

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Painting by Sigurd Skou for Davey Tree Expert Co., Inc.

SEPTEMBER 10, 1924

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In this Issue

"Has Your Business Stopped Growing?" By CHARLES R. FLINT; "Wading Out of Literature" By A. C. G. HAMMESFAHR; "The Salesman Who Almost Makes Good" By V. V. LAWLESS; "Do We Take Our Advertising Too Seriously?" "Weather Forecasting and Business" By FLOYD W. PARSONS.

Public Library
Kansas City

“The Chicago Territory”— *As Is.*

THE population of the five states nearest Chicago, sometimes called “the Chicago territory”—Illinois, Wisconsin, Indiana, Michigan, and Iowa—is more than five times that of Chicago’s “40-mile radius.”

To “cover” these five states as The Daily News covers the “40-mile radius”—in which 94% of its circulation is concentrated—would require a circulation of about five times The Daily News’ circulation of approximately 400,000, or 2,000,000.

To “dominate” this area in an advertising sense would require at all circulation points an unqualified reader interest in the paper’s local news, delayed general news, and advertising contents that are largely local. The advertiser would be required to effect throughout this territory the same “control” over his campaign, in advertising and sales tie-up, that he does in Chicago and its suburbs.

The circulation and productive reader interest of The Chicago Daily News is concentrated 94% in Chicago and its suburbs. This rich, concentrated market The Daily News serves and in it produces greater results for advertisers than does any other Chicago daily newspaper.

The Chicago Daily News

First in Chicago

Page 5—The News Digest

J. Walter Thompson Co., Inc.

Will direct unguentine advertising for the Norwich Pharmacal Company, Norwich, N. Y.

Barrows & Richardson

Philadelphia agency, effective January 1, 1925, will direct advertising for the M. S. Wright Company, Worcester, Mass., manufacturers of Sweeper-Vac vacuum cleaner.

National Better Business Commission

At its convention held in Boston recently, reelected Kenneth W. Barnard president. Edward Green was named treasurer, and William P. Green, secretary. Indianapolis was named as the next convention city.

Charles C. Forbes

Formerly production manager of Edwin Bird Wilson, Inc., and sales manager of the Bradley Press, Inc., has joined the staff of the Hazard Advertising Corporation, New York, as production manager.

Miller, Black & Lewis, Inc.

New York agency will direct advertising for the Ritchey Lithographing Corporation and the Simplex Fuel Oil Engineering Company, both of same city.

Campbell-Ewald Company

The New York offices will conduct advertising for the National Diamond Assemblers, Inc., on its new composite octagonal ring. Campaign will include theater programs, trade papers and direct mail as well as national magazines.

Hazard Advertising Corporation

New York agency has completed the organization of a foreign department which will specialize in accounts of foreign origin desirous of developing the American market. It will be under the direction of Commend. Mario Schiesari and L. C. Paladini de Marais. The former until recently had an interest in the Ausonia Advertising Agency, while the latter was for some time connected with the Thomas Cusack Company.

New Macfadden Newspaper

Tabloid newspaper to be published by the Macfadden Newspaper Corporation at New York will make its first appearance September 15. It will be known as the *Evening Graphic*, and will publish every day except Sunday. Bernarr Macfadden is president of the corporation, O. J. Elder, vice-president, and Guy L. Harrington, treasurer. John C. King is business manager of the *Evening Graphic* and William E. Severn is manager of advertising.



The Thumbnail Business Review

INDUSTRIAL and trade activity during the month of August is never anything to boast about, nevertheless the last few weeks have witnessed gradual but certain improvement in many of our industries.

Iron and steel production is now at about 55 per cent of capacity, as against 40 per cent the early weeks in July. The railroads have come into the steel market with large orders for rails and other material.

Automobile output increased slightly during August, with none of the manufacturers creating a surplus. All the cars turned out by the makers are practically accounted for by orders from dealers. The rubber and tire industry is more active than it has been in months.

Agricultural conditions warrant the optimism now characteristic of the farming communities. Banks in the rural sections report the prompt repayment of loans and a large volume of deposits.

Freight movement on the railroads reached a new high record for the year with the loading of 982,248 cars in the third week of August, a gain of 29,360 cars in seven days and only 161 cars less than a year ago.

Commodity prices show a slight advance in most lines, the exception noted being in metals, textiles and other miscellaneous items. New England cotton and woolen mills show signs of increased activity as compared to recent months, although the picture presented is not yet particularly bright.

Political capital is being made of certain developments in the stock market, but it should be remembered that politics does not affect, much less change, basic conditions. The coming month should witness concrete evidence of the now generally expressed optimism. ALEX. MOSS.

Lord & Thomas

Chicago office will direct advertising of Auto Point Pencil Company, same city.

George M. Murray

For five years advertising manager, Lehn & Fink, Inc., New York, has been made assistant to the president, Edward Plant. W. D. Canaday, formerly director of sales analysis and salesmen's personnel, succeeds Mr. Murray as advertising manager.

AAA Research Bureau

American Association of Advertising Agencies has established a research bureau to make "qualitative" analyses of newspaper and periodical circulations. Results of the researches will be available to members and client advertisers.

Adam W. Wagnalls

Founder and president of the Funk & Wagnalls Company, publishers of the Standard Dictionary and *The Literary Digest*, died September 3, in Northport, L. I. He was eighty years old.

Blanchard-Nichols-Coleman

With offices at Los Angeles, San Francisco and Seattle, have been appointed Pacific Coast representatives of *The American Legion Weekly*, effective September 1.

W. S. Woodbridge

Formerly operating his own advertising service in Toronto, Canada, has joined the creative staff of The Powers-House Company, Cleveland.

V. M. Deputy & Associates

Is the title under which the reorganized Charles F. Bouldin Company, publishers' representatives, Los Angeles, Cal., will operate in the future. The organization has on its lists the *Bulletin of the Jonathan Club*, a local magazine; *Extension Magazine*, Chicago; *The Crescent*, St. Paul; and *Messenger of the Sacred Heart*, New York.

O. S. Tyson & Company, Inc.

New advertising agency with offices at 50 Church Street, New York, organized by Oscar S. Tyson, recently vice-president of Rickard & Company, and L. W. Seeligsberg, for the past year operating an agency under his own name. Mr. Tyson was formerly eastern sales manager of *Electrical World* and eastern advertising manager of *Factory Magazine*. Mr. Seeligsberg was formerly business manager of several McGraw-Hill publications, as well as manager of the service department and assistant to the president. The company will specialize on market analysis, advertising and sales promotion of materials and equipment sold to the industrial field.

[ADDITIONAL NEWS ON OTHER PAGES]



Board Room, Federal Reserve Bank, San Francisco.
Courtesy Criffall Cabinet Window Company.

“How Much Will It Cost?”

The higher executive reserves the right to spend his own money. It may not take him long to say “Yes” or “No,” but either answer is final.

Thousands of brief conferences bring the answer “No” because the man with the money is unfamiliar and cannot be sold at the last minute by a timid subordinate.

Why wait? Now—in advance of next month’s meetings—send your advertising announcements to these men who have the final say. Give your salesmen the support of a campaign aimed directly at this final authority group. Make your showing in *The Nation’s Business* so strong that there can be no possible misunderstanding at the last minute when the all important final approval must be obtained.

More than 38,000 Presidents of Corporations read Nation’s Business
More than 17,000 Vice-Presidents of Corporations read Nation’s Business
More than 17,000 Secretaries of Corporations read Nation’s Business
More than 12,000 General Managers of Corporations read Nation’s Business
More than 8,000 Treasurers of Corporations read Nation’s Business
More than 121,000 Major Executives in 90,947 Corporations read Nation’s Business

You will find of interest a detailed analysis of our 155,000 subscribers. Let us tell you how other advertisers are using this magazine to make their advertising expenditures more productive. Get an executive “yes” when the order hangs in the balance.

The NATION’S BUSINESS

WASHINGTON



MORE THAN 155,000 CIRCULATION.

MEMBER A. B. C.

Were you ever up in a modern coal mine?



Tip-Works—In addition to the tipple or breaker (which houses the machinery for crushing, screening, washing and picking the coal), the tip-works in the modern coal mine includes power house, machine shop, sub-stations, warehouses, stables, powder houses and a complete company town for housing employees and their families.



Steam Power—Coal mines have about 2,500,000 boiler horsepower installed. They rank second in electric public utilities as consumers of power fuel. They burn 21,000,000 tons of coal a year. They offer a large and compact market for all forms of power-plant equipment and supplies.



Electric Power—The generation, distribution and application of electric power to coal mining involves thousands of steam turbines, 15,000 steam engines, 45,000 generators, motor-generator sets, rotary converters and transformers, and 118,000 motors totaling 4,315,000 hp. The coal mines also buy about 1-million electrical horsepower a year from central stations.



At the Working Face—Most coal is machine-undercut. More than 20,000 electric mining machines are now in use to accomplish this work. Other machinery behind the coal-mining industry's 800,000 workers includes thousands of air compressors, air and electric drills, conveyors, etc.

UN**TIL** you have been up, as well as down, in the modern coal mine, you cannot realize how completely machinery does the job of mining the country's 600,000,000 tons of coal each year.

The modern coal mine is a mass of machinery. Down at the bottom, where the work is principally a mining operation, you find mining machines, hoists, pumps, conveyors, air compressors, electric drills, etc.

Coming out of the mine, both underground and at the surface, you find a complete transportation system—electric, steam, or gasoline locomotives, trains of mine cars, and miles and miles of track-age.

Up on the surface, the modern coal mine is a coal manufacturing plant. Here coal is prepared for market. Here you find the huge tipple, or breaker, which houses the machinery that crushes, screens and washes the coal; also the picking tables where slate and rock are removed.

Beyond this, also at the surface, you find the power house, sub-stations, machine shop, warehouses, stables, powder houses, and a complete company town for housing employees and their families.

The average bituminous coal mine of 1-million tons annual capacity costs about \$2,500,000. The anthracite mine of like capacity costs about \$8,000,000. These figures translate the equipment story into dollars and cents.

The 6,300 mechanically-operated coal mines in this country spend \$400,000,000 a year for all kinds of machinery and supplies. They buy everything from adding-machines to turbo-generators.

If you have never been up or down in the modern coal mine; or, if you do not fully appreciate the coal-mining industry as a market for your product, ask **COAL AGE** for data backed by photographs.

COAL AGE, the authoritative paper of the mechanical coal-mining industry, can take you through the modern coal mine from top to bottom—with pictures.

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy in the following fields:

Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

Construction and Civil Engineering: Engineering News-Record.

Mining: Engineering & Mining Journal-Press, Coal Age, Transportation; Electric Railway Journal, Ins Transportation.

Industrial: American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering.

Engineering in Spanish Speaking Countries: Ingenieria Internacional.



Coal Mine Village—The coal-mining industry houses between 7,500,000 and 1,000,000 people in villages like this. Lumber, roofings, paints, etc., are required in large quantities to build and to maintain these communities.



Hoists—Fully 12,000 hoists are in use in the coal mines, with driving motors ranging up to 2,000 horsepower each. Steam hoists are also widely used. Each year the coal mines buy 15-million feet of wire rope and 1-million feet of manila rope for hoisting, haulage and rope transmissions.



About 20,000 pumps operate continually in the coal-mining industry. The mines must be kept dry. In addition to these, the industry uses pumps for coal washing, boiler feeding, water supply, the irrigation, etc., the total number of pumps employed reaching about 60,000.



Hoisting Out the Coal—More than 20,000 locomotives—electric, steam and gasoline—operate on 200,000 miles of track in the coal-mining industry. About 50,000 miles of this trackage is electrified—equaling the combined length of the street and interurban railway mileage in this country.

COAL AGE

A.B.C. A McGraw Hill Publication A B.P.
Tenth Avenue at 36th Street, New York

PARTY DRESSES *or* EVENING GOWNS

For every evening gown imported by Worth or Poiret, there are thousands of party dresses made by nimble fingers in homes throughout the length and breadth of our country.

Sometimes the neighborhood dressmaker is called in; often the daughter of the house fashions her own party dress with, perhaps, a little aid from mother and the girls.

It is not among the wealthy and super-cultured class that the average advertiser finds his market, but among those to whom each gala event is an intimate and personal experience.

The party dress circulation enjoyed by TRUE STORY purchases fabrics, laces, ribbons, thread, sewing-machines—in fact, everything that goes into the making of a simple gown.

In these homes, too, are found victrolas, radio sets, pianos, jewelry, cosmetics, and the thousand and one other articles of merchandise advertised in the pages of the magazines.

TRUE STORY reaches this market every month with a circulation of almost two million copies.

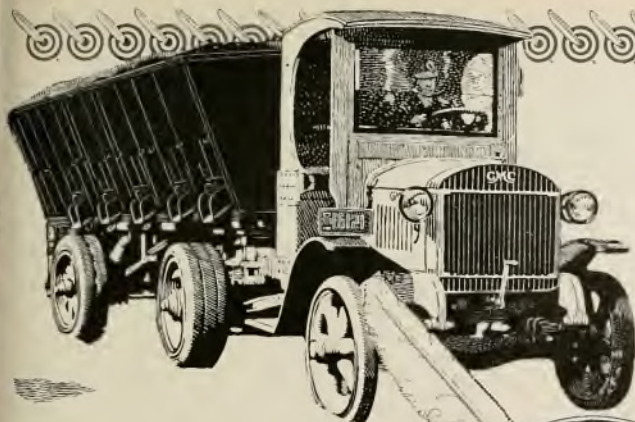
The money that TRUE STORY readers spend mounts into the hundreds of millions of dollars yearly; the patronage of TRUE STORY readers can help make the merchandising plans of any advertiser more effective.

TRUE STORY has a standing, too, among the evening gown class. Often you will see TRUE STORY lying on the seat of a Cadillac or a Rolls-Royce.

But more often, TRUE STORY is found in the party dress market which buys almost everything that is worth-while advertising.

If you have a product that should be heralded in this market, you cannot do better than to use TRUE STORY.

For, in TRUE STORY you get plenty of circulation at a rate which is appreciably lower than that of any other medium with a vast reading public; and you also have the assurance of going into millions of homes under the most favorable aspects.



Advertising Well Directed

General Motors Truck Company is one of the world's pioneer truck manufacturers. Since its founding, it has rigidly maintained the policy of building a truck of the highest quality.

GMC advertising has been designed to familiarize the public with this quality, and with the reasons why it is available at GMC prices. The advertising has been designed also to acquaint truck buyers with the strength, sturdiness and power of GMC, and to dramatize the suitability of GMC for every hauling requirement.

This advertising has helped create acceptance in the public mind of GMC merit and has produced gratifying results for General Motors Truck Company—a Campbell-Ewald client.



© C E Co., 1924

The Campbell-Ewald organization of 160 people, with financial and physical facilities of the largest advertising organization between New York and Chicago, and a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you. There will be no obligation on either side.

CAMPBELL-EWALD COMPANY

H. T. Ewald, Pres.
E. St. Elmo Lewis, Vice-Pres.

Advertising

Guy C. Brown, Sec'y.
J. Fred Woodruff, Gen'l Mgr.

General Offices, Detroit, Michigan

New York

Chicago

Toronto

Dayton

Los Angeles

San Francisco

CURRENT OPINION



JOSEPH PULITZER, a blind man, built up one of the greatest newspaper properties in America. He seldom went near the office; in fact he spent most of his time in far away corners of the world. His contacts were maintained by a staff of trained secretaries who read everything, and then re-read aloud to him the salient portions.

Every busy man, whether he has his sight or not, resembles Joseph Pulitzer, in that he needs a staff of expert secretaries to wade through the sea of pub-

lished material and fish out the salient portions.

Current Opinion *is* that skillful staff of secretaries. For 36 years its editors have been extracting the grains of wheat from the mountains of printed chaff, reprinting, explaining and interpreting all the latest developments in every department of life. Every month Current Opinion puts its thousands of enthusiastic readers into immediate contact with the whole world.

This is one way of accounting for the fact that advertisers find their insertions in Current Opinion so effective.

100,000 net paid guaranteed



Eastern Advertising Manager
R. B. SCRIBNER
50 West 47th Street
New York, N. Y.

Western Advertising Manager
A. W. KOHLER
30 North Michigan Ave.
Chicago, Ill.

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

Has Your Business Finished Growing? CHARLES R. FLINT	13
Marketing American Goods in Italy, Spain and Belgium CLEM W. GERSON	15
Salesmen Who Are Almost Good V. V. LAWLESS	16
Do We Take Our Advertising Too Seriously? J. R. WORTHINGTON	17
Wading Out of "Literature" A. C. G. HAMMESFAHR	19
Hudson's Soap Gets Oldtime Flavor Into Its Adver- tising	20
The Buried Key-Thought and the Inverted Sentence HENRY ECKHARDT	21
Looking Back with Calkins CHARLES AUSTIN BATES	22
The Editorial Page	23
Museums and the Factory RICHARD F. BACH	24
What Is Happening to the Mail Order Business? E. T. GUNDLACH	28
Weather Forecasting and Its Effect Upon Business FLOYD W. PARSONS	30
The 8-Pt. Page by ODDS BODKINS	34
Consider the Housewife CARRIE LEE MACPHERSON	48
The Trademark Clinic	52
Perspective in Advertising W. RUSSELL GREEN	62
E. O. W.	64



Drawn by Keith Shaw

HOW to reduce the cost of selling goods from industry to industry will be the keynote of the annual fall convention of the National Industrial Advertisers Association, to be held at the Edgewater Beach Hotel, Chicago, October 13 and 14.

In connection with the convention it is planned to hold a comprehensive exhibit of industrial advertising.

Prizes will be awarded in the various classifications. The Jury of Award will make its report on the second day of the convention, at which time prizes awarded exhibitors at the London Convention will be presented.

M. C. ROBBINS, PUBLISHER

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J. H. MOORE, Advertising Manager

NEW YORK: F. K. KRETSCHMAR A. M. FRANKLIN	SAN FRANCISCO: W. A. DOUGLASS, 320 Market St. Garfield 2444	CHICAGO: JUSTIN F. BARBOUR Peoples Gas Bldg.: Wabash 4000	NEW ORLEANS: H. H. MARSH 927 Canal Street: Main 1071
CLEVELAND: A. E. LINDQUIST 405 Sweetland Bldg.: Prospect 351	LONDON: 66 and 67 Shoe Lane, E. C. 4: Telephone Holborn 1900	TORONTO: A. J. DENNE 217 Bay Street: Elgin 1850	

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A "NATIONAL"
ADVERTISING AGENCY



McCANN Company Offices in these eight great marketing centers give us intimate knowledge of regional markets, keep us in touch with clients' branch houses and distributors, and thus make McCann Company Service truly "National" in scope.

THE H. K. McCANN COMPANY
Advertising

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SEPTEMBER 10, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Wilbur D. Nesbit William R. Basset Alex Moss, *Associate Editor*

Has Your Business Finished Growing?

By Charles R. Flint

THE average business man usually fails to see the radical forward steps of logical greater growth for his business. He hoes his row too methodically and with too personal an outlook. He does not appreciate that perhaps for the really big development of both himself and his business, he should enter into an industrial consolidation, for instance. In fact, it took decades in earlier times for American business to appreciate the necessity even for larger size, and several more decades for the public to get accustomed to the idea of large-size business. (There are still some who believe the public has not yet become accustomed to them!)

A business which has experienced what seems very desirable growth and appears to have a most interesting, assured future, usually looks to its owners like a job that is finished. The men at its head do not, on the average, take a notch in their belts and apply the requisite courage and vision to step up onto very much enlarged levels. Often they wish to rest on their oars, keep the business as it is to make posts for their sons and relatives, or merely to carry on the business placidly along the lines they have established, because they



Charles Ranlett Flint

Famous as the "Father of Trusts" because he has organized in a long life twenty-one industrial consolidations, including the Computing Tabulating Recording Company, (now the International Business Machines Corporation), American Woolen Company, United States Rubber Company, and many well-known successful corporations; author of "Memories of an Active Life"

like it that way and have reached a period in life when they are not so restless or keen for change or action. They make the mistake of regarding their business as a means to their personal ends, not as an im-

portant instrument in the nation's progress industrially. They want the business to be what they like it to be, rather than what it might be.

But this is usually without reckoning the business pace of the United States. Considering this pace from the angle of normal increase of wealth and customers alone, we have a fair degree of growth—5 per cent or 10 per cent per year—often more. Even these measures of normal growth are inadequate, however, for American business compounds itself in an amazing manner. The rate of growth (in net profits) upon which a live business must calculate is from 10 per cent to 20 per cent a year, if it is to maintain its status *without going backward*. Growth is something to be added even to this.

Competition is now more alive in America than it ever has been; and in consequence a development policy which is adequate both to competition and opportunity must constantly and perennially be ready for change—even radical change.

Haven't you been surprised sometimes, on looking at your newspaper, to read that a certain company, well-known and prosperous, had entered

into a consolidation? You had imagined that it was "sitting pretty," as the slang saying is; you had visioned its owners sitting back and taking it easy, after building such a good profit-making machine.

But the actual facts no doubt were that some, even if not all, of the owners studied the industry closely, saw that in the next ten years competition would press down too strongly on present costs; or that raw materials would get out of control—unless a reorganization and consolidation were effected, placing the company in a stronger strategic position; not for *today*, but for the future!

The Standard Oil Company had few competitors worthy of mention a generation ago; it now has big and important competitors; but the Standard saw far ahead and prepared for it. Consolidations which years ago merged a number of "little fish" into one big one, now must meet and do meet the competition of similarly large fish today. There is almost no such thing in America today as a comprehensive and complete monopoly on a large scale; not only because of the Sherman Anti-Trust law, but because of the vastness of the American market and the activity of other men with ambition.

You will see, then, what I mean when I say that many American business organizations in various lines are today at the crossroads of growth. The war and deflation periods are over. We have 4,300,000 people today in a class earning \$2,000 or over, as against scarcely one-fifth this number before the war. We have, therefore, to deal with a vastly broadened market. But this is not all—we also have to deal with a world starved for merchandise during the past ten years, and just about ready to enter the market again; with American goods as a world wide magnet for trade. We have also, on the other hand, to deal with over-extended production capacity; or excessive costs.

Obviously, then, a great many lines of business are due for a considerable degree of change. Consolidation for lower costs in cases



THE chewing-gum business of the United States, according to Mr. Flint, was literally wrested from the American Chicle Company by William Wrigley, who spent millions of dollars in advertising while the old-established company sacrificed its business to the lure of greater dividends. When Wrigley invaded the New York market, he encountered stiff resistance in the form of public and dealer inertia. He poured a hundred thousand dollars into a New York advertising campaign and scarcely made a ripple. He repeated the experiment a second time, with the same result. Meantime the American Chicle Company was paying 18 per cent in dividends and expending little if anything on advertising. Wrigley waited until he could pour a million dollars into New York, and when he did the public promptly sat up and took notice of his Spearmint gum.

◀ In spite of the magnitude of his chewing-gum business in the United States, Wrigley is now tackling the English market with the same determination that characterized his New York efforts. One of his chief problems in Great Britain is to obtain distribution—to locate his gums where the masses can get at them. The illustration shows how he is going about it. A whole fleet of these little Wrigley wagons is at work in London, taking Wrigley's to the masses. It is going to take time and cost money to get the English jaws at work on chewing gum, but the potentialities for a greater volume of business in chewing gum undoubtedly exist, and Wrigley is going to get this business if anyone can get it.

where such lower costs are demanded, or new policies in distribution, or realignments of plan, are certain to come. In either case, the situation demands a conception of organization which present facilities do not furnish. I am convinced that an era of consolidation and readjustment is thoroughly needed, and that many new consolidations must be formed to place certain lines of industry upon a more secure footing. There are three interlocking reasons why consolidation is the

principal tool in such readjustment:

1. Increased efficiency of management.
2. Reduced cost of product, resulting in
3. Wider and cheaper distribution.
4. Increased profit to the business, thus permitting
5. Lower price to the consumer and larger income to the investor.

These are ends typically American in principle, and remarkably effective in holding markets, even against the cheap labor of foreign countries. Today with the most expensive labor in the world, we have, nevertheless, the lowest unit of cost in most lines of manufacture and are operating enterprises of a size heretofore unknown to the world of business.

As Dwight Farnham has pointed out, there are three classes of consolidations and development policies: (1) the *vertical* one, which aims at ownership of all factors in production, starting, let us say, with coal, including railways and mills, and ending up with the manufacture of automobiles. This is the Ford method; it was also the Stinnes method, and is in fact the Steel Corporation method. It aims for all economies and all profits. (2) The *horizontal* method is one merely adding more factories making the same article; its aim is sheer volume. (3) The third method is the *allied* one; aiming at growth along "similar" lines; such as an automobile maker adding trucks and tractors; or a toilet soap manufacturer adding tooth paste or perfume.

◀ The "vertical trust" is really a stupendous industrial conception. Andrew Carnegie was, as I personally recall very well, the originator of the idea; and it was this masterly conception which induced Morgan and his associates to buy him out and organize the Steel Corporation. Carnegie already owned coal land, railways and other facilities. Stinnes perfected the idea in Germany to such an extent that his vertical trust owned a veritable empire of industries, all of which were compelled to buy from one another. This vertical trust manufactured everything from microscopes to locomotives.

[CONTINUED ON PAGE 40]

Marketing American Goods in Italy, Spain and Belgium

By Clem W. Gerson

Sales Manager, The American Commerce Co., London, England

FOR the marketing of American products abroad, Europe naturally falls in three distinct territorial classifications: (1) Great Britain; (2) the Latin countries; (3) the Germanic and Norse countries. Great Britain should be taken separately because it has been influenced by both Latin and Germanic influence; in consequence, from a marketing point of view, it is totally unlike other European countries. France is further along than most Latin countries in the use of branded merchandise. France having been dealt with in a previous article, it is the purpose in this article to deal with the question of marketing an American product in Italy, Spain and Belgium.

One common factor, characteristic of the Latin temperament, predominates in all three countries. That is the desire for an artistic package or container. The temperament of the people is such as to cause them to take notice of the smallest detail. German merchandise, the quality of which before the war was never questioned in the Latin countries, is now being superseded largely by American products, put up in attractive packages.

As regards relative marketing value, Italy, Spain and Belgium differ in many respects, due to various reasons—customs restrictions, geographical peculiarities, wealth, etc. The main obstacle encountered in Italy is the customs restrictions.

Here it is necessary to declare the formula of any proprietary or toilet article, and the only satisfactory way in which to overcome the delays so common among continental customs is to appoint a thoroughly reliable local representa-

tive. Firms of this type understand customs regulations and can obtain the entry of goods with little delay. In an experience of twenty years in the marketing of products in Italy, we have found the representative method the only satisfactory one.

Italy presents one outstanding marketing peculiarity: the northern section of the country is infinitely more productive of immediate results than the south. The northern Italian is a worker and a money earner, and therefore has money to spend. In addition, the important industrial centers are located in the north; and unless the product is a seasick remedy, directly concerns shipping, or is tied up in some way with diseases such as fever, gripe or chills, the north is the immediate section of the country in which to concentrate. Shipping is emphasized because the ports of Naples, Brindisi (carrying all the north African and eastern trade) and Palermo, are in the south; fever, chills and gripe have been mentioned because what are probably

[CONTINUED ON PAGE 44]



© Ewing Galloway

ITALY, Spain and Belgium, predominantly Latin in temperament, nevertheless present diverse problems in advertising and distribution. Industrial products find a natural market in the north of Italy, for example, while the south offers a lucrative outlet for medicinal specifics owing to the prevalence of marshes and swamp lands. Naples (two views of which are shown in the illustrations) serves as the logical base for manufacturers seeking distribution in the south of Italy.



More Bread and Butter Problems of a Sales Manager

Salesmen Who Are Almost Good

By V. V. Lawless

"TOO good to fire but not good enough to keep"—that was the district man's comment of a salesman we will call Brown. Brown joined the sales department about a year ago. He was given his preliminary training and looked promising. His first month out he did fairly well. Given a little more time, he undoubtedly would show results. At the end of three months, it was a question whether he was worth spending any more time and money on.

The fourth month Brown's work showed improvement. He was not yet doing what he ought to be doing, but looked promising enough to warrant further effort. Then it turned out that Brown had been having trouble with his eyes. Headaches had held him back. That was probably what was wrong. So Brown was given ten days off to have his eyes attended to.

The fifth month Brown's results were really gratifying. The sixth month he slipped. At the end of about a year he was hardly good enough to carry longer, yet he was too good to be dropped without consideration.

There are few sales forces that haven't a Brown or two. Salesmen cost money. It costs money to find them and bring them to the point where they produce. The Brown type of salesman causes the sales manager to feel that he has found a good man; then there is a slowing down. If the salesman is dropped in disgust, then the company loses an investment in him of three or four thousand dollars in salary and expenses and what not.

Just where to draw the line is the problem. Just when to call a halt and let Brown go is the question. Better yet, can Brown be pulled up just a little and made into a producer? Well, suppose we give Brown just a month or two more? Let's see what we can do with him. So Brown is told to report in on Saturday morning for a conference.

In this particular case, Brown presented himself as a big, smiling,

pleasant chap of twenty-seven or thereabouts.

"You're not married, are you, Brown?"

"Nope."

"Why not?"

"Well, if I picked out a girl, I'd have to disappoint too many others," he grinned.

"Trouble with you, Brown, is that you're just naturally lazy. Now, I don't know if you want this job or not, but you either have to come up to scratch or get out. And if you get out, you've got to hunt another job, and when you find it, you'll have to make good there, or get out and hunt another job. Now, if you want to eat, you've got to work, and you might as well work here as any other place.

"Now, you either make up your mind to get to work or get out right now. It isn't fair to the company to dilly-dally along with you any longer."

And Brown was just generally "cussed out." It was the first time he had been given a mental spanking. It didn't take a lot of extra effort to do enough more work to make good. He was jolted into the effort and he came through.

* * *

ONE manufacturer of a hardware specialty had a number of men working on commission. One of these men was unusual. He was only nineteen years old but a wonderful business getter for months on end. Then he'd slow down and for three or four months wouldn't do enough to make expenses. Half the time during these off-months he made no effort to sell. One day he would find his money gone and he'd go to work. In the meantime, his territory had suffered and the manufacturer had lost a great deal of business which he should have had.

To cure the situation the manufacturer got hold of this salesman and said: "Now, it's against my practice to carry salaried men, but I'm going to put you on a salary and see that you earn it or drop you

altogether. You're in and out." The young fellow was put on so much per week. He was honest and realized that he had to work every week. And he kept at it. So long as he was on commission, he felt he was free to come and go as he chose.

* * *

SOME years ago a man who is now one of the best insurance salesmen in the west was brought up from the doldrums in an unusual way. He was being paid \$150 a month as a salesman. He had a wife and two children. He was, pretty good, but not good enough to justify holding the territory in which he had been placed.

The sales manager brought him in, one day and said: "Bill, you're out. I can't let you splash around in that nice territory any more. You ought to be doing \$10,000 a month in there. You're doing about \$7,500. You're wasting company business. I've got to put a real man in there."

Bill took his discharge glumly. He'd been fired before. He'd go out and get himself another job. His price was \$150 a month. He guessed he could manage to eat while something turned up.

"By the way, Bill," the sales manager said to him, "I haven't a man in mind for your place. Do you happen to know anybody. I guess I'd better get a \$200 a month man. You \$150 a month boys are too expensive."

No. Bill didn't know of any \$200 a month man.

The sales manager thought he had almost lost out. Bill didn't seem to rise to the occasion. Then it dawned on Bill.

"Say," he said, "give me that job at \$200 a month and I'll show you something. Just make a deal with me for one month. I got better than \$7,500 last month. I'll drag out \$10,000 this month if I have to work nights. If I hit \$10,000 you give me \$200 and let me keep the job on that basis. I'll show you some \$10,000 class for a \$200 job."

Bill had responded as the sales

[CONTINUED ON PAGE 54.]

Do We Take Our Advertising Too Seriously?

By J. R. Worthington

LAST Monday morning I returned from my vacation. On my desk was a pile of magazines and newspapers which had accumulated during my absence, together with some older magazines which I had kept for some reason or other and which my secretary had slipped into the pile in the hope that I'd go through them with the others and they could be thrown away. (How a few stray magazines do worry secretaries!)

Well, I loaded the whole pile into my car at five o'clock and took them home with me, and after dinner I sat out on the front porch and went through them, from cover to cover, to get back into the "feel" of publications and the atmosphere of advertising as quickly as possible. And when I had finished with the last one,

and sat back in my chair in the twilight, puffing on my pipe, I found myself struggling with a question which had crept into my mind unawares: "Why are nearly all advertisements so deadly serious?"

I had been out of the atmosphere of the advertising department for three weeks, and I had approached this pile of periodicals in more nearly the frame of mind of a disinterested reader than I could hope to at any other time of the year, and I found that I had been oppressed by the utter seriousness of most of the copy I had just scanned.

"Can it be that advertisers have to be so tragically serious?" I asked myself. "Are salesmen so serious when they call on people to sell them face to face? Don't they ever smile, or say anything whimsical?"



"Here Comes Mr. Lend-Me to Borrow Our Tire Gauge"

Do you know Mr. Lend-Me, the motorist? All he has is a car. When he needs a jack or a pump or a hydrometer, he uses yours. If he needs a valve cap, he does without it until he can pick one up somewhere. He has a lot of trouble. Here he comes to borrow a tire gauge. The pest! Why doesn't he buy his own?

This illustration and copy from a Schrader Tire Gauge Ad are serious enough, but in a comic-supplement way

As the first stars began to twinkle in the evening sky I found myself still cogitating over this grave problem. As I sat puffing away on the old jimmy pipe and reviewing the long trail of advertisements which had just passed through my mind as I had leafed through the pile of periodicals, certain ones began to stand out clearly in my memory. Acting on impulse, I gathered up the pile at my side and carried it into the living-room where it was light. I wanted to see what there was about these particular advertisements that had stuck in my mind, and made them stand out above the jumble.

"I want to look up that Ivory Soap ad first," I informed myself. "What was there about that to make me remember it?"

Presently I found it. I remem-

bered the illustration, because it was refreshingly different. But it was the copy, I soon discovered, which had fixed it in my mind. Had a whimsical twist to it—

In day of Old, when knights were bold, men left their cozy castle firesides to do battle for the glory of ladies fair, with golden hair.

Men leave home today for approximately similar reasons, but instead of lances and shields, they carry brief-cases, conference material and order books.

Which brings us at once to our favorite subject of soap.

And so it ran on for several breezy paragraphs, ending thus:

Is there, we wonder, any connection between the general improvement in the tone of business and the cheerful smiles of businessmen fresh from their Ivory baths? We pause for a favorable reply.

PROCTER & GAMBLE.

I discovered that this advertisement had made a deeper impression on me than any Ivory Soap advertisement I had read for years. Why?

The next advertisement to pop into my mind was one I recalled seeing in an English newspaper that had found its way into my mail—a Cherry Blossom shoe polish advertisement. So I delved into the pile again in search of this English newspaper.

When I had located the advertisement again I didn't wonder that it had stuck in my mind! It will always stick in my mind, ready to bob up whenever I see or think of shoe polish—or "boot polish" as the English call it. I am asking the editor to reproduce it for the edification of FORTNIGHTLY readers.

Then I started looking for one of

the women's magazines in which was a Jell-O advertisement which I remembered as being on the second cover. It had stuck in my mind. Yes, here was the ad. Picture of lady in sport togs telephoning grocer, with maid in the doorway, hands on hips. And this the copy that made it stick in my mind:

"And Norah says if it isn't Jell-O she'll send it right straight back."

That was all the copy, except the display line, "America's most famous dessert," but it had stuck because it was human and made its point without the serious frown that so often wrinkles copy or slogans aimed at substitution.

Hardly had I located this advertisement when another popped into my mind—a Schrader Tire Gauge advertisement that had held me for several minutes. So I looked this up next. It was the picture and a short bit of copy, run almost as a caption, that had made it stick in my mind.

I hope the editor will consent to reproduce the picture; it is humorous because it is so tragically true to life—the bright and cheery face of Mr. Lend-Me arriving on a borrowing mission; the grouchy face of the man on the porch; the expressive roll of his wife's eyes. And the copy is so refreshingly human.

Nothing advertisingly serious in this copy, about saving wear and tear—and therefore money—on tires; nothing about the Schrader being a great scientific discovery or a boon to civilization. Just a regular comic-supplement slam at the tire gauge borrower, calculated to shame him into buying one for himself. If my garage man hadn't already sold me a Schrader I swear this picture and copy would have!

THE next advertisement that flashed on my mental screen was an American Radiator Company advertisement, so I looked this up. The picture wasn't anything special, nor the heading—"Almost Human"—Says Mr. Goodall. But when I dipped into the copy I found what it was that had caught me. I quote part of it:

Edwin Goodall of Hackensack, N. J., took out his old-fashioned wasteful heating plant and installed an Ideal TYPE A Boiler.

"I am told you call it a 'Heat Machine,' he writes. I call it almost human; its appetite is exceedingly considerate of my pocket-book."

Without any reflection on the human race, we beg leave to point out one respect in which the Ideal TYPE A is more than human.

The ease and simplicity, the freedom from advertising gravity of

this copy pleased me greatly, but the part that appealed to me especially was the line—"Without any reflection on the human race, we beg leave to point out—"

I am frank to admit that what this advertisement "pointed out" in its easy, natural way, has made me think more seriously of putting in a Heat Machine when my old heater gives out (which it is threatening to do any time now) than any American Radiator Company advertisement I have read.

Well, I continued to look up advertisements I remembered most distinctly, until I had found nearly a dozen, and in all but one instance I found that they were advertisements that didn't seem to take themselves so terribly seriously. They were whimsical, or tinged with humor, or they at least revealed that the man or woman who wrote the copy had a normal sense of humor, not only about things in general, but even about the advertised product or business. Somehow their copy seemed to have an appeal that got under the skin more surely, and at the same time the advertisements were more naturally rememberable than the more serious ones.

I plead guilty to having written

[CONTINUED ON PAGE 56]

To Knights of the double-rail



In Days of Old, when knights were bold, men left their cosy casle residences to do battle for the glory of ladies fair, with golden hair

Men leave home today for approximately similar reasons, but instead of lances and shields, they carry briefcases, conference material and order-books.

Which brings us at once to our favorite subject of soap.

There is a phrase known to all modern men of travel, to wit, "hotel soap." Until recently, this phrase usually meant a small quick-sinking parallelepiped of granite-like material, often bright with the nicest colors you can imagine and smelling handsomely, which promptly hid be-

neath the cloudy bath-water, thus keeping all its secrets to itself, including lather, if any.

But now, as a result of friendly co-operation between Procter & Gamble and the highly intelligent managers of the best inns, taverns, hosteries and hotels, the man of travel finds Ivory Soap for bathing, face washing and shampooing almost wherever he roams. There, in the soapdish, is a genuine touch of home.

Is there, we wonder, any connection between the general improvement in the tone of business and the cheerful smiles of businessmen fresh from their Ivory baths? We pause for a favorable reply.

PROCTER & GAMBLE

IVORY SOAP

100% PURE IT FLOATS

MADE IN U.S.A. A suggestion: When you come from a long session of Ivory Soap, let it dry a little longer. Make soap-dish dry and handle with dry fingers.



"I see you also use Cherry Blossom Boot Polish."

Cherry Blossom Boot Polish

BRILLIANT · PRESERVATIVE · WATERPROOF

BLACK, BROWN & TONETTE In 1½d., 2½d., 4½d. and 6½d. Tins.
DARK TAN, DEEP TONE & WHITE In 2½d. and 4½d. Tins. only.

Procter & Gamble "pause for a favorable reply" in the whimsical advertisement reproduced above. Read the copy and get its flavor. The Cherry Blossom advertisement, from an English newspaper, is unforgettable by virtue of its subtle humor

"So Deep" or Wading Out of "Literature"

By A. C. G. Hammesfahr

I GIVE them only the briefest glance and chuck them into the waste basket"

"Ninety per cent of it goes into the waste basket"

"We receive so much (promotion material from publications) that it all goes into the waste basket without reading"

These are three sentences picked at random from the four hundred-odd answers received by *Cosmopolitan* to its recent questionnaire on promotion material sent to agency executives throughout the country. Our questionnaire was stimulated by Kenneth Goode's article "Knee Deep in Literature," in *ADVERTISING AND SELLING FORTNIGHTLY* for May 7, 1924. That article, expressing the distress of one advertising agent at the daily deluge of direct propaganda from magazines and newspapers, set us here at *Cosmopolitan* to thinking about promotion matter in general and in particular. Did other agency men feel the same emotions? If so, the condition was appalling. What was the solution?

Let us say at the start that our questions very often brought more than perfunctory answers. Scores



A. C. G. Hammesfahr
Business Manager, "Cosmopolitan
Magazine"

of agency executives poured out three- and four-page letters from hearts made weary and wrathful by

conditions equaling or exceeding those Ken Goode described in his agency. These men are not only troubled by the direct money waste of it all, but also by the thought of the inevitable dulling of sensibilities in the advertising world in general by the too copious flood of mediocre printed promotion.

OUR first question, "Can and should publication promotion material be standardized?" brought a variety of answers. Many were uncertain whether the query referred to uniformity of size only, or to visual appearance and essential character as well. Out of 387 men answering this question, 174 said "Yes," 72 others said "Yes, in size only," and 141 are against any standardization. But many of the 174 had in mind, evidently, the mere standardization of size, so that as a whole there seems to be a decided majority in favor of size standardization but against any other uniformity. The size favored is, of course, the regular 8½ x 11 in. to fit the regulation filing cabinet.

A considerable number favor
[CONTINUED ON PAGE 36]

Results of *Cosmopolitan* Questionnaire

1. Can and should publication promotion material be standardized?

174 answered Yes.

141 answered No.

72 answered Yes, as to size.

41 did not reply.

2. Do you route publication promotion matter to individuals in your organization or do you prefer to have each of them receive separate copies?

226 route promotion matter.

164 prefer separate copies.

38 did not reply.

3. Can an estimate of a publication be properly formed without getting a close-up of the many activities behind the scenes?

110 answered Yes.

265 answered No.

53 did not reply.

4. Does space used in publications like *Printers' Ink*, *ADVERTISING AND SELLING FORTNIGHTLY*, *Sales Management*, etc., get across more definitely than direct promotion matter?

97 answered Yes.

162 answered No.

126 thought both were good.

43 did not reply.

5. Should a publication confine its mail matter to rate and mechanical changes only?

69 answered Yes.

323 answered No.

36 did not reply.

6. Would a letter-sized folder, to be kept on file, giving all the essential facts about a publication, be useful, especially if kept up to date?

355 answered Yes.

47 answered No.

26 did not reply.



George Stephenson and The Rocket

IN 1844 George Stephenson had put The Rocket before the eyes of an astonished England. What visions of speed were conjured up, what daring spirits were those first railway travellers! Indeed, speed was beginning to be the cry of the age.

In the year 1844, to those same astonished folk, Hudson's Soap opened up a prospect of speed just as amazing. Here was the first soap in powder form—a pioneer among soaps, giving the promise (faithfully fulfilled) of a vast improvement in the method of all household and clothes washing, and freedom from hated drudgery.

The girl of 1924 stares rather curiously at a model of the gallant little "Rocket." But to her, as much so to her great grandmother of the forties, Hudson's is the nonpareil of soaps, the best all-rounder of them all. It has often been imitated, but never surpassed.

She uses Hudson's for keeping rooms clean and fresh; for preserving the pure whiteness of clothes and linens, for halving the discomforts of washing-up. Eighty years make a long life! What a testimonial to Hudson's, that all this experience has built its fame greater and greater. A pail of water with a very little Hudson's goes a very long way.

Hudson's Soap

FOR WASHING CLOTHES AND WASHING UP



The great days of Fuller Pilsch

THERE were giants of cricket in the 'forties. Fuller Pilsch was his prime. George Parr, the great leg-batter, was a strapping; so, too, was John Widen, that demon fast bowler. With what ceremony they played; those whisks, those top-hats, those capacious flannels! Now how did Mrs. Fuller Pilsch keep those flannels so spotless? Luckily for her, Hudson's arrived in 1844, and her problem was solved. So were all her other washing problems. This first and best of soap-powders did away with the old, hated rubbing and scrubbing.

Many a cricketer of to-day has his flannels washed white again and again with Hudson's. There is still nothing better than the old pioneer, imitated often, but surpassed never. It washes everything that can be washed—it is needed in every room, almost in every corner of your house! So no wonder the modern Miss still puts her trust in Hudson's. Eighty years make a long life. But Hudson's has marched with the times; it is eighty years young and its fame is still growing, its users steadily increasing.

Hudson's Soap

FOR WASHING CLOTHES AND WASHING UP



The Exhibition of 1851

IN Hyde Park, in 1851, rose an amazing Palace of Glass, destined to house the Great Exhibition. All London poured to see it, flashing and winking in the sun of a glorious summer. It was new, it was magnificent. And now it is the Crystal Palace!

New—that was the cry of the times. Seven years before, in 1844, Hudson's Soap had first been sold a soap in powder form: positively a miracle. It halved the time, and the trouble, of cleaning clothes or even cleaning the whole house.

Maybe those ladies in Hyde Park found time to go there by the aid

of Hudson's. Certain it is that to-day Hudson's saves their modern counterparts many an hour and many a backache. Miss 1924, an enthusiast for labour-saving methods, uses it for her washing up, her laundering, all over the house.

Perhaps it were too much fancy to picture the Palace itself cleaned with Hudson's. But glass is one of the many surfaces it washes admirably. China is another, wood a third. To clothes and linens it gives the whiteness of a snowdrift.

1844-1924, eighty years young, and everybody's friend! A little Hudson's goes a very long way.

Hudson's Soap

FOR WASHING CLOTHES AND WASHING UP



The general game of croquet

CROQUET is actually of the 'forties, introduced from France via Ireland. But it is in the very spirit of the 'forties. With what glee did Agassiz croquet her Edw. off the lawn into the gabbia, where they two might conduct a search, hidden for once from the all-seeing eyes of aunts and chaperons. Those wicked games, those emancipated women! And in 1844 came Hudson's Soap, which brought emancipation indeed. Hudson's, the first soap powder, freed women once and for all from the intolerable drudgery of endless scrubbing. The relief it brought is hardly to be

realized by you who know it so well. You use Hudson's, not because it is the first labour-saving cleaner, but because it is still the best. Needless to say it has been many times improved as science has shown how. It stands the test of comparison with any soap or cleanser in the world—with the newest of its imitations. You have a use for Hudson's all over your home. It washes clothes admirably. It is unequalled for brightening your kitchen, your floors, your curtains or loose covers. As for washing up pots and pans, Hudson's makes you marvel it can be so easy.

Hudson's Soap

FOR WASHING CLOTHES AND WASHING UP

THAT British knack of emerging on top of the heap by a simple process of doing the obviously right thing well, is typical in these quaintly satisfying advertisements. Their very homeliness (in its essential meaning) sells you Hudson's without a struggle. Even if you are strong-minded enough to resist reading the copy, you'll have a hard time missing the "What," "When" and "Why" of Hudson's Soap

The Basics of Advertising Copy—II

The Buried Key-Thought and the Inverted Sentence

By Henry Eckhardt

IN the second paragraph of a recent linoleum advertisement was this sentence: *Linoleum is a quiet floor.*

Compare with that this sentence which began a recent hosiery advertisement: *Swift and startling have been the recent advances in the cost of silk.*

Both sentences are practically the same type. Yet, how much more clearly does the second put over its meaning.

What is the secret of this additional clearness and force? Simply this: First, in the sentence, have been placed the key-words, "swift" and "startling." To them, thus, goes the emphasis. This type of sentence is the *inverted sentence*. The inverted sentence is the way to rescue the buried key-word.

To go back, now, to the linoleum copy. The thought which the copywriter wishes to emphasize is—quiet. Where has he placed this key-word? In the middle of the sentence, next to a noun that immediately swallows it. Lost, is its force.

The inverted sentence lifts out the key-word to the key position. In this particular case, it would place "quiet" at the beginning of the sentence, and the latter would read: *Quiet is the floor of linoleum.* Cleanly and clearly does the point now hit home.

In the sentence of normal order, the key-words are often buried. They get sandwiched in between lesser words, and John and Jane Publick lose them. If they do not lose them entirely, they miss their true import.

For instance, the linoleum copy started out in its first paragraph: *Big cities are noisy. Big offices are noisy. Any place where a number of people gather is filled with a medley of footsteps, voices, machines and squeaks.* "Noisy" is here the key-word. Twice, the copywriter repeats the word itself. Again, he reiterates the idea in "medley of foot-

steps," etc. Despite this effective use of repetition, he has failed to make the paragraph ring with noise.

Let us invert the sentences: *Noisy are big cities. Noisy are big offices.* Now, on noise is the Publick's attention fixed—and held. The stress is where the copywriter really wants it—and that makes the thought clear.

The rule for inverting a sentence is, briefly and non-technically, this: Separate the subject from the key-thought, or the aspect in which the writer wishes us to conceive of the subject—and put the key-thought first.

Sometimes the key-thought is a single word, as in the foregoing examples. Sometimes it is a phrase, such as in this piece of copy: *Build your own snug home in the open, among the trees.* This sentence is now in normal order. The key-thought is contained in the two prepositional phrases. Upon them the copywriter is depending to stir the reader's imagination. But their imagination-awakening power is dulled; they come at the wrong end of the sentence. Inversion makes the sentence read: *In the open, among the trees—build your own snug home.*

THIS brings first to the Publicks, a picture of the open-spaces, of a wind-blown, sun-blessed spot. This picture starts their imaginations going. When comes the suggestion, "build your own home," they are following full-tilt. Whereas, in the original order this process is not invoked at all. "Build your own home" comes upon the Publicks cold. They do not have a chance to imagine.

The inverted sentence makes the point clearer, easier to grasp, and usually more interesting.

To quote another example of force and clearness gained through lifting out the key phrase. The original copy reads: *There's a trail winding up a rugged mountain side, through fragrant forest—a trail skirting*

lakes that mirror snowcapped sentinels. Beginning advertising-copy with "there" is like putting a one-horsepower engine in a *Mauretania*. Inverting, we get: *Up a rugged mountain side, through fragrant forest, winds a trail, etc.*

Again the key-thought may be a clause, such as in the continuation of the above: *A vacation at these camps actually costs less than a holiday at an ordinary summer hotel.* Not a single ray of interest or idea until we reach "costs less than," etc. And that begins in the remotest part of the sentence, the center.

LET us invert: *Less than the cost of a holiday at an ordinary summer hotel is the cost of a vacation at one of these camps.*

True! We have had to repeat "cost." But how the vital thought rings out!

Rather few and far between are examples of the inverted sentence in advertising-writing of today. But here is one. Note how almost every sentence brings out its points by inversion.

Romping, running—in all their waking hours hardly ever still—children lead incredibly active lives. It's natural; they should.

To sustain this activity, however, they must have plenty of fuel food.

That bacon is exceptionally high in fuel value is shown in all nutritive charts.

That the direct sentence is the normal way of writing cannot be denied. Most writers use it habitually. To divorce their pens from its order is difficult. Yet, this order is often a deadly order; and neither can that be denied. It closes the key-thought around with a smoke screen of less vital words and that slurs its force and significance.

On the other hand, the inverted sentence is a natural way of *talking*. Regularly, do John and Jane Publick use it. Let John, for instance, get slightly excited. This is how he

[CONTINUED ON PAGE 43]

Looking Back with Calkins

By Charles Austin Bates

MAYBE I am mistaken, but it seems to me that in his new book, "Louder, Please," Earnest Elmo Calkins has perpetrated a piece of literature. He calls it "the autobiography of a deaf man," and it will therefore hold an appeal for all the dull of hearing; but because of his position in advertising, it is likely to be of greater interest to those of that profession than to any others. It is particularly attractive to me by reason of his pleasant references to our association many years ago and the recollections thereby revived. The fact that our memories do not completely harmonize, is probably due to the superior accuracy of his. Addison Sims of Seattle never did register indelibly in what I have been pleased to call my mind, and many times men tell me of things I did or said twenty years ago which are completely new and strange to me.

However much, by reason of old association and partially parallel experiences, I may be prejudiced in favor of Mr. Calkins' story of his life, there surely is employed in it a distinct and intriguing literary style, which has the effect of dramatizing the commonplace and infusing with humor, sentiment, and even romance, the everyday happenings of a not too turbulent existence.

The book, therefore, may class as "cap L" literature, quite aside from the peculiar interest it possesses by reason of its ostensible theme, which is the handicaps, advantages and philosophic influences of deafness.

Mr. Calkins is quite cheerful about it and leaves one with the feeling that dullness of hearing may after all be counted a distinct asset. To the necessary restriction of conversation in his youth, he credits his recourse to reading, which later quite naturally led to the writing which has distinguished him. Maybe. But he would probably have read just the same, and inherent mental characteristics would have led to selection and to the develop-

ment of style. It was no physical handicap which made me a voracious youthful reader, but while Calkins was abrorbing Johnson's Cyclopaedia, Plutarch's Lives and John Ruskin, my own literary pabulum consisted of Oliver Optic, Horatio Alger,

door to let the cat in and out, "dadburned" it because he had forgotten the kitten and cut a smaller hole for its use. This was one of a hundred humorous, sensible, philosophical, whimsical things which Calkins produced from his memory and used as attention-getting introductions to advertisements of everything from safety pins to threshing machines. In fact, many of them were syndicated and served to furnish forth the marriage feast as well as the funeral baked meats. They had just as much, or just as little, to do with one thing as another, but they appealed to clients and received practically unanimous O.K.'s.

In his reference to his first stipend of fifteen dollars per week—and later ones which he limits to thirty-five and my memory records at sixty—I seem to detect a feeling that his employer was more or less a prototype of Simon Legree, and I am moved to point out that sixty a week in those happy days was equal in buying power to about one hundred and fifty today.

It is astonishing how greatly underpaid most of us are—especially when we are young. As we gain years we become more philosophical about it. But this impression of injustice, combined with wholesome ambition, has started and developed many useful businesses.

It all makes for progress and for a knowledge of the persistence and weight of overhead. Most men are socialists until they accumulate two pigs—after that the theory of an equal distribution of wealth loses force.

This, however, is mere digression. Mr. Calkins has written a most interesting book. It is as nearly impersonal as an autobiography can be. He tells modestly the experiences and influences which have led to his present eminence in his chosen profession—and there is no doubt that he regards himself as a professional rather than a business



Earnest Elmo Calkins, Vice-President Calkins & Holden, Inc., whose autobiography "Louder Please!" has just been published

Deadwood Dick and Jack Harkaway, with an infusion of Dumas and Hugo read aloud to me by a mother who found that an effective way to keep me more or less quiet. Mr. Calkins's scholarly development began very early and I incline to the belief that scholars, amateur or professional, get quite a bit more out of life than any other folks.

WHEN, as he relates in chapter nineteen, he came to work in my advertising shop in New York for fifteen dollars a week, his habit of reading and remembering stood him in good stead. His chief value in the beginning was a seemingly inexhaustible store of illustratable stories. One I recall was that of the farmer who cut a hole in the barn

The Editorial Page

Purification Without Coercion

TO us one of the finest things about advertising as a business or profession is that, practically speaking, and with perhaps the single notable exception of the Bok and *Collier's* campaigns against patent medicine advertising, it has cast out its own evils without coercion from outside agencies.

Its leaders have tackled the problems of fraudulent advertising, false circulation claims, risky credits, unfair standards of practice, to mention but a few, and organized the machinery inside the profession to correct these evils, thus giving advertising a stability sadly lacking in its early days.

Point is given this thought by the following statement made by James O'Shaughnessy of the A. A. A. A.:

Last year the advertising agencies which compose the American Association of Advertising Agencies planned and directed the advertising expenditure of 5000 leading national advertisers. The advertising appropriation of these advertisers averaged \$50,000 each, making a grand total of \$250,000,000.

All of that business was put on the good credit of these advertising agencies. All of it was paid on the discount date. These same agencies will be given credit by publishers this year in the amount of \$300,000,000, and all of it will be paid to the publishers on the day it is due.

Can any other business or profession show a better record than this?

Caveat Emptor in a New Form

ANOTHER of the evils of marketing seems in a fair way to be rooted out. For a long time "hidden demonstrators" have been employed (and paid directly) by certain makers of toilet articles. Placed behind the counters of large stores, they have forced their employer's own brand on a store's customer whenever possible, often "knocking" competing products carried by the store in a way that was far from fair.

The American Manufacturers of Toilet Articles, an association made up of many of the leading toilet goods manufacturers, has recently gone on record as condemning this practice, and a movement has been inaugurated to require all factory-paid demonstrators to wear conspicuous badges to show that they are not regular store employees. While this is really the old principle of *caveat emptor* in a new form, it is certainly a step in the right direction.

It will be interesting to see whether the system can survive this change, whether the behind-the-counter demonstrator can earn her salary month after month for the manufacturer when labeled with a badge that robs her of the sponsorship of the store.

Not So Funny

WHEN Will Hays condemned the association of cinema publicity men a few days ago, for their salacious advertising of motion pictures, certain members of his audience tittered. We quote from the press reports: "As he [Will H. Hays] mentioned the exploitation of various film plays, including 'Three Weeks,' 'Sodom and Gomorrah' and 'Daughters of Today,' several young men who until that moment had enjoyed the affair appeared ready to go

home. Laughs greeted some of Mr. Hays's remarks concerning unclean publicity. 'Yes,' Mr. Hays shot back, 'it would be laughable if it were not suicidal!'"

One of these days public indignation is going to become so great that newspapers and outdoor advertising interests will effect a ban on salacious motion-picture advertising—the same as they did on fraudulent advertising. Then these same bright young men will find themselves out of a job.

Labor Turns Constructive

ONE of the most interesting and significant advertising developments of recent weeks is a full-page advertisement which appeared on August 17 in certain Iowa newspapers. This advertisement called the attention of the people of that state to Iowa coal. We quote:

Coal mining, one of Iowa's largest industries, will not contribute its full capacity to the general prosperity of the State until every Iowa home, store and factory uses Iowa coal. If the Iowa demand was sufficient to require the capacity output of the Iowa mines, the sum of \$20,000,000 additional would be turned consistently into the various channels that coordinate for Iowa prosperity, instead of being sent to Kentucky, West Virginia, Pennsylvania, Ohio, Indiana and Illinois. Think what these additional millions in circulation in all lines of business would mean in Iowa.

Many Iowa mines have not turned a wheel since March, others have furnished employment only 20 days since January 1; in fact, only one mine in Iowa operates on full time. The average employment of 13,000 miners in Iowa today is less than two days per week. Since April these men have received less than \$1,000,000. These workmen are citizens of the State and have families to feed, clothe and educate.

The advertisement itself is interesting. It features a giant miner pouring \$20,000,000 out on the banks, business houses and theaters of Iowa, and its appeal is strengthened by testimonials from large users of Iowa coal. But the significant thing about it is that it was paid for, not by the mine owners, but by the Miners' Union. It is a promising sign when a labor organization buys space in the newspapers to put on a constructive campaign to develop steadier work for its members and promote the prosperity of the state.

"His Master's Voice"

DIED in London on August 29, Francis Berraud. Just who Berraud was, is probably known to comparatively few. But the work of his genius is familiar to millions. Twenty years ago, after the death of his brother, Berraud noticed his brother's fox-terrier wistfully nosing about his departed master's gramophone. Struck with the poignancy of the situation, he painted the now famous picture—"His Master's Voice." The painting was refused entry for exhibition at the British Royal Academy and was later sold for use as a trademark. It has probably been reproduced and circulated more than any other painting in history—proving again that advertising in its democratic fashion takes the art of the museums into the homes of the masses. And the picture, originally sold for \$500 as a trademark, is now valued at several hundred times its original cost—because advertising has made it worth several hundred times more.

Museums and the Factory

Making the Galleries Work for the Art Industries

By *Richard F. Bach*

Associate of Industrial Arts, Metropolitan Museum of Art

FOR reasons not far to seek we have drifted into a queer mode of thought regarding all the arts: fine arts and industrial arts are set off in separate categories. Fine arts are exalted and rare and no one can afford them; industrial arts are common weekday things and no one can get along without them. For an arrangement of color on a canvas to be called "Snow and the Lonesome Pine, Pequannock, N. J.," only an 'artist' will do; for a drapery fabric of which fifty thousand yards will be made for distribution in the four winds of trade a 'designer' is good enough. Someone may buy that snow scene and a few of his friends may see it; but several thousand wives and mothers will *have* to buy the fabric and it will become for their children part of the background of growing youth and slowly shaping ideals. Yet one of these is fine art, mentioned with

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aesthetic sigh, admired in ignorance, the open sesame to the exclusive precincts of that half-knowledge men call culture; and the other is just goods, you can get it in every shop, it is as ordinary as your daily bread, and it is not necessary to have an intelligent opinion regarding its design.

The cause of the difficulty lies in man's queer ways, above all his proneness to favor some leading thought that offers the greatest interest at any time. So during the nineteenth century various causes gave men's minds a mechanical turn. This was applied to manufacturers of all kinds, art included. Had paintings been an absolute necessity of life, no doubt some whimsical genius might have found mechanical means to turn out 'originals' as fast as we now turn out phonograph records. But chairs and rugs and dress goods were necessities of life and, the mechanical interest being uppermost, these succumbed to the era of

rapid production. The machine was young, it had its limitations, as it always will have them, and so there was nothing to do but to create such designs as the machine could handle. Result: chaos, and the arts of the home all but disappeared in the quicksand of 'commercialization.'

Now, there is a business of art; there must be, but it is different from the business of making carpet tacks, however similar the primary steps of production may seem. These men of mechanical turn of mind failed to see that point. They bought so much lumber and this made so many tables—or, as it is done today, they may have made so many table legs, not even whole tables! Now it takes more than lumber and labor to make a table leg. Algebraically, there is a factor missing to make our equation balance. Lumber and labor must be multiplied by design. This is the appealing quality which satisfies the mind as the wood does physical needs. But while the leg



Photos Courtesy The Metropolitan Museum of Art

The coffee set illustrated in the panel to the left, designed by Frank C. Holmes, and executed by Lenox, Inc., Tronton, N. J., was based upon a study of old Roman ware, a vase being shown in the panel to the right

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
W. Arthur Cole
Francis Corcoran
Margaret Crane
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
A. R. Fergusson
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Winifred V. Guthrie
F. Wm. Haemmel

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Robert C. Holliday
P. M. Hollister
F. G. Hubbard
S. P. Irvin
D. P. Kingston
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Gardner Osborn
Leslie Pearl
L. C. Pedlar
Harford Powel, jr.
T. Arnold Rau
T. L. L. Ryan
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
230 ROYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau



Photos Courtesy The Metropolitan Museum of Art

The left-hand panel illustrates a cretonne design originated for Marshall Field & Co., after a study of a print by Jean Pillemont (1727-1808), shown on the right

will live as long as the wood will wear, the design is deathless.

So these experimenters with complicated tools were too quick to snap their fingers in the face of fate. The machine became the master, and ever since then we have had fine arts vs. industrial arts and they have agreed as the nations now agree on disarmament: each agrees to let the other disarm.

Your watchchain or necklace, your cloak or cravat, your lamp or humidior, your wall paneling, your stove, all are objects of industrial art quite in the same degree as altars and metal gates, 'suites' of furniture and 'sets' of dishes. It includes alike the china service plate at \$5,000 a dozen and the wall paper at seven cents a roll, the tapestry at \$25 a square foot and the gingham at 25 cents a square yard. Nor does it exclude the work of the craftsman designing and producing a single item at a time and doing the whole work himself.

Now the industrial arts are a giant territory, but it will not do to figure out numerically what it amounts to. The number of pencils that may be got out of a huge cedar tree may be amazing, but such wonderful statistics are useful only to the pencil manufacturer. It is design that counts; not how many bolts of printed cotton from one cutting of the roller, but the original design from which the rollers were cut. Twenty thousand Martha Wash-

ington sewing-tables are a mighty army for good or evil. Was the first model good? Perhaps twenty thousand of anything but dollars are too many; but within limits let the original design be good and I care not how many duplicates you send out into the world. Each is then a messenger of good design, a silent teacher of appreciation.

THERE are some sidelights on our present position. The machine and its attendant benefits and evils is the leading consideration; it is the beginning and end of the whole problem. Use it right and it will bring you wealth and perhaps the consciousness of duty well done. Fail to command it and you plot against public taste. This is an awful responsibility, especially when every flicker of taste must be assiduously fanned. The greater is this responsibility in view of our lack of educational facilities for training not only specialists in design, but also the appreciation of Jack and Jill and their descendants.

Until this vast educational machinery of the future begins to function, we must continue to get our appreciation secondhand from lecturers and from art criticism in the Sunday papers, and our manufacturers must continue to buy designs in Europe. Our few schools of design cannot stem this heavy tide and Europe can but hope that it will swamp us. Think what Amer-

ica could do to European commerce (and perhaps even the home industries of countries there) had we designs that could compete with theirs. Thing of the millions our citizens could keep here that are now paid in profits to other lands.

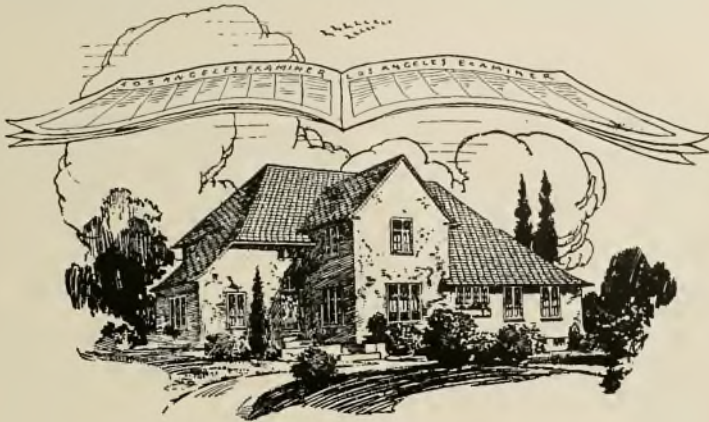
Yet we can help a little; our art museums can help the industries. Efforts can be made to make collections accessible for close study by producers and designers; necessary red tape can be made less troublesome. The museum's attitude of helpfulness can be made less that of condescension and more that of co-operation. Objects can be interpreted and a staff officer maintained to go into the factories and workshops to learn at first hand the difficulties and successes, the problems and the hopes of machine production. This is educational work and museums *must* do it. It is constructive work and *only* museums can do it.

Let us see how this works out in the one institution in which it has been given thorough test. (I quote from an account in a current monthly.)

"In certain galleries at the Metropolitan Museum recently one might have found the chiefs of our leading textile houses in amicable but animated discussion of their work. The occasion was a special evening at the annual Exhibition of American Industrial Art and the presence of these men was most significant. They

[CONTINUED ON PAGE 60]

The Los Angeles Examiner helps the Barrett Company cover the roofs of Southern California



—but let The *Barrett* Company tell it

“THE co-operative spirit evidenced in such a concrete manner by The Examiner has revealed to us a very distinctive difference in the marketing knowledge possessed by various newspapers. . . .

*Campaign by
Erickson Co.,
New York City*

“Co-operation of this type extended to ordinary purchasers of advertising space does not come with anything other than the old-fashioned family interest in the success of the whole.

“Permit us to express our appreciation and honest amazement. . . .”

—C. F. Ward, Jr.,
District Sales Supervisor.

The Barrett Company, makers of Barrett Specification Roofing, have contracted with The Los Angeles Examiner *exclusively* in this territory, for 7200 lines or more of space within a year. **MOST ADVERTISERS FIND THE EXAMINER WELL ABLE TO HANDLE THE JOB ALONE!**

160,000
Daily

Los Angeles Examiner

370,000
Sunday

BROADWAY AND ELEVENTH, LOS ANGELES

Pacific Coast Representative
571 Monadnock Bldg.
Telephone Garfield 3858
San Francisco

Eastern Representative
1819 Broadway
Telephone Columbus 8342
New York City

Western Representative
915 Hearst Bldg.
Telephone Main 5000
Chicago

Special Representative
Automotive Trade
703 Kresge Bldg., Detroit
Telephone Cherry 5245

What Is Happening to the Mail Order Business?

By E. T. Gundlach

STEADILY, during the last three years, new forces have been gathering to mould and finally largely to change the mail order business. These forces have now gained such momentum that it seems impossible to counteract them, much less to reckon without them.

First, let us consider the facts before we try to analyze the forces, or the reasons for these forces.

The indisputable facts of the last three years are these: The cost of mail order inquiries has been steadily mounting; percentage of orders from inquiries has at no time increased, but at various times has decreased. Hence, the cost per order has risen 50 per cent to 100 per cent or more. That is to say, the cost per order from advertising. (It is customary in the advertising business, particularly in quack advertising, to talk optimism, as if optimism could change economic conditions; a student is neither an optimist nor a pessimist; he merely looks for facts.)

Second, the percentage of orders on repeat business along legitimate lines has slightly risen. This statement may be disputed because, as it stands, it is subject to dispute. The cold figures, themselves, do not at all times show this; in fact, the cold figures in some cases show a slight decrease in the percentage of orders on repeat business. But the decreased percentages appear to be due to extraneous conditions, especially general poor business.

Taking into account the extraneous factors, and particularly the depression of business, the percentage of orders on repeat business is larger and has been growing larger rather than smaller during the last three years.

This first and this second statement combined really mean but one thing: mail order buyers are switching around less than they did in the past, they are less prone to try out a new house and more willing to remain with a house that is giving them satisfaction.

There is really nothing whatsoever new about this phenomenon; the

growth of Sears, Roebuck & Company has been based entirely upon this principle, as was the growth of Montgomery Ward & Co. at even an earlier time. Satisfaction for customers, reports of which spread through the country, built these houses on a repeat order basis rather than on the selling to new customers. Now gradually that same principle has spread more and more to other houses, not equally large houses, but firms that are becoming very well known through the country. And these houses, just like Sears, Roebuck & Company, and Montgomery Ward & Co., are establishing their clientele, and holding their clientele so that it becomes easier for them to sell these same customers again; and also harder for them to secure the customers of competitors.

THERE is one other factor, a somewhat mysterious factor, on which the writer has not yet been able to reach a conclusion from any figures at hand. It is this: Chain stores and small houses selling on easy payments, and large houses establishing branches may, perhaps, be having a serious effect upon mail order selling. The automobile, some pessimistic mail order men at present are saying, is enabling the people in the villages to go into the larger towns and do their shopping there. There are other minor factors which mail order men believe to be injurious.

But the automobile has been an enormous factor for some ten or twelve years; at least for five or six years, and longer. Chain stores and other competitors in the mail order business have been growing for a number of years. There has been nothing in the situation that would cause any particular effect inside of three years, so far as concerns these local competitors.

The situation appears to be more or less analogous, although, of course, more advanced, to the position of the mail order business in the year in which I started in the general agency business—1902. Men

were then telling me that it was harder and harder to get inquiries; that it was impossible to make an advertisement pay. What they really meant was that the period was past when you could put an advertisement into a newspaper or magazine and make money on that advertisement. So the plan of inquiries was developed. The coupon came into vogue about that time, and gradually was developed. More skillful advertising was needed, and more legitimate methods were required by any mail order house that wanted to live.

This situation lasted until 1919. In 1919 we had a recurrence of the conditions of 1900. Everybody bought. The world was in a state of intoxication; there was an orgy of luxury. You could take an advertisement in a magazine, offer almost anything and get inquiries, immediate sales, or even direct sales. That was the time when the cheap C. O. D. business grew so enormously.

WHAT was the result? Every 2x4 shirt waist manufacturer could go into the mail order business. Every catch-penny scheme had its inning. It was not necessary for a man to depend upon satisfied customers for his profits; he could take an advertisement, claim almost anything, sell something, and walk away with the cash.

Although the good mail order houses (those of them who did not overplay the market) profited by this unhealthy boom, it could not possibly have reacted for their benefit on the long run. It could have meant nothing more than the building up of all kinds of competition, and competition that did not concern itself about the ultimate good of an industry.

So, fortunately—not unfortunately—by the close of 1920 the bubble burst. It was necessary to return to the old way of getting inquiries first, or at least getting orders at a loss or at a minute profit, and depending for your real success upon repeat business. Since then—specifically, during the year 1924—even this situation has been injured. With the

[CONTINUED ON PAGE 58]

The Radio Page of The Christian Science Monitor

This daily feature of the Monitor came into being because of a definite demand from our readers for authentic, up-to-date news of developments in the field of Radio.

The Monitor's Radio Page is international in character. It gives the latest news of radio activities in all countries and is in the foreground with interesting circuits, always emphasizing the use of the best of parts.

Already the Radio Page has brought much favorable comment. It is ably edited, as is every department of this International Daily Newspaper, and is one of the most comprehensive and instructive daily radio pages published.

Monitor readers demand the best and are ready customers for the better type of manufactured receivers as well as unit apparatus. The advertising columns of the Monitor offer, therefore, an unusual opportunity to reach a responsive group.

Manufacturers of radio apparatus and retail dealers have an opportunity to reach a particularly interested and responsive audience by advertising on the Monitor's Radio Page.

See our exhibit at the FIRST RADIO WORLD'S FAIR, Madison Square Garden, New York City, SEPTEMBER 22-28, 1924.
Also at the Chicago Radio Show, November 18-23, 1924.

The Christian Science Monitor

An International Daily Newspaper

Back Bay Station, Boston, Mass.

BRANCH ADVERTISING OFFICES

NEW YORK OFFICE, 270 Madison Avenue
CLEVELAND OFFICE, 1658 Union Trust Building
CHICAGO OFFICE, 1458 McCormick Building
DETROIT OFFICE, 455 Book Building

KANSAS CITY OFFICE, 705 Commence Building
SAN FRANCISCO OFFICE, 625 Market Street
LOS ANGELES OFFICE, 620 Van Nuys Building
SEATTLE OFFICE, 763 Empire Building

LONDON OFFICE, 2 Adelphi Terrace, W. C. 2

Weather Forecasting and Its Effect Upon Business

By Floyd W. Parsons

TIME and again it has been pointed out that industry is certain to derive growing benefits from the rapid development of scientific knowledge. In the business of advertising and marketing, embracing as it does every step in the production and distribution of merchandise from the raw material to the finished commodity, practical experience has demonstrated that research, both from the point of view of geographical markets and consumer preference, is an absolute essential if stable and permanent success is to be attained by any particular company.

In this connection it is interesting to note that within recent years the science of meteorology has been developed to a point where our scientists appear to be confident that we are reaching a time when it will be possible to gain an advance knowledge of the sort of weather we will be having two or three years hence. Of the value of such knowledge there can be no question. Unreasonable weather conditions exert their influence on every phase of national effort, from agriculture to the manufacture of clothing. Many concerns would change their production schedules overnight if they could be assured with any degree of certainty, well in advance, that there would be a late fall in such and such a year, or a mild winter, an extraordinarily hot summer, or vice versa.

It is not necessary to call attention to the fact that some of our winters are severe while others are mild. But a great many people doubtless do not know that we have had years when the weather was so abnormal that the nation's business was threatened with disaster. History speaks of 1816 as the "year without a summer." In 1816 no crops were raised north of the Mason and Dixon line, while even our lands in the South gave us only a partial harvest. The records indicate that in this year frost, snow and ice appeared in every month of the spring, summer and fall in all of our territory lying north of Virginia and

Kentucky. Ice a half-inch thick was formed in our eastern states on the Fourth of July.

If we had a year of such weather in times gone by, there is no reason why we should not expect a recurrence of a similar period of abnormal cold. During the past 20 years great progress has been made in perfecting delicate instruments that are used to measure the light and heat of the sun and stars. We have discovered that as a heat-giving star our own sun has passed its prime, and its warmth is on the wane. This does not mean that the average change in our weather over a period of a hundred years will show an appreciable falling off in temperature. But it does mean that if the astronomical and atmospheric conditions existing in 1816 should prevail again, there is no valid reason why we should not once more have a year without a summer.

Herbert Janvrin Brown, in the August *Scientific American*, produces facts to support his belief that the year 1925 will be a severe one generally throughout the world, and that 1926-1927 will likely bring us weather so cold that we will witness a return of the conditions prevailing in 1816.

HE says that by measuring the quantity of the sun's heat that penetrates the earth's atmosphere, we can determine the probable effect of this heat on oceanic surface temperatures. Furthermore, when we know the temperatures of the different oceans, we have the key to the art of long-range weather forecasting.

Starting back in 1905, the weather experts found that there is such a thing as a solar constant which has a normal average of about 1.94 gram calories of heat per square centimeter of the earth's atmosphere per minute. By carefully studying the changes in solar radiation, it is now possible to predict the expansion and contraction of great cold water areas throughout the world. By knowing these probable changes, it is also pos-

sible to predict the rate of flow and the intensity of oceanic moisture laden winds. When such facts are known, the forecaster can tell with accuracy the coming of droughts and floods.

FOR instance, Mr. Brown calls attention to the fact that during the four years running from 1917 to 1920 inclusive, the solar constant was abnormally high, maintaining an average of about 2 gram calories of heat per square centimeter per minute, which represents a large excess of heat over the normal constant of 1.94. In other words, an unusually large amount of the sun's heat penetrated the earth's atmosphere during the four years above mentioned. As a result of this excess of heat rays, there was a material increase in the temperature, volume and current of the Gulf Stream. Our tropical regions were warmer and the Arctic areas became temperate.

The Gulf Stream pushed its way north as far as 79 degrees, and its surface temperature showed an increase of 12 degrees above normal. In 1922 investigation found that the seas north of Europe were ice-free as far as latitude 81 degrees, which changed the Arctic regions to a degree of warmth never before known. Glaciers melted and there were migrations of fish to the north seas not paralleled in a century.

Now all of this means that the effect of the excess heat of the sun in any period is not fully felt for two or three years after the warming up period has reached its maximum. It may be said that heating up the earth is somewhat like heating up a quantity of water. The fire must burn for some time before boiling commences and steam is raised. If we know what the solar constant is in any one year, we have a good basis on which to forecast what the weather will be two or three years later. The earth's large absorption of heat during the four years ending with 1920 gave us comparatively mild winters up until 1923.

[CONTINUED ON PAGE 50]

THE INTERRUPTING IDEA

NUMBER TEN

NEW YORK

SEPTEMBER 1924



JOHN LOCKE

The ideas and images in men's minds are the invisible powers that govern them

"I Want"

SHE stood in front a Midway booth at the Calgary Stampede. Moccasins encased her feet. A papoose was strapped to her back. Her eyes were glued on a display of kaleidoscopically hued blankets.

Finally, she stepped up, pointed to the most gorgeous blanket of all, and asked: "How much him?"

"Nine dollars!"

From the folds of her shawl, she produced a purse, turned it upside down. There were just nine dollars. It was probably all her wealth. With the eagerness of a child, she paid it over.

§

It seemed to be a saddlery shop, with other "cow-country" merchandise thrown in. The proprietor looked like an historian, a guide, and a character.

Certainly, he would show us about.

That hat?

Why, that was the famous Stetson "two-quart." \$40—and up!

We wondered who on earth would pay that much for a hat. The proprietor pointed into the street. Five cowboys went clattering by. Each rode under one of these same, prodigious headpieces. "Try to sell them anything else," remarked our host.

THE dining-room at Banff Springs Hotel was its usual animated self. Smart people,—in riding habits, climbing outfits, and golf clothes!

A group of ten women appeared in the doorway. They bore a different stamp,—quite different. We asked the head-waiter about them.

"Another party of school-teachers, sir!"

School-teachers! At \$12 a day!

We wondered again.

§

IN every human being, is a voice whose refrain is: "I want."

"I want" performs magic in opening purse-strings. It turns the luxury into a necessity. It produces the purchase-price from nowhere. And this voice doesn't still, until it wins.

If it weren't for "I want," where would the luxury product be? If it weren't for "I want," how would necessities ever extend their market?

§

THE most constructive thing any manufacturer can do is—create an attitude of "I want" toward his product. The most constructive force in such a program is advertising—with an Interrupting Idea.

§

Sports clothes were formerly the luxury of a few. Now they are the necessity of many. "I want" has entered the plot. This "I want" has been created largely by advertising, such as that which Federal does for Golflex. The Golflex type of attire is presented with such fascination that every woman appreciates its importance in her wardrobe.

THE things which create an "I want" advertisement are the things which get down into prides, hopes, and aspirations of people. To employ this type of advertising, it is first necessary to employ an agency which understands it—Shall we say Federal?

§

"THE INTERRUPTING IDEA" is also issued as an independent publication, printed on fine paper. Executives who wish to receive it regularly are invited to write to the FEDERAL ADVERTISING AGENCY, Six East Thirty-ninth Street, New York.



ADVERTISING OPPORTUNITY

¶ *The "dry goods" merchants of this country already have a clientele of a hundred million purchasers!*

¶ *Nine out of ten of all sales made are direct returns on the store's own personality and promotion.*

¶ *The manufacturer or agent who is out for results in this field is under strict obligation to convince the merchant—first, last and all the time.*

¶ *In any town or city, and in all, he can do more for you than you can do for him.*

¶ *Advertising to the dry goods merchant far outdistances all other advertising on a basis of results page-for-page or dollar-for-dollar, or both ways.*

¶ *The Economist Group regularly reaches 45,000 executives and buyers in 35,000 foremost stores, located in over 10,000 towns and doing 75% of the total business done in dry goods and allied lines!*

¶ *"Reaches" here means more than "reaches the business address of." For these are the business papers of the dry goods merchant, definite directors of business thought and action, read through and put to work by the controllers of community buying and selling.*

What is it worth

THE BUYING FAVOR AND THIS SUPER-STORE?

DOING an annual business of well over ten billion dollars, —selling ten thousand varied "items," from sealing wax to ermine evening wraps,

—Every day satisfying millions of requests, reasonable and not,

—Spending fortunes in entirely extra service and convenience (swift delivery, privileges of charge and exchange, rest rooms, money-back make-goods, etc., etc.),

—Buying far more advertising space than any other single figure in any industry,

—Developing a selling pressure unexampled in the history of trade from the time of Phoenician barter to today,

—Studying, searching the markets of the world to pre-select best possible values in goods suited to the personalities and the purses of its conglomerate customers,

—Ordering in advance, in quan-

to your business— THE SELLING FAVOR OF

ty, under professional obligation
to judge intrinsic merit rightly or
go under,

—Successfully marching on, grow-
ing more powerful, more prosper-
ous every day amid the keenest
competition of commerce past or
present!

Such and much more is the compos-
ite of the 35,000 stores led by the
Economist Group—a super-store
molding the very civilization of the
land—the world's greatest buyer,
the world's greatest seller, the
world's mightiest merchandising
power!



The ECONOMIST GROUP

New York - Boston Philadelphia Chicago - Cleveland - Greenville St. Louis - San Francisco London Brussels - Paris

DRY GOODS ECONOMIST (National, Weekly)
MERCHANT-ECONOMIST (Zoned, Fortnightly)



*These other business papers, the leaders in their various
fields, are published by the*

UNITED PUBLISHERS CORPORATION

The Iron Age, Hardware Age, Hardware Buyers Catalog and Directory, El Automovil Americano, The American Automobile, Automobile Trade Directory, Motor Age, Automotive Industries, Motor World, Motor Transport, Distribution and Warehousing, Boot & Shoe Recorder, Automobile Trade Journal, Commercial Car Journal, Chilton Automobile Directory, Chilton Tractor & Equipment Journal, Chilton Tractor & Implement Index.

THE 8-pt PAGE

by
Odds Bodkins



IN Cleveland the other day I noticed one of the windows of the new Union Trust Building (which, incidentally, is the second largest office building in the world, I was told, and the largest bank building in the world) bears the legend

Union Trust Store for Bonds

which appears to be an ingenious attempt to bring bonds down to the level of the man in the street, and sell them "over the counter," as merchandise is sold.

—8-pt—

After all these years, I have a note from my old friend Gridley Adams, in which he says:

"Apropos of your page of 'Fatima' posters:—Recently I saw two cigarette posters in juxtaposition. The first read something like this: 'Men who can afford to pay more prefer a _____,' while to the right of it was a 'Fatima' poster reading, 'What a Whale of a Difference a Few Cents Makes!' Bouquets to that poster make-up man."

—8-pt—

I am all upset this morning. One of my pet ideas has received a serious jolt at the hands—or I suppose I should say the pen—of Professor George Burton Hotchkiss of New York University.

It develops that friend Hotchkiss won the first prize in the Victor Cross-Word Puzzle Contest that was held on board the *Lancasteria* on its Convention trip, the prize being "a flock of Silver King Golf Balls."

That part was all right. Delighted that the Professor won the golf balls. But the announcement goes on to say, "In his book entitled, *Advertising Copy*, Professor Hotchkiss recommends the practice of solving cross-word puzzles as a means of enriching one's vocabulary."

That's where I got my jolt. It has always been a pet theory of mine that advertising writers ought not to have too much of a vocabulary. The man in the street and the woman in the home haven't extensive vocabularies and they are the folks copywriters have to write to . . . But perhaps I'm all wrong; or it may be that working out cross-word puzzles develops an unusual number of one-and-two-syllable words, in which case I'm strong for them.

—8-pt—

Edward T. Hall, secretary of the Ralston Purina Company, is a student

of cause and effect as applied to advertising. His company uses live chicks in making dealer window-displays. These displays attract a lot of attention, but he discovered that the attention was always centered at one spot in the window—the spot where the chicks were eating and drinking.

How could he spread this interest clear across the window?

You'll smile at the ingenuity with which he solved that problem. He simply directed that the dry mash be put at one side of the window and the pan of water at the other side! The chicks take care of the rest!

—8-pt—

"This advertisement of Thorsen & Thorsen, torn out of the paper by one of my staff, was called to my attention as unique," writes a prominent New York advertising agent—

He Said We'd Lose!

WE TALKED with another insurance man about our proposed advertising campaign. He said we would gain nothing from the advertising. Informing the public about our brokerage service and methods of improving insurance coverage would cause the reader, so our friend said, to take up with his own broker any idea we might present which seemed of value.

We hope our friend is wrong.

Besides we are in the insurance business not only to increase our own resources but to help insurance generally. We are not the only good brokers, anyway.

There are, for instance, such concerns as Davis-Dorland, Marsh and McLennan, T. R. and H. N. Fell, Johnson and Higgins, and Hamilton and Wade. They are all able and willing, just as we are, to go over your insurance policies and suggest—without obligation—any possible improvements. If you are not now being well served in your insurance matters, ask for Vanderbilt 2813. We can help you.

THORSEN & THORSEN

Representatives
of the Insured

42 VANDERBILT AVENUE

He continues, "It has inspired profound respect in several members of my staff, who all shrewdly realize that there is no form of advertising so powerful as that which generously recognizes competitors; and yet, effective as this kind of advertising is, not

one advertiser in a thousand will do it. I think this deserves some mention in the FORTNIGHTLY."

So do I.

—8-pt—

My friend George Matthew Adams, of newspaper syndicate fame, writes in one of his Pepper Talks:

"Do at least one thing well—and be known for doing it. The rest will take care of itself."

The trouble with many people who embrace this philosophy of specialization is that they leave out of their reckoning the part in italics. They think if they can do some one thing well, the rest will take care of itself. Which it generally won't. It takes more than specialism to make a specialist; it takes some sort of advertising.

—8-pt—

Horace G. Stripe, realtor, sends me this advertisement from *Harper's New Monthly*, of the newness of 1867, asking me to note the decadence of what was once the poetical idea in advertising:

Spring it is cheery,
Winter is dreary,
Green leaves hang, but the brown must fly;
When he is shaken,
Lone and forsaken,
What can an old man do but die?

Why, take Plantation Bitters, to be sure, and with them a new lease of life. The old are made young again, the middle-aged rejoice, and the young become doubly brilliant by using this splendid Tonic. Dyspepsia, Heartburn, Liver Complaint, Headache, Pains in the Side, "Crick in the Back," and all symptoms of Stomachic Derangement yield at once to the health-giving influence of Plantation Bitters. They add strength to the system and buoyancy to the mind.

If the same genius was writing today, comments Mr. Stripe, perhaps he would paraphrase like this:

Volstead makes us weary,
Near-beer can't make us cheery,
The foot-rail is now rusty that once was so bright;

If a man feels a little frisky,
He can't blame it on good whisky;
There isn't enough loose to make one tight.

The sentence, "They add strength to the system and buoyancy to the mind," no doubt explains the reason why advertising of today is as it is!"

LOOK THE FACTS STRAIGHT IN THE EYE

Look this "Billion Dollar Increase to Farmers" straight in the eye and demand answers to two questions:

"By how much will this new wealth increase the sale of my product?"

and

"Is this new wealth divided evenly among the 48 states?"

The answers to the first question will vary. The sale of some products will perhaps be benefited only thru the enlivening effect that generally improved conditions have on the retailer. On the other hand, some will find an increased demand for their products as high as 30%, others 50%, and some, like radio, even higher than that.

But get the facts, whatever they may be. Don't depend on general reports—ask the jobbers selling small-town retailers—ask the small-town retailers selling the farm trade—ask the farm folks themselves.

When you analyze the answer to the first question, you will probably have the answer to the second one, also. From general figures, we know that approximately 600 million of this billion dollars of new wealth is concentrated in six southwestern states. Therefore, it is natural to suppose that business will be largely increased there.

If you haven't time or facilities to get this sales information for yourselves, you are welcome to use the survey which we have just completed through our staff of field investigators among bankers, druggists, lumber yards, motor car, furniture, hardware, radio and music dealers in these particular states. The increases which these dealers expect vary for different articles, the average being around 30%.

Get the facts, whether you make your own investigation or accept ours. The net result will be the same. Most of you will find that there is extremely good business waiting for you in the territory served by Capper's Farmer. And you can stimulate this business by using the fastest growing publication in the national farm paper field—a publication leading all others in circulation and influence in this favored area—a publication with a unique editorial appeal—and a publication with these merchandising facts that are yours for the asking.

Capper's Farmer

TOPEKA, KANSAS

New York City
120 W. 42nd St.

Chicago
608 S. Dearborn St.

Cleveland
1013 Oregon Ave.

Detroit
1632 W. Lafayette Blvd.

St. Louis
2202 Pine St.

Kansas City
1107 Waldheim Bldg.

San Francisco
201 Sharon Bldg.

Wading Out of "Literature"

[CONTINUED FROM PAGE 19]

standard size for technical data, but oppose it for other material. "While I see virtues in standardized material as to size and shape which offer advantages in filing," says F. W. Kuntz of N. W. Ayer & Son, "yet these advantages may be counteracted by the lack of individuality which standardization fosters." "In my opinion," remarks J. H. Donahue of Frank Presbrey Company, "standardization of publication promotion material would involve too great a sacrifice of the periodical's individuality." Earnest Elmo Calkins, in his long interesting letter, stresses the virtues of individuality: "Every good piece that presents a fresh thought or idea or bit of typography or design is passed from desk to desk."

Our second question, "Do you route publication promotion matter to individuals in your organization or do you prefer to have them each receive separate copies?" opened an interesting door on inside agency procedure. In a very large proportion of agencies, we find, all promotion material no matter to whom addressed goes to the department whose job it is to select media and make contracts. In other cases, all such printed matter goes to the research department, which stands ready to advise account men on periodicals when required.

Agency executives in their letters to us emphasize the fact that memos from the research department, coming at the moment demanded, bear far greater weight with account men than do the memories of facts gained in casual glances at booklets and leaflets and broadsides coming haphazard to the busy account executive's desk. "Nearly all promotion material comes to this office under individual names, more than likely three or four copies," reports C. C. Pangman of the D'Arcy Advertising Company, St. Louis, typical of many letters. "If it gets any inspection, it is of the most cursory

GOODE & BERRIEN INC.
Advertising Counsel
10 West 44th Street

NEW YORK
September 3rd, 1924

Mr. F. C. Kendall,
Advertising & Selling Fortnightly,
52 Vanderbilt Avenue,
New York.

Dear Mr. Kendall:

Thanks for letting me read the Hammesfahr MS. I feel as if he and you and I should box our mutual acknowledgement as actors before the curtain. I had the luck to make a discovery; you had the courage to print it, and Mr. Hammesfahr had the entericness to check up for himself. From his report, it turns out, I was more conservative than Mr. Coolidge on a cold Monday morning.

In the first place, although, as Mr. Hammesfahr points out, this topic was of vital interest, and although a stamped and addressed envelope was enclosed, not half of those written to replied.

Now many of the five or six hundred that didn't answer looked like personally signed inquiry letters to the waste basket mixed - along with all other circulars.

Secondly, of the 423 that seemed to have replied, while only 67 voted directly in favor of advertising in periodicals as against mail matter, another 126 thought both were good, which gives advertising more than half.

Remember, however, that this endorsement comes from your competitor's own convention. These answers are the concentrated essence of the mail - those who not only read circular letters but answer them. Presumably among those who paid no attention to Mr. Hammesfahr's letter your proportion would be considerably higher. And should you ask the same question in the pages of your able magazine, instead of by letter, the situation would then automatically reverse itself entirely in your favor.

At any rate, should some unthinking agency or publication man quote this against your pages, you have only to ask how it comes that men who so largely live on money paid to periodicals for printing similar advertisements find it expedient to place their clients on one side of this proposition and themselves so directly opposite.

With keen appreciation of Mr. Hammesfahr's and your own assistance in establishing a very important fact, I am,

R. W. Goode

Kenneth Goode analyzes the Cosmopolitan analysis

kind, and goes on its way at once to the Space Buying Department."

Of the 340 men answering this question, 226 report routing, 164 favor individual copies, but even among the latter many suggest that the number of each piece be restricted to two or at the most three. The waste in duplication of the average piece sent forth seems to be terrific. "In one instance," says Frank J. Reynolds of Albert Frank & Company, "we received addressed to individuals, eight beautiful books gotten out by a newspaper. The eight arrived at my desk, seven were thrown out."

THE waste is not only in duplication but in an amazing slipshodness in mailing lists. "There are publishers mailing literature to this office," writes A. A. Wilson of Nelson Chesman & Co., "addressed to individuals who have not been in our employ for ten years, and it is not uncommon for us to receive many

times every week literature from publications addressed to fifteen or twenty individuals in this office, whereas as a matter of fact, ten or twelve of them have not been in our employ for many years." "We are on the mailing list of several publications for as high as six or eight copies of their promotion matter, some of it addressed to persons who have not been with the organization for two or three years," protests H. E. Middleton of the C. C. Winningham Company, Detroit. "In a day's mail communications and circulars come addressed to men who have not been here for four or five years," says Paul W. Fowler of Lesan's Chicago office. And so on, ad infinitum. Agency men feel that the waste in antiquated mailing lists would more than justify almost any publication in maintaining a clerk whose sole job it would be to keep the list alive and up to date.

Mr. Kuntz of N. W. Ayer & Son points out in this connection not alone great duplication but a frequent too great expense in promotion matter. "There have been some instances brought to my attention by advertisers who have received material of this expensive character, wherein the publisher has been criticized for the apparently careless manner of spending money, and I know that in some cases this criticism reacts on the publication seeking to interest the prospective buyer of space. The feeling being that if rates charged for advertising permit such lavish expenditure that the rates must be pretty high. I know of cases of mail matter circulated by publishers where the cost per unit must have been from two to three dollars and I have seen these expensive pieces on twenty-five or thirty desks in the same agency."

Our third question, "Can an estimate of a publication be properly formed without getting a close-up



DRIVE down Main Street and on out over the railroad tracks into the country; and follow the big road on and on—it's only the continuation of Main Street. And following you will be others, and still others, making an always-increasing travel down the Main Street of the village and town, and out the Main Road through the fields and farms. This extension of Main Street runs from the Atlantic to the Pacific, from Canada to Mexico.

Like the mails, the telephone and telegraph wires, and even like the waves that carry the radio, Main Street Extension draws America

closer together and the *nation* becomes the unit of thought and action. And to no greater degree than *Agriculture* has the outlook of industry and commerce become *national*—greatly promoted by the extension of Main Street through farms, villages, towns, cities, counties and states.

Along both sides of this rural Main Street goes The Farm Journal—1,200,000 strong—carrying the *national* agricultural thought to the great creators of new wealth, accompanied by the story of national advertisers who pay less than $\frac{1}{4}$ cent per page per family.

The Farm Journal

first in the farm field



*A Book
that will
help you*

PITTSFORD'S MANUAL *for* ADVERTISERS

A greatly enlarged edition of Pittsford's Ad-Type Manual. 224 pages of helpful, concise information for producers of advertising. Practical, non-technical and fully illustrated.

Not intended for promiscuous distribution, but will be gladly sent — without cost or obligation — to executives and buyers of printing in Chicago and vicinity, who write for a copy on company stationery, giving name, address and official connection. *To all others, the price of this advertising text book is \$2.50.*

BEN C. PITTSFORD COMPANY · CHICAGO
433 South Dearborn Street

TYPOGRAPHERS



For Advertising Designs



Telephone
Madison Square 7267
HAROLD W. SIMMONDS
37 East 28th Street
New York City

Posters, Magazine & Newspaper Illustrations

of the many activities behind the scenes?" provokes a decided "NO!" The vote runs 265 negatives to 110 affirmatives. Besides the basic facts of circulation, class of readers, advertising rates, other matters are held vital—how circulation is got and kept, and not only editorial plans but something of the personality and influence of the editors. Many of the 110 who say "Yes" to this question, qualify it by adding that while they care not for trivial dribblings of inside gossip, yet when something of import breaks, they want to know it, short and quick.

THE fourth question, "Does space in *Printers' Ink*, ADVERTISING AND SELLING FORTNIGHTLY, *Sales Management*, etc., get across more definitely than direct promotion matter?" brings up the eternal argument between these two forms of advertising. The vote runs 162 in favor of direct stuff, 97 in favor of the advertising periodicals, and 126 answering "50-50" or "Both good." A count in favor of *Printers' Ink*, ADVERTISING AND SELLING FORTNIGHTLY, etc., in the minds of many agency executives, is that while direct matter comes to a desk beset by a thousand details, the periodical is often taken home and read in a more receptive atmosphere. On the other hand, F. M. Lawrence of George Batten Company remarks: "While we have a great admiration for the publications mentioned, it sometimes happens that occasionally issues of these papers are not read, and for this reason we prefer direct promotion matter sent in in standard form. This coming in such a way is immediately filed in a folder devoted to the publication."

As might be judged from previous answers, our fifth question, "Should a publication confine its mail matter to rate and mechanical changes only?" brings an overwhelming "NO!" The poll stands 323 to 69. "Unquestionably No. These are the dry bones and you want to broadcast the spirit that giveth life," writes C. C. Pangman in the letter from which we have already quoted. A few agency men qualify their answers on this question by the remark that if a publication took sufficiently strong space in the advertising periodicals mentioned, it might safely confine its direct mail to rate and mechanical matters. The point is to keep the advertising agent alive in one way or another to the virtues, the life, the activities, of the publication, not with idle argument, but with facts.

And even more decisive is the re-

To the Head of any Business

"Too Small to Advertise"

PERHAPS your business *is* "too small to advertise."

BUT is it too small to *progress*?

ARE there not certain promotion steps that you could be taking right now, without attempting to enter upon a broad campaign of "general" advertising, that would carry your business forward faster, put it in better relation to its competition, and line it up for more rapid progress as its growth justifies larger expenditures for promotion?

✓ ✓ ✓

TO the responsible executive of any such business we should like to explain our method of working and our system of charging for our services.

OURS is an advertising agency with 25 years of useful service to its credit. From the day the business was established, back in 1899, it has been our conviction that the way to build a successful advertising and selling program is to build from the ground up. We have no patience with the hastily erected terra cotta type of advertising structure, showy and beautiful on the outside, often hollow inside. It is an expensive luxury.

WE BELIEVE a promotion program, like a substantial building, should start with a solid foundation and be built up painstakingly, story by story.

IT SHOULD be built as rapidly as possible, for the months and years pass quickly, but it should progress only as fast as it is possible for it to progress and yet maintain a sound relation between the growth of the business and the cost of its promotion.

IT IS BECAUSE we have always believed this, and believed also in the need for a great deal of preliminary development work as a foundation for an advertising program (work that often earns no commissions but it is none the less important), that we have always conducted our business on a fee system. We base our charges on the amount of work required by a client (with a monthly minimum of one thousand dollars), rather than depending wholly on the commissions on business placed to compensate us.

We are thus in a position to serve the business that is "too small to advertise" with the same efficiency as advertisers spending larger amounts are served.

* * *

THE actual annual outlay for advertising in the early stages of our work for some of our present clients was less than the yearly fee they paid us. There was nothing inconsistent in this, for at that stage of their development it was wiser for them to pay someone to SAVE money for them rather than SPEND it. When the time for spending came, they had a good foundation

upon which to build — and money for the building.

A BRIEF explanation of our way of working will give point to the topic. Our method is to crystallize our clients' needs and problems, whether they pertain to distribution, sales, good-will or prestige, and set up "objectives." We then formulate plans for reaching these "objectives" in the most direct way and by the most economical methods possible, and carry these plans through to the last detail, after they have been approved by our client.

Getting the most out of a limited advertising appropriation

BY "to the last detail" we mean more than the usual details connected with the production, placing, and checking of advertisements. We mean details such as research; work with the trade or profession; the preparation of dealer literature and direct-by-mail advertising; editing house-organs; compiling and printing catalogs; writing sales bulletins, popular articles and books; helping with the preparation of papers to be read before conventions and technical societies; compiling accurate mailing lists for special promotion purposes, etc.

IN SHORT, we share the responsibility for all those "mean jobs" that are generally considered as unprofitable nuisances around an advertising

agency, and indeed often around the advertiser's own office.

THESE DETAILS, which we think of as "follow-through," are the brick and mortar with which a sturdy foundation is built for any advertising program. In the case of the business that might be considered "too small to advertise," the building of the foundation is the first step of progress, and sometimes the only step to be taken for the first few years.

Is it not a step sufficiently important to be paid for on a business-like basis: cash down for services rendered?

WE BELIEVE it is, and our business has grown steadily for 25 years on this working basis.



THE elements of well-planned "follow-through" are often the elements of success in planning the expenditure of a limited advertising appropriation. No detail of "follow-through" is too insignificant to command our interest. On the other hand, we do not hesitate to undertake exceedingly complex or difficult tasks, such as the preparation of a scientific treatise, or the compilation of a catalog of ten thousand items, if the interest of a client requires.

WE have proved the soundness of our "Fee-and-Budget System" of remuneration, which was explained in detail in a previous message, a copy of which will be sent to any interested executive on request.

WE HAVE PROVED the effectiveness of the "Objective Method" of tackling advertising problems, also explained in detail in a previous message.

AND REPEATEDLY we have demonstrated our ability to achieve remarkable results with very modest appropriations by virtue of well-planned

and carefully executed "follow-through," handled as an integral part of the advertising program.

AMONG the responsible executives to whose attention this message may come there may be some who, while believing in advertising, have regarded their businesses as "too small to advertise." We think they may welcome this as an introduction to an advertising agency which can help them develop their business along sound lines, modest though their initial advertising appropriation may have to be.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899



Incorporated 1909

111 BROADWAY

New York

ply to our sixth and last query, "Would a letter size folder, to be kept on file, giving all the essential facts about a publication, be useful, especially if kept up to date?" The returns run 355 in favor to 47 against. The idea is a durable letter-size file, loose leaf, plainly marked with the name of the publication. All promotion matter sent out should fit into this folder, or easily fold so as to fit in.

We feel that these results of our questionnaire will be of emphatic interest to most publications, and may suggest to many of them ways in which to decrease the volume and strengthen the flow of that direct literature through which agency men and advertisers have been wading knee deep. *Cosmopolitan* has definitely decided to adopt the standard folder to be furnished to all agencies, and to design all direct printed promotion to fit this folder, with the least possible sacrifice of individuality. It has further, out of its realization of the appalling waste in the usual direct methods, worked out another and original plan for getting the essential news about the magazine over regularly to the advertising world—a plan to be announced in the near future.

AFTER all, this whole question of a promotion matter goes down to something more basic than size or filing adaptability. "The essential thing," writes Norwood Weaver of the F. J. Ross Company, "is to determine whether it serves any good purpose to talk about the subject, whether it would not speak for itself, or if it is important that a particular fact be told, when is the time, with whom shall I speak and through what means? If these questions were accurately answered, much printed promotion matter would not be published."

Amen! And a good deal of other printed matter would not be published, either!

LaCoste & Maxwell

Chicago, have been appointed western representatives of the Northern Illinois Group of Newspapers, Aurora, Ill., which includes the *Aurora Beacon-News*, *Elgin Courier* and the *Joliet Herald-News*.

"Radio Trade Directory"

A classified directory, to be known as the "Radio Trade Directory," will be issued quarterly by the McGraw-Hill Company, Inc., New York, beginning November, 1924. This directory will list all manufacturers of radio apparatus, manufacturers of raw materials, parts, special machinery and tools. Makers of complete sets and parts will also be listed.

**Morning
Get
The**

**Papers
Action
Same Day**

X
**PUT IT
ON YOUR
FALL
SCHEDULES**

IF you want to make as many hits (sales) as you can in a given market, you must direct your selling talk to the largest number of probable buyers.

In Cincinnati, the newspaper that circulates with the *real* buying public—is

The
**CINCINNATI
ENQUIRER**

I. A. KLEIN
Chicago
New York

*One of the World's
Greatest Newspapers*

R. J. BIDWELL CO.
742 Market St.
San Francisco



A Responsive Market

School teachers are progressive, well paid young women. They are responsive to new ideas and methods and are liberal buyers. Their needs, personal and professional, are almost unlimited. Mail order and general advertisers who are successfully covering the highly profitable teacher market use **Normal Instructor-Primary Plans**—the magazine that is subscribed to and used by one in every four of the Elementary School teachers in this country.

Over 80% of its circulation is in places of 5000 or less where there are few large stores. The teacher has the writing habit, so it is no effort for her to fill out a coupon or answer an advertisement.

The editorial material, classroom helps and methods in each issue of **Normal Instructor-Primary Plans** insure its preservation and continued use by teachers. Issues are not merely read and then discarded but are kept for reference. Advertisers frequently report receiving coupons clipped from issues several years old.

Write for "A Survey of the Educational Market"—presenting valuable and interesting information.

F. A. OWEN PUBLISHING COMPANY, DANVILLE, N. Y.

CHICAGO: 1018 So. Wabash Ave.
C. E. Gardner,
Advertising Manager

NEW YORK: 110 West 34th Street
George V. Romage,
Eastern Representative

NORMAL INSTRUCTOR and PRIMARY PLANS

FOR TEACHERS of ALL THE GRADES and of RURAL SCHOOLS

Member Audit Bureau of Circulations



The one complete Buyers' Guide, 4300 pages, 9 x 12, aims to include all manufacturers, regardless of advertising patronage, but secures preferred attention for advertisers. The only one in the "Paid" Circulation class, the only A.B.C. Member.

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

Wanted, ordered, paid for and used by those important buyers in all lines which demand the best as a rule, they use it exclusively—substantial foreign circulation. More than 2000 advertisers—including many of the biggest manufacturers, financial institutions, etc.

\$15.00

Thomas Publishing Company, 461 Eighth Ave., New York

Has Your Business Finished Growing?

[CONTINUED FROM PAGE 14]

I cite the examples merely to indicate that insofar as they are practically possible on a smaller scale in certain specific industries, vertical policies of growth are undeniably efficient. France, Germany and Italy have good examples of them.

The development policy of a concern should aim primarily at *stabilization*. The losses of business and the depressions are caused mainly by oscillating periods and their consequent uncertainties. The concern enjoying a reputation with the public, both for price and for quality, has a very real interest in stabilization, for if the public finds its trademark brands variable in quality and the price different at various places and at various times, its confidence is decreased. A trademark is meant to be and should be a signpost of dependability; of steadiness of character and satisfaction.

THE manufacturer who advertises is therefore in an unusually vulnerable position if he is not wise enough to lay policy lines with foresight and progressive understanding.

As a business man I have seen much evidence of the harm that can come from neglecting to understand the nature of trademark reputation in relation to advertising expenditure. I organized the American Chicle Company, and later saw the chewing-gum business, which they controlled almost completely, literally seized out of their hands by Wrigley, because the directors paid 18 per cent dividends on its common shares for ten years when they should have paid 8 per cent in dividends and the other 10 per cent in advertising. Meanwhile Wrigley spent money very freely on advertising, and soon he was doing the biggest volume. Under competent management trademarks and trade names automatically increase in value, and are a better and safer foundation for a business than "tangibles" in the shape of bricks, mortar and machinery, which through depreciation, have a constantly decreasing value, whereas trademarks constantly increase in value, in direct ratio to the money spent in advertising, when quality is maintained.

One of the most striking policies of development known to American

industry (and one not often followed) is that of deliberately reducing prices, in the face of losses, to increase volume and attain, eventually, a standing and a profit not otherwise possible. Despite the remarkable example of Ford, many concerns still operate on a policy of manufacturing, let the costs fall as they may, and selling at the resultant price, let the market be what it may. Markets, it must be remembered, are created by price level—at least for articles of accepted use; and the path to volume and profit, perhaps also to outdistance competition, is to sell at lower prices, thus automatically creating new buyers. Even if at the beginning this presents the apparent paradox of lowering prices and accepting loss, the policy is absolutely sound. A certain very large concern has, in the last few years, made a huge market for a new product, selling at a price at retail which other manufacturers require merely for cost of production. But recently the mathematical line of profit has been crossed, and the losses of the whole first year are now made up in one month's sales; while competition has never attained a volume sufficiently great to meet this price; because it has never had the courage to adopt this obviously great policy.

IT is also, please note, great *public* policy; for under old conditions of cutthroat competition, manufacturers—none of them strong—were under constant pressure to cut down wages and also reduce quality in order to stay alive. Under this wiser policy, the public gets low prices. The manufacturer merely capitalizes his confidence in his high quality, and the low price works for him like a crew of salesmen.

Capital and organization, as well as wise policy, are essential—and highly skillful engineering. That is where consolidation is often a wise and productive move.

Subdivision of manufacture is arranged, centralizing the production of each class of goods, thus making possible the concentration of skill and the largest application of special machinery.

Standardization of output is most important. Under intense competition each manufacturer naturally seized for himself all possible advantages. Under consolidation, instead of taking all the economies to increase present earnings, the management, to insure a healthy growth, should materially improve quality, or, if that is impossible, reduce prices, thus increasing sales and still

No. 3 of a Series

WHEN The Quality Group was named there was no intention to imply that these magazines reached all the people who could afford the most expensive cars, all those who took all the first-class cabins on the de luxe liners, only the stone houses on top of the hill: all the people with good incomes.

What The Quality Group implies is people with pocketbooks grouped where you can get at them with little or no waste—and at low cost.

Those advertisers whose goods are consumed largely in the laundry, the garage, the nursery, the kitchen or the bathroom may here and there get more sensational orders outside the homes we reach—but as a rule the people who put the most in and take the most out of the business of living consume a thundering lot of plain goods.

The Quality Group

ATLANTIC MONTHLY
HARPER'S MAGAZINE

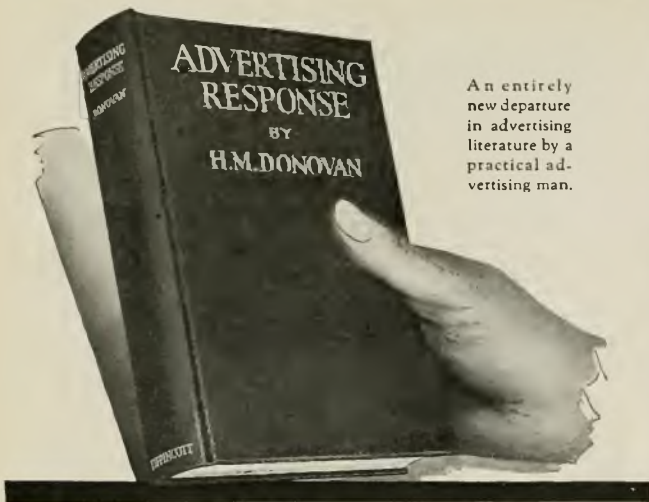
REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE

WORLD'S WORK

687 Fifth Ave.

The Quality Group
COVERS
The Quality Market

New York



An entirely new departure in advertising literature by a practical advertising man.

A Research into Influences that Increase Sales

by H. M. Donovan

THIS BOOK is the result of an extensive investigation and study of 20,000 replies indicating the response of consumers to advertising.

It is entirely new to advertising literature. By means of 47 graphic charts definite laws on advertising response are explained simply and clearly.

There is included a complete analysis of the proved methods of successful advertisers. Actual figures are given which show exactly how leading brands have attained their position. Basic principles are revealed on which

sales have been successfully built up.

No other book contains this useful information

H. M. Donovan, the author, is well qualified to present this subject because of his long experience in selling and advertising, and in solving marketing problems.

He is the head of a well-known advertising agency, and this research was originally begun with the idea of making the results available for use in his own organization.

Sent on Approval

"Advertising Response" supplies, in usable form, understandable knowledge vital to the success of every advertiser. You can apply these trade-getting and trade-holding facts to your own problems.

Sold at all book stores for \$2.00. But you can judge its value by filling out and mailing the coupon below and receiving the book on approval for five days.

J. B. LIPPINCOTT COMPANY, Publishers
Philadelphia

J. B. LIPPINCOTT COMPANY, Philadelphia

I desire to know more about "Advertising Response," by H. M. Donovan. Please mail me a copy for 5 days' examination. I agree to remit \$2.00 for the book or to return it postpaid within 5 days of receipt.

Send this Coupon for 5-day free examination.

Name Position
Address Company

further reducing cost through increased production.

The assumption that under consolidation sufficient economies are realizable to enable the management to improve quality or reduce prices, is based upon the fact that before entering a consolidation the manufacturers, in order to determine the value of the securities to be received by them, carefully estimate the economies to be realized. If there are not sufficient economies obtainable, they decline to enter the consolidation, unless they deliberately succeed in taking advantage of bankers, inexperienced in manufacturing, and sell out in excess of actual values, for cash or for securities convertible into cash in the stock market.

Individual concerns dominate men of the second order of ability. Consolidations must harmonize men of the first order.

Some industrial concerns have failed because, owing to an arbitrary policy often born of conceit and inspired by greed, they have not taken care of their customers, the consumers.

Lack of consideration for consumers even on the part of those possessing government monopolies under patents has resulted to their prejudice. Success in the exploitation of patents generally depends on business enterprise promptly exploiting and by business activity preempting the commercial field. Instead of relying on a policy of aggressive patent litigation, thereby restricting the evolution of the art, an industrial does better to encourage the invention of improvements by liberal purchases of inventions.

Dorrance, Sullivan & Company

The New York office will handle the Herbert Tareyton cigarette advertising for the American Tobacco Company. The agency already is handling the advertising of Tuxedo Smoking Tobacco for the same company.

Oil Papers Combine

The *Oil Trade Journal* and *Oil News* have combined under the name of *The Oil Trade*. The new magazine will cover the producing and marketing divisions of the petroleum industry. The combination is the result of the purchase of the *Oil Trade Journal* by L. D. Becker, president of the Shaw Publishing Company, Galesburg, Ill., publishers of *The Oil News*. In addition to the *Oil Trade Journal* the purchase includes the *Petroleum Register*, which will now be published by the Shaw Company, as will the magazine *Fuel Oil*. The executive offices of the Shaw Publishing Company will be moved from Galesburg to 350 Madison Avenue, New York. The Chicago office remains at 20 E. Jackson Boulevard.

Departmental Organization As Affecting Railway Sales

More-Than-a-Billion

is spent annually by the Steam Railways for additions and betterments in five distinct branches of railway service.

This departmental organization of the railways makes your railway sales dependent upon the success you have in presenting the merits of your products to railway officers in one or more of the five branches of railway service—men who are located on practically every division of 291,000 miles of road in the United States and Canada.

Simmons-Boardman Publishing Co.

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn St.

Cleveland: 6007 Euclid Avenue

New Orleans: 927 Canal Street

San Francisco: 74 New Montgomery St.

Washington: 17th & H Sts., N. W.

London: 34 Victoria St., S. W. 1.



Executives and Operating Officers

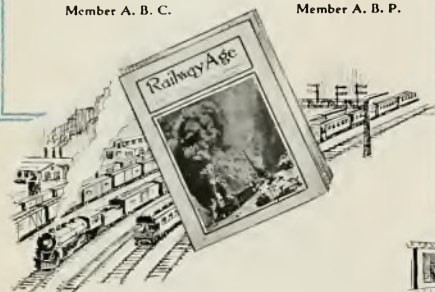
Chairmen of Boards
Presidents and their Staffs
Department Heads
Accounting Officers
Purchasing Officers

RAILWAY executives and operating officers are concerned with the major problems of railroading and as appropriating officers their knowledge of your product is important to you. Their approval is required on all expenditures for additions and betterments, and they are vitally concerned in the efficient and economical handling of traffic. Consequently, materials or railway appliances which will cut costs, improve railway operation, speed up repairs, and keep rolling stock in service will receive special attention in connection with capital expenditures and maintenance appropriations.

These officers read the *Railway Age*, the railway executives' publication, which is recognized by them as an authority.

Member A. B. C.

Member A. B. P.



How Purchasing Between Five

Steam Rail

Mechanical Officers

Superintendents of Motive Power and
Their Staffs
Master Mechanics
Shop Superintendents
Shop Foremen

THE mechanical officers are responsible for the design, construction, and repair of locomotives, freight and passenger cars. In short, they keep the rolling stock in service and specify materials and appliances that enter into the construction and repair of rolling stock. These same men specify machine tools and other devices and materials used in railway shops.

The *Railway Mechanical Engineer* is their publication and the one devoted exclusively to the problems and interests of the mechanical departments of the steam railway industry.

Member A. B. C.
and A. B. P.

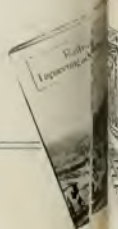


Engineers Maintenance

Chief Engineer
Engineer
District
Supervisor
Superintendent
Roadmaster

ENGINEERS and maintenance officers are concerned with the construction of new railway facilities, the repair of locomotives and passenger cars, the work on track, water service, signal, al, tools and equipment work are spare parts maintenance in
Railway Engineering publication especially paper devoted to methods in Track and Water service maintenance

Member A. B. C.
and A. B. P.



ence is Divided inct Branches

y Industry

Electrical Officers

Electrical Engineers and their Staffs
Shop Electrical Officers
Car Lighting Officers
Welding Supervisors

ELECTRICAL officers are responsible for specifying, installing and maintaining electrical equipment in practically every branch of railway service, including Heavy Electric Traction, Shop Electrical Equipment, Locomotive Headlights and Turbo Generators, Car Lighting, and General Illumination throughout Buildings and Yards.

The *Railway Electrical Engineer* is looked upon by these men as their own paper and it is the only publication which is devoted exclusively to the electrical problems of the steam railway industry.

Member A. B. C.
and A. B. P.



Signal Officers

Signal Engineers and their Staffs
Superintendents of Telephone and
Telegraph

AUTOMATIC block signaling, interlocking and automatic train control have become important factors in speeding up traffic as well as safeguarding the traveling public. The signal officers are responsible for specifying, installing and maintaining materials and equipment in this branch of railway service.

The telephone and telegraph departments which are closely allied to the signal departments represent a growing market for telephone and telegraph equipment and pole line materials which are specified by the superintendents of telephone and telegraph.

These men read *Railway Signaling* which is recognized as an authority on these subjects.

Member A. B. C.
and A. B. P.



nd Officers

Staffs
Way
Buildings
Ice
Staffs

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Railway Purchasing Procedure

The departmental organization of the railways distinctly places the authority for specifying materials and equipment in the hands of the technical officers of each department.

The executives and operating officers, however, are most important factors in railway purchases—more so probably than the executives in any other industry. As appropriating officials they deem it necessary to be familiar with railway appliances and expenditures in the various departments. Their approval is required on all expenditures for additions and betterments and whenever changes in standards and policies are contemplated.

Every railway system has a purchasing department but, as far as technical materials and products are concerned, it functions almost entirely as a clearing house.

The purchasing agent of one of the large railways recently told of several incidents relative to the purchasing of machine tools. It so happened that the particular machine tools specified were more expensive than a competitive make, so the matter was referred back to the mechanical department. When the definite need for these machine tools was learned and the additional cost

was entirely justified the orders were placed in accordance with the specifications.

He related another incident—his company had been purchasing a certain type of staybolt iron for the last 20 years but a new superintendent of motive power who had investigated the merits of staybolts specified a competitive make, one which was considerably higher in price.

Due to the fact that the relative costs of the two products were so widely different the purchasing department questioned the advisability of making a change. The question was carried as far as the vice-president who has supervision over the mechanical department but the superintendent of motive power clearly justified his action and the new type of staybolt iron was made standard on that road.

In summary, the purchasing department of each railway system is a *clearing house* for orders pertaining to technical materials and equipment; the authority for *specifying* materials and equipment rests with the technical officers in each of the departments in the railway industry; and the expenditures for all additions and betterments must be *approved* by the executive officers.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn Street
New Orleans: 927 Canal Street

Cleveland: 6007 Euclid Avenue
San Francisco: 74 New Montgomery Street

Washington: 17th & H Streets, N. W.
London: 34 Victoria Street, S. W. 1.

Buried Key-Thought and Inverted Sentence

[CONTINUED FROM PAGE 21]

talks: "A homer, hit a homer."
"Your hat, he's smashing it."

Which explains the effectiveness of a recent piece of copy which reads: *Your face. Massage wrinkles it. Cold cream ages it. "X" conditions it.*

So, lift out the key-thought. Get it first. Invert the sentence.

The greatest masters of English do it. Shakespeare was a master of the inverted style. To quote just one example, *Then burst his mighty heart.*

Emerson, too. Here is an example from his pages: *Polarity, we meet in every part of nature.*

Poe has this: *So intense was the emotion excited within me, that I endeavored in vain to reply.*

Particularly fond of the inverted style are the poets. To give just two examples: *Friends and loves we have none, nor wealth nor blessed abode.*—Masefield. *Out went the taper as she went in.*—Keats.

True! Sometimes inversion results in a clumsy abortion. When it does, stick to the normal order, of course; but such cases are no reason against its use when it does not so result. As in everything else, the writer must apply discretion.

In most cases, the inverted sentence produces greater strength and greater clearness—because it puts the sentence emphasis on the thought to be emphasized. It gets the key-thought out where the Publicks can take hold of it—and that is what the copywriter wants.

[The first article in this series—"The Basics of Advertising Copy"—appeared in our issue of August 27, 1924. The next instalment will appear in an early issue.]

Pratt & Lindsey Co., Inc.

C. J. Benner, formerly of the production department of Barton, Durstine & Osborn, has joined the production department of this agency. Jack Green, formerly of the copy and merchandising service department of the Robbins Publishing Company, has become a member of the copywriting staff.

Harry Varley

Has resigned as vice-president and director of W. L. Brann, Inc. He has organized an advertising agency under his own name at 19 East Forty-seventh Street, New York. He will continue to direct the advertising of The United Alloy Steel Corporation; The Hooven, Owens, Rentschler Co.; Henry W. T. Mali & Co., and Voss & Stern, Inc.

The CHURCH MARKET

The CHURCH DOES NOT CLOSE
When Business Slumps

SHE SPENDS \$500,000,000 ANNUALLY

BUILDING—REMODELING—OUTFITTING

Churches — Parish Halls — Parsonages —
Parochial Schools

YOU, TOO,
CAN REACH THIS MARKET THROUGH
The EXPOSITOR

The Preachers' Trade Journal since 1899

F. M. BARTON, PUB.
CAXTON BUILDING
CLEVELAND, OHIO

Chicago:
37 S. Wabash

New York:
17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio
Please send me Rate Card and Sample
Copy of EXPOSITOR.
Name _____
Address _____

Better Copy

A manufacturer came to me for better copy when what he really needed was to be told to spend less money and in a different direction. He had just wasted \$7,500 in a campaign in the wrong territory while his good territory lay fallow. He got both good advice and better copy. It usually turns out that way.

Charles Austin Bates

33 WEST 42ND STREET, NEW YORK

Marketing Goods in Italy, Spain and Belgium

[CONTINUED FROM PAGE 15]

ETCHINGS CYCLOPEDIA

IMPRESSION—Ideal printing conditions are from perfect contact without excessive make-ready. Therefore avoid burnishing as far as possible.

INSIDE MORTISE—Be careful to allow ample metal around any mortise. A narrow strip may tear loose on the press.

INTACCLIO—An engraving plate where the gravure lines are sunk into the plate rather than raised.

ISOCHROMATIC—A photographic engraving which states values to their apparent tone value in black and white.

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"But I have a better price"

IF any one group of words sound oftener the death knell of an advertisement's, a booklet's, a folder's effectiveness—we haven't heard them.

Certainly an artist can slop through his work. Certainly a printer can use cheaper paper, cut down on make-ready. Certainly in engraving the little added care and effort that make better plates can be omitted.

But after all these things are done you actually have *not* a "better price." For an advertiser should buy results, not so many pounds of paper and ink. And the "cheapest" results come from the best work.

Gatchel & Manning, Inc.

C. A. STINSON, *President*
PHOTO-ENGRAVERS
Philadelphia

the worst and most dangerous marshlands in Europe lie in the central southern part of Italy, east and southeast of Rome and Naples. In this part of the country thousands of lives are lost annually from diseases that emanate from the marshes. This section of Italy would naturally offer a market for a grippé cure or any such remedy, Rome or Naples serving as the distribution base.

A manufacturer marketing an industrial product would do well to make Milan his base of operations. Here there are many excellent representatives, and the city is also ideal for the control of imports. Within easy reach of Milan are a score of industrious and prosperous cities—Florence, Genoa, Turin, Pisa, Verona, Venice and Domodossola.

ITALIAN temperament demands something striking. In his likes and dislikes the Italian is not so particular as the Frenchman, and if this factor is understood, Italy will not prove a difficult market to cultivate. In marketing a proprietary, the payment of bonuses to druggists seems essential. These bonuses can be given on condition that a metal or other type of sign is displayed for a certain period. We have found that the consistent display of a good-looking sign appeals to the Italian, and in reality it affords one of the best forms of advertising available in Italy.

Many manufacturers look upon Italy as a dead market, but this is far from being the case. Italy is wealthy, industrious, and has many exceptionally stable industries. Her quicksilver is known the world over, and the wine output of the country is enormous. In addition she manufactures a large number of valuable drugs, pharmaceuticals and medicinal products.

Spain, in its outward characteristics, is much the same as Italy. Its chief industries are similar—the production of wines and the mining of quicksilver ranking among the most important. In many respects, however, the two countries differ. Spain is not so profitable a market as Italy. Her prosperous cities are farther apart, and the people are not nearly so advanced as are the Italians in the use of foreign specialties. In

Spain, as in Italy, it is important that the manufacturer appoint a distributor. The customs restrictions again necessitate that the goods be handled by a firm thoroughly familiar with the regulations.

In some cases Spanish law still makes it necessary to obtain a license to import specialties such as proprietaries and toilet articles. To procure a license is often a tedious affair, and American manufacturers would do well to meet the desires of their local Spanish representatives as far as possible.

As a nation the Spanish are not keen to take up anything new, but advertising in Spain and Italy would probably show quicker results than in Great Britain. The ultimate effect would not compare with that obtained in England, but the Italian and the Spaniard do not require so much convincing as the Englishman. However, constant advertising is necessary in Italy and Spain to keep the product going, whereas in Great Britain, once the product is successfully introduced, advertising can be cut down considerably.

THE only city in Spain that seems satisfactory from a distribution standpoint is Barcelona. This is due to the fact that Barcelona has a good port and is an important railroad center. Most of the good representatives in Spain are located here.

Spain is an extremely difficult country to divide up for distribution. Madrid, Seville, Carthagena, Barcelona and Cadiz are desirable centers, and if a manufacturer decides to include Portugal in his campaign (which is strongly inadvisable) the cities of Lisbon and Oporto must be considered.

One serious handicap to the marketing of a new product in Spain is the constant unrest of the people. Laws are changed and revoked with such frequency that a manufacturer is left in doubt of the actual regulations as they exist from day to day. Foreign products as a whole are far from welcome in Spain, but it is possible to secure an excellent market there provided the manufacturer and representative can work in perfect harmony and the former is willing to face temporary obstacles.

950,000

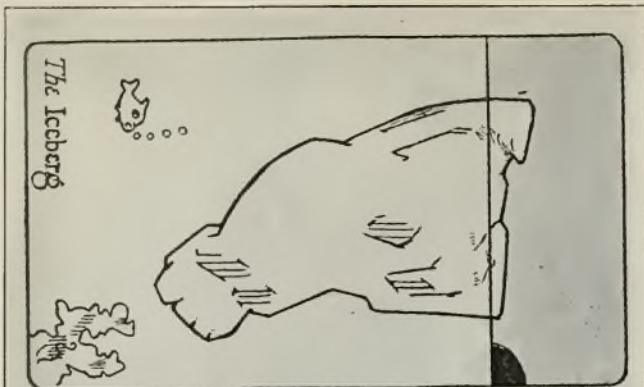
Circulation Guaranteed
beginning with the
February 1925 Number.

This is an increase of
100,000 circulation. Further
increases are anticipated.

PEOPLE'S HOME JOURNAL

New York

The Leading Small Town Home Magazine



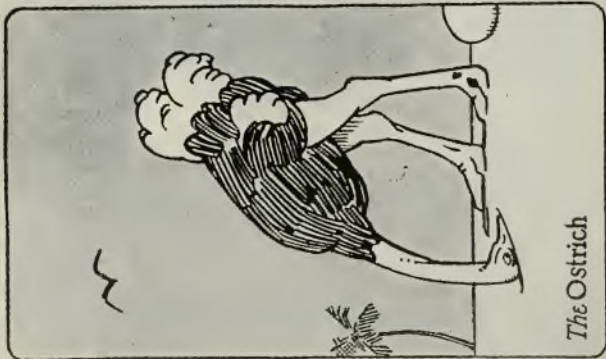
The Ostrich & the Iceberg

THE difference between the Ostrich and the Iceberg is not merely fundamental—it is superficial! The Ostrich is famous as an advertiser, not so much, perhaps, because it won't use its own head as because other people will use its tail!

The Iceberg on the other hand, cool and distant, does not make friends easily. Finding a favoring current, keeping its head always above water, it moves slowly, silently, solidly, almost sullenly, in its own still course.

You hear a great deal in praise of the Ostrich—but you never yet saw anyone wearing the tailfeathers of an Iceberg!

When you think of advertising think of Goode & Bowen Advertising Counsel at 19 West 44th Street, New York. Shall we send you a copy of "Our Idea"?



The type of advertising successful in Spain is mainly straightforward newspaper publicity. Signs have been tried without much success. The Spaniard is much less reactive to advertising than the Italian, and the country financially is not so prosperous.

Belgium offers what is probably the hardest market in Europe to cultivate. This is because one half the populace speaks French while the other half speaks Flemish. The temperaments of the two language groups are totally unlike. Brussels is the center of the French-speaking population, while Antwerp is the hub of the Flemish-speaking population. In the French-speaking towns everything French takes precedence; in the Flemish towns the reverse is true.

Although Antwerp is in reality the chief business center of Belgium, Brussels is infinitely more satisfactory as a distributing center. The Bruxellois are more harmonious to deal with. Moreover, distribution is far easier from Brussels than from Antwerp. If a manufacturer is willing to undertake the expense of two-language printing, and will allow for the difference in mentality of both groups, a satisfactory market can be established, particularly for proprietaries and toilet goods.

After Brussels the most satisfactory distributing centers are Antwerp, Ghent, Liège, Louvain, Bruges, Ostend and Namur. These cities differ widely in their characteristics. Antwerp, for example, is a great port, while Ostend is famous the world over as a pleasure resort. But all these cities constitute potential markets, and if a manufacturer wishes to limit his outlay to the larger metropolitan centers, those mentioned are essentially the most productive.

The Flemish population leans distinctly toward the German in its point of view. This naturally develops a slight anti-English and anti-American attitude. But this attitude need not be taken too seriously. The mentality of the French-speaking population, on the other hand, is more or less neutral. The German influence has undoubtedly made itself felt, but we have marketed products in Belgium both before and subsequent to the war, and have found little difference in their reception. An American manufacturer will find a rapidly improving market in Belgium, but he will do well to realize and remember that he is dealing with two entirely different types of people, and plan his activities accordingly.

Be from Missouri

—and let us show you how Quality & Service in Advertising Typography help "put it over".

WIENES

Typographic Service, Inc
203 West 40th Street


PARK AVENUE HOTEL NEW YORK

Famous for a generation. Large rooms—spacious lounge. Service redolent of the old regime—courtesy, thoughtfulness, hospitality. Where you will feel at home.

Midway between Grand Central and Pennsylvania Terminals.

FOURTH AVE. from 32nd to 33rd STS.
Subway at door

Single Rooms \$2.00 Per Day



STEIN-BLOCH SMART CLOTHES

WHAT A GENTLEMAN
WOULD WEAR. WE
CANNOT SAY MORE.

Harris & Frank
Los Angeles

ONE of the most talked-of poster campaigns of the year is that now conducted for the STEIN-BLOCH COMPANY, of which the above design is one of a series. Our plan enables an advertiser to direct the dealer's advertising with his approval. This successful method has been perfected by our organization. We originated not only its details, but the series of Posters as well. Our methods will be explained to any interested advertiser.

POSTER ADVERTISING CO., INC.

550 WEST 57TH STREET, NEW YORK

Outdoor Advertising Everywhere

Chicago
Cincinnati

Atlanta
Pittsburgh

Richmond
Akron

Philadelphia
San Francisco

Wilmington
London, England

Between Skyline Cities and R. F. D.



There Are 130,000 Small Towns That Buy Automobiles

YOU CAN REACH THEM WITH PEOPLE'S POPULAR MONTHLY

"SMALL town stuff" is a big advertising problem. It represents 27.7% of the total population. It is rich in buying power.

To reach it by crossing huge lists of national magazines, farm papers and metropolitan dailies is possible but prohibitively costly.

Here is a direct, economical route to this great and important market. Here is a specific small-town circulation of 850,000, with a minimum overflow into farm or big city fields. And 741,000 of that circulation is concentrated in the "golden zone of sales"—Kansas, Illinois, Wisconsin, Michigan, Ohio, Indiana, New York, Pennsylvania, West Virginia, Kentucky, Missouri, Arkansas, Oklahoma, South Dakota, North Dakota, Nebraska, Minnesota and Iowa.

Manufacturers more and more must look to the outlet of small towns to absorb the enormous production of today.

People's Popular Monthly can easily demonstrate that its circulation offers the most effective and economical means of reaching the small town buyer.



741,000 in the "Golden Zone of Sales"
851,000 - - - - Total Circulation

Readers with Purchasing Power

More than 87% of our circulation is concentrated in the 18 states that constitute the best buying market in the country—Illinois, Indiana, New York, Pennsylvania, Iowa, Kansas, Ohio, Michigan, Kentucky, Minnesota, Missouri, Wisconsin, North Dakota, South Dakota, West Virginia, Oklahoma, Arkansas, and Nebraska.

69.9% of our subscribers own homes or other real estate.

52% of our subscribers own automobiles.

PEOPLE'S POPULAR MONTHLY

Des Moines, Iowa

"BOY! AIN'T THAT HOT"



These young men are representative of the 125,000 members of the Order of DeMolay, all of whom are subscribers to the DeMolay Councilor.

"Some raiment—where did you acquire it?"

"Pard, that's the last word."

"How do you know?"

"So the advertisements say."

Just a smattering of conversation, typical of fellows approaching manhood, which indicates to trained advertising men the susceptibility of this young element to honest appeal and logical reasoning.

They go in for the changes in fashions, novelties and merchandise which necessarily must be advertised.

They read the DeMolay Councilor because it is a good live, readable magazine, covering topics of vital interest to them and affecting their daily lives.

The DeMolay Councilor goes into the homes of 125,000 young men between sixteen and twenty-one years of age.

The DeMolay Councilor affords a direct contact not to be obtained by any other means.

They need—slaving equipment, hair preparations, athletic suits, athletic equipment, shoes, clothing, band instruments, hiking equipments, camping paraphernalia, educational courses, physical instruction, books, furniture, robes, jewelry, insignia, utensils for serving refreshments, indoor and outdoor games, radio and numerous other things.

Have you a message for them?

Tell it to them with both immediate and future profit.

THE DE MOLAY COUNCILOR

A Magazine for Young Men

Twelfth Floor Federal Reserve Bank Building, Kansas City, Missouri

EDWIN J. SEIFRIT, Advertising Manager

Advertising Representatives

NEW YORK
Sam J. Perry,
91 Seventh Ave.,
Watkins 6382

CHICAGO
H. Warren Shaw,
326 W. Madison St.
Dearborn 1888

CINCINNATI
Samuel H. Jaffee
1126 Provident Bank Bldg.
Canal 4645

AKRON, OHIO Is An Ideal Try- Out Field

Its cosmopolitan population—the average wage and salary being far above that in other cities of its size, affords the advertising agency an opportunity to place its client's message before various classes of readers, in which will be found the particular element to whom it wishes to appeal.

The Akron Beacon Journal

Is so far ahead in circulation that all doubt as to which paper to use is automatically removed.

Represented by

M. C. WATSON
270 Madison Ave.
NEW YORK

STORY, BROOKS & FINLEY
Room 621, London Guarantee
Accident Bldg.
360 N. Michigan Blvd.
CHICAGO, ILL.

Consider the Housewife

By Carrie Lee MacPherson

TWENTY-FOUR hours a day to any one person, and no more. Starting from that, no compass will keep you from traveling in a circle, back to that point. Everyone likes to budget his own time for spending. It is that budget system that "Door-bell salesmanship" is up against. I speak for us housewives. Breakfast over and the goers gone, up rise the Things That Must Be Done, and over their shoulders peer eagerly the Things We Want to Do. Friendly rivals they are, and cheerfully they hop to place in the Plan for the Day.

And then the door-bell rings. And rings. And wrings the Plan for the Day all out of shape.

A smiling, courteous, well-bred young chap at the door, offering the housewife the cutest little brush, a gift from someone. A brush you couldn't turn your back on because it wouldn't be sportsmanlike.

The Frozen Face that had guarded our privacy at the doorway began to melt down in the sunshine of the gracious personalities that were put upon the pay rolls of the stocking kings and the workless washing machine barons and the housewife saviors.

But the Plan for the Day has no way of knowing the dimensions of the unexpected. And the Things We Want to Do have such wistful faces. And perhaps there weren't enough sunny personalities to go around. Anyhow, before the Frozen Face was quite, quite limbered up, while there were still little frosty tracts about the ears, chilling drafts blew in at the doors, and housewifely smiles began to stiffen at the corners. Because there are but twenty-four hours a day.

We talk it over among ourselves, this too-much-of-a-good-thing. Of course we want to see the things that are for sale. For this is a basic principle: all of us want all the luxuries there are. And this is the corollary: we mean to get them just as soon as we can. So we want to know about them. And more and more there are things which after we see them we don't want to get along without, which we never can see except as we answer our door-bell. A growing lot of merchandisers seem to have decided that the only way to show us is to send it to our door. And those who have done such careful thinking send us such pleasing things that we don't want to miss seeing any of them. And they are coming to have a dark brown chocolatey taste.

"If there could be a definite hour or two in the day when we could inspect these door-bell offerings," we say, "but of course all salesmen can't get to places when it is convenient for the places."

Only they could. They could all

come to me in the hour before dinner when I sit at ease with the magazines under the lamp-light and play with my Long Felt Wants. If merchandisers only realized how housewives read advertisements, they would quit generating Long Felt Wants and cater directly to the acquisitive instinct. Directly. Who started that idea that indirection in print is salesmanship? That the eye-arresting advertisement must never tell the full story, especially never, the cost; that curiosity would lead to interest and interest well grappled could be led gently past the price tag without shying upsettingly; but that cost mentioned in the first approach frightens off the potential customer? It isn't so.

All articles that arouse our desire are in two classes, the things we should like to have and the things we mean to get. Until we know their cost they do not take definite shape in our intentions. It doesn't make any difference whether it is a twenty-five cent circular can-opener or a \$125 washing machine. We may lay down the quarter at once for the can-opener and arrange to own the washing machine in six months or a year. But whatever the date of the purchase, the important thing to the merchandiser is that until the potential customer knows the price there is no date of sale; and therefore a "potential customer" not yet informed of what an article will cost her is not yet a potential customer.

TALKING on this line to a salesman last week, he said, "Women don't really want to know the price first; they just think they do."

"Isn't it funny that they all think they do?" I asked.

"Yes," he said gravely, "And they do all think they do; it is funny."

The sample that comes to the door and drops itself quietly into the mailbox, or is in the basket from the grocer's and not on the order slip, has a graciousness all its own. We owe it, and pay it, the courtesy of a careful trial; and if it is a soap flake that is better than others we have tried we will have the family ask industriously at all stores visited until we find out where we can buy it regularly. I know a family that drives a mile out of its way to buy Mapflake because the sample left at the door tasted so good. We want the things we like the best, and will take a good deal of trouble to get them when we know about them. Told with a sample, told with a picture, told with a price, and we welcome the telling.

But told at the door, when we must listen regardless of the Things We Wanted to Do—O, won't you merchandisers consider the housewife, and the measure of a day?

Where the Rate Card Ends

A cautious announcement of a Merchandising Service

AN AGENCY representative is speaking to a News solicitor in the former's office: "What circulation have you got now?"

"Over eight hundred thousand. The rates are based on 750,000."

"That's fair enough. Now how about a little co-operation?"

"How little do you want?"

"Well, we have a questionnaire here to feel out the field. Only about thirty-seven questions. Calls on five hundred dealers will be about right, and it's very important that we get this done by next Wednesday."

"I see," says the News solicitor.

"Then we'd like to have you send our a letter and a broadside to all the prospective dealers in New York, and let us have some men to make calls with our client's salesmen. Now we've also got a window trim that's a wow. You might put in a couple of thousand for us."

The News solicitor somehow conveys to the agency representative the fact that The News is not in a position to satisfy his requests. Often the agency representative protests that some other newspaper in New York has done or is willing to do the things he asks. Then the News solicitor must usually begin to sell him all over again the fact that our business is limited solely to furnishing white space at the lowest rate in the paper that has the largest daily circulation in America—and let it go at that.

IT IS a curious inconsistency that the advertiser, who has mainly been responsible for stopping the publisher from getting subscriptions by giving premiums, should insist that the publisher give all sorts of premiums to get advertising.

The A. B. C. report is a definite, inflexible statement that has greatly discouraged the ancient practice of getting readers by giving parlor clocks, dishes, magazine subscriptions, armchairs, library sets, oil paintings, real estate, trips to somewhere, fountain pens, admissions to the County Fair, life insurance, bicycles, chances to win a goat or a reputation.

But a rate card, although it is prepared in the four A form and reads plainly "per agate line" is sometimes assumed by advertisers to include copy and ad service, plates, mats, mortgages on the front page, research, trade

surveys, route lists, sales work, direct mail, window trimming, posters and counter displays, and free passes to a dog show.

All or any of these items are occasionally requested by the advertiser as "co-operation."

And the mention of "merchandising service" on the part of the publisher is sometimes interpreted as an admission of altruism.

The News does not give such forms of "co-operation." We find it difficult enough to somehow run a newspaper without carrying on various side lines and perquisites. We limit our co-operation to getting out the best possible paper we can, to giving the most circulation at the lowest possible rate and to taking care of all advertisers impartially.

Some newspapers do give many of the extras mentioned above. Many advertisers forget that it is impossible to get something for nothing—even from a publisher. The extras are frequently covered by a rate that includes them as well as white space and circulation.

WE ARE now giving to some National advertisers a cautious, conservative and limited form of "merchandising service."

This service consists of the services of three men—two actively and one in an advisory capacity. One of these men has had several years' experience with merchandising and merchandising campaigns. He has written merchandising plans, and sometimes helped to carry them out. He knows something of this market. Out of his experiences he remembers chiefly the mistakes that were made, the precautions that were not taken, the oversights in the product, prices, selling methods, and advertising.

The second man, who is actively in charge of this work, has had a splendid education in economics and business practice, some selling experience, some merchandising experience and an exhaustive acquaintance with the New York City market, gained chiefly by making on foot a census of retail stores in all parts of the city over a period of five months. He knows something of market analysis, distribution and selling methods, and advertising.

The third man has been a specialty salesman and trade investigator.

There is no impressive field force. We believe that the only worthwhile merchandising service we can give is our knowledge, experience, and judgment, and not cheap foot work, mechanical motions, routine activities! We do not believe in duplicating the advertiser's own efforts in selling the market, nor in furnishing subsidiaries to a sales campaign.

We will not make hundreds of calls on retailers to get information on questionnaires that are often involved and darkly mysterious. If you want trade information on New York City and as an advertiser are entitled to it, we will try to supply it if we are able. State your problem fully and tell what you want to know. Don't send an



elaborate questionnaire and demand a certain quota of calls on the promise of hypothetical campaigns from dark horse advertisers.

We will not sell goods for anybody.

We will not furnish or mail broadsides, form letters, or window posters, nor distribute, book orders or check up on window displays.

BUT to an advertiser who will expend what in our judgment is the proper amount of effort to achieve the end he has in mind in this market—and who will place with us an adequate contract for space in The News, we will try to do the following things:

- (1) Ascertain and advise on market conditions.
- (2) Help to plan or advise on selling campaigns.
- (3) Furnish comprehensive district maps that show the purchasing power, density and type of population.
- (4) Arrange introductions to jobbers, brokers, or make jobbing connections.
- (5) Loan route lists for the use of the advertiser's salesmen.
- (6) Address sales meetings and make sufficient calls with salesmen to show them how to merchandise the advertising.
- (7) Check up on sales work.

THUS FAR, what we call our Merchandising Service has been very successful. We believe it is worthwhile, and so do some of the advertisers who have experienced it. It does not increase our cost of doing business or compel us to charge a higher rate. We will maintain it if we can help the advertiser get more business in New York, avoid mistakes or expense; and if it will make more advertisers for The News. But we will not maintain it as a premium to be bought instead of the medium.

Requests for this sort of service from present or prospective advertisers in The News are invited.

Have you read TELL IT TO SWEENEY? This series has been issued in folder form. Write for it!

THE NEWS
New York's Picture Newspaper

25 Park Place, New York
7 S. Dearborn St., Chicago



Testimony

Our packages contain cards requesting publishers to rigidly inspect our plates immediately upon receipt of them. If they were damaged in transit we replace them without charge. We pay the postage too. Here's the result—

THE LEBANON BANNER

Williamsport, Pa. Daily Newspaper
Published by The Lebanon Banner Co.

Gagnier Stereotype Co., April 10th, 1924.
Detroit, Mich.
Dear Sirs:

With reference to the enclosed card, will say that we are forwarding a copy of this week's issue of the Banner to you, per your request.

We cannot pass up this opportunity of letting you know that we feel that it is regrettable that all the cuts we use do not come from your office, so you will note in our paper, the impression of your cut is perfect. It needed no etching or underlay and despite the fact that the rollers of our newspaper press are old and worn a most perfect print of a cut would be hard to obtain.

Sincerely yours,

THE LEBANON BANNER,

BY *D. Gagnier*

Editor.

Not unusual—only typical of Gagnier Quality and Service!

If you advertise in newspapers we can show you how to save time and money on your Plates and Mats. Outline your requirements. Let us quote prices. No obligation.

GAGNIER STEREOTYPE FOUNDRY
The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard



How much sparkle to the square inch is there in your goods -- your letters -- your packages -- your advertisements? Make your proposition INTERESTING enough and you needn't bother about anything else. Keep it dull and nothing else will help you -- these days!

See Berrien's Big Black Book

Goods & Berrien,
Advertising Counsel, 19 West 44th Street, New York

Weather Forecasting and Business

[CONTINUED FROM PAGE 30]

Now we come to another period of change. Beginning with January, 1921, the solar constant declined rapidly from its high point until by September, 1922, it stood at 1.913, the lowest average ever observed since the readings of solar heat were first commenced. The constant continued at this abnormally low level until in March, 1923, when it recorded 1.908. During the summer of 1923 the constant rose to near normal in September, but immediately started to decline again until at the present time it is at a very low point.

The decline from the high of the period ending in 1920 to the low of the present period represents a falling off of nearly 4 per cent in the solar heat reaching the earth's atmosphere. It is also estimated that this decrease in the solar constant represents a decline of nearly 5 deg. Fahr. in the earth's temperature.

MR. BROWN asserts that this measurement of the solar constant during the past three years definitely determines the character of the weather we will have in the period from 1925 to 1927 inclusive. The effect of the decline in the solar constant has already been felt in the Scandinavian countries and in Russia.

The winter of 1923 brought the most severe cold to Russia that the people of that land have experienced in many years. The changes in the temperatures of the north seas and the consequent changes in the winds of that region have resulted in ten months of almost continuous rain in the Hebrides, off the west coast of Scotland. This last spring in many parts of the United States came so late that we literally jumped from winter into summer. The last week of spring in 1923 saw black frosts in Southern England, and snowstorms in Italy, France and Austria, with freezing temperatures, breaking records of over two centuries.

Whereas during the last three years the cold areas in the Atlantic and Pacific oceans have been closely confined by the warm waters of the tropical currents, the reports from the logs of thousands of ocean-going vessels indicate that the waters of the earth are already below their normal temperatures. This means that new meteorological high and

\$75,000 Spent
to Establish the Character of

SOUTHERN RURALIST

Circulation

400,000 guaranteed

SOUTHERN RURALIST guarantees 400,000 net paid circulation. And this is quality circulation. Its character has definitely been established by a unique and comprehensive investigation of Southern Ruralist subscriptions. As far as known, no other publication has conducted a circulation check of like magnitude or scope except in case of a contemplated sale of the property.

Methods of checking employed

As a result of this analysis, now practically completed, Southern Ruralist is proving that every name on its records represents a bona fide individual who has ordered and paid for the magazine; that each name and address is correctly listed; and that all issues of Southern Ruralist go straight to the homes for which they are intended. Original orders have been consulted, verification letters mailed, and the services of literally thousands of postmasters enlisted in order that Southern Ruralist may offer to advertisers the most accurate buyer-subscriber list it is possible to obtain.



For accomplishing so great a task eight months have been required—a period of intensive and uninterrupted application, daily and overtime, by a force of from 15 to 20 skilled employees working under expert supervision. Clerical expense, postage and incidental items alone entailed a cost of more than \$75,000.

*Free booklet
on request*

The reasons for this investigation, and its significance to you, are discussed in our new booklet, "Facts for the Buyers of Advertising." We will be pleased to supply you with one or more copies; write direct or to the nearest office.

CHICAGO
J. C. BILLINGSLEA
123 W. Madison St.

ST. LOUIS
A. D. McKINNEY
1411 Syndicate Trust Bldg.

NEW YORK
A. H. BILLINGSLEA
342 Madison Ave.

MINNEAPOLIS
R. R. RING
Palace Bldg.

SOUTHERN RURALIST

ATLANTA, GA.

4 0 0 , 0 0 0 G U A R A N T E E D

low pressure areas will be developed with their resultant winds. In certain sections of different countries where recent years have brought a lack of rain and snow, there will be a reversal of conditions. On our Pacific coast, Washington and Oregon have had excessive rains, while to the south in California the existing conditions brought on by the excess heat of the period ending in 1920 have developed the worse droughts that have ever been known in that part of our country. The southern Sierras, which normally receive about twenty feet of snow each winter, have been almost bare during the last two years. As a result, there has been a scarcity of water for irrigation purposes in California, while the hydro-electric power plants have been compelled to curtail operations because of a water famine.

IF we are to place our faith in present astronomical readings and in measurements of the solar constant, it appears that we must prepare for several years of record breaking cold weather. Mr. Brown states that the year 1925 will be a time of low temperature and rigorous weather throughout the world. Furthermore, the winter of 1926-27 may duplicate the conditions that developed in 1816, the "year without a summer." He calls attention to the fact that 1926 and 1927 will be a year of sunspot maxima which will give us a further drop in solar radiation and tend to cause an additional decline in the earth's atmospheric temperature. If in addition to this we should have a violent volcanic eruption such as occurred in 1783, 1815 or 1883, then our upper air will be filled with volcanic dust and conditions will be complete for the creation of a summerless twelve months.

Nathaniel Pousette-Dart

During the past seven years art director for the J. Walter Thompson Co., Barton, Durstine & Osborn, and the George L. Dyer Company, respectively, has opened an art service, to be known as the Nathaniel Pousette-Dart Company, 25 West 45th Street, New York.

**"Practical Electricians"
Becomes the "Experimenter"**

Starting with the November issue, *The Experimenter* will be increased in size to 72 pages and the first issue will have a circulation of 100,000 copies. The editorial policy has been broadened to include the entire experimental field in electricity, radio, chemistry and all the sciences in general. R. W. DeMott is advertising manager. Publication offices, 53 Park Place, New York.



ROME WASN'T BUILT IN A DAY

YOU and I, all of us, have a habit of buying. It's a habit we form unconsciously. It develops slowly. But once formed, it is not easily broken.

For a quarter of a century retail furniture and homeluminshings retailers have shaped their buying habits—influenced to a great extent by a business-magazine which many of them have called "the furniture man's bible."

This magazine has grown with the industry. It does not deal in superlatives. It has always dared to say what it thinks and believes. And dealers in the field have responded.

The Grand Rapids Furniture Record is the oldest A. B. C. journal published that serves the retail furniture and homeluminshings merchandiser.

Advertisers have demonstrated to their own satisfaction its effectiveness as a medium for producing results.

Rome was not built in a day—Neither is it possible to build the right kind of circulation over night.

Forced-growth circulation is much like the empty shells of cities that one sees in the movie studio. They look like the real thing, but that's the only point of resemblance.

The Grand Rapids Furniture Record

Grand Rapids, Mich.

A. B. C. — A. B. P.

Published by
PERIODICAL PUBLISHING
COMPANY
Also Publishers of
*The Furniture Manufacturer
and Artisan*
*The American Funeral
Director*
Within the Home
Home's Charming
*Best Furniture, and
Books for the Industry*



**"INCREASING DIRECT
ADVERTISING RETURNS"**



A New Book by FLINT McNAUGHTON

Here is a book YOU need. Filled with practical, result producing information. Outlines plans for increasing returns in inquiries and sales; winning jobs, creating demand, etc. Shows advertising fundamentals. Explains right practices and winning methods. How to increase pulling power in inquiry and order cards, coupons, order blanks, etc. Analyzes coupons in magazines and trade papers. Just the information all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 701 advertisements. 220 pp. Cloth. At Live Bookstores.

Sent Direct for \$2.50

Selling Aid, 1304 Jackson Blvd., Chicago

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undoubted merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

The Architectural Record

119 West Fortieth Street, New York

Established 1893. Net paid circulation in excess of 11,000 per issue including 6126 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. B. P., Inc.

ON REQUEST Sample copy, A. B. C. report, rates, 50 page booklet, "Selling the Architect," building directory, etc.

DIGNIFIED Attention Getting DISPLAYS



Inexpensively Planned
TO MOVE YOUR GOODS

from your Dealers' shelves

Electrically Illuminated

Rich in dignified colors

GET 100% USE

Your dealer can't throw
them away

Their Command Respect

CREATE CONFIDENCE

THEY SELL YOUR GOODS

Let Us Show You How!

**ANIMATED PRODUCTS
CORPORATION**

19 W. 27th St. New York.

Here are the three ad-
monitions that lead to
advertising thrift:

Concentrate!
Intensify!
Economize!

Our twenty-two clients
know we practice them
all, separately and to-
gether.

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
McCORMICK BUILDING
CHICAGO

The Trademark Clinic

(Letters that are addressed to the Trademark Editor, Advertising and Selling Fortnightly, 52 Vanderbilt Avenue, New York, asking specific trademark questions, will be answered promptly by mail)

In the issue of August 13, a brief reference was made to the subject of trademark valuations, and it was pointed out that in many instances business men have supposed that they were buying something that they did not receive at all, or received considerably less than they expected to get.

* * *

For example, there has been a bitter controversy for the past dozen years or more between the Andrew Jergens Company of Cincinnati and one William A. Woodbury, over the name "Woodbury" and the well-known neckless head trademark as applied to toilet articles. The Jergens Company has spent a great deal of money in attempts to defend its rights acquired by purchase, and Mr. Woodbury has strained his resources repeatedly in opposing the Jergens claims. So far as the court decisions go, the results are not wholly satisfactory to either party.

Some twenty years ago, the Jergens Company bought from the old John H. Woodbury Dermatological Institute the right to manufacture and sell certain specified products, among others Woodbury's Facial Soap, Shaving Soap, and a few more.

At the same time the company also acquired an interest in the Institute, of which William A. Woodbury appears to have been the active manager after the death of his cousin John. After a time there was a falling out between the Jergens Company and Mr. Woodbury, and the Institute went into bankruptcy and was discontinued.

* * *

Thereupon the conflict began. Mr. Woodbury attempted to continue in the business familiar to him, and naturally used his own name in connection with his products. To some extent he also used the neckless head trademark. In the meantime, however, the Jergens Company had widely advertised Woodbury's Facial Soap, and the brand was of great value. Inevitably there was a certain amount of confusion in the public mind when Woodbury's activities crossed those of the Jergens Company, and the latter began to bring infringement suits to protect its good will.

Woodbury's contention in the main has been that the Jergens Company purchased only a part of the original business, consisting only of certain specified products in which they were interested, and which represented only a small fraction of the various products bearing the name. Such products as facial creams, freckle removers, and so on indefinitely, they did not buy because they could not conveniently add

them to a soap manufacturing business.

As a matter of fact, he claims that they did not buy the Institute's soap business, as such, but merely the Facial Soap and shaving soap. Hence he claims that he has the right to enjoy the good will represented by the trademark in connection with all the other products which they did not buy, and that he will be deprived of his rights if the Jergens Company is allowed the exclusive use of the trademark simply because they have made a great success with the Facial Soap, and have advertised it on a large scale.

* * *

The records of litigation over the question are varied and complicated, and there is no need to discuss them in detail. The point is, however, that they are wholly satisfactory to neither party. Each has rights which are entitled to protection, but neither can wholly exclude the other, and both are obliged to spend large sums of money in defending such rights as they claim. The long-drawn-out controversy has also engendered considerable bitterness on both sides, which is not a good thing in any business.

Now in the beginning it probably would have cost the Jergens Company only a small fraction of what it has spent in court costs and legal fees to buy the Institute lock, stock and barrel, including the products it did not want to make as well as those few that it wanted. It would have been money in its pocket to have done that, even if it involved killing off entirely the superfluous products. That is the practical significance of the story for other manufacturers. If you are going to buy a business with a trademark attached, it is well to make certain that you get title to all of it, even if it involves paying a little more than at the moment seems necessary. It is always cheaper to avoid litigation than to pursue it, and unless you possess the clear, *exclusive* right to the use of a trademark, its value is almost certain to be seriously reduced, and possibly destroyed.

* * *

Few business men, comparatively speaking, understand how tremendously expensive litigation of this kind really is, especially where it is necessary to go back and search records of transactions forgotten years ago. It is a great deal cheaper to pay a few thousand dollars extra in the beginning, if it is necessary to do so in order to insure possession of all the rights there are.



The Pictures in the Firelight

BY JAMES WALLEN

JAMES Ellis says that the mind paints before the brush. Not alone does the artist dream pictures. We are all picture makers but our clumsy fingers fumble and fail us.

In the dancing flame of the hearth or camp fire, every man and woman sees pictures of happiness on the wing along the road to tomorrow or fluttering down the aisles of yesterday.

Pictures are romance made into reality by some magic power possessed by gifted and laurel-crowned children of earth. Everyone who hopes to move the minds and hearts of people today must employ brush, pen or camera.

The art of photo-engraving has made the distribution of pictures as easy as the dissemination of the printed word. Where words once travelled

alone, pictures now go with equal speed. Thru the mails travel the illustrated show windows of business houses whose customers never enter their favored stores and factories.

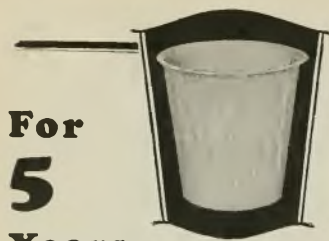
"Your story in picture leaves nothing untold," say the sages of publicity. The men who must move mountains of goods use photo-engraving.

It is the purpose of the American Photo-Engravers Association to assure you of sound practice and a high standard of engravings. "Only the best is good enough" is the shop rule of Association members.

"The Relighted Lamp of Paul Revere" is a narrative in booklet form of the epic rise of the photo-engraving craft. A copy may be had from your engraver or direct from the Association.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO



For
5
Years

LILY CUP

has used an Oral Hygiene color page each month to reach the entire dental profession. O. H. has been the only dental paper used.

Oral Hygiene

Pittsburgh, Pa.

CHICAGO: Peoples Gas Building, Harrison 8448
NEW YORK: Flatiron Building, Ashland 1447
ST. LOUIS: Syndicate Trust Building, Olive 43
LOS ANGELES: Chapman Building, S29041

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Salesmen Who Are Almost Good

[CONTINUED FROM PAGE 16]

manager wanted him to. Bill went out to get \$10,000 a month business and earn \$200 a month pay. And he did it. Now and then, of course, Bill slipped a little.

"But, take Bill month in and month out," the sales manager explained one day, "and he'll hit better than \$10,000—nearer \$11,000—and sometimes better than \$12,000. The trouble with Bill was that he had grown into a \$150 rut. It wasn't much of a job to lose, if he failed to make good, because it wouldn't be long until he had another one. But a \$200 a month job—that was something else. Those jobs didn't lie around. A man that had one of them managed to hang on even if he had to work nights. So Bill hung on. He worked longer hours than he had even expected to work, but he was making \$200 a month."

* * *

NOT long ago a sales manager said to me: "If I could take those of my men who are almost good and give them just a little extra shove, I'd turn what is just an ordinary volume of business into a mighty fine volume. The thing is that it seems impossible to get the average man up to what he can do."

Briefly, therein lies a big undertaking for every sales manager. Every salesman, no matter how good, can do a little more than he is doing. Few salesmen are so constituted that they can go long day after day, week after week, hitting on all six all the time. They go along in fine shape for a few weeks and then slide off. They do a little less than they are able to do.

There is no set rule for bringing the lagging members up to what they are capable of. One man needs to be coaxed, another has to be soundly spanked, and others again might as well be dropped. But this is true—that the right treatment, patiently administered and kept at long enough, will take the average man who is almost good and put him into the "make good" class.

Right here lies one of the most important jobs of the sales manager—the task of nursing his organization along, studying this man and that man, patting on the back here and handing out a swift kick there, but always working along to help each individual according to his own needs to get up to a little higher plane.



PROVE IT! SHOW THE LETTER

Your salesmen should show skeptical prospects testimonial letters received from satisfied customers—it supplies proof and gets the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales thru their use. Successful salesmen want and will use them.

Write for samples and prices

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

Color in your Advertisement

APPROPRIATE color is a vital asset to most successful advertisements. Besides attracting the eye of the reader, it radiates the character of your product—it makes a definite impression upon the mind of the reader.

The principles governing color are quite as important as the principles which govern any other force. Every shade and hue embodies certain powers of impression—negative and positive.

In choosing appropriate color for your booklet, circular, insert, catalogue, etc., we invite you to consider our suggestions. You can place your color problems in our care—as other successful advertisers are doing.

SUPERIOR COLOR COMPANY

CARL F. SCHWENKER, Pres.

Makers of Superior Printing Plates
209-219 West 38th Street
NEW YORK

Every Advertising Man's Library Should Contain This Vitaly Human Life Story



“LOUDER PLEASE!”

By

EARNEST ELMO CALKINS

Author of *Modern Advertising*,
The Business of Advertising,
and *The Advertising Man*

READERS of the *Advertising and Selling Fortnightly* need no introduction to Earnest Elmo Calkins; his authoritative books and articles are already well known.

Some thirty years ago Mr. Calkins came to New York, friendless, penniless and deaf; he is now at the head of his profession. His story is told in this book, and a more human, fascinating, humorous, and at times pathetic autobiography has not been published.

In original and diverting style, Mr. Calkins outlines the influences that shaped the life of “the Boy” in a little Middle Western town; the charm of the printing press that led him into an amateur’s adventures and a craftsman’s practical experience. The tale of his initiation into business in New York shows that foreign-born Americans by no means monopolize the picturesque ups and downs of our strenuous life!

Unusually interesting is the story of Mr. Calkins’s efforts to overcome his particular handicap of deafness, and succeed in the advertising world. He tells how the first art department attached to an advertising agency was started, how Sunny Jim and other famous advertising characters were created, and how his own firm, Calkins & Holden, came into existence.

A book rich in appealing reminiscence, warm with delightful humor, and pungent with shrewd comments on life and human nature. No advertising man will want to miss reading it.

Illustrated, \$2.50

At all booksellers or

THE ATLANTIC MONTHLY PRESS

THE ATLANTIC MONTHLY PRESS, INC.,
8 Arlington Street, Boston (17), Mass.

A.F. 9-10-24

Gentlemen:—

Enclosed find \$2.50 and mail, postpaid, a First Edition copy of
“LOUDER PLEASE!”

Name Address

FULL MEASURE



You Get
370,762
 READERS
 You Buy
132,415
 Net Paid Circulation—

APRIL 26, 1924 ISSUE
 Publisher's Statement A.B.C.

A recent survey of the subscribers and newsstand buyers of Radio Digest based on our issue of April 26, 1924, shows 370,762 readers to carry copy sold. Much other interesting and instructive data is also available. Write us for "Facts, Not Fancies, About Radio." Know why advertising pays in Radio Digest with the

Lowest Agate Line Rate of All Radio Publications

The present low rates offer the biggest buy in Radio today
 FOR LOW-COST ADVERTISING RATES

W-4-1-2
 510 North Dearborn Street
 CHICAGO
 611-12 Times Bldg.
 NEW YORK



Fastest Growing Radio Magazine

For 15 years the leading best equipped
 business research organization.

Surveys and special investigations—
 dealer questionnaires anywhere in
 U. S. \$1.50 per dealer, 75c consumer.

Industry researches on over 300 lines
 available at \$150 and upward.

BUSINESS BOURSE

J. GEORGE FREDERICK, President
 15 W. 37th St., New York, N. Y.

HOTEL ST. JAMES

109-13 West 45th Street, Times Square
 NEW YORK, N. Y.

AN hotel of
 quiet dignity,
 having the at-
 mosphere and
 appointments
 of a well con-
 ditioned home.

Much favored
 by women trav-
 eling without
 escort.



Rates and Booklet on application
 W. JOHNSON QUINN

Is Advertising Taken Too Seriously?

[CONTINUED FROM PAGE 17]

tising men, and perhaps more than my share, but this post-vacation experience of mine has given me a jolt. I am still afraid of very broad humor in advertising, but I am ready to believe that the same whimsicality that has endeared the Campbell Kids and the quaint figure of Old Dutch to the American public can be injected into advertising copy in such a way that it will have an interest and a sparkle and a human appeal far greater than much of the deadly serious stuff that weighs down the advertising pages of our public prints.

C. Louis Wilson

In the advertising service at Buffalo, N. Y., has been appointed advertising counsel to M. Wile & Co., makers of Club Clothes, same city.

Insurance Advertising Conference

Officers elected by the Conference, an association of advertising and publicity managers of all the American and Canadian insurance companies, are as follows: President, Edward A. Collins, assistant secretary National Surety Company; vice-president, Roosevelt L. Clark, advertising manager Continental Insurance Group, New York; secretary-treasurer, Stanley F. Withe, Aetna Affiliated Companies, Hartford. Newly elected members of executive committee are: Clarence A. Palmer, advertising manager Insurance Company of North America, Philadelphia; E. L. Sullivan, advertising manager Home Insurance Company; Luther B. Little, publicity manager Metropolitan Life Insurance Company; J. G. Mays, vice-president Royal Indemnity Company, and Arthur H. Reddall, advertising manager Equitable Life Assurance Society, New York. Leon A. Soper, advertising manager Phoenix Mutual Life Insurance Company, Hartford, the retiring president, was elected Junior Commissioner to the National Advertising Commission.

Dornicus & Company

Advertising agency of New York and Chicago, of which C. W. Barron is president, has opened a Boston office at 30 Kilby Street, in conjunction with the Boston News Bureau. The company operates two distinct departments, one for financial advertising and the other for commercial and transportation accounts. Lewis W. Munro, advertising manager of the *Harvard Business Review*, has joined the staff of the company.

Chester K. Hayes

Formerly with United Appliance Company of Ohio, is now manager of the Chicago office of the Standard Dairy Publications.



President's Office



Sales Department



Vice President's Office N.Y.

A specialized organization trained to the highest degree of accuracy

STANDARD RATE & DATA SERVICE

The National Authority

Chicago
New York
Los Angeles
San Francisco
London



Vice President's Office N.Y.



General Office



Editorial Department



Creative Staff



"Thar Ain't No Sech Animile!"

Many people, when told that there is a farmer who has a steady and prosperous income, would calmly say, "Thar ain't no sech animile."

Believe it or not, there is such an "animile." He lives in New York, New Jersey, Pennsylvania and New England, and supplies the much-needed dairy products, garden truck, live stock and poultry to the Eastern cities. They pay him well for it, too, and they buy of him the year around.

Devoted to his interests and read by him for 43 years is RURAL LIFE and Farm Stock Journal. It now has 80,000 subscribers and is adding from four to five thousand more every month.

This field is too important to omit from your merchandising plan. RURAL LIFE and Farm Stock Journal should be included in your campaign. Rates are 50c. per agate line.

RURAL LIFE and Farm Stock Journal

8 North Water Street Rochester, N. Y.

Eastern Representative
THOMAS H. CHILD, Fuller Bldg., New York

Western Representative
HARRY R. FISHER, Mallers Bldg., Chicago

Their Leisure Hours



Everybody knows that when you are at leisure your mind is more receptive.

Along the beautiful Mississippi Gulf Coast are hundreds of homes where there is an atmosphere of comfort and ease—and an appreciation of the good things of life. Here there is a special interest in those things which add to vacation pleasures and out-of-door life.

The Daily Herald, entering daily more than 4,375 homes along the Mississippi Gulf Coast, is an effective selling messenger. National Advertisers find that its columns reach a "leisure class" of unusual buying potentiality.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers



CRAM CUTS—

READY? for booklets, house organs and advertising.

\$1.00 each

THE CRAM STUDIOS,
B-109, Muskegon, Mich.

The Only Denne in Canadian Advertising

Our Counsel and Service on your CANADIAN ADVERTISING is based on years of successful experience in the Canadian field. Before choosing your Canadian agency, write

A-J DENNE & Company Ltd.
217 Bay Street, TORONTO.

What of the Mail Order Business?

[CONTINUED FROM PAGE 28]

exception of the very large general mail order houses dealing in all kinds of articles, there has been a serious depression; there is no use denying that fact.

But when we analyze these figures, we find them very largely, at least, parallel with the figures of other houses selling exclusively through dealers; with the exception of one factor: the mail order man dealing direct with the consumer is always in advance on the down curve and on the up curve. Very naturally so. Why? Because he sells to the consumer when the consumer buys; whereas the man selling to the dealer sells his goods at a time when the dealer believes that the consumer is going to buy. For many years I have been able to note that curve from sixty to ninety days in advance. The mail order business thus is a barometer of coming conditions.

I MAY, as I stated, see other factors injuriously affecting the mail order business; but the figures at present do not show anything at all conclusive along that line. The figures on the whole simply indicate that the mail order business is settling down thoroughly to an industry in which it is harder to get new trade and easier to hold old trade.

What of the future? Is it not unreasonable to believe that a great industry (or a method of conducting industry) will be vitally changed? It may be changed in many particulars, it may be redirected in many ways. But the mail order business is going on for a long, long time—probably as long as ordinary buying and selling under our present competitive system continues. It must become, as time goes on, more and more of a real business. Those catch penny schemes are doomed to death. The merchandiser who exaggerates who makes vast claims in order to get a new customer, will find that mathematics are against him. No matter how much he may lie, he still has to pay an excessive price for his first order. And when he has lied he cannot get the repeat order.

So when business revives, which let us hope will be the latter part of this year, and surely by the first of next year, the mail order business ought to be in an improved condition—for those who want to see business as a whole improved, not only in profits, but also in cleaner method.

Buying Power



The quantity buying power of the automobile trade is effectually covered by these three publications:

MOTOR AGE MOTOR WORLD
AUTOMOBILE TRADE JOURNAL



OVER three-fourths of the quantity buying power of the automotive trade is centered in the hands of half the dealers—and that half is covered by Motor Age, Motor World and Automobile Trade Journal with a thoroughness that has no parallel in this field.

Not all the 100,000 trade units are large buyers. Many are garagemen who only store cars. Others, by reason of location, temperament, lack of capital, etc., have little buying power. Obviously, a circulation among such retailers is of little value to a manufacturer.

The market lies among the dealers who have real buying power. Where are they to be found? Not in any one class of trade, or section, or size of community. They are drawn from all classes, all sections, all sizes of towns. But they ordinarily are difficult to reach without including the small-buying element.

They can be so reached, however, through three great dealer papers—Motor World, Motor Age and Automobile Trade Journal—which, by years of consistent helpfulness, have won their confidence and support. These papers excel in buying power of their readers just as they do in coverage.

That they reach the quantity buyers is not a theory but a demonstrated fact. Test after test in various places have proved it. In many instances practically every real buyer in the town is a subscriber to one of these three publications.

To cite just two typical instances. The 83 trade subscribers to the three publications in Des Moines constitute 57% of the trade units in that city, but they do 89% of the total business. In Belleville, Ill., the 37 out of 53 retailers, who subscribe to one of these three papers, do 97% of the business. That is the kind of concentrated buying power that an advertiser wants.

Over 61,000 separate retail establishments are reached by the combined circulations of Automobile Trade Journal, Motor Age and Motor World. And the duplication is very small. The great bulk of these subscribers are real quantity buyers. They constitute the cream of the trade. Through them most of the merchandise of the industry is marketed.

Use liberal space in these three papers to reach the dealers. The unequalled combination of coverage and buying power makes them the mightiest available force in getting a trade market for any automotive product.

Address any of our offices for further particulars.

UNITED PUBLISHERS CORPORATION

THE CLASS JOURNAL COMPANY

219 West 39th Street
New York

CHILTON COMPANY

Chestnut and 56th Sts.
Philadelphia



The
AUTOMOTIVE DIVISION

Looking Back with Calkins

[CONTINUED FROM PAGE 22]

man. Notwithstanding the affliction of poor hearing, of the entire disadvantage of which he himself harbors grave doubts, he rightly considers himself a most fortunate man. His choice of a business partner, or the partner's choice of him, proved one of the greatest of good fortunes, which he most gracefully and graciously acknowledges in his interesting story.

It is gratifying to me to know that, quite unintentionally and without premeditation, I was the means of bringing about this markedly successful and congenial business association.

In temperament, disposition, ability and training, the two seem completely complementary.

Mr. Calkins refers to the advent of George Ethridge into the organization, but he probably does not know how often I prevented these two from coming together like the two halves of a seidlitz powder.

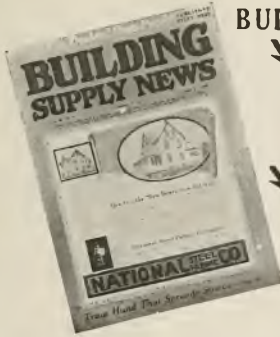
Their ideas of art in advertising were almost diametrically opposed. Calkins was an idealist—Ethridge an opportunist. Ethridge knew that an art department must not only produce an acceptable product, but one in which there might be the possibility of profit. Earnest Elmo was never by any chance troubled with such sordid considerations. Many of his brain children in the form of instructions for illustrations were brought to me by the usually amiable Ethridge, before execution—I mean before drawing, the execution came afterward—when there would ensue a colloquy approximately as follows:

ETHRIDGE: "Here are some instructions from Mr. Calkins. Of course, we can do the work this way, but it will take a day of Farrell's time—all we get for it is ten dollars, and I don't think it will be worth a damn anyway."

C. A. B.: "Maybe so, but Calkins is frequently right, you know. Don't make the finished drawing—just lay it out in pencil and let it come to me with the copy in the regular way. Meanwhile, tell me how you think it should be done, but don't let him know it, or there may be bloodshed."

Sometimes he would do it that way and I would be able to sell his revision to Calkins. Sometimes Ethridge would change his mind and follow instructions. Amongst us all we produced some very satisfactory material. We were busy, interested, and generally happy.

TWO OUTSTANDING FACTS:



BUILDING SUPPLY NEWS

➤ Has more NET PAID Circulation than any other dealer paper in the building field;

➤ Prints more advertising every month directed to the building supply dealer than all other publications in the building field combined.

Send for any recent issue and you'll see why "The Dealers' Own Paper" enjoys such an enviable prestige among more than 5,000 dealers.

BUILDING SUPPLY NEWS

A. B. C.

405 Old Colony Bldg., CHICAGO

A. B. P.

"Who Is This Fellow?"

We would like to have you know him better. There are over 100,000 of him. He is a recognized success in business—hence, he is a leader and, being such, establishes the customs and methods of thousands.

He's a Fellow Worth Talking To

Because his intellect is keen and his interests many, this fellow buys for his business, home and community. Many of the more prominent advertisers are already talking to him. Probably you would care to, if you knew him better.

"Who is this Fellow?" has just been published for those who would like to know him better. You may have your copy for the asking.

Eastern Representatives:

Constantine & Jackson
7 West 16th Street
New York

THE
ROTARIAN
The Magazine of Service
CHICAGO

Mid-West Representative

Howard I. Shaw
326 West Madison St.
Chicago

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago



BUSINESS STATIONERY



ENGRAVED
LITHOGRAPHED

SEND FOR
PRICES & SAMPLES

MORRISON
Fine Arts Bldg. Rochester, N.Y.



More Concerns have been Harmed by Over Advertising than by Under

ISN'T it your opinion that there is a terrific loss in advertising expenditures, by the mis-use of mediums of the "panacea class," that have a cure-all circulation for selling everything from hair pins, to the Zoo's latest born leg-tottering giraffe?

If an expenditure of \$25,000 will reach the major number of home owners, that are proven buyers (not estimated, but proven) for certain hardware, for example, is it worth the price of admission to spend \$50,000 for the sake of seeing your advertisements in the pages of the cure-all mediums?

Can you afford to allow your pride to outstrip your sound business sense?

There is, of course, a place for everything, and the big circulation mediums are an essential, and a fully demonstrated power, at certain stages of business progress.

But it's our sincere belief and observation, that more concerns have been harmed by over advertising, than by under. This is particularly true in the field of home building and equipping materials.

Perhaps we are a bit old fashioned.

However, evidence points to our having done some rather convincing business building jobs with the 25,000 that others claimed "must be 50,000 or nothing."

You may like to know what could be done with your 25,000.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

To the Art Directors of New York

Completely organized now—with a fine, well-balanced staff of skillful designers and illustrators—experienced artists from New York and Chicago—men famous for individual technique, I am now in a position to extend to you a select and signal service in the preparation and completion of distinctive advertising campaigns.

J. ALBERT CAVANAGH
TWO WEST FORTY-SIXTH STREET, NEW YORK

Art for Advertising

Museums and the Factory

[CONTINUED FROM PAGE 26]

were long-headed business men; they could discern the logical steps of progress in their industry while these steps were yet leagues away, and they saw in this exhibition an indication of their best thought in the difficult matter of design.

"Here was a realization of hopes that promised little before the war, but gained much impetus from our splendid isolation in matters of design during the conflict. Here was the work of over one hundred firms and designers, in all 440 objects brought in evidence to prove that design is the leading commodity offered for sale in scores of business fields, and that to command its price it must be studied in the light of the best originals available. For these objects were one and all of museum inspiration; that is to say, each owed some part of its design value to study of the collections in the Metropolitan Museum. There were silks and cottons, silver and iron, lacquer and lamps, cabinets and commercial containers, fringes and car cards, scrims, batiks, rugs, bedspreads; in fact, a most varied collection of modern commercial material, each with an across-the-counter selling value and each maintaining that value because in its production museum originals played a part.

"Copies? Yes, a few; the trade will always demand some. And then repetition is the mother of study, as the Latin textbooks say. But the real truth of progress lies in designs which are the result of what may be termed the inspirational use of the collections. When a lamp manufacturer gets ideas from Cellini bronzes or Greek mirrors—this means progress. When a neckwear manufacturer studies armor, or a title designer studies miniatures, we may safely say that the clear light of a new day is dawning in American design."

THESE designers have found the open road to freedom; they have come to an understanding of first principles. It is surprising to discover how few those first principles are, how easily they are lost sight of and how difficult to set up again when a welter of hybrid forms and garish colors has smothered them in the pursuit of "volume" and "turn over." But the number of these wideawake producers is steadily increasing; in always greater number designers are learning the very first concept of all design, namely, that this pervasive quality cannot be evolved out of an inner consciousness, that it means work and study before the foundation of knowledge is laid and the structure of wisdom erected on it. The foundation is not

a collection of plates grouped in a selected number of pattern books; the foundation is not a course in a school that does its best and then achieves but indifferently. The foundation is education and books; best of all, study of originals of other times, originals that have stood the test of years of use and have passed the scrutiny of experts and connoisseurs not only of today but of centuries before us. For those designers and manufacturers the Museum maintains a separate department, in charge of a "liaison officer," who acts as interpreter—and sometimes, alas, as mediator—between the collections and the active world of production. The results of this work are annually gathered together in a selective exhibition of American industrial art, all exhibits being in some way the direct result of Museum study.

IF design sells the article the design must be good. To be sure, this requires a degree of judgment which designers, makers, buyers and sellers in nine cases out of ten do not possess; and among the purchasing public, even the tenth has yet to achieve that pinnacle of appreciation. But these are stirring days. Producers and dealers, designers and public, all are beginning to feel the leaven of a new growth. Somehow progress comes. Though at any given moment there may be breakers ahead, we discern now and then through the confusion of miscellaneous designs some light that shows the course. At any rate, the findings at the Metropolitan Museum seem to give that promise. It is the most salutary evidence of our faith in ourselves, of the conviction of an always increasing number of producers, that the best design is good enough for America and that the best resources must receive constant use to achieve that end.



To-morrow's Telephones

So vital a factor has the telephone become in American life that the demand for it would undoubtedly grow even without increases in population. New businesses are founded; others expand. New homes are established in town and city, in suburban dwellings and apartment houses.

To meet the needs of America, to-day and to-morrow, with the best and cheapest telephone service, is the responsibility of the Bell System. The telephone will grow with the population and prosperity of the country, and the plans of to-day must anticipate the growth of to-morrow.

The service which is given to-day was anticipated and provision was made for it, long in advance. Money was provided, new developments were undertaken, construction work was carried through on a large scale. The Bell System, that is, the American Telephone and Telegraph Company and Associated Companies, has continuously met these requirements. It has enlisted the genius of technical development and the savings of investors for investment in plant construction.

Over 315,000 men and women are owners of the American Company's stock and over half a million are investors in the securities of the System. With a sound financial structure, a management which is reflected in a high quality of telephone service, the Bell System is enabled to serve the increasing requirements of the American public.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM

One Policy, One System, Universal Service

Cone, Hunton & Woodman, Inc.

Publishers' representatives, New York, took over the representation of the Lexington (Ky.) *Herald*, Sept. 1.

The Powers-House Co.

The Bryant Heater & Manufacturing Company of Cleveland, manufacturers of gas boilers and automatic hot water systems, has placed its account in the hands of The Powers-House Company of that city. The same agency has also been selected to handle advertising of The Teagle Company, Cleveland, makers of Dulce-Tone, a device which makes a talking machine into a loud speaker for radio.

National Miller

Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.

630 W. JACKSON BLVD., CHICAGO

**Folded Edge Duckline and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays**

THE JOHN IJELSTROEM COMPANY

Mason, Ohio Good Salesmen Wanted

THE WORLD IN PHOTOS

Just added Burton Holmes, De Cou, and Hine collections to my vast and rapidly growing list of subjects, making 120,000 for house organs, advertisements, magazines, trade papers, books.

EWING GALLOWAY

118 E. 28th St. New York

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable editor on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 15,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

25 Million Feet Gas to be Added to Daily Output of New York State

ON the completion of plants now under construction or planned for the immediate future, twenty-five million cubic feet of manufactured gas a day will be added to the capacity of New York State Gas Companies. This will make a 10 per cent addition to the total output of the State and anticipate the increasing demand for gas, which last winter taxed many companies to the utmost.

This represents an expenditure of millions of dollars in one State alone to meet the tremendous expansion needs of the gas industry. Other States are experiencing a proportionate expansion activity.

Help supply the needs of this important industry. Data on the market for your product gladly furnished.

Some equipment and supplies needed: tools; pipe; valves; couplings; protective paints and coverings; insulation; refractories; industrial furnaces and systems; appliances; tanks; laboratory and office equipment; process chemicals; motor trucks; testing, measuring and recording apparatus; power plant equipment; conveying, hoisting and transporting machinery; compressors; blowers; pumps.

Gas Age-Record, 52 Vanderbilt Ave., New York

The only A. B. C. & A. B. P. paper serving this field
We also publish *Brown's Directory of American Gas Companies* and the *Gas Engineering and Appliance Catalogue*.

Gas Age-Record

"Spokesman for the gas industry"

On Perspective in Advertising

By *W. Russell Green*

Advertising Manager, Hires Root Beer Company

IT was Burke who once said something about a briar looking as large as an oak tree if it were close enough to the eye. What advertising often needs is proper perspective. Sometimes we are too close to our business to see the real objectives. Sometimes the idea is close at hand that we have searched so far to find. In our endeavor to catch the public fancy we look past the important thought to the mirage in the distance.

A few years ago the Charles E. Hires Company spent considerable time and some money endeavoring to get a slogan for their distilled water "Purock," which is well distributed in Philadelphia and vicinity. The two thoughts we wished to express were, first, that it would quench thirst and, second, that it was healthful. We tried all kinds of sentences and all variations of phraseology in our endeavor to attain our goal. Finally it flashed upon us that we were simply trying to say "For thirst and health." *There was* our slogan, and we have used it ever since.

CRITICISM of advertising agencies is the very human mistake of using for one company what has worked so well with another. One must know his product very thoroughly and must view it in the proper perspective to get the best results. An outstanding advertising principle in my mind is this: Every company's product is a little different from every other one's, and its advertising and publicity must therefore be different. What makes your product different is what the public wants to know. Couple this thought with an interesting story and your potential purchaser will more easily become a constant consumer.

In our desire to use advertising which best expresses the quality of our product we sometimes forget our market. One of the most beautiful posters ever put on the boards of this country, one of the finest examples of art in advertising, was the poster painted for us a few years ago by Maxfield Parrish. Nothing has ever aroused more interest among the advertising fraternity. We even now receive many letters of inquiry concerning it. Was it a success? There are almost

as many different answers to that question as there are individuals to answer. Artists and those artistically inclined were enthusiastic. Many advertising men thought it was "too much art and not enough advertising." The so-called quality group always noticed it, but the masses often found it hard to understand. And our drink sells for five cents, too. Proper perspective on merchandise, markets and media is an important factor in any business organization.

We have learned that we should not even advertise the three forms of our product all alike. Many people do not realize that we have really three advertising campaigns. One for the Hires Household Extract, the original product from which your mothers and perhaps your grandmothers made root beer at home. Another for the fountain drink, "Hires," and still a third for the carbonated drink sold by bottlers in the bottle or case. Point-of-purchase advertising is most important for any beverage dispensed over a fountain. Therefore we emphasize it most strongly for our fountain drink. The Household Extract needs this kind of advertising, too, but like so many products put up in packages for home consumption, the desire is often created at home and therefore publications are most important for this form of our beverage. The carbonated campaign is somewhat of a combination of the other two, but it, too, should be viewed from a slightly different angle than they.

Sometimes the greatest need of advertising and sales executives is not to know more facts about their product, its market, etc., but to view these facts from the proper perspective. Proper emphasis and real success is generally found that way.

L. L. Turney

Has been appointed to serve as sales and merchandising counsel of the Cramer-Krasselt Co., advertising agency, Milwaukee, Wis.

Tiffany-Bayless Co.

Following changes have been made in the organization of this Cleveland advertising agency: John H. Tiffany has resigned as president to accept position of general sales manager of the E. F. Hauserman Co., Cleveland. Mr. Bayless succeeds Mr. Tiffany as president. Horace D. Kerr, formerly account executive with the Nichols-Evans Co., Cleveland, and prior to that in charge of the Western Service and Technical Department of the Atlas Portland Cement Co., Chicago, has acquired an active interest in the Tiffany-Bayless Company and has joined the organization as vice-president.

If You're Not Yet One of the 50 How About Being No. 51?



THE other day a well known advertising man (name on request) publicly declared that there are just about 50 people in the United States who write copy as it should be written.

Whether that's an under or an over-statement, one thing's certain. There are quite a few up-and-coming young advertising men and women who have it in them to become No. 51 on this man's list of real copy writers. Hard digging by the trial and error method may land them there eventually, but their progress will be a lot surer, a lot swifter, and a whole lot less painful if they can get some sound, practical suggestions from someone who's been over the ground himself and is really competent to direct others.

That's exactly what George Burton Hotchkiss is—and exactly the kind of help you get from his new book, ADVERTISING COPY. Chairman of the Department of Advertising and Marketing at New York University, where he has

You need ADVERTISING COPY. Send for it today. 471 pages, illustrated by numerous reproductions of recent successful advertisements. The coupon below is for your convenience. Mail it now.

HARPER & BROTHERS
Publishers Since 1817

taught for the past twelve years, he was formerly a copy writer for a leading agency. Not only does he know how to write good copy himself, but he also has the rare gift of being able to help others write it.

Let Professor Hotchkiss himself tell you about his book. "My main object," he says in the introduction, "is to help those who want to learn to write advertising copy for practical business use. . . . Anyone who has the natural talent and who will give the necessary time and effort can learn this or any other art. And he can learn faster under systematic guidance than alone. This book represents the kind of guidance I should have liked when I began my experience in writing copy for an agency."

HARPER & BROTHERS
19 East 33d Street, New York, N. Y.
Please send me a copy of ADVERTISING COPY by George Burton Hotchkiss, on ten days approval. I will send you a remittance of \$3.50, or return the book if unsatisfactory.

Name _____
Address _____
This coupon must be attached to your business letterhead. A P 9-10-24

WHAT PEOPLE SAID OF IT AT THE CONVENTION

Mr. Lou E. Holland—

"I must congratulate you upon one of the best Special Convention Numbers I have ever seen. It certainly covers the entire proceedings more completely than anything I have seen. . . ."

Mr. C. Harold Vernon—

"I congratulate the 'Advertiser's Weekly' upon their enterprise in preparing the Special Mid-Week Number with news red bot. . . ."

Sir Charles Higham—

"It shows that our leading advertising paper knows how to do the job up to the standard of the leading American advertising journals. . . ."

"The Advertiser's Weekly" records the news and views of British Publicity throughout the year just as thoroughly as during the Convention period.

Subscriptions \$5 annually, post free.
Advertisement rates on application to New York Office—52 Vanderbilt Ave.
New England office—/o Mr. Frank E. Willis, 143 State Street, Boston, Mass.

The **Advertiser's Weekly**
The Organ of British Advertising

To Reach } Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the
American Lumberman
A. B. C. Est. 1973 CHICAGO, ILL.

Pittsburgh Business Women
will buy your merchandise. We can furnish a list of 8,356 names giving residence address. Includes 4,221 Clerks, 2,514 Stenographers, 831 Bookkeepers and 588 Telephone Operators.
Guaranteed 89% *Actual Delivery* up to Sept. 1, 1924.
"Use the Mails—Increases Your Sales"
WRITE ELINOR J. ROEPER
TANK Est. 1907 446 Wood Street

Bakers Weekly A.B.C.—A.B.P.
NEW YORK CITY
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

MULTIGRAPH RIBBONS RE-INKED
Our process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.
Send 2 Ribbons to be Re-Inked at our expense
W. SCOTT INGRAM, Inc.
Dept. C, 65 West Broadway NEW YORK CITY

Advertise your business - but keep your private affairs to yourself

DON'T shout when talking into the telephone. Put a Whisper-it Mouthpiece in place of the one now on your telephone and you can talk in natural low tones, *even whisper*, yet be perfectly understood by the listener at the other end of the wire—and by him only.

And the Whisper-it is sanitary—only highly polished glass can touch the lips. Safeguard your confidential conversations.

Send a dollar now for a Whisper-it Mouthpiece for your telephone. Money back if not satisfied.

Live Agents Wanted



Hotel Belleclair



Only a Few Minutes from the Shopping and Theatrical District

The Highest Class and Most Conveniently Located Hotel on the West Side.

Room and bath, \$4.00.

Write for Booklet.



BROADWAY AT 77TH ST.
NEW YORK



Post-Mortems

Not a great while ago, I lunched with a man who is connected with a company of which I was, at one time, advertising manager. We do not meet often, so it took him the best part of an hour to bring me up-to-date as to what was going on in the business with which I was once connected.

When he finished, I asked, "Any new products being marketed?" That started him and for a quarter of an hour he enthused about the company's latest "offering." It was, he said, "sweeping the country"; "would be, in five years, the biggest seller of all."

I said nothing; but after I got back to my desk, I recalled a certain day—it may have been fifteen years ago—when B— (an associate of mine) and I submitted that self-same product to one of our superiors and asked for his approval. We had everything worked out in detail—product, package, name and introductory plan. We knew we had a winner. But we were not able to convince our superior. He dismissed us with a few words of thanks and the remark, "Nothing doing! We have too many products already."

Years after that, a competitor introduced a product not unlike ours. In a year it was on sale from one end of the country to the other. It has, I suppose, yielded several million dollars profit. I believe it never would have been heard of if the man to whom we two went, in 1908 or 1909, had said, "Boys, you've got something real. Thanks!"

Oh, well, it will all be the same, a hundred years from now.

Sleeping Cars in the Subway

THE NEW YORK subway may be, as the *Subway Sun* says it is, the "safest railroad in the world." But I could name at least thirty-two other railroads I'd sooner travel over.

The fault I find with the subway is that it lacks variety. One car is just like all other cars. One guard looks just like all other guards. And the passengers—they look alike, too.

Yet, even in the subway, interesting things happen, occasionally.

One night last winter, for example, I saw a drunken sleight-of-hand per-

former extract half a dozen guinea-pigs from inside the waistcoat of the colored man seated alongside him.

More recently—a week or so ago—I boarded a local train. I saw—or, as it proved, I thought I saw—some vacant space in the center of the car. When I got there I found that this supposedly vacant space was occupied by a man who had stretched himself, full-length, on the rattan seats. Was he? Sure! Very much so.

I slipped into a seat on the opposite side of the car and from behind my evening newspaper watched developments. As the train went on uptown, the car got more and more crowded. But no one disturbed the sleeper. One man, very evidently Irish, started to do so but changed his mind.

When I left the train it was packed and jammed, but the sleeping beauty still occupied five seats, four of which he had not paid for.

Could such a thing happen in any other city? I doubt it. In New York, I am told, it happens quite often.

Twentieth Century Progress

The inauguration of aerial mail service between New York and San Francisco is another evidence of Twentieth Century Progress (capital P for progress, please). But I, for one, am old-fashioned enough to believe that for every ten persons who are benefited by the establishment of a thirty-two hour mail schedule between New York and San Francisco, a hundred times that many would be benefited by improved postal service between New York and points within a radius of 300 miles. For, unless my experience is exceptional, it is pretty bad.

Early in June, I left New York, intending to spend the summer on Long Island, in Maryland and in Pennsylvania. From the cool resort where I am sojourning at the moment, I could get to New York in less than seven hours; but my letters from New York seldom reach me in less than thirty-six hours. And even when—as was the case a week ago—I lived in one of Baltimore's suburbs, my *New York Times* often failed to get to me inside twenty-four hours.

Chairmen of the Board

Presidents of railroads and manufacturing concerns usually make their homes very close to the enterpriser with which they are connected.

When they are promoted and made Chairman of the Board, they almost always head for New York. JAMOC.

Keep It Simple

By *W. Arthur Cole*

MANY of the illustrated advertisements that appear in the current magazines are too complicated. They would tell their story far better if the art work were simplified. A recent Raybestos advertisement drives this point home in interesting fashion. The artist could have shown a semaphore, a silent policeman, or a traffic cop waving his hands to a group of stationary or moving vehicles. Instead, the person responsible for the art treatment of this particular advertisement—it may have been the visualizer or Rockwell himself—told the story with a portion of a figure, a hand, and a whistle. Direct registration on the public mind was gained by elimination—simplicity.

Aside from the effective appeal achieved through this simplicity of treatment it must be remembered that artists, like other human beings, have their limitations. Few are versatile enough to successfully illustrate an advertisement in which there are included several figures of different ages, an elaborate atmosphere as a setting, and various properties assembled to compare the quality or usefulness of other similar articles with the product advertised. An artist may be good on still life and be unable to paint a human being. He may be an excellent painter of children and not of adults. There is bound to be trouble when two or more varying elements are introduced in the same advertising picture.

If an advertisement is planned far enough in advance to secure the services of an artist like Rockwell, Biggs or Gruger (and their type of work happened to be the thing desired), it is possible to obtain a well-rendered finish of even the most complicated visualization. As a rule, however, insufficient time is allowed for the adequate preparation of an advertisement. Keeping in mind the idea of simplification and the limitations of artists will therefore help more than any other one thing to improve the looks, appeal and resultfulness of advertising. Making advertising pictures easy to grasp, coupled with typography easy to read, gives an advertising message a greater chance at the seat of consciousness of the reader.

Title

Greensboro, N. C., agency is placing advertising of N & W Overalls, made in Lynchburg, Va. Southern papers are being used.

Cleveland Advertising School

Opens its sixth term September 15. Lectures will be given in new subjects, with special emphasis on working problems for use in the classrooms. Among the subjects covered are The Principles of Advertising, The Tools of Advertising, The Carriers of Advertising and Advertising Management.

CRAFTSMEN IN ADVERTISING ART



LEO AARONS' ADVERTISING ARTISTS

154 NASSAU ST.
NEW YORK CITY

Brown's Directory of

American Gas Companies

IS NOW READY FOR
DISTRIBUTION

\$10.00 a Copy
\$7.50 to Gas Companies

ROBBINS PUBLISHING CO.
52 Vanderbilt Ave., N. Y. C.

Lantern Slides

Built up from your
own ideas or
selected from stock.

Victor Animatograph Co.
315 Victor Bldg., Davenport, Iowa.

Change of Address

Request must reach ADVERTISING
AND SELLING FORTNIGHTLY one
week before date of issue with
which it is to take effect. Be sure
to send both your old and your new
address.

Slow Sales: A Reason and a Remedy

By William G. Stillson

THE management of a candy factory, making a line of "pail specialties," developed the idea that it wanted to make a pound package of very fine chocolates. It had an expert candy maker who could make a splendid product, and, of course, an acceptable box was designed.

The package of chocolates was prepared for the market, and it was an unusually fine article at an attractive price. It got some initial distribution; then sales began to slow up; then returned goods, grown stale on the dealers' shelves, began to cause loss, and it was not long before the item was dropped.

The sales department was criticized as being deficient in ability. It was clear to the house that the sales department must have made up its mind simply not to sell the product, because in other items the sales department functioned properly.

The company took its loss, but it dropped the sales manager; and the sales manager left wondering what had gone wrong. He had honestly tried. But if he had been a more experienced man he would have seen the dangers in advance and refused to undertake to market the product.

Here is what was wrong:

His sales organization knew how to market pail confections through the wholesale grocery trade. It knew the bulk candy business.

But selling a pound package of fancy chocolates was as much a different problem as though that sales organization had been asked to market hair nets. In fact, if the new product had been soap, it would have been a simpler problem.

It isn't true that because a fifty-pound pail of gum drops is classed as confectionery and a half-pound box of fancy chocolates is also classed as confectionery that they can be sold in the same way and along the same lines and by the same men. It is just as reasonable to say that because a concern makes machinery that sells to the laundry trade it can also make machinery that sells to the watch-making indus-

try and the same force of men can sell both lines.

Marketing bulk grocery store confectionery specialties and fancy confectionery store or drug store chocolates through the same organization is like juggling a cannon ball and a peanut at the same time. It is done now and then by an unusual individual who has an open-mouthed audience when he does it; and he is regarded as a prodigy.

Not long ago a firm of merchandise brokers who had for years made a big success marketing sugar and a general line of canned goods secured the local representation of a trade-marked line of specialty food products in tin. Being canned goods brokers, they were considered excellent representatives for this line of canned goods specialties.

But they failed signally.

THEY failed because there is absolutely nothing in common between placing several carloads of tomatoes and peas, sold on the basis of price and to be packed under a jobber's label, and a small line of half a dozen food specialties that go to a limited number of high-class grocery and delicatessen stores. A man who can place a car of corn or a trainload of sugar with the grocery trade is not necessarily fitted to place a few cases of fancy food products with a delicatessen store.

Once again, the cannon ball and the peanut.

Recently a manufacturer of farm machinery was trying to find some new numbers to put into his line. He advertised for something he could make and sell through his organization. One of the things submitted was a cream separator. It was a splendid separator, and his production men were enthusiastic over its possibilities. They felt they could make it to splendid advantage.

The management turned it down. They did the correct thing when they reached the decision that their sales organization knew how to sell mow-

ing machines and gang plows but did not know the technical side of cream separators and only a special and trained force of men could do justice to such a product. Undertaking its production would be more than likely to result in piling up of finished separators but with the sales force unable to get proper volume.

They could undoubtedly place many separators with their regular trade, but they did not have the experience as individual salesmen; neither did the sales department as an organization have the ability to adapt itself to the specialized product.

A SALES department has its natural limitations, just as the production end of a business has its natural limitations. Those limitations are not necessarily due to lack of scope on the part of the salesmen or the sales management. Just as often they are due to the limitations of the channels through which the business is done.

A concern making a general line of canned fruits which sold to the wholesale grocery trade decided to add a line of soda fountain syrups. It put out a good line, but its selling organization could not make headway. It sold through merchandise brokers, and these brokers operated on a commission, or brokerage, basis. It was decided when the syrup was put on the market to give the broker 50 per cent over the usual canned goods brokerage, to make it an incentive to him to push the new product. And still nothing to speak of happened. Finally, one broker stated the facts, which should have been clear in advance, and which would have been clear to an experienced sales department.

The merchandise broker could call on the trade he knew and place a hundred cases, or five hundred cases or a carload, and the quantity made for a substantial brokerage. He could afford to put the time to the work. He was operating in his usual channels. For years he had

known his regular buyers and worked with them.

Now he was being called upon to go to an entirely different class of trade. He didn't know the buyers. He didn't know their language or their problems. He tried manfully to give his principal the volume to which both principal and broker felt the house was entitled. He became tangled up in the trade practices which prevailed.

When he did make a sale, it was a small order, running low in actual dollars, compared with his usual volume of business. Neither he nor his principal realized the peculiarities of the soda fountain trade. At the end of the month his brokerage on syrups was a small, unsatisfactory thing. Then he found that he had a number of small bills to collect for his principal. He found that there was a certain number of difficulties to adjust. When he got all through he realized that in trying to please his principal and develop some syrup business he had got into a lot of little troubles, and had only come out after showing himself a loss of time and money. After that he postponed any further effort on syrups. He didn't like selling syrup; he didn't understand selling it; it was a business foreign to him.

HE should never have been asked to sell syrups to the fountain trade. His principal made a fundamental error. He might as well have asked his traveling auditors to sell syrup to the soda fountain. The sales representative who is used to handling carload lots can't turn around over night and make himself a success selling case lots.

A manufacturer of cloaks and suits would hardly be inclined to have his operators make hair nets or rubber overshoes or hats during odd moments, reasoning that because they all sell through department stores they are sufficiently similar for the same individual to make.

Yet it is just as hopeless to expect profits from such a move as it is to ask a sales force trained to sell confectionery to undertake to sell something as highly competitive as canned beans simply because jelly beans and pork and beans are often found on sale in the same store.

"A good salesman can sell anything," is a common statement. To a great extent it is a true statement.

But while it is true that he CAN—it does not follow that he does.

Salesmen are interested in volume. If they are good salesmen, they are more interested in showing big sales

We make advertising motion picture films on a basis that business men will accept



LIT TAKES more than a camera and photographer to make a good motion picture for advertising or propaganda. Capital is necessary; a well equipped studio; a staff of directors; correct casting and a supply of real talent; scenario and continuity writers of experience; editors and titlers; and last and perhaps most important, the connections, contacts and machinery for securing widespread distribution, theatrical and non-theatrical.

Because we have just such a complete and experienced organization we can make to a business man a business proposition that he can accept.

Briefly it is this: If we are authorized by you to prepare an advertising motion picture, *you pay nothing until you have seen the completed film and declare yourself satisfied.*

Because of this policy we number amongst our clients some of the largest firms in America. Proof; their names; "what they say"; demonstrations or explanations gladly given.

May we hear from you?

EASTERN FILM CORPORATION

220 WEST 42nd ST., NEW YORK CITY

Telephone: Chickering 2110

Established 1910

*We have served several large advertisers continuously for over 14 years.
"What they say"—sent on request.*



A few bound copies of Volumes I and II are still available. ☐ The price is \$5 each and includes postage. ☐ Each volume is complete with index, cross-filed under title of article and name of author, making it valuable for reference purposes. ☐ Address: Circulation Manager, 52 Vanderbilt Avenue, New York.

Letters That Come In The Morning's Mail



CHARLES W. MEARS,
Cleveland, Ohio

"I like the Fortnightly immensely and am glad to see that it is prospering. It meets my needs so well that during those weeks in-between-issues, I always lack something stimulating, zestful and informative."

Charles W. Mears.

Advertising
and Selling
FORTNIGHTLY

than in their own earnings. They are successful salesmen because the love of the work and the thrill which comes with the glamor of big volume keep them at their work.

Inversely, when they are asked to take on a new line, which has to be sold with painstaking effort and at the expense of time which could be devoted to selling a larger volume of the other line, the human element asserts itself, and the salesman works on the product which will show the largest volume in dollars and cents.

It is well enough to argue that while this is so, it should not be so, and that a force of salesmen can be made to sell whatever the house wants them to sell. That is correct.

But it is also true that a sales force is maintained to show a house the utmost in profitable volume. It is not a sort of necessary evil which should stand punishment by being made to do unnatural things.

The most successful sales management is one which can recognize the human equation and fit into it and make the most of it.

AN interesting example of this latter theory has recently been worked out by the Borden company. For years its sales organization has been trained to sell carload lots of canned milk to the wholesale grocery trade. For years it made caramels and milk chocolate, thus being its own customer so far as the milk which went into caramels and milk chocolate was concerned. It packed these products in drug-store-size packages. Although its quality was right, and its price was right, sales did not attain the desired volume.

Then the Borden company resorted to the simple expedient of packing its caramels in large containers instead of small containers. It taught its representatives to solicit car-lot business on confectionery just as they did on milk. Its representatives, trained to think in quantities, found that while they could not sell five small boxes of caramel they could sell hundred-pail lots. And without sacrificing the individualism of its representatives, without asking them to do something which was hard for them to do, but, on the contrary, giving them something to do which they could understand and to which they were used, the volume was increased in a big way.

It is more natural and easier to juggle three ten-pound iron balls than to juggle one ten-pound ball, one peanut and one feather. And it applies to sales management.

Agreements with Foreign Agencies

It is advisable to make haste slowly in the matter of agency agreements with foreign firms, states J. H. Barker, Jr., in a recent issue of *Commerce Reports*. He cites the instance of an American firm which obtained the name of a dealer in the Far East who seemed, on superficial examination, to be suited to represent it. The firm forwarded to the dealer complete information at first writing—catalogs, price lists, and a draft of the proposed agency agreement. The dealer replied with the brief statement that, as he was already handling a competing line, he would not be interested in the proposition. The American firm was then in the position of having given to a competitor, presumably foreign, data that could be used to its disadvantage.

It is pointed out that the remedy is greater care in divulging information. The question of agency contract and prices could be left to the last stage of negotiations, after a complete investigation has been made not only of the dealer's ability to handle a line of goods, but of his good faith in maintaining relations during the period of investigation. A duplicate copy of all correspondence with him should be sent to the appropriate American consul or trade commissioner, who will be in touch with negotiations and able to offer his services if necessary.

Arthur H. Dix

Formerly assistant manager of *The Iron Age*, New York, has been appointed circulation manager of that publication.

Benson, Gamble & Crowell

Chicago, appointed advertising counsel to Chicago Flexible Shaft Company, same city.

Klau-Van Pietersom-Dunlap, Inc.

Firm name of this Milwaukee advertising agency has been changed to Klau-Van Pietersom-Dunlap-Younggreen, Inc. Mr. Younggreen becomes a member of the firm, dating back to January 1, 1924. He assumes the duties of vice-president and general manager. Mr. Younggreen has been with this company since July, 1923. Other officers of the agency are: W. F. Dunlap, president; G. W. Klau, secretary, and A. Van Pietersom, treasurer. The agency will direct advertising for the Price-Hollister Company of Rockford, Ill., builders of Ford parts and accessories.

Ray D. Lillibridge, Inc.

The Chase Metal Works, Waterbury Manufacturing Company and Noera Manufacturing Company of Waterbury, Conn., have placed their advertising with Ray D. Lillibridge, Incorporated, New York, engineers and general advertising agents.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. When larger type is used charge is based on 6 pt. line space basis. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. Harris-Dibble Company, 345 Madison Ave., New York City.

REPRESENTATIVE

wanted to secure distribution of a particularly chic type of handmade Oriental dolls. Opportunity offers for promotion and sales work in a field yielding first grade returns. Please give full details in writing to Box 1059, Shanghai, China.

Position Wanted

Position Wanted

Advertising man, assistant to manager, with manufacturer. 30 years old; practical printer; knows layout, art engraving, experienced in routine and contact with agency, printers, trade papers, etc.; careful production man; good personality, moderate salary. Box 178, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

For the past three years I have been assistant to the sales manager of a house marketing a product with a nationwide sale. My future here seems a little distasteful and so I'm looking for the opportunity to grow with a smaller firm. Am experienced organizer, and can handle men. Box 180, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

SALES MANAGER

Have been sales manager of a wholesale grocery company for the past three years. During this time the sales have shown an appreciable increase. Am now anxious to locate in the East. Not necessarily the grocery line. Write Box 177, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

WANTED AT ONCE

Experienced copywriter on technical products for house organ, dealer helps and direct mail. A real job with a real concern at a real salary. Address Box 174, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ASSOCIATE EDITOR—ENGINEERING PUBLICATION

To assist in handling monthly engineering journal published by large Milwaukee manufacturer. Experience with contracting or engineering desirable. Enthusiasm and loyalty essential. Box 175, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

One of our clients has an executive position open for a man with experience as sales correspondent. The office is in Chicago. We desire a man around 27 years old. Write fully to Box 179, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Miscellaneous

For your little daughter—a cheerfully comfortable country home on the Sound. Excellent schools nearby. Careful motherly supervision. Preliminary interview in New York, Cornelia P. Lathrop, 42 Fifth Ave., New York City.

WANTED—AN OPPORTUNITY

I am one of the so-called "weaker sex" but there is nothing weak about my ability in Direct Mail and general advertising. Can you use my services? Box No. 176, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

RIGHT HAND MAN

Now available to busy advertising executive. Has creative ability together with practical experience in advertising detail, copy, layout, purchasing, etc. Seeks connection where capabilities will win proper recognition. Box 172, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

Editor-writer, 31, college education, extensive experience trade and business magazines, successful record; best references; experienced buyer printing, engraving; have written feature articles for prominent magazines on business methods; present location Chicago. Box 181, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

MAGAZINE AND AGENCY EXPERIENCE

I want a future my present connection cannot offer. Am salary-sensible, teachable, 25, married. Unusual, forceful writer—with imagination. Two years on two publications—one Western and semi-technical, one a national popular magazine—writing, rewriting, reporting, editing, reading manuscripts, making-up, correspondence. Five months with an agency—my present position—copy writing, some contact. Honor graduate, school of journalism. Also specialize in English and psychology. Box 173, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

Advertisers' Index

[a]

Advertiser's Weekly	63
Ajax Photo Print Co.	54
Akron Beacon Journal	48
American Lumberman	63
American Photo-Engravers Assn.	53
American Tel. & Tel. Co.	61
Animated Products Corp.	52
Architctural Record, The	51
Atlantic Monthly Press, The	55
Automobile Trade Journal	59
Insert Bet. 58 and 59	
Aarons, Leo	65

[b]

Bakers Weekly	63
Barton, Durstine & Osborn, Inc.	25
Bates, Charles Austin	43
Boot & Shoe Recorder	61
Building Supply News	59
Business Bourse	56

[c]

Campbell-Ewald Co.	9
Capper Publications	35
Cavanagh, J. Albert	60
Chicago Daily News	Inside Front Cover
Chilton Company	Insert Bet. 58 and 59
Christian Science Monitor	29
Cincinnati Enquirer	39
Coal Age	7
Colytt Laboratories, A. A.	64
Cram Studios, The	58
Current Opinion	10

[d]

Daily Herald, The	58
De Molay Councillor	47
Denne & Co., Ltd., A. J.	58

[e]

Economist Group	32-33
Expositor, The	43

[f]

Farm Journal, The	37
Federal Advertising Agency	31

[g]

Gagnier Stereotype Foundry	50
Galloway, Ewing	61
Cas Age-Record	62
Gatchel & Manning, Inc.	14
Goode & Berrien, Inc.	16 and 50
Grand Rapids Furniture Record	51
Gude Co., O. J.	Insert Facing 46

[h]

Hannah & Associates, F. A.	51
Harper & Brothers	63
Hotel Belleclair	61
Hotel St. James	56

[i]

Igelstrom Co., The John	61
Indianapolis News	1
Ingram, W. Scott	63

[j]

Jartline, W.	51
Jewish Daily Forward	51

[l]

Lillibridge, Inc., Ray D.	39
Insert Bet. 38 and 39	
Lippincott Co., J. B.	42
Los Angeles Examiner	27

[m]

McCann Co., H. K.	12
Market Place	65
Morrison	59

[n]

National Miller	61
National Petroleum News	Back Cover
National Register Publishing, Inc.	54
Nation's Business	6
New York Daily News	49
Normal Instructor and Primary Plans	10

[o]

Oral Hygiene	54
--------------	----

[p]

Park Avenue Hotel	46
Parshall, Irvin F., Inc.	52
People's Home Journal	45
People's Popular Monthly	Facing 47
Pittsford Co., Ben C.	38

[q]

Quality Group, The	41
--------------------	----

[r]

Radio Digest	56
Richards Co., Joseph	3
Rotarian, The	59
Rural Life and Farm Stock Journal	58

[s]

Selling Aid	51
Shaw, Keith	59
Simmonds & Barrett Co.	38
Simmons Boardman Publishing Co.	38
Insert Bet. 42 and 43	
Southern Ruralist	Insert Bet. 50 and 51
Standard Rate & Data Service	57
Superior Color Co.	54

[t]

Thomas Publishing Co.	40
Tanki Service Bureau	63
Textile World	Inside Back Cover
True Story Magazine, The	8
Tuthill Advertising Agency	69

[u]

United Publishers' Corp.	32-33
United Publishers' Corp., Automotive Division	Insert Bet. 58 and 59

[v]

Victor Animatograph Co.	51
-------------------------	----

[w]

Wienes Typographic Service, Inc.	46
----------------------------------	----

Advertising Calendar

SEPTEMBER 17—Fall meeting, Interstate Circulation Managers Association of Pennsylvania, New Jersey, Maryland, Delaware, District of Columbia and West Virginia, Hotel Sylvania, Philadelphia.

SEPTEMBER 22-23—Advertising Specialty Association Convention, Chicago, Ill.

SEPTEMBER 29-OCTOBER 1—First Annual Convention of The Window Advertising Association, Cleveland, Ohio.

OCTOBER 7-8—Fifth Annual Meeting, National Publishers Association, Briarcliff Lodge, Briarcliff Manor, N. Y.

OCTOBER 12—Financial Advertisers' Association Convention, Richmond, Va.

OCTOBER 13-14—Annual Convention and Exhibit, National Industrial Advertising Association, Edgewater Beach Hotel, Chicago, Ill.

OCTOBER 13-14—National Industrial Advertisers Association, Chicago Beach Hotel, Chicago.

OCTOBER 13-18—Thirty-Fourth Annual Convention of The Poster Advertising Association, Inc., Hotel Statler, Detroit, Mich.

OCTOBER 14—Meeting of Executive Board, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 15-16—American Association of Advertising Agencies, Chicago.

OCTOBER 15-16—Annual meeting, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 16-17—Audit Bureau of Circulations, La Salle Hotel, Chicago.

OCTOBER 16-17—Annual Convention, Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 27-28—Insurance Advertising Conference of the Associated Advertising Clubs of the World, Schenley Hotel, Pittsburgh, Pa.

OCTOBER 27-28—National Convention of Mail Advertising Service Association, William Penn Hotel, Pittsburgh, Pa.

OCTOBER 27-29—Associated Business Papers, Inc., Hotel Astor, New York.

OCTOBER 29-30-31—Annual Convention of the Direct Mail Advertising Association, Syria Mosque, Pittsburgh, Pa.

NOVEMBER 10-15—Second Advertising Exposition, New York.

NOVEMBER 16-19—Annual advertising convention, District No. 1 of the Associated Advertising Clubs of the World, Hotel Bond, Hartford, Conn.

NOVEMBER 17-19—Annual Meeting, Association of National Advertisers, Inc., Ambassador Hotel, Atlantic City, New Jersey.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

M. H. Arends

Formerly business manager of the St. Augustine, Florida, *Evening Record*, and general manager of the Daytona, Florida, *Daily News*, has joined the advertising staff of *Mid-Week Pictorial*, published in rotogravure by the New York Times Company. Mr. Arends was at one time connected with the Morse International Agency, and the Benjamin & Kentnor Company, publishers representatives.

Republican National Committee

Will place general magazine, newspaper and farm paper advertising for the 1924 presidential campaign through Barton, Durstine & Osborn, Inc., and W. L. Brann, Inc., both of New York. Religious press advertising will be placed by the Gardner Advertising Company, New York.

White Space— PLUS

RECENTLY one of our advertisers remarked to us, "every one knows about TEXTILE WORLD and its value as an advertising medium but not many know about the additional services you people render. Why not tell them about it?"

We are therefore describing below the principal types of service we offer to clients.

Questions and Information. TEXTILE WORLD'S staff answers questions in regard to all phases of the textile industry. Several editors and stenographers are kept busy all the time on this work.

Investigations and Market Surveys. We furnish reports of a technical or merchandising character on the uses, possibilities of sale, buying habits and sales plan in respect to any product in its relation to the textile industry. These reports are prepared by the technical editorial department and are entirely devoid of advertising bias.

Acquaintance With Mill Men. We have on file the records of several thousand practical men experienced in the various branches of the industry, and have many times been instrumental in securing representatives, salesmen or agents for our clients and establishing selling connections for them.

Mailing and Salesmen's Route Lists. Advertisers are furnished with a copy of the Official American Textile Directory which contains all data about each textile manufacturing organization in the United States, Canada and Mexico necessary for the compilation of any kind of textile prospect list. Our services are also available for consultation and advice in the preparation of lists. Every client who uses The Consolidated Textile Catalogs is loaned a printed copy of the distribution list which contains the name and title of the key man in charge of buying for each mill organization.

Textile Advance News. The Textile Advance News is a mid-week special sales service furnished by us and mailed free on every Wednesday to all advertising clients using more than \$200 worth of space a year in our publications. To all others the cost of this service is \$15.00 a year. For 36 years this has been a feature of TEXTILE WORLD'S service to advertisers and it is universally recognized as the most accurate, complete and helpful information service, reporting new mill enterprises, changes in existing organizations and all manner of business and personal items of assistance to a sales department.

Copy Service. For those who do not employ the services of advertising agencies, we offer the facilities of our Copy Service Department which is equipped to handle all details of the preparation of advertising campaigns to the textile field, or to consult in an advisory capacity with those who wish to prepare their own copy. There is no charge for consultation (except traveling expenses when incurred) nor for writing copy. Special art work, cuts and engravings are charged at cost. All of this work is performed within our own organization by a staff of writers and artists who are thoroughly experienced in modern advertising practices, and in addition have made a careful study of sales problems peculiar to textile mills.

What We Do Not Do. Under no consideration will we undertake to make actual sales for clients. We consider such transactions unethical and bad business. We offer to render no service to your competitors which is not equally available to you. There are many instances where we have arranged for a new product to be tried out under actual mill conditions but it is always understood that it is for the purpose of experimental test and is not a disguised sales solicitation.

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