous are not related at all, but by "humanizing" or caricaturing the latter, an attractive counter display card has been made up. Rabbits, bears, elephants and others have been togged up in the clothing of human beings, produced as enameled cutouts and used effectively for display purposes. Unlike the other reproductions of animals we see in print, these are not strictly true to life—they are not

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# The Men and Women Who Make Our Mediums

RALPH HARMAN BOOTH

One of a Series of Informal Visits with the Leading American Editors and Publishers with the Object of Interpreting What They Mean to Advertisers

By VERNE EDWIN BURNETT

ADVERTISING managers and agency men can sit back and breathe a sigh of relief now and then, when they chance to come into contact with a great publisher or editor who really and truly appreciates the advertising man's viewpoint. Moreover, such a publisher can be appreciated even more by the public when he affects a happy marriage between editorial and advertising matter. Such a publisher is not necessarily the one who makes the advertising department far outdistance the editorial; but he is the one who makes both branches shine, creating thereby the golden medium.

In this story we are to consider a publisher of a great chain of large, daily newspapers, all of which are about equally strong in editorial and advertising qualities, and high qualities at that. The publisher to be divulged in these paragraphs is not a man with a big idea—he is a man with many big ideas. He knows the super-game of public intelligence inside and outside, and the swift success of the last few years of his work forms one of the startling phenomena of recent publishing history.

Ralph Harman Booth is a publisher, editor, financier, art critic, philanthropist and advertising field marshal. He is president of the Booth Publishing Company, with headquarters in Detroit, and with a chain of daily newspapers in many cities. Two years ago he was vice-president of the great Associated Press organization, and now he is chairman of the central advisory committee of A. P.

He is a real United States American in every way but one. He was born in Toronto, Canada, where he spent the first eight years of his life. His parents moved to Detroit, where he received a little schooling from pedagogues and much more from business men. He didn't even bother to go to college, but entered the big business university by starting work for the Detroit National Bank. That was in 1888, in his fifteenth year, when

he began his few years of business preliminaries before he jumped with both feet into the newspaper game.

In 1891 an eager-faced young man appeared at the cashier's desk of the *Detroit Tribune*. Observers agreed that he had the "makin's." And he certainly did, for young Booth put personality and plugging into his job so hard that he became business manager of the *Tribune*, while still in his early twenties. From the first he had a practical outlook upon the field of journalism and saw behind scenes with clear

eyes in a way which too many editors never see. He understood at the outset that a house builded upon rock, financially alone can succeed in the publishing world.

"The newspaper game has become a business," says Mr. Booth, "although it is very far from the goal which it will approach. I saw newspaperdom in the days when it was what insurance salesman might call the basis for a 'hazardous occupation'—six shooters and all that. The city press once got out by hook or crook in a junk shop has become a public utility much more fittingly housed. But even now, publishing is in a stage of very rapid transition. It has a future which appeals to the imagination. The opportunity for standardization, increased coordination and efficiency are perhaps nowhere paralleled."

BETTER NEWSPAPER CRUSADE

Detroit in the last century was a big country town where the farm-



RALPH HARMAN BOOTH



ers drove in every Saturday and hitched up their teams in front of the stores. It was certainly small and provincial compared with the rip-roaring metropolis of today with more than one million inhabitants—the Eldorado of youthful America. When the office of business manager of the *Tribune* once lay vanquished, it began to seem insufficient to young Booth. He would have confessed, had he been asked at the time, that he did not care to stay in an organization when he had gone about as far as he could expect to get in it. He did not care to suffocate a healthy ambition, so he accepted a job as secretary and business manager of the *Chicago Journal*. That publication, when he joined it in the early nineties, was famed far and wide as the oldest paper in Illinois. Booth put stamina into the organization which made it prick up its ears. The paper developed a new kick under the genius which Booth poured into it, and the inevitable result followed—he quickly rose to the highest position which the publication could offer, the job of editor and publisher. In 1904 the paper was sold and he became editor and publisher of the *Detroit Tribune*, continuing in that capacity for several years until that publication became merged with the *Detroit News*.

I believe that Ralph Booth throughout his career clung to a philosophy which feared stagnation and which craved the hardest, biggest task on the horizon. At any rate, a few years ago Ralph Booth started a sort of crusade for better newspapers over a wide area of the country, for better editorial matter and better advertising, performing the biggest possible service in its power. Today, after a few years of intense concentration in his crusade, he has emerged with spectacular triumph for his ideas.

#### KNOWS HOW TO SHAKE HANDS

Personally Mr. Booth today is a very tall, well-tailored man, giving one the impression that he has an inclination for athletics, combined with keen brain power. He looks physically as hard as nails—a man of iron. He knows the fine art of gripping a man by the hand and at the same time reading character. His cyclonic energy is contagious. You can notice his mighty grip upon himself, his tongue and the situation. His brain works like lightning and his answers fly out spontaneously—not giving the impression of snap judgments but

rather the voicing of ideas which he had long ago thought out. He is an art critic, a prominent clubman and a concentration camp of a thousand and one activities of many kinds. If he had to work for his living as a salesman, it is a safe bet that he would make a big enough living to support several families. You realize that he is still comparatively a young man and that great things must lie in store for him in the offing.

"My idea of building up the chain of dailies," he replied to a question along that line, "just happened. Any layman could have seen the need presented by many cities suffering from overdoses of too many, half-starved publications, most of them the victims of politics or the whims of one or a few advertisers. It was easy to see that the American principle of big business, consolidation and co-ordination, was required in this new field. The result of the last several years of my work has been one consolidation after another, leaving only one paper in each of five cities where our company operates. In the two other cities, however, our papers absolutely predominate their respective fields."

Naturally Mr. Booth is not the man to strike a pose and remark, "I did all this." Far from it. He gives emphasis to the credit due his associates and particularly to the important relationship of his two older brothers, but it is well known that he is the inspiring genius back of it all. He selects the hardest jobs in sight and then submerges his own personality in the greatness of the work. Here are seven of the great dailies which Booth controls in Michigan.

The Grand Rapids Press (largest daily in city.)

The Flint Daily Journal (only daily in city of 125,000).

The Saginaw News - Courier (only daily in city).

The Jackson Citizen Patriot (largest daily in city).

The Bay City Times-Tribune (only daily in city).

The Muskegon Chronicle (only daily in city).

The Ann Arbor Times News (only daily in city, excepting student newspaper printed part of year).

This shows the method of an exclusive advertising medium for each center of population. The two papers which are not the only ones in their areas are by far and large the

best in circulation and advertising and editorial quality. Mr. Booth has marshalled the triumvirate of editorial, circulation and advertising functions into a blending which makes the readers tend to become en rapporte with the editor, thus accomplishing the "perfect medium" for the advertiser. That, I consider, is the master-stroke of the advertising genius of this great publisher.

Thus one can gather some idea of what this man has achieved. The fact that he is still comparatively young, shows that his future is by no means behind him. It is a common topic for other publishing fraternity men to discuss just how far Booth may carry out his idea. The usual verdict is that the sky is the limit. If he felt the call keenly enough, there is little doubt but what he could put the newspapers of a great share of America upon his Michigan plan. Not that the present system in the Wolverine state is considered perfect. Mr. Booth deplores the condition involving hundreds of improvements which must be made; but even so, the work is monumental and splendid and deserves the study and praise of the publishing universe.

"The daily newspapers of Michigan today," he says, "are only about half as numerous as they were twenty-five years ago, although the population has more than doubled. This shows the unique trend of consolidation. Two daily newspapers to a city of 60,000 or less mean suicide to both, and it is upon this conviction that the "consolidators" have worked for the past decade or so in Michigan, and a number of other states besides."

Mr. Booth emphasized the necessity of not 'squeezing' advertisers or taking unfair advantage of them in any way, merely because of exclusive control in a certain city. That, he believes, would kill the virtue of his system and invite competitors, whereas, under the present 'benevolent despotism', competition seldom if ever makes a show of raising its head. That is another master stroke of advertising genius—fairness.

#### TACIT FRANCHISE FROM PEOPLE

"A tacit franchise from the people has been awarded to the city dailies in Michigan. The papers of the bygone day often foisted themselves upon the public as political mouthpieces. A higher type of reading, literature, if you please, has replaced the old. And along

(Concluded on page 38)



# **The New York Globe**

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Announces the  
Appointment of

***Harold G. Schryver***

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As Western Representative

With Offices at  
419 Marquette Building  
Chicago

March 1, 1920



# How Circulation Reaches Men Who Buy

Mere Size of Circulation No Better Criterion Than Stature of Your Salesman

By L. W. SEELIGSBERG

Circulation Manager, McGraw-Hill Company

**F**EW things happen without a cause. Circulation is no exception. Its character is what the publisher makes it.

Like human character, it needs constant vigilance and development to prevent degeneration.

Circulation that, like Topsy, "just grew up" is merely "grew up" and nothing more.

Circulation size alone is no more important than salesman's size alone.

It is the character that counts, and two things determine the circulation character of a publication; the kind of editor and the kind of publisher.

The editor makes or breaks the circulation manager. He can do the same things to the publisher if the publisher lets him.

No effort can produce permanently satisfactory circulation if the editor does not make a permanently satisfactory publication.

To produce circulation that reaches men who buy, you need first an editor who knows how to talk to them.

It is the editor who determines the kind of circulation. But he cannot do the whole job. Subscriptions like insurance and advertising and even Salvation have to be sold.

To produce the necessary quantity of the right quality, the circulation must first of all brand on itself the principle of selection.

To collect buyers you must select buyers. And rejection is as much a factor in selection as is acceptance.

## ABSTRACT VS. CONCRETE CIRCULATION

Abstract numbers must hold no interest to the builder of Buyer-circulation.

An abstract "two-million" means much less to an advertiser of cement than does a concrete "two thousand contractors."

Selection is the first principle.

We can select only what we can locate. Locating buyers is not difficult. It is merely expensive and laborious. It takes time and money

and thought. But buyers can be located. The subscription lists of the McGraw-Hill papers, for example, contain the names, addresses, positions, and business connec-



L. W. SEELIGSBERG

tions of nearly a quarter a million buyers and recommenders.

These readers had to be found before they could be sold.

With the machinery of compiling lists you are all familiar. Your own lists are hand picked too. You, too, make use of the timely appeal. A name and address today may be worth ten times as much as it was yesterday. For example, here is a news item—one of the hundreds that appear every week in the *Engineering News-Record*.

"Wyo., Casper - City let contract building water-gallery in bed of Platte River at pumping station intakes, also building and revising pumping station, etc., to W. F. Henning, Casper. Work involves 5,000 cubic yard earth excavation, 00 cubic yard reinforced concrete, 1 steel headgate and complete electric light fixtures. About \$47,650."

Before this item appears, as soon as the news is received, this contractor with a new contract on his hands gets a letter from us congratulating him and incidentally mentioning our publication.

Thousands of letters to men starting in business, enlarging their plants, entering new positions of responsibility, marketing a new line

of equipment in every branch of engineering have the subscription appeal made to them just before buying time—just at selecting time.

That is one way of making circulation that reaches buyers. It is typical of the mail order part of our circulation work.

In addition to that there is the subscription salesman. There are nearly seventy of them locating buyers who can be interested in the McGraw-Hill publications, for example.

Every one of these men works on a salary—no commissions. It is only by means of a salaried sales-force that quality circulation can be insured.

No subscription salesman on a commission basis will travel through Alaska on a dog sled as one of our men did to reach important buying units there.

No subscription solicitor on a commission basis will travel through the heart of Mexico under present conditions as one of our men is doing at this very moment.

It is by adhering to the salary basis that our men can be sent to secure pre-selected buyers as they do. A two day trip across an Arizona desert to bring in an important mine superintendent's order for the *Engineering and Mining Journal* is all in the day's work.

With a field force of that kind and a mail order department such as I have outlined the publishers can offer controlled circulation.

## WHAT CIRCULATION DEPARTMENT DOES

To sell and take care of this kind of circulation takes a big department. There are two hundred of us in circulation work at the home office and probably 10 percent of this number do nothing but compile the statistics which you advertisers want or should want.

The Audit Bureau of Circulations information is but a small part of their work.

How many industries depend upon *Electrical World* readers for their electrical advice?

How many electric railways are run by *Electric Railway Journal* subscribers?

Are there any automotive shops unreached by *The American Machinist*?

How many refrigerating plants are run by the readers of *Power*?

How many subscribers has *Coal Age* in the Anthracite fields?

These are samples of questions we are called upon to answer



# Collier's

THE NATIONAL WEEKLY

5 CENTS A COPY



## U. S. Tires and Collier's

The United States Tire Company has chosen Collier's as the backbone of its 1920 advertising campaign.

**"Watch Collier's"**



every day. And we answer them.

You see the publishers job doesn't end when he gets you the circulation that buys your advertised commodities.

He should be able to tell you all about this circulation that he has segregated as an audience for you.

The more thoroughly you know your audience, the more effectively can you talk to them.

It's the publishers job to produce the kind of circulation that it pays you to address.

He can do it only by limiting his subscription appeal to the buying class and by taking all limits off the effort and money necessary to produce that kind of circulation.

That's all there is to it—desire, knowledge, time and money.

And a publisher willing to devote all four of these in full measure to a high ideal of service.

From an address before the February meeting of the Technical Publicity Association.

## From Advertising Man to Vice-President

The Unusual Career of Willard W. Wheeler a Lesson for Advertising Men Who Seek a Change—First of a New Series of Personality Stories

By WILLIAM FEATHER

I HAD in mind starting out this way: "Willard W. Wheeler, vice-president of The Pompeian Company, is the most modest man in Cleveland."

But that is a broad statement and I can't vouch for its accuracy, so I will qualify it and say that Mr. Wheeler is the most modest advertising man in Cleveland.

Mr. Wheeler's modesty is colossal.

For instance, the other day on his way to the office he picked up four men in his automobile, and as they were driving down Payne Avenue, a passenger called Mr. Wheeler's attention to a beautiful building in process of construction.

"That's one of the finest factory buildings I have ever seen," said the stranger.

"Yes?" answered Mr. Wheeler, immediately changing the subject.

Now it happens that the building of which the passenger spoke so highly is the future home of Pompeian toilet preparations, and that Mr. Wheeler is partly responsible for it being a beautiful structure.

But let me assert here the opinion—a purely personal one—that Mr. Wheeler should not be given too much credit for his excessive modesty. Had he turned to the stranger on the seat beside him and exclaimed: "Yes, I am vice-president of The Pompeian Company and I will have a suite of offices on the second floor," he would probably not have been believed.

Mr. Wheeler is forty, and doesn't look a day over twenty. [In evidence of which look at the front cover of this issue.—The Editor.]

### THIS WEEK'S COVER ILLUSTRATES

what may be accomplished in the way of variety in producing a cover design. We have taken a regular sepia finished photograph of Mr. Willard W. Wheeler, vice-president of the Pompeian Manufacturing Co., of Cleveland, which has been enlarged and a single 120-line screen halftone made.

This half-tone we have run in a sepia to simulate an actual photograph. The cut at the top is our regular style lettering for the words "ADVERTISING & SELLING" while the feature articles are emphasized, or sold to the reader, by the right hand column of the cover.

The effect of this cover can well be compared with that on our January 10, 1920, issue. Following the printing of that number several readers wrote in asking us for complete details as to the production of that design. It was made from a water color drawing executed by the Louis C. Pedlar organization, with two 133-line screen halftones which were the product of the Walker Engraving Company. The single plate used in this week's cover is the work of the Sterling Engraving Company. THE EDITOR

Often when a new solicitor calls at the Pompeian offices Mr. Wheeler has to convince him that he is really the merchandising manager and vice-president of the company and not the fourteenth assistant to the real Mr. Wheeler—otherwise the man will not talk to him.

His slight figure, blue eyes, blond hair, and the smile that forever lights up his face, rob him of all the majesty which is supposed to descend upon a man when he gets a titled job.

Therefore, my own theory is that Mr. Wheeler is modest because he has found it impossible to be otherwise. It is hard enough to get people to believe part of the truth about him-

self—there's not only no occasion, but no opportunity, for bluffing.

Mr. Wheeler's life naturally divides itself into two parts. There would be nothing of interest about his birth were it not for the fact that he was the sixth and last child of the family—the first five being girls! Under such conditions it is obvious that he received an unusual welcome.

He was fed, clothed and housed at the expense of the paternal pocket-book until he was graduated from Williams College, which he left in 1903, sheepskin in arm, to meet the world.

### THE YOUNG AD MAN BURNS HIS BRIDGES

Here begins the second part, the scene being laid in New York City. Young Wheeler cut all bridges behind him by writing home to his father asking him to stop sending checks.

Edward Bok, until recently editor of *The Ladies Home Journal*, once wrote an editorial with the striking title "Why I Believe in Poverty," in which he brought out the point that poverty is the richest experience that can come to a boy.

In the editorial he says: "There is not a single step, not an inch, on the road of direst poverty that I do not know or have not experienced—I know what it means, not to earn a dollar, but to earn two cents—And yet I rejoice in the experience, and I repeat: I envy every boy who is in that condition and going through it. But—and here is the pivot of my strong belief in poverty as an undisguised blessing to a boy—I believe in poverty as a condition to experience, to go through, and then get out of: not as a condition to stay in."

From my talk with Mr. Wheeler I take it that he holds much the same view. He really didn't know what life was until he tackled the job of getting a living from the world—alone. He told me that during the first year in New York he was without his watch on numerous occasions, but he was always able to get it back.

"During the first year I began to doubt whether there really were one hundred cents in a dollar," he said. "At times I thought there were only about sixty-three."

But it was during this period that he learned to work—not eight hours a day, but often sixteen. Hard, grinding work, with no big prizes in view.

### STARTED AS A REPORTER

He first made connection with a meal ticket in the editorial rooms of the *Commercial Advertiser*, later



# Our Disabled Soldiers

## *Neglected—Exploited—Forgotten*

The Public should be heard  
from in no uncertain terms

**W**ITHOUT the courage of conviction to speak aloud upon injustice, maladministration or incompetence a newspaper is false to its trust.

For 119 years, News Value and Journalistic Merit have been characteristic of articles appearing in The New York Evening Post.

Since its establishment, in 1801, successive generations of Americans have formed the habit of depending upon its columns for facts.

The New York Evening Post is an independent, not a partisan, newspaper. It will consistently follow the course of presenting facts and its utmost endeavor will be to see that these facts are fundamentally sound, uncolored by partisanship or personal feeling.

**Such an occasion has now arisen—a most important “Draft upon the country’s honor” has been dishonored.**

**Every American with red blood in his veins should read Harold Littledale’s articles on the treatment accorded our disabled ex-service men. It is your fight they fought. They paid in blood and agony. Conditions shown are intolerable. It is your duty to learn the facts, which public demand must change.**

With due regard to its responsibility—to its standing as a conservative and non-partisan publication—and only after very careful investigation, The New York Evening Post is printing a series of articles on the utter failure of the officials charged with the duty of so doing to pay this “draft of honor,” in so far as the rehabilitation of disabled soldiers, sailors and marines is concerned.

Articles of great interest are usually “syndicated” (allowed to be reprinted) at a price.

But this is a subject for neither commercialism nor delay. The information should reach every American citizen possible from Maine to California.

And to this end The New York Evening Post will reprint the first six or seven articles immediately, and will supply them at half their cost, in any quantity, to individuals or organizations. (\$2.50 a thousand.)

**Public opinion must be aroused. Read the facts.**

**Investigate the situation in your own town, and let public indignation not subside until incompetence and gross neglect have been succeeded by the sort of treatment these boys have earned—that was promised them—that is being paid for.**

All claim to “copyright” is expressly waived. Newspapers are urged to reprint. Upon request we will even supply “mats” without charge to those newspapers which will aid the boys by so doing.

Send two postage stamps for a copy—once read, you will need no further urging. Better yet, send for 1,000 or 5,000 copies of Littledale’s report—pass them on to others.

Give copies of the report to your Congressmen, your Senators, and your Mayor—to your clergymen, your local editors, to members of the American Legion and other patriotic societies.

Condemnation—destructive criticism, so richly merited, must be followed by a plan, some plan—your own plan perhaps that will bring order out of chaos.

This announcement is running in 65 nationally known newspapers, from coast to coast, and is paid for by the N. Y. Evening Post.



changing to the New York *Globe*. He wasn't given a regular place on the staff but was what is known as a "space writer," which means that he was paid only for what he got into the paper.

One week, at the end of a long pull, his weekly pay check totaled \$32.00. That Saturday afternoon the editor called him aside and offered him a regular job on the staff. Pleasant words were exchanged, but nothing was mentioned about the salary.

"So, as a parting shot, and in a way that indicated it was a mere detail in my young life, I asked the editor what my salary would be," said Mr. Wheeler.

"'Fifteen dollars a week,' was the answer.

"I reminded him that I had just drawn \$32 for a week's work on space, but he was unmoved.

"'Your salary will be \$15 a week.' This was in chilly tones.

"But, a moment later, he did offer me the opportunity to continue doing space work, which I readily accepted. During the next three weeks I lived on canary-bird rations because practically none of my stuff broke into print. So I capitulated, and joined the staff at \$15 per."

Mr. Wheeler rounded out about two years' service with *The Globe*, which was the name of the paper when he left. During the next year and a half he worked for the Hampton Agency, Frank Presbrey Co. and George Batten Co., making the changes deliberately in order to gain as much experience in as brief a time as possible.

Wheeler had definitely made up his mind that he was going to learn the advertising business.

In that eighteen months he estimates he worked on at least 150 different accounts—almost ten accounts to master each month. And that was only fifteen years ago!

He was with the Batten people, and among the accounts he dabbled into there was that of a Cleveland company, makers of Pompeian massage cream. This business had been founded four years before by Frederick W. Stecher, a Cleveland druggist.

Mr. Stecher had worked out the formula for the massage cream. He put it up in small jars and sold it to the women in his neighborhood. Working as a clerk in the store at the time was O. F. Leopold, now president of The Pompeian Company, Mr. Stecher having died three years ago.

One day it occurred to Mr. Stecher that if the women in the

neighborhood of their store liked this face cream perhaps the cream could be sold to all Cleveland women, Ohio women, and maybe the women of the United States.

Mr. Stecher later came to the Batten offices in search of a man to come to Cleveland and take charge of his advertising.

"Anxious to please their client, whose account showed prospects of growing rapidly, the officers looked around for the man who could best be spared, and offered me to Mr. Stecher," says Mr. Wheeler, modestly.

#### HE STARTS ON HIS FOURTEEN YEAR JOB

So, in 1906, Mr. Wheeler was installed in the job he has held continuously ever since—fourteen years—think of it! An advertising man in one place fourteen years! He has been given new responsibilities, as stated before, until now he is in entire charge of the merchandising of Pompeian products. I might also add that he is one of the owners of the business, so that he will probably be on the same job for many years to come.

So far as I know or could discover he has no redeeming vices, unless smoking can be so classified. In a corner of his office there is a bag filled with golf clubs, none of which are ever used. He reads a good deal. He is married and is the father of two girls—one of whom is four years old and the other ten months.

During the war he spent much of his time at Red Cross Headquarters, directing the advertising of the Lake Division, which comprises Ohio, Indiana, and Kentucky. He was in complete active charge of the final war campaign in which 50,000 workers were engaged in those three states.

He has served as a director of the Cleveland Advertising Club and also the Association of National Advertisers.

Right here let us observe that when Mr. Wheeler joined The Pompeian Company the offices and factory occupied only two floors of a small building. Four years ago headquarters were moved to a four-story building, and now that the big new factory, mentioned before, is being completed, it is already too small, and the old building must be retained to take care of the overflow.

Advertising of the right kind has done it.

#### BELIEVES IN WHOLESOME CON- SERVATIVE COPY

The Pompeian Company has pioneered the way in the advertising of facial preparations, and the note that has dominated it all has been "wholesomeness." Claims made for Pompeian products have always been conservative. Mr. Wheeler told me of a wonderful phrase which was once used, but which was discarded because it overstated the case.

As to advertising—he says the up-to-date advertising man is a merchandiser, meaning that copy, media, etc., not only are not the whole of it, but not the half of it.

"Advertising is an important part of modern merchandising, but only a part," said Mr. Wheeler. "Copy is important. So are media. But there must be a plan that takes all factors into consideration: marketing methods, dealer helps, mark-up, turnover, and so on. Advertising will help to solve all these problems, but if you try to make advertising do all the work it is mighty expensive."

#### Atlanta "Constitution" Man Becomes Advertising Manager

L. E. Winchell has been appointed Southern advertising manager for the *Southern Lumber Journal*, published at Wilmington, N. C., and will have full charge of the offices of the company at Jacksonville, Fla. He has been in the advertising department of the *Atlanta Constitution* for the past seven years.

#### Changes in Personnel at Square D Company

Several changes and additions in the sales and advertising departments of the Square D Company, manufacturers of electrical safety devices in Detroit, Mich., became effective February 1st. E. A. Printz, formerly district sales manager of the Chicago territory, was made sales manager, A. MacLachlan continuing in the capacity of secretary and director of distribution. D. M. Stone, formerly district sales manager of the Pittsburgh territory, has been transferred to the Detroit territory. J. A. Jaques, formerly in charge of the New York territory as district sales manager, is now directing the Pittsburgh territory, and H. W. Spahn, district sales manager of the Buffalo territory, was placed in charge of New York. D. H. Colcord, formerly of the department of Publicity of the Westinghouse Air Brake Company of Pittsburgh, was appointed director of research engineering. The annual Sales Conference of the Square D Company was held at the Hotel Staller, Detroit, February 16, 17 and 18.

#### "Farm Journal" Will Move Chicago Office

On March 1, *The Farm Journal*, published by the Wilmer Atkinson Co., Philadelphia, will move its Chicago office from the Peoples Gas Building to quarters more than twice as large in the Mallers Building.





*Announcing*

# WILL H. HOWELL

Since the effective use of advertising of unusual quality depends so much upon the expression of the same spirit in the final printed presentation, our clients have prevailed upon us to extend our service by establishing a division of publication.

To those who are familiar with the development of the higher ideals in the printing art, the announcement of Mr. Will H. Howell as director of this department will be deeply significant.

Mr. Howell possesses that warm appreciation and love for work well done which, with a background of experience that is most broad, enables him to bring to the product of his hand and brain that desirable quality which discerning people at once recognize as a true expression of those rare qualities—good judgment and good taste.

# CHARLES DANIEL FREY COMPANY

*Advertising Illustrations*

DIVISION OF PUBLICATION

104 MICHIGAN AVENUE SOUTH  
CHICAGO



## EXPORT MEN DISCUSS TERMINAL COSTS

At the Hotel Commodore on February 25th the American Manufacturers' Export Association held its regular monthly luncheon meeting. Dr. R. S. MacElwee, assistant director of the Bureau of Foreign and Domestic Commerce talked on the subject of the meeting: "The Effect of Port and Terminal Costs on Our Export Trade," presenting some enlightening truths about the disgraceful situation existing in the Port of New York hampering foreign business.

Dr. MacElwee said, in part:

"Consider the cartage costs and waiting time as one of the items of extraordinary expense falling the shipper.

"As bad as cartage conditions are in New York, the high cartage rates as quoted above are not bona fide. There certainly is something rotten in the state of Denmark and in the Port of New York. Both high cartage costs and waiting time just quoted that made the cartage alone amount to 25 to 40 percent of the value of the goods are loaded down with graft.

"Also, the warehousing, which does not appear in the above quotation, because the firm itself says it could not bill the warehousing charges to the foreign customer and have any hope of selling the goods, is loaded down with graft. Perhaps 20% of the cartage charges in New York are graft. Of course there should be no cartage whatsoever on freight from the interior for export, the only carting is between the loft of the manufacturing houses located in New York where the goods are manufactured. Goods for export passing through New York should never be carted.

"I said a moment ago that there should be no trucking at New York, that the entire port has grown like topsy, topsyturvey, and that the system on export trade is ridiculous—it is worse than criminal—it is silly.

"After considering all of these factors is it any wonder that we are killing our foreign commerce, strangling in its bed like Othello because we love it so? We are killing our foreign commerce with

our own hands, and simply because the Port of New York cannot wake up and reform itself. If I could spend an hour and a half with you and show you a hundred or so slides of better ways at other ports of the world we might develop some ideas for improvement."

B. F. Cresson, Jr., who was also listed to speak, found it impossible to attend.

Before the meeting adjourned, O. K. Davis, secretary of the National Foreign Trade Council, made an announcement about the San Francisco convention of that body, promising that at a date in the near future more elaborate details would be made public.

## "Oral Hygiene" Has a New, Distinguished Editor

Rea Proctor McGee, M. D., D. D. S., a former Lieutenant-Colonel of the U. S. Army Dental Corps and an authority on oral surgery and general dental matters has been appointed the editor of *Oral Hygiene*. Besides having served in the army throughout the war, seeing service as chief of the Maxillo-Facial Service through practically every major battle, he has been Chief of the Dental Surgeons and of Dental Oral Surgery at General Hospital No. 40 in St. Louis and as Dental Oral Surgeon at Jefferson Barracks, Mo. He is an associate professor of Oral Surgery in the University of Denver, a member of many prominent dental associations, has held many important positions in his profession and has been directed by the War Department to write for the official history of the War, those chapters having to do with activities of the Maxillo-Facial surgeons in Mobile and Evacuation Hospitals in the Zone of Advance.

## Another Electric Display for Broadway

A new electric sign facing down Long-acre Square from 48th Street, is now said to be the highest in the vicinity. In brilliant nitrogen lamps, are portrayed, a Sonora phonograph, the largest in the world; the words: "The highest class talking machine in the world" and a huge bell.

## McCann Handles Big Campaign to Put "Garden Court" Articles on Market

A campaign of advertising calling for an indefinite number of full pages in colors in a selected group of magazines, has been begun by the Nelson-Baker Company of Detroit, to place a new line of cold creams, powders, before the public.

The campaign is being directed from the headquarters of the company, in Detroit, through the H. K. McCann agency, of New York.

Full pages will be used in colors in *Pictorial Review*, *Cosmopolitan*, *Vogue*, *People's Home Journal*, *Women's Home Companion*, *Photoplay Magazine*, *Red Book* and the *Butterick* trio on an irregular schedule during the year, figured to reach the greatest numbers.

The new line is called the Garden Court brand, and includes cold cream, double combination cream, extract, toilet water, talc, face powder, benzoin and almond cream. Nelson-Baker Company has a subsidiary in the Penslar Company, and sales of the new line will be restricted to dealers already handling Penslar products.

## Artificial Pearls, Art Goods and Vi-Tone are Being Advertised

Advertising orders are being placed by Scott & Scott, Inc., New York, in weekly and monthly magazines of national character, for Ayesha, Inc., makers of artificial pearls; for Marcus Simpson & Co., art goods, and for the Vi-Tone Co., Lewiston, Maine, who make a proprietary remedy.

## Henry B. Sell Is Appointed Editor "Harper's Bazar"

Henry B. Sell, formerly literary editor of the *Chicago Daily News*, has been appointed editor-in-chief of *Harper's Bazar*. Mr. Sell, who was with the *News* for four years, having worked his way up as a reporter, has written articles on interior decoration, art, drama and kindred subjects for the *Ladies Home Journal*, *Harper's Bazar*, and other magazines. He is the author of "Good Taste Furnishing," published by the John Lane Co. Mr. Sell began his new work on February 16.

## Batchelor, Mason and Brown a New Agency

A new advertising firm has entered the Detroit field, under the name of Batchelor, Mason and Brown Company. The trio are former newspaper and corporation advertising department men, E. A. Batchelor coming from the *Detroit News*, Charles A. Mason having been connected with several big automobile concerns in an advertising capacity, and William M. Brown leaving the insurance field, where he did advertising work.

## International Motor Appoints H. C. Bailey, Advertising Manager

The International Motor Company, manufacturers of Mack trucks, has announced the appointment of H. C. Bailey as advertising manager to take the place of D. O. Skinner, who recently resigned.

Mr. Bailey has been with the company for a number of years, and although a native of Philadelphia, his activities have been centered principally in Chicago and St. Louis. His wide experience in selling, sales managing, advertising and editing has particularly fitted him for the position.

The New Orleans Item  
regularly receives  
more money from  
local display advertisers  
than any other paper  
published in its field \*



**"Detroit News" to Carry on an Extensive Advertising Campaign in Great Britain in 1920-1921**

Announcement has been made by the management of the *Detroit News* that an extensive advertising campaign will be carried on during 1920 and 1921 in Great Britain, with the purpose of bringing about closer relationship of the commercial enterprises of the two countries, and with a view of introducing Michigan and the Great Lakes Regions to the British Empire.

The campaign is unique in that only indirect reference to advertising in the *News* is made.

Full page advertisements will be used in the *London Times*, *London Telegraph*, *Manchester Guardian* and *Glasgow Herald*. Feeling that the stability of the world's business depends to a great extent on the ability of the two English-speaking nations to get together, the paper has engaged in the campaign to bring the section which its circulation dominates closer to the English business man, manufacturer and exporter.

The *News* will attempt to teach in these advertisements the economic and physical geography of the Great Lakes region, which will undoubtedly be of great interest to every Englishman. The newspaper will say little about itself, but will use the space to give detailed descriptions of Detroit's industries, growth, prosperity, harbor facilities, resources and people. The earning and spending power of the city is shown. Its industrial needs and imports are carefully explained. Each advertisement contains maps which not only tell about Detroit but also indicate its relation to the whole east-central region of America.

In making its appeal to the business men of Great Britain, the campaign recognizes the British point of view. The advertisements were prepared in the Detroit home of the *News*, but before being published, illustrations, maps, and copy took a trip to the editorial and business representatives of the paper in Great Britain. There local color, British spelling and idioms were injected. No attempt was made to attract attention by the use of bizarre or unusual in display. Typography and copy are conservative, but nevertheless pleasing and attractive.

This campaign offers a striking belief in a newspaper's belief in its own commodity. It is the hope of the *News* that the campaign will not serve to attract attention to the Detroit field, but that it will open up avenues of commerce between the two nations and encourage international amity and peace.

**Twenty Michigan Dailies Plan to Have National Representative**

At a meeting of the Michigan League of Home Dailies held recently in Grand Rapids, Michigan, plans were laid to secure a national advertising representative for the League. The League includes twenty Michigan dailies with a circulation of less than 5,000 each.

**League of Advertising Women Preparing for Dinner Dance**

March 16th is the date set for advertising folks to get together at the Annual Dinner Dance of the League of Advertising Women.

The affair is to take place as in previous years at the Astor Hotel, and promises to eclipse all past events in the history of the club. Those who have attended these din-

ner dances in former years will recall the entertaining programs which have included such favorites as Amelia Bingham, Vanity Fair and Fanny Brice, and it is whispered that this year equally well-known folks will participate in the program.

There is no doubt but that the event will as usual bring forth the most representative advertising men and women in the country.

**British Editors Demand Peace Congress Publicity**

The Provincial Newspaper Conference, which met in London last week, adopted a resolution urging the necessity of greater publicity regarding work of the peace conference. The resolution protested against the facilities granted the French press, which were withheld from the British. A copy was handed to Premier Lloyd George, with the request that he present it at the conference.

**Managing Editor of Detroit Paper Dies**

Max Cohen, managing editor of the *Detroit Abend Post*, and engaged actively in the newspaper business for forty-five years, died in Harper Hospital, Detroit, February 11, following an operation. He was born in Bavaria sixty-four years ago.

**Harry A. Kaufman is Publicity Director for "The Fair"**

Harry A. Kaufman has been appointed publicity director for the Fair department store of Chicago. He was formerly director of publicity for Kaufman's store in Pittsburgh.

**"City Editor and Reporter" a New Paper in Chicago**

The first number of the *City Editor and Reporter*, a publication to be issued monthly by the International Editorial Association has just made its appearance. It is published in Chicago.

**Bush Terminal Official Dies**

Albert C. Woodruff, eighty-two, vice-president of the Bush Terminal Company, and for more than half a century widely known in his field, died on Wednesday at his home, 38 South Oxford street, Brooklyn. He was connected with the Bush Terminal Company almost since it was organized, and before that time had been prominent in the management of two large warehouse concerns and with E. B. Bartlett, owner of the Bartlett Stores.

He leaves three daughters, two sons, a brother and a sister. Funeral services were held Friday afternoon.



HERMAN G. HALSTED

Herman Halsted has been associated with me in business for nearly twenty-five years and has been my friend for thirty-five years, as we were brought up together in Elmira, New York.

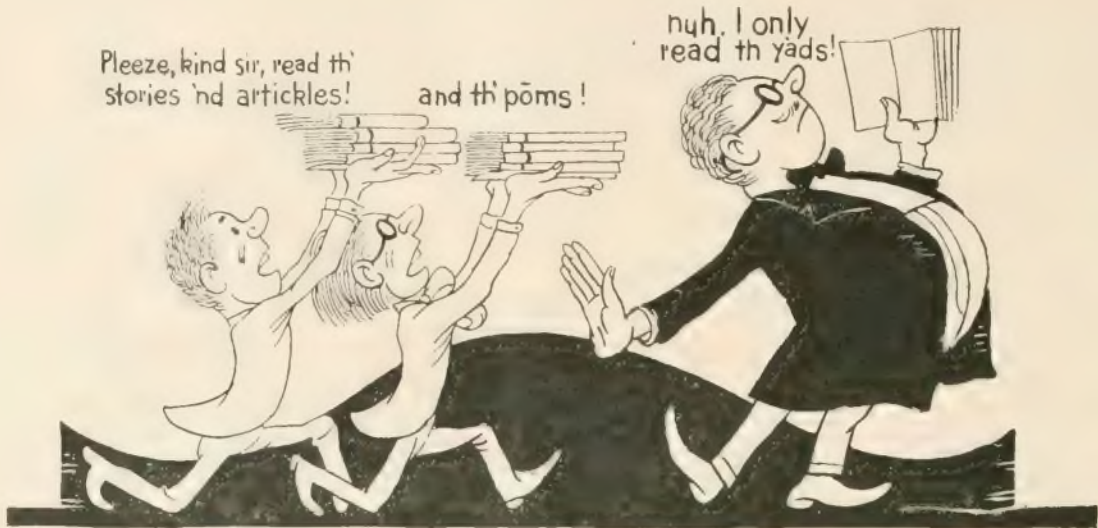
There are many phases of our business that I am proud of, but there is nothing that makes me more proud than to be able to say that Herman, and I were great friends when we were eight years old and that after twenty-five years of business association we are even closer friends to-day.

*Laul Block*

**Cleveland News & News-Leader**

The CLEVELAND NEWS & NEWS-LEADER (formerly called the Leader) were considered good newspapers many years ago, but the changes which have taken place in these properties since Mr. D. R. Hanna bought them are very great. To-day the Evening NEWS and Sunday NEWS-LEADER are among the great newspapers of the Middle West. From unsuccessful properties they have become among the big money-making newspapers of the country. In the twenty years that I have been representing these newspapers I have seen the great development of these properties and have been extremely proud to be associated with them.





# A SONG OF THE AD MEN

By PERRIN HOLMES LOWREY

I RARELY read the written line  
 For which the writer folk are paid.  
 My thoughts to other things incline.  
 I rarely read the written line,  
 Unless some little gem of mine  
 Be unobtrusively displayed.  
 I rarely read the written line  
 For which the writer folk are paid:

Of course I scan the magazines,  
 Though I'm a busy fellow, quite.  
 I guess at what an author means.  
 Of course I scan the magazines.  
 And thus my sprinting spirit gleans  
 A fund of sayings wise and bright.  
 Of course I scan the magazines,  
 Though I'm a busy fellow, quite.

Most fiction is, I take it, poor.  
 But, gosh, they carry bully ads!  
 I dodge the modern litratooor.  
 Most fiction is, I take it, poor.  
 Perhaps I show myself a hoor  
 To twit the literary fads.  
 Most fiction is, I take it, poor.  
 But, gosh, they carry bully ads!

I read the advertising page  
 And so I get my money's worth.  
 I am acquainted with the age.  
 I read the advertising page.  
 I know when things become the rage  
 In all the ends of all the earth—  
 I read the advertising page,  
 And so I get my money's worth.

Rich triumphs of alluring art!  
 They stir my vivid lips to song.  
 With illustration brightly smart—  
 Rich triumphs of alluring art—  
 And pictures, they entice my heart  
 And lead my wild desires along.  
 Rich triumphs of alluring art!  
 They stir my vivid lips to song.

I sing the advertising men.  
 They write the stuff that people read.  
 I clear my lyric throat and then  
 I sing the advertising men.  
 More power to the plural pen  
 That succors every human need!  
 I sing the advertising men.  
 They write the stuff that people read!

Reprinted from The Saturday Evening Post, Philadelphia. Copyrighted 1919 by the Curtis Publishing Company, Philadelphia.



AD MANS UTOPIA

G  
 GOTHAM  
 STUDIOS



# The Five Big Outdoor Issues

of

# BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

*May June July August and September*

These 5 numbers will cover the biggest part of the out of doors camping and hiking season of 400,000 Boy Scouts. Practically every one of these Scouts is in camp for at least two weeks of this time, and they average three hikes of several days each.

Many boys stay in camp for a much longer period and do more hiking. The aim is to get every Scout into camp for a portion of the summer at least. And to realize this aim every scout troop is pledged to do its utmost this season.

These 400,000 boys need and buy practically everything that can be used in the open. Their needs range all the way from the necessities, such as food and camp equipment, to the things that can be used strictly for pleasure purposes.

The combined purchasing power of these hundreds of thousands of boys is enormous. It is a big and growing market in itself and one that demands your attention.

There is one direct way to get at this great group of boys. These 400,000 Scouts are organized in troops, some 17,000 in the United States.

Boys' Life, the Boy Scouts magazine, reaches every one of these 17,000 troops, in addition to its tens of thousands of individual readers.

By advertising in Boys' Life you can get before this worthwhile market through the only publication covering the Scout field.

*The Boy Scout Movement represents the greatest out of door group of boys in the world. They need and buy practically everything that can be used in the open. Their average age is 15 to 16 years. These boys come from homes of unquestioned purchasing ability, and they are buying constantly.*

**BOYS' LIFE** *The Boy Scouts Magazine*

200 Fifth Avenue  
New York City

Owners and Publishers  
**BOY SCOUTS OF AMERICA**  
Member A B C

37 So. Wabash Avenue  
Chicago



# Serving the Field, Keynote of T. P. A. Meeting

Discussion Hinges on What the Advertiser  
and Subscriber Have a Right to Expect

**T**HE fifth meeting of the Technical Publicity Association, held at the New York Advertising Club on February 19, took the form of a "McGraw-Hill Night" in the treatment of the topic, "How the Technical Publisher Serves His Field."

The meeting was opened after the coffee by the reading of a memorial by Charles A. Hirschberg to Harold McGill Davis, late publicity manager of the Sprague Electric Works, whose death was announced recently in these columns. The resolution will be presented to Mr. Davis' family.

F. M. Feiker, vice-president and editorial director of the McGraw-Hill Company, was the first speaker on the list. Mr. Feiker told how the editorial pages stimulate buying, pointing out the vital importance of the trade or technical paper as a leader of progress and its field for advancement laid out by the fact that it reaches the thinking men of the industry or profession in which it operates. By drawing attention to the function of a technical paper and the manner in which that function is realized, the speaker showed how advertising copy and editorial content can be hooked together by virtue of the definite appeal to a definite group embodied in the editorial columns.

Following Mr. Feiker, L. W. Seeligsberg, circulation manager of the McGraw-Hill group, talked on how the circulation man reaches the men who buy. Modern methods of boosting the subscription list was included as a part of the talk which has been reproduced elsewhere in this issue.

R. Bigelow Lockwood was the third speaker. With the aid of lantern slides he gave a very illuminating talk on the function of the service department of a technical paper, using for his topic, "How Technical Advertisements Are Prepared."

Mr. Lockwood said, in part:  
In discussing the mechanics of copy preparation, I must be pardoned for referring to my own department.

The Advertising Service Department of the McGraw-Hill Company comprises 75 people—copy writers, artists, photo service and clerical.

In the main New York office we have about 30 copy writers and 25 artists, with a smaller branch in Chicago.

On the wall, facing the copy men, is a large sign which bears the slogan of the Department—

"It Can't Be Done—Here It Is."

I believe that in this slogan is incorporated the spirit of the technical publisher who earnestly tries to render service in *all* branches of his organization to his field.

As publisher of 11 different papers we have eleven fields to cover, and copy writers are selected with careful regard to their engineering training in these particular fields.

The day has gone by when the technical publisher can advertise for copy writers and take on the first man whose samples look good and who will start in for twenty

dollars a week. The requirements connected with properly serving our respective fields call for a specialized type of advertising writer, and your advertising service man today is not only a trained advertising man but, more than often, an engineer as well.

I submit that the most successful Service Department is the one which staggers its copy staff. And I mean by this the employment of two classes of writers.

One, the man who is an experienced good all-around advertising man—a star copy writer and idea man.

Two, the engineer or highly trained technical man who knows nothing whatsoever about advertising, but who *does* know the field and the application of the products.

If a Service Department is composed of these two classes in equal proportion, your engineer will rapidly acquire a knowledge of advertising from your trained advertising writer, and your advertising man will absorb from your engineer a surprising amount of technical knowledge within the same period.

Such a system renders a Service Department flexible and capable of rendering a specialized grade of service.

The Service Department man who can render the best service is the man who can advise regarding the engineering application, and who, because of his engineering knowledge, can point out to the prospective advertiser new and practical angles to be advertised. The more intelligently a Service man can talk to an advertiser about the engineering features of his proposition the more confidence will that advertiser have in that man.

If I needed a man to put in my Service Department to write copy about coal mining machinery, I would select a coal mining engineer—provided I could place beside him a trained advertising man from whom he could learn the essentials of good copy and display.

With these points in mind our Service Department is divided into Groups or Divisions and each group serves its respective paper.

The preparation of technical advertisements by the modern service department calls for more than just hashing up copy.

It calls for organization.

It calls for a high quality of man-power as regards copy writers and artists.

It calls for a copy man being a cross between a reporter, a diplomat, an engineering man, an advertising man, a skillful writer, an idea man, a research man and a man who can command the confidence of his advertisers.

This, gentlemen, is the sort of service the technical publisher owes his field. And in our own organization we try to build up our Advertising Service Department with just such men in order that the accounts we handle may be profitable for our advertisers.

The fourth speaker, J. Malcolm Muir, vice-president in charge of sales for the McGraw-Hill papers, also used the lantern slides in telling how the market is presented to the advertiser. Mr. Muir said, in part:

"Advertising has at last taken its place as a great economic force. It is brought to the foreground in the discussion of plans for the development of every business, no matter how great or how small. It is used to try out new markets. It is the twin brother of every salesman, and with him enters every industrial battle. It has proved a force in attracting capital to worthwhile enterprises. It has in short assumed a position in the industrial world that calls for its most enlightened and effective use as a weapon of modern business. The advertising manager, who a few years ago was only an important man in the farsighted and forward looking organization, is today an important factor in every worthwhile business concern. His work has developed from a copy-writer and a casual buyer of space to one of tremendous responsibility in cooperating with the sales organization. Upon his shoulders falls the responsibility, or, at least, his is the opportunity, if he will take it to point out new fields to conquer, to stabilize fluctuating markets, to nullify competition, and, in short, exercise a strong influence upon the destiny of his company.

"With these responsibilities comes the necessity for an intimate and first-hand knowledge of conditions in all fields which have any bearing upon the present or future development of his institution.

"What I have said might, and does apply to the place which advertising has assumed in industry as a whole. May I emphasize to you, however, that the responsibility which has fallen upon the shoulders of advertising managers of engineering or technical equipment is even far greater. It is generally recognized that the war has developed a true appreciation on the part of the world at large of the bearing that every engineering art of profession has upon the industrial fabric and social life of a nation. There is being built upon this great foundation of engineering development a superstructure of great and small manufacturers of engineering machinery, equipment and supplies. The markets for such equipment have changed in many cases entirely. New enterprises are calling for the use of standard equipment never before used for such purposes. Nations who are just finding themselves economically and who must have both an understanding of engineering practice and a knowledge as to the sources of supply of the proper engineering equipment are offering new markets overseas. Industries which before the war were too small to consider as profitable markets are now eagerly sought after by the far-seeing and resourceful organizations.

"Labor conditions are attracting labor-saving devices to markets heretofore unprofitable to attempt. Even the domestic servant situation is having its effect on the market for engineering equipment. I understand that the demand for electric washing machines and other devices to save labor in the home have thrown so many so-called 'war plants' into this industry that the volume of sales of this kind of equipment will be greater in 1920 than the total sales of machine tools. These home labor-saving devices alone will call for the use of 2,500,000 fractional horse-power motors. This is only one illustration of the new markets which are opening up in every direction for the manufacturer of engineering equipment,

# The National Graphic Sales System

## MOTION PICTURE ADVERTISING—PLUS

Gives the consumer the most powerful incentive to buy a manufacturer's product and to interest friends to buy it.

It focuses this demand upon retail stores adjacent to Motion Picture Theatres.

It enables manufacturers to concentrate intensive sales work in localities where maximum demand is developed.

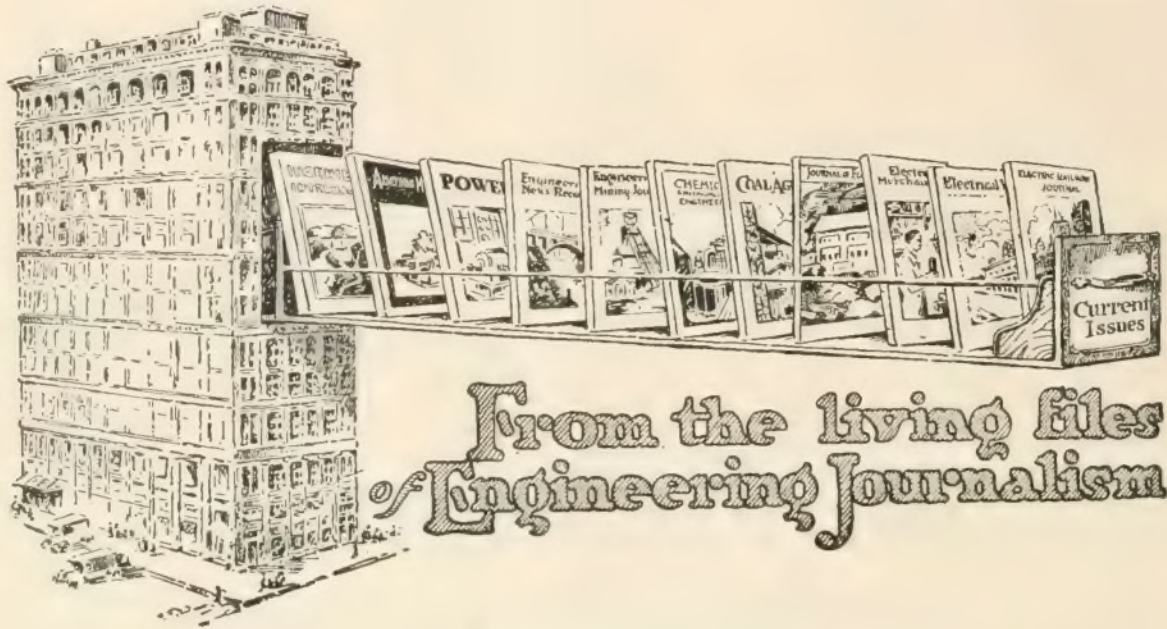
**National Graphic Sales Corporation**

GERALD B. WADSWORTH, President

50 East 42nd Street

New York City





## From the living files of Engineering Journalism

**E**ACH copy of a McGraw-Hill publication reaches its reader fresh from the last-minute section of a living, humming card-index of engineering journalism. Directly supported by a staff of expert editors and fact-digestors, each McGraw-Hill technical journal forms a printed link connecting its readers with the vital center of the greatest engineering news gathering organization in the world.

Visit a new power plant in Washington State or study a new phase of mining in Arizona and it's a safe guess that a McGraw-Hill man has been there before you. If a street railway in Cleveland tries out a new fare system; or a

retail store in Maine develops a profitable renting plan on electric fans, McGraw-Hill knows about it. And in the shortest possible time the information goes into the publishing filing cabinet to come out immediately in the pages of those McGraw - Hill publications whose readers need it most.

Wherever such engineering development is going on, there material and equipment are being bought and used. The men who make decisions on the purchase of this material are engineers and engineering executives. Also they are McGraw-Hill readers. If your product fits their field, McGraw-Hill pages will help you sell it.

**The 11 McGraw-Hill Publications**  
 McGraw-Hill Company, Inc. Tenth Avenue at 36th Street, New York



## These facts may look dry, but -

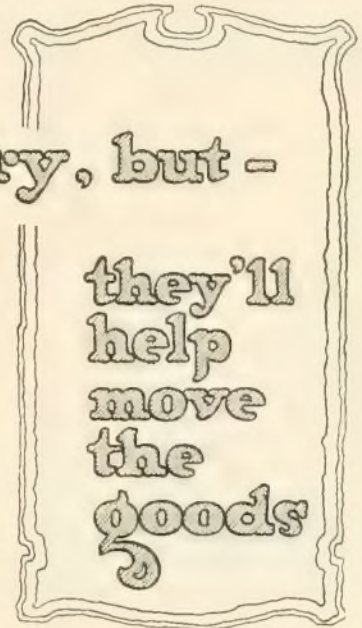
**H**ERE are facts which every advertising and selling executive will want to carry away with him.

It would be easy to bore a *clergyman* with statements about the selling capacities of your several salesmen. To you, however, these facts are as human as batting averages to the baseball fan. They deal with *moving the goods*.

And so do these facts! These eleven technical journals exert as powerful a selling force as your salesmen who call on a thousand executives a month.

These publications call on 168,000 engineers and engineering executives a month! *And Engineers Buy!*

When you see a new cement mixer going by on a freight car, a load of conduit on its way to the job, or motors, oils, paints or labor-saving machinery en route to a new industrial home you can bet that the man who decided on its purchase—the man who said "We'll take this kind!" was an engineer.



*American Machinist*: The representative paper of those who make use of and sell machine tools. Covers design, construction and operation; also plant management.

*Chemical and Metallurgical Engineering*: Reaches the operating officials of chemical and industrial works, iron and steel plants, ore dressing mills and smelters.

*Coal Age*: The only national coal mine engineering weekly; covering the mining, handling, distribution of coal, manufacture of coke and byproducts.

*Electrical Merchandising*: Serves the electric trade—the dealer, the contractor, the jobber, the central station commercial official, the manufacturer of electrical appliances—with all the new selling ideas and methods.

*Electrical World*: Reflects and interprets current developments in the practice of the engineering, central station, manufacturing and general business fields of theoretical and applied electricity.

*Journal of Electricity*: Combines the service of the electrical trio of publications with

reference to the special geographical and trade conditions west of the Rockies.

*Electric Railway Journal*: The accepted authority everywhere on electric railway construction, operating and maintenance—engineering, practical methods, mechanical, traffic, financial, etc.

*Engineering and Mining Journal*: The standard publication of the metal mining field for over 50 years; covers every phase of the mining of metals and the milling and smelting of ores everywhere.

*Engineering News-Record*: The leading civil engineering and contracting publication, with 33,000 readers weekly. Covers design, construction methods and research.

*Power*: The only weekly power plant paper. Covers the generation and transmission of power—steam and electrical—including hydroelectric, refrigeration, heating, lighting, ventilation, elevator work.

*Ingenieria Internacional*: The educational review of American engineering methods and practice, circulates among Spanish-speaking engineers and industrial executives in Latin America, the Philippines and Spain.

## The 11 McGraw-Hill Publications

McGraw-Hill Company, Inc.

Tenth Avenue at 36th Street, New York



and among our future capitalists of industry will be those who have had the vision and foresight to sense these conditions.

#### THE OPPORTUNITY FOR THE TECHNICAL PAPER

"With such a background of opportunities, do you blame me for saying that the advertising manager of a technical product has before him more opportunities to sense new markets and to be forward looking in a practical way than any other group of advertising men.

"As you know, the technical and engineering journals have grown in proportion to their new responsibilities and duties. They see themselves as leaders in their industries. Their editors, personally and through the columns of the technical press are influencing world progress and the development of their own industry.

"The advertising department of a technical journal sees itself as an interpreter of conditions in its field to manufacturers. It no longer sells white space, but interprets the market possibilities for a manufacturer in an authoritative and conclusive manner. Its salesmen are truly representatives of the publications, ready to discuss as experts the market possibilities for a product. They are as ready to reject from their field a product which cannot be profitably advertised as they are to accept and fight for the right kind of effective advertising for a product which needs it.

"Back of the modern salesman or business representative of an engineering paper today is the entire resource of his publication. When a manufacturer needs the advice of a publication upon the advisability of entering a market he does not receive merely the personal plea or opinion of the salesman. He has as a background every fact that can be compiled by the publication to throw light upon the problem.

"We hear a great deal these days about data and research. Anyone can count noses, but it remains for the technical journal, because of its position in its industry, to interpret these facts; to give an intimate point of view upon special conditions in an industry, and to be in fact a sales counselor to manufacturers of the first water.

"It so happens that because of our group of publications it falls more and more often to our lot to visualize not one market, but the entire market possibilities for an engineering product in every field. We have found it necessary in order to visualize the entire market covering many fields and industries, to establish an advertising counselor's staff or group sales division, which supplements the work of the individual publication and visualizes the market possibilities for a manufacturer in all of the engineering industries.

"To this staff has been brought some of the biggest advertising and sales problems that have been presented to the engineering industry since the armistice. To be of real service, the advertising counselor's staff must have a broad and liberal viewpoint. It holds no brief for anyone publication, nor are its recommendations limited to our publications, by any means.

"Do not think that the modern business paper publisher is so bigoted that he considers his kind of advertising and his kind of paper the only effective advertis-

ing force today. Your modern business paper publisher has the broadest viewpoint and a most liberal attitude on this whole suggestion. He sees that some of the largest manufacturers of engineering equipment who have grown great during the war have added many ramifications to their sales problems, and to meet these problems precedents must be broken and new things done in a big way. Your business paper publisher visualizes groups or classes of people as spheres of influence. He sees a population in the United States of 110,000,000 people. Of this 110,000,000—20,000,000 do the thinking for all the rest, and in the thinking of an engineering and industrial character only several hundred thousand engineering and industrial executives do the thinking for the 20,000,000. He sees as the primary sphere of influence in which the manufacturer of engineering equipment must win a professional or engineering consciousness the inner circle of engineering and industrial executives. He sees beyond this the 20,000,000 thinking men and women. He sees in this outer sphere of national consciousness the capitalists, bankers and lawyers who will not spend a dollar or raise a finger for the installation or equipment of large industrial undertakings without the say-so of the professional man or engineer. He recognizes that certain large industrial companies whose volume of sale is so tremendous and whose engineering equipment enters into every phase of industrial development that they can profitably develop a background of national consciousness among the 20,000,000, but he rejects as false and uneconomic and vitally defective a principal which admits or which implies that an engineering product can maintain and steadily increase its prestige in the industry by appealing to the 20,000,000 and ignoring the several hundred thousand and thereby forfeit its engineering consciousness.

"It is foolish for me to take your time to lay stress upon the fact that the engineering and technical publications are the vital tool of the professional men and engineers who influence our industrial development. Someone has aptly spoken of the advertising pages of an engineering publication as the coupon attached to the editorial section. How utterly false a doctrine is which overlooks the power of the advertising pages of the technical press to tie a manufacturer's product closely to the engineering developments of the day. While, as I have said before, your business paper publisher is broad in his viewpoint and liberal in his attitude, he will fight any policy which is other than the sound economic principle that a manufacturer of a technical product must first use to the limit of their possibilities the journals of the engineers and professional men. If in this way they are winning and maintaining the professional consciousness of their product, then, and only then, can they hope to win any permanent benefits by appealing to the public as a whole."

The concluding speaker of the evening was James H. McGraw, president of the McGraw-Hill Company, who told the audience about the responsibilities of the publisher and threw some light on the problems he has to contend with, stating that publishing costs had advanced 100% in the past 18 months. The first duty of a publisher is to provide such editorial

excellence that his paper fully meets the needs of the field. In dwelling upon the reference to what the publisher owes the reader, Mr. McGraw illustrated his point in telling that the *Electrical World*, one of the McGraw-Hill papers, the subscription price of which is \$5.00 a year, is produced at a cost of \$25.00.

The speaker held that "vision" is the fundamental essential to success in the field. It is a poignant fact, he pointed out, that in the years that have passed since the establishment of the first McGraw-Hill paper, thousands of periodicals of various natures have been founded while only a comparative few remain in existence. Their principal error of omission was the failure to incorporate a "soul" with the rest of the essentials commonly supposed to be a part of such an organization.

Following this last address of the evening, the meeting was opened for general discussion. Considerable interest is always shown in this phase of the T. P. A. gatherings, but in this instance the activity and response surpassed the usual. A very exciting time was had by all.

#### Six Point League to Give Dinner to Space Buyers of All New York Advertising Agencies

The Six Point League will give a dinner on Saturday, March 6, at the Hotel Astor, 6.30 P.M. The novel feature of this dinner will be the fact that the executive of each space buying department of every advertising agency in New York City will be there as the guest of the League. Mr. Herman G. Halstead will be the toastmaster. There will be quite an interesting list of speakers, headed by George S. Fowler, advertising manager of Colgate & Company; O. H. Blackman, president of the Blackman-Ross Company; Frank M. Lawrence, secretary of the George Batten Company, and John B. Woodward. The speeches will all be of the short, snappy and humorous type, for the reason that considerable time will be necessary to put over the entertainment which the Dinner Committee of the Six Point League has arranged. Altogether, this dinner promises to be very unusual from the many novel features which have been provided for.

Louis Gilman, chairman of the Dinner Committee, states that two days after the notices were sent out he received sufficient reservations to almost fill to capacity all the dining-room reserved at the Hotel Astor. Judging by the rapidity at which the reservations are coming in there will be an overflow into an adjoining room.

#### Cutting Will Start Agency in Chicago

Cecil Cutting has resigned from the *Detroit Journal* to form an advertising agency bearing his name in Chicago.

#### Miller-Beasley Place Black on Staff

William Black, a former New York and Detroit newspaper advertising man, is the latest addition to the staff of the Miller-Beasley Advertising Agency, Detroit, Mich.

#### "Morning Joy" Coffee Renews Advertising

The Chambers Agency, New Orleans, is placing new schedules with Southern newspapers for Morning Joy Coffee made by the New Orleans Coffee Co.



**E. T. Meredith Resigns as President of the A. A. C. of W.**

In spite of a strong disinclination to sever his connections with the association, Edwin T. Meredith, president of the Associated Advertising Clubs of the World, last week reached the definite decision that his duties as Secretary of Agriculture demand his whole time and undivided attention, and so on February 20, sent his resignation to the Executive Committee.

In a personal letter to a friend closely identified with the A. A. C. W. Mr. Meredith states: "I had rather hoped I might stay on until Indianapolis, but I believe the Association would be better served if some one else who can give their undivided attention were charged with the duties. The work is of sufficient importance to warrant this. I will be glad to help in any way possible, as you know." He also makes the statement that. "I would be pleased if you would convey my greeting to your members and assure them that, individually and collectively, they have a large place in my affections and my thoughts. I will hope to meet you and others of your club at Indianapolis. I certainly will give myself the pleasure of attending the convention.

"Let us all work to make the Indianapolis convention the most successful in the history of the Association, both in attendance and in constructive work. The program, as you know, is to be just "Advertising" and let us work to the end that it may be "The place to go to learn how to advertise our town—not a place to go to advertise it."

According to the constitution of the A. A. C. W. in an emergency such as the present, the Executive Committee is empowered to elect one of their number, a vice-president, to fill the remainder of the president's unexpired term. The committee consists of the following vice-presidents: Rowe Stewart, Reuben H. Donnelly, William J. Betting; E. Lyell Gunts, John Ring, Jr.; Rollin C. Ayres, F. W. Stewart; Charles F. Higham, Miss Jane J. Martin, representing women and William C. D'Arcy, the retiring president, may cast their vote by mail, and the election of Mr. Meredith's successor will probably be announced within the next few weeks.

**Bluebird Washing Machines Will Be Advertised in Foreign Countries— Sell Great Britain Rights for \$1,000,000**

The Gardner Advertising Company, St. Louis, Mo., is arranging to handle an extensive foreign advertising campaign for the Bluebird Manufacturing Co. Recently the St. Louis manufacturers sold the rights to handle and manufacture their washing machine in the British Empire to a British syndicate for a cash sum of not less than \$1,000,000.

**Erie Advertising Men Organize Club**

Thirty-two advertising men of Erie, Pa., met last week and made plans for an Erie Advertising Club. E. S. McCumber called the meeting to order, and with H. J. Fries as acting chairman, the following temporary officers were appointed: President, J. C. Patterson; vice-president, Roy Hackenberg; secretary-treasurer, W. O. Strong. A constitutional and by-laws committee was named and will report this week. Its members are: Howard Holcomb, Ludwig Meyer, Morton Eschner and H. J. Fries.

The following were named on a publicity committee: R. L. Nolan, Errick P. Linderman, C. V. Emerick, Earl McDonald and Harold F. Waterman.

At a meeting to be held on Thursday of this week an officer of the Cleveland Advertising Club will be present, and permanent organization will be effected.

**New Secretary of Advertising Section of the American Gas Association Begins a Campaign**

Under the direction of Charles W. Person, newly appointed secretary of the advertising section of the American Gas Association, a publicity campaign is now being carried on through the daily newspapers of the country in the interests of the gas industry.

**Denver Advertising Man Victim of Influenza**

Eldon B. Henry, assistant advertising manager of the *Denver Express*, widely known and esteemed among Denver business men, died at his home in that city, Saturday, February 14, of double pneumonia. He is survived by a wife and two children.

Mr. Henry came to Denver two years ago from Kansas City, where he was in the employ of Montgomery, Ward & Co. He was 28 years of age, and a native of Illinois.

**C. W. Merrill, Publisher, Dies**

Charles W. Merrill, fifty-nine, of the publishing firm of Bobbs-Merrill Co., and literary critic, died at his home in Indianapolis, Wednesday, February 18.

Send for copy of reprint from Advertising Age entitled "Saturday Evening Issues Great Pullers," and read what houses like Marshall Field & Co., Strawbridge & Clothier, N. Snellenburg & Co., Lit Brothers, J. E. Caldwell & Co., B. F. Dewees, J. G. Darlington & Co., Oppenheim Collins & Co., Goodrich Tires, Kellogg Krumbles, Moxley & Jelke butterine, and others do on Saturday evening.

*Last Minute Facts About*

**Philadelphia**

**The Third Largest Market in the U. S.**

Metropolitan population:—3,000,000  
 Bank Clearings 1919:—\$19,716,992,483.00  
 Bank Clearings 1920:—\$22,094,588,655.00  
 Savings Fund Deposits 1919:—\$215,992,775.00  
 Savings Fund Deposits 1920:—\$236,943,653.00  
 Depositors 1919:—417,784  
 Depositors 1920:—424,845  
 Average Savings Fund Deposit:—\$531.06

Twenty-one ocean steamship lines operate out of Philadelphia, the second largest port in the U. S. (in point of tonnage and harbor facilities), for European, South American, Asiatic and African ports.

Its principal industries are manufacturing; from hosiery, carpets and cloth to locomotives, shipping and warships.

Approximately 700,000 male and 300,000 female workers are employed in its 16,000 manufacturing places.

Philadelphia has 400,000 separate dwellings; one-third of which are owned by their occupants.

500,000 Philadelphians are shareholders in 1200 Home Building and Loan Associations.

One-seventh of all the Home Building and Loan Associations of the United States are in Philadelphia.

Philadelphia has 48,000 wholesale, jobbing and retail stores ranging from the big department store down to the small corner "variety" store.

**Dominate Philadelphia**

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

**The Bulletin**

January  
 Circulation **463,551** Copies  
 a Day

The Bulletin is the only Philadelphia newspaper which prints its circulation figures regularly each day.

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.



# Foreign Salesmanship As a Career

How to Acquire the Essentials for  
Successfully Selling in Foreign Lands

By CLAYTON SEDGWICK COOPER

Author of "Understanding South America," "The Brazilians  
and Their Country," etc.

**N**EW occasions teach new duties; they open doors for new careers. It has been true always that the man who can sell something is a success in life. Everyone is engaged directly or indirectly in salesmanship. It is one of the elementary callings. The next decade will give this business of selling a new standing and a new scope as American salesmen go forth to other lands to sell their goods, their brains, their country's good will, and their own trained services.

To be a successful salesman of American commodities in foreign lands is something over and in addition to being a successful seller of goods at home. It is something more than being "a hustler," or "a drummer," or "a commercial traveller," or "a live wire"! It is something more than having the ability of "working off" goods!

Foreign salesmanship requires for its successful operation something even beyond a "self-made" man, fine and praiseworthy as such a man is rightfully estimated to be. Mr. Lincoln's observation may be remembered concerning a self-made man, who he averred, was "too often in love with his maker." We believe it was Oliver Wendell Holmes who said that he liked a self-made man, but for steady diet preferred a man in whom civilized arts and world culture had a hand in making. In this respect, Mr. Holmes was in line with the demand of the Latin, the Oriental, and in many cases with the colonizing Britisher and European. In other words—foreign salesmanship means virtually all of the abilities and accomplishments of the home salesman—plus. This "plus" is the vital consideration which we wish to emphasize particularly for the consideration of all those who expect to be the representatives of their nation in this new period of American over-seas trade.

Mr. W. C. Shaw, the head of a large jewelry firm in Washington, D. C., is quoted as saying:

"The thing which most salesmen do not realize is that the amount of goods a man sells depends to a very great extent upon his *interest*

in them, his *knowledge* about them, and his *imagination* concerning his goods and the customer."

When you gather these three traits together in one man in a rightful proportionate way, there is quite likely to result the personality of a successful salesman either at home or abroad. Yet, the application of these qualifications when applied to commerce amongst foreigners, requires earnest thoughtfulness, and brings out the individual capacity for adjustment, and that peculiar inner sense of understanding, which belongs alike to a diplomat and to a commercial agent working in other lands.

## BROAD KNOWLEDGE AS A QUALIFICATION

The first essential of a foreign salesman is a broad and clear knowledge of the field and the facts in the realm of his prescribed activity. "Any problem can be solved," declared Herbert Hoover recently, "if you have the accurate

data. *Make sure you have the facts*; then you can command any situation if you work at it hard enough and long enough."

Success in the foreign field comes to the man who *knows*; to the man who grows mentally as well as in practical experience; to the man who sets no limits to his ideal of achievement in the realms of all-around education and the broadening of his knowledge. This knowledge on the part of a foreign salesman includes naturally a familiarity with such fundamental essentials as prices of his goods, methods of shipment, packing and financing, the rules and policy of his house, and the comparative value of his products as related to possible competitors. We take for granted that no manufacturer or firm would think of sending out of the country a man who had not grasped the rudimentary essentials for selling his goods at home. Foreign salesmanship, however, demands a super-salesman, one whose intelligence and



Here is a typical Latin American business office, this particular office is in Lima. It gives a definite idea of the high calibre of people your salesmen will have to do business with in South America, for example



# The Baltimore Sun

*Morning*

*Evening*

*Sunday*

CARRIED

## 26,682,172

agate lines of advertising in 1919---a gain of

## 7,103,500 Lines

over the preceding year.

We believe that this is the largest volume of advertising carried by any newspaper in 1919.

Local, national and classified advertisers agree that

**Everything In Baltimore  
Revolves Around  
THE SUN**

John B. Woodward  
Times Building  
New York

Guy S. Osborn  
Tribune Building  
Chicago

In attesting to this record-breaking volume of business carried in its advertising columns, THE SUN does not wish to detract in any way from the remarkable showing made by the Detroit News, which published over 24,000,000 lines, the Pittsburgh Press, which printed over 24,000,000 lines, and the Chicago Tribune, which carried over 23,000,000 lines.

training enable him to get beyond his specialty to the country where he is selling and to the people with whom he trades. He must not only know the people and the lands which he visits, but he must be possessed of that sympathetic interest and imagination enabling him to see needs and possibilities from the point of view and out of the eyes of his prospective buyers.

Here is a work and a veritable career for a man who is willing to study and to acquire more than the average knowledge about his product and his new world of ac-

tivity. An American who breaks himself out, so to speak, into such new spheres of activities as are open to him now in Latin-America, in Central or Southern Africa, in India or in Russia, in China or Japan, will find himself in need of educational and social advantages far beyond those of the usual salesman at home. He may not use in every sale his exceptional knowledge, but this knowledge is always present with him as a background for his judgment, giving him perspective and confidence, without which he is doomed to the ranks

of mediocrity in any attempt to compete with European salesmen abroad.

Something like a year ago, a young man came to me saying that he expected to be sent to China to sell motor trucks. He had been successful in selling these in the United States, but China was different. He recognized the limitations of his knowledge regarding his new field and among questions which he set himself to answer were the following: "What about the Chinese—how have they been accustomed to transport their goods? What kind of roads are there in China? What are the facts concerning long hauls and short hauls, city traffic and country traffic and present systems of delivery? What of transportation in general? How about the possibility of training Chinese to drive motor trucks? What competition is there or is there likely to be in this line? Judging from the knowledge of the civilization and characteristics of the Chinese, as well as from the experience of successful foreign activities in this great country, what would be naturally the easiest approach to the Chinese business man?"

#### HOW ONE YOUNG MAN STUDIED

This young man spent his evenings for more than a year studying these questions. He has haunted libraries and he has read books without number, not only relative to technical matters and construction of motor trucks, but all of the available data in relation to the country in which there was a possibility of his spending many years of his life. The customs of the people, their religion, their literature, their education, their arts, and their shop-keeping propensities—all of these subjects were grists for his mill. He talked with Chinese students in our colleges here in the United States; he talked with laundry-men; he talked with exporters and with travelling agents who had spent years in the country; he examined pictures in magazines and art galleries; he gave particular attention to the subject of his competitors' lines already having a sale in China, he found out the names of firms who had purchased them; he convinced himself that he knew almost as much about his competitors' trucks as he did about his own; he studied the Government of China and the history of the British, the French, the Japanese and the American political and trade rela-

March  
advertising  
44%  
Gain  
over 1919

*Everybody's*  
Magazine



tionships to this country. He studied Chinese exchange; the shipping laws; the use of the compradore. He even became something of a specialist in pidgin-English by conversing with sailors who had enlarged their vocabularies in the port cities of the erst while Manchu Empire. When I met him recently after a year of this kind of training, the prospective foreign salesman was in reality something of a specialist upon his subject. He seemed to exude China at every pore. It took only a few moves of conversation to get him started on China and motor trucks.

This man is going to be a super-salesman and we foresee his success, because he is going to know his subject in its broad relationships. He is going to be in a position to teach the Chinese something even about themselves and the possibilities of their commercial enterprises. He is climbing rapidly on the higher rungs of the foreign salesmanship ladder—the ladder of comprehensive knowledge. If he does not sell motor trucks he will sell something else in China, and we predict that he will succeed because he has taken pains to *know*.

Such knowledge in a foreign seller of American goods is important moreover because both the manufacturer and the business man at home, as well as buyers abroad, are accustomed to depend upon such salesmen for advice as well as for knowledge about goods and national conditions. These pioneering men of "the sale" are judges of conditions industrially, socially, and politically, in the lands where they are called upon to serve and all these conditions are vital to the activities and prospects of trade. These men are truly pioneers, carrying their firm's goods often for the first time to untried markets. The home firm must depend upon their judgment born of knowledge and intelligent measurement of possibilities and these traits are usually determining factors in the success or failure of the house in foreign lands.

The future of these foreign salesmen, their earning power—their careers, depend largely upon their super-knowledge, and their salesmanship ability is quite certain to be interwoven with an executive and administrative faculty as they grow in knowledge and experience. The big foreign salesman becomes the big executive of the firm's branch house, while the narrow gauge

salesman who has failed to see his chance is called home, often beneath a cloud of failure.

"Knowledge is power," and never more powerful than when applied to the selling of American products in foreign lands.

#### STUDENT OF CURRENT, INDUSTRIAL, AND FINANCIAL CONDITIONS

Another realm in which the foreign salesman must be equipped is that of current trade events and financial conditions both at home and abroad. For example, the man who is sent out from his home office in this month of February to

Central or South America, or to some European or Asiatic post, would be greatly handicapped if he did not understand thoroughly the question of exchange and credits. He must keep up on these facts through the newspapers and special Government and Board of Trade reports. He should be in touch with the Federal Reserve Board's action relative to banks in the curtailing of loans for speculative purposes. He should be familiar with such measures as the Webb bill, the Edge bill, the Seaman's Act, and he should know the latest facts

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## Even when compared with U. S. newspapers

LA NACION is a GREAT newspaper.

It buys \$1,500,000 worth of paper a year through its United States Business Office. It carries in the United States a standing credit of one million dollars. It has Editorial and Business offices in Paris, London and New York, and Advertising offices (not "Special Agencies") in New York, Chicago and Boston.

It spends from \$30,000 to \$40,000 a month for cable tolls. It has the cable service of the London Times, Associated Press, New York Times, New York World and the feature service of the Public Ledger.

LA NACION'S Fiftieth Anniversary Number, published January 4th, contained 134 pages, an accomplishment of such importance that its story was sent out to United States newspapers by the Associated Press.

You buy a definite value when you buy LA NACION advertising space.

## LA NACION

Buenos Aires, Argentina  
United States Business Office:  
1 Wall Street, New York

A. EUGENE BOLLES

United States Advertising Director  
120 West 32nd St., New York

JAMES A. RICE  
58 East Washington St., Chicago

CHARLES B. BLOUNT  
444 Tremont Bldg., Boston

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## *A Foreign Salesman's Decalogue*

First: Thou shalt not address thy prospective purchaser in what is to him an alien tongue! (This is to lose your case before you begin to plead it.)

Second: Thou shalt not yell at thy customer as though you were in a boiler factory! (Foreigners are not usually deaf.)

Third: Thou shalt not try to hustle your customer be he Latin, or Briton, Oriental, Spanish, or Portuguese-American! (This is one of the unpardonable sins of the foreign salesman.)

Fourth: Thou shalt not lie about thy goods, or thy firm, or thy income, or thy personal achievements! (Emerson said, "What you are makes so much noise that I can't hear what you say.")

Fifth: Thou shalt not wear clothes that herald thy approach by reason of the loudness of their color, neither shalt thou wear thy hat on thy head or thy cigar in thy mouth when entering a foreigner's office!

Sixth: Thou shalt not wax aggressively patriotic in the presence of a foreigner, nor shalt thou draw invidious comparisons between Paris and New

York or between Buenos Aires and Buffalo!

Seventh: Thou shalt not call Latin-Americans "thinly-veiled Indians," or Orientals "yellow men," or East Indians, "Eurasians," or Italians, "Wops," or in any wise deal expansively with the color of thy customers' skins! (Remember that there is no color line in foreign trade.)

Eighth: Thou shalt not vaunt thyself or be puffed up! (You can't beat the Englishman in conceit—so why try to compete with him?)

Ninth: Thou shalt not bear false witness against thy competitor!

Tenth: Thou shalt not criticize adversely thy customer's morals, thy customer's clothes, his amusements, his food, his house, nor his women, nor his trade methods, nor his religion! (Mark Twain said that the chief irreverence is irreverence for another man's gods.)

If this were not a decalogue we would be tempted to add as a rider to these rules, a positive command, namely: *Thou shalt put thyself in thy customer's place!*

relative to the U. S. Shipping Board's policy concerning over-seas carriers. Current labor questions should be known by him in order that he may compute their effect upon manufactures and the sale of his products abroad. If he is selling steel, he should know that the steel strike has curtailed production probably 3,000,000 tons and that it will be at least six months before the industry can catch up with its orders.

This man should not go out without having a general idea of the railroad situation in this country for transportation at home, possible rates, promptness of shipment, etc., relate directly to his success or failure in deliveries of his goods sold to foreign countries. Naturally, he would be asked, especially by Americans abroad, regarding income and excess profits taxes, as well as the results of such meetings as the Second Pan-American Fin-

ancial Conference recently held in Washington. He should know conditions relative to political radicals in the United States as they affect labor and unrest; market conditions as to coal and the reasons of its shortage; cable conditions; as well as commodities such as oil used increasingly as fuel for ships, all of which subjects are facts germane to his business of selling and deliveries.

It is taken for granted that if the man is going to a Spanish or French speaking country he has become sufficiently familiar with the languages of these countries to secure portions of his current information regarding these lands from the foreign representatives in Consulates and in these various like organizations here at home. In other words, the foreign salesman should be so capable through his industrious and thoughtful contact with current, financial and indus-

trial affairs, that he may be able to form correct, and as is often required, rapid decisions when out of touch with the home office and when often important undertakings depend solely upon his judgment and comprehensive business knowledge.

### CHARACTER AND STRICT HONESTY

In the foreign field even more strictly than at home the general character and honesty of the representative of an American firm are inevitable factors of success or failure. There has been all too much criticism abroad by foreign competitors against our foreign salesmen in certain parts of the world who have been sent out without proper selection or equipment by some of our American houses. These have been called "fly by night" concerns, and in many cases it has not been realized that the "repeat orders" are the important



elements in building up foreign and American trade and that these orders never materialize if the character and honesty of the firm through the personality of the salesman is questionable by reason of the first contact. So important is this matter, to Latin-American countries for example, that committees of business men have been formed in Argentina for the purpose of keeping surveillance over American business houses and agents doing business in that country, guarding against infraction of accepted rules and regulations of inter-trade between the two nations. This matter was considered at length in the Second Pan-American Conference.

It is particularly true in Latin-America, where personal likes and dislikes are determining factors in trade relations, that the foreign salesman should be the kind of man whose word is as good as his bond and in whom the confidence of the Latin-American can be placed, not only for one year, but for the years to come. South Americans are particularly averse to doing business with new salesmen and if a man has proved his worth and has once gained confidence they would much prefer to deal with such a man than to change to another firm, even though there might be a prospect of certain economic advantages.

There is hardly a characteristic of the foreign salesman more valuable than the reputation of telling the strict truth regarding his goods and his house, and thereby gaining in the long run a confidence that is one of the most valuable assets in foreign commerce. That honesty proves to be the best policy among Americans doing business abroad, was suggested from a somewhat curious angle in an incident told me while I was in Brazil, regarding a visit of the President with his staff to one of the foreign trading enterprises. The Brazilian President had seen a certain change which it was necessary to make in a power plant in order to conform to Brazilian law. He brought it to the attention of the manager who happened to be an American, and the manager said that he would attend to it. Some time afterwards the President called his secretary and asked him if his order had been carried out, to which the Brazilian Secretary replied, "Why, of course, it must have been, because the manager said it would be done, and Americans always tell the truth."

The President thought for several minutes and then said, "Yes, the Americans seem to tell the truth, because they wish to save time and time is of great importance to them. They have learned that the man who does not tell the truth loses a lot of time because he is sure sooner or later to be found out and be obliged to make explanations and thereby lose more valuable time than he would if he had told the truth in the first place." We have some doubts as to the correctness of the Brazilian psychology concerning the American

character in this case, but he certainly was right in his conclusion that the foreigner abroad must somehow build up a reputation for truth telling if he expects to succeed.

It is essential also to lay emphasis upon the attention that the foreign salesman must give to the maintenance of his character when far from home and in an alien land, surrounded by new conditions and often by customs that make it easy to depart from habits of life which are easily followed at home. Those who have travelled abroad need

## ANNOUNCEMENT

Effective March first, 1920

MR. E. G. KNIGHT

for some time past associated with our advertising department, becomes the Manager of our New England territory, with offices in the Little Building, 80 Boylston Street, Boston.

BUTTERICK

*Publisher*

not be told of the wrecks of American manhood that have been left upon the shores of many a foreign capital, simply because the man has lacked the strength and power of will to maintain his moral integrity abroad. The foreign salesman who indulges in habits of gambling or feels that he must fall into the social customs practiced by some of the foreign business men frequenting the Far East or West Africa for example during the last generation, is undercutting not only his usefulness, but his career. The American foreign salesman who goes out to other lands at this particular time must guard rigidly his own habits in relation to the drink problem lest the natural tendency of human nature carry him to excess. As truly as the Ambassador, the Foreign Minister, the Consul, or the Commercial Attache carry in their personalities and acts the good name of the United States, does the foreign salesman hold in his keeping the national good will and reputation of his country. In the field of foreign trade in the next twenty-five years the United States will be tested as perhaps never before in its history, and in no wise more truly than in the maintenance of those ideals of probity and unselfish ambition which have made our country conspicuous among nations during the war.

It is well for salesmen to remember that in offering goods, *the salesman sells himself first* and if he is the real thing, his product and house will not lack of acceptance in foreign communities.

#### MANNERS MAKETH THE MAN

Granted that this salesman-plus, who in Kipling's phrase "goes up to occupy" his rightful place in the sun, possesses a broad knowledge and adds to it the ability to sell together with moral integrity, he has yet to acquire a pearl of great price for a foreign salesman, namely—*manners*.

An unimportant and trivial matter, you say, but it is in these so-called unimportant and small adjustments that men succeed or fail abroad as at home. George J. Whelan who founded and built up a company that operates 1,300 stores in 400 cities (United Cigar Stores) says, "We found out that people dislike steps, so we put all our stores on a level with the street; one step can be counted on to lose just one customer a day and every

additional step just so many more. We found in this business that it is necessary to make things as easy and as pleasant as possible." In this connection it might be noted that one of the large cigar store men reported "a decided increase in business" after they had established the policy on the part of every one of their employees of saying "thank you" to their customers.

This emphasis upon the amenities of life as required by the foreign salesman is vital. What enterprise requires more generally the right attributes for first impress than the trade of the man who sells goods and service to foreigners whose confidence first of all must be won? For him the New England schoolmaster's verse to his graduates is vital:

"I send you forth. Go, lose or conquer as you can,

But if you fail or if you rise, be each, pay God, a gentleman."

The man who goes forth to other lands with what physicians call "megalo-cephalous," thinking to "put it over" by his rough and ready aggressiveness, despising the social graces, will come home shortly a sadder but wiser man.

The foreign seller will be called upon to match his wits and personality against the men who have inherited ancient and cultured civilizations, civilizations in existence centuries before our own country was discovered. He will be called upon to do business with men who are often more broadly intelligent, more cosmopolitan, more urbane, more civil, more ceremonious and more conscious of human dignity than are we as a rule here in this new viril land of youth and aggressive achievement.

A high-class Chinese, commenting to me upon the acts of a brusque, loud-spoken foreign salesman who had just visited him, said, "It takes centuries to breed culture. Your western countries are yet too young to attain it. We should not expect too much from you." In South America some years ago we were somewhat amused at the position of a Latin-American who was chairman of a reception committee to receive a delegation of business men from the United States. He was uncertain as to whether certain members of this delegation would know how to conduct themselves at a reception composed of some of the prominent officials of his coun-

try, since, he said in explanation, "I infer, judging from certain business men whom I have met in the North, that social customs and manners of the drawing room are considered too trivial for the American business man to bother with; yet with us, they are very important as they reveal the soul and breeding of the individual." If there is any uncomfortable work of God to a cultured Latin or Oriental, it is an effusive, peppery, pushing and aggressively patriotic, ill-mannered man or woman. No amount of "efficiency" can make up for the lack of taste in dress or deportment of a representative of an American house abroad. It is all very well to be patriotic and work off sentiments about "God's Country" while here at home, but the man who follows this custom abroad is usually spoken of as "Yankee," or "Gringo," or "Pork Packer," or "American Millionaire," according to the latitude and longitude of the earth he happens to be in. Usually when these terms are used relative to an American they are not intended to be complimentary.

We are inclined to believe from our observations that the foreign salesman prejudices his customer against him by too much talk. It is well too remember the old proverb of Josh Billings, who said, "A bore is a man who talks so much about *himself* that you can't talk about *yourself*." One of the most successful foreign salesmen whom I know is a very good listener. He has extremely quiet manners and never interrupts or gives his prospective buyer a feeling that he does not respect highly his opinions and ideas. He wins by his reserve rather than by his pushing ways.

So vital to the success of salesmanship abroad, if such salesmanship is to be regarded as a career, is the possession of a gentlemanly attitude, I trust I shall not be considered either sacriligious or sacrescant if I append in adjoining columns a human decalogue—a few "Thou shalt nots," which may help to make specific this very important point relative to manners.

#### Undertakers' Service Corporation an Advertising Firm

The Undertakers' Service Corporation was organized this week in Manhattan to engage in general advertising by H. Osborne, A. F. Williams and T. B. Barnes, 26 West 16th Street. The firm is capitalized at \$20,000.





## The dinner that put an end to years of ill-feeling

**A**N ANGRY lot of farmers — a hostile crowd of commission men — with friction between them increasing all the time—

That was the situation at Warrior's Mark, Pa., a little while ago when W. W. Willard arrived.

Willard, besides being the new minister, was a diplomat. He realized that the years of ill-feeling between farmers and produce buyers were due simply to misunderstandings.

He arranged a big "get-together dinner." He had speakers to present and explain the problems of both the farmers and the commission merchants. He did a little explaining and recommending on his own account. And — the affair was so successful that old disputes were forgotten, while real under-

standing brought about real cooperation between the two factions.

Wherever you go — throughout the length and breadth of America—you'll find broad-minded Christians similarly engaged in deepening and enlarging community sympathy — in promoting understanding and cooperation between man and man.

People like these — three hundred thousand of them — read the CHRISTIAN HERALD regularly. In the serials by noted authors—the current news sections—the articles by famed sociologists and investigators—they find entertainment and instruction. Through the advertising columns they find guidance in selecting the best the market affords to meet their daily needs.



### THE CHRISTIAN HERALD

Graham Patterson, Publisher

NEW YORK CITY

### Samuel Adams Candidate for Vice-President—Editor Seeks Republican Nomination

Samuel Adams, editor of the *American Fruit Grower*, Chicago, who is a candidate for the Republican nomination for vice-president, was born at Westfield, Mass., May 13, 1876, and is a member of the Adams family that has already given two presidents to this country.

In 1880, Mr. Adams' family moved to Florida, where he spent his boyhood days and was a student at the Florida State College. Later he went west and engaged in newspaper work in leading cities of the United States and Canada with the object of securing the training that would enable him to develop fruit growing and farming and which has since given him an international reputation.

Mr. Adams established the *American Fruit Grower* in 1915, which has since



SAMUEL ADAMS

become the national fruit journal of America, with more than one million readers each month. Mr. Adams is not a theoretical editor, as he has been a commercial fruit grower and farmer for the past ten years at Greenwood, Albemarle County, Virginia. His business ability is shown by his work in making the *American Fruit Grower* one of the most successful enterprises in the publishing world.

The following statement of principles has been issued by Mr. Adams:

The enactment of drastic legislation to check profiteering and the prosecution of all profiteers.

The development of better marketing methods and cooperative buying and selling, to reduce the cost of living to consumers, and to secure a fair return to producers for their labor and capital.

The Americanization of aliens and the deportation of all aliens who advocate the overthrow by violence of the government of the United States.

The ratification of the peace treaty with the Lodge or similar reservations.

The enactment of the 19th amendment giving equal suffrage to women.

The recognition of the right of labor to form unions, with courts of arbitration to settle industrial disputes in regard to wages, working conditions, etc.

The establishment of the broadest educational system and the payment of such salaries to teachers as will attract the ablest persons for this work.

### FRANCE PAYS GREAT TRIBUTE TO AMERICAN ADVERTISING METHODS

#### French Expert Writes to Johnson, Read & Company for the Plan Employed in Their Organization

France paid a real tribute to American advertising when M. Etienne Damour, General Secretary of the "Conference des Chefs de Publicite" (A. A. C. of W.) addressed to Johnson, Read & Company, the Chicago advertising agency, a request for the privilege of using and teaching the scientific system of advertising procedure worked out and practiced by that organization.

The success of American advertising methods, as manifested in the rapid but substantial growth of many American business institutions, prompted the desire for a better understanding of these methods. The ablest advertising men of France are now engaged in the dissemination of this information.

M. Damour, in addition to his Association activities, is Professor of Advertising at "Ecole Technique de Publicite," an institution subsidized by the French Ministry of Commerce, where he is delivering lectures on American advertising methods. He is bending all his energies to the up-building of French commerce and industry by teaching these successful methods to future generations so that France may continue to climb towards the top as a commercial world power.

To this end he has applied for further information as to the organization of the modern American advertising agency. His letter to Johnson, Read & Company says in part:

"Nowhere can we have better help in peace work than from our American friends who did so much to finish the war.

"Would you mind to let us know your own organization in its great principles? What are the different departments? Their work inside and out? Of course, we do not intend to intrude in the privacy of your business, but all of us "over here" would be most thankful for any information that could help us to establish more firmly our authority over French commerce and industry, and in doing so, to recreate our national prosperity."

The scientific system of advertising procedure which the agency uses was formulated by George H. Read, vice-president of Johnson, Read & Company. In explaining its nature and purpose Mr. Read said:

"We have charted for quick reference, in their logical relationship to one another, all the fundamental principles which must be considered in the preparation and presentation of successful advertising campaigns. The system is elastic enough to cover any kind of campaign, yet specific enough to insure against the omission of important details by providing not only a comprehensive guide for building the campaign but also a reliable means of checking the various elements of the finished plans.

"The system was developed as a working basis for our own organization and for the use of such other advertising agencies as may be adequately equipped to render the thoroughgoing service which it demands.

"We have given our French friends the desired information and permission in the interests of better advertising. To eliminate guesswork and haphazard preparation of campaigns, was our original purpose in setting down on paper the elements necessary to success."

### \$1,000 for a "Own Your Home" Poster

For the best idea embodying the theme of "Own Your Home" a prize of \$1,000 will be awarded to the person submitting it in pictorial form, regardless of the artistic presentation. A jury of Charles B. Falls, Society of Illustrators, chairman; Gifford D. Beal, President Art Students League; Ray Greenleaf, Society of Illustrators; J. Monroe Hewlett, president, Architectural League, and Frank Alvah Parsons, president, School Fine and Applied Arts, together with a committee of ten persons connected with the "Own Your Home" Exposition, New York, will award the prize.

Drawings may be in color, black and white, or in any medium that the contestant may care to use, but the size of the drawings must be in proportion to 2 inches wide by 3 inches high, and no drawing must be larger than 8 inches wide by 12 inches high. The slogan must appear on every design, and must be in the hands of the "Own Your Home" Poster Committee, Grand Central Palace, New York, by March 15, 1920. The decision of the jury will be final and will be announced on March 20, 1920.

### London Will Have Permanent Goods Exhibit

According to special correspondence from London to the *New York Commercial*, arrangements are being made for the establishment of a permanent sample building, which will give six times the show space at present allotted for this purpose. The Department of Overseas Trade in London has obtained from abroad samples of foreign manufactured articles for exhibition in the principal cities of the United Kingdom, and three times as much money will be spent in the immediate future than has been expended in the past in purchasing specimens of goods placed by manufacturers on overseas markets.

### Hyatt Bearing Co. Provides Farmers Means of Taking "Show" Advertising Matter Home

At the recent Kansas City National Tractor Show the Hyatt Roller Bearing Company distributed a large leatherette envelope to be used by visitors for collecting literature. The Hyatt Company points out that thousands of dollars worth of literature, consisting of catalogs, instruction books, etc., is wasted every year merely because the visitor has no convenient way of carrying it home.

They maintain that the farmer is sincere in collecting it but he becomes so burdened by the quantity that he loses or discards a part of his collection. The envelope bore the company's trade slogan: "Hyatts carry the load," and was one of the "hits" of the show.



**Germany Plans Tremendous Advertising Campaign — "Advertising Agencies" to Be Established in All Countries — Will Publish Paper — Means to Regain Trade**

Information received by the National Foreign Trade Council, New York, is to the effect that a tremendous advertising campaign is being organized by the "Reichsverband Deutscher Industrieller" (National Association of Industry), in conjunction with the "Verein Deutscher Ingenieure" (Society of German Engineers), as part of a serious effort to regain for Germany her former foreign markets.

The "ALA" (Allgemeine Anzeigen Gesellschaft m. b. H.), a notorious propaganda center of German war industry, intends to establish offices in all foreign capitals to act as advertising agencies, as distributing centers and news gatherers for the "Überseedienst" (Overseas Service), a large German agency for commercial news affiliated with the "ALA." In the capacity of an advertising agency they hope to wield much influence in the foreign press and trade periodicals. It is reported that they will flood the countries with German periodicals, and will soon publish an engineering export paper, issued in four languages: German, English, French and Spanish. German engineering concerns are subscribing heavily to this enterprise in the shape of advertising contracts and prepaid subscriptions for a large foreign circulation during a period of five years. Individual concerns, like Krupp's, alone have contracted to pay the fees for over 3,000 free copies to be sent out regularly during that period. Further, a combine or trust of the German industrial press is in the course of formation with a view to making concerted efforts in the same direction.

**Sullivan Goes with Frey Organization**

A. B. Sullivan, for six years in charge of the art department of N. W. Ayer & Son, Philadelphia, has joined the organization of the Charles Daniel Frey Co., advertising illustrators of Chicago.

**W. B. Southwell Dies in Chicago**

W. B. Southwell, publisher of the *Burlington Hawk-Eye* and formerly business manager of the Des Moines, Ia., *Register and Tribune*, died in a Chicago hospital last week following a surgical operation. As business manager of the *Register and Tribune* Mr. Southwell became widely known among the business men of Des Moines and in the national advertising field. The *Burlington Hawk-Eye*, under his management is said to have developed into one of the best newspaper properties in the state. Mr. Southwell, who was 57 years old, is survived by his wife and a daughter.

# GOING UP!

## Natural Newsstand Growth

(from A. B. C. figures)

—and in addition to the Newsstand Sales shown here, yearly subscribers for 1919 averaged 95,398 each week!



# Judge

"The Happy Medium"  
Established 1881

Circulation Guaranteed  
175,000

Widest Circulation  
Per Copy

**NEWSSTAND SALES**

■ 100,136  
SIX MONTHS' AVERAGE ENDING DECEMBER, 1919

■ 68,163  
TWELVE MONTHS AVERAGE ENDING JUNE, 1919

CLEAN WIT  
AT  
NO ONE'S EXPENSE

■ 31,957  
TWELVE MONTHS AVERAGE ENDING JUNE, 1918

■ 25,301  
TWELVE MONTHS AVERAGE ENDING JUNE, 1917

ARTHUR A. HINKLEY, ADV. MG'R.  
225 Fifth Avenue, New York City



## Ralph Harman Booth

(Concluded from page 10)

with this new quality of news and other reading, a splendid *advertising medium* has evolved, bound up body and soul with the editorial and circulation progress, resulting in a *public utility*, a social institution.

"One reason that I am strong for newspaper advertising is knowledge of recent figures comparing magazine and newspaper rates. To advertise in newspapers with a circulation totaling 30,000,000 costs only half of what it costs to advertise in 20,000,000 copies of about fifty of the principal magazines. I believe the newspaper reader in the city is on more occasions likely to be caught in a buying frame of mind. There is much to be said on the other side of the fence, but it is with the daily press that I have thrown my lot, and naturally it would seem to be no secret that I have faith in the advertising supremacy of that medium."

### MORE ADS, SMALLER SPACES

"What is your solution," I asked one day, "for making advertising step to the music of paper shortage?"

"I have no solution." And that is a typical answer. Mr. Booth is not one of the know-alls willing to take a chance at answering any question, looking wise in the process. But finally you can get him to tell a solution which is as good as, if not better than, you could get from anyone.

"This paper shortage is really crimping some of us seriously," he commented later on. "Mike Murphy's wallet can stand only a small display ad to tell the world of his Saturday sale each week. A lot of fine print would be lost, perhaps, in the scuffle of the survival of the fittest in the overcrowded advertising pages of some papers. So Mike has to resort to some such device as a picture of huge camel's footprints leading to a doorway bearing the sign, 'Mike Murphy, Square Deal Dry Goods Store.' Now that, in a way, is deplorable. Of course, much of such advertising is effective, but it reacts upon the buying public in a definite way in many cases. The prospective buyer gets so that he listens to the advertiser who shouts the loudest in type display, rather than heeding and judging between the relative merits of a product. Even a comparison of prices, models, qualities and so on would not be brought to the light, if the cam-

el-print type of advertising gained the complete ascendancy.

"A policy followed by the *Flint Journal*—and indeed with all our papers generally—is one which I believe to be a good one along these lines. Advertisers have been shown that it is better to use many insertions of moderate size rather than a few full pages. This certainly is better for the publisher, and in the long run the merchants' receipts improve thereby. For one thing, the advertiser keeps more constantly before the public. For another, there is more reading matter to a page as a rule, when his ad is of moderate size, and that rings in the casual ad reader. A paper is weakened editorially when it displays too many full page ads, because the number of reading columns are backed off the boards too often. One thing which tends to develop the use of more moderate sized spaces is the use of a rate card which does not put a premium upon full page insertions.

"*The Flint Daily Journal* has more definite space contracts for numerous small insertions than any other paper I know of. It has more than 400 fixed home contracts for the current year. This same idea is spreading to the papers in other cities with fine results. It makes it easier for the management to figure better on paper supply, mechanical preparations and so on, making for a better paper editorially and thus better as an advertising medium.

"I believe in the psychology of a rate card. Too many publishers ignore that important item, I believe."

Producing one of his rate cards, Mr. Booth pointed out items which his advertisers almost never make use of, but which serve as 'teasers,' leading the customer logically step by step to the items which would be more desirable for the paper as well as himself.

One pet peeve of Mr. Booth's is his aversion to open contracts. He objects to the common arrangement between many dailies and big advertisers for unlimited spaces on very short notice. He wishes to make a more equitable arrangement for all advertisers, allowing for general leeway, of course, but so regulating spaces that late, big ads can no longer make an edition come out late or with subscribers omitted at the end of the run, due to last minute expansion in number of pages without arrangements for extra paper.

### SUCCESSFUL NEWSPAPER MANAGER MUST BE HUMAN

"But try as you may," he says, "I don't believe any advertising medium at this day and age can be run according to strict rules of fairness. To succeed a manager has to be very human and take into consideration the many special issues involved in many special cases. Clever space buyers and clever salesmen also play their mighty roles."

Each local manager of a Booth paper is given great leeway to handle all local problems to the best of his ability. The best of buildings are provided for the staff to work in, and the most up-to-date shops are built for the mechanical force, so that in no case is there an excuse for anything but progress, under the highly paid commanders at each link in the chain. In Flint a very advanced bonus system is worked out and in operation, and the housing shortage in that city is alleviated for the workers on the *Journal* by homes provided for by the paper. Each city is given an up-to-date metropolitan newspaper, and money is not spared in obtaining the best possible news and feature services.

Upon such methods as these, Mr. Booth has gone ahead with great, successful strides. He is called an American Northcliffe. It keeps others guessing as to how far his Big Idea may run. Certain it is that the people won't balk, for the Booth papers are the "papers of the people" who buy what is advertised in the medium they like. They are independent papers boosting for a better home town. They foster civic pride and help to erect pyramids of prosperity and temples of intelligence. And some day the people may recognize the master mind behind it and give due homage.

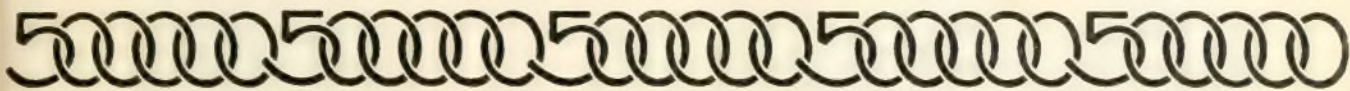
### Acme Trucks Are Being Advertised by McJunkin

A newspaper schedule of considerable pretensions is being sent out by the McJunkin Advertising Company of Chicago in behalf of the Acme Motor Truck Company of Cadillac, Michigan.

### Charleston, S. C., Retailers Will Advertise

The Retail Merchants' Association of Charleston, S. C., is preparing plans for an advertising campaign to be carried out in their city and in the vicinity in the interest of retail trade extension. Business houses that are members of the association will contribute to a fund, and a committee will conduct the campaign.





**C**HARLES AUBREY EATON is the man whose personality goes over with men, whether they're in the shop or the office. He is the man who is interpreting the problems of labor to capital and of capital to labor. He is the man who is coming to play a leading part in solving this great problem of our industrial unrest—so naturally he is the man Leslie's readers\* demanded. That his articles and editorials are exclusively Leslie's is incidental.

**FRANK L. E. GAUSS**  
*Advertising Director*

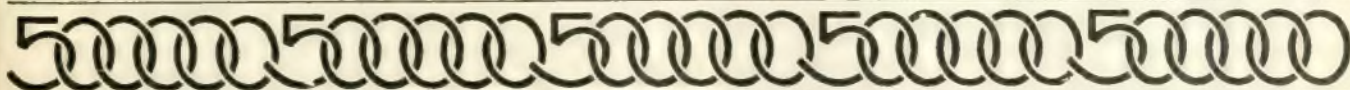
*\*20% rated in Dun or Bradstreet—58% from the employing class.*

# Leslie's

*Illustrated Weekly Newspaper*

Half a Million Guaranteed  
The First 500,000

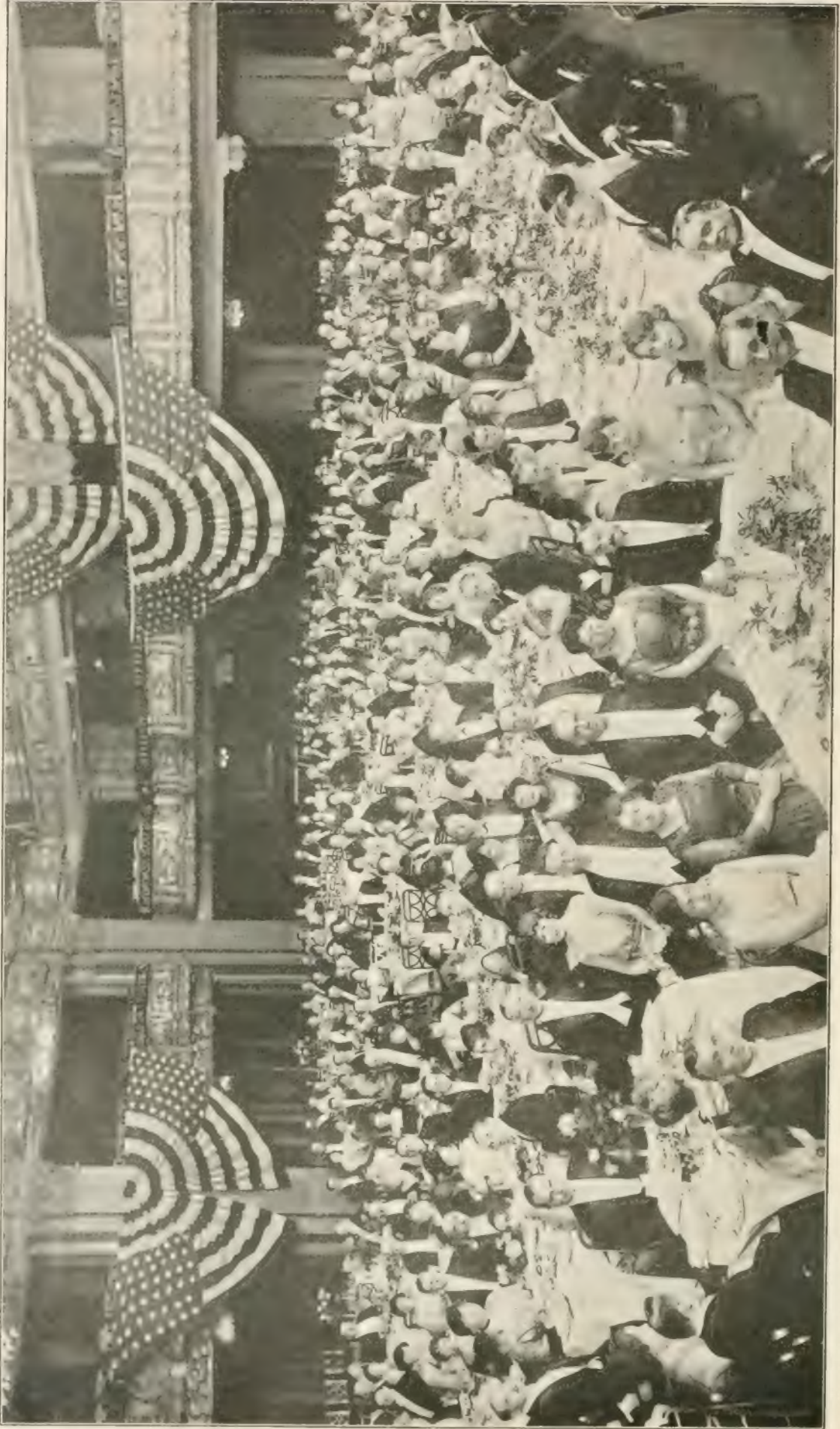
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LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S



1920 LADIES NIGHT OF THE SPHINX CLUB ATTRACTS BIG CROWD



The Sphinx Club held its Annual Ladies Night meeting in the Grand Ball Room of the Waldorf-Astoria on Wednesday night, February 25th. About 350 members and guests were present. In the absence of President George Ethridge, of the Sphinx Club, Vice-President R. E. R. Huntsman, president of the Brooklyn Standard-Union, welcomed the members and the guests. Mr. Paul Meyer, publisher of *Theatre Magazine*, arranged a splendid entertainment in the way of dances and sketches from the Ziegfeld Frolic.



**The Circus Comes to Ad-Dom**

(Concluded from page 8)

supposed to be. No sober man ever saw an elephant in green pants or a rabbit with a package of Black Jack in his pocket, but the work is all caricature in colors and is aimed at a definite end. And none can say that, with their frank admission of the cartoon spirit, they are quite as illogical as the current national advertiser's picture of an "up-stairs" maid polishing a touring car in the garage!

These few samples, picked at random without any effort at research, go to show that Noah's tribe has arrived. The flood of advertising brought them in, and we can well afford to land them while ideas and the cost of executing them remain at their present high-water mark. The sum and substance of this brief supporting our speechless friends is that their functions and uses are manifold and that their judicious introduction to the reading public will mean a great economy of thought and talk to the man with a message to impart.

The wiser citizens of Ad-dom are already lined up along the curbstone bearing a glad hand and a welcome smile for the Circus Parade. And, praise to the All Highest, the Advertising Girl can stick to hair nets and face powder. There's work enough for all.

**Fleischmann's "Eat More Bread" Campaign Has Many Colorful Advertisements—Health Advertising to Be Featured This Spring**

The Fleischmann Company, makers of Fleischmann's Yeast, have put out a very attractive portfolio in colors entitled, "Stimulating a National Appetite for Bread," in which is depicted some of the beautiful advertisements appearing in their campaign, together with the story regarding the movement under way. In the February *Ladies' Home Journal*, the company is running an ad, illustrated by Cushman Parker, who is responsible for the Beechnut boys and girls. This page, the advertising department believes, is to be one of the most attractive bread "ads" of the entire campaign. Franklin Booth, F. Luis Mara and other artists have paintings which will appear each month in the *Ladies' Home Journal*, *Saturday Evening Post*, *Good Housekeeping*, *Pictorial Review*, *Delineator*, and *Woman's Home Companion*, making in all over 8,000,000 copies of these advertisements that will be published and distributed all over the country every month.

Besides the full page "Eat More Bread" advertising, the company is planning a health campaign this spring, to follow the heels of the medical campaign, and to get across to the public that "A Cake of

Yeast Is Worth a Pound of Cure." The new advertisements, which are no less attractive than of the "Eat More Bread" drive, have been placed through Donovan & Armstrong, Philadelphia, with *Good Housekeeping*, *The American*, *Cosmopolitan*, *Literary Digest*, *Delineator*, *Pictorial Review*, and *Woman's Home Companion*. "Yeast for Health" is the title of a new booklet that the company is getting up to explain the value of yeast as a household remedy, and it is to be distributed in place of the original one called: "The Healing Power of Compressed Yeast."

**Lord & Thomas Knew B. & B. Advertising**

Renewal contracts are being sent out by Lord & Thomas for the advertising account of Bauer & Black, Chicago.

**Johnson-Ayres Adds Hasty and Johnson to Staff**

J. E. Hasty, formerly with the advertising department of the B. F. Goodrich Rubber Company, has joined the staff of the Johnson-Ayers Advertising Agency, San Francisco, as a copy writer. During the war Mr. Hasty was in charge of the U. S. Marine Corps Publicity Bureau. He has a wide newspaper experience, and has been on the contributing staff of several national magazines.

Donald M. Johnson has also become a member of the Johnson-Ayers Company. Mr. Johnson, who was formerly connected with the Carl S. von Poettgen Advertising Agency, Detroit, Mich, saw thirteen months of active service in France as a member of the U. S. Air Service. He is a graduate of Santa Clara University.

# Dignity and Punch

Bigness, impressiveness and coloring,—make Posters stand out with dignity and punch as clearly as a sky line.

Posters are ever ready reminders to out of door people—reach the people who buy when ready to buy—are strong enough to command attention rather than beg for it.

—and Nordhem Service, specializes in the fine points of Poster Advertising.

The intimate knowledge and long experience of the Nordhem organization is yours to command.

## IVAN · B · NORDHEM COMPANY

*Poster Advertising, Painted & Electrical Displays  
in the United States & Canada*

*8 West 40<sup>th</sup> Street . . . New York City*

*Bessemer Bldg., . . . Pittsburgh, Pa.*

Canadian Representative

THE WADSWORTH-NATHANSON COMPANY  
Toronto, Canada



## CLASSIFIED ADVERTISEMENTS

WANTED--A high grade man of experience to edit house organs, write publicity, etc., by large motor truck manufacturer in the Middle West. State age, qualifications and salary expected. Address Box 270, ADVERTISING & SELLING.

MAN POWER WANTED FOR THE PACIFIC COAST. Three of the best heads in the United States, with or without capital--one for plans and copy, one for art work and one for sales work--can get in touch with a well established nucleus with which to form an advertising and selling organization that will dominate the Pacific Coast (now ripe for profitable development) by inquiring of Box 260, care ADVERTISING & SELLING.

## FOR SALE

One of the oldest farm papers in the south. A paper with a prestige that is without a peer. Reasons for selling gladly given to prospective purchasers. If you are not interested, do not reply. Box 255, care of ADVERTISING & SELLING.

We have spent more than six years learning student buying needs and habits and in applying our knowledge to college paper advertisers' problems.

**USA A**

Collegiate Special Advertising Agency, Inc.  
503 Fifth Avenue, New York Established 1913  
Chicago Office: 110 So. Wabash Ave.

In every large institution THE SALES MANAGER--Monthly will be found on the desks of "Sales Managers" because it makes them better sellers

**SALES MANAGER**

Better selling means better pay.  
25c a copy--\$3 a year  
The William Edward Ross Service, Inc.  
114 Sun Bldg., New York City, N. Y.

**POSTAGE**

The monthly magazine that tells how to transact business by mail--Advertising, Selling, Buying, Collecting, Letters, Office Systems. A necessity in every business office. 6 mos., \$1.00; 1 year, \$2.00.  
POSTAGE, Room 297, Metropolitan Building, New York

We specialize in house to house distributing of

**Advertising Literature and Advertising Samples**

We solicit your account

**JAMES T. CASSIDY**  
206 North Front St., PHILADELPHIA, PENNA.  
Write for our paper "FACTS"

YOU CANNOT BUY OUR IDEA UNLESS IT WILL SELL YOUR GOODS

**B & B SIGN Co., INC.**  
341-347 Fifth Ave. N.Y.

Advertising Signs Window Displays  
Counter Display Cases.

## Sound Economics Can Cure Industrial Obsessions

A Grasp of a Few Basic Principles Can Straighten Out Universally Twisted Conclusions

By HARRINGTON EMERSON

RECENTLY I attended a meeting of 600 engineers to listen to a lecture on Industrial Unrest and Remedies. The speaker spoke two hours and the substance of his remarks was: "Join the American Federation of Labor, and if you do not accept collective bargaining, you are a back number and the tank will roll over you." A rabid speaker, an educated American Socialist, jumped to the platform and declared that because the owners of railroad securities were only four tenths of one percent of the population, therefore the great majority of ninety-nine and six tenths who had no railroad securities could confiscate the holdings of the insignificant minority. When later we objected that a minority of one against the whole world might be right and that no majority had any right to violate the fundamental moralities, a responsibility to be exercised only by those having authority not of force but of goodwill and competence, he asked by what principle of fairness or right were the investments in distilleries, in breweries, in vineyards, in wineries, in bars and restaurants, in stocks of drinks, destroyed almost overnight by small majorities, if indeed, not minorities. I had no answer. Prohibition is a question of expediency, but the confiscation of individual property without compensation strikes at the very root of society, and if we destroy distilleries without compensation because we don't like them, the Socialist has the better excuse to confiscate railroad property for what he considers the common good.

Two nights later I attended a small gathering of prominent efficiency engineers; one of these advanced the theory that the man who shuts down his plant is a yellow pup, and another stated and restated that the worker had the same right to be protected in the possession

of his job that the manufacturer has to be protected in the ownership of his plant. Here are two views very wide apart. The Socialist would destroy all individual right to possession of any kind, probably including wives and children, and these two engineers would extend the right of property to employment.

I heard of a soap-box orator in Chicago urging all workers to hate their jobs (not their employers) in order sooner to destroy the present system, but in Russia the Revolutionists urge men to carry on as to jobs, but to exterminate the classes who are not workers.

I have heard our President advocate, as principles, methods that I consider vicious expedients, as cost plus profit, and similarly I have seen large employers attempt and fail to make a go of profit-sharing.

## WHERE IS THE ANCHOR

In this welter of complexity of thought is there any possibility of finding basic truths? Every ship that goes to sea has anchors and cables so that in case of direct need it can hook into something that does not move. Because it is fully as important for a ship to hold to her anchorage, as it is to float, the laws governing the manufacture and testing of anchors and cables are exceedingly rigid as also are those specifying this kind of equipment.

In social and industrial problems; Can't we find any holding ground? I shall submit to you certain basic and fundamental truths, which I have found valuable as guides. When I am tempted to stray from the straight and narrow path, I bump up against some of these guide posts and carom back into the middle of the road.

The first principle that I submit for your consideration is that man is a living creature, that the most fundamental laws of his existence appertain to his physiological life, and, therefore, that as to any thing whatever with which man has to

From an address before the National Association of Employment Managers at the Pennsylvania Hotel, New York.

**"GIBBONS KNOWS CANADA"**



do the biologic, or natural, laws come first, not man-made laws or customs or inventions or wishes. This is seemingly elementary, yet when we begin to devise social or industrial organizations it is almost universally overlooked. Let us take an army. We think of it as consisting of line and of staff, of different branches of the service, of officers and of privates, etc., etc. Yet the fundamentals of an army are that it must have pure air to breathe, that it must be regularly fed, that the men must be clothed, must be able to sleep, to rest, and, if possible, to have shelter and warm.

But when we come to artificial, industrial organizations we overlook that mere operation is not enough, they also have to be maintained, to be guided, to be directed as well. Even as in every animal, therefore, also in man, we find four organized divisions each taking care of a different function, so also in artificial organizations made up of human and other units we find the same four divisions.

(1) The division of upkeep and growth.

(2) The division of counseling.

(3) The division of correlation and direction.

(4) The division of execution or creation.

The laws as to these four are simple and plain.

(1) The organs of upkeep work continuously, at low intensity, without specific orders, as heart and lungs.

(2) The counselors, the five senses, look ahead, not backward, and it is the unusual and minute that attracts attention.

(3) The brain is single from birth to death, is guided solely by counselors and executed solely through doers. It never leaves its desk, nor does it butt into other departments.

(4) The doers, the hands and the feet, work strenuously under orders for a short time, taking long rests between jobs.

Notice particularly that of these four divisions two are essential to life, and the other two not essential, but very desirable. We cannot live a second after the brain is shattered, we can only live a few minutes if the heart or the lungs stop functioning. The brain, however, can go to sleep, be quiescent for hours, days, months, without permanent injury. We can eliminate most of the counselors and most of the doers, yet the body still lives. I, therefore,

conclude that the organs of upkeep and growth have duties more fundamental than those of the counseling and doing divisions.

#### INTELLIGENT INDIVIDUAL OPERATION

In fact, the largest and by far the most intelligent division of life, plants, prosper permanently, depending on the single division of maintainers, the individuals in the group fulfilling their duties so perfectly as to need neither counsel, direction nor creators.

There is no such limited combination in biology as executives and doers. In nature, unadvised execu-

tives and unmaintained doers do not exist.

That provision should be made for succession is a biological requirement, not a legal one. That in the rough days of early history males alone could hold and defend property and inherit leadership (the Salic law) was a biological condition.

That sailors and passengers on a life boat, after a wreck, share equally in the food and water and take their turn at pumps and oars has a biological basis, not a social or legal basis. But very many

# Salesmen Wanted

Two salesmen are wanted on well known publication, one for Chicago office and one in New York.

Only experienced men will be considered.

The right men should be able to earn and receive from five thousand to eight thousand dollars per year.

Real salesmen can even exceed these figures.

Address, PUBLISHER BOX 265,  
care of ADVERTISING & SELLING  
471 Fourth Avenue, New York



human organizations are started without due regard to the need of these four divisions. When investigating the functioning of industrial plants, I often find flagrant violations of natural organization.

I find an organization with no provision for upkeep and growth, this basic function being left to hap-hazard. I find no provision for counselors, I find plural heads, a kind of hydra, and I find un-directed doers butting into each others functions. Such an organization, no matter how legally it has been formed, does not, cannot function well.

I have said much on this subject of biologic foundation. Let us go further.

There are in the biologic world six great mandatory moralities. They are all busy with waste elimination. If they all functioned perfectly, human life would be almost perfect in the present and without limit improvable in the future.

Parents inculcate in and impose on their children these six moralities. If the child has acquired them until they are an instinctive part of his life, he is well equipped. I would rather have my children equipped with and know that they were practicing these moralities than bequeath to each a million dollars, yet the moralities be lacking.

The six moralities are:

(1) Right relations to self and others.

(2) Hygiene.

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#### Paper for Letterheads

**LETTERS** but they can never be *best*  
**MAY BE** unless they are written on  
**BETTER** the right kind of paper.

**BERKSHIRE TYPEWRITER PAPERS**  
*A Business Paper For Every Business Use*

**EATON, CRANE & PIKE CO.**

New York                      Pittsfield                      Boston  
San Francisco                      Chicago

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#### Blotters

**"To make Better Letters  
Use Our Better Blotters"**

*Famous World and Reliance Brands*

**The Albemarle Paper Mfg. Co.**  
Richmond, Va.

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#### Mailing Lists

### Mailing Lists

Commercial, Automobile, Investors or  
any classification wanted.

**Trade Circular Addressing Co.**

166 W. Adams St., Chicago

References: Agency Books or any bank or  
business house in Chicago.

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- (3) Cooperation.
- (4) Education, the development of all capacities and the acquirement of special skill.
- (5) Vocational aptitude.
- (6) Industrial competence.

#### COOPERATION TO THE RIGHT END

Not only are these fundamentals obligatory on all expedient activities, but they are binding on each other.

Cooperation is highly desirable, but cooperation of thieves would be precluded, since the right relation to others preclude thievery, and, therefore, any cooperation for thievery.

Similarly, vocational aptitude for thievery or industrial competence in thievery will both be suppressed, because the thievery itself must be suppressed.

In the war as to many individuals, hygiene, education, vocational aptitude, industrial competence were all curtailed, violated, because we were cooperating to enforce the obligations and rights of nations toward each other. When I see a big ruffian beating up a helpless child on the street, it is my duty to intervene, and when a big country, without any provocation whatever, invades a little country it is the duty of the outside nation to protest, to intervene, if for no other reason because the same fate may overwhelm it later, if might, not right, is to rule.

In organized society these six divisions are in over charge, in super charge:

- Of maintenance and growth.
- Of counseling.
- Of directing.
- Of doing.

The six mandatories are of supreme importance and universal, not national or local authority and neither individual nor organization should be permitted to set them aside. Free will is to some degree permissible, only as to the balance between the relative importance of the six mandatories.

Admitting that these six mandatories are all important for child, for grown-up, for every unit of the commonwealth, for every organization, for the whole world, the question immediately arises as to where authority resides to prescribe the details of the six mandatories.

Who or what gives authority to any one? Is authority something that can be conferred or delegated?

Who gave Hoover his authority? His good-will toward the starving

Belgians, his very great competence and a modicum of power.

I sent one of my associates into a large plant. The owner told me: "This young associate of yours has no authority, yet all the foremen call on him for advice. They look up to him as to a father, and do what he says." Why? Because he was filled with good-will and was besides exceedingly competent. They also knew that the owner approved of him.

On what fundamental qualities does authority rest?

On any single One? On a great variety? also. No. There are at least four chief qualities and on possession and exercise of a varying combination of these four, possibly five, virtually all authority rests.

- (1) Love, good-will.
- (2) Competence.
- (3) Courage.
- (4) Charm.
- (5) Power.

I have put them in what seems to me the order of their importance, although I am tempted to put charm first. I am not in doubt that power is the least important. If any one of the other four is lacking, the throne becomes a three-legged stool; if two are lacking, we have an unstable teeter; if only one is left, we have to sit very closely on the one-legged milking stool.

Parents have authority over their children because of the divine law which associates them with love, and among animals at least the parents are usually very competent. A man may have enormous influence, which is another word for authority through charm alone. A parent, animated by deep love and very competent, may yet fail in authority, because he is a grouch.

Moses had authority because he had shown his good-will for the Israelities by killing an Egyptian who was oppressing one of them. He charmed the priest of Midian, because he chivalrously championed the daughters from the rough necks at the well. Moses had competence since he was learned in all the learning of the Egyptians.

#### CURBING THE INDIVIDUAL

But the man of authority must not try to do it all, himself. Moses made this mistake, so his father-in-law, the priest, counseled him: "Thou shall teach the people ordinance and laws (principles), thou shall show them the way wherein they must walk and the work that they must do, but of all the people



provide able men, such as fear God, men of truth, hating covetousness and make them rulers." So Moses hearkened to the voice of his father-in-law and chose able men and made them heads over the people.

Authority comes from within and not from without. Who conferred authority on Moses, on Buddha, on Confucius, on Mohamet, on Luther, on Franklin, on Washington, on Jefferson, on Florence Nightingale, on Lincoln, on Pasteur, on Lister, on Carrel, on Hoover?

There is a splendid story of a frontier railroad station agent who when a passenger train went through a bridge, improvised a hospital, adjusted claims for damages, rebuilt the bridge. When the officers of the road arrived by special train and he made his report, the general manager, in astonishment asked him who gave him authority. Unabashed, he replied, "The emergency had created a need and I assumed authority." Later he became one of the greatest of early American railroad managers.

There is the other story of the Eskimo, who the long winter through, the thermometer 40 to 60 degrees below zero, strong wind blowing, dug a hole 8 to 10 feet to water through the Arctic ice and, sheltered by a barrier of ice blocks, fished until there were vast accumulations of frozen fish. A white scientist from Boston, who often accompanied him, asked, "Why do you thus fish under extreme difficulty and discomfort? You have already more than enough food to last until summer!"

Said the Eskimo, "I am a chief, because in the spring of the year I am able to feed the starving Indians who will come to me from the inland.

The man who assumes authority, whether in morals, cooperation, hygiene, education, industrial competence or vocational aptitudes must be approved ultimately by the best men in the community.

What the best man of whatever creed or age have agreed is right no one of us may gainsay.

What the leading physicians and hygienists agree is dangerous to health, the rest of us must accept.

What the best educators recommend, that the rest of us is obliged to accept.

When all the leading industrial engineers state and have demonstrated that falling costs and rising wages go together, it must be accepted until some one else has discovered and proved a better way.

This brings us to face the fact that careful, impersonal tests made by examining over 1,500,000 soldiers show that out of a hundred men about

5 percent have superfine qualities; 7 percent more have excellent qualities;

18 percent more have very good qualities;

20 percent more are good;

25 percent more are inferior;

12 percent more are very poor;

10 percent more are unusable.

No kind of readjustment can give the brains of the 5 percent at the

top to the 10 percent at the bottom. Eugenics alone can supply a permanent remedy. The 5 percent at the top, the 7 percent, the 18 percent and the 20 percent constituting half of all have not prospered at the expense of the other 50 percent, any more than the worth while officers and soldiers won battles at the expense of the slackers and shirkers. The slackers and shirkers dragged down and held back. The 50 percent who are doing about 90 percent of all the world's worthwhile work have, since slavery and serfdom were abolished, made the world rich, not by exploiting the

*Good, Better, Best,  
Never let it rest  
Till the Good is Better  
And the Better Best.*

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THE GOTHAM IDEA is to put real artists—big creative, skillful artists—at the service of business.

Our illustrations are original creations, conveying an impression of quality and distinction.

duct better known to the public.

We function as an auxiliary working with the client towards the end of making the pro-

Gotham's services are at the disposal of all business firms who seek the highest service that art can render business.

GOTHAM STUDIOS INC<sup>D</sup>

Martin Ullman, Managing Artist

111 East 24th Street, New York

Madison Square 8517 and 8518



GOTHAM  
for Art Work



less competent, but by recovering and appropriating the untold resources of nature. The men who flew from America to England in a single day did not do it at the expense of the man who never got beyond a slow walk.

I do not wish you to accept anything I have said because I have said it.

You cannot gainsay that human beings are subject to biologic laws, though you may dispute my interpretation of them.

You cannot gainsay that there are certain fundamental and mandatory moralities, even though you may think that I have not found them.

You cannot gainsay the value of authority, even if you think it rests on something else than love, competence, courage and charm.

You cannot gainsay that in one hundred men there are great natural differences in character gifts and ability, and that no artificial combination can offset these differences, much less put the less competent permanently in control.

I want a civilization developing along natural laws, following fundamental moralities, with the best, acting as guides and using their great abilities to build up on earth a paradise for a worth-while humanity.

#### Associated Advertising Agencies of Southern California a New Body

The announcement of a new association of advertising men known as the Associated Advertising Agencies of Southern California has been made by A. Carman Smith, of Los Angeles, who is chairman.

The objects of the organization are to raise the standard of advertising service rendered by its members through constructive suggestions, mutual helpfulness, and cooperative analysis, and to make membership in it significant of efficiency, dependability and stability through the high standard of its personnel; by pledged mutual helpfulness in emergencies.

Among the first steps taken by the members was the decision to submit to local newspapers, prior to the first of every month, their schedules so that publishers may be guided as to the amount of white paper that probably will be necessary during the following thirty days. Other plans of a helpful nature, and which it is believed will be mutually beneficial to both agencies and newspapers, are under consideration.

The membership list includes the following: Dake Advertising Agency, Inc., Dan B. Miner Co., A. Carman Smith, C. R. Stuart, Joseph G. Lemen, R. N. Lockwood Co., R. J. Culver Co., Bates, Harrison & Jones, Crank Paris Co., The McCarthy Co., Woodside, Brown & Hanna, F. W. Johantet is secretary.

# Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the  
**AUDIT BUREAU OF CIRCULATION**

"Publishers, advertisers and advertising agencies, in our estimation, cannot afford to ignore the market benefits which the A. B. C. holds for them individually and collectively."

McJunkin Advertising Co.

## CLASS TRADE AND TECHNICAL

### AERIAL AGE WEEKLY, New York

The National Technical, Engineering, and Trade Authority of the aeronautical industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

### THE AMERICAN ARCHITECT,

#### Member A. B. P. Inc. New York

The weekly business newspaper of the architectural profession subscribed to at \$10.00 per year by practically every worthwhile architect. Published every week since 1876.

### AMERICAN EXPORTER, New York

The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

### THE ARCHITECTURAL RECORD,

#### New York

National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

### THE ARCHITECTURAL REVIEW,

#### New York

Established 1887, is an ably edited, progressive monthly for the architects, basing its appeal to both its subscribers and advertisers on quality.

### AUTOMOTIVE INDUSTRIES,

#### New York

The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

### BAKERS WEEKLY, New York City

Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

### BOOT AND SHOE RECORDER,

#### Boston

"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

### BUILDING AGE, New York

Established 1870. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

### THE DRY GOODS ECONOMIST,

#### New York

The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8 1/2 x 12 1/4. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 30th Street, New York City.

### EL COMMERCIO, New York City

The first and oldest Export Journal in the World. Established 1875, published monthly. In considering export advertising do not overlook El Comercio. Under the same management for 44 years. Send for free sample copy, rates, etc.

### EXPORT AMER. INDUSTRIES,

#### New York

Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

### THE GAS RECORD,

#### Chicago

Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas consuming appliances. Member A. B. C. and A. B. P. Eastern office 51 E. 42d Street, New York.

### HARDWARE AGE, New York City

An inspiration to better merchandising in hardware, house furnishings, sporting goods and kindred lines. Established 1855. Circulation exceeds 17,000 copies weekly. First in paid circulation, in editorial merit and in volume of advertising. Member Associated Business Papers, Inc.

### THE IRON AGE,

#### New York

"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page 6 1/2 x 11 1/2; one-time rate \$88.00; 52 pages a year, \$60.00; member A. B. C. and A. B. P. The Iron Age represents the operating and commercial side of the iron, steel, foundry, machinery, automotive, railroad, shipbuilding, farm implement and other metal-working industries. Its readers are men of the executive type with real buying power.

### MARINE ENGINEERING, New York

Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

### MERCHANTS' TRADE JOURNAL,

#### Des Moines, Chicago, New York, Boston

Published monthly—subscription price \$3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

### METAL WORKER, PLUMBER & STEAM FITTER, New York

Established 1874. Published weekly. Recognized authority on heating, plumbing, roofing and sheet metal work. Devoted particularly to the interests of the buyers of materials in the above lines—the combination shops. Market Report an important feature. Member Associated Business Papers, Inc.

### MOTOR AGE, Chicago

The Weekly News and Service magazine of the automotive trade. Editorially, it specializes on the maintenance of motor cars, trucks and tractors and is devoted to the interests of motor car, truck and tractor dealers who make up over 50% of its more than 30,000 paid subscribers. Member Associated Business Papers, Inc.



# Classified Circulations

Some Mediums in Several Classes Whose Audits are Made by the  
**AUDIT BUREAU OF CIRCULATIONS**

"The A. B. C. furnishes one authentic source through which definite true information can be obtained."

The Richard A. Foley Advertising Agency, Inc.

## CLASS TRADE AND TECHNICAL

### MOTOR WORLD, New York

Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

### RAILWAY AGE, New York

Founded in 1856. Read by executive officers and heads of the operating, traffic, financial, legal, purchasing, mechanical, engineering and maintenance departments. It reaches direct the final buying power of railway supplies and equipment. Weekly. Average circulation 9,250 copies. Members Associated Business Papers, Inc.

### RAILWAY ELECTRICAL ENGINEER, New York

Founded in 1908. The only paper devoted exclusively to steam railway electrical problems. Of special interest to mechanical and electrical engineers, heads of electrical departments and their staffs, electric welders, third rail men, power house, sub-station and car lighting men. Monthly. Average circulation 3,300 copies. Member Associated Business Papers, Inc.

### RAILWAY MAINTENANCE ENGINEER, Chicago

The only publication devoted to the problems of track, bridges, buildings, terminals, water and steam heat service of the steam railways. Reaches all railway officers concerned with maintenance of way problems. Monthly. Average circulation 8,000 copies. Member Associated Business Papers, Inc.

### RAILWAY SIGNAL ENGINEER, Chicago

Founded 1908. Read by signal engineers and their staffs, signal supervisors, inspectors, maintainers, foremen, battery men, wiremen, towermen, lampmen and grade crossing engineers. Monthly. Average circulation 5,500 copies. Member Associated Business Papers, Inc.

## MAGAZINES

### THE MODERN PRISCILLA,

A magazine designed for thrifty woman-kind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate \$4.00 per line.

## NEWSPAPERS

### THE COURIER NEWS,

Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

### THE BRITISH WHIG,

Kingston, Ontario

Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,950; country, 2,474. Carries many exclusive news features. 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ, "More Pep."

## CLASS TRADE AND TECHNICAL

### RAILWAY MECHANICAL ENGINEER, New York

Established in 1832. Devoted to subjects pertaining to motive power, rolling stock, power house, shop and roundhouse problems. Read by all officials interested in the repairs or renewals to motive power and rolling stock. Monthly. Average circulation 11,400 copies. Member Associated Business Papers, Inc.

### THE RETAIL LUMBERMAN, Kansas City, Mo.

The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

### SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919 the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at \$5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

### THE SHOE RETAILER,

with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matters of style, trade situation and store management. Members of A. B. C. and Associated Business Papers.

### TEXTILE WORLD JOURNAL, New York

The dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contract. Member Associated Business Papers, Inc. One Time Page rate, \$100.

## AGRICULTURAL

### NATIONAL STOCKMAN & FARMER, Pittsburg, Pa.

"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. \$1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

### THE CAPPER FARM PRESS, Topeka, Kansas

Five distinct editorial staffs, located in and knowing their respective territories do not try to serve a heterogeneous group with one edition—what is seasonable in one state may be a month old in another; advice on cotton does not interest the winter wheat farmer. An unusual opportunity to reach the prosperous farmers of the great middle west—the winter wheat belt, alfalfa belt, corn belt, hog belt, and tractor belt—the country's ready money belt. May we show you graphically how to fit your sales plan to this wonderful farm market?

### FARMER AND BREEDER, Sioux City, Iowa

Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory—southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwest. Rate 50 cents an acre line. Minnesota. Circulation 90,000.

### Green-Lucas Client Selects Atlanta As One of Twelve Cities

E. L. Gunts, vice-president of the Green-Lucas Advertising Agency of Baltimore, and vice-president of the Southern Division of the A. A. C. W., was the guest of the Atlanta Ad Men's Club recently, at which time he announced that the Gibbs Preserving Company of Baltimore had selected Atlanta as one of twelve cities in the country where an intensive advertising campaign will be carried on through local newspapers. W. J. Hales, sales manager of the company, was with Mr. Gunts, both being in Atlanta to look over the field in preparation for the coming campaign.

### Crescent Washing Machine Executive Resigns to Come East

William Scheibel, former advertising manager for the Crescent Washing Machine Company, of Chicago, Ill., and later on in charge of their sales and service department, has resigned his position. He returns to New York to take up similar work.

### Kelly-Springfield Move Sales Headquarters—Will Erect Building

The general sales department of the Kelly-Springfield Tire Co., which has been in Cleveland, will be moved to New York, and the company will soon start the erection of a sixteen-story office building here, where the general sales department will be housed, together with the executive offices of the company.

### Films to Teach Selling

Motion-pictures for instructing sales persons in their work are now available, according to the Department of Research and Information of the National Retail Dry Goods Association. Many firms, concluding that books on salesmanship are not attractive enough to the average sales person, have decided to capitalize the "movie" inclination, and use films to show processes of manufacture and the details of the modern store delivery. The expense of production has so far limited the adoption of the plan to only two or three very large metropolitan concerns, but the idea is growing.

### Randall Appointed by General Motors Man

Daniel A. Burke, recently made president and general manager of one of the newer, large subsidiaries of the General Motors Corporation, has appointed Fred M. Randall company, of Detroit and Chicago, as advertising and sales counsel. Mr. Burke is former Buick distributor for Chicago.

### W. R. Baranger Company is Appointed By the "World"

In order to become identified with the vast development taking place on the Pacific Coast, The World Publishing Co., publishers of the *Morning, Evening and Sunday World*, in New York, has appointed as their salaried representative on the coast the W. R. Baranger Company of San Francisco, Los Angeles and Seattle. The Billings (Mont.) *Gazette* is also a recent addition to the Baranger Company's list of newspapers.



## Calendar of Coming Events

Under this standing heading **ADVERTISING & SELLING** will run regularly the dates of all future conventions of any association or other body that has any direct relation to the field of advertising, salesmanship and allied lines.

The officers of all such organizations are requested to keep **ADVERTISING & SELLING** advised of the dates of future conventions.

The following are, therefore, by no means all of those occurring in the near future, or on which dates have been set but will be supplemented in forthcoming issues as the information reaches our editorial office:

February 20-28—Fifteenth Annual Motor Boat Show, Grand Central Palace, New York, under the auspices of the National Association of Engine and Boat Manufacturers.

March 10-11—Meeting of the National Basket and Fruit Package Manufacturers' Association, Orlando.

April 26—National Association of Hosiery and Underwear Manufacturers Convention and Annual Exhibition, Philadelphia.

April 27-28—Meeting of the Ohio Wholesale Grocers' Association Co., Columbus, Ohio.

April 28-30—National Association of Cotton Manufacturers Convention, Boston, Mass.

### Advertising Engineers, Inc., Open in New York—Professional Men to Serve the Technical Manufacturer

The Advertising Engineers, Inc., 50 Union Square, New York City, have opened an office for the purpose of carrying on the business of counselors and complete service for advertisers of technical products.

Curtis F. Columbia, C. E., who will act as eastern manager, was at one time publicity engineer for the United States Gypsum Co., and of The New Jersey Zinc Company. He has devoted his energy to the merchandising of technical products, having a special appeal to the engineering profession. He has written on technical subjects for the engineering press and is a member of The American Society of Civil Engineers, American Society of Testing Materials and The Princeton Engineering Association.

Associated with Mr. Columbia are: Virgil G. Marani, C. E., at one time Building Commissioner of Cleveland, Ohio; Victor Hugo Halperin, Ph.B., who was the originator of the well known "GF" products of the General Fireproofing Company, and F. W. Liggett, E. E., director of publicity for the Bell Telephone Company.

### Langland Is Added to Klau-Van Pietersom-Dunlap Staff

Le Roy Langland, formerly assistant advertising manager of Marshall Field & Co., wholesale, Chicago, has been added to the staff of Klau-Van Pietersom-Dunlap, Inc., Milwaukee advertising agents.

### Miller Goes with Chappelow Advertising Co.

Leonard E. Miller, who recently conducted the Miller Sales Service, of Indianapolis, has become a member of the copy department of Chappelow Advertising Company, St. Louis, Mo. Mr. Miller begins his new work in the agency field with a broad experience in advertising and merchandising problems. At one time he was advertising manager of the Free Sewing Machine Company, Rockford, Ill., and previous to that he was assistant sales manager of the Sterling Motor Truck Company, Milwaukee. He also spent some time in the advertising department of Siegel, Cooper & Company, Chicago.

### Willis Is General Sales Manager of Kelly-Springfield Truck

Frank B. Willis, who has been connected with several automobile concerns in Detroit, has been appointed general sales manager of the Kelly-Springfield Motor Truck company. Mr. Willis was for several years sales manager of the Chalmers Motor company, Detroit.

### Auto Manufacturer Appoints Cleyn Sales Manager

W. G. Cleyn has been appointed sales manager of the Harvey G. Wilson Company, automobile manufacturers, of Detroit. Mr. Cleyn has been identified with automotive industries for ten years.

### Findlay Rejoins J. J. Gibbons

W. M. Findlay, for the past five years with the advertising department of Willy-Overland, Inc., Toledo, Ohio, has rejoined J. J. Gibbons, Limited, advertising agency, Toronto, Canada.

Mr. Findlay was a member of the Gibbons organization for three years before going to Toledo; for a time at Toronto, and later at Montreal. He rejoins the Canadian advertising agency as a member of the executive department at the head office in Toronto.

### Cross & Simmons Secure a New Account and a Publicity Manager

An advertising campaign in agricultural newspapers for the Martin-Senour Company, Chicago, producers of paints, varnishes, insecticides, disinfectants and dips, will be handled by Cross & Simmons, Inc., of that city.

Einar Graff, formerly with the Fred M. Randall Company in Chicago, is now in charge of the publicity department of Cross & Simmons.

### Two Directories Have Chicago Office in Charge of Dwyer

Henry H. Burdick, general manager of the S. E. Hendricks Co., announces the opening of a Chicago office for *Hendricks' Commercial Register* and *Kelly's Directory of Merchants, Manufacturers and Shippers of the World* and other Kelly publications. D. J. Dwyer, who formerly covered Chicago, Cleveland, Philadelphia and Pittsburgh for these publica-

tions, has been appointed western representative in charge of the Chicago office, and will cover the central states from that point.

### Howard Davis Is Made a Director

At the annual meeting of the New York Tribune Corporation, held Monday, February 16, Howard Davis, business manager of the *Tribune*, was elected a director of the corporation.

### J. W. Morgan, Advertising Man, Dies

James W. Morgan, of the advertising firm of Morgan, Tuttle & Jennings, 44 East Twenty-third street, New York, died last Monday at his home in Cedar Grove, N. J., from tuberculosis. He was born in England fifty-one years ago, and formerly served in the English army, taking part in the siege of Alexandria. He was a charter member of the American Association of Advertising Agencies, and for two years was secretary of the New York Council of that association. He is survived by his wife, three sons and a daughter.

### Knight Will Serve with Bundscho

Herbert A. Knight, who has been connected with the productions departments of several large advertising agencies in Chicago, has joined J. M. Bundscho, advertising typographer, to serve in a consulting capacity with clients.

### Asheville "Daily Citizen" Buys Y. M. C. A. Building

The Asheville, N. C., *Daily Citizen* has purchased for \$100,000 the Y. M. C. A. building of that city, and will completely remodel it into a newspaper plant. It will not be ready for occupancy until about March 1, 1921.

### Two New Executives in American Writing Paper Co.

Promotions at the American Writing Paper Company, Holyoke, Mass., recently, included the election of Raymond R. Campbell as a vice-president, and George I. Caldwell, formerly of the Chicago office, as assistant sales manager.

### "The Farm Journal" Appoints Miss Masonick Manager

Miss Dorothy R. Masonick has been made manager of the Chicago office of *The Farm Journal*, which is located in the People's Gas Building.

### P. L. Sniffin Made Associate Editor of the "Mack Bulldog"

The appointment of P. L. Sniffin as assistant editor of its trade magazine, *The Mack Bulldog*, has recently been announced by the International Motor Company, manufacturers of Mack trucks. Mr. Sniffin is also in charge of the Mack publicity bureau, and will combine these duties together with executing the booklets and circulars issued by the company.


### Inquest Being Made Into Death of Pritchard, Critchfield Vice-President

An inquest has been ordered into the cause of death of W. A. Pritchard, Detroit advertising man and vice-president of the Critchfield and Company, Chicago. He died on a Pullman car en route to Chicago.





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Let Us Make a Paper Analysis  
of Your Direct Advertising

*Without cost or obligation  
you can learn the best  
paper for every appeal*

There is *one best* paper for the advertising of your product, merchandise or service. The color, finish, quality and appearance of the paper you use are vital factors in putting your direct advertising message across whether your appeal is addressed to bankers or prospects who do not even read the English language.

*Send your complete campaign today—catalogues, booklets, mailing cards, circulars, letterheads—for this profitable analysis.*

It will help you build every piece of Direct Advertising on the right basis which means greater returns and more profit.

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Goes Down At Night**

**Thos. Casack Co.**

**OUTDOOR ADVERTISING**

**CHICAGO**

**NEW YORK**