

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Andrew Loomis for Sears, Roebuck & Co.

OCTOBER 8, 1924

15 CENTS A COPY

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How Business Advances Its Lines —and “Lineage”—in Chicago

Business is best in Chicago for those who go after it in the best way.

The famous “loop” department stores have proved this—first, by increasing the total volume of their newspaper advertising from 9,035,700 lines in the first eight months of

1923 to 9,214,973 lines in the first eight months of 1924; second, by placing the greater proportion of that increase in the newspaper that already carried the preponderance of this advertising—The Chicago Daily News.

Here are the figures, in agate lines, from January 1 to August 31, 1924, and 1923 for the loop department stores:

	1924	1923	Gain and Loss
The Chicago Daily News . . .	3,125,504	2,973,163	152,341 gain
The American	1,438,730	1,339,460	99,270 gain
The Daily Tribune	1,142,872	1,046,885	95,987 gain
The Journal	1,032,658	959,577	73,081 gain
The Daily Herald-Examiner .	467,900	430,959	36,941 gain
The Post	412,119	421,077	8,958 loss
The Sunday Tribune	1,019,746	1,158,178	138,432 loss
The Sunday Herald-Examiner	575,444	706,401	130,957 loss

From which it appears that the loop stores increased their total advertising in 1924 by 179,273 agate lines. Of this total net gain The Chicago Daily News gained 152,341 lines—over 85 per cent—and 53,071 more lines than were gained by its nearest competitor in this classification.

The same condition—in a degree even more emphatic—is indicated in the advertising of the “outside the loop” department stores. In this classification The Chicago Daily News carried 1,074,127 lines of the total volume of 1,974,899 lines—173,355 lines more than all other papers combined.

Here are the figures, in agate lines, from January 1 to August 31, 1924, and 1923 for the outlying department stores:

	1924	1923	Gain and Loss
The Chicago Daily News . . .	1,074,127	917,688	156,439 gain
The American	374,311	375,695	1,384 loss
The Journal	82,960	75,600	7,360 gain
The Daily Tribune	6,302	10,241	3,939 loss
The Daily Herald-Examiner .	2,828	4,513	1,685 loss
The Sunday Tribune	231,573	206,480	25,093 gain
The Sunday Herald-Examiner	202,798	170,883	31,915 gain

From which it appears that in this classification The Daily News gained 156,439 lines—while all the other Chicago newspapers, daily and Sunday combined, gained but 64,368 lines. The Chicago Daily News’ nearest competitor in this field lost 1,384 agate lines.

This distribution of advertising in Chicago by the world’s foremost merchandising and advertising experts claims the thoughtful consideration of all who do business, or expect to do business, in the great and prosperous Chicago market. It indicates the substantial “reasons why” that make

THE CHICAGO DAILY NEWS *First in Chicago*

NOTE—Figures supplied by the Advertising Record Company.

Page 5—The News Digest

Charles C. Green Advertising Agency

New York, selected to conduct metropolitan newspaper campaign for Edison Mazda Lamps.

George Ribal

Is now associated with the copy department of George J. Kirkgasser & Co., Chicago. He was at one time assistant advertising manager of the Link-Belt Company, advertising manager of the Green Engineering Company, and later conducted his own agency service.

Simpson Advertising Company

St. Louis, appointed advertising counsel to the Central Hardware Company, that city.

Howard Snell

Formerly assistant advertising manager the Charles Williams Stores, New York, appointed advertising manager the Central Hardware Company, St. Louis.

The Koch Company

Milwaukee, has been selected to direct advertising for the following accounts: Flax-li-num Insulating Co., St. Paul; Oelerich & Berry Co., syrup refiners, Chicago; Walker Manufacturing Co., automobile jacks, Racine; Mechanical Production Co., motor accessories, Milwaukee; and E. D. Fahlberg Manufacturing Co., soldering outfits, Madison.

R. R. Ricker

Manager of the Cleveland district for *The Purchasing Agent*, has been elected vice-president of *The Purchasing Agent Company, Inc.*, who publish the periodical.

A. N. C. A. M.

Southeastern division will hold its annual meeting in Atlanta, Ga., October 20 and 21.

I. H. Droher

Formerly advertising manager of the Chandler Motor Car Company, Cleveland, has become associated with the Peerless Motor Car Company, that city.

C. A. Snyder

Formerly sales promotion manager for the Stutz Motor Car Company, Indianapolis, has joined with Chrysler Motor Car Company, Detroit.

W. C. White

Is now associated with Moser & Cotins, Utica. He was recently with Marshalk & Pratt, Inc., and formerly with Hewitt, Gannon & Co., both of New York.



The Thumbnail Business Review

WHEAT has gone above \$1.50 a bushel; car loadings are the second greatest in the history of the country; steel ingot output increases slowly, but steadily; textile plants are reopening on busy schedules; automobile and tire production is expanding—these are some of the signposts that point the way to greater industrial activity and business betterment for the country as a whole.

¶Farmers are rapidly liquidating their long-time obligations; so much so, in fact, that there has come into evidence a tendency on the part of some western wheat growers to hold their crops for better prices. Grain quotations are still rising, a condition that presages an increased purchasing power in agricultural communities. In Kansas, to point a moral, the state banks report increased deposits of \$28,000,000 for the three-month period ended August 21.

¶An encouraging development is the better outlook for the cotton textile industry, which has been facing acute depression for more than a year. Railroad prosperity has made for a large volume of equipment orders.

¶Retail trade is better the country over, much more so in some sections than in others. Chain store and mail order business has increased. Sales of Sears, Roebuck & Co. for September were 11.9 per cent higher than for the same month a year ago, while Montgomery, Ward & Co. volume for the same month was 36 per cent higher than in 1923.

¶Favorable factors far outnumber those that are unfavorable. Within the next few months more industries and individual businesses that are now in the red should be adding their totals in the black.

ALLEN MOSS.

C. A. Marbach

Formerly with the media and plan department of Fuller & Smith, Cleveland, has been appointed assistant to G. A. Rieley, secretary and space buyer for *The Powers-House Co.*, that city.

Advertising Exposition Postponed

The New York advertising exposition has been postponed from November 10 to a date which will be announced later.

Groesbeck Hearn & Hindle, Inc.

New York, appointed advertising counsel to the American Specialty Company, Bridgeport, Conn., manufacturer of radio equipment.

J. Walter Thompson

New York, selected to direct baby powder advertising for Johnson & Johnson, New Brunswick, N. J.

Vanderhoof & Co.

Chicago, appointed advertising counsel to the Curtis Candy Company, candy bars, Chicago.

A. B. Carghill

Formerly general manager of the Milwaukee *Sentinel*, has become assistant publisher of the *Omaha News*.

D. W. Countee

Manager of the mail-order department of Charles C. Green Advertising Agency, New York, has been elected a director of the company.

Harry Stuart Conell

Has resigned as advertising manager of Strawbridge & Clothier, Philadelphia department store, to establish his own agency in that city.

Canadian Advertising Agency, Limited

Montreal, has been appointed advertising counsel to the following concerns: Economy Railway Appliance Co., Ltd.; Bel-Air Oil Burner Co., and Sargeant-Howard Limited, manufacturers' agents; all of Montreal; Silver Spring Brewery Co., Ltd., Sherbrooke, Que.; and Mackie & Co., Distillers Limited, Glasgow-London.

Rolph D. Wylly

Recently with Bolton, Meek & Wearstler, Youngstown, Ohio, and formerly with Fuller & Smith, Cleveland, has been appointed account executive of the Tauber Advertising Agency, Inc., Washington, D. C.

W. R. Cummings

Vice-president in charge of sales of the Monroe Calculating Company, was elected president of the National Association of Office Appliance Manufacturers at their annual meeting in Atlantic City.

Klan-Van Pietersom- Dunlap-Younggreen

Milwaukee, has been appointed advertising counsel to the J. I. Muller Furnace Company of that city.

[ADDITIONAL NEWS ON OTHER PAGES]



*New Building, Chamber of Commerce
of the United States, at Washington*

“SUCCESSFUL MANAGEMENT IS RESPONSIBLE FOR SUCCESS—THOSE WHO DREAM DREAMS AND NOTHING ELSE FAIL”

(President Grant of the United States Chamber of Commerce in Philadelphia last week.)

Twelve years ago a group of American business men caught a new vision. They saw the forces of American Business welded into a compact whole. They saw a federation of common interests, a new means of taking counsel on the problems common to all business. They saw a home in Washington serving as a clearing house for information bearing on these problems, a place where men might study and relate the facts.

They saw the authoritative results of this study made available to business men everywhere through the pages of a great magazine.

Their ideal was sound. The need was fundamental. Being men accustomed to achieve, the thing is now accomplished. The new home of the United States Chamber of Commerce pictured here is the new home of *The Nation's Business* as well.

Today:

*More than 40,000 Presidents of corporations read The Nation's Business.
More than 18,000 Vice-Presidents of corporations read The Nation's Business.
More than 17,000 Secretaries of corporations read The Nation's Business.
More than 12,000 General Managers of corporations read The Nation's Business.
More than 8,000 Treasurers of corporations read The Nation's Business.
More than 125,000 Major Executives in 93,875 corporations read The Nation's Business.*

Consider the strength of such a magazine for your advertising.

The NATION'S BUSINESS

WASHINGTON, D. C.



MORE THAN 160,000 CIRCULATION

MEMBER A. B. C.



He knows that the new idea in machinery or shop methods—the new idea which will show him how he can make his product better, cheaper, or faster—almost invariably makes its first appearance in American Machinist

Sell him *your* machinery —while he's thinking about new machinery

NINE times out of ten, the man who buys *your* machinery reads American Machinist.

He is the man who is responsible for production in the plants that turn out automobiles, adding machines, electrical machinery—in fact everything the metal-working industries make.

When he reads his copy of American Machinist he isn't reading to while away time. He's reading for profit. He's thinking of new machinery. He is on the hunt for the new idea in machinery or shop methods which will show him how he can make his product better, cheaper, or faster.

He knows that the new idea in machinery or shop methods almost invariably makes its first appearance in American Machinist.

He knows that for 45 years editors and advertisers have filled the pages of American Machinist with valuable information on up-to-date machinery and improved shop methods—just the information he

needs to help him make his product better, cheaper, or faster.

This is the information he expects and gets from American Machinist.

Sell him *your* machinery while he's thinking about new machinery—while he's reading American Machinist.

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, Bus Transportation.

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

Engineering in Spanish-Reading Countries: Ingenieria Internacional.

American Machinist

A. B. C. A McGraw-Hill Publication A. B. P.

Tenth Avenue at 36th Street, New York

Who Does the Buying?

THERE has hitherto been so much guesswork and so many conflicting claims made regarding who does the buying for textile mills, that the publishers of TEXTILE WORLD undertook an investigation which has resulted in clearing away the haze and putting the matter on a very definite basis of fact. Fifteen hundred representative textile mills in all branches of the industry, and in all sections of the United States, responded to a questionnaire which called for the names and titles of the men who do the buying of seven different classes of products.

The results for each class of product are shown in the following table:

PERCENTAGE OF MILLS WHERE BUYING IS DONE BY

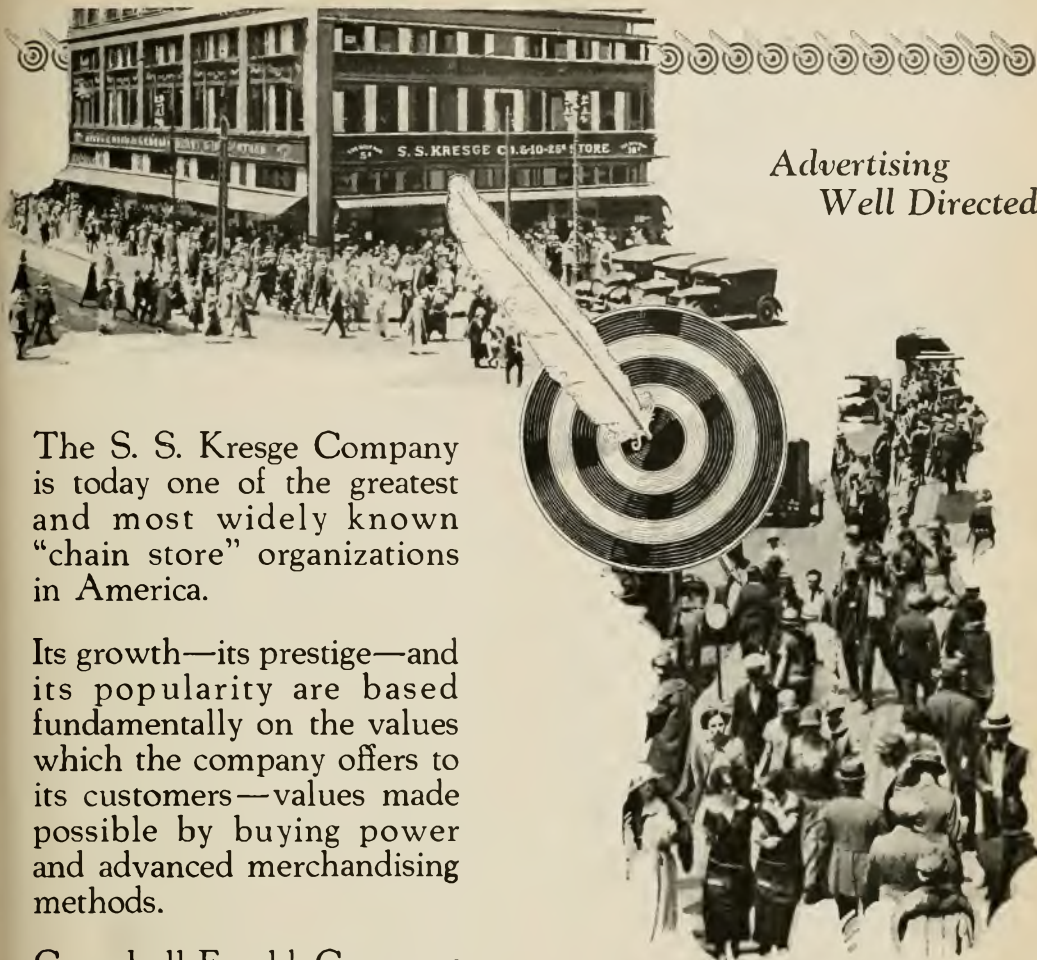
Products Bought	President, Vice-Pres. Secretary or Treas.	Agent or General Mgr.	Superin- tendent	Profess. Purch. Agt.	Overseer or Foreman
Raw Materials	62.5	18.	8.1	11.1	.3
Machinery	58.9	23.2	6.3	10.5	.9
Power Plant Equip- ment and Supplies	52.7	15.2	17.4	11.5	3.2
Mill Supplies	47.2	17.1	19.2	14.5	2.0
Soap and Finishing Materials	47.1	14.2	21.	15.5	2.2
Oil	46.8	14.8	21.2	15.2	2.0
Dyes and Chemicals	48.6	20.3	12.1	14.2	4.8
Average	52.	17.6	15.	13.2	2.2

For a better understanding of the above chart additional information is necessary. We will gladly go into details with any one who is interested.

Textile World

*Audit Bureau of Circulations
Associated Business Papers, Inc.*

334 Fourth Ave., New York



Advertising Well Directed

The S. S. Kresge Company is today one of the greatest and most widely known "chain store" organizations in America.

Its growth—its prestige—and its popularity are based fundamentally on the values which the company offers to its customers—values made possible by buying power and advanced merchandising methods.

Campbell-Ewald Company has had the privilege of helping to acquaint the public with Kresge values—through "Advertising Well Directed."

© C. E. Co., 1924

The Campbell-Ewald organization of 160 people, with resources and 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



The Log of the Good Ship *Earth*



CURRENT OPINION undertakes to keep the log of the good ship *Earth*. The passing days and weeks tow the world through seas of ink—newspapers, magazines and books, and each month **CURRENT OPINION** tells us how much further along we are in all the things which matter:—Art, Literature, Politics, Science, Industry, Poetry, Music, Drama, Religion, Philosophy and Invention.

For 36 years and more **CURRENT OPINION** has been faithfully keeping the log of progress. For 36 years busy, intelligent men and women have

been reading this log in **CURRENT OPINION'S** brief, dependable engaging summaries of the high lights of life on our planet. Every year its family of readers grows with the growing wide-mindedness of the American people.

Advertising insertions in **CURRENT OPINION** reach a hand-picked audience of progressive men and women at a time when they are most favorably disposed to hear of the latest and best in every line of business. Advertisers find it most profitable to place their messages before such people at such a time.

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*

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© Fwing Galloway

SEVEN different advertising organizations meet in Chicago during the week beginning October 13, among them the National Industrial Advertising Association during the first three days, the American Association of Advertising Agencies and the A. B. C. publishers on October 15, 16 and 17. The A. B. C. publishers will give a banquet at the Drake Hotel on the 17th to all the organizations in session.

Other organizations to meet are the Agricultural Publishers' Association, Hotel LaSalle, October 15 and 16; the National Advertising Commission of the Associated Advertising Clubs of the World, October 14 and 15; the Inland Daily Press Association, Morrison Hotel, on the same days; and the Commission in Charge of Bureau Advertising of the American Newspaper Publishers' Association.

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A. E. LINDQUIST
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TORONTO:
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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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OCTOBER 8, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Charles Austin Bates William R. Basset Alex Moss, *Associate Editor*

What Is the Rural Market Buying?

By J. M. McDonald

RECENTLY I had a most interesting talk with a leading dress manufacturer—a man who has developed an exceptional business in popular-priced dresses. He sells us annually thousands of dollars' worth of his merchandise. Yet, during the course of our conversation, it developed that insofar as we were concerned this manufacturer had little conception of the ultimate market for his garments. His imagination did not carry him beyond the delivery of our purchases to our warehouse. The dresses which he manufactures represent splendid values, the workmanship is first class, the styles very smart. His customers are the leading department stores and specialty shops in the large cities the country over, and he numbers among his best accounts leading Fifth Avenue retailers. I told him that the garments which we purchased from him found ready sale in our stores in the small towns of the Far West—mill towns in Washington, farming communities of eastern Oregon, mining towns of Utah and Nevada.

"I know that the Penney Company does business for the most part in small towns," he said, "but our line is smart and snappy (this with pardonable pride), and I'm surprised you can sell dresses like ours in the 'hick' towns." Drawing him



J. M. McDonald
Merchandising Manager, J. C. Penney
Company

He buys various lines of merchandise for 501 department stores located in small towns in 40 states.

out a bit further, I was amused to find that his mental image of what constituted a small town, particularly with reference to its buying habits and preferences, was considerably out of focus. I proceeded to tell him a few things about small towns and

small town merchandising that caused him to open his eyes and look thoughtful. Then I commenced to do a little thinking on the subject myself—"How many other manufacturers are there who have the same distorted impression?"

THE small town has been growing up—and growing up fast. During the last quarter of a century various factors have contributed to social life in rural communities a knowledge of the ways of the world that has succeeded in eliminating much of the provincialism that formerly characterized them. During this period drudgery has been taken out of necessary farm labor through the introduction of machinery and the gasoline pump. Chores in many localities are done by electric light instead of lantern light. More than 40 per cent of the farms in the United States have telephones. Electrical household appliances such as washing machines, electric irons, etc., are no more in the luxury class on the farm and in the small town than in the large city.

You cannot leave these things out of the small town picture and hope to preserve its homogeneity. The same modern means of communication that inform the farmer of his market opportunities enable the farmer's wife, and his sons and

daughters, to learn of marketing opportunities for personal and household needs. Rural free delivery brings the magazines, farm periodicals, newspapers and catalogs right to the farmer's door. Motor transport, which enables the farmer to realize quickly on his crop marketing judgment, also helps to annihilate the distance between the farm and the nearest shopping center,

where the farmer's family can exercise its buying preferences.

The annual per capita wealth in the United States has risen considerably during the past two decades, and the rural sections have shared with the rest of the country in the augmented buying power which this increase represents. We of the J. C. Penney Company perhaps realize this better than most others, for the

majority of our stores are located in small towns. Since 1902, when Mr. Penney opened his first store in Kemmerer, Wyoming, the complexion of the small town has undergone radical, even startling, changes. In a little more than twenty years the farms have put over five million automobiles to work. These, and radio and the movies, have helped to

[CONTINUED ON PAGE 62]

Mess^{rs} Pears Study Beauty's Changing Fashions

EVER since that memorable day in the Garden of Eden, the daughters of Eve have constituted for man a most perplexing problem. Woman, dependent upon the circumstance, has been clothed in adjectives glorious, damnable or divine. She has been immortalized by the poets, idealized by the artists and rhapsodized by the composers. Pears Soap, in an interesting series of advertisements now appearing in British newspapers, asks "What Is Beauty?" Is it the Madonna type of Raphael, or is it represented by Lady Hamilton, whose loveliness lives today in 24 portraits painted by Romney? Or does it reside in the types preserved for us by Reynolds and other old masters? As if one could say "this is beautiful and that isn't," without calling up a thousand indignant partisans to maintain stoutly that "this isn't and that is."

Each advertisement in the Pears series is linked together by the underlying theme — what is feminine pulchritude? The campaign itself is a close tie-up with the firm's "Palace of Beauty" at the Wembley Exhibition. Here Cleopatra reigns again. And so does the "lovely-haired Helen," whose face launched a thousand ships, and whose personality and charm form the basis of one of the advertisements in the campaign. Nell Gwynne, whose beauty captivated Charles the Second, is here in

PEARS PAGEANT OF BEAUTY



Madame de Pompadour, by Boucher



A photograph of a girl of 1898

THE KEY TO POWER

Once upon a time there was a petite bourgeoisie in the parish of St. Etienne...
That is, Schindler, but she had a charming mouth and a ravishing smile, while the man exclaims she one could wish to behold put the finishing touch on her beauty...
(so wrote George Le Roy, a contemporary)

Before she was twenty-five she was Marquise de Pompadour, life-handsome queen of Louis XV of France. Fashions in beauty change...
But the charm of a woman has no date, and no formula,



... Except this no woman has charm who has not beauty of skin.
Now beauty of skin is largely a matter of care... and of a soap that is pure. That is why Pears is 'matchless for the complexion'. Its beauty protects your skin, keeping it fair and smooth. And its stimulating freshness wakes the charm that comes of radiant health. With Pears, fresh bathing, frequent, in constant use your skin (like Pompadour's) will put the finishing touch upon your charm.
AND CHARM IS THE KEY TO POWER.

Unscented, 7d. & 4½d. per tablet, scented, from 2 shillings

PEARS FOR HEALTH AND BEAUTY

Your Pears Palace of Beauty at Wembley

not only her suit but his heart and a throne. And Scheherazade also, who must have been ravishing else no man would have listened to her stories for night after night for nearly three years.

History, art and literature have served as the sources of inspiration for the campaign, which falls into two divisions: the advertisements in one dwell upon the personal characteristics and charms of those historical personages whose modern prototypes appeared in the pageant in the Palace of Beauty, the second division features the work of such well known English artists as A. K. Macdonald, Trever Evans, Graham Simmons, P. B. Hickling, Wilton Williams, Lewis Baumer and others. Each artist states his own particular conception of what constitutes beauty, illustrating his preference by either pen and ink sketches or pencil drawings.

Even though artists, like ordinary humans, are by no means unanimous when it comes to a definition of beauty, yet they are all agreed that at least half of woman's charm is in her loveliness of skin. This important fact is seized upon and deftly used by the copy-writer. "Beauty is skin deep," sang a certain well-known poet. Each Pears Soap advertisement echoes the lay to a different tune, and to the advantage of sales of the "unscented at 7d. and 4½d. per tablet, and the scented from 1s."

brocade and pearls and a wealth of gorgeous auburn hair, and Elizabeth Woodville, so lovely in her young widowhood that when she made personal plea to Edward the Fourth to relieve her poverty, won

What Too Much Market Forcing Did to the Tire Industry

By Robert Engel

CERTAIN large manufacturers in the tire industry some time ago awoke to find themselves confronting the ruinous fact that although they were spending 85 per cent of all the money paid by the entire industry for advertising, they were securing only 45 per cent of the retail business. The rest was going to approximately 125 other tire makers who were spending little or nothing on advertising. Investigation disclosed that the conditions that brought about this unbalanced situation were founded on the apparent paradox that, although the sales possibilities were expanding constantly, actual sales were being constricted through advancing quality standards.

Conditions in the tire industry are radically different from those of other industries in that there is inherently a definite market limit that cannot possibly be expanded by any merchandising or educational effort. The growth of the tire market is controlled essentially by the growth of another market.

A few years back, when tire manufacturers were planning expansions in factory building and production programs to meet the rapidly mounting tire consumption, estimates were made on the basis of four or five tires per car per year; but tire service standards were soon raised to such a point by quality and production development that the per car demand dropped 40 to 50 per cent. The rapid increase in the use of motor cars during the following years was never sufficient to make up for this difference, nor to counteract the loading-up effect,



© Brown Bros.

SOME few years ago, when tire manufacturers were planning expansion to keep pace with the growth of the automobile industry, it was estimated that a car owner would need four or five new tires a year. Tires were made so well, however, it was soon found that the increased production capacity of the tire industry was practically double the consumption possibilities of the market. Readjustment to existing conditions became the order of the day, which accounts in large measure for the period of depression that submerged manufacturers, and from which the tire industry is but now emerging.

with the result that the production capacity of the factories in the industry are practically double the consumption possibilities of the market. Every manufacturer therefore is in the position of having the overhead of idle equipment forced into the balance sheet.

WHEN the manufacturer found his market-stimulating moves nullified by competition, he turned his attention partially to the production of tires that could be marketed with a price appeal. This meant a number of new additions to the old standard lines, additions that were lower in quality and consequently could be marketed under the advantage of low price.

Advertising followed to give these

new brands a certain amount of prestige and create a sales momentum for the retailers. It became apparent then that there were many new motorists — largely the purchasers of used cars—who bought tires primarily under the consideration of price. The marketing of lower grade tires actually opened up a new market for the advertising manufacturer that had previously been largely controlled through mail-order and department store channels by the non-advertiser.

The advent of cheaper, secondary grade tires bearing the well-known names of the standard manufacturers had the effect of a counteraction which wrested some of the control from the non-advertisers. However, the sudden appearance of so many new tire names on the market was confusing to the trade, and the knowledge that the standard maker had put his product into the same

class with products that he had been disparaging in his advertising, had a secondary tendency to stabilize the market for unknown brands.

Tire dealers seized this opportunity to capitalize on price advantages. Specials were run and attractive offerings were made on tire equipment. The prospective buyer could not help but be assured that he was getting his money's worth. Many of them had never had experience with tires, and one tire seemed as good as another, price alone being the controlling factor.

This did not affect the older buyers of tires who had been accustomed to quality, but they were not in the market because the high quality tire would last for two or three years under normal driving.

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American Export Manufacturers Answer Their Critics

By *Paul R. Mahoney*

Director of Foreign Sales, The Wahl Company, New York

AT a recent meeting of the Export Managers Club of New York, representatives of three American manufacturers who do a large volume of export business took occasion to answer categorically some dozen accusations leveled against American exporters by Alfonso Grez of Chile. Mr. Grez, at the July meeting of the club, enumerated a long list of faults, the essence of which is that the American export manufacturer does not understand his business and, what is more, that he does not care to understand it. The refutation of this sweeping indictment was placed in the hands of Joseph McElroy, export sales manager of Pass & Seymour, Inc.; Ernest B. Filsinger, export manager of Lawrence & Company, and Paul R. Mahoney, director of foreign sales, The Wahl Company. Among them they recited facts and statistics that should serve to bury the myth that American efficiency in foreign trade is below that of other nations. Mr. Mahoney's paper appears below. The remarks of Mr. Filsinger and Mr. McElroy will appear in future issues.—EDITOR.

SOME of the charges that have been levelled against the American exporting manufacturer from time to time are that he engages poor travelers; shows lack of tact in dealing with business men abroad; uses poor judgment in the selection of agents; exerts constant pressure upon foreign agents to make greater sales; sends letters, invoices and literature in English; and, in general, evidences a too independent "take it or leave it" attitude.

Were American manufacturers guilty to any considerable extent of these accusations, which are only a few of the many that are frequently made, it would seem that this condition would be largely reflected in the results obtained. If, therefore, we are to judge by the results, America has been rapidly increasing her export trade in spite of her tactlessness rather than because of her good management and business methods.

Of course it was natural that we should have a large increase in our export trade during the war. We were bound to get that no matter how badly we conducted ourselves, but there was, at the time, much speculation as to what, if any, part of the increase in volume we would retain and as to whether the close of the war would not promptly mark a decided and permanent slump in the American export trade.



Paul R. Mahoney

But those gloomy forebodings have not been borne out by the actual results. Recent statistics published by the National City Bank of New York indicate that our share of the world foreign trade in 1923 was about 17 per cent against 10½ per cent in 1913, the last normal year before the war, and 7¾ per cent in 1870. The records show that manufactures form an increasing part of our exports, while raw manufacturing materials show a substantial

increase in our imports. In 1923 our imports of raw materials amounted to well over \$2,000,000,000 or 56 per cent of the total imported. We imported about \$70,000,000 more food than we exported. In 1850, manufactures constituted about 17 per cent of our exports, in 1900 the percentage had increased to 35 per cent and in the fiscal year of 1924 it had risen to 51 per cent.

As conclusive evidence of the growth of the American export trade in the last two decades, James A. Farrell, in his address as chairman of the National Foreign Trade Council convention held in Boston last June, pointed out that, twenty years ago, nearly 90 per cent of our exports were produced by less than twenty concerns while, in 1923, the hundred chief exports represented only 85 per cent of our trade and they were the products of diversified manufacture.

The records show that, as compared with the year 1914, our exports of merchandise to Asia and Oceania in the fiscal year 1924 registered an increase of over 265 per cent; to South America, an increase of over 124 per cent; and to Europe an increase of over 48 per cent.

As to the charges made against American exporters—there is no uniform standard of quality, good or bad, of business men in any part of the world. In this country we have many very large sales organizations and many sales managers engaged in an effort to secure the maximum amount of business for the companies they represent. Men are taken on, trained, tried, let go if unproductive or deficient, or retained if successful. Some experiments have to be made and the same is true to a greater or lesser extent in foreign markets. It is possible that, about fifteen or twenty years ago when American manufacturers were beginning to pay increased attention to building up their sales organizations abroad, there was too

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Bread and Butter Problems of a Sales Manager

Salesmen's Wives

By V. V. Lawless

FOR six years Brown had been a first class salesman—not a sensational man but the type that gladdens the heart of the sales manager. He was steady and dependable. Day after day, month after month, year after year, Brown could be relied upon to bring in a full quota of business.

Then Brown went to seed. He had no complaint to make—he was not making the usual alibis. He just was not sending in the orders as he used to send them in.

And the house came face to face with the need of either bringing Brown up to schedule in a hurry or letting him go. Letting Brown go would be a serious thing because just a year and a half ago Brown had been married. He had announced proudly a short time back that he was the father of a young Brown who would some day make a great salesman. It was a serious thing to have to let a steady, old time member of the force go like this but on the other hand Brown was certainly not doing the right thing by the house.

Brown was called in to the home office and was thoroughly lectured. He was asked plainly what was wrong. Nothing was wrong that he knew of. He was making his rounds, the trade thought well of him, business conditions were all right, but the orders were not coming. Brown developed a sullenness which took the place of his former plodding, staying qualities.

Before letting him go, the sales manager made a personal trip to



"There is a real job you can fill and it will make more money than if you go back to office work. That's taking hold of that husband of yours and building him up. He needs more cooked food and less fried food. Make it your business to have the house warm and dinner ready when he comes home and give him a few hours of perfect rest and quiet before bedtime. That's the sort of help he needs."

Brown's territory and worked the trade for a few days with him. Orders came better and the week showed a good total. The business was undoubtedly there as in former times. Why wasn't Brown getting it?

THE answer did not seem apparent, so the sales manager started Brown off by himself again while he went on and called on a few of the dealers with whom he was acquainted. Most of them could give no real reason. They had kept right on buying and did not realize that their purchases were below normal. Then one dealer was found who knew the inside facts.

"Too much mother-in-law," he explained without hesitation. "I've known Brown for years. Knew him before he went with you people. Knew him before he got married.

Have known him since. He always comes out to the house when he makes this town. I've met his wife and some of her folks. Ever since the boy was born, Brown's mother-in-law has been on the job and she can't be shaken loose. He hasn't any more happy home of his own. He is away five or six days of each week and during that time his wife gets a chance to feel sorry for herself, based on the sorrowful picture his mother-in-law paints. According to her, Brown should quit the road and get a job where he can be home every night. Claims he is doing wrong by his family. Claims no traveling man can be trusted anyway. Claims that being a

traveling man is going to break up the home sooner or later—all that tommy-rot. And Brown is just fussed up about it and can't keep his mind on his job."

Here was a job for the sales manager. He tackled it blindly but boldly. He wired Brown to meet him and he put the facts up to him, all in a bunch. Brown admitted the facts but there was no way in which he felt he could straighten out the mess by himself, neither was it wise for the sales manager to wade in and undertake to clarify the atmosphere. But the plan was that the sales manager should visit Brown at his home the following Sunday afternoon, when there would surely be an opportunity to air the situation. The plan was to wait for the mother-in-law to fire the first gun, giving the sales manager his opportunity to tell the other side of the

story. Inside of ten minutes, she had opened the subject by remarking that Henry was to be pitied for having the kind of job he had, but more especially was his poor wife to be pitied and still more especially the practically fatherless boy. Traveling jobs were so conducive to unhappy homes, and so on.

And then the sales manager got in his work. He accepted the challenge and the opportunity it provided and showed what Brown's job was and what he could make of it. He pointed out the chances for advancement as against the chances he would have working in that town.

We would not be interested in the thunderstorm that followed, but we are interested in knowing that after a good airing, it was possible to set things straight, get Brown back onto his territory with his mind on

his job. A good salesman was saved and business in that territory picked up.

"It's a shame I can't be personally acquainted with the wives of all our men," one sales manager remarked. "Nine times out of ten they can come mighty near making or breaking the average salesman. Give a man average selling ability and selling brains, plus the right kind of wife, and he will make good. With the wrong kind of wife, he'll fall down."

Corbin was a city salesman in a Middle Western town. He lived at home and was rarely out of town overnight. He was just the average man—not poor enough to replace, but never living up to his opportunities. He had had a couple of small raises more to encourage him than to reward him for actual ac-

complishments. It was always a puzzle why he didn't do better and make himself worth real money. But, of course, his health never seemed to be right. He had no real pep and driving power.

Corbin's sales manager goes on to say: "I had read an article or two about the importance of good wives for salesmen and I got to wondering if Corbin's wife was on to her job. One afternoon about four, I met Corbin and offered to drive him home as I was going out that way. We got to his home about six-thirty, after making a few more calls. He did not ask me in but I drifted in, telling him I thought I would get warm before going on. He was visibly embarrassed but I kept right behind him. When we got into his house, the house was cold, the break-

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Sharpening the Teeth of Business Correspondence

Dictated by WRB/S

CONCERNING the letter that is such a masterly piece of English prose that it flows into the reader's mind — and right out again. I speak of the letter that is so polished that it is literature rather than correspondence, with no sharp points to catch on the reader's mind. That type of letter generally flubs as a piece of commercial salesmanship—which is what every business letter really is, or should be.

Nearly every organization boasts at least one literary letter writer, and oddly enough he or she is generally called upon to write the really important letters, simply because his or her letters have such finish.

But often this finish, this literary polish, is so smooth that the letter slides instead of saws and as every mail-order man knows, only the letters that *saw* get into people's minds and open their pocket-books!

I once tried out two form letters on a mail-order proposition, each featuring the same offer, one written painstakingly by the "best letter writer in the house," and the other scribbled on a piece of wrapping paper by a lad with advertising ambitions who came in after school of afternoons to wrap packages in the

shipping department. The list, which was a small test list, was split and each letter sent to half.

The letter written by the "best letter writer in the house" pulled 46 orders. The letter written by the shipping department lad pulled 71. The lad's letter was simple and rather crude, but it had sharp teeth.

What the literary writer needs is to train himself to stop thinking in words. People are not moved by words; they are moved by conceptions, pictures, ideas. What if the edges are a bit rough: the roughness bites into the reader's mind like the blade of a sharp saw—sharp because its teeth are jagged.

Compare the two sentences following, one taken from a communication sweated out by a literary-type writer, and the other a barbed version of the same idea.

SMOOTH

We cannot afford to jeopardize the standing of the Blank Company by letting up for one instant on the high quality of workmanship and material which have made possible Blank supremacy.

BARBED

We can't afford to risk wrecking our reputation by letting a single stick of

poor wood or an hour of careless workmanship go into one of our cabinets.

The smooth version is a mess of words saying next to nothing to those who know what they mean, and even less than that to the uneducated.

The barbed version is pointed and talks in pictures — "wreck reputation"; "stick of poor wood"; "hour of careless workmanship"; "cabinet."

Such pictures penetrate and stick in the mind.

An effective exercise in picturizing is to take all of your dictation, every day for a week, and go through each letter, paragraph by paragraph, asking yourself, "What picture might aptly represent this idea?"

Make a note (or a little drawing) of that picture in the margin of the carbon copy of the letter, just for training. In a surprisingly short time the picturizing habit will have become almost second nature, and from then on you will cease to be so word-conscious, with the result that you will find your letters developing briskness, brevity and bite. They may not be so artistically literary, but they will be *living* letters.

You Sinful Manufacturers!

By *W. R. Hotchkin*

WE are just now rounding the quarter-century since the cocksure prophets of disaster forecasted the early demise of the department store. First it was damned as a monopoly, and next because it brought such hectic and destructive competition. Critics never think of being logical.

Years ago it was the mail-order concerns that were going to destroy the department stores; but the vast growth of the one only mirrored the stupendous increase of the other.

Today, in the opinion of certain prognosticators, it is the chain stores that threaten destruction for the staggering department stores. But while the chain stores multiply enormously, department stores continue to break all records in their reports of sales and profits.

The more Woolworth and the chain stores relieve department stores from the tedious selling and costly delivery of small profit merchandise, the more time, space and energy the department stores can give to merchandising and selling the long-profit merchandise that women love to buy.

If new chain stores will only come through and successfully relieve department stores from the obligation of carrying, selling and delivering muslins, sheets and pillow cases, table linens, towels and housewares, of the volume qualities that carry small profit, the earnings of department stores will take another tremendous leap upward.

The stars in their courses are certainly working for the profits of the "individuality" stores that William G. Stillson wrote about in the *FORTNIGHTLY* of Sept. 24. Mr. Stillson told about sales managers' "damns" because big stores ask for lower prices, larger discounts, longer dating and goods on consignment. But why damn the store? I should like to place Mr. Sales Manager who damns in charge of the merchandise office of any big store and let him listen to chatter of the endless parade of salesmen as they offer to his buyers, all kinds of prices, terms, discounts and datings,



W. R. Hotchkin

Director, Standard Corporation; formerly, for ten years advertising and merchandising manager, John Wanamaker

until their heads ring with these extravagant offers from salesmen of concerns that often are very stiff about such matters with smaller stores.

WOULD you, Mr. Sales Manager, with this vast financial responsibility on *your* shoulders, refuse to listen to such quotations when you knew that they were being quoted to and taken advantage of by your competitors? Would *you* buy from the fixed-price manufacturer who didn't seem to be hungry for your business, when you were offered goods of equal quality that would sell for the same or lower prices, making for your store an equal or larger profit, while satisfying your customers as well or better? Would *you* turn down such favorable opportunities to buy goods for less money just because the salesmen and sales managers showed more earnest interest in getting your orders? Would you?

There has been quite enough silly damning of the retailer by badly in-

formed and crooked-thinking critics; but the majority of retailers are so much higher, so much more advanced in ethical principles and methods than the majority of manufacturers, that they scarcely seem to belong on the same planet.

The brief-holder for the manufacturer howls about the retailer cutting the prices on his goods. Did you ever stop to think that every time the retailer cuts a price *he tells it to the whole world!*

Did you ever stop to think that every manufacturer who sells the store goods and every customer who buys goods in the department store *knows the exact price for which it was sold?*

Had you ever stopped to think that every buyer of goods from a store *pays exactly the same price* as every other customer?

Suppose you brief-holders for the manufacturers go back to your clients and tell them that when they clean their own house to the point where every price will be plainly marked on every piece and kind of goods they sell, and where every store, large or small, has to pay the same price with the same identical terms of payment, they may then claim the right to open the subject of cut prices to the retailer.

Tell them that when they can so organize their own manufacturing trade that the weak and the strong must sell their goods at the same prices, they may rightly suggest a better form of pricing to retailers.

If these high and mighty manufacturers who so blatantly damn the retailer would spend some time inspecting things around their own Augean stables, they would find work enough to keep them busy for a decade. If they think big stores and small ones should sell their goods at the same prices, regardless of volume, location, or condition, why should not manufacturers *start that policy themselves*, since they are so keen about it!

But when these same "Gentlemen of the Damn" are blood brothers in the craft that sends its hordes of salesmen pouring into the buying

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GORDON NICOLL demonstrates the good sense and utility of the comic. This series of common bucolic misfortunes was drawn as part of a newspaper campaign to show some of the innumerable situations in which the attainment of solace for the mortified spirits and of a philosophic calm might be facilitated by the use of Player's "Country Life" Cigarettes. The pictures, homely and ingratiating, are illustrations of the aptness with which advertising may be imbued with an appealing national flavor. Their broad burlesque is peculiarly disarming to the antagonistic attitude with which advertising is frequently read and provocative of a mood receptive to the simple messages which accompany the pictures.

The Basics of Advertising Copy—III

Deadly Generalities Opposed to Vivid Word Pictures

By Henry Eckhardt

FOUR meat markets had advertisements in a recent issue of a small town newspaper. One headlined: "The Best Meats." The second headlined: "The Best Place for Meats." The third: "Best Meats Here." The fourth: "Best Meats."

A certain manufacturer set out to show his advertising department "how to do it." This is the gem he produced: "X Candy is the Best Candy."

Every amateur copywriter runs to generalities. And because these generalities mean something to him, he thinks they must mean something to John and Jane Publick. But, John and Jane Publick do not think in generalities. They patronize their butcher, not because he carries the best meats, but because he cleans his poultry so thoroughly, because his steaks are so tender.

As soon as copy gets into generalities, it gets off the Publick's earth. It is far-away—in a strange, dull and uninteresting land.

The habit of writing in generalities is a disease—no less. This disease has been christened "generalitis." It is a good name, for it blinds the Publicks to real meanings.

The antidote for "generalitis" is something that will make the Publicks see. The name of this something is Vividness.

Vividness is secured in a number of ways. First, by using vivid words, instead of general words. Second, by using vivid expressions, instead of general expressions. To detail and discuss these ways:

1. *Vividness Through Imitative Words*—Most words are just words. Vague they may not be, nor obtuse. Nevertheless the mind hesitates a minute before it grasps their meaning. But some words actually seem to be what they mean.

Take for instance, the sentence, "The car went by rapidly." It is clear, but it is lifeless.

"The car whizzed by." Now, we see it. The word "whizz" suddenly brings a picture before the Publick's

eyes—a picture full of action. "Whizz" is an imitative word. It imitates the sound of a speeding car.

The imitative words are, for the copywriter, one of the most valuable sections of the dictionary. Some copywriters are using it, and using it well. One of these, in a recent advertisement, set out to call to John Publick's mind his radiator troubles. This is how the copy did it: "They found, whenever valves sputtered or hissed, or pipes banged, that the valves were not venting the cold air from the system."

Sputtered! Hissed! Banged! Each is the dread sound. John Publick is back in that cold spell last winter. No further explanation necessary.

Another copywriter, in a motor-oil advertisement, wanted to picture what happens when a Ford's brakebands get glazed. "If your Ford jars and chatters when you start or stop—" How graphic! How vividly rings in one's ear the misery of the poor Ford—through the simple use of two imitative words.

ONE more illustration, with a comparison, and we shall have fixed the point. This, as it happens to be, is from another gasoline advertisement. In one part of the copy is this sentence: "It's a he-man job, bucking the forces of Nature to bring propulsion to the millions of motors in America." Note the phrase—"bringing propulsion." Sounds like a musty professor in a musty classroom.

Farther along, the copywriter redeems himself. He paraphrases in these words—"getting the go for your motor car." "Go," the little imitative word, suddenly gives the thought vividness. It makes the Publicks see, while its classical synonym made them stumble.

The English language is full of imitative words. Gurgle, shriek, roar, giggle—are just the first of a long list. All are short. All are familiar. All call up vivid, instant pictures. Which makes them ideal

members of the advertising vocabulary.

2. *Vividness Through Picture-words*. Akin to the imitative words are the picture-words. As their name indicates, they, too, call up pictures. Not, however, through sound-imitation; but through direct mental images. They make the thought clear, by showing it to the Publicks in terms of something they have seen. Thus, the picture-words, too, are instantaneous.

IN much modern soap copy, we read about "preserving the softness of your hands"; about "roughening the sensitive skin." No force whatever have these phrases—partly because they have become bromides, but chiefly because they do not make the Publicks see. Softness and sensitiveness are terms too general, too vague.

A recent piece of copy put it this way: "Nourish the *chiffon-thin* outer skin, keeping it soft, pliable and resistant." Chiffon-thin! John and Jane suddenly get an image of their skins, and the message—"keeping it soft, pliable, resistant"—becomes full of meaning. "Chiffon-thin" makes that a great piece of copy.

Again, from soap advertisements: Another favorite theme is "reddened skin." "Reddened" might be called a picture-word. It is—partly. But, still, it doesn't call up the most accurate of pictures. Golfers, in the early spring, have reddened hands, and are proud of them.

Instead of "reddened hands," a recent piece of copy speaks of "that 3-times-a-day-in-the-dishpan look." Now, the properly horrible picture springs vividly to mind. A picture phrase.

If copy employed more picture words, it would lose much of its prosaicness and placidity. An apt picture-word takes the place of a whole sentence of tedious explanation—and leaves a sharper, more colorful im-

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He Has \$500,000,000 a Year to Invest

By Thomas Schoonmaker

SILENCE on the part of legitimate investment houses and institutions is in a measure responsible for the golden harvest of from \$500,000,000 to \$1,500,000,000 which is garnered each year in the United States by unscrupulous promoters of spurious securities.

A large part of this huge sum could be saved for sound investment with a profitable and permanent return if the unwary were shown the wise way to invest money and sufficiently warned against the get-rich-quick sharks who prey upon the small fry and frequently swallow the larger suckers.

The remedy for this condition, like that of most of our social and political problems, lies in education. And in bringing about an understanding as to the best methods of saving and investing money there is no better way (in fact there is no other really effective way) than by advertising.

In recent years there has come about a changed attitude among bankers in regard to advertising. Formerly it was not considered dignified, but now more and more of the leading financial houses are breaking these old dignity bonds and through advertising are selling more and more of their investment bonds. This has not lowered their dignity nor lessened their prestige. It has increased the confidence of their customers and conserved investment sources which otherwise might have leaked away and vanished in thin air.

Whatever advertising has been done, however, has been over the head of the small investor. Perhaps this may have been done purposely so as to avoid small transactions. However, it sometimes happens that



© Brown Bros.

EVERY year from a half billion to a billion and a half dollars are frittered away in worthless speculation by small investors who can ill afford to lose. With the recognized need for more homes the country over, banks and other institutions—particularly the building and loan associations—have been overlooking an opportunity to educate the small investor and show him how he could utilize his savings to greater benefit to himself and the more lasting prosperity of his family.

people in this class are left money or receive the proceeds of a life insurance policy. It is generally a sum which any investment house would consider worthwhile.

NOW, there is this aspect of the case which may be worth looking at. Unless this money is wisely invested in something of permanent value, what becomes of it and what are the after effects? In thousands of cases these funds are snapped up by some sharp salesman who imposes upon inexperience and by his extravagant promises gets away, not only with the money, but with the confidence of these unfortunate people who listen to him. Such a condition cannot be remedied by saying "that's too bad."

The small buyer may be of no importance to some sellers, but Henry Ford and a large number of

his competitors think otherwise. And the man who ten years ago started out with a Ford or a \$100 bond, does not always "stay put." He may today be buying Superior Sixes and blocks of bonds. To sell him, you must secure his confidence. He won't buy anything if he feels he runs a chance of being stuck or getting something so complicated he can't manage it.

It would seem that the potential possibilities of development of these owners of small nest-egg amounts should be looked after more carefully than they are at present. They make a surprising total in a year if we can assume that not all of them are frittered away in worthless speculation; for, as the estimates indicate, these sums alone total from \$500,000,000 to \$1,500,000,000 a year.

Suppose that your big houses do not care to go after this small business. There is all the more reason why certain organizations should cultivate this rich field. We refer specifically to the building and loan associations of this country. These cooperative societies have been in existence in this country since 1831. They have been of great benefit to thousands, but they have not grasped the opportunity of telling the tens of thousands the advantages of their type of organization. In New York State alone you will find about 170 such associations, but there is an amazing lack of knowledge on the part of the general public concerning them. Many people never heard of them and do not know that such a thing exists.

Some twenty years ago, before legislation made it impossible for the unscrupulous to mulct the would-

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The Editorial Page

Attention of Mr. McCarthy, Please

THEODORE K. MCCARTHY, counsel for the Greater New York Savings and Loan Association, makes a complaint. Says he: "It is a remarkable fact that the people of the State of New York, and especially residents of the City of New York, have not become aware of the advantages that these associations offer to persons who are desirous of owning their own homes or to those who wish to save their earnings systematically.

"The entire City of New York has about 100 active savings and loan associations. This is almost unbelievable when it is known that Newark has over 400 of these institutions, and Philadelphia has over 2000."

Well, it doesn't strike us as being very remarkable that people do not know more about building and loan associations. Nobody, apparently, has taken the necessary time or invested the necessary capital to tell them! What is remarkable, though, to our way of thinking, is Mr. McCarthy's statement. One cannot well imagine Mr. Heinz or Mr. Wrigley or Mr. Colgate lamenting because the residents of Denver or Cincinnati or East St. Louis have not become aware of the advantages of baked beans or chewing gum or ribbon tooth paste! If such a condition existed, any of these gentlemen would immediately rectify it—by advertising. And the building associations have a tangible commodity to sell, just as the manufacturers have.

Meanwhile, as Mr. Schoonmaker points out in his interesting article in this issue ["He Has \$500,000,000 a Year to Invest"], the vendors of worthless stocks are taking the money that should be spent for homes—because the building associations have failed to tell the public what their advantages are.

Agency Courage versus Quarter Impressions

A YEAR ago a certain association decided to put on a consumer advertising campaign to popularize the products of that industry. The appropriation was pronounced pitifully inadequate at the time.

That the campaign did not register is evidenced by this apologetic paragraph from a bulletin one of the member firms sent its salesmen for the purpose of "selling" them on the association's campaign for next year, a campaign even smaller than the previous year's because some of the members of the association had "lost faith" in the idea and pulled out.

Do not allow any dealer to tell you that he noticed no benefits from last year's campaign. The fact that he did not notice any results does not prove that the campaign had no effect in his particular locality. Advertising is a force which is cumulative in its effect.

It is true that advertising is a force which is cumulative in its effect, and that no association campaign is likely to set the world on fire overnight. But it is also true that no advertising agency should permit an association client to waste a few thousand dollars trying to accomplish something that any seasoned advertising

man would know full well cannot be accomplished for less than an annual appropriation three or four times as large as the one spent on this campaign.

If the agency which engineered this campaign knew no better than to let its client go into what was obviously a losing campaign, it should not be practicing. And if it did know better and still let its client go ahead, it lays itself open to severe criticism.

This is no argument for large appropriations, but for courage on the part of agencies to stand out for appropriations in keeping with the size of the job to be tackled, or else to refuse to squander the advertiser's money in quarter impressions.

A Publicity President

THE place and value of publicity in the conduct of large business enterprises was given signal recognition a few days since when the directors of the New York Telephone Company elected to the presidency of that company James S. McCulloh. It is generally conceded that Mr. McCulloh, who has served as vice-president in charge of Public Relations and Commercial Development, was marked for the presidency some time ago when, following the war when the telephone company was being severely criticised because of poor service, he stemmed the flood of popular resentment by means of a campaign of advertising in which it was admitted frankly that the telephone service was bad, the reasons set forth and the public's forbearance asked until the situation could be remedied.

In so many words the advertisements said, "We know the telephone service is bad and we are ready to admit as much, but we are doing everything in our power to improve it, and we ask only that the public be patient."

The company had previously been trying in its advertising to convince the public that telephone users themselves were to blame, and this complete reversal of policy saved the day and re-established goodwill.

The next decade is likely to see more great business and public service institutions elect to their highest offices publicity presidents—men who have learned how to use advertising to maintain goodwill and establish profitable working relations with the public.

"Say It with Flowers"—Twice as Often

LAST week the Florists' Telegraph Delivery Association met to consider advertising for the next five years. The plan approved by the members involves an expenditure of \$1,000,000 (for the five-year period) with which it is hoped to double the present consumption of flowers. New uses will be suggested, the flower buying habit encouraged and an attempt made to eliminate the summer slump and those profitless valleys that follow holiday peaks.

It is interesting, in this connection, to consider the statement of the association that the past five years' cooperative effort has already doubled the nation's annual flower purchases—by persuading the public, through advertising, to "Say it with Flowers" twice as often as it did in 1919.

Mr. Tuthill Enters the Arena

TO THE EDITOR:

THE author of the article in the Sept. 24th issue of the FORTNIGHTLY—"Why Do Agency Accounts Change Hands?"—made a mighty fine diagnosis, but left us entirely without a remedy. What good is it to tell a man he has a bad cold? It's no news to him. What he wants is something to cure it.

The real honest-to-goodness truth of the matter is, *advertising is still in its youth*, still "fearfully young," despite the recent mass formations at London; the distribution of medals in Paris; and various and sundry figures of gigantic expenditure accusations "over here."

Advertising is still so young that few—pitifully few—business men can bring themselves to accept it as a *really sound sensed fundamental*.

They talk as if they did, but they act quite to the contrary.

If such were not the case, why is it that the bulk of them give such searching attention to the sales side—or the selling-on-feet as it were—and such comparatively scant consideration to the advertising, or the selling-on-paper?

Why is it, that a serious-minded man will consistently insist on *proven things* in everything else, and grasp with eagerness at some idiotic triviality in the name of advertising?

Why is it that he, with perfect composure, charges every Tom, Dick and Harry needless expense items to the advertising account, and then pounds the desk because the appropriation has been exceeded?

It's because advertising is so young, it is yet to be taken seriously.

Although it is wearing long pants, and has its safe and sane moments, the major part is still mistaking smart Alec phrase turnings or leap frog promises as advertising.

It is well within reason to state that 75 per cent of the advertising agents today are rainbow chasers.

They are forever putting cold towels on their dome-like brows and trying to "dope out" some wonderful world-beating "selling angle." Some clever something, which can be dolled up with art work, and clothed in an expensive portfolio, and "laid before" the Board of Directors of

"when they think of Umpety Ump, they think of the Orpety Orp Company," which by the great horn spoon, is none less than their dear little "own selves."

You doubtless call this a tirade, or the mouthing of a disgruntled one who has suffered so many account purloinings that he has become obsessed.

As for the tirade, if speaking the truth that has been so generally recognized and equally as generally side-stepped and pussy-footed is a tirade, then let us have a diet of tirades.

As for the account losings, it happens that our agency is a "so-called small one," which keeps its accounts on an average of ten years. Perhaps they are so small they do not attract the pack of chop-licking wolves of the business.

Before we end this tirade, let's go back to the first assertion, that advertising is too young yet.

What's to be done about it?

Take, just for example, the Advertising Club of New York, with its wonderful galaxy of committees and rather remarkable group of educational courses. I have just been scanning the titles. All of them are for the furtherance of advertising's side of the fence. Our side, if you please.

Multiply this by the other highly worthy efforts of other clubs the country over, and you have hundreds of thousands being so spent, and not a penny for the sound sensed establishment of advertising itself, *among advertisers*.

We have talked so much, endured so many speeches, and read and written so much about advertising ourselves, that we think we have the world by the tail and our side is the only side worth siding on.

Isn't it about time we woke up? Isn't it about time the clubs and agencies and the publishers of the country started in to do some concerted mass advertising to advertisers, telling them the honest-to-



L. W. C. Tuthill

President of the Tuthill Advertising Agency, New York

some concern whose advertising agent this agent wants to unhorse.

Unhorse, mind you, not by sound sensed selling, having a long haul, soundly basic plan back of it; but with a flash in the pan, that temporarily illumines the Boards' faces and tricks them into thinking they have at last "discovered" the great light.

Agencies who are so continually kicking about the change of accounts, nine times out of ten need to be most painstakingly kicked themselves, for their own violations.

WHY do accounts change hands? Largely because advertising has been so prostituted, so outraged by advertising agents in general, that advertisers have grown to look on it as a certain something that does a lot of ingenious and rather amusing parlor tricks, that catch the eye and entertain the public, so that

[CONTINUED ON PAGE 74]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN 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

Early Days of Famous National Brands

The Beginnings of Closer Contacts Among Advertising Agents, Producers and Distributors—Another Chapter of "Breaking In," the Reminiscences of a Pioneer in Advertising

By *John Lee Mahin*

THE recent discussions in the FORTNIGHTLY of the limitations of advertising agency service prompt me to contribute a few incidents that may be illuminating in tracing the development of the general agency idea.

As I have already stated, when I started out as a solicitor for J. Walter Thompson's Chicago office, practically every large agency was a space-selling institution. J. Walter Thompson owned all the space in a number of magazines. His greatest sales argument was a combination rate of \$12 a line for thirty magazines, which no other agency could duplicate without loss. N. W. Ayer & Son had a long list of religious papers in which they owned all the space.

Lord & Thomas also bought large blocks of space, and when they could not sell all of it they used it for a mail-order house which they operated under the name of Daniel Ambrose. "Daniel" was the first name of Daniel M. Lord and "Ambrose" the first name of Ambrose L. Thomas. Charles H. Fuller specialized in mail-order papers and Frank B. White did likewise with the farm publications.

Cyrus H. K. Curtis and Frank A. Munsey did more to force the advertising agency to sell its service to its clients and represent the client directly and the publisher indirectly than any other publishers, because both of these men, in their early careers as publishers, adopted the one-rate plan in dealing with agents.

At one time Mr. Munsey cut out agents' commissions entirely, but, with his characteristic frankness, he returned to this policy when he found that the agency system rendered a distinct service to both publisher and advertiser, and that the most sensible way to recognize it

was to establish and maintain an agency "differential," which to my mind is a better name for what is still called the agency "commission."

When I look back thirty years and recall the frequent changes in viewpoint by publishers, advertisers and advertising agents that have taken place, I am not surprised that there are today differences of opinion as to what an agency should do for its clients.

It is obvious that the agency should only attempt to do what it can do better or at less expense than the advertiser can do for himself or that the publisher can do for the advertiser.

If an advertising agency could do all that some of them claim to do they would not need to seek for new clients. Their owners and operators could engage in every kind of business and retire with many millions at an age much younger than mine, and I feel that I am just beginning to participate in the rendering of the real service which the advertising agency should most logically perform.

I will never forget the first time I ever suggested any change in sales policies to a client. I had made a trip through New England checking up on the sales of Fairy Soap, which the N. K. Fairbank Company was advertising in that section. I found that some publishers who were carrying the advertisements of Fairy Soap referred to it as "Ivory." I also found that "Fairy" was being sold to the retailer at 25 cents a box less than "Ivory."

IN reporting these two facts I recommended a change in the shape of the Fairy cake from oblong to oval. (This was subsequently done, but not until I had discreetly forgotten I had recommended it). I also

said if we had the extra 25 cents to spend in advertising we could sell more soap, and that the slight difference only made jobbers and retailers think that "Fairy" must be inferior in quality to "Ivory."

I made these suggestions to James B. McMahon, the general manager of the N. K. Fairbank Company, T. J. Reynolds, who is now vice-president of the Diamond Match Company, was then sales manager. He was present when I reported to Mr. McMahon. Mr. Reynolds followed me into the hall when I left Mr. McMahon's office and said: "Look here, young fellow, you are probably a good advertising man or our people would not have taken you on, but I want to warn you to stick to advertising and keep out of sales. Selling is my end of this business. I do not intend to interfere with you, but I am not going to permit you to interfere with me."

MY answer was a very firm declaration that I believe sales and advertising to be nothing more or less than different ways of doing the same thing, and that I wanted him to confer with me on advertising, as I believed both of us could gain more by cooperating with each other than by going it alone.

Mr. Reynolds and I soon adjusted our differences and became warm, personal friends. Today I am sure Mr. Reynolds would meet me on the Brooklyn Bridge at midnight if I could conscientiously tell him I had an idea by which he could profitably advertise matches.

Matches are one of a number of products that I do not believe should be advertised. There is no reason for increasing their consumption. Their distribution is maintained in the most economical and efficient manner by a force of over 250 sales-

The N.Y. Journal of Commerce

SEPTEMBER 26, 1924

6:44 AM: Rises 8:12 AM
6:45 PM: Sets 4:02 PM

CAR LOADINGS AT NEW HIGH MARK

TOTAL 1,061,424 FOR WEEK ENDED SEPTEMBER 13.

Carriers Report All Commodities and All Districts of Country Made Better Showing Than in Previous Week.

Car loadings reached a new high mark for the year during the week ended September 13, totaling 1,061,424, according to reports of the carriers.



1,424, according to reports of the carriers. The total number of cars loaded during the week ended September 13, the highest for the year, was 1,061,424, a record for the week.

Compared with the same week last year, traffic was up 18.5 per cent. The number of cars loaded during the week ended September 13, the highest for the year, was 1,061,424, a record for the week.

du. The also load over the one loadings of 1,061,424 cars, the week totaled 69 week before. One load 1,883 cars 2,825 cars

The Railways are Preparing for Heavy Traffic

TWICE, in the last three weekly reports, carloadings have passed the million mark. The railways ordered more than 22,500 freight cars during September and orders are pending for more than 35,000 additional freight cars.

Now is the time to make intensive efforts to increase your railway sales. You can reach effectively this more-than-a-billion-dollar market through The Railway Service Unit.

Simmons-Boardman Publishing Company
"The House of Transportation"

30 Church Street New York, N. Y.

Chicago:	Cleveland:	New Orleans:
608 S. Dearborn Street	6007 Euclid Avenue	927 Canal Street
Washington:	San Francisco:	London:
17th & H Streets, N.W.	74 New Montgomery Street	34 Victoria Street

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste. A.B.C. A.B.P.

men who, under Mr. Reynolds's careful supervision, are constantly showing to retailers and jobbers that they make more money handling matches by cooperating with the Diamond Match Company; and the consumer pays less for matches than if there were a lot of cutthroat competition in this field.

Before Mr. Reynolds explained to me the thoroughness of his methods with the Diamond Match Company, I had an interesting side light on them. One of my friends sent to me a man who had built a completely equipped modern match factory in Michigan. Much to his surprise nobody came to buy his matches, as was the custom in the lumber business, in which he was also engaged.

He had no idea how to go about selling matches and came to me for information. Here was clearly a case where the advertising agent, if he was to do anything, must do something else before writing copy and placing it in newspapers and magazines. As the man's output was comparatively small I could not see the possibility of even a fair-sized appropriation, so I suggested he sell his production to some whole-

sale grocery to market under its private brand. I offered to introduce him to Samuel Steele of Steele, Weddles & Company. Mr. Steele had never lost an opportunity to tell me that the "hoggishness" of the big national advertisers in their relations with wholesale grocers was forcing the latter to push private brands. When I 'phoned Mr. Steele he refused to see the match manufacturer. This roused my curiosity to such a pitch that I went over to see him. He said: "The Diamond people are too good to us to encourage any competition. They allow us 12½ per cent. They could force us to work for 5 per cent. New brands mean larger stock with more capital tied up, more space which means more rent and price cutting by competitors, which means loss of profits. The Diamond crowd are o. k."

WHEN I started to work with E. A. Stuart in merchandising Carnation Milk I met for the first time the manufacturer's representative—misnamed broker—who represents a number of manufacturers in a jobbing center. John H. Spohn of San

Francisco, J. Tod Cook of Los Angeles, Louis Hilfer of St. Louis, Ralph Goodlett of Kansas City and A. R. Rodway of New York City opened my eyes to what a man who knows jobbing and retail conditions in his territory can do for a manufacturer. These men usually manage the specialty men paid for by the manufacturers they represent, and as "brokers" receive a commission or a fixed price per case on their sales for their own services.

One night Mr. Stuart and I were having dinner in the Waldorf in New York. Mr. Stuart casually remarked, "John, can you tell me who is the best broker in Pittsburgh." In a spirit of bravado I said, "I will tell you at noon tomorrow."

I sent two telegrams to Pittsburgh exactly alike, asking the name of the best man for Mr. Stuart's purpose. One was addressed to Harry C. Milholland, advertising manager of the *Pittsburgh Press*, and the other to F. H. Fiske, who was the manager of the N. K. Fairbank Company's branch office. Before noon the next day I handed Mr. Stuart two telegrams. Both named

[CONTINUED ON PAGE 61]



THE Window Display Advertising Association, organized a half year or so ago for the purpose of bringing together the various interests engaged in producing and using window display material, closed a successful three-day convention at Cleveland, with a banquet at Nela Park, at which various speakers alternated with music and other entertainment features.

At its business session the association elected the following officers for the coming year: President, Edwin L. Andrew, Westinghouse Electric & Manufac-

turing Company, East Pittsburgh, Pa.; vice-president, C. T. Fairbanks, Edwards & Deutsch Lithographing Company, Chicago; secretary and treasurer, Frederick L. Wertz, display specialist, New York. The Board of Trustees is composed of Dr. Frank M. Peck, New York; Miller Munson, advertising manager, Hoover Company, Chicago; Joseph M. Kraus, advertising manager, A. Stein & Company, Chicago; Arthur Freeman, president, Einson-Freeman Company, New York; P. W. Murphy, Fuller & Smith, Inc., Cleveland.

“A Mighty Good Medium”

Among the manufacturers whose advertisements appear regularly in The Christian Science Monitor is the National Company of Cambridge, Mass., manufacturers of National D X Condensers, Velvet Vernier Dials, Browning-Drake Regenaformers and other Radio apparatus. The following letter is reproduced by permission:

September 19, 1924.

The Christian Science Monitor,
Falmouth Street, Boston, Mass.

Gentlemen:

It may be of interest to you to know the results we have derived from our advertising in the Monitor during the past few months.

In every case where we have used space, we have been able to definitely trace sufficient business to more than pay for the advertising used.

We consider the Monitor a mighty good medium.

Very truly yours,

NATIONAL COMPANY,
(Signed) W. A. Ready, President.

We have in our files similar letters from many other advertisers, covering a wide range of products, who have found it profitable to offer their goods to the readers of The Christian Science Monitor.

A steadily growing list of national advertisers who use the Monitor shows an increasing knowledge of the preference of Monitor readers for Monitor-advertised goods.

The Christian Science Monitor

Member A. B. C.—Circulation Analysis on Request.

ADVERTISING OFFICES

Boston, 107 Falmouth St.
New York, 270 Madison Ave.
London, 2 Adelphi Terrace
Chicago, 1158 McCormick Bldg.
Cleveland, 1658 Union Trust Bldg.

Detroit, 455 Book Bldg.
Kansas City, 705 Commerce Bldg.
San Francisco, 625 Market St.
Los Angeles, 620 Van Nuys Bldg.
Seattle, 763 Empire Bldg.

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

Has Mr. Cochrane "Spilled the Beans"?

GEORGE H. COREY
Cleveland, Ohio

September 27, 1924.

TO THE EDITOR:

There must be something decidedly wrong about E. P. Cochrane's article in your August 27 issue. In it he states that since 1900 the national wealth has increased from 88 billions to over 400 billions of dollars as a result of increased output per person. In support of this, he quotes Dr. King and Professor Friday, than whom there is no whomer in America.

But—this can't be correct! Why, for the past five years I have been repeatedly assured, through the newspapers, the trade press, the National Association of Manufacturers, the U. S. Chamber of Commerce, four hundred and sixty-two other chambers of commerce, Julius Barnes, Charles G. Dawes, the American Plan Association, and, last but not least, Floyd W. Parsons, that the American workingman is producing less than ever before and is not giving a full day's work for a full day's pay!

Since this is true—and I point with justifiable pride to the extensive list of eminent authorities above quoted—it logically follows that Mr. Cochrane either has committed a grievous error or, what is more likely, has spilled the beans and can now expect to be severely spoken to by Ralph Easley. In fact, under the benign Easlonian Dispensation, such "slips" are closely akin to treason, and demonstrate the insidious influence Moscow everywhere is exercising to tear down the very foundations of our Government.

GEO. H. COREY.

The Meat Packers Take Pen in Hand

INSTITUTE OF AMERICAN MEAT PACKERS
Chicago, Ill.

September 29, 1924.

TO THE EDITOR:

Our attention was directed, several days ago, to an interesting article in the June 18 issue of your publication entitled, "The New Consuming Public," by Roger F. Davidson. There are certain portions of the article to which we especially would like to call your attention.

The impression is created that meat is a costly food. Considering its high nutritive value, its palatability, and its price as compared with other foods, its cost really is relatively low. Figures issued by the U. S. Bureau of Labor Statistics show, moreover, that for many months the retail prices of nine staple meat articles listed have been several per cent nearer 1913 levels than the average of all other foods listed by the bureau.

It also is stated in the article that

the United States is likely to develop more and more into a fruit and vegetable eating nation, and with the approval of food specialists. As for the approval of food specialists on such a development, there undoubtedly are some who, in all sincerity, advocate a fruit and vegetable diet to the exclusion of meat, but this opinion is not shared generally by authorities on nutrition. It is recognized almost universally today that meat is healthful, wholesome, and high in food value. Reliable experiments have proved this fact, and have shown that meat has an important place in the well-balanced diet. Recent experiments by Slonaker and Card, at Leland Stanford Junior University, indicated that a vegetarian diet eventually will result in the extinction of any race practicing it, from which has been drawn the fact that animal foods of some sort are a necessary part of the diet. Man needs fruits and vegetables, of course, but he also needs animal proteins such as are furnished by meat, milk and eggs.

The article also stated that during the war the Government definitely aimed to fix upon America, permanently if possible, the habit of eating less meat. We have been advised that this was not the intention of the Government, and have found no authority for such a statement. It is true that the people of this country were requested, as a patriotic duty, to eat less meat during the duration of the war, in order that there might be a sufficient supply for our expeditionary forces. This, however, was intended for the wartime period only. It is recognized by the Government and by other authorities that the livestock industry, from an economic point of view, is one of the most important branches of agriculture.

It may be, as our writer states, that we are changing our habits of consumption. We should like to point out, however, that the consumption per capita of meat in the United States increased 17 pounds in 1923, as compared with 1922, and to add that, in our opinion, meat has sufficient merit as a food to assure it a continued prominent place in the diet of the average citizen.

WESLEY HARDENBERG.

Advertising Brings Unexpected Results

THORSEN & THORSEN,
52 Vanderbilt Avenue, New York
September 30, 1924.

TO THE EDITOR:

We are glad of the comment by Odds Bodkins in your issue of September 10 [page 34].

You will be interested to know that an insurance broker downtown wrote us and asked us why we didn't mention his name; that he had been in the business twenty-five years, etc. He went on to say that our friend was right—we could not make money in the insurance business using newspaper copy.

Another insurance broker in Rahway, N. J., wrote us and asked us for permission to use our copy, changed to suit his purposes. We gave him the privilege.

One of our advertisements, "If You Are Fair, Not Too Fat, and Forty," appeared recently in the *New York Evening Post*, and a man from Everett, Pa., who already has \$375,000 insurance, read it. It appealed to him, so he came into our office and told us that he wanted us to help him get additional insurance of the right kind. He has a plan to increase his insurance from \$375,000 to \$800,000 and tells us that a considerable portion of this increase will come to us. As we never knew the man and he never knew us, I think this speaks well for advertising.

J. MITCHEL THORSEN.

Wants to Project Writing on the Heavens

"RECLA"
Reklam & Propagandabyrå
Helsingfors, Finland

August 13, 1924.

TO THE EDITOR:

We would be very much obliged if you could place us in contact with firms handling advertising machines, etc., and do us thereby a reciprocal service. We wish to get their catalogues and are particularly anxious to obtain information about an apparatus for projection of light writing on the heavens.

H. G. STANDERTSJOLO.

"Who Pays for the Advertisement?"

DURHAM HOSIERY MILLS
Durham, N. C.

September 17, 1924.

TO THE EDITOR:

Re the question in Mr. Goode's article, "Who pays for the advertisement that doesn't pay for itself?" I presume the answer is—the ultimate consumer pays for everything.

As every man is an ultimate consumer, it follows that in the last analysis it amounts to every man paying for his own mistakes or rather paying his share of the aggregate of all men's mistakes.

Looking at the question from a narrow viewpoint, I suppose the answer is that the advertiser pays the price. However, I dissent. The advertiser should be governed by the law of averages and should not judge an advertisement by the apparent results or lack of results. I do not believe that any one can apply a measuring stick to an advertisement that has failed to produce results and say it was a flat failure. Of course there are exceptions to this, but on the whole I feel safe in saying that too many advertisers are hasty in their judgments.

D. P. CAREY,
Treasurer.

THE INTERRUPTING IDEA

NUMBER ELEVEN

NEW YORK

OCTOBER 1924



CHARLES KINGSLEY

"We may die, but the idea lives on forever"

That They Be Remembered

OUT of a Brittany meadowland, at Carnac, rises an army of boulders. So huge are these boulders that they dwarf a man. All stand bolt upright, like giant sentinels.

Upon observation, these boulders prove to be arranged in some ten files. These files extend five miles. More remarkable, they are exactly parallel.

How came this weird army there? Dragged, historians say, by the back-breaking toil of prehistoric men. And why? *That their race be remembered.*

§

WHAT have men not done, that they be remembered.

The Assyrians built Hanging Gardens. The Egyptians erected Pyramids and Sphinxes. The Greeks produced a classic literature and art. The Romans created Rome.

And peoples such as these *have* been remembered. Why? Because they had the genius to do something memorable.

EVERY business enterprise, too, strives that it be remembered.

The retailer tries to make John and Jane Publick remember *his* store, when they go shopping. The manufacturer tries to make them remember *his* product, when they confront the clerk.

Neither is easy. The Publicks are so near-sighted,—so short-memored. Advertising has therefore worked out methods to make the Publick notice; and noticing, remember; and remembering, buy.

Yet, how few advertisers avail themselves of these methods?

All too many of them go blissfully on with the same dead level of commonplaces and usualities! John and Jane Publick do not notice commonplaces — only high-spots. They are deaf to usualities — alive only to interrupting ideas.

§

No advertiser is so small that he cannot do something memorable. . . . And something memorable must he do, — if he is to be remembered.

That is the way Federal builds plans.

Federal first creates, for the advertiser, an Interrupting Idea. An Interrupting Idea is his selling-message crystallized into a memorable phrase, a memorable style or a memorable picture.

Federal then sends this Interrupting Idea forth into the market,—so using it that John and Jane Publick will see; and seeing, remember; and remembering, buy.

§

"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.*

Breaking Down Sales Resistance by Appeal to the Emotions

By *Martin L. Pierce*

Research and Promotion Manager, The Hoover Co., Canton, Ohio

A FEW months ago a life insurance salesman came into my office and asked for permission to present his proposition. I gave him five minutes. He commenced to explain to me why I should have life insurance and my need for protection. Practically all of his arguments were based upon the assumption that I might die. There was nothing interesting in what he said to me and after five minutes I excused him and went back to my work.

Soon after that another life insurance agent asked to present his proposition. I gave him five minutes and he politely stated he would leave when the five minutes were up if I was not interested. He looked me squarely in the eye, took a paper from his pocket, and said: "You have two boys, one 17 and one 13. You are a college and university man. What have you done to give your boys an education?" He immediately put me on the defensive and made an attack by way of the side door. He went around the barriers that I had built up against life insurance agents.

To my question, "What is your proposition?" he laid before me a carefully prepared analysis of my situation. He told me that I should carry \$10,000 worth of life insurance, \$5,000 for each of the boys, to be paid in monthly instalments of \$100 in case anything happened to me. He suggested that I take term insurance, for in ten years this particular responsibility would be over. The boys would be educated. I accepted his proposition and gave him my promise to pay 130-odd dollars.

Just west of me lives a farmer who was hard to sell on the tractor idea. They all tried to prove to him that he ought to have one but made no advance whatever in selling. Finally, a real salesman came to his house. After visiting him a little while, he asked, "How many horses do you have?" "Eight," was

the reply. "What are they worth?" He answered, "\$200 apiece." "What is your land worth?" "\$150 an acre." "How much land do you figure it takes to raise feed enough for a horse for a year?" "Three acres." "Then you don't have \$200 invested in each horse, but in reality you have



Martin L. Pierce

\$650, don't you?" He saw the light and bought.

WHEN we realize that 96 per cent of all the drygoods, 87 per cent of foodstuffs and 65 per cent of the automobiles are bought by women, we should realize the necessity of having appeals that are strictly feminine. In fact the solution of the retail merchants' selling problem lies mainly in adapting to his business the viewpoint of his customers. It means a closer study of the human element. It means more than ever before a thorough knowledge of the things which increase the desire to buy on the part of women.

The Extension Division of the University of Iowa recently published the following information regarding the influence of ten basic advertising appeals for city women

and for women living on the farm:

Replies from farm women.—(1) Shopping from store to store; (2) Recommendations from friends; (3) Window displays; (4) Newspaper advertisements; (5) Recommendations of merchants; (6) Mail-order catalogs; (7) Samples; (8) Circulars through the mail; (9) Demonstrations; (10) National magazine ads.

Replies from women in cities.—(1) Window displays; (2) Newspaper advertising; (3) Shopping from store to store; (4) Recommendations of friends; (5) Recommendations of merchants; (6) Samples; (7) National magazine ads; (8) Demonstrations; (9) Circulars through mail; (10) Mail-order catalogs.

ADVERTISING should be built on facts, not hunches. A western central station operating in about thirty towns began a campaign on washing machines. These were advertised extensively in the newspapers. Their basic appeal was that of economy. The campaign did not go over. A washing machine was offered as a prize for the woman who would send in the best reason why a woman should have a washing machine. Over 2000 replies were received and these are the reasons according to the women themselves: 30 per cent wanted a machine because it saved time; 25 per cent because it saved strength; 14 per cent because it saved health; 12 per cent because it preserved youth and beauty; 8 per cent because it was more economical; 7 per cent because it contributed happiness to the home. The advertising campaign was changed to conform to the information secured from the prospects and sales went over with a bang.

A recent test in the psychology of consumer preference resulted in showing the following table of persuasiveness. Out of a possible 100 points the appeals ratio was as follows: Healthfulness, 92; cleanliness, 92; appeal to appetite, 82; quality,

Portions of an address before the Window Display Advertising Association, Cleveland.

Full Speed Ahead!

WHEN a steamship reaches clear waters after feeling its way thru a treacherous northern course, the Captain orders "Full Speed Ahead"—if we know anything about our sea fiction.

Bergs of frozen credits, congealed buying power, and icy demand, have caused the Good Ship Business to tack, slow down the engines and blow a scared fog horn while traversing the farm market—if we may believe lineage records.

True, some navigators ventured back in the farm market this year, and many very successful voyages are reported, but some are still afraid of the course.

In the Mid-West the order is now "FULL SPEED AHEAD!" Wonderful crops of wheat and corn, kafirs, broom corn, cotton, and lesser crops have completely thawed the frozen credits and congealed buying. Farmers have paid their bankers in full, or reduced their debts below the point of worry. Again they are fixing up the house and farmstead, replacing the sadly worn implements, getting the clothing they have been wanting, and putting "store stuff" on the table.

Now is the time to make your list and your sales plans for the Mid-West farm market. It's easy to make the list for Capper farm papers are always the basis of it—if you know anything about the Mid-West.

THE CAPPER FARM PRESS

Midwest Group: Capper's Farmer, Kansas Farmer, Missouri Ruralist

ARTHUR CAPPER, *Publisher*

TOPEKA, KANSAS



Editorial Excellence



READER interest is the very foundation of a trade paper's success as an advertising medium. Without it, the publication has no pulling power. With it, it becomes a mighty merchandising force.

Only editorial excellence can create and maintain reader interest. The better edited a paper is, the more it appeals to thoughtful, substantial and progressive merchants. This is the class of men to whom advertisers should appeal, for they have the ability to buy, and are responsive to advertising in the papers they read.

It is because of their editorial excellence that the publications of the Automotive Division of the United Publishers Corporation (shown on these pages) have acquired such remarkable dominance in the automotive field.

Their news has been fresh and accurate. Their merchandising articles inspiring and helpful. Their descriptions correct and informative. Their general articles thoughtful and timely. Their service suggestions comprehensive and valuable. Every issue has been well-balanced, constructive and interesting.

To accomplish all this, there is an editorial force which has no parallel in this field. It includes 20 staff and 3 field editors, and 83 correspondents, of whom 20 are in foreign countries.



This organization spreads itself over the continents and the seas. It is located in every strategic point where automobile news is likely to develop. It has its finger on the pulse of the industry so that every change and variation may be noted and recorded. Thus the news of the world along automobile lines is gathered by men who know whereof they write and is placed before the readers of these three papers, fresh and authoritative. Furthermore, the efforts of the staff are supplemented by contributions from men who are authorities on the subjects on which they write.

There is no editorial organization in the automotive field that is comparable to this. Nowhere else do men in the trade find such information and assistance. And that is why you find the progressive, quantity-buying dealers subscribing to one or more of these publications.

The combination of coverage, buying power and editorial excellence found in these publications cannot be duplicated in this field. It explains why these mediums have become such remarkable merchandising forces in both industry and trade.

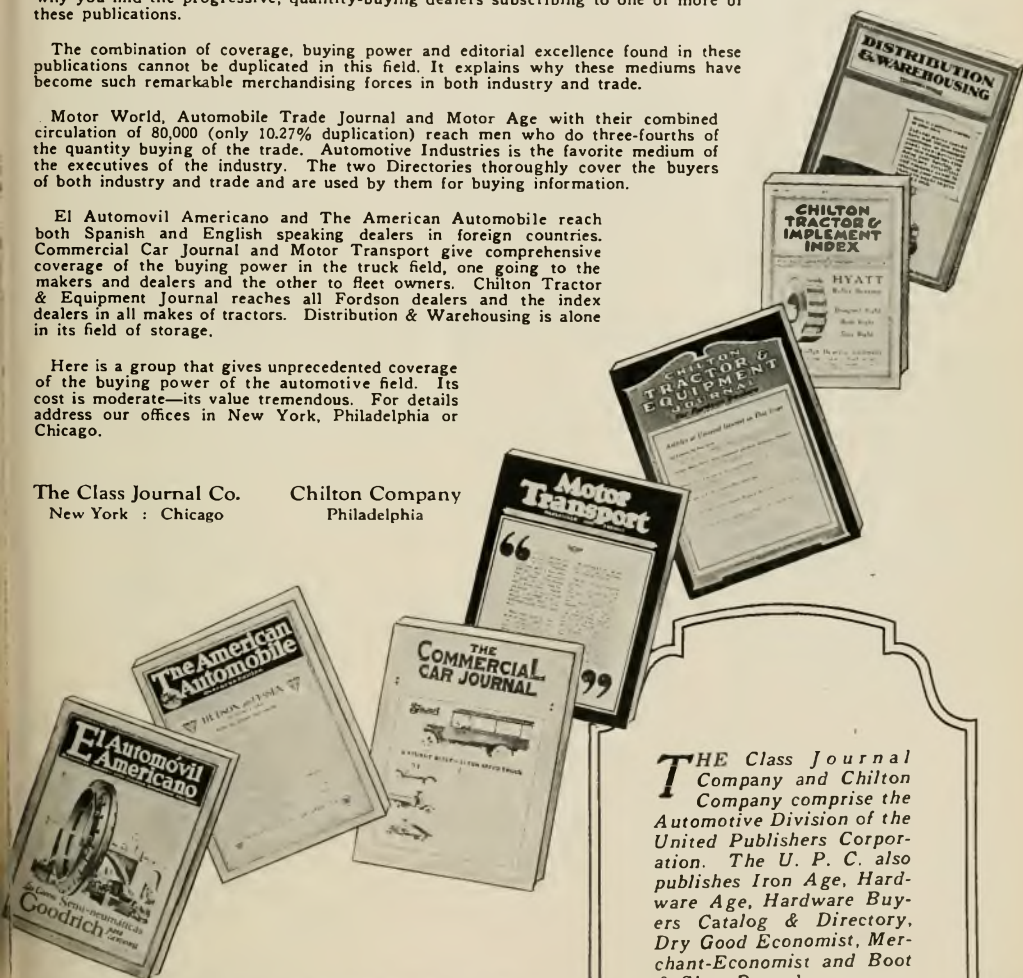
Motor World, Automobile Trade Journal and Motor Age with their combined circulation of 80,000 (only 10.27% duplication) reach men who do three-fourths of the quantity buying of the trade. Automotive Industries is the favorite medium of the executives of the industry. The two Directories thoroughly cover the buyers of both industry and trade and are used by them for buying information.

El Automovil Americano and The American Automobile reach both Spanish and English speaking dealers in foreign countries. Commercial Car Journal and Motor Transport give comprehensive coverage of the buying power in the truck field, one going to the makers and dealers and the other to fleet owners. Chilton Tractor & Equipment Journal reaches all Fordson dealers and the index dealers in all makes of tractors. Distribution & Warehousing is alone in its field of storage.

Here is a group that gives unprecedented coverage of the buying power of the automotive field. Its cost is moderate—its value tremendous. For details address our offices in New York, Philadelphia or Chicago.

The Class Journal Co.
New York : Chicago

Chilton Company
Philadelphia



THE Class Journal Company and Chilton Company comprise the Automotive Division of the United Publishers Corporation. The U. P. C. also publishes Iron Age, Hardware Age, Hardware Buyers Catalog & Directory, Dry Good Economist, Merchant-Economist and Boot & Shoe Recorder.

First Meeting of Window Display Advertising Association

STIMULATING addresses marked the first convention of the Window Display Advertising Association, held at the Hotel Statler, Cleveland, Sept. 29-Oct. 1, 1924. The meeting was called to order by President Peck, after which the Hon. William R. Hopkins, City Manager of the City of Cleveland, made the address of welcome. This was responded to by the president, Carl Percy, president of Carl Percy, Inc., New York, spoke on the past and present in window display advertising, and said that "the day of crowded windows and the day of using space for merchandise that would not sell readily have passed.

"If we take as a basis the amount of money spent in national advertising and estimate the proportion that goes for window display materials supplied by manufacturers," said Mr. Percy, "we find that this runs about 8 per cent of the average national advertising appropriation. Although from a standpoint of percentages the item is relatively small, from the standpoint of the amount of money involved it runs into tremendous figures.

"The great development of the future in the window display business lies along the line of educating the dealer to be able to distinguish the difference between a good window and a poor one; to know how often to change his windows and why; to understand how to determine a correct sales appeal and, further, how to dramatize it and use it to its best advantage.

"Many merchants regard themselves only as competitors of other dealers in the same line of business where, as a matter of fact, dealers are competing for the public's time and money."

At the afternoon session, H. W. Schulze, assistant sales manager of the Hickok Manufacturing Company, Rochester, N. Y., stated that up to a few years ago his company offered nothing for the display of its products other than the cabinets for showing the buckles and racks for displaying the belts. It was felt that this did not stimulate the dealer, so traveling displays were tried. Hides were used with buckles and belts mounted on them. Stuffed

animals were also a part of the scheme. Enlarged colored photographs of movie actresses and golf champions formed a prominent detail in the traveling displays, which were sent out on a carefully planned itinerary. This plan did not work out well in practice, and the Hickok company finally decided on an enlarged window display program.

"Now," continued Mr. Schulze, "we plan to give our dealers something new each season. In the spring and fall we advertise in national publications and our window cards are prepared to conform to our advertising. Our packages are also linked with our advertising. We have found display contests to be a great factor in stirring up enthusiasm in the display man."

ANOTHER important speaker on the afternoon program was C. H. Gager, assistant advertising manager of the Welch Grape Juice Company, who stated in connection with the policy of his company in regard to window displays that while magazines and newspapers tell the story of the company's goods to the consumer, he feels that it is up to the retailer and his sales people to remind the consumer when in a buying mood.

"We are convinced," said he, "that when properly set up window displays, and counter and store displays, constitute an efficient method of creating consumer-interest for a particular brand of merchandise.

"Our company spends as much as 46 per cent of our advertising appropriation for display material, but usually the outlay is not more than 30 per cent. The advertising and sales departments work to secure maximum results from the use of our display materials. Each district manager is kept advised of his cost per case for display material used in his territory. Our expense for these dealer helps in each of the past ten years has been from \$25,000 to \$90,000, and we believe that in the years when we were spending \$60,000 or more there was some waste in the material. Now we aim to buy less pieces and send out only such material as is requested."

In the evening a smoker and get-

together meeting, in charge of the Cleveland members of the association, was held at Alber's Villa.

THE outstanding address at the next day's sessions was made by Joseph M. Kraus, advertising manager of A. Stein & Company, Chicago, manufacturers of Paris garters. Mr. Kraus brought out the fact that his company was able to sell dealers the idea of making complete window displays of Paris garters. Accurate checks of the results showed an increase of 975 per cent in sales in one week over the previous week's business, in the case of one large retailer in New York. Some of the displays in dollar items showed a similar increase. The number of displays supplied to dealers was originally 1300. Now the company disposes of 20,000 a year. A careful survey shows 90 per cent of the material sent out by the company is actually in use.

At the afternoon session A. S. Turner, Jr., of the Lighting Service Department of the Edison Lamp Works, Harrison, N. J., spoke on the subject of "Proper Window Illumination and What It Means to National Advertisers." "The show window as an advertising medium has not only been wasted," stated Mr. Turner during the course of his address, "but in many cases has been absolutely ignored, especially after daylight hours. Merchants have consistently had the idea that as long as there was some kind of a light in the window at night it would be sufficient for their needs.

"These retailers lose sight of the fact that window shopping is one of the greatest pastimes of the American public in an evening hour, and that if a window does not attract their attention it is being wasted during the time when they are most susceptible to ideas.

"From investigations which have been conducted, it has been found that the value in terms of the number of people attracted can be greatly increased by improvement in lighting the windows themselves.

"Many excellent window displays which are most attractive in the daytime lose their value as soon as the artificial lighting is turned on."

Who are the judges of a paper's worth?

THOMAS A. EDISON

"As a bystander in the electrical field for over fifty years, I have noted the wonderful progress made by the ELECTRICAL WORLD during that period and beg to extend my most hearty congratulations on the splendid achievement . . ."

MARTIN J. INSULL

President Middle West Utilities Company

"The energy and enthusiasm ELECTRICAL WORLD has constantly evinced in practical and constructive aid to the electric light and power workers makes it indisputably the house organ of the industry."

O. B. CALDWELL

Vice-President Portland Electric Power Company

"Just what the electrical industry would be without the ELECTRICAL WORLD, I am unable to conceive. To me it seems to be part and parcel of the industry."

S. Z. MITCHELL

President Electric Bond & Share Company

"Too much credit cannot be given the ELECTRICAL WORLD for its aid in obtaining reasonable water-power legislation and for the high ideals of service and the opportunities for further development which it holds constantly before the electric light and power industry."

C. L. EDGAR

President Edison Electric Illuminating Company of Boston

"ELECTRICAL WORLD was getting nicely under way as the leading publication in the electrical field when central stations had their beginning and has progressed so steadily in its development that I, for one, regard it as practically an indispensable part of my business equipment."

J. W. LIEB

Vice-President New York Edison Company

"I know of no other publication which has furnished so complete and useful a cross-section of the progress on an industry . . . The perusal of its advertising columns, which I have made it a regular practice to scan from time to time, is of distinct informative value . . ."

W. H. JOHNSON

President Philadelphia Electric Company

"Ever since I have been connected with the central-station industry . . . I have known of and admired the ELECTRICAL WORLD and have appreciated the great work which it has done for all sections of the industry."

GERARD SWOPE

President General Electric Company

"I have been a reader of the ELECTRICAL WORLD for a great many years and during all that time have known it only as the leader in its field."

THE men most intimately connected with the field a paper serves are best equipped to know its standing.

These expressions are excerpts from just a few of the letters occasioned by ELECTRICAL WORLD'S 50th Anniversary Issue published September 20th.

J. F. LINCOLN

Vice-President Lincoln Electric Company

"The ELECTRICAL WORLD is the only journal of general circulation that covers news in the electrical field in anything like a complete manner, in so far as the manufacturing and central-station interests are concerned. Its leadership is unquestioned."

F. S. HUNTING

President Robbins & Myers Company

"In my own experience with the ELECTRICAL WORLD, and especially when I was a young engineer just out of college, it was the educational value of the paper which made the most distinct impression upon me and which is a very distinct recollection to this day."

Electrical World

Tenth Avenue at 36th Street, New York

70,000

A few months ago a disinterested expert in circulation examined our subscription list and stated that it was of a quality unsurpassed by any magazine in the U. S.

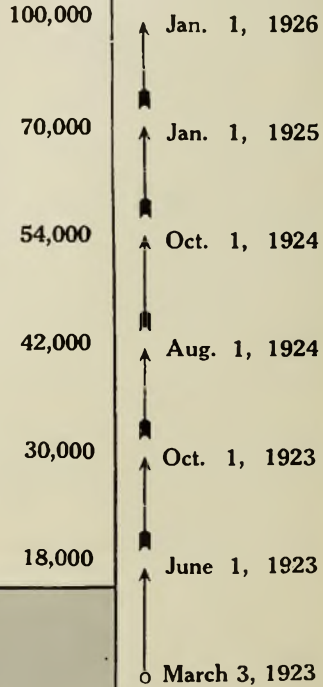
On the face of it, quality is insured, (a) by contents, (b) by price, (c) by circulation methods.

Analytically, quality is shown, (a) by percentage of lists such as Social Register, Who's Who, Directory of Directors; (b) by questionnaire as to automobiles owned, books read, miles traveled, and—(c) Any advertiser is entitled to get 100 consecutive names off TIME's list and "check" them for himself.

No quality magazine has ever developed circulation as fast as TIME. On January 1, 1925, TIME will have a circulation—70,000—as great or nearly as great as most of the quality magazines in the U. S. have acquired during 10, 20, 30 or 50 years of existence.

This 70,000 is at your command. (Please remember: "TIME's readers read TIME.")

TIME's Circulation Development Past and Future



Time is now a member of the A. B. C.



TIME

The Weekly News-Magazine

Have you ever bought *Paid* circulation?

Some publishers think the regulations of the Audit Bureau of Circulations are too severe. *TIME* would prefer to have them more severe.

For *TIME* is in the unique position of being a magazine for which the public pays in full.

A few ounces of paper, a few inches of type—that's *TIME*, and the subscribers pay for every ounce and every inch and for each and every item of overhead and selling expense.

Under these terms, and by this definition, we believe that *TIME* stands alone in the midst of thousands of magazines as being the only magazine which can offer you *paid* circulation.

Hence, A Policy:

These facts naturally work together to establish a policy, to wit:

1. *TIME* has now, and intends always to have a quality of circulation unsurpassed by any weekly or monthly in the U. S. and
2. (At least until some other national weekly can pay for itself from circulation revenue) *TIME*'s advertising rate per page per thousand will be the same as the lowest mass-rate standard weekly.

* * *

The complete story of *Time*—its growth, how it operates, who uses it, whether it can actually prove its value as a help in bringing advertisers new business—is briefly outlined in a booklet which has just come from the printer. May we send it to you?

Robert R. Johnson
Advertising Manager

Philadelphia Office
1502 Land Title Bldg.

Chicago Office
38 South Dearborn St.

Boston Office
127 Federal St.

Some of the firms
advertising in

TIME

Forhan's
Remington Type-
writer
French Line
Maillard
Fleischmann
Simmons (Beds)
Knox Hat
Rolls-Royce
Radio Corporation
American Tel. & Tel.
Lanport and Holt
Santa Fe Railroad
Gorham
The Drake Hotel
Shredded Wheat
Lincoln Motors
Raymond and Whit-
comb
Boston Garter
Dobbs
The Shelton
American Radiator
Alexander Hamilton
Institute
Canada Steamship
Lines
St. Francis Hotel

236 East 39th St.
New York City



THE 8-pt PAGE

by
Odds Bodkins



I CAN'T quite decide whether the following should be termed an echo of the London Convention or an On-to-Houston idea. Whatever it may be called, it concerns the method used by the Advertising Club of New Haven to raise the money required to send three of its members as delegates to the London Convention.

Briefly, this was the plan: A New York Hippodrome party was organized by the club and tickets were sold all around the city at a flat price for the railroad trip to New York and the theater performance. A special train was chartered and a big block of Hippodrome seats purchased by the club at terms that enabled it to make a profit and yet offer an attractive rate for the party. In this way \$1,000 was realized.

As the fund was still \$350 short, a second party was planned—a "Coney Island Party." The tickets for this event sold for \$5 and included fifty attractions at Steeplechase Park, and a bus ride through New York and out to Coney. This netted a profit of \$700. As the sum was more than enough to send two delegates as originally planned, the club promptly decided to send a third, and appropriately enough selected Arthur V. Geary of the New Haven Register, chairman of the committee which had engineered the two New York parties.

—8-pt—

This from the "Writings of the Founder" in the Wanamaker advertisement one day last week is good meat for advertising copywriters:

"True and proper brevity consists not in saying less but in not taking up time in saying more than is necessary."

—8-pt—

Hereafter, says a bulletin from the Department of Agriculture, goat meat will be designated by a special name which will be comparable to pork, beef and mutton. The name selected by the goat raising interests in the Southwest is "chevon." The United States Department of Agriculture states that there seems to be no reason why this name should not be adopted and generally applied to the meat of this domestic animal, and it, therefore, approves the name "chevon."

The word "chevon" was created and adopted, after long consideration of many suggestions, by organizations representing the principal Angora goat producing regions. It was made by combining parts of two French

words, "chevre" meaning goat, and "mouton" meaning mutton. In other words, "chevon" means goat mutton.

Having observed the efficacy of names in popularizing otherwise uninspiring articles in mail-order catalogs, and giving them individuality and a more definite place in the scheme of things, I shall be surprised if the name "chevon" does not in time lift goat meat into an important place on the nation's menu.

—8-pt—

I have read, either in manuscript or in printed form, scores and scores of articles on winning dealer good will, but I recall none that said any more, or said it more forcefully, than these two paragraphs by my Cleveland friend, R. O. Eastman:

"The only way to acquire good will on the part of your trade is to deserve it.

"And the only way to deserve it is to build selling plans and policies on a definite knowledge of what is right, fair and just and then stick to those plans and policies until hell freezes over."

—8-pt—

To husbands

Give your wife the best of everything. Buy her the finest goods at the lowest prices. Visit the Equitable Trust Company every week. You will find the goods you need for your wife at the lowest prices. Visit the Equitable Trust Company every week. You will find the goods you need for your wife at the lowest prices.

To wives



Read the columns at the left. Then talk it over with your husband.

THE EQUITABLE TRUST COMPANY

12 WALL STREET

NEW YORK, N. Y.

Special advertising rates with this ad.

One of the surest ways to get attention to an important message is to devote three-quarters of the space to "selling" that message and the remaining quarter to telling it, as does the forgoing Equitable Trust Company advertisement.

—8-pt—

One day last week I lunched with Frederick D. Hull and we fell to discussing the subject of appropriateness.

Inevitably our talk veered around to that quality as applied to advertising,

and he told me an incident from his experience which amused me greatly. Several years ago, he said, he was agency contact man on a horseshoe calk account, and he had requisitioned the production department for a suggestion for a mailing piece to be sent out to blacksmiths. In a few days his requisition came through; attached to it was a very neat little folder the front of which showed a canoeing scene, with a silver moon shining down on a deep blue lake. Inside it told all about horseshoe calks of this particular company's manufacture, in a nice, genteel way, in typography that would have delighted the eye of a connoisseur.

But as a message to blacksmiths! Well, not exactly!

In despair of getting anything out of the production department that would say what he wanted it to say, Hull took off his coat, swung two flat-top desks together, back to back, and pasted strips of paper together until he had a sheet large enough to cover both desks. With a brush he indicated some huge display lines, a big illustration and some text. Then he folded the sheet, lettering some "come-on" thought at each fold, so that the blacksmith-recipient would be led to keep on unfolding it until it was all spread out.

"That," he said, "is the way to talk to blacksmiths."

The big mailing piece was printed and mailed. And then letters of criticism began to come in. The gist of these letters was that the mailing piece wasn't waterproof!

It developed that blacksmiths were not only opening and reading the broadside, but were tacking it up outside of their shops, where it was ruined, of course, by the first rain. A new edition was promptly prepared, printed on some sort of waterproof material, and a vast amount of free consumer advertising resulted—right at the point where it would do the most good.

After all, no advertising man has earned his chevrons until he can turn artists' moonlight canoe scenes into barndoor broadsides with a punch!

Making a local advertising campaign ring around the world!

Another LOS ANGELES EXAMINER Merchandising epic!

FOUR months ago Dr. S. H. Thompson, of Los Angeles, perfected the Thompson Steral Tooth Brush, a tooth brush and a sanitary tube that keeps it sterilized. He signed a contract with the LOS ANGELES EXAMINER calling for full merchandising cooperation.

He had no distribution!

But the LOS ANGELES EXAMINER'S Merchandising service department jumped to the job, merchandised the advertising, and helped to get 65% distribution in Los Angeles before a line of advertising appeared!

Besides which, we uncovered resistance problems which we brought to the manufacturer's attention and enabled him to avoid a false start that might have cost many thousands to rectify. We literally fixed the price and made other suggestions that were acted upon.

Dr. Thompson figured that a sale of 125 gross the first month would be a certain indication of success.

Within a few days of the first advertising in the EXAMINER he had 90% distribution in Los Angeles, and in the first month sold 250 gross of his brushes here!

Today he has 97% distribution in and around Los Angeles, and in many nearby cities 100%. In his own words he finds "this distribution parallels EXAMINER circulation." Inquiries for the brushes and for rights to sell the brushes have come from ALL OVER THE WORLD!

An EXCLUSIVE campaign in the EXAMINER

The various forms of Merchandising co-operation given the Thompson Germicidal Sterilizer Company may be utilized by other manufacturers with or without distribution in this territory. A 10,000 line contract insures full co-operation. **MOST ADVERTISERS FIND THE EXAMINER WELL ABLE TO HANDLE THE JOB ALONE!**

160,000
Daily

Los Angeles Examiner

370,000
Sunday

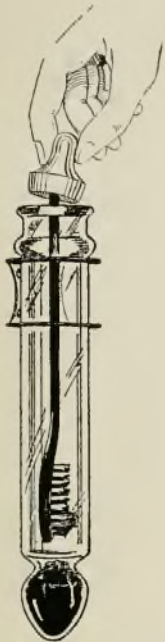
BROADWAY AND ELEVENTH, LOS ANGELES

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



The campaign by
Echternach Agency,
Los Angeles

Know these things

DO you know how much lighter Gagnier Plates are than competitive Plates?

Do you know that Gagnier Plates are probably the lightest on the American market?

Undoubtedly you do know that using only the finest of materials makes it possible for us to make them light but strong.

You will readily realize that lightness makes for economy of transportation, low postage costs in mailing to meet schedules.

This is only one of the many advantages you gain by using Gagnier Plates and Mats which are backed by Gagnier 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

For Advertising Designs



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

Posters, Magazine & Newspaper Illustrations

He Has \$500,000,000 a Year to Invest

[CONTINUED FROM PAGE 22]

be home-builder out of his money, there were some unfortunate experiences in this state from "bad" building and loan associations. The good associations did nothing to establish the truth in the matter. Their silence cost them the confidence of a great many people. It is unfortunate that a campaign was not started to establish the facts and to restore confidence. Apparently they were content to know that they were all right and continued to hide their light under a bushel. But while it is true that truth crushed to earth will rise again, it may be of such primrose existence that very few people know about it.

In 1922 the total assets of associations in New York State showed an increase of \$22,000,000. Most of this growth came from word-of-mouth advertising of members. With the present shortage of homes throughout the country it is interesting to speculate on what the increase in assets would have been if the public at large had known the merits of building and loan association methods, and how their plan operates to aid homeseekers to become home-builders.

There is every reason why the seven or eight thousand associations in this country should get away from the candle-in-the-window stage and guide the homeseeker along his way with the electric lights of advertising.

Henry Ford is selling thousands of cars through his \$5 a week purchase plan. What could the building and loan associations do if they would let the public know how easily they could own a home? For years Mr. Ford did not think it necessary to advertise. Recently he changed his policy. Today he is one of the largest national advertisers.

Members of building and loan associations cannot be depended upon to advertise the merits of their organizations. They may, if they think of it, tell their friends of their successful experience, but there is a natural reticence on the part of most people to discuss their financial affairs with friends.

The only way that the broadest benefit will ever be secured to associations is by telling the public, first, that they are here; second, what they do; third, how they do it, and fourth, keep telling them.

It is surprising that there has not been a concerted effort on the part of building and loan associations to announce themselves and do their bigger part in establishing homes and salvaging the huge sums which yearly go into hole-in-the-wall speculation. They have a real story to tell. All they need is to have someone point it out to them. Then, if they put it across so that the small investor gets it, they will have done the small investor and the country a real service.

American Exporters Answer Their Critics

[CONTINUED FROM PAGE 16]

great a tendency to carelessness in the selection of men for foreign field missions. On the other hand, the principal European countries had necessarily been sending their very best men to the foreign fields, as a considerable, if not the most important, part of the outlet for their manufactures lay in the foreign markets.

But, in the intervening years, a very decided change has come over the situation. While I will not say that in my travels in Latin America, Europe, Asia and Australasia I have not met some American travelers I would have been glad to see sent home and kept home. I will say that, in the aggregate, the standard of American salesmen has been fully equal, if not superior, to that of salesmen of other countries. American manufacturers are rapidly learning

I HAVE seen some notable instances of the poor selection of foreign agents particularly when the selection has been the result of correspondence rather than of personal investigation, but it is a very difficult thing to get good agents abroad, as the demand exceeds the supply. At times, rather than leave our line entirely uncovered, we have selected the best possible alternative, a policy that it sometimes satisfactory and sometimes a disappointment. There is not an American export manager who could not classify his foreign agents as poor, fair, good and excellent and who is not constantly engaged in an endeavor to raise the standard. But the exception must not be mistaken for the rule for, on the whole, I believe we can be generally credited with having made very excellent selections.

Doubtless we have been guilty to some extent of making invidious comparisons, but the sales manager, domestic or foreign, is charged with the responsibility of making sales and he must keep some comparative record for his guidance. I, a representative export manager, have always devoted considerable attention to building up as much as possible in the way of comparative statistics, comparing one year with another for a particular agent.

Periodically I have supplied my agents with all the comparative statistics I could give them, sometimes complimenting them, sometimes spurring them on to greater activity and sometimes finding myself in need of a new agent. It has been my experience that most enterprising and active agents eagerly welcome all the comparative statistics one can give them. But I have never been guilty of comparing performances in foreign fields with those in the United States or of comparing the sales volume of China with that of Australia, and I contend that this stupid absurdity is very rare among export managers.

We are guilty to some degree of the

CINCINNATI FROM A BUYING STANDPOINT

As four newspapers serve the Cincinnati market, the advertising or agency man is up against a difficult problem to select the newspaper best fitted to his needs.

Three of these newspapers claim complete coverage and two out of the three argue circulation.

But in this market there is one paper that is **PREDOMINANT**: The Cincinnati Enquirer. Its Sunday edition covers practically every home in town, and its daily circulation is with the upper and the strong middle class—the class that earns over 82% of Cincinnati's total income.

The Enquirer offers a kindly audience to advertisers—and an intimate and influential interest in every account that it carries.

*Our Merchandising Dept. will
furnish route lists, surveys, etc.*

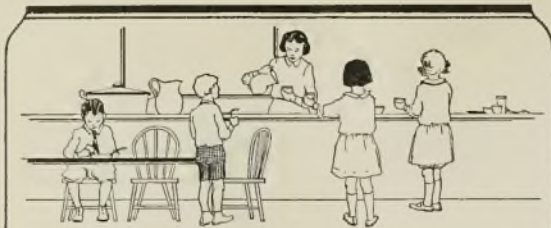
The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

I. A. KLEIN
50 E. 42nd St.
New York

I. A. KLEIN
76 W. Monroe St.
Chicago

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



Sounding a New Note in Education

Child health education now occupies an important place in our educational system. Children are graduated from school physically as well as mentally equipped to face the problems of life.

The importance of cleanliness, exercise, the proper care of nails, teeth, hair and hands are discussed and emphasized in the class room. Wholesome school lunches help overcome malnutrition prevalent among school children. Health lessons learned in childhood are never forgotten.

More than 160,000 teachers, each month of the school year, turn to the advertising as well as the reading columns of Normal Instructor-Primary Plans for helps in their health work. Perhaps you, like Prophylactic, Borden, Colgate, Palmolive, and others, can tell them what to work with to make the teaching of health easier, more effective and enjoyable.

We will gladly assist in solving your advertising problems in the educational field.

**F. A. OWEN PUBLISHING COMPANY,
DANSVILLE, N. Y.**

CHICAGO	NEW YORK
1018 So. Wabash Ave.	110 West 34th Street
C. E. Gardner	George V. Ramage
Advertising Manager	Eastern Representative



Member A. B. C.

NORMAL INSTRUCTOR and PRIMARY PLANS

For TEACHERS of ALL THE GRADES and of RURAL SCHOOLS

charge of sending letters, literature and invoices in English to countries of other languages but, in most cases, this is done where the volume of business or the prospects of business have not been such as to warrant the immediate preparation of literature in the language of the country. But I have seen a vast amount of literature of American manufacturers very well prepared and properly circulated. Correspondence is conducted as far as is practicable in the language of the country corresponded with. In many instances, a good deal of care is expended in making arrangements to have foreign agents prepare and circulate literature.

The question of invoicing is the most difficult of all to solve. Only a concern having an export of the greatest possible magnitude could undertake to invoice its goods in a large number of foreign languages. There are some who can do this but they are exceedingly few. On the other hand, it is much easier for the agent to arrange to handle invoices in English than it is for the manufacturer to have his invoices made in the languages of all the countries to which he exports.

THE "take it or leave it" attitude is caused by the need of doing business at a profit and by the fact that America's advance in foreign trade has come largely through the use of automatic machinery and mass production methods. Where it may seem exceedingly simple to the foreigner to demand that an article be nickel-plated instead of enameled, that it be rough-finished instead of burnished, that it be cast iron instead of steel, that it be of French or Spanish rather than of American design, yet to do these things might raise the cost out of proportion to the available margin of profit, except where a considerable volume is involved.

If the American manufacturer had consistently catered to all the demands that have been made upon him for special finish or special construction, he would have been enabled to compete in foreign markets along certain lines and standards previously established by European manufacturers, but this would have been accomplished at prohibitive cost, in many instances, and to the total exclusion of such development as has been ours from introducing American standards. Many years ago, while making a survey in Latin America for an American shoe company, I noticed that only French and Spanish styles could be found and I was informed that there was no demand for American styles. But, in 1911, our exports of boots and shoes to South America amounted to over \$1,000,000 and the volume doubled in 1913. Our present volume is vastly greater than that of ten years ago and this increase has been due to the introduction and promotion of a demand for American styles rather than the imitation of foreign designs.

There is room for further develop-



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

A Few "FIRSTS" for
SOUTHERN RURALIST
 —Supreme in the South

*Facts for buyers
 of advertising*

THERE'S a reason for leadership—several reasons if you are checking Southern Ruralist's Supremacy in the South. Here are a few of special interest to buyers of advertising:

Southern Ruralist has been prominently identified with every movement toward the raising of farm paper standards. It took the lead in the fight to exclude patent medicine advertising; it has led in eliminating cheap mail order revolver copy. Southern Ruralist was the first to adopt the 4A standard rate card; one of the first to join the Audit Bureau of Circulations, holding membership certificate issued in May, 1914.

*Editorial "firsts"
 of importance*

Southern Ruralist was the first to completely departmentize the editorial section; the first to establish a department of markets; the first to systematically promote cooperative marketing; the first to organize an educational fund for worthy agricultural students.

*31 years of
 leadership*

Such evidences of initiative are not the result of chance. They are the logical outgrowth of a determined policy, begun 31 years ago, to serve the South in every helpful way.

They bespeak, too, the authority with which a Southern Ruralist representative can discuss your problems with you. Ask the nearest one to call; there's no obligation.

SOUTHERN RURALIST

ATLANTA, GA.



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

NEW YORK
 A. H. BILLINGSLEA
 342 Madison Ave.

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

MINNEAPOLIS
 R. R. RING
 Palace Bldg.



MOUNTAINS *and* MOLE-HILLS

THE nature and character of the circulation of *The Grand Rapids Furniture Record* is responsible for its recognition by dealers as the leading business paper in the furniture field.

There is no such thing as forced-growth circulation here. Advertisers can rely upon the *Furniture Record*, because it has served furniture and home-furnishing retailers for a quarter of a century. This magazine has grown with the furniture industry and possesses the same *stability* as the industry it serves.

It takes centuries for a mountain to attain its lofty grandeur. But Nature's reward for the labor of centuries is a bulwark of stability that defies the elements and com-

mands the admiration of mankind. This is the tribute we pay to that which is built upon a stable foundation.

The mole-hill is an overnight labor, and is easily obliterated by the ruthless heel of an occasional passer-by.

A thought in this for advertisers. The circulation of the *Furniture Record* represents a quarter of a century of productive advertising value. Like the mountain, it possesses stability and commands confidence.

Forced-growth circulation like mole-hills springs up over night, but lacks the foundation that insures stability and inspires confidence.

Members of the A. B. P., Inc.
A. B. C. Audited Circulation.

The Grand Rapids Furniture Record

Grand Rapids, Michigan—U. S. A.

Published by
THE PERIODICAL PUBLISHING COMPANY
Also Publishers of
The Furniture Manufacturer & Artisan
The American Funeral Director
Within the Home
Homes Charming
Better Furniture, and
Books for the Industry



The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving

ing audited net sales figures.

Published for all who wish to be informed on British advertising and its developments.

The **Advertiser's Weekly**
The Organ of British Advertising

Subscriptions \$5 annually, post free.
Advertisement rates on application to
New York Office
52 Vanderbilt Avenue N. Y. City
or
New England Office—c/o Mr. Frank E. Willis, 114 State St., Boston, Mass.

ment along these lines. It is simply up to the American manufacturer, by actual survey on the ground in each market, to determine whether the best course for him to pursue is to tool up to existing special requirements, or whether, by patience and persistency, he cannot build up a bigger and more profitable business on American standards.

To sum up, certain foreign nations such as England, Belgium and Germany and other countries, from absolute necessity, were engaged in manufacturing and selling for export for many generations during which we were engaged in developing our manufactures to meet our own demands, with little surplus for export. When we finally began to reach out for export trade we naturally encountered on every hand comparisons with these manufacturers of longer experience in foreign trade. But conditions have very greatly changed since we were an agricultural country exporting only food products and raw materials.

Still many people persist in harking back to old conditions. The mistakes of the manufacturer just launching out in foreign trade are too often cited as examples of our shortcomings, while the excellent standards of business conduct set by numerous concerns that have gone through the fire of experience are totally excluded from consideration.

Norton Webb

Recently on the advertising staff of the Paris edition of the *New York Herald-Tribune*, has been appointed advertising representative of *The Christian Science Monitor*, with temporary headquarters at 3, Rue Auber, Paris.

Rogers & Manson Co.

New York, publishers of *The Architectural Forum*, announce the following elections: Howard Myers, president, succeeding the late Albert James MacDonald; C. Stanley Taylor and James A. Rice, vice-presidents, the latter also elected to fill the vacancy on the board of directors; Robert Sweet, secretary and treasurer, and Paul W. Hayes, assistant treasurer.

F. F. Frothingham

Recently president of the Boston Belting Sales Company and formerly general sales manager of the American Felt Company and publication manager of the *Ladies' Home Journal* in New England, has joined the executive staff of the Boston Office of Dorrance, Sullivan & Company.

Rickard & Company

New York, has been selected to conduct advertising for the Simplex Concrete Pile Association, Inc., same city.

H. A. Tarantous

Recently managing editor of *Motor*, is now associated in an executive capacity with J. H. Newmark, Inc., New York.

Sinful Manufacturers

[CONTINUED FROM PAGE 19]

offices of stores, teasing and strong-arming store buyers and merchandise managers to consider their cut prices, fat discounts and long dating, how dare they damn the stores for buying to the best advantage! If they don't want to compete with the price-cutters, why don't they go about their business? Stores make no pretense to being eleemosynary institutions. Why should they contribute part of their profit to support manufacturers who don't know how to meet competition and who would absorb that extra money to blow out a bigger front to do their damning with?

It seemed laughable to Mr. Stillson that a store executive should deny having suggested the buying policy to his buyers; but there are white-livered executives who get frightened when a big association writes to them. If this one had asked for a list of the manufacturers belonging to that association, he would doubtless have found among them the names of at least a dozen manufacturers whose salesmen had suggested the condemned policy to him when pleading for sales. For it is the fact that all such ideas are suggested to the store buyer by some weak and insistent salesmen. Then, when a buyer makes such a discovery, he fails in his duty to his employer if he does not try to get the best terms possible on every purchase that he makes. What is offered to him is offered to others, and the offer of one manufacturer is likely to be the offer of many others when they are hungry for the order. The buyer's duty is to make them all hungry.

THE buyer who pays an extra dollar, or pays that dollar sooner, or with smaller discount than he might have gotten, is cheating his employer, or is grossly incapable. He is hired to buy at lowest prices and on best terms—hired to learn every salesman's trick, to learn every manufacturer's lowest price and highest discount. Naturally those manufacturers who teach the crooked tricks, or tolerate them in other members of their associations, will damn the buyer who tries to take advantage of them and sully his own ethical standards by protecting his employer against paying higher prices than his slightly bigger competitor.

You manufacturers who have not committed the sin of quoting lower prices and better terms to favored customers may now go out to the stone pile and start throwing stones at the retailer.

The ethics of retailing have advanced mightily in the past generation; but manufacturers are still haggling with their customers about prices and terms. Why not get together in your associations and create fixed prices and terms just as retailers have done? It is just as easy—in fact more so. It was once thought impossible by retailers.

THE RISING TIDE OF QUALITY

More and more people are turning to THE QUALITY GROUP for their constructive reading, and the result is an increase in QUALITY CIRCULATION.

The current A. B. C. reports show a substantial increase for The Quality Group, a growth in which every magazine contributes its share.

The Quality Group

ATLANTIC MONTHLY
HARPER'S MAGAZINE

REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE
WORLD'S WORK

681 Fifth Ave.



New York

WE believe that these pages are of more interest and profit to buyers of advertising space than anything that has appeared in Advertising Fortnightly for many a day.

They show conclusively that among the many magazines you have up for consideration from time to time, **TRUE STORY** offers the greatest possibilities to both the publicity and the mail order advertiser—possibilities based entirely on performance.

A keen scrutiny of what follows must convince you of the fact that the mail order advertiser points the way for the publicity advertiser—because the mail order advertiser *must* get results in order to continue advertising.

These Publicity advertisers are in November **TRUE STORY**. The figures following each name indicate the number of insertions these advertisers have used in **TRUE STORY** up to date.

Lambert Pharmacal Company, 18.	Liggett & Meyers, 8.	Maybelline Company, 33.
Resinol Chemical Company, 2.	A. H. Lewis Medicine Co., 14.	J. W. Kobi Company, 5.
Princess Pat, Ltd., 27.	Boncilla Laboratories, Inc., 24.	The Murine Company, 11.
Ben Levy Co., 19.	Danderine, 11.	D. D. D. Company, 14.
Diamond Dyes, 8.	A. Bourjois & Co., 9.	California Fig Syrup Company, 8.
May Breath Company, 5.	Paris Toilet Company, 20.	Mary T. Goldman, 31.
The Kenton Pharmacal Co., 7.	Brett Manufacturing Company, 1.	Marmola Company, 19.
Kondon Manufacturing Co., 1.	Jannibal Pharmacal Co., 19.	Sheffield Co., 6.
Othine, 24.	Freezone, 9.	Kolar Laboratories, 14.
Sem-Pray Jo-ve-nay Co., 13.	American Chiclé Company, 15.	Hygienic Laboratories, 27.
Standard Laboratories, Inc., 1.	Musterole Company, 13.	Paul Rieger & Co., 18.
The Glazo Company, 2.	Pepsodent Company, 20.	Madame X Company, Ltd., 10.
S. C. Johnson & Son, 35.	Liquid Veneer Company, 1.	The Jung Arch Brace Co., 16.
National School of Cosmeticians, 1.	Madame Berthe, 52.	Engel Manufacturing Co., 7.
Delicia Laboratories, Inc., 11.	C. S. Welch Company, 13.	Siewin Company, 20.
Forhan Company, 15.	Hair Groom, 5.	Universal Chiropractors' Association, 12.
Frederick F. Ingram Co., 5.	Pepsin Syrup Company, 3.	Rubberset Company, 1.
Empress Company, 9.	Fletcher's Castoria, 11.	
Bayer Aspirin Tablets, 15.	Ross Company, 32.	

These Mail Order advertisers are in November TRUE STORY. The figures following each name indicate the number of insertions these advertisers have used in TRUE STORY up to date.

- Chicago Engineering Works, 76.
 Nelson Doubleday, Inc., 62.
 School of Classic Dancing, 34.
 La Salle Extension University, 62.
 National Salesmen's Training Assn., 58.
 Hartman Furniture & Carpet Co., 47.
 Jos. De Roy & Sons, 35.
 National Stationery Co., 12.
 U. S. School of Fingerprint, 17.
 American Specialty Co., 15.
 C. F. Johnson & Co., 34.
 Perfect Voice Institute, 32.
 The Olive Company, 48.
 First Hawaiian Conservatory of Music, 137.
 Elite Jewelry House, 18.
 Occult Science Association, 5.
 Mysto Company, 30.
 Home Supply Company, 29.
 Theo. Audel & Co., 10.
 Chicago Auto Shops, 17.
 Elmer Richards Company, 12.
 U. S. School of Music, 53.
 The Authors' Press, 97.
 World Mail Order Company, 19.
 Inkograph Company, Inc., 2.
 Mexican Gem Importing Co., 47.
 Denver Optic Company, 2.
 Alexander Laboratories, 15.
 American Novelty Company, 10.
 American School of Music, 43.
 Artificial Ear Drum Co., 7.
 W. W. Hilton, 12.
 Ohio School of Commercial Art, 2.
 Universal Distributors, 23.
 Prof. H. W. Titus, 14.
 Mlle. Sophie Koppel, Inc., 22.
 Crystal Ball Company, 12.
 Orient Exchange, 14.
 Imp-O-Luck Company, 9.
 Mellinger Tire & Rubber Co., 18.
 Arthur Murray, 55.
 The Morley Company, 41.
 Aymes Company, 18.
 L. A. Sanative Company, 3.
 Willard Frances Beauty Parlors, 9.
 Electro Thermal Company, 15.
 E. S. Givens, 66.
 Consolidated Novelty Company, 6.
 Jennings Manufacturing Company, 9.
 Reliable Sales Company, 11.
 Wilson Ear Drum Company, 32.
 Ogilvie Publishing Co., 28.
 M. Tritley, 44.
 Pathfinder Company, 7.
 International Mail Order Co., 31.
 C. J. Ozment, 52.
 Coyne Electrical School, 20.
 Codington School of Diamonds, 1.
 W. Z. Gibson, 7.
 Standard Business Training Institute, 33.
 Baker, 1.
 Niagara School of Music, 25.
 Bradley, 10.
 Johnson Smith Company, 21.
 W. H. Warren, 22.
 Northwestern School of Taxidermy, 17.
 E. Richwine Company, 50.
 Smith Typewriter Sales Co., 31.
 Garfield Importing Co., 29.
 E. M. Davis Company, 3.
 Reliable Sales Corporation, 12.
 University of Applied Science, 38.
 American Business Builders, 8.
 Baird-North Company, 7.
 Spiegel, May, Stern Company, 16.
 Personal Arts Company, 1.
 Allied Merke Institutes, Inc., 21.
 McGowan Laboratories, 25.
 Tiffany Laboratories, 1.
 Wallace Institute, 23.
 Review of Reviews Corp., 14.
 Paris Toilet Company, 20.
 University Extension Conservatory, 32.
 Akron Lamp Company, 1.
 Roanoke Photo Finishing Co., 28.
 Williams Company, 34.
 Gibson, Inc., 5.
 Kathryn Murray, Inc., 21.
 Fashion Embroideries, 2.
 Metallic Letter Company, 38.
 Larkin Company, 9.
 Quickedge Sharpener Co., 6.
 C. W. Archer Shoe Co., 1.
 Frances Roberts Co., 17.
 Rica Co., 3.
 Franklin Institute, 193.
 E. C. Harley Company, 2.
 McKinlay, Stone & MacKenzie, 4.
 Woman's Institute, 35.
 D. J. Mahler, 20.
 Mme. Annette, 26.
 Lyon & Healy, 5.
 T. S. Denison & Co., 12.
 Milton Gordon, 4.
 Youth-Ami Laboratories, 14.
 Stickle Company, Inc., 5.
 Bluine Mfg. Co., 1.
 Palmer Institute of Authorship, 23.
 Francis Jordan, 2.
 W. Hilyer Ragsdale, 45.
 Davey Tree Expert Co., Inc., 1.
 Wavex Company, 25.
 Brief English Systems, 1.
 Lewis Hotel Training Schools, 41.
 J. M. Lyon & Co., 29.
 Wearplus Company, 13.
 Federal Mail Order Company, 1.
 Marie Franzen, 35.
 Funk & Wagnalls Company, 14.
 Lucille Young, 20.
 International Correspondence Schools, 237.
 Fischer Manufacturing Co., 1.
 Loftis Bros., 56.
 Kay Laboratories, 33.
 Dr. R. Lincoln Graham, 16.
 Richard Pink Co., 43.
 Mac-O-Chee Company, 21.
 American School of Aviation, 10.
 Lincoln Typewriter Company, 3.
 Standard Business Training Institute, 31.
 The Weil Company, 8.
 Rosgren Export Company, 9.
 Quinn Conservatory, 26.
 Franklin Jewelry Company, 3.
 Standard Proprietaries, Inc., 12.
 Coyne School of Drafting, 18.
 Dia-Gem Company, 105.
 Lewis Tea Room Institute, 18.
 American School, 34.
 The Dr. Egan Manufactory, 25.
 The Getgey-Jung Co., 17.
 Meyer Both Company, 28.
 Monocrat Leather, Inc., 1.
 Spear & Co., 19.
 Oriental System of Beauty Culture, 46.
 Ferry & Co., 59.
 Farmer Burns School, 14.
 Nileart Company, 2.
 Kalamazoo Stove Co., 3.
 New York Academy of Music, 96.
 Baer Bros., 28.
 The Landon School, 14.
 Miller System of Correct English, 1.
 L. Fish Furniture Co., 29.
 Jeanne Walter, Inc., 24.
 Greer College, 4.
 Fireside Industries, 18.
 L. W. Sweet, Inc., 54.
 Buescher Band Instrument Co., 32.
 Fyr-Fyter Co., 6.
 Burlington Watch Co., 43.
 Rudolph Wurlitzer Co., 24.
 Lionel Strongfort, 57.
 Williams & Co., 34.
 Auto Knitter Hosiery Co., 15.
 Madame Elaine, 10.
 McCarrie School, 13.
 Federal School of Commercial Design, 38.
 Aurine Remedy Co., 6.
 Manufacturers' Sales Corp. of Amer., 14.
 Columbia School of Drafting, 12.
 Garfield Importing Co., 29.
 Chicago School of Nursing, 11.
 Brooks Appliance Co., 14.
 Fulton Mercantile Co., 14.
 Anita Company, 37.
 Royal Diamond & Watch Co., 25.
 The Coner Manufacturing Co., 19.
 Federal School of Illustrating, 9.
 Lenor Manufacturing Co., 7.
 Pharmaceutical Products, Ltd., 25.
 Howard C. Rash, 38.
 National Radio Institute, 16.
 Katherine Kellogg, 1.
 Shipman-Ward Manufacturing Co., 24.
 Sterling Diamond Watch Co., 105.
 Annette Kellermann, 17.
 Washington School of Art, 52.
 Artcraft Studios, 13.
 Literary Bureau, 42.
 Patterson Civil Service School, 21.
 Chief Draftsman Dobe, 29.
 Harold Lachman Company, 58.
 International Typewriter Exchange, 18.
 The American Products Co., 27.
 Ridpath Historical Society, 12.
 Studebaker Watch Co., 18.
 Empire Watch Manufacturing Co., 7.
 Washington School of Cartooning, 31.
 Young Typewriter Co., 24.
 Klein & Co., 36.
 Mussehl & Westphal, 5.
 H. W. Eakins, 1.
 Earle E. Liederman, 48.
 World's Star Knitting Co., 7.
 La-Mar Laboratories, 4.

True Story

Magazine

Are You Getting Your Share of Small Town Sales?

Are you telling the story of your product to the thirty million small town people?

This great mass is very responsive. And there is not much so called "class" in the small towns for the people are all neighbors.

Overflow circulation from the news-stand magazines will not get "mass," small town business.

Put your story into **850,000** homes by using the pages of their favorite small town magazine

People's Popular Monthly

Des Moines, Iowa

Circulation 850,000

Carl C. Proper
Editor

Graham Stewart
Advertising Director

Salesmen's Wives

[CONTINUED FROM PAGE 17]

fast dishes hadn't been washed and dinner hadn't been started. In fact, his wife was away. Corbin had picked up some mutton chops on the way home and while I sat before the gas fireplace, he busied himself starting dinner. Soon his pretty, young wife buzzed in. She had been to a picture show all afternoon with a friend.

In a perfectly unembarrassed manner she asked the sales manager to stay for dinner and he agreed, whereupon she sent Corbin out for a half dozen cream puffs to eat with the canned pears for dessert.

While Corbin was away, this sales manager got in his work. "I've wanted to meet you for some time," he started. "I know you are interested in your husband's progress and in his making more money. I feel you can help a lot and I know you want to do it if you know how."

THE sweet young thing most sincerely assented. She was anxious to do anything she could to help. She knew they weren't making the money they ought to make, but she had expressed her willingness to go back to office work but Corbin had been opposed to this course.

"He's right," the sales manager agreed, "but there is a real job you can fill and it will make more money for the Corbin family than if you go back to office work. That's taking hold of that husband of yours and building him up. His health isn't what it ought to be. He needs more real rest after working hours. He needs more cooked food and less fried food.

"Now you say that you don't know a thing about cooking. Well, take a few lessons and practise. Make it your business when he comes home to have the house warm and dinner all ready and then when he is fed up, give him a few hours of perfect quiet and rest before bed time. He needs it."

And the willing though woefully untaught young bride saw the point and made good on her job.

"Oh, I never make any fuss about it at all," another sales manager explained. "When a salesman isn't doing what he should do and I have an idea his wife is to blame, I just get her down to the office and have a talk with her.

"I tell her plainly that she is part of the partnership—that while her husband is on our payroll, his success depends largely on her and that it is up to her to help. And then I tell her how to help. I don't make any more bones over talking to a salesman's wife than I do talking to him. It is a fact that nine salesmen's wives out of ten are willing but don't know how to help.

"Give most of them a chance and they'll come through a darned-sight quicker than the average man."

Hoppering File—The Ideal Newspaper File!

Has these advantages:

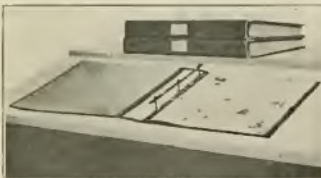
Easy to use. Takes only a few seconds to insert newspapers. No lagging. No holes to punch. No measuring. No chance for it to go wrong.

Will hold papers to a thickness of three inches or more and permit ALL of any page to be easily read.

No sharp corners or exposed metal to scratch furniture or clothes.

And the covers lay that when opened!

\$4 each. Less in quantities of six or more. Ask us to send one on approval. Binders for all publications our specialty.



Used by Newspapers
Agencies and Advertisers

Hoppering File Co., 118 St. Claire Ave., N. E. Cleveland, O.

Who Reads Success?

KEEN, intelligent, responsive and substantial class who aspire to bigger things in life, not altogether materially but spiritually as well. That element of the American people who make up the backbone of the Nation. Those interested in a broader outlook on life, religion, education and general uplift.

Here are some facts in regard to Success Readers:

87.2%—Male Subscribers	12.1%—50 to 65 Years
82.6%—Married	1.9%—Over 65 Years
65.1%—30 to 50 Years	79.1%—Own Their Homes
20.9%—20 to 30 Years	37.4%—Own Radios
	84.4%—Own Automobiles

The above figures represent the result of an extensive investigation of Success subscribers.

Thousands of New Readers are Joining Ranks Monthly

Circulation last six months

May	107,280	August	121,568
June	107,153	September	119,577
July	116,606	October	128,166

When complete newsstand returns are made, the figures for August, September and October will be materially increased.

November Issue . . 180,000 Copies

New Advertising rate \$400.00 per page in effect with January Issue based on 150,000 circulation (Net)

Success offers a rising market for all advertisers interested in maximum results at a minimum expenditure.

Success

The HUMAN Magazine

251 Fourth Avenue

FOUNDED 1898 by Dr. ORISON SWETT MARDEN

New York



"It Looks It"

WHEN Friend Wife demands approval for some sad object salvaged from the bargain counter, the reply, whether couched in humorous or in up-stage terms, usually conveys the impression "It looks it."

Yet when the husband totes home some new literature, the combined printing, art work and engraving for which he "shopped around" no less zealously, he is crestfallen if she pronounces it "junky looking."

"Junky looking" printed matter never sells much goods.

"Cheapest" results come from best art work, paper, printing and photo-engravings.

Gatchel & Manning, Inc.

C. A. STINSON, President
PHOTO-ENGRAVERS
Philadelphia

G. Whittingham Whycherleigh Arrives

By Albert L. Gale

ON the crisp new slip covers of his personal limousine lolled Mr. G. Whittingham Whycherleigh, the successful advertising agent. The velvet-padded car swung into Gosh Avenue. On Mr. Whycherleigh's face was the faint trace of tranquility which is neither vulgar nor mistakable. All was right with Mr. G. Whittingham Whycherleigh's world, and he was at least six or seven planes above that world where Average rules.

"To your office, sir?" respectfully asked James Perkins, the perfectly uniformed chauffeur, as he turned his head slightly and touched his cap.

"Yes, James. To my office for a few moments. Then I shall go to the Croesus-Dives Building for the balance of the morning."

They threaded a luxurious and cautious way through the seething traffic of that hour between 10 and 11 a.m., when Gosh Avenue is choked with the splendid motors of bankers, brokers, railroad executives and advertising agents. At the entrance to the Gold Certificate Building, where the firm of Whycherleigh, Birmingham, Leveringstone & Leicester occupied the entire sixteenth floor and part of the seventeenth, a doorman clad with the splendor of a Swiss Guard bowed low and solicitously touched Mr. Whycherleigh's elbow, as though to assist him from the car.

The elevator starter, magnificent in a new Blue Hussar uniform, saluted as Mr. Whycherleigh approached an express to the fifteenth floor, and the operator himself, gracefully acknowledging though not mentioning the fact that when he had Mr. Whycherleigh in his lift he had a load, closed the door in the face of half a score mere prospective passengers and shot the cage to the heights.

Entering his sumptuous studio from the hallway, thus avoiding the reception room where hordes of hungry representatives were crying for bread, Mr. Whycherleigh began to play upon a row of push buttons with the fervor of a great organist attacking the ivory manual. Throughout the sixteenth floor buzzers made startling staccato intrusions upon the routine rattle of typewriters and adding machines. Employees of Whycherleigh, Birmingham, Leveringstone & Leicester leaped from their chairs and hurried toward the door marked with the magic name.

"Barker, is that art work ready for the Pterby Pruning Knife Company?" demanded Mr. Whycherleigh of the first man to step into his presence.

"Yes, sir," replied Barker, producing a package having the dimensions of an ordinary bathroom floor. Barker was always able to anticipate exactly what Mr. Whycherleigh would be wanting.

"Stokes, are the Pterby Pruning Knife schedules ready?"

"Yes, sir," said Stokes, placing a sheaf of neat tabulations upon Mr. Whycherleigh's desk.

"Marvin, have you completed the plan for this account?"

"All finished, sir," was the faithful Marvin's answer.

"And the copy and layouts, Suggsby—what about them?"

"Here they are, sir; the year's proposed campaign complete."

"Very good, men," graciously commented Mr. Whycherleigh. "Stokes, you and Marvin and Suggsby will go with me. And we must hasten. My appointment was for 10 o'clock, and it is nearly 11 now. Miss Whetstone, telephone Mr. Pterby that I am on the way." The four proceeded to the elevators, Stokes and Marvin and Suggsby carrying the packages, Mr. Whycherleigh carrying his walking stick.

N the outer office of the Pterby Pruning Knife Company, in the Croesus-Dives Building, the bobbed dream at the information desk greeted them with a devastating smile. "Mr. Pterby and his directors are waiting for you," she droned, in a voice as sweet as that of the humming bird in the honeysuckle bush. "Please go right in."

"Sorry I am late, gentlemen," said Mr. Whycherleigh, his words a benediction. The conference room which he and his men entered was occupied by Mr. Pterby and three of his directors.

"Please do not distress yourself over that," suavely remarked Old Henry Scroogee, who had the reputation of being the Grand Grouch, except when G. Whittingham Whycherleigh was around.

"Now, gentlemen," said Pterby, Mr. Whycherleigh is here with his advertising plan and schedules for the coming year, and I think that, with your permission, we will let him present what he has, and then we can discuss it freely, criticize it, and suggest such changes as may occur to you. Will you proceed, please, Mr. Whycherleigh?"

The head of the great agency nodded to Marvin, who proceeded to undo the



5 A.M. Roll of Honor

Mr. R. W. Willigan, Mr. Frank Hilson,
Mr. Lawrence Kelly, of H. K. McCann Co.
Mr. E. C. Harrington, Mr. A. W. Stone, Mr. H. C.
Mr. Fred H. Walsh, Mr. J. F. Jennings,
of *Newell Emmett Co.*
Mr. Robt. E. Rinchart of *Wm. H. Rankin Co.*
Mr. E. C. Harrington, Mr. A. W. Stone, Mr. H. C.
Brandau, Mr. Frank Lawrence, Mr. C. J. Cole, Jr.,
of *Geo. Batten Co.*
Mr. Ralph Foote of *Foote & Morgan, Inc.*
Mr. C. J. Cutajar of *Cutajar & Provost, Inc.*
Mr. C. Reckmeyer of *American Tobacco Co.*
Mr. H. M. Billerbeck of *Barrows & Richardson*
Mr. W. E. Randall of *Joseph Richards Co.*
Mr. J. P. Daniel of *E. T. Howard Co.*
Mr. R. A. Porter of *Dorland Agency*
Mr. P. J. McAward of *Wendell P. Colton*
Mr. H. E. Pengel of *Dorance, Sullivan & Co.*
Mr. James A. Beatty of *Harry Porter Co.*
Mr. Raymond K. Mixsell of *Byron G. Moon Co.*
Mr. R. H. Burrill of *Chas. W. Hoyt Company*
Mr. R. J. Chambers, with *Stanley E. Gunnison*
Mr. I. B. Lyon of *Lyon Advertising Agency*
Mr. H. T. Graves of *Sherman & Lebar*
Mr. O. J. Bauer of *Thomas F. Logan*
Mr. F. J. Fitzgerald of *Calkins & Holden*
Mr. L. F. Van Houten of *Gardner Advertising Co.*
Mr. G. Pearsall of *Peck Advertising Agency*
Mr. Andrew O'Flaherty of *Alfred Wallerstein, Inc.*
Mr. C. J. G. Atkinson, Mr. E. J. Byrne,
of *Hanff-Metger, Inc.*
Mr. Donald O'Brien of *Erwin, Wasy & Co.*
Mr. L. T. Bush of *Blackman Co.*
Mr. L. J. Delaney of *Thresher Service Advertising*
Mr. D. J. Crimmons of *Harry C. Michaels Co.*
Mr. Robt. W. Orr of *Leinen & Mitchell*
Mr. J. H. Johnston of *Philip Ritter Company*
Mr. H. Blake, Mr. M. Seixas, of *Frank Seaman, Inc.*
Mr. A. R. Ferguson, Mr. B. C. Duffly,
of *Barton, Durstine & Osborn*
Mr. C. H. Weisner of *H. E. Lisan Advertising Agency*
Mr. Lyman Worthington of *John O. Powers Co.*
Mr. Harry Walsh of *Evans & Barnhill*
Mr. Michael Foulon of *Federal Advertising Agency*

(and nine members of the News staff)

TELL IT TO SWEEENEY has been issued in folder form.
Write for the series on your business letterhead.

THE NEWS
New York's Picture Newspaper

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

—here is what they saw!

Publication	Percentage		Percentage		Total
	Men	Total Men	Women	Total Women	
NEWS	3416	29.46%	2262	63.80%	5678 37.50%
American	1165	10.04%	125	3.52%	1290 8.52%
Herald-Tribune	1702	14.67%	187	5.27%	1889 12.47%
Mirror	433	3.73%	288	8.12%	721 4.76%
Times	2436	21.00%	329	9.28%	2765 18.26%
World	2443	21.06%	354	9.98%	2797 18.47%
	11595	99.96%	3545	99.97%	15140 99.98%

No, gentle reader, they were not listening to a bedtime story nor concluding a poker fest. They were up and at 'em, sacrificing sleep to better space buying; out in the cool, grey dawns to give the customers the once-over, to see the ultimate consumer, homo on the hoof, the Sweeneys and Stuyvesants select their morning reading matter, observing Who bought What paper and trying to figure out Why.

ON four mornings, August 22, 23, September 5 and 12, representatives of New York advertising agencies made these newsstand investigations. Forty-seven agency men in all, and nine News men to date constitute the 5 A. M. honor roll. After brief breakfasts, groups of two or three took off in cabs to newsstands at outlying points, meeting the first of the morning traffic in Upper Manhattan, the Bronx, and farthest Brooklyn, and moving in towards the center with the traffic stream. Stops of from fifteen to thirty minutes were made at stands in all sections of the city, and sales of each morning paper to men and women noted and checked.

These trips were made at the invitation of *The News*. Our selfish object was to give the men who select media a better idea of the kinds and quantities of people who buy *The News*. They also wanted to see what changes in reading habits had come about since the merger last spring of two of the old New York morning papers, since the advent of the new Hearst tabloid and the late growth of *The News*.

We were glad to have these purchasing agents of advertising compare their private conceptions of each paper's readers with specific and personal instances of circulation in the flesh.

We know from past experiences of this sort that many ideas born in the office fail to run true to form when exposed in the open. The Best People and the poorest people somehow fail to identify themselves in the crowd. Republicans and Democrats, income tax payers and income tax dodgers, Wall Street stock market operators and West Street fruit market operators, janitors and jurists, do not clearly tag themselves. And as to the women, no classifications are possible.

The young girl who seems to have nothing on her mind but her hair, and little of that, picks up the most conservative and voluminous paper—because, perhaps, it carries the longest and most voluminous accounts of the daily doings of the Prince of Wales. An elderly gentleman who apparently ought to be concerned with the financial news buys a tabloid *News*—probably because he likes its human appeal and its pictures. A seedy-looking individual whose honest interest would seem to be the Help Wanted columns goes after the financial

sheet—to see the standing of Updowner Gas, on ten shares of which he has a temporary marginal ownership. A young matron whose appearance indicates that clothes are a major interest will buy a paper that women buy least—because it carries the most fight news. And so it goes. Try to guess what paper any person approaching the stand will buy; it's a gamble until the cash is on the counter and the sale is made. Out of all these observations, two facts are obvious: that readers cannot be readily classified as types; and that no paper draws any particular type or types.

THESE fifty-six men saw paper sales made to 11,595 men and 3,545 women—15,140 buyers in all. Thirty-seven percent of this number bought *The News*. More men bought *The News* than any other paper; and out of every hundred women, sixty-three were *News* buyers.

The News was bought more than twice as many times as its nearest two competitors—more than three times the third paper—more than four times the fourth paper—and almost eight times as often as the latest entry in the morning field.

These investigations also showed—

That almost fifty percent more men buy The News than buy the next leading paper.

That The News is bought by almost twice as many women as buy all the other five papers combined—and

That more men buy The News than women. (Two years ago the sale to men and women was practically even.)

That it is necessary to buy at least three other morning papers to reach a New York City population equivalent to The News circulation.

That there is very little duplication of morning papers.

That although the sale of other newspapers in particular localities may equal or in some cases exceed the sale of The News—over the city as a whole The News is bought by far more people of all kinds and classes than any other paper.

MANY of the agency representatives who made these trips have written us and expressed their appreciation. A little field work of this sort supplies the human factor in circulation, shows the proportionate appeal of all New York's morning papers, and helps definitely to comprehend the significance of the Largest Daily Circulation in America.

To any advertiser or agency man seeking to know more about the New York field and its papers, a cordial invitation is extended to accompany us on these reveille reviews. Get in touch with either office, and the trip will be arranged to your convenience.

H. L. Mencken
Theodore H. Price
Earnest Elmo Calkins
Bruce Barton
Norval Saunders
James Wallen

are among those who have had appreciative words to say about the writings of William Feather. Praise from such a jury helps to explain the continuing reader interest in William Feather House Organs—why they yield increasing good will and profits to the companies making use of them.

If you want to maintain friendly contact with your special list of customers and prospects, you will find a unique and effective method in

Your Own Magazine

Edited by WILLIAM FEATHER

It affords you a means of advertising, publicity and good will absolutely different from any method you have used. For creating confidence, building a repeat order business; for maintaining a friendly, calling acquaintance with the utmost economy, Your Own Magazine offers points of superiority over any medium you can employ.

Let Us Mail You a Copy

of a magazine, issued for one of our non-competing client companies. Let it suggest to you how Your Own Magazine, with a name of your choosing and with seven pages of your own business message, might save advertising cost and build sales results for one or more of your products. Write to

The William Feather Company

605 Caxton Building, Cleveland, Ohio

pretentious packages containing the plan and drawings. Suggsby and Stokes put the schedules and the copy and layouts in their proper places, and when everything was ready, Mr. Whycherleigh began.

Words flowed freely from the chief's tongue. He was an eloquent reader, with ready wit and the rare gift of smooth interpolation that left no ragged edges between the prepared and the extemporaneous. Peterby and his directors were enthralled, and respectfully silent.

"Gentlemen, have you anything to say?" Peterby asked at the close of the presentation.

"Only," said Mr. Scrooge, "that the plan strikes me as 100 per cent right."

"Do the rest of you agree?" Peterby put the question with the air of one who had no expectation of receiving a negative answer.

"Perfectly," recited the others, in beautiful unison.

"And now," it was Mr. Scrooge speaking again, "what will the cost be?"

"The schedules, please," intoned Mr. Whycherleigh, addressing Stokes, who immediately passed the tabulations over as though he were performing in a well-rehearsed play.

"THE total cost of the advertising," said Mr. Whycherleigh, his face alight with confidence, "will be six hundred and forty thousand dollars and seven cents. The creative and production costs will be 10 per cent of that amount, or sixty-four thousand dollars and seven-tenths of a cent, making a total of seven hundred and four thousand dollars seven and seven-tenths cents."

"You have heard Mr. Whycherleigh's figures, gentlemen," announced Mr. Peterby. "Are they entirely satisfactory to all of you? Do the publications selected, the illustrations submitted and the copy read meet with your approval?"

"Absolutely," replied Mr. Dodder, a director who had not previously spoken, as he reached for his hat and gloves. "I move that Mr. Whycherleigh's recommendations be accepted and that he be authorized to go ahead on the basis he proposes."

"Second," spoke Mr. Scrooge and Mr. Smalley.

"There seems to be no dissenting opinion, Mr. Whycherleigh," said Mr. Peterby. "You may proceed along the lines of your remarkably clear, concise and intelligent outline. We all believe in advertising, we believe in leaving operating problems to the discretion of our agency, we have unbounded confidence in you, and we are positive that under your guidance this campaign will be an unqualified success."

* * *

Whycherleigh felt a tugging at his bed covers. It was Mrs. Whycherleigh, arousing him from slumber.

"George, there's the milk man. Did you mark the card last night?"



Every advertising man should have these books

THESE ten books contain information that you will find invaluable in your daily work. They contain more practical information about advertising, salesmanship, distribution, money and banking, production and organization, American business law, corporation organization and accounting, etc., than any other similar set of books ever published.

Each book was written by a well-known authority in his particular field and brings you the result of years of practical experience.

This Business Library is, therefore, a particularly good purchase for Advertising Managers, Sales Managers and every executive who wants to broaden his knowledge of business and business procedure.

Note this list of titles and authors—

Economics of Trade

C. S. Duncan, Ph. D., formerly Assistant Professor of Commercial Organization, University of Chicago.

Production and Organization

E. H. Fish, B. S., Consultant on Employment and Social Service.

Advertising

Clowry Chapman, Gilbert P. Farrar, George French, S. Roland Hall, H. I. Ireland, Robert Ramsay and Edward Schulze.

Salesmanship

E. S. Babeock, B. C. Bean and Walter D. Moody.

Distribution

Asa Colton, Lecturer on Trade and Transportation, New York University.

Money and Banking

John Thom Holdsworth, Ph. D., Vice-President National Bank of Pittsburgh.

Making of an Executive

A. Hamilton Church, Industrial Economist.

Corporation Organization and Accounting, and Financial Calculations

R. J. Bennett, C. A., C. P. A., Stuart Chase, C. P. A.

American Business Law

John J. Sullivan, A. M., LL. B., LL. D., and Assistant Professor in Corporation Law, University of Pennsylvania.

Welfare and Psychology of Employment

Wm. L. Fletcher, Employment Counselor, E. H. Fish, B. S., Consultant on Employment and Social Service.

Edited by Nelson H. Prouty, F. A. A., C. P. A.

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Every purchaser of this Business Executive Library will receive each month, for 18 months, a 5000-word lecture on some particular branch of business, written by a recognized authority. In addition to these lectures, you will also receive a Business Review Service once a month, also for 18 months. There is no extra charge for this service or the lectures.

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Just mail the coupon printed below and we shall send you a folder describing this Business Library in detail.

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Box 8587, Scranton, Penna.

Please send me, without cost or obligation, a copy of your folder describing the new Business Library, the Free Monthly Lectures and the Business Review Service.

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City and State.....

BUSINESS WRITING

Articles—House Organs—Reports—Advertisements—methods of gathering data and of writing business copy of news, educational and promotional character.

By **S. ROLAND HALL**

Advertising Counselor; formerly advertising manager, Alpha Portland Cement Company and the Victor Talking Machine Company.
222 pages, pocket size, flexible, 75 illustrations. \$2.50

Roland Hall has written a new book giving definite, practical helps on writing effectively on business topics. Out of his experience he gives practical "work-shop" ideas and suggestions of real value.

It covers in a comprehensive way the essential principles and methods of the special forms of business writing. It supplements his **HANDBOOK OF BUSINESS CORRESPONDENCE**, which treats of the writing of business letters.

If you are considering the writing of articles for business and technical magazines—**BUSINESS WRITING** tells you what the editors of these publications want—how to prepare such articles—how to write the "business story"—whether it be an interview, a biographical sketch, a review of conditions, or a "methods article."

If you are thinking of starting a store, or employees' paper, or some other kind of house organ—

This book deals most helpfully with the preparation of all kinds of copy for such publications and includes a constructive review of a score of representative store catalogs, employees' magazines and manufacturers' house organs.

See Hall's**Business Writing**

If you are interested in research work and in the preparation of reports—

BUSINESS WRITING covers this comprehensively—gives you illustrations from a good variety of reports—tells how to gather data—shows how reports are illustrated with tables and graphs—how facts are effectively summarized and presented.

If you find occasions when a good item might be prepared for the newspapers about your business—

BUSINESS WRITING shows why the editors are averse to running bald press agent items—shows how to put the real news element into your story so that it will prove acceptable.

If you are interested in improving your circular and periodical advertising copy—

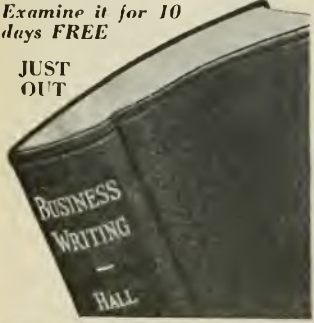
BUSINESS WRITING gives you practical hints concerning headlines, introductions, descriptions, the writing of arguments and advertisements, etc.

If you wish to clarify your style and make your business writing more convincing—

BUSINESS WRITING shows you how leading business writers make their copy effective.

Examine it for 10 days FREE

JUST OUT



**McGRAW-HILL
FREE EXAMINATION COUPON**

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, New York.

You may send me for 10 days' free examination Hall's *Business Writing*, \$2.50 net, postpaid.

I agree to remit for the book or to return it postpaid within 10 days of receipt.

Name

Address

Position

Company

Dodging Pitfalls in Salesmen's Prize Contests

By *Ralph B. Milbourne*

ON August 18 the annual salesmen's meeting commenced for one of the well known manufacturers of confectionery. It went for the first two days much as formerly, except that business was moved along with considerably more dispatch than usual. On the morning of the third day the sales manager commenced the day with a talk substantially like this:

"As you know, gentlemen, during the past five years or more we have had annual sales contests. You are all familiar with both the basis and the details of our plan.

"I believe all of you will agree that we have done the best we know how to do, but every now and then I hear either directly or indirectly that some of the men are not satisfied with certain details of our contests. One may question our method of fixing quotas. Another has told me that we do not provide for unusual obstacles that may exist or suddenly arise in an individual territory.

"For example, one competitor cut prices very sharply in one state last year to get started, and very reasonably our salesman in that state pointed to it as a condition which operated against him in coming through with the volume of business he had hoped to secure.

"I will agree that perhaps this salesman actually did better than one of the prize winners if this unusually difficult competition were taken into consideration.

"Again, where a man goes into virgin territory he faces conditions that are different from those faced by the man who has built up a fine business over a period of years and who can hardly be expected to show as striking an increase in the number of new customers secured.

"Two men have suggested that there should be fewer prizes of larger size, and curiously enough these two have never figured in the larger prize money.

"It has also been pointed out to me that the inclusion of the factor of large individual orders may tempt some men to overload dealers at times when it would be more constructive salesmanship to take a smaller order and keep the customers in a healthier condition.

"It has been said also that winning a sales contest may be largely a matter of luck. I don't agree with that word 'largely,' but I will admit that things may break better for one man than for another in some particular year. However, you can't eliminate luck entirely

from a sales contest for the very good reason that you can't eliminate the element of luck from life itself. If you stall your car on a deserted highway it is merely an annoyance, but if you stall it on a railway track and a locomotive crashes into you, it's darned poor luck. The driving is the same in both cases, but the luck isn't.

"Now we want you to elect a chairman and take up this matter of your sales contest for the coming season. You have \$2,000 to plan for this purpose during the coming year. We suggest that you forget the arrangements of past years. Start entirely fresh, if you can. Air all your grievances, if you have any. I am going to withdraw, and you will not be able to call on me or any one else connected with the company until tomorrow morning. I don't ask you to call on me then, but simply offer my services in case you feel that you have a thoroughly satisfactory plan by that time, or wish to ask questions or advice."

THE sales manager then withdrew. The following morning at about eleven o'clock he was called in. With a grin the chairman said: "This room has been as full of hot air as an old-fashioned stokehole, but we think we are ready to come up on deck now. Our suggestions are not very radical. We want to continue with semi-annual prizes based on a point system." He then went on with the salesmen's suggestions. In most cases they were but little different from the previous year's plan. The men admitted that most of their changes could not be proved in advance to constitute radical improvements. On two suggestions the sales manager explained why he disagreed with them. In one case they recalled the suggestion; in the other a compromise was arrived at.

This is the only case of its kind that has come to my attention. Actually I doubt if the sales force ought to formulate its own prize contests. But the incident serves as a useful caution in at least two respects:

For one thing, nearly every kind of a sales contest that can be worked out will come in for more or less criticism. It is best to get this criticism met in advance if possible.

In the second place, a sales contest may lose its hold on the men as years go by. For this reason some device of reselling it or arousing fresh interest in the contest is well worth considering.

Most Men Recognize the Force of Habit—

*But, the wise ones
cultivate habit instead of
trying to overcome it*

Psychologists agree that the most impressionable age of a young man's life is between sixteen and twenty-one. At that stage he is most susceptible to honest appeal and logical reasoning. He is forming habits which govern his actions throughout a lifetime. Isn't it a good investment to address a message to him with both immediate and future profit?

The DeMolay Councilor offers an audience of 125,000 young men, on the threshold of manhood. 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. It is interesting and inspiring.

The DeMolay Councilor is a direct contact with a vast army of young men and affords an exceptional opportunity for impressing your trade-name indelibly upon the minds of its 125,000 subscribers.

Think it over. It pays.

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

E. J. Seifrit,
909 Peoples Gas Bldg.
Harrison 1099

CINCINNATI

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

RADIO Market and Field DATA

Where can I procure a list of reliable manufacturers' agents?

What are the logical retail outlets for radio apparatus, in order of preference?

How many dealers are there selling radio?

What would be the soundest dealer policy on radio apparatus?

Is a time payment plan necessary for all types of radio receiving sets?

What do you believe to be the prospective development in selling radio apparatus during the next five years?

If you would like to have the answers to these and other forty-two pertinent questions, write to

RADIO
Merchandising
THE MAGAZINE OF THE RADIO TRADE

342 Madison Avenue * New York

What about the "Urge"?

Advertising without "urge" isn't advertising—it's just words!

We know how to make our copy reflect your sincerity—how to get into it that age-old "urge" that induces more sales.

And equally important, we know how to do the job with real efficiency and economy.

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
MC CORMICK BUILDING
CHICAGO

How We Establish Our Corporate Identity

By Alfred H. Swayne

Vice-President, General Motors Corporation

TO learn how other large institutions were utilizing publicity to build goodwill for themselves and for their products and service, General Motors after the war made a study of the public relations activities of the United States Steel Corporation, the American Telephone and Telegraph Company, and many other large corporations. As a result of this research it was decided to formulate a public relations program for General Motors which would have as its basis the principle that the stockholder is entitled to know about the affairs of the corporation; and further, with a full understanding that the building of goodwill is a painstaking process—a gradual growth of years.

Up to the time this decision was reached the only official communication by the corporation was its annual report, notices of annual meetings, and an occasional formal statement to the press. Since 1920 the official communications of the corporation have been expanded so that they now logically group themselves into three classifications—direct mail, news publicity, and institutional advertising.

To tell the whole story of General Motors would be an encyclopedic work. No one would have the leisure to read it. It was therefore decided to tell the story in brief chapters or booklets and keep everlastingly at it. There has been no intention to maintain a sequence or logical order in the issuance of the booklets. When a subject had become timely or some development occurred which needed presentation a booklet was written. These booklets have contained something of news interest and news value at the time they were originally issued with the dividend checks. Consequently, when they did contain news or figures not before made public they have been mailed to newspapers in advance for release on the day the stockholders receive them, and the news therein pointed out to the editors. Because of the news they contain, they have been widely quoted by the newspapers.

Taken together, this series of booklets is helping to form the broad background for a roughly sketched picture of General Motors. Each booklet is brief yet complete and self-contained, and is written in simple, direct style that a child can understand.

It is generally recognized that the effectiveness of all selling effort through advertising varies inversely as the suggestion becomes more indirect. These booklets, while written as direct

mail sales documents, are designed primarily to sell the stockholder first the idea of the place each division or group occupies in the General Motors picture; and second, to sell by *indirect suggestion* the products of General Motors or the services of its divisions. And it is subject to demonstration that, by this indirect method of selling, the booklets have helped to sell the products of General Motors.

Where have these booklets gone? General Motors has 72,000 stockholders living in every state of the union and in fourteen overseas countries. There are plants in 38 cities. There are 28 major manufacturing operations, 27 sales organizations and 8 miscellaneous companies—a total of 63 units. There are 135,000 employees and 15,000 distributors and dealers—a total of over 200,000 in the immediate family after elimination of duplications; many employees and dealers are also stockholders. To this group in part or in a whole the dividend booklets have gone.

There are 30,000 banks in this country. General Motors Acceptance Corporation has a field force of over forty representatives who sell GMAC paper to the banks. These men in a year call on 10,000 banks, and during the past five years have sold over \$500,000,000 worth of paper, representing 15,000 individual sales to over 3500 institutions. Once each month GMAC mails an offering of its paper to 12,000 banks. The dividend booklets have been inclosed as envelope stuffers with these offering sheets.

THE Cadillac, Buick, Chevrolet, Oakland, Oldsmobile, GMC Truck sales organizations have distributed the booklets to their dealer organizations either as individual booklets or as a series. The dealers in turn have asked for complete sets for their salesmen and in many instances have asked for individual booklets to send to prospective purchasers of cars.

The General Motors Export Company has 500 distributors and thousands of dealers covering 144 countries. Copies of the booklets have gone overseas through this organization.

There are over 100 colleges in this country which have advanced or graduate courses in economics, finance, business, etc. There are several graduate schools as, for instance, the Amos Tuck School of Dartmouth. To these institutions sets of booklets have been mailed upon request. Many have asked for a complete set for each student.

With 72,000 stockholders there is a

To Big Manufacturers Selling the Industrial Market:

A REAL NEED in advertising—largely unfilled—was apparent when we took hold several years ago.

Manufacturers selling to the consuming public could command the services of capable national agencies: but there was a real lack of similar service for the firm selling to the “industrial market.”

What and Whom We Help to Sell—

INDUSTRIAL buildings; steel plate construction; automobile parts; portland cement; locomotive-type cranes; electric haulage units; conveying systems—these indicate the type of products we are helping our clients to market.

OUR STUDY and practice have taught us the most effective methods of reaching and influencing chief executives, purchasing agents, engineers, architects, dealers, contractors—

THOSE MEN, in short, who specify, buy and sell industrial and building materials and equipment.



See our exhibit at the National Industrial Advertisers Ass'n Convention, Edgewater Beach Hotel, Chicago, October 13-14.

Yet the latter included some of the largest corporations in America.

Big-caliber industrial advertising, the need for it and the supplying of that need, have made this Agency. Since 1920 we have rendered a Complete Service that includes Business and Trade Magazines, Direct Mail, and Sales Counsel to an increasing number of large firms selling the industrial market.

You may be interested in seeing something of what we mean when we talk about “big-caliber advertising for big-caliber advertisers.” We shall be pleased to submit concrete examples—in person or by mail, as you wish. Your request will not place you under any obligation, as we have no solicitors, and make no visits except by appointment.

PAUL TEAS • Industrial Advertising Exclusively

RALPH LEAVENWORTH, Associate

The Guardian Building

Cleveland



Answering "Who Writes Your Copy?"

DAY before yesterday—to be exact, Thursday—two heads of a roofing material business "dropped in to look us over, and find out some first hand facts."

Looking us over didn't take long, because ours is a work shop, and not a display room.

The fact that there was evidence of saw-dust and shavings about, so to speak, didn't seem objectionable evidence to them.

Sitting in the simple little place, called by the rest of the workers "the old man's office," those two men plied me with questions.

Finally, one of them hitched up closer with his chair, and like cracking a whip, asked: "Who writes your copy?"

My answer was:

A half tone made direct from a photograph, *loses but little*. Sometimes it actually gains.

An electro made from a half-tone *loses something*.

An electro made from an electro *loses much*.

For exactly the same reason, the man who sells our Agency's service to an account, writes the copy for it. We have no so-called "Copy Department."

An electro of an electro, doesn't seem to fit in with our ideas of an advertising service.

To which let us add that if you incline towards such a direct personal handling of your account, other phases of our way of doing things may also interest you.

TUTHILL ADVERTISING AGENCY

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

large turnover; that is, old stockholders selling and new investors taking their place. Every new stockholder automatically receives the latest booklet, together with booklet entitled "Educational Booklets About General Motors." This is a folder showing a photograph of all the booklets stating that any or all may be had upon request. The percentage of requests for the complete sets is very high.

Copies of the booklets when mailed to stockholders with their checks are also at the same time mailed to the members of the various stock exchanges, to investment bankers and others interested in the distribution of securities. Immediately there is an inquiry from this source for additional copies; 100 copies is not unusual, and from there they range up to 3000 copies.

WHEN General Motors initiated its institutional advertising campaign, beginning in June, 1913, if the dividend booklet work was to continue to help sell General Motors and expand in usefulness, it was necessary that the booklets be fitted into the general scheme of the institutional advertising. Accordingly for 1923 and 1924 there was prepared a series of advertisements for business and financial publications. The copy was based upon the information contained in the booklets. Each advertisement contained the statement that a booklet would be mailed upon request. The response was large. Each inquirer received the latest booklet, together with the educational booklet, and if they want the series they ask for it. And a large percentage do ask.

If the booklets have done nothing else they have done missionary work within the General Motors family. They have materially reduced the number of requests for information. The requests still come, but the bulk may now be answered by a booklet giving the desired information more in detail than would a letter. A careful record is kept of the daily requests for the booklets which come by mail, a majority of which are dictated typewritten letters. So much for the character of the requests. The records indicate that on the average there are requests by mail from individuals for over 200 complete sets monthly, and in addition monthly requests for 500 to 700 individual booklets. Inasmuch as there are eleven booklets in the series, that means a distribution by mail of near 3000 booklets monthly, or 36,000 annually, to individual inquirers. It has been the policy to revise the booklets at least once a year, bring the information in them up to date, and reprint them in sufficient volume to meet the current demands.

"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 all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 201 advertisements. 220 pp. Cloth. At Live Bookstores.

Sent Direct for \$3.50

Selling Aid, 1304 Jackson Blvd., Chicago

Dressing up advertisements is our specialty and in this specialization lies our success.

WIENES
TYPOGRAPHIC SERVICE
203 West 40th St., N. Y.

Macfadden Fiction-Lovers

Is the new name of the Metropolitan effective with the October issue. Macfadden Publications, Inc., New York, is the publisher.

Early Days of Famous National Brands

[CONTINUED FROM PAGE 28]

Harry W. Dunlap. Neither Mr. Stuart nor I had ever heard of him.

We went to Pittsburgh and found Mr. Dunlap would not talk business on Sunday, as he had a Sunday School class of over 400 members.

Mr. Dunlap took on Carnation Milk. He made a big success although he had in his territory the highest freight rate to overcome. Naturally, the Carnation Milk consumer advertising paid better when jobbers and retailers were properly sold on its quality by Mr. Dunlap than if the advertising had the co-operative support of a less efficient manager of its trade distribution.

Then Mr. Stuart and I went on to Buffalo. Every wholesale grocer recommended a different broker. As I recall, none of the newspaper managers seemed to know any man answering the type we described. I happened to remember that practically every wholesale grocer mentioned the name of the same man—Edward P. O'Brien—but none of them recommended him. I suggested to Mr. Stuart that perhaps Mr. O'Brien was a man who was feared rather than loved. At least he must be a man who played no favorites because he was himself not a favorite. We called on him and met a most efficient, picturesque character. He performed wonderful service for Carnation Milk and for two other accounts which were given him on my recommendation. A few months later, he came into my office in Chicago. He thrust his hand in his pocket and glared at me and said, "Well, what do I owe you?" I told him all he owed me was to give the best service he could to my clients.

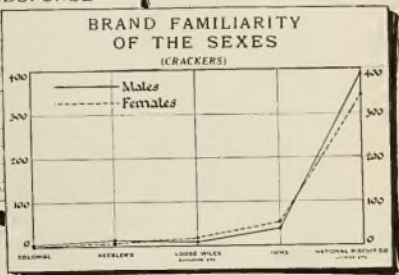
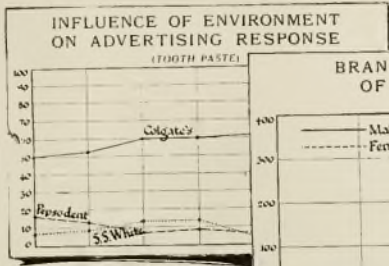
IN considering the possibilities of various markets I owe much to men like George W. Bentley and C. E. Russey (The Scholes Company of Boston), George W. Mendes of New York, John Armisted of Richmond, Va., M. J. Bloch of Kansas City, Gordon C. Corbaley of Seattle and Joseph Kline of Cleveland. All of these men are sales strategists. All believe in advertising. All work with advertising and all believe with me that advertising can do what a good salesman's time is too valuable to do, and yet what a good salesman must do if there is no advertising to help him. The real function of the advertising agency is to assist the advertiser in creating and maintaining his market.

From

"ADVERTISING RESPONSE"

by H. M. Donovan

This unique book contains 47 charts showing how and why consumers respond to advertising.



Never Before

Have the Basic Principles of Advertising Response Been Explained Simply and Clearly

"ADVERTISING RESPONSE" contains the results of the most comprehensive and instructive tests ever made on brand familiarity.

Conclusions are based on the analysis of 20,000 replies indicating the response of consumers to advertising.

"ADVERTISING RESPONSE" shows: The laws of association between commodities and brand names.

The influence of environment on advertising response.

The effect of sectional buying habits on brand preference.

The commodities with which each sex has unexpected knowledge.

The impression of advertising on different classes of consumers.

The effect of sex appeal on brand familiarity and sales.

.....

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

Get "ADVERTISING RESPONSE" and compare your own ideas with these proved facts.

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.

Send for a Copy

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

Sold at all book stores for \$2.00. Or fill out the coupon and send it to us with your remittance, and a copy will go forward to you immediately.

J. B. LIPPINCOTT COMPANY, Publishers
Philadelphia

J. B. LIPPINCOTT COMPANY, Philadelphia

I have enclosed \$2.00 (Cash) (Money Order) (Check) for which please send me a copy of "ADVERTISING RESPONSE," by H. M. Donovan. If I am not entirely satisfied, it is understood that I may return the book within 10 days, and that you will refund the money to me.



Name.....
Address.....
Position.....
Company.....

What Is the Rural Market Buying?

[CONTINUED FROM PAGE 14]

make life in the small communities and on the farm more tolerable for the younger folk. Educational opportunities have also seen broadening. Today we find many fine colleges and universities in towns of comparatively small population.

Lest it be assumed that I have lost sight of my thesis, I hasten to point out that the factors which have been so sketchily enumerated and suggested in the foregoing paragraphs furnish the basis and proof for my contention that the small town offers just as good a market for all sorts of merchandise, in ratio with population, as do the larger cities that rank higher in the census returns.

To my mind there is no sharp line of cleavage between the buying psychology of the small town customer and that of the big city shopper. The young people one sees on Main Street, dressed in their best, are essentially the same as those one sees on Michigan Avenue and State Street, on Broadway and Fifth Avenue, any afternoon or evening. In the larger cities there are more of them, that's all. My manufacturer friend's dresses are in evidence among the throngs at the Pendleton Round-Up just as much as on the Boardwalk at Atlantic City.

The small town girl bobs her hair, wears the same hats, the same dresses, the same hosiery, the same smart footwear, and comports herself generally in much the same way as does her presumably more sophisticated sister of Boston, Philadelphia or elsewhere. This year we will sell over 100,000 electric curling irons, and every store in the chain except two will have its part in the sale of this item—the two exceptions being where local electric service is of too high voltage for the iron. Last year we sold over 2,000,000 hair nets in forty states. Every store in our company sells compacts, and our annual sales of this item alone run into the hundreds of gross.

Social diversions in the small town may be fewer, but the fact remains

that life in the little community is far from being the deadly round of monotony and dullness that it is presumed to be. Years ago there were no theaters outside the big cities; today there are several movies on every Main Street where the inhabitants of the small town

small town and rural community young people dance to identically the same orchestras. The whole nation will follow the World's Series play by play via radio.

Just as fine silk stockings grace the ankles of the small town girl as those that adorn her city cousin, and they "roll 'em" in the provinces the same as in the city. Our stores have sold thousands of dozens of fancy garters all over America this year. Years ago a 25-cent cotton stocking was the staple item of women's hosiery in the small town store. Today the Penney Company is one of the biggest distributors of silk stockings in the world. Moreover, when flesh color dyes on Fifth Avenue it dies in the small town; and when a new color becomes the mode, our next week's orders call for it. What is true of silk hosiery is true in like degree of other items of intimate apparel dear to every feminine heart. And what is true of female apparel is equally true of men's clothes, haberdashery, furnishings, and other accessories.

The vogue for sports apparel is just as strong with the stores of our company as in the big city department stores. I wonder if you ever stopped to think how many small towns have their country clubs and their golf and tennis clubs, where smartly dressed men and women gather and where the clothes display vies with any that can be seen in Westchester or on Long Island.

Style and utility attract the same classes in the town of 5000 as they do in the cities of half a million or more. Buyers everywhere want essentially the same thing—the utmost in style and value for the least amount of money. The five-and-ten-cent store is found in the small town, and it also does a tremendous volume of business in the large cities. There are high-priced stores in New York City right next to stores that sell a different quality of merchandise at lower prices. The same condition obtains in any small town, although the buyers in the latter are, in the main, purchasers of



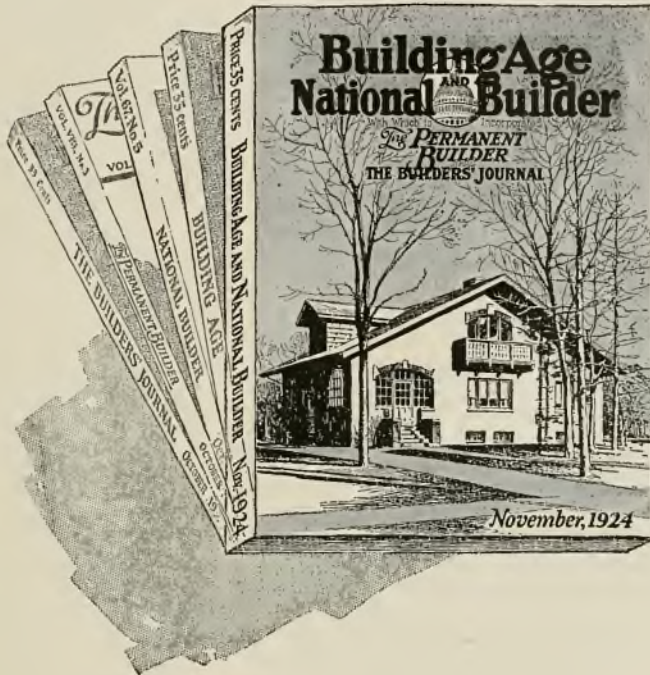
THE J. C. Penney Company in 1922 celebrated its twentieth anniversary. The extent of its enterprise is indicated by the volume of sales of some of the principal items carried in stock in the 501 small department stores now controlled by the organization, of which the one shown above, located in Chehalis, Wash., is typical. The Penney business now covers 40 states and is still growing. This year the company, among other things, will buy a minimum of 4,000,000 handkerchiefs, 18,000,000 pairs of hosiery, 6,000,000 knitted undergarments, 1,500,000 women's and children's ready-to-wear garments, 5,000,000 pairs of shoes, 190,000 men's suits, 150,000 boys' suits, 2,500,000 men's and boys' overalls, and 4,500,000 men's and boys' shirts. It also expects to sell at least 7,500,000 yards of muslins and sheetings, 5,000,000 yards of gingham and 5,000,000 yards of percales, among other dry goods items.

and the farmers from the surrounding country see the same feature films, the same comedies, the same travelogues and educational films that we see on Broadway. One can hardly realize what a disseminator of style information this single factor is. A few years back the farmer came to town two or three times a year. Now, thanks to Mr. Ford, he can run in after dinner in the evening.

THE same tunes inspire dancing feet at the Saturday night dances as in the metropolitan hotels. In fact, by talking machine or radio the

Announcing a Consolidation of Building Journals

*In Point of Circulation and Number of Papers Involved,
This Is the Biggest Merger in All Trade Journalism*



Building Age and The Builders' Journal, The Permanent Builder and National Builder will be consolidated beginning with the issue of November, 1924, under the title of BUILDING AGE and NATIONAL BUILDER.

In the consolidated publication are included the three quality building magazines and the one specialized building journal, making "The great paper in a great industry."

The combined journal, with all duplication

eliminated, will have the largest paid circulation ever attained by any one building publication.

It will have, to the best of our knowledge and belief, the largest trade circulation ever reached by any one business magazine in any line.

Its advertising rate, experimentally low, will be less per thousand of circulation than any building journal space has ever sold at before—a rate about one-third the average price charged for trade and class circulation.

Write, Phone or Telegraph for Complete Details

Building Age and National Builder
239 West 39th Street
New York

You are a manufacturer of automobiles or tires

Your product is as good as the best. You know that. *Does the buying public know it?* If it does not, there is something wrong in the way your product is sold or in the way it is advertised.

I make this proposal: Employ me as your advertising HELPER, for as long a time as is necessary for me to get a full understanding of your business—3, 4, 5 months. Let me have access to whatever data I should have access to. Let me talk with your salesmen, your customers, the public.

I'll give you everything I've got—advertising experience second to none; exceptional ability as an analyst; copy ability for which some of the biggest advertisers in the country have paid top prices.

Pay me a moderate salary while the work is in progress. When I have finished, when I have done for you all I can, we'll make final settlement on the basis of what my services have been worth to you.

J. M. CAMPBELL
Advertisers' HELPER
440 FOURTH AVENUE, NEW YORK

popular-priced merchandise and not so much interested in the extremes in style that find a more ready vogue in the larger cities.

The small town has gone in for more culture, from Yoga philosophy to Browning societies. The modern influence has extended into the home. Shaded electric lamps light the parlor, good rugs are on the floor, copies of famous pictures hang on the walls, the latest novels line the bookcases and the popular magazines are found on the table. The small town of today is no more like the small town of twenty years ago than the New York of today is like the city it was two decades ago. Standards of living have changed the country over. In the rural sections the people are more sincere, live closer to the soil, farther apart. But thanks to science, which has given them the automobile, the telephone and the radio, the small town community is enabled to keep in close contact with the rest of the country.

THE manufacturer or merchant who has not kept abreast of the changes that have taken place in the last quarter century cannot hope to compete with the one who has. We have learned over a period of nearly a quarter of a century of dealings with small town buyers that the ripple which starts a demand for an article in a large city on the Atlantic Coast will travel the length and breadth of the land. We sell more novelty merchandise in our stores today than ever before in the history of our company. We find also that a cash business pays in the farm town, contrary to another prevalent misbelief that the farmer has money only when his crops are harvested and paid for. We find that the percentages of business vary little between our stores located in strictly farming communities, where 90 per cent of the trade comes from the farmer or those dependent upon him, and those stores where a regular monthly payroll is the foundation of purchases.

The J. C. Penney Company operates small department stores in 571 different towns and cities in 40 states. We have grown from a business of one store in 1902, with a gross volume of sales amounting to \$28,898, to an organization that this year will do a gross business of well over \$75,000,000. Our findings therefore ought to be of some weight. We have been able to enter into successful competition with long-established local stores and mail-order houses just because we



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.

buy and stock the lines we handle in compliance with the constant change in demand. We consider all merchandise seasonable, not staple. Our most remote store is but a week or so away from the cities where popularity dictates the fashion, and where our buyers are always on the lookout for new merchandise that meets with the favor of the public.

Of course, being a chain store organization, we are in position to buy more advantageously than the individual merchant. Incidentally, the oldtime, small town merchant is fast becoming an unknown factor in the business life of the small community. Chain stores and mail-order competition are making it more and more difficult for him to exist. On the other hand, however, the centralized buying power of the organized chains, with their ability to distribute in large volume, works out to the best advantage of the consumer. The manufacturer who disposes of his product to these modern organizations is in the position of being able to bring his costs of production down because of mass output.

It costs less to sell to a concern that controls 571 retail outlets than to sell to these stores individually. But, then, again, that is quite another story. What should be emphasized is this: The manufacturer—no matter whether of shoes, dresses, suits or hosiery—who believes the small town market will buy anything, no matter how poor in style or how inferior in make, is due for a sad awakening. The small towns—and what is referred to as the "farm market"—buys hundreds of millions of dollars' worth of merchandise annually, and it is a keenly discriminating market. The small town has grown up. So far as I know, there are no "hick" towns in these United States.

George Batten Company

Have been appointed advertising counsel to Kress & Owen, New York, manufacturers of Glyco Thymoline.

O'Connell-Ingalls Advertising Agency

Boston, have been selected to direct advertising for George C. Miller & Co., Inc., chocolates, same city.

P. B. Ingraham

Has resigned the advertising management of *Printers' Ink* to conduct his own business as a newspaper publishers' representative, with offices at 358 Fifth Avenue, New York.


WALKER & CO.
DETROIT, Mich.

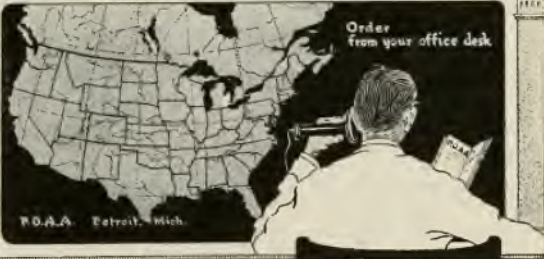
**Tell
your business
message by**

**Standardized
Painted Outdoor Advertising**

**to the 1,000,000
people in Detroit**

**AUTOMOBILE
HEADQUARTERS
OF THE WORLD**





Better Copy

I do not think I ever wrote copy that could be called "nifty." I do not recall any advertisement prepared under my direction that was particularly remarkable as a piece of art.

"Huh!" Sez you—"What then made it good?"

Thorough knowledge of the business and the product to be sold—selling sense—the ability to tell a plain story plainly and with conviction—in the fewest possible words.

Charles Austin Bates
33 WEST 42ND STREET, NEW YORK.

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

They Command Respect
CREATE CONFIDENCE
THEY SELL YOUR GOODS

Let Us Show You How!

**ANIMATED PRODUCTS
CORPORATION**
19 W. 27th St. New York.

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 condi-
tioned home.
Much favored
by women trav-
eling without
escort.



Rates and Booklet on application
W. JOHNSON QUINN

Progress of Science and Industry

By Floyd W. Parsons

THE greatest lesson of modern experience is the truth that life at the present time, as represented by methods, materials and machines, is a purely transient affair.

Notwithstanding the present amazing rate of scientific progress we continue to view practically every innovation with scepticism. When we look back, the accomplishments of the present day all seem so natural, so logical and so easy. The things we don't remember are the doubts and forebodings that possessed us and made us believe that various undertakings were foolish and impossible of achievement.

I well remember a day in October, 13 years ago, when I followed the crowds of curious New Yorkers who went to the tops of our tall downtown buildings in order to get a good view of the daring aviators who were to fly around New York City. There were none of us but regarded this feat as a marvelous achievement. But although only a few years have passed, we now read in the morning papers that other intrepid airmen have just completed the task of circling the earth in planes. As a matter of fact we do not regard this latter feat as any more wonderful than we did the air journey around New York only a little more than a dozen years ago. Will this latest accomplishment of flying around the world appear to be of as little consequence in the light of what we are doing a dozen years hence as the trip around New York City appears to us now?

Three or four years ago a few imaginative people started out to launch the new radio industry. Nine out of ten of us thought these radio pioneers were visionaries. Little did we dream that they were laying the foundation of what will likely become our nation's greatest public utility. Within a space of time that can easily be measured in months, all forecasts have been wholly surpassed and a national system of communication has been established.

Four years ago there were no broadcasting stations. Now there are 530 in operation, and the sales of radio apparatus have increased from a million dollars a year to a million dollars a day. Already the radio business is an industry employing 200,000 workers and the radio audience exceeds 20,000,000 people. The directing of radio programs has become a skilled profession. The whole business is rapidly emerging from the entertainment stage to one of fundamental service.

Again we must ask what the next few years will reveal to us in this amazing development of radio in view

of the marvelous accomplishments that have been realized within the short span of four years? Certainly it will only be a short time until we will have super radio. This will mean the interconnection of wired wireless. Simultaneously will come closer federal supervision of the air so that broadcasting will not fall under the control of a monopoly that will seek to use radio for selfish purposes.

In all this are great lessons that must not be overlooked or forgotten. Other inventions greater than the airplane and greater than radio will soon be forthcoming. Let us get into our minds that we are in a day of scientific marvels and a time of ever-increasing change.

There is food for thought in all this for manufacturers and business men of all classes. Hardly a day passes that does not see the development of a material, a method or a device that will eventually be of great service to all trade and industry. This means that executives must not hesitate to purchase the best equipment available at the moment, and at the same time be ever on the alert to the necessity of scrapping what they have for the things that are new and better.

THERE is discussion concerning the mental qualities of Henry Ford. In one thing, however, there is unanimity of opinion, and that is concerning the promptness with which Mr. Ford discards every piece of equipment or any kind of installation for something that is more efficient or more economical of operation.

Some may say that his great wealth makes it easy for him to follow this policy, but the fact remains that it is only through following such a policy that he was able to gain great wealth.

There is something in human nature that makes it difficult for the average person to properly visualize a coming change. We are prone to view tomorrow in the light of what we know and do today. As a general rule we look upon the things about us as permanent in character, when the fact of the matter is that we are in a state of constant change.

Great developments are under way in practically every branch of science and industry. We should not only be closely in touch with all that is going on in our own particular business, but know something about the things that are being done in other directions that may have an influence on our welfare. Nothing is more harmful than an attitude of self-complacency.

Love and Loveliness

"Keep that
Schoolgirl
Complexion"

PALMOLIVE



THE beauty of PALMOLIVE posters has been the talk of the country. Each one—without exception—has been conceived and built up, step by step, to an all-efficient sales appeal through the untiring work of our creative staff, whose ability and experience are unique in American advertising.

POSTER ADVERTISING CO., INC.
550 WEST 57TH STREET, NEW YORK

Outdoor Advertising Everywhere

Chicago Atlanta Richmond Akron Philadelphia Wilmington
Cincinnati Pittsburgh St. Louis San Francisco London, England

The
Eleventh Convention
of the

A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel La Salle
Chicago

October 16th & 17th

NINETEEN · TWENTY · FOUR

The **DINNER**

NIGHT OF OCTOBER 17th

WILL BE HELD AT

The **DRAKE**

MAKE RESERVATIONS EARLY

Glittering Generalities

[CONTINUED FROM PAGE 21]

pression. Take, for instance: "This flooring, rubber, is reinforced and held together with an infinite *cobweb* of minute gossamer fibres." Try to explain the fabric-structure without using "cobweb"—or any similar picture-word. You will probably run into several extra sentences, and have nothing but word-tangles.

Again!—Linoleum advertisements usually dwell on the "laying" qualities of their product. Do you recall any which puts over its point as forcefully as this?—"X linoleum *hugs* the floor." From this, the Publicks get a picture—that linoleum fairly clasping the floor into its arms.

The advertising for automobile enamels offers another example. The usual urge is: "Make your car look like new." A recent piece of copy turned it this way: "Bring back its showroom glory." To "new," John and Jane Publick no longer react. But "showroom glory"? That brings the picture—and the picture sells.

Paint advertisements dwell on the refrain: "Paint protects the wood." One advertisement said that with a picture-word. This was the result: "X Paint covers the wood with a hard *film*."

Such usage of words is called, by rhetoric, metaphor. Deadly word, metaphor. How much better is "picture-word." It makes the idea vivid.

Use picture-words—the right picture words—and the Publicks will not misunderstand. The right picture-word is its own explanation, its own emphasis, its own interest-creator. The right picture-word asks no effort from the reader. It conveys ideas instantaneously.

[The first article in this series, "The Basics of Advertising Copy," appeared in the issue of August 27; the second article, "The Buried Key-Thought and the Inverted Sentence," was published in our issue of September 10. The next instalment will appear in an early issue.]

Groesbeck, Hearn & Hindle, Inc.

New York, have been appointed advertising counsel to the Hollow Ball Company, Baltimore; Burberrys, Ltd., London, England, and C. Tennant & Sons Company, New York.

Henry Louis Bryer

Formerly with Albert Frank & Co., New York, has been appointed sales and advertising manager of the Typo Trading Corporation, same city.

Mrs. Anita Simpson

Formerly in the advertising department of the Redpath Lyceum Bureau, is now on the copy staff of the Chicago office of Albert Frank & Company.

A. N. A.

New York Chapter, at a meeting, Sept. 26, elected R. K. Leavitt, chairman, and O. B. Carson, secretary.

WILL YOU CONSIDER THE CHURCH FIELD

In Your 1925 Advertising

— ? —

The Church Must Have Building Material
Furnishing Equipment

Auditoriums—Parish Halls—Parsonages
Gymnasiums—Schools—Garages

The Minister Buys From Advertisers in

The EXPOSITOR

His Trade Journal Since 1899

Let us send you a sample copy, our rate card and the Building Bulletin which we send monthly to our Advertisers

F. M. BARTON COMPANY

301-308 Caxton Building
CLEVELAND, OHIO

Chicago:
37 S. Wabash

New York:
17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio
I can supply some of the many needs in the Church field. Send me Sample of EXPOSITOR, Rates and Bulletin.
Name Address

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



Commercial
Art Work

Art Plans,
Layouts, Ill-
ustrations,
Lettering,
Decorations,
Booklets,
Folders,
Posters &
Car Cards.

Advertising Art Co.

1269 B'dway
New York City
Penn. 6659



Do You Know Why *Some* Direct Advertising Fails?

WHEN direct advertising doesn't register results, there's usually a radical fault in the foundations on which the campaign is built.

CLEVER copy and brilliant layouts won't produce unless they express a sound sales policy.

BEFORE we prepare a campaign of direct advertising for a client—no matter how small the appropriation may be—we carefully study the product, its outlets of sale, the consumers who buy it.

THIS important preliminary work is done by trained advertising men, who have gained their experience in well-known advertising agencies.

We should appreciate an opportunity to describe the features of our direct advertising service in detail.

The JOHN C. POWERS COMPANY, Inc.
Printing and Lithographing
67 DUANE STREET, NEW YORK

Telephone:
WORTH 2890

Breaking Down Sales Resistance

[CONTINUED FROM PAGE 32]

72; reputation of firm, 58; guarantee, 58; economy, 48. The idea of healthfulness and cleanliness and appeal to appetite are being put across today by manufacturers of food products with unusual care given to packages.

A successful music store dealer recently determined to make a drive for new business. To do this he wanted to find out why his present customers had come into his store. A survey showed that 5 per cent were attracted by a special musical program; 8 per cent were attracted by window display; 8 per cent stated they came because the location was handy; 9 per cent stated they came in response to a direct-by-mail advertising campaign; 29 per cent came as a result of newspaper advertising; but 51 per cent stated they came to the store because it had been recommended to them by friends and relatives. The strongest possible type of emotional appeal is that created by the recommendation of our friends.

Manufacturers and dealers selling electrical appliances never made large sales until they developed the use of emotional appeals.

THE first evidence of this was when the advertising shifted from labor-saving to improved methods. The old way was to depict aching backs, tired and roughened hands, perspiring and wrinkled faces. This was done to enlist the active support of the American housewife. Today manufacturers have the backing of the American housewife and now they talk to them about better foods through the use of electrical refrigerators. They speak of more perfect ironing, featured by the manufacturers of ironing machines. They speak of the freshness of dainty linens when advertising their washing machines.

The smaller appliances are sold on their results as well. They do not sell a toaster, but crisp, hot toast for the breakfast table. Eggs are being served from the grill, hot with the bacon. By the use of the percolator the last cup of coffee is as hot and delicious as the first. Many dealers are now having women demonstrate on their sales floors and

smaller appliances are being sold in quantities as a result of this selling method. Strong appeals in advertising have been made to school and college students by pointing out how easily lunch can be served in the room, candy made, or a delicious breakfast hastily prepared.

Advertising appeals can be made most effective only when the advertising and the sales arguments are coordinated.

The Carnegie Institute tells us that only 45 customers out of each 100 entering retail stores are sold merchandise, and that the typical retail clerk only works 20 per cent of the time face to face with customers. It is the duty of advertising to attract the customer to the store and there the sales force must take charge. During a sale a large department store recently brought 200,000 people into the store, but only 30 per cent of the people were sold; 70 per cent exposed themselves to sales but the selling force wasted the opportunity. The time has come for the sales department to show the high grade of efficiency that is shown by the advertising department. This is being done through the use of sales schools and store meetings, and special instruction on the part of the buyers.

SALESMANSHIP by using emotional appeals must cooperate with advertising in order to sell merchandise in larger volumes. The American housewife wants to be sold ideas and not merchandise. Show her how her home should look and she is ready to buy the furniture, carpets or drapes to get that desired effect. Through emotional appeals we sell merchandise in groups, suits, shoes and hat to match; the Ford as a supplemental car, Radiant Heaters to make sure that the children will be kept warm.

Merchandising today is a science and must be just as definitely and thoroughly learned as the science of medicine or the science of dentistry. The time is here when we must sell ideas about merchandise, when we must look upon our product from the standpoint of the buyer, when we must follow through with an adequate service.

Recently Published

BY ASSOCIATION OF NEWSPAPER ADVERTISING EXECUTIVES, Indianapolis, Ind.—"Digest of Proceedings, Columbus Convention, June 9-11, 1924." Contains the cream of the addresses delivered at the recent convention, discussions and other proceedings. Copies supplied upon request.

BY CHAMBER OF COMMERCE OF THE UNITED STATES, Domestic Distribution Department—"Population's Purchasing Power." A pamphlet giving statistics which afford a key to the purchasing power of the population in thirty-one distributing centers throughout the United States.

BY THE YOUNG WOMEN'S CHRISTIAN ASSOCIATION, New York—"Women in Advertising," by Merle Higley. Survey of opportunities offered women by New York advertising agencies; charts showing positions and salaries prevailing during period of research. Price, 35 cents.

BY ATLANTIC MONTHLY PRESS, Boston.—"Louder Please!" by Earnest Elmo Calkins. The author, who is well known in the advertising profession, tells the story of his life with delightful humor. His efforts to overcome his handicap of deafness account for the title and subtitle—"The Autobiography of a Deaf Man." The work is rich in reminiscence and is punctuated with virile and shrewd comment, on life and human nature. Throughout is emphasized the difference that lack of hearing makes in every contact of life. 272 pages, illustrated, \$2.50.

BY ARTHUR ROSENBERG Co., New York—"Radio Advertisers Data Book." A fifty-four page book compiled by the radio department of this advertising agency. It contains the advertising rates, circulation, mechanical requirements and other data regarding all the radio consumer and trade publications, etc. Data are also given regarding more than 300 newspapers which print radio news, programs or features, arranged by states, towns and cities. Included is a radio trade map of the United States on which are indicated the areas of greatest radio sales activity. A table gives the numerical strength of the trade—both jobbers and dealers.

BY AMERICAN ASSOCIATION OF ADVERTISING AGENCIES—"Clients of Members of the American Association of Advertising Agencies," second edition. The book is informative on such subjects as agency service standards, and association operations, history, organization and scope. Five thousand national advertisers, with their products and trade names, are listed in the book as clients of the members.

BY THE NEW YORK UNIVERSITY BUREAU OF BUSINESS RESEARCH, New York—"Newspaper Advertising Lineage." First of a series of clip-sheets giving the 1923 newspaper lineage of a group of national advertisers. The tendency of the statistics is to show that the ratio of lineage in New York City to that of lineage in other cities is lower than the ratios of population and circulation. Some national advertisers are shown to have a greater lineage in cities other than New York.



How Big a Bug?

When a great tree crashes to earth in a deserted forest, what becomes of all the noise?

With no ear to hear, there can be no sound.

Any ear will do: a man's, dog's, bird's, or even a bug's! But how *small* could that bug be—and still let the tree make a real crash?

When nobody reads my pet advertisement, what becomes of all my time and money?

Suppose it doesn't make one solitary person do a single thing? Is it still an advertisement?

As prices gradually settle down to normal levels, what a long tolerated waste in advertising—*what a waste!*

Read "Who Pays for the Advertisement that Doesn't Pay for Itself" by K. M. Goode, in consultation with thirty leading advertising men, and published in the Advertising and Selling Fortnightly.

If you haven't seen this article—and would care to—you may have a copy, with our compliments, by returning this card to K. M. Goode & Berrien, Advertising and Selling Fortnightly, 19 W. 44th St., New York.

BROWN'S DIRECTORY of AMERICAN GAS COMPANIES

\$10.00 a Copy

\$7.50 to Gas Companies

WILL BE READY IN AUGUST

Your Order Should Be Placed Now

ROBBINS PUBLISHING CO.

52 Vanderbilt Ave., N. Y. C.



CRAM CUTS—

for booklets, house organs and advertising.

\$1.00 each

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

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.



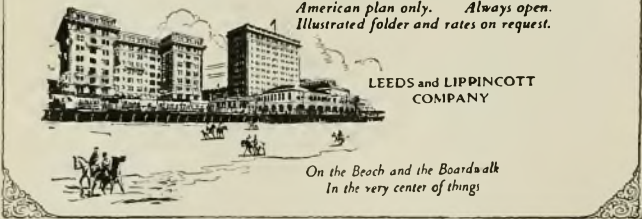
CHALFONTE-HADDON HALL

ATLANTIC CITY

Fall and Winter
Outdoor.
GOLF
RIDING
ON THE BEACH
BOARDWALK
ACTIVITIES
AVIATION

Every season of the year is enjoyable at these two delightful hotels on the Boardwalk. During the winter of December, 1923, January and February, 1924, they entertained an average of 598 guests each day. Whether you take time off in Winter or Summer, Spring or Autumn, you will always find healthful recreation and rest at hospitable, home-like Chalfonte-Haddon Hall.

*American plan only. Always open.
Illustrated folder and rates on request.*



LEEDS and LIPPINCOTT
COMPANY

*On the Beach and the Boardwalk
In the very center of things*

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

The Architectural Record

119 West Fortieth Street, New York
Established 1891. 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. D. C. and A. B. P., Inc.

ON REQUEST (Sample copy, A. B. C. report, rates, 56 page booklet, "Selling the Architect," building statistics, etc.)

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods Member Associated Business Papers, Inc.

keith & shaw
advertising art



Market Forcing and the Tire Industry

[CONTINUED FROM PAGE 15]

Consequently a comparatively large ready market for the unknown tires was created.

It is fairly reasonable to assume, then, that the 85 per cent to 45 per cent ratio of advertising to sales was the fault of faulty merchandising rather than of faulty advertising. Improper analysis of conditions had resulted in deliberate market-forcing tactics that had destroyed or had obstructed the building up of that substantial regard necessary to the maintenance of profitable relations between producer and consumer.

Few manufacturers actually comprehended the reduced buying power of a tremendously increased market, and their failure to see this condition in the latter years of the war led to appallingly large and unnecessary investments in new buildings and equipment.

BUT a better understanding of sound merchandising is coming to the tire manufacturer. He has learned the lesson of caution and also its use in sound distribution. He has come to the perception that market stability is what he needs above everything else, and that forcing tends to demoralization. He has learned that market forcing past the point of normal consumption will never bring this stability; that it induces indiscriminate selection of accounts with high credit risks; that it spreads the fixed profit of consumption over too wide an area and lowers the morale of the retail organization; that the downward tendency of prices on tires can never influence the motorist to buy such products when he does not need them, and finally, that price juggling substantially lowers the regard of the consumer for both the manufacturer and his product and inclines the buyer to postpone his buying until things settle down.

The lesson learned from building high quality tires at selling prices below fair profit levels has mothered unbelievable economies in production and, on the whole, the tire manufacturers who have weathered the trying storms of the past three years have learned what will ultimately redound to their great benefit. They have discovered that national advertising is not a whitewash to gloss over bad practices, nor a prop to sustain them when their business underpinning has become warped and rotten.

As one manufacturer put it, in outlining a tangible platform for the industry to work toward: "Our first consideration must be to deliver to the final purchaser the best product possible at the most reasonable cost. We must eliminate all unnecessary handlings of stock, keep our inventories as low as possible and reduce the sizes,

types and kinds of products. We must urge our dealers to do the same thing.

"We must exert the utmost effort to prevent fluctuations of price. The element of speculation should be eliminated in the buying of raw materials. The various elements of the industry should play fair with one another. The raw materials producer should play fair with the manufacturer. The manufacturer should play fair with the dealer. The dealer should play fair with the trade."

Winthrop C. Hoyt

Recently with the *American Agriculturist* is now associated with W. S. Crawford, Ltd., London agency.

New England Motor Trade

Is to be the new name of *New England Motor-Motor Trade Magazine*, effective with the first anniversary number in November. George E. Hill, Yalesville, Conn., has been appointed eastern representative.

Houghton W. Collart

Manager of the advertising copy and art service department of the Penton Publishing Company, Cleveland, died Sept. 18.

Building Age Publishing Corporation

New York, announces the consolidation of *Building Age* and the *Builders' Journal*, *National Builder* and *The Permanent Builder*. The combined publication, which makes its initial appearance with the November issue, will be known as *Building Age and National Builder*.

Matthew C. Young

Formerly manager of *The Household Guest* and *Better Farming*, F. L. Chapman publications, Chicago, has become associated with the Mutual Life Organization of Chicago.

Benjamin & Kentnor Company

New York, has been appointed national advertising representative of *The Bristol Herald-Courier*, Bristol, Va.-Tenn.

Robert H. Dippy

Philadelphia, now occupies new quarters at 903 Fox Building, Sixteenth and Market Streets, that city.

Edward O'Fallon, Jr.

Formerly with the D'Arcy Advertising Company, St. Louis, has been appointed director of advertising for the Hollywood Land & Water Company, Hollywood, Fla.

Frank L. Egner

For several years in charge of retail and educational advertising for the McGraw-Hill Book Company, Inc., New York, has been appointed advertising and sales manager.

Announcing!



Plus Service for Radio Digest Advertisers

A NEW monthly publication, RADIO DIGEST RETAILER, offers 100 per cent coverage of all distributing organizations in the Radio field—manufacturers, jobbers and retailers.

The next issue of RADIO DIGEST RETAILER will be dated November, 1924. Advertising forms close October 20th.

HERE IS YOUR BEST RADIO BUY

The advertising rate in the RETAILER is 50 cents per agate line. A discount of Fifty per cent from this rate will be allowed to advertisers using equal space in RADIO DIGEST.

Write or wire at once for reservations.

510 N. Dearborn St.
CHICAGO

611-12 Times Building
NEW YORK

100% RADIO TRADE COVERAGE

**PROVE IT!
SHOW THE LETTER**

If your salesmen could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubts and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
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

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A D.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 undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

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



Oral Hygiene full pages have advertised Zonite to the entire dental profession each month since October 1923.

Oral Hygiene

Pittsburgh, Pa.

CHICAGO: Peoples Gas Building, Harrison 8448
NEW YORK: Plaiton Building, Ashland 1467
ST. LOUIS: Syndicate Trust Building, Olive 43
LOS ANGELES: Chapman Building, 826041

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 telephone.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.

15 Moore St. New York City
Tel. Bowling Green 7966

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)

THE W. Co., Cincinnati—Like most other concerns in our line, we make a practice of clearing our stocks at the end of the season by selling discontinued models at reduced prices. We are having considerable trouble, however, with some retailers who hold these models over until the new season, and then advertise cut-price sales under our trademark without saying that the goods are out of style. We have been told that this is infringement of our trademark rights, and we have been told that it isn't. What is your opinion as to that? Also as to the likelihood of our getting anywhere in case we took legal action?

I doubt very much if a case of technical trademark infringement could be made out of the facts above stated, for the reason that the goods are genuine as regards origin and there is no deception of the public on that score. On the other hand, there is no doubt that there is deception in that the goods are not what the public is led to believe that they are, viz., up-to-date in style; and the widely advertised cut in price injures other dealers who are selling the new models at current prices. It is not unlikely that an action for unfair competition might be successful, at least: to the extent of restricting the use of the trademark or the manufacturer's name in connection with sales of this character.

As a matter of fact, Cheney Bros., the silk manufacturers, secured an injunction against Gimbel Brothers' department store, some three years or so ago, against almost that identical practice. The store had bought a job lot of silks at the end of the fall season, which were advertised the following spring at a sensational reduction in price below what the spring patterns were selling for elsewhere, and without any notice that the silks were not spring patterns. The United States District Court at New York granted an injunction that was rather sweeping in its terms, restraining the store from advertising Cheney Brothers' name in connection with merchandise, whether in the newspapers or in signs and placards displayed inside the store. That injunction continued in effect for some years, and for aught that I know it is still in force.

That is the only case of the sort that I know of, but it shows that there is at least a fair chance of securing relief against the practice in question.

And, incidentally, it seems to me that this Cheney case ought to be broadly suggestive to those concerns that are seeking relief (for the most part vainly) from predatory price-cutting. The cohorts of price-maintenance have been driven back from one position to another for the past fifteen years, until they now stand in the last trench, asserting their right to "refuse to sell" to price-cutters; and the activities of the Federal Trade Commission are

rapidly making that position untenable except in pure theory. At the same time they have been trying (also in vain) to persuade Congress to legalize a practice which the Supreme Court has repeatedly declared to be illegal.

Now the only argument against price-cutting that will hold any water at all is that based on the injury that results to the manufacturer's good will as represented by his name or trademark. It is an injury to the manufacturer's reputation with the consuming public, and with the trade as well, when his goods that are widely advertised at a dollar are offered for seventy-nine cents, and the concern which makes the cut-price offer is doing so with the purpose of creating a false impression. That, if you will notice, is exactly what was complained of in the Cheney case, though in that case there was the added fact that the store's silence on the subject of patterns was misleading.

It seems to me, therefore, that if the advocates of price-maintenance would abandon their defensive attitude of seeking some loophole in the court decisions big enough to crawl out of, and boldly take the offensive against the price-cutter on the basis of unfair competition, they might arrive somewhere. The courts will be as prompt to enjoin unfair competition through price-cutting as through any other method, once you are able to show that it actually is unfair competition and that it results in a wrongful injury to your business reputation. In all probability the courts would not enjoin the act of price-cutting, but, as in the Cheney case, they might forbid the use of the manufacturer's name in announcing the cut-price offer. This, however, would remove all incentive for unfair price-cutting; and a few injunctions of this character would, in my opinion, act as considerable of a restraint on the retailer's enthusiasm for this form of buccaneering.

There is a maxim of the equity courts that "There is no wrong without a remedy," and on that principle the doctrine of unfair competition has been developed and expanded for more than a hundred years. Once demonstrate to the satisfaction of the courts that price-cutting is a wrongful injury to goodwill, and the courts may be trusted to provide a remedy. Hitherto the effort has been to demonstrate that price-maintenance is a right. A real effort to prove that a certain species of price-cutting is a *wrong* would probably yield results if there is any real virtue in the theory most commonly advanced in justification of price-maintenance.

Mr. Tuthill Enters the Arena

[CONTINUED FROM PAGE 24]

goodness truth about advertising, instead of the high powered cowboys' rodeo it is all too generally accepted as being?

Isn't it about time we re-directed some of our getting-red-in-the-face about educational courses among ourselves and do a bit toward a better understanding among those who are to pay the bills of tomorrow?

Isn't it about time we outgrew the parlor trick stage and got down to a sound sense selling-on-paper, as advertisers insist on from their on-foot-selling salesmen?

Isn't it time agents spent more time developing and giving true blue service to their present accounts, and less to that regrettable, unstable, unbusiness-like method of always trying to "grab off" accounts of other agents?

Isn't it time we cut out about 98 per cent of the mouthings and mania for phrase flingings of the average advertising man of today, and get into overalls and do some real business building doings?

L. W. C. TUTHILL.

Herbert L. Bridgman

For thirty-five years business manager of the *Standard Union*, Brooklyn, died September 24 on board the United States naval training ship *Newport*. He had been sixty years in the newspaper field, was president of the A. N. P. A. for three terms, and at the time of his death was chairman of the New York Publishers Association.

Metropolitan Advertising Golf Association

At the dinner which followed the tournament of the Metropolitan Advertising Golf Association, September 23, was elected president, succeeding Charles G. Wright. Ray P. Clayberger was elected vice-president; Rodney B. Stuart, secretary; and Walter R. Jenkins, treasurer. Low gross honors in the tournament went to Robert Finney; low net went to Graham Patterson; and Don M. Parker was first flight winner.

Rogers & Company

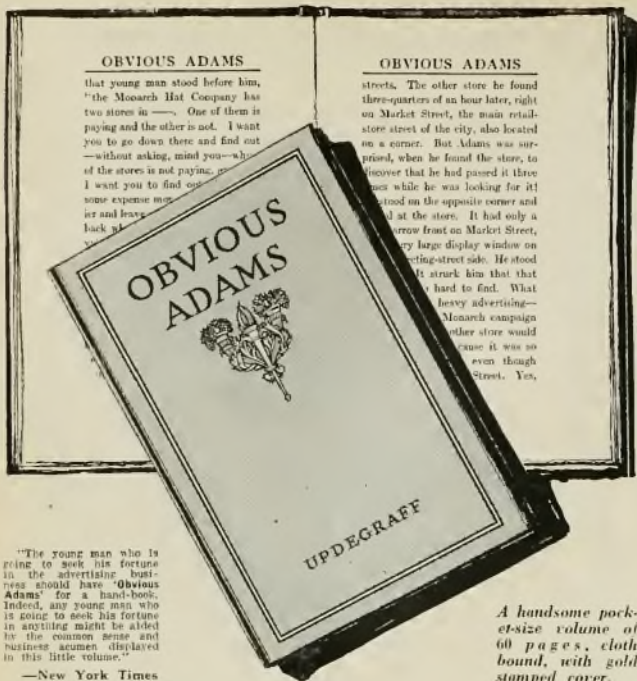
Chicago engravers and printers, announce the following additions to their staff: Fred L. Hadley, recently vice-president of Bakery Management, Inc., and formerly Western manager of *Industrial Power*; and J. F. Kneisley, recently sales promotion man with the Donaldson Poster Advertising Service.

Carroll J. Swan

Appointed New England representative of the *American Legion Weekly*, with offices at 41 Bromfield Street, Boston.

Irving H. Schwartz

Formerly with The Caravel Service, New York, has joined the Central Advertising Service, Inc., same city.



A handsome pocket-size volume of 60 pages, cloth bound, with gold stamped cover.

New edition of "Obvious Adams"

FEW business stories have made such an outstanding impression on business America as has Robert R. Updegraff's inspiring tale, *Obvious Adams*.

The Kellogg Publishing Company announces the publication of *Obvious Adams* in a pocket-size cloth-bound book (4½ x 7 in.) at a price that will enable business men to buy the little volume in large numbers to give to the men and women in their organizations, and perhaps also to hand to customers or clients as a little expression of goodwill.

So real does this remarkable story make "Obvious Adams" that he has taken his place as one of the recognized characters of modern business life.

To know "Obvious Adams," to absorb his simple but profoundly practical philosophy, is to add something of definite value to any man's business equipment, something that will serve him use-

fully in his work every day in the year.

To add this something to the equipment of those upon whose work and judgment the success of your business depends, by placing a copy of this volume in their hands, is to multiply the effectiveness of your organization by the number of copies you put to work for you!

Certainly every agency executive and contact man ought to have the book. And as for copywriters, Prof. George Burton Hotchkiss says in his latest book, *Advertising Copy*: "The immortal *Obvious Adams* of Robert Updegraff contains a wholesome lesson for every copywriter. For it was sheer common-sense, the feeling for the practical and the suitable, that enabled Adams to succeed where more gifted copywriters had failed."

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies,	55c postpaid

KELLOGG PUBLISHING CO., SPRINGFIELD, MASS.

(Fill out this order coupon, detach and mail with check or purchase order.)

KELLOGG PUBLISHING COMPANY
Springfield, Massachusetts

Date

Enclosed find Check for \$.... for copies of *Obvious Adams*.
 Purchase Order

Firm Name

Address

Name and title of individual ordering

Public Utilities as Advertisers

THE recognition of advertising as an implement for the cultivation of undeveloped opportunities in the \$17,400,000,000 public utilities of this country is a comparatively recent trend, but some evidences of its increasing scope is set forth in a booklet recently issued by the A. N. P. A. Bureau of Advertising. The book is replete with specimens and illustrations of copy published with objectives ranging from the establishment of "good will" and the sale of bond issues among customers to educational copy conducive to increased use of utilities and appliances.

Typical of some of the campaigns described was that of the Illinois Power and Light Corporation, which,



THE GIANT OF SERVICE

Attracting Industries

As compared with the large city, the smaller community has the stronger attraction for new industries. Land is cheaper, taxes lower, overhead less and labor more ample.

With new industries come new citizens, added growth, revenue to the community benefits, wider diversity of industry, increased machine and material that stimulate working community power which we know as "city pride".

But, to attract new industries, the community must offer ample power, heat, transportation and light facilities and domestic water, both present and future.

Your community enjoys this important advantage. Your utility company will continue to maintain that advantage for you.

**Illinois
Power and Light
Corporation**

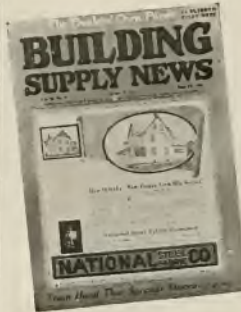
at a total cost of \$13,500, conducted, with entire success, a newspaper drive to familiarize its customers with the new name of a merger of sixty-eight local utility concerns, to point out the advantages of the merger, to create a better understanding between the customers and the concern, and to bring about the disposal among the customers of \$3,500,000 of 7 per cent preferred cumulative stock.

The thesis of the book, well demonstrated, is set forth in a quotation from Barron's National Financial Weekly which, commenting on a noticeable improvement in the situation of public utilities, declares: "There is another factor contributing to the prosperity of our public utility companies, the significance of which has been little stressed. This factor is improved public relations. How has this improvement been brought about? Not by slush funds or devious lobbying, but by public education largely through intelligent advertising.

"As public confidence grows, public utilities should congratulate themselves

More Than 5000 Dealers

Not only read—but BELIEVE in
"The Dealer's Own Paper"



A. B. P.

A Newark, N. J., dealer wrote us September 3rd, as follows:

"It pleases me very much to see the way BUILDING SUPPLY NEWS is forging ahead. I hear of it on all sides. You are doing more for the building material industry than any other organ has ever done. Keep it up."

If the 5000 Building Supply Dealers who read BUILDING SUPPLY NEWS weekly believe in us, they also will believe in your message in our advertising columns. Let us submit a plan for you to build your business in this market.

BUILDING SUPPLY NEWS

407 S. Dearborn St., CHICAGO

A. B. C.

As Surely as the Sun Rises



The Daily Herald enters 4,375 of the native and resort homes along the Mississippi Gulf Coast.

The only paper published in the midst of this thriving territory, the Daily Herald appears as regularly as the sun itself—more so, in fact: for on cloudy days when there is no sun there is always the Daily Herald to brighten the day. As dependable as its morning appearance are the advertising messages found in its columns, which are widely read and heeded.

This discriminating market is one which National Advertisers find they cannot afford to neglect—and they are using the Daily Herald with big results.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers

Lantern Slides

Built up from your own ideas or selected from stock.

Victor Animatograph Co.
315 Victor Bldg., Davenport, Iowa.

THE WORLD IN PHOTOS

Just added Burton Blades, De Cou, and Hine collections to my vast and rapidly growing list of subjects, making 150,000, for house organs, advertisements, magazines, trade papers, books.

EWING GALLOWAY
118 E. 28th St. New York

Bakers Weekly A. B. C. - A. B. P.
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.

Folded Edge Ducking and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

Letters That Come In The Morning's Mail



W. L. RICKARD, Pres.,
Rickard & Co., Inc.,
New York, N. Y.

"Recently I went thru my home file of back issues of the Fortnightly, and found that every one contained articles so genuinely helpful that each had a definite value for future reference.

When a magazine becomes so valuable that one cannot afford to throw away old copies, it may be said that it has arrived!"

Advertising and Selling FORTNIGHTLY

on their wisdom in devoting so much sensible effort to improve public relations."

The prospects for greater newspaper advertising by public utilities are summed up by W. P. Strandborg, publicity manager of the Portland Railway, Light and Power Company, Portland, Ore., who declares: "The time will probably never come when the public utilities will reach even the 2 per cent minimum which would mean an advertising budget of pretty close to \$70,000,000 a year, but I have no hesitancy in predicting that the various public utilities of the country will be spending from \$25,000,000 to \$30,000,000 a year within the next five of six years, perhaps sooner . . . because there are many indications that the public utility industry will continue to expand at its present healthy rate for an indefinite period, and this will be further enhanced by the rapidly growing popularity of the customer-owner-ship movement."

Rhey T. Snodgrass

Formerly with the Washington Herald, former publisher of the Milwaukee Wisconsin News and Sunday Telegram, and at one time president and treasurer of Snodgrass & Gayness, Inc., New York, has been appointed advertising director of the St. Paul Pioneer-Press and Dispatch.

Clark Belden

Of the advertising department of the Hartford Fire Insurance Company, has been elected secretary of the Hartford Advertising Club to fill a vacancy caused by the resignation of A. W. Spaulding, who has become chairman of the speakers' committee for the convention program.

Donald M. MacArthur

Formerly New England representative of the All Fiction Field, with headquarters in Boston, has joined the advertising staff of *The Red Book Magazine*, New York.

International Association of Electrotypers

At the annual banquet, during their twenty-seventh annual convention, September 16, Philadelphia, re-elected Robert R. Meyer president, and George W. Beever, secretary-treasurer. The convention will be held in Chicago next year.

Richard Barrett

Assistant to general sales manager of Sunland Sales Co-operative Association, Fresno, Cal., selling agents for Sun-Maid raisins, has been placed in charge of sales plan and method activities of that company.

Frank Seaman, Inc.

New York, has been selected to direct the advertising of the shirting department of the mills of Amory, Browne & Co., Boston and New York.

Give Advertising Its Due

LIKE other good Americans you try all kinds of devices to have your home made livable. The house is full of inventions, from the furnace in the cellar to the screens on the attic windows.

What makes you buy all those things?

Travelers returning from Europe say that bathtubs, etc., are a strong argument for the U. S. A., and lay this progress to our "dynamic curiosity," whatever that is.

Well, perhaps. But have you ever noticed the scarcity of advertising in European papers? Those folks see progress mainly in the shops and at fairs. Americans cannot ever get away from it. The urging record of what our country's inventive genius has done runs in print alongside the news of sport and politics and diplomacy. It neighbors fiction and the drama. Everybody bears a hand as buyer, critic, consumer, and the work of betterment moves on a rising tide of public knowledge and approval.—*Collier's*.

Charles C. Green *Advertising Agency*

New York, announces the following appointments: space buyer, W. H. Kern, recently with Philip Kobbe, Inc., and formerly with J. Walter Thompson Company, to succeed Miss E. Deery as manager of the media department. The latter succeeds Miss D. K. Colledge as secretary to the president.

L. C. Smith Typewriter *Company Sold*

New York financial interests have bought the L. C. Smith & Brothers Typewriter Company of Syracuse, N. Y. More than \$5,000,000 was involved in the transaction. Plans call for the organization of a new company to carry on the business. The name will be retained. Shares issued in the name of the new company will be exchanged on a proportional basis for the stock of the present plant. W. L. Smith, president, will withdraw from active management to become associated with the Syracuse Trust Company. Ford, Bacon & Davis represented the new owners in the deal.

Granville C. Sewell

Formerly with the Adamars Agency, St. Louis, and the Raddick Agency, before it was absorbed by Dorland, is now associated with The Chambers Agency, Inc.

P. W. Stamps

Formerly sales manager for Golden State Milk Products Company, is now associated with The Carton Corporation, San Francisco.

M. A. Carpenter

Formerly account executive of the Fred M. Randall Company, Detroit, has been appointed advertising manager of The Falk Corporation, Milwaukee.

A Few Indications of the Tremendous Future in Store for the Gas Industry

Three times as much gas was consumed during the last ten years as during the preceding ten.

The figure of 200,000,000,000 cubic feet of annual sales was first passed just before the beginning of the world war. The 300 billion mark was reached a year after the Armistice. And at the present rate next year the total will reach the 400 billion figure.

Particularly significant is the fact that the increase has been more marked in the past few years. While the manufactured gas industry doubled itself during the first fifteen years of the twentieth century, it has nearly doubled even that figure in the last eight years.

And indications are that in the next few years the gas industry will expand at an even more rapid rate. Industries are turning to gas as the only solution for accurate temperature control, dependable supply, cleanliness, convenience and more uniform output. Househeating by gas is also making big headway—while refrigerating by gas is passing the experimental stage.

These are but a few of the indications of the tremendous future in store for the gas industry. We would like to back them up with actual figures and tell you of others. It will be to your advantage to get inside facts on this important market.

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"

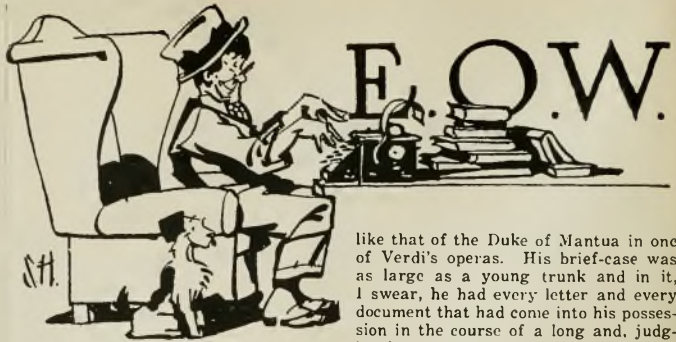
Color in your Advertisement

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



In Canada

I spent the greater part of three weeks in Canada recently; and saw—and heard—many things which interested me greatly.

Ten years have elapsed since I last crossed the Canadian border; and during that time all sorts of changes have occurred in Canada. Prices have gone up tremendously—so much so that living costs in Canada are higher than on this side of the line—not, you understand, in all respects, but in many.

Cigarettes, for example, cost about twice what they do in the United States—and aren't half as good. Hotel rates are about double what they were ten years ago. For personal services—clothes-pressing, hair-cutting, etc.—charges far in excess of those ruling in New York City are demanded. Canada is not a "cheap" country any longer.

Canadian women who can afford to do so visit New York every spring and fall for the purpose of replenishing their wardrobes. They say they get infinitely better values in this city than in Toronto or Montreal.

Brief-cases!

A man telephoned me, day before yesterday, and asked me to meet him at the corner of Madison Avenue and Thirty-third Street.

I was there at the hour he named—I am always on time, except when I am late—but he wasn't. I waited ten, twenty, thirty minutes before he arrived. He apologized for detaining me—he had left his brief-case at a downtown office and had had to go back for it.

We walked up Madison Avenue to Forty-second Street—a matter of ten or twelve minutes. In those ten or twelve minutes we passed thirty-seven men who, like the man who was with me, carried brief-cases.

Ten years ago no one but a lawyer carried such a thing as a brief-case. Nowadays, in certain parts of New York, every third man has one.

I recall the first one I ever saw. It was in 1913, in a railway carriage on the way from Milan to Venice. Its owner was an Italian who wore a beard

like that of the Duke of Mantua in one of Verdi's operas. His brief-case was as large as a young trunk and in it, I swear, he had every letter and every document that had come into his possession in the course of a long and, judging by appearances, strenuous lifetime.

He would, after long search, locate what seemed to be a laundry-list or a hotel bill. This he would examine with care—holding it to the light, pressing it to smooth out the wrinkles. Then he would look at me suspiciously, cough, grunt—and put the paper back.

Another search—another paper. A receipt for rent, dated September, 1910; or, maybe, his marriage certificate. The same thing would occur.

He was the busiest man you ever saw—a typical European "man of affairs."

Not then, nor for years afterward, did the thought enter my mind that I would some day lug 'round a brief-case, filled to overflowing with papers which should have been tossed into a wastebasket months ago. But that is exactly what I do. And about a million other men do the same thing.

Outside the "Loop"

I note a growing tendency, on the part of industrial enterprises, to locate their general offices—not all of them, but such as have little or no contact with the public—in outlying sections of the cities in which they are.

One of the Chicago railroads, for example, has recently completed and is now occupying, at a point several miles distant from the "Loop," a building in which its auditing staff is housed. One of the casualty companies, whose head offices are at Baltimore, has done something of the same kind.

The change has been beneficial in many ways. It has given better light, pleasanter surroundings and more space per employee. But, I am told, the move, in one case at least, has not been very popular. The employees feel isolated—away from the "center of things."

I feel sure, however, that in the course of time many other companies will follow the example of the two just named. For, honestly, there is no good reason why cheap clerical help should occupy expensive quarters.

A Little Scotch

As good a simile as I have run across this year is this: "The house was as empty as a street in Edinburgh on Tag Day!"
JAMOC.

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman

Est. 1873

CHICAGO, ILL.

How Advertising Can Help Selling

By J. C. Winslow

Graver Corporation, East Chicago, Ind.

WE should not have to adjust our advertising to meet the demands of the sales department, nor should they work independently of our activities. Plans should be worked out together based upon data secured by the advertising manager through market analysis or other means, and on consultation with the manufacturing department. Many advertising and sales campaigns are wasted because the shop has not been properly equipped to take care of the orders received.

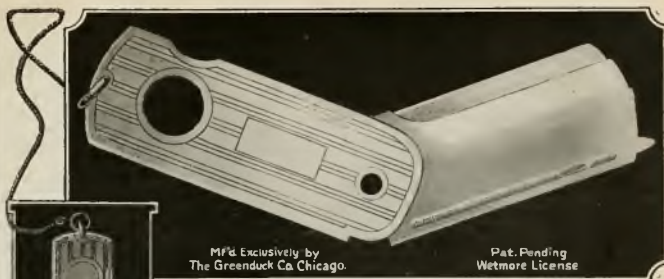
When selling is done through agents the problem is different. Usually the agent is selling several different lines. You compete for his time with the other accounts he handles. The easier you make it for the agent, the more help you can give him; the more familiar he becomes with your products, the more he will push them.

The collection department is not often thought of as being closely related to the sales department. If you have secured an order and conditions are such that the customer is a little delinquent in paying, the collection department can easily lose this customer's respect and make him an enemy. The advertising manager can aid the collection department materially in framing its letters so that the collections can be made without losing the respect of a customer.

A large labor turnover raises manufacturing costs and gives an inferior product. Sell the employees of your company on your company. Do they know what you are saying about them in your advertisements? Show them. If necessary have enough reprints made of your advertisements so that they all can have one to take home. Make employees ashamed to turn out poor or inferior work.

The engineering and production departments also assist the advertising manager to correlate advertising and sales. At certain periods of the year consumption of a certain item may be a great deal more than at other times. This should be taken into consideration in the advertising plans. You may have noticed the same of your competitors' advertising. They make a strong feature on one or two points regarding their equipment. Turn it over to your engineering department. Get their opinion on it. It may mean some mighty good selling points for you. Or perhaps you might say too much regarding some item, the way in which it has been used or what it will do. Be sure of your ground before you go ahead. Get the data from the engineering department.

Portion of an address before the September meeting of the Engineering Advertisers Association, Chicago, Ill.



Mfd. Exclusively by
The Greenduck Co. Chicago.

Pat. Pending
Wetmore License

Good Will Advertising that lasts

The truly effective advertising novelty has utility and endurance.

RAZO-NIFE "NOT A DULL MOMENT"

Answers these qualifications to the "Nth degree." The handiest, sharpest knife you ever saw, good for a lifetime of constant use.

Razo-Nife Uses Cast-off Safety Razor Blades
Makes use of a keen edge that is otherwise lost. Just draw the old blades from your razor and use them in your knife. No screws or fasteners—they just snap into place and Razo-Nife is ready to do anything that can be expected of any pocket knife—and a lot more.

The hole in the knife handle makes a clever cigar cutter and the razor edge never tears the wrapper.

The ladies want Razo-Nife too. It's handy for ripping seams and many other little daily tasks. Razo-Nife is the most versatile little pocket item on the market—with its hundreds of uses, still it is unobtrusive; only $\frac{1}{2}$ of an inch thick—just the thing for the end of a watch chain. Made of solid, jeweler's grade, mirror polished nickel silver, with a distinctive design etched on the handle.

Give Razo-Nife to Your Customers

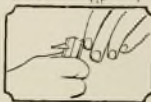
A permanent good will builder that will be carried and used for years. We can make them up in any quantity with your advertisement, trade mark or special lettering etched on the handle. One of the most appreciated good will builders ever produced.

Get a Razo-Nife for Your Own Use

You'll be immensely pleased with it and find dozens of uses for it every day.

Fill out the coupon, pin a dollar bill, and mail it today.

The Greenduck Company
1725-1741 W. North Ave. Chicago, Ill.



Sharpening Pencils



Ripping Seams



Clipping Cigars

We are the world's foremost manufacturers of advertising novelties of all kinds; badges, buttons, metal specialties, etc.

Ask for our catalog showing a complete line of good will builders for the man at the desk. A large assortment with a wide range of prices.



THE GREENDUCK COMPANY,
1725-1741 W. North Ave., Chicago, Ill.

A. P. 9-24

Gentlemen: I enclose \$1.00 for Razo-Nife for my personal use. Please give me quantity prices on Razo-Nife with and without special design etched on handle. I understand that I incur no obligation.

Name..... Firm.....

Street.....

City..... State.....

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Increasing Soap Sales by Enlarging Unit

WHILE the "cake," or tablet, of toilet and fine laundry soap is a very handy form in which to buy it, the question naturally arises whether sales would not be increased if the unit of sale were made larger without inconvenience to the user. The expedient of placing three or more tablets in a box hardly meets the objection, because the customer is always conscious that one will serve the immediate need.

John Knight, Limited, the English soap makers, get over the difficulty by offering for sale three units of their Royal Primrose soap. This product is put up in one-pound cartons, in long bars, and in small tablets for toilet use. As representing the largest unit, the long bar is featured in the firm's advertising, which shows how this item can easily be cut into handy sized tablets by the purchaser with a piece of string or wire.

Buying a dozen tablets of Royal Primrose may seem a large order to a thrifty housewife, but the purchase of a single large bar to be cut up into a like number of pieces strikes her as a less formidable outlay, even if the expenditure may be almost the same amount. When she understands how easily the bar may be sliced into sections of her own determining, made to fit her hand, and that soap improves with seasoning for a space on the top shelf of her cupboard, the chances are greatly in favor of her choosing the large unit when she makes her purchase.

Export Managers' Club of New York

At its meeting at the Hotel Pennsylvania, New York, October 8, listened to F. K. Rhines, export manager of the General Fireproofing Company, recount his experiences in and observations of Great Britain, France, Holland and other European countries, whence he has recently returned. George R. Steele, export manager, Kee Lox Manufacturing Company, recently returned from a two years' trip to the Far East, Hawaii, Philippines, Dutch East Indies and elsewhere, spoke on trade and industrial conditions in those countries.

Thomas Cusack Company

New York bankers have bought control of this well known Chicago billboard advertising concern. Fifty per cent of the capital stock of the company was acquired by the group. Identity of the buyers was not disclosed. The Cusack Company's last balance sheet showed assets in excess of \$26,000,000 and an average annual gross business in excess of \$25,000,000. Mr. Cusack, in explaining the sale, said that he had been in active work for half a century and believed that he was entitled to a rest.

Advertising Calendar

OCTOBER 7-9—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 Advertisers Association, Edgewater Beach Hotel, Chicago, Ill.

OCTOBER 13-17—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—Annual meeting, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 16 AND 17—Eighteenth Annual Meeting, American Association of Advertising Agencies, Drake Hotel, Chicago, Ill. Regular quarterly session of the Executive Board will be held at the hotel Wednesday, October 15.

OCTOBER 16-17—Annual Convention, Audit Bureau of Circulations, La Salle Hotel, 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, 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 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.

Clifton S. Burr

Has joined the advertising sales staff of the New York office of the St. Louis Globe-Democrat.

William G. Colgate

Has joined the plan and production department of the Montreal office of the R. Sykes Muller Company, Ltd.

S. J. Perry

For the past five years with Robert E. Ward, Inc., New York, has resigned to organize his own representative's business at 61 Seventh Avenue, New York.

R. K. Leavitt

Advertising manager of Onyx Hosiery, Inc., has been elected chairman of the Association of National Advertisers, New York Chapter. O. G. Carson, advertising manager of American Hard Rubber Company, was chosen secretary.



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 \$1.30. Forms close Saturday noon before date of issue.

Business Opportunities

A manufacturer with ample resources and worldwide distribution of its products will purchase outright or manufacture and sell on a royalty basis any desirable articles requiring wood-working, metal stamping or foundry facilities. Especially interested in articles for distribution to the Implement, Hardware and Toy trade. Address Box No. 185, care Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

COPY WRITER
Desires position preferably in advertising agency; reasonable salary starting. Address Box 189, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

AN EXPERIENCED SALESMAN

Thoroughly reliable man desires position with an established firm. Anxious for Middle West territory. Position must show opportunity to earn over \$7,500. Am 32, married. For full particulars address, Box 186, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

I have had six years experience handling national accounts with a large advertising agency. Writing copy, preparing campaigns, contact work, account executive. This experience qualifies me for Advertising Manager of a manufacturing concern of moderate size. 31 years old. Married. Address Box 191, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

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.

PRINTING SALESMAN

Available October 15th; Age 33. Wide experience; convincing talker. Salary and commission. Box 192, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

CONTACT MAN OR ADVERTISING MANAGER'S ASSISTANT

Situation wanted with large advertiser or advertising agency. Young man. College education, experienced in agency, newspaper, magazine and trade paper copy, feature writing and sales promotion. Salary required \$3,500.00 to \$4,000.00 a year. Box 184, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

ADVERTISING MANAGER AVAILABLE

Thoroughly experienced. Now employed, but desire change and larger field. Address for further particulars, Box 101, Brentwood P. O. Md.

ADVERTISING MAN

Seeking connection with a first class business paper. Experienced, good personality; and clean record. Box 193, Adv. and Selling Fort., 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 183, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Do you need an executive to direct your sales promotion and advertising? Have successfully directed advertising campaigns. Age 35. University education. Box 187, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

ADJUSTMENT CORRESPONDENT

Furniture Manufacturer wants young man or young woman with tact in handling adjustments. In replying give age, experience, nationality, etc. Box 188, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

A nationally known company manufacturing an automobile accessory, requires a sales manager. The man we are seeking must be thoroughly experienced and be able to organize an efficient sales force. The main office is in the East, but the man who qualifies will necessarily have to do some traveling. Give complete information in first letter which will be held confidential. Box 190, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

PART-TIME REPRESENTATIVE

The leading British advertising journal wants a salesman in the United States to represent it on a part time commission basis. Must be familiar with Newspaper, Magazine and Agency personnel. Headquarters in New York. Box 183, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

\$ - \$ - \$ - \$ - \$ - \$ - \$

For Advertising Agencies

Standard Rate & Data Service represents an opportunity for advertising agencies to increase their incomes by securing contracts from publishers for the available advertising positions in the Service.

Each fortnight a few sales messages will be given on this page as material to use in solicitations.

See our listing under Classification "Advertising" in Trade, Class and Technical Section of Standard Rate and Data Service for rates and commission paid.

STANDARD RATE & DATA SERVICE

The National Authority

PUBLISHED AT

536 Lake Shore Drive, Chicago

Offices in New York, Los Angeles, and San Francisco

Sales Message No. 3

Individualizes the publication and makes it stand out prominently, ahead of others listed—because the advertisement is the **DOMINANT THING ON THE PAGE!**

There is much power in this argument when you realize that the publication is just one of a dozen or more others listed on the same page.

Sales Message No. 4

Reaches the actual individuals who buy national advertising—space buyers and their assistants, agency executives and contact men, sales and advertising managers—in fact, all of those who directly and indirectly buy space and determine how advertising appropriations shall be spent!