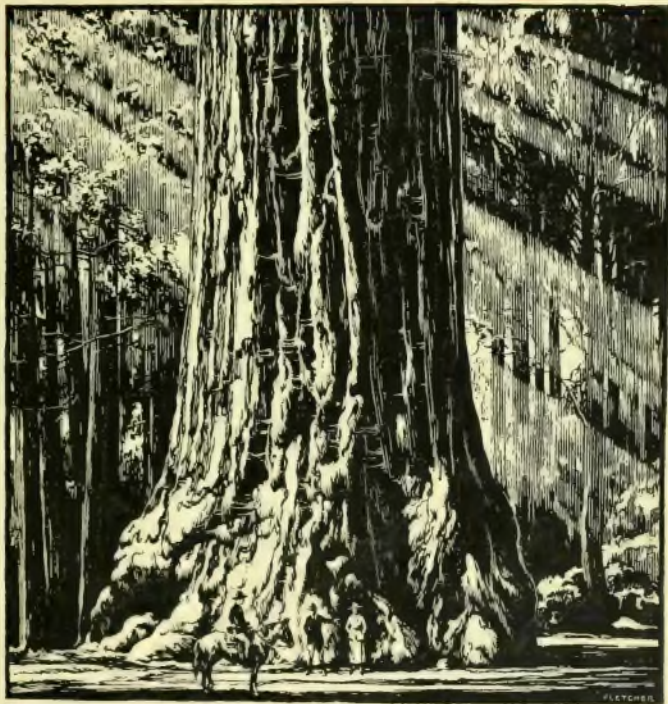


Advertising and Selling FORTNIGHTLY *Markets. Merchandising & Media*



Drawn by Sydney Fletcher for S. W. Straus & Co.

MARCH 11, 1925

15 CENTS A COPY

In this issue:

“How Dennison Manufacturing Company Meets the Slumps” By JOHNSON HEYWOOD; “The Truth About a Business Has a Way of Getting Around” By JOHN HERTZ; “A Study in Suction” By WALTER I. WILLIS; “The Handicap of Quality”; “What Is the Road to Lower Distribution Costs?”

The Test of Advertising is Results; the Proof of Results is Repetition

Year after year successful advertisers who do business in Chicago place the preponderance of their advertising in The Chicago Daily News, pointing the way to new advertisers.

Each year The Daily News prints a greater *volume* of display advertising than any other daily or Sunday newspaper in Chicago,* and a greater *number* of classified advertisements than any other daily or Sunday newspaper in Chicago. Why?

Because it brings results to the advertiser. And it brings results because its 400,000 circulation comprises the great majority of financially competent households of Chicago, and it enjoys the interest and confidence of its 1,200,000 daily readers.

THE CHICAGO DAILY NEWS

First in Chicago

*In the year 1924 The Daily News printed 15,699,486 agate lines of display advertising, a greater volume of advertising than was ever before carried by any Chicago daily newspaper in any year, and 3,325,087 lines more than were carried by its nearest competitor in the daily field—a morning newspaper.

He was itching for action...



...but the *Book of Facts* said—"Not Yet!"

A CERTAIN manufacturer of a high grade specialty thought he was ready for bigger things.

His product was right. Sales were climbing. The market was growing. He was itching for action.

But wisely he asked another court to sit in judgment. A field investigation was immediately ordered among consumers and dealers. This gave him a *Book of Facts* on marketing conditions that opened his eyes. Deductions and conclusions were drawn from these facts culminating in a definite program of things to do and not to do.

This Richards Book of Facts strongly advised against advertising until

other and greater problems were settled. Now—this manufacturer is building toward the day when he *can* advertise—and advertise profitably.

* * *

It is our experience based on numerous investigations covering a variety of products *that no manufacturer should sit in lone judgment on his own marketing problems.* Always, have we found the need of the fresh, unbiased, outside viewpoint—backed in its judgment with cold facts.

Our new book "*Business Research*" will be forwarded to executives who are "itching for action."

JOSEPH RICHARDS COMPANY, INC.
251 Park Ave., New York, N. Y.

RICHARDS "*Facts first—then Advertising*"
TRADE MARK REG.

**THE
ERICKSON COMPANY**

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Page 5—The News Digest

MacManus, Incorporated

Detroit, New York, Cleveland and Toledo, will act as advertising counsel for Crosley Radio Corporation, of Cincinnati; Swartzbaugh Manufacturing Company, of Toledo, Everhot electrical appliances; Edmonds & Jones Corporation, of Detroit, automobile lamps; Motor Improvements, Inc., of New York, makers of PurOlator; Chris Smith & Sons Boat Company, of Algonac, Mich., motor boats, and LeFleur Laboratories, of Cleveland, toilet articles.

Art Directors Club

At regular meeting held at the Art Center, New York, March 8, following were elected to office for ensuing year: Walter Whitehead, president; Peirce Johnson, first vice-president; William Oberhart, second vice-president; Robert Dumm, treasurer; William B. Tallman, secretary, Nathaniel Pousette-Dart and Gordon C. Aymar were elected members of executive committee.

Lane Rehm

Formerly with A. V. Shaw & Company and *System Magazine*, has been appointed advertising manager of the *Chicago Tribune Ocean Times* with offices at 247 Park Avenue, New York.

Howard V. Kennington

For the past ten years associated with the *Chicago Herald and Examiner*, has joined the Chicago office of Albert Frank & Company, as manager of the production department.

Davidson & Hervey

New York, have been appointed eastern advertising representatives in the United States for Radio Press of Canada, Ltd., publishers of *Radio News of Canada* and *Canadian Broadcaster*.

Maurice L. Hirsch

Formerly of the Canter-Hirsch Company, New York, which recently dissolved its organization, is now associated with the Chatham Advertising Agency, same city.

Economic Council of the British Empire

Consisting of two representatives from Great Britain and two from each of the colonies, has been appointed by the British government to consider means of promoting trade between England and her daughter states. This step is significant of the Conservative government's recognition of advertising as a world force. Great Britain's representatives on the council will be Lord Stevenson, who controlled the British Empire Exhibition, and W. S. Crawford, who brought the advertising convention to London last year.



The Thumbnail Business Review

PRODUCTION of basic commodities has been pushed to a degree that now makes a wait on consumption desirable. Steel, for example, has been operating at close to 90 per cent of capacity, but against this fact must be placed the truth that secondary dealers are well stocked and that resales to consumers are below expectation.

Yet conditions are such that there is cause neither for complaint nor pessimism. Improvement has characterized business during the last year, and evidence points to a slow, steady movement toward prosperity. Measured by the customary standards—bank clearings, freight movement, etc.—the volume of trade for the country as a whole is quite large. Farm products are bringing prices that stand favorable comparison with the prices of other commodities, and the disparity between corn and livestock, which was the occasion of some concern in agricultural quarters recently, is fast being corrected.

Car loadings, while not quite at record figures in all classes, nevertheless indicate that there is a great deal of diversified buying. Railroads continue to order equipment on a large scale. Makers of popular priced motor cars have increased their production schedules and are coming into the market for greater quantities of raw materials. Building permits in 163 cities in January aggregated \$211,000,000 against \$218,000,000 in same month last year.

Wholesale and retail buying can be characterized as "conservative." A favorable merchandising indication is that inventories are low, relatively, and there is no overbuying. This should go far toward eliminating the fear of inflation and an unstable "boom" period. ALEX. MOSS.

W. A. Grove

Recently St. Louis advertising representative for the Curtis Publishing Company, has been appointed manager of advertising and sales promotion for the Edison Electric Appliance Company of Chicago.

National Outdoor Advertising Bureau, Inc.

New York and Chicago, whose stockholders consist of 205 advertising agencies whose outdoor business is handled by this bureau, have elected following officers and board of directors for 1925: George C. Sherman, president; William D. McJunkin, vice-president; R. P. Clayberger, secretary; Miss M. A. Sherman, assistant secretary; F. J. Ross, treasurer; Daniel Volkmar, assistant treasurer.

The fifteen members of the Board of Directors are: Harold F. Barber, Boston, Mass.; George W. Belsey, Cleveland, Ohio; Starling H. Busser, New York, N. Y.; R. P. Clayberger, New York, N. Y.; W. C. D'Arcy, St. Louis, Mo.; Carl M. Green, Chicago, Ill.; R. W. St. Hill, New York, N. Y.; Don Francisco, Los Angeles, Cal.; Gilbert Kinney, New York, N. Y.; W. R. Massengale, Atlanta, Ga.; Eugene McGuckin, Philadelphia, Pa.; Fred J. Ross, New York, N. Y.; William D. McJunkin, Chicago, Ill.; George C. Sherman, New York, N. Y.; Mason Warner, Chicago, Ill.

Chambers Agency, Inc.

New Orleans, has received the advertising account of Chamberlain-Hunt Academy, Port Gibson, Miss.

"Fashion Service"

A new quarterly publication announced by the Woman's Institute of Domestic Arts and Sciences, Scranton, Pa. Presents seasonal fashion designs with complete instructions for making. Issues on the quarterly schedule will be Spring, out February 10; Summer, out May 10; Fall, out September 10; Winter, out November 10.

Walter A. Allen Agency, Inc.

Hartford, Conn., has been retained as advertising and sales counsel by the Cuno Engineering Corporation, Meriden, Conn., manufacturers of electric matches for automobiles.

Hamilton Advertisers' Agency, Ltd.

Hamilton, Canada, will serve as advertising counsel for R. A. Lister & Company, manufacturers of milking machines, cream separators and gas engines. It will also direct Canadian advertising for Robert H. Hassler, Ltd., rebound check and shock absorbers. Both of these concerns are located in Hamilton.

Charles B. Houry, Jr.

Formerly head of the copy department of the Hazard Advertising Corporation, New York, has been elected vice-president of that agency.

Maxton R. Davies Company

Cleveland, has been retained as advertising counsel for the Star Rubber Company, cord tire manufacturers, of Akron, Ohio.

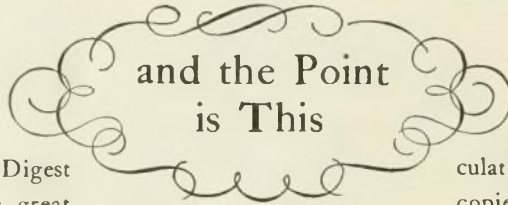
The Great Consumer Market *of* The Literary Digest

Founded upon facts obtained from our readers over their own signatures, we have made known to all—just who reads The Digest.

We mean that we have really given a comprehensive picture of The Digest audience—what the

people who read our paper are like, what their homes are like, their families, their jobs, and their multiple buying power.

Having answered the question "Who Reads The Digest?", we want to bring the point home to you.



The audience of The Digest is one of the world's great consumer markets. Its desires and needs are as various as the machinery of production. And Digest families have preeminently the means to buy what they desire.

The Digest readers are interested in furniture and automobiles, typewriters and silk hosiery, bonds and radios, underwear and stationery, books, travel, insurance, foodstuffs, toilet requisites, pianos, watches, heating plants, plumbing, the tools of housekeeping and the tools of industry.

It is not astonishing that a publication should be a profitable advertising medium for many products. Magazines have proved their efficiency in every market.

But The Digest, being sold at \$4.00 per year or ten cents a copy, puts up a price barrier to the indifferent reader, and combining the characteristics of a class periodical with a cir-

ulation in excess of 1,300,000 copies per week, it is read

by the largest group of affluent families in the richest country in the world. It is no fiction for us to sketch out this broad, responsive market and call it the Great Consumer Market of The Literary Digest, because The Digest reaches all the factors which influence buying in the home and presents a complete consumer market, being read by the *whole family*, father, mother, boys, and girls.

The 1924-25 edition of "The Work They Do and Where They Live" shows that

1,919,592 women

1,846,052 men

469,333 girls

474,316 boys

READ

THE LITERARY DIGEST



"FOR HE'S A JOLLY GOOD FELLOW"

Humor—and Sanity

There is no humor in this situation. But there is a wealth of sanity in the idea behind it. With a deft thrust, the illustration pricked the conscience of more than one who was a "jolly good fellow" to the great sorrow of others.

A serious idea often strikes most forcefully when we are in a humorous mood. *Life's* editorial policy of "humor—and sanity" is based on this principle. That it is successful is attested by *Life's* circulation among people of intelligence and means—and by the use of its advertising pages by businesses that are interested in reaching this class.

PARTIAL LIST OF

National Advertisers Using Life in 1925 with Comprehensive Schedules

Color

American Tobacco Company
Lucky Strike
Pall Mall
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln
Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Lambert Pharmaceutical Company
Parker Pen Company
Pierce Arrow Motor Car
Company
W. A. Sheaffer Pen Company
The Coca Cola Company
White Rock Mineral Springs
Company

Black and White

American Telephone & Tele-
graph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. DeWitt & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Greiner & Company
Eastman Kodak Company
Fisher Body Corp.
The Furkan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorkam Company
Alexander Hamilton Institute
Hamilton Watch Company
Hart, Schaffner & Marx
Hotels Statler Company
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Lippert & Myers (Patina)
Mohawk Rubber Company
Munsingwear Corp.
Nordlyke & Marmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phonix Hosiery Co.
Reed Tobacco Company
Rubberstet Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weinerhauser Forest Products
Wm. Wrigley Co.
W. F. Young, Inc. (Absorbine,
Jr.)

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

March **True Story**

has a larger
advertising revenue
than any other
issue in the history
of the magazine;
and, as usual, the
largest news-stand
sale in all the world!

The Times' Biggest Month

The Net Paid Circulation of the Trenton Times during the month of February was the largest in the history of this newspaper. The bona fide circulation, day by day, was as follows:

Monday,	February 2	39,793
Tuesday,	February 3	39,456
Wednesday,	February 4	39,317
Thursday,	February 5	39,568
Friday,	February 6	39,744
Saturday,	February 7	39,090
Monday,	February 9	39,748
Tuesday,	February 10	39,931
Wednesday,	February 11	39,435
Thursday,	February 12	39,353
Friday,	February 13	39,706
Saturday,	February 14	39,385
Monday,	February 16	41,975
Tuesday,	February 17	40,143
Wednesday,	February 18	40,344
Thursday,	February 19	40,249
Friday,	February 20	40,094
Saturday,	February 21	39,388
Monday,	February 23	39,966
Tuesday,	February 24	40,379
Wednesday,	February 25	40,045
Thursday,	February 26	39,696
Friday,	February 27	39,370
Saturday,	February 28	38,912

The Times does not use any circulation premium schemes or other force methods. The Net Paid Circulation is exactly what it says—copies sold for cash daily.

For complete information regarding the Times and the prosperous territory it covers, address

TRENTON (N. J.) TIMES

Concentrated Circulation in an Ideal Test Market

Marbridge Building
New York

KELLY-SMITH CO.
National Representatives

Lytton Building
Chicago

We invite your careful inspection of our service departments, conducted by Miss Katharine Clayberger, in conjunction with the director and supervisors of the School of Household Science and Arts of Pratt Institute, Brooklyn, N. Y.

PEOPLE'S HOME JOURNAL

The Quality Magazine of the Small Town Home

NOTE: People's Home Journal subscribers pay twice as much for their magazine as is charged by any other small town publication

950,000 NET PAID



The World's Star Salesman~*Photo-Engraving*

Being a tribute by James Wallen to photo-engraving which sells silver fox at two thousand five hundred dollars the pair.

PRINCE EDWARD ISLAND, glowing like a great emerald in the Gulf of the Saint Lawrence, is devoted to silver fox breeding.

A few years ago, the herds became so important that the ranchers decided that they must tell the world about the black pearl of furs.

The public thought of the silver fox as a wild grey fox, anything but the carefully tended black orchid of the animal kingdom that it is.

The camera and photo-engraving have made folk neighborly and familiar with

the silver fox. The business in live stock and pelts runs into millions and the fox scarf is carried over fair shoulders of women, the world over.

The story of the silver fox in picture leaves nothing untold. Let the world's star salesman, photo-engraving, present your wares.

The Association booklet "The Relighted Lamp of Paul Revere" may be had from your photo-engraver or from the general offices.



Look for this Emblem

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES: 863 MONADNOCK BLOCK—CHICAGO



No domestic difficulty ever "feazed" Priscilla

Her courage, resourcefulness and housewifely skill made her the guide and reliance of our Pilgrim foremothers.

Household problems have changed as much since 1620 as housekeeping methods—but problems still exist and difficulties still arise—

And today more than 600,000 modern homemakers look to *Modern Priscilla* for help in their domestic difficulties.

They use Priscilla's recipes; practice the methods used at the Priscilla Proving Plant: ask her advice on questions innumerable.

Their pantry shelves are stocked with foods she recommends; their homes are furnished and equipped with articles approved by her Housekeepers and advertised in *Modern Priscilla*—

Which explains why makers of foods, fabrics, house furnishings and household equipment find *Modern Priscilla* so valuable an ally in selling to the Purchasing Agent of the Home.

MODERN PRISCILLA

The Trade Paper of the Home

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

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Photo Rep.

IN this issue we publish an article by John Hertz, who was the moving spirit in the recent merger of the Fifth Avenue Coach Company with the Chicago Motor Coach Company. Mr. Hertz, as a reading of his article will show, has some rather pronounced ideas on the relationship of advertising to the internal organization of a concern. Not only must the executives and other employees be sold on advertising, but they must be sold on the spirit in which the advertising is presented. No company can gain much profit from advertising, states Mr. Hertz in effect, if the organization is loosely knit and officials pull a dozen different ways whenever a question of service or policy comes up. Copy, pictures and slogans mean nothing unless everybody in the company stands behind the advertising *without mental reservation of any kind whatsoever.*

M. C. ROBBINS, PUBLISHER

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
A. M. FRANKLIN

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. F. LINDQUIST
495 Sweetland Bldg; Prospect 351

LONDON:
66 and 67 Shoe Lane, E. C. 4;
Telephone Holborn 1900

Subscription Prices: U. S. A. \$2.00 a year. Canada \$2.50 a year. Foreign \$3.00 a year. 15 cents a copy

Through purchase of Advertising and Selling, this publication absorbed Profitable Advertising, Advertising News, Sellman, The Business World, Trade Journal Advertiser and The Publishers' Guide. Industrial Sellman absorbed 1925.

Member Audit Bureau of Circulations and Associated Business Papers, Inc.

Copyright, 1925



The Youngstown Pressed Steel Company has two main divisions. One makes heavy steel stampings—the other, fire-proof building materials.

"YPS" moved into a \$1,000,000 plant just in time to feel the crunching sag of business late in 1920. Many manufacturers were cutting their advertising down or out—but not this company. With the new slogan, "Press It From Steel Instead", it started an aggressive drive for new and *new kinds* of stamping business. And got it!

But that is only half the tale. For the fireproofing division, which in 1920 contributed only about a third of the total volume, began to hammer away at builders, big and little, with a metal lath campaign on fire and crack prevention.

Today, fireproofing and stamping sales are neck and neck—both considerably beyond even the boom business of 1920.

Another proof of the effectiveness of "*Truth Well Told*".

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

MARCH 11, 1925

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Charles Austin Bates Russell T. Gray Alex Moss, *Managing Editor*

How the Dennison Manufacturing Company Meets the Slumps

By Johnson Heywood

THE most careful thinkers among business men and economists are now pretty well agreed that sun spots and the seven-year superstition have nothing to do with business ups and downs. They agree that business men themselves can, by using proper methods, greatly reduce the swings of the business cycle.

Over-ordering, over-borrowing, over-building and general extravagance during good times cause the tight money, high costs, over-production and cancellations which result in panics and depressions.

If in good times we would not expand our plants to take care of temporary and unnaturally large sales nor press the selling side of the business when factories are already way behind in their orders, but instead do these things when times are dull and orders hard to get, we would cut something off the peaks of business and use it to fill in the valleys where it is badly needed. If every business would thus reverse the usual

procedure the economists say that cycles would tend to disappear.

During the 1907 panic the Dennison Manufacturing Company began

to study the various theories of economic cycles in the search for a way to forecast the future. To apply methods of offsetting slumps, it is necessary first to know when they are likely to occur.

To that end Dennison organized a statistical department whose duty it is to gather all facts and figures that may have a bearing on the present and future of business conditions. These forecasts are compared with those of the various professional forecasting services.

The figures which the management watches most carefully for signs of the downward movement because they are the most significant, are the following:

1. The weekly statement of the Federal Reserve Bank. When these figures are unduly large it means that everyone is borrowing and that the credit structure is being strained. That will result in the banks' refusing to renew loans and will force business men to cut prices in order to



TO meet demand for goods in boom times, without increasing the size of the plant, the Dennison Company employs improved production methods wherever this can be done, and works extra shifts. When orders still keep ahead of productive capacity, selling effort is reduced. The photograph shown is part of the box division at the plant at Framingham, Mass. When the company began making boxes in 1844, the business was seasonal. To make it more uniform, manufacturers in various lines were shown how their goods would benefit by being packed in high-grade boxes. By finding new outlets and stimulating sales, the seasonal evil from the box-making departments has been greatly reduced

move goods and so get the money with which to pay off their loans.

2. The reports of strikes. Strikes are most numerous when prices are so high and the temper of consumers such that employers know that they can no longer increase wages and pass the additional cost on in the selling price.

3. Business failures. When failures are few it means that prices are rising so rapidly that anyone, skillful or not, can make money. That is a bad sign, for it is a condition that usually precedes a slump.

These figures tell quite accurately which particular phase of the cycle we are in. It is a general rule that in a period of moderate business activity a change of some sort can be expected in from a year and a half to two years. When a riotous boom period exists the slump may be expected to come in about a year.

FOLLOWING this system, the company decided in January, 1920, that the storm would hit in about November of that year. A meeting of the principal executives was held to lay plans both for putting their house in order so that losses could be kept down and for fighting the slump when it came.

At this meeting Mr. Dennison, the president of the company, said something to this general effect to his associates:

"We have gone through a long period of easy sailing. We are now about to enter an entirely different set of conditions. The best way to attack the problems that we are going to meet is to work on the theory that this is a brand new business with which we have none of us had any experience. We must forget the old ways and solve our problems with the best judgment we have."

They then proceeded to plan both aggressive and defensive methods. To one suggestion an executive raised the objection, "But we tried that plan in 1916 and it did not work."

He was reminded gently that *this* company had never tried that plan because *this* company had never been in business until a few minutes before.

It was also pointed out that on this basis no data existed on which to decide that suggestion. It would have to be studied out in the light of present conditions and if it seemed well adapted to the need, try it.

AS a matter of fact, the company had been using defensive methods against the slump of 1920 during the boom years that preceded it.

For one thing it had, in the main, steadfastly refused to go into any large building campaign to enlarge its plant when construction costs were high and labor of all kinds scarce. Thus it avoided the peril of being burdened with too much productive capacity at a time when it would be a sufficient job to keep the old plant busy. Nothing can eat into profits much faster than an expensive idle factory. It is the Dennison policy to expand plant facilities, not when there is an unhealthy demand for goods, but only when the healthy growth of the next few years will require it. In that way the company usually gets the benefit of low construction

costs, and at the same time helps improve general conditions by giving employment when it is scarce and so adds a little to the purchasing power of the public.

TO meet the demands for goods in boom times without increasing the size of the plant, steps are taken to increase production by improving methods where that can be done, and by working extra shifts. When orders still keep ahead of productive capacity, then the obvious thing is done—selling effort is reduced for a time.

During 1919 the Dennison Company did not replace the salesmen who left or who were discharged. When the pre-slump council of war was held in January, 1920, the sales force was approximately 10 per cent below normal for the volume of business that was then being done.

Dennison's policy on advertising is similar to its selling policy. Its executives decide as closely as possible upon the amount to be spent for a five-year period, based upon the expected growth and needs of the business.

In good years Dennison cuts down somewhat on the expenditure for general advertising to the home con-

[CONTINUED ON PAGE 72]



THE upper photograph shows the modest beginnings of the Dennison business, which was started at Brunswick, Maine, in 1844. The airplane view is of the present factory at Framingham, Mass., the home of the thousand-and-one products and novelties made of paper and cardboard which the Dennison company originated and manufactures



The Truth About a Business Has a Way of Getting Around

By John Hertz

THE effectiveness of a company's advertising, in my judgment—and "effectiveness" is a rating of its truthfulness—is in almost exact ratio to the *intelligence and honesty* displayed by the company's management. I believe it is safe to say that a dishonest company can not continue to advertise successfully; it may continue to buy space for some time, but the space alone will not do much to build sales. On the other hand, a company that practices integrity in all relationships, *by that fact* may double or even triple the force of every advertisement.

My convictions on this point date from the days when I was a cub salesman in Chicago's Automobile Row. The principles behind printed advertisements and personal salesmanship are not essentially different; but when I started selling I did not know that, nor very much else about the subject, except that it was up to me to sell automobiles or quit the business quickly and get into something else to make some money. And selling automobiles, then, was a good deal like selling aeroplanes today. That was in 1905, and to own an

automobile in those days was considered a feat of quite some daring.

I began on a commission basis when I was newly married and had practically no money. During the first sixty days the cashier had no occasion to know I worked for the firm. At the end of that time, however, when I was about to abandon the business, I discovered a man with sufficient capital and nerve to buy an automobile. My commission check amounted to \$85, and with that much in my pocket I found the courage to stick a little while longer. My total commissions the first year were between eight and nine hundred dollars.

But I had learned something: a



John Hertz

The moving spirit in the recent merger of the Fifth Avenue Coach Company with the Chicago Motor Coach Company. The two companies are now owned by the Omnibus Company of America, of which Mr. Hertz is Chairman of the Board. Mr. Hertz is also president of the Yellow Cab Company, and is vitally interested in other concerns whose activities center in the motor transportation field

fundamental of business and of salesmanship. Because of that, the second year my commissions amounted to \$13,000, and from that time, as long as I was selling, they continued to climb and nobody on the Row succeeded in beating me.

What was it I learned? You will have to take hard work for granted: nobody can do anything without that. But I could have worked the skin off my knuckles and still not have become a successful salesman, had I not sought a reputation—and *worked hard to deserve it*—for treating customers in a certain way.

Bear in mind that automobiles were far less perfect then than now, and that people in general knew

far less about them. The consequence was, every owner knew what it meant to have breakdowns, tire troubles, or engine difficulties, with nobody near at hand sufficiently expert to decide exactly what was wrong or how to fix it.

I never qualified as an expert mechanic. But I did learn enough about a car's insides to diagnose and treat most of the ordinary ailments. I became a trouble man as well as a salesman, and when I sold a car I said to the buyer:

"Now if you ever have any trouble, I want you to call me up and I will do whatever I can to get you on the road."

I meant exactly that—no more, and no less—and I lived up to it as far as humanly possible. I kept an old car handy for use in emergencies, and I used to be routed out like a doctor at all hours to go and help my customers who were stuck. It was hard work, but worth it. Customers told their friends, and the friends bought of me and told *their* friends, simply because I went to the trouble to establish a reputation for a certain service and for living up to it at all costs.

There you have the basis for my test of truth in an advertisement: does it mean exactly what it says? Is the company standing behind it with all four feet on the ground and ready to fight its weight in wildcats in order to back up every statement? Or—and here is where much "bad" advertising comes from—does the advertisement say one thing while the general manager silently thinks *another* thing? And when it comes to the showdown, will the general manager's idea or the advertisement's phrases prevail in settling with the customer? The answer to that determines almost wholly whether there is truth or falsity in a concern's advertising.

I do not believe we can cultivate

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Is "Big Business" the Road to Lower Distribution Cost?

By Roger F. Davidson

IN Canada recently, thirty out of a total of seventy wholesale grocery houses effected a consolidation and capitalized at \$60,000,000. Canadian cities now having two or three grocery jobbers will have but one, and the new combine will have its central buying organization located in Toronto. The firms that figure in the merger do an annual volume of business totalling \$45,000,000. Local jobbers will in effect become warehouses and will serve only specifically defined zones. As a direct result of the amalgamation fifteen jobbing houses will have to go out of business. It has been estimated that when the new organization gets under way only one-half the number of jobbers' salesmen and jobbers' trucks now in operation will be needed to serve the territory with maximum efficiency.

Let us now turn our attention to the United States. Recently there was announced the consolidation, for buying purposes, of a group of department stores whose sales total \$100,000,000 a year. For some time past, too, a great deal of interest has been awak-

ened by the growth of department store chains and various other retail chains. In brief, we are heading rather definitely toward the application of what may be termed the "big business" idea in distribution.

For some years it has been apparent to those who have studied the matter that a curious contrast existed in business. In the manufacturing field large corporations have become almost the rule; railways, public utilities, etc., have followed



IN this country we have entered upon an era when the principle of mergers and consolidations is being applied more extensively in the retail branches of distribution. Following the example of the successful chain store systems. So-called "vertical trusts" are becoming the order of the day. This pronounced characteristic of combining the resources of two or more companies in similar or allied lines has been in evidence for a quarter of a century and more. Within the past year mergers have been effected in widely diversified fields, demonstrating the far-reaching spread of the idea. The National Biscuit Company, formed in 1898, is typical of the strategic manufacturing and marketing positions occupied by large combines in the field of distribution. The National Biscuit Company is, in effect, a national jobber for its own line, with bakeries and local warehouses in various parts of the United States (the warehouse at Hagerstown, Md., is shown in the illustration). Its functions are extremely like that of a local wholesaler. The conditions that bring about these consolidations are primarily that factory capacity has outrun demand, and that in many cases it is the buyer and not the seller that fixes the prices for certain commodities

in a comparatively short term of years has pointed strongly to the necessity for applying the idea of consolidation and centralized buying powers to those concerns that distribute the products of manufacture.

Manufacturing costs, per unit of goods, have been decreasing regularly since the first application of the "big business" idea, decades ago. The motive underlying modern industrial consolidation is the reduction of the cost of goods bought by the consumer, this reduction being made possible by the savings effected by combining buying and manufacturing resources and eliminating wasteful overhead.

As an aside, any reduction of retail price is worthwhile strategy on the part of so-called "big business," because this not only places the smaller competitor at a legitimate disadvantage, but in addition educates the public to the economic value of large operating units. If more consolidations had accented this point twenty or thirty years ago, we would not have seen the setback to "big business" that this country has witnessed.

In the distribution field, as has been stated, the chain stores led the way. Many of these concerns now constitute outstanding examples of what may be accomplished in the same direction. The retail and wholesale field is enormous, however, and the large chain systems are after all but the proverbial "drop-in-the-bucket" when considered in relationship to the existing possibilities; for the fact of the matter is, we still conduct 85 to 90 per cent

suit, but until the inception and growth of the chain store idea, the "big business" principle was conspicuously absent in distribution. The scattered and small nature of retail and wholesale business enterprise was, of course, one of the explanations.

Wherever the "big business" principle has been applied—as in the mail-order field—it has proved successful. In fact, the amazing growth of the chain store organization with-

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The Handicap of Quality

Seven Ways of Lifting "Quality" Out of Its Rut

By William Dunn Barrett

THE conference had lasted two days, during which time the new client had told the planning board of the agency that was to handle his account all about his product. He had dwelt at length on the high-grade raw materials, the skill with which these materials were worked into the finished product by highly trained operatives, and the extra precautions taken in finishing, inspecting and packing.

"In short," he summarized on the afternoon of the second day, "we have the edge on our competitors in the quality of our product."

The head of the agency smiled. "That's the kind of product we like to advertise," he said, "but we try not to blind ourselves to the fact

that from an advertising standpoint quality such as your product possesses is apt to be a handicap."

"A handicap?" repeated the amazed client. "Why a handicap?"

"First, because high quality generally carries with it the sales resistance of a higher price. But more particularly because of the futility of quality talk in advertising. In promoting any quality product, the natural tendency of copywriters and salesmen is to fall back on 'quality' as their big sales point. Quality has been written and talked about so much there is no 'kick' left in it."

The point the head of this agency was driving at, but did not quite make in so many words, is the fact that "quality" is likely to be a handi-

cap in advertising because with most products quality doesn't count until after the sale is made.

With the exception of those products that owe their quality to their design or outward finish—their "looks"—quality is something developed by *time* or *use*; and time and use must of necessity *follow* the first sale; ordinarily they cannot *precede* it. Unproved claims of quality mean little. It is actual trial or positive knowledge that brings conviction, not unsupported claims. Yet in a hundred advertisements you will find that a surprisingly large proportion rest their cases confidently on the inherent quality of the product. The word "quality" in particular, and the quality idea in



Underneath that perfect finish

If YOU could see what a job we do in the leather business, you would be proud to work for us. It is a job that is never done in a hurry. It is a job that is never done in a small way. It is a job that is never done in a cheap way. It is a job that is never done in a dishonest way.

The appearance of the leather is the result of a long and careful process. It is a process that is never done in a hurry. It is a process that is never done in a small way. It is a process that is never done in a cheap way. It is a process that is never done in a dishonest way.

It is in leather that you will find the true quality of a product. It is in leather that you will find the true quality of a product. It is in leather that you will find the true quality of a product.

—which can last for years. The leather is made from the best of leather. It is a job that is never done in a hurry. It is a job that is never done in a small way. It is a job that is never done in a cheap way. It is a job that is never done in a dishonest way.

The fine quality of the leather is the result of a long and careful process. It is a process that is never done in a hurry. It is a process that is never done in a small way. It is a process that is never done in a cheap way. It is a process that is never done in a dishonest way.

It is in leather that you will find the true quality of a product. It is in leather that you will find the true quality of a product. It is in leather that you will find the true quality of a product.



Nothing takes the place of
LEATHER

INTERNATIONAL STERLING



PANTHEON DESIGN

A Masterpiece of the Classics

IN the creation of International Sterling, classic and modern artistry have designed and wrought for today and the ages to come.

International Sterling—straight from solid silver—is the response to a natural appeal for the representation of an art in which beauty, sentiment, utility and association also are first and foremost.

Your Interest in the Pantheon Design is a mark of your appreciation.

INTERNATIONAL SILVER CO.
MADE IN THE U.S.A.



INTERNATIONAL SILVER CO.
MADE IN THE U.S.A.

With a bold use of illustration, the leather tanners make the reader realize the "quality" inherent in leather. With a slogan, "Wrought from Solid Silver," and the illustration, the International Silver Company makes known the "quality" of International sterling, a graphic way of telling this in its advertising

general, are seriously overworked and undernourished, like their twin conception, "service."

So naturally does an advertising writer pounce upon quality as a copy theme, and so soul-satisfying does it seem to him, that there is grave danger he will become hypnotized with "quality" and ignore the fact that his competitors are likely stressing the quality of their product with the same confidence and vehemence; in which case the quality of the product he is advertising has not given it any special pre-sale advantage, but has prevented him from going far enough into the selling problem to ferret out more compelling sales appeals.

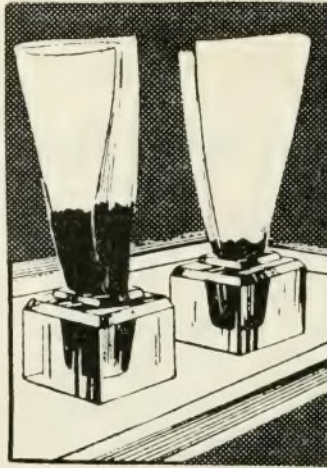
IT would be well if every advertising writer had under the glass of his desk or on the wall in front of him the simple statement which furnishes the text for this brief article: "Quality doesn't count until after the sale is made."

Not that this statement is strictly true; but it is so nearly true that every advertiser of a quality product could adopt it as a premise upon which to base his advertising. Using that as a starting point, he may then undertake to discredit it and overcome the sales handicap which quality represents.

The first step in doing this is to face the realization that the advertising must provide some substitute for the factors of *use* and *time*, which ordinarily establish quality after purchase. There are numerous devices which the advertiser may employ to this end. We may profitably list them and briefly consider the possibilities and limitations of each, and examine the advertising of some of the concerns which have successfully used them.

Perhaps the most obvious device is the testimonial. It provides the reader with a substitute for service (as representing *time* or *use*) in the form of service to others who have tested the quality of the product. In spite of all opinions to the contrary, the bona fide testimonial is still a powerful advertising device. I say bona fide, because I believe the words of the "eminent physician" (whose name is not given) and the "publicly" testimonials of stage and screen stars have lost their power to carry conviction as to quality, though the latter may still attract attention to an advertisement.

Testimonials, to be really effective in overcoming the handicap we are considering, should be definite in character, should have a background of use or trial, should carry the



How the Scott Paper Company advises prospective purchasers to determine the "quality" (in this case absorbency) of its towels in contrast to competitor's—in advance of use

writer's name and address, and usually they will be more effective if a picture of the writer accompanies them. There is something convincing about a letter from Mrs. Bernard D. Orrell, of 326 Merritt Avenue, Racine, Wis., stating that she has used a certain washing machine for eight years, and that it has not only done wonderfully satisfactory work, but nothing about it has ever given way or got out of order and that she never has to give it a thought from one washday to the next. If such a letter can be illustrated with a photograph of Mrs. Orrell standing beside her washing machine on washday, so much the better. A similar letter about an electric drill, signed by a machine shop foreman, would be just as convincing as an industrial advertising device, and serve as a substitute for *time* or *use*.

THE guarantee is an effective substitute for *time* or *use*, provided the guarantee is strong enough and specific enough to command confidence. For example, when Hole-proof Hosiery was first put on the market there could be no mistaking the manufacturer's confidence in the quality of his stockings, for he offered a new pair for any pair that wore holes within three months—and made good on that guarantee.

It should always be borne in mind, however, that the guarantee is only as strong as it is made. The word

itself has lost its potency to convince; it must be made unescapably graphic or startling or newsy. A "lazy" guarantee is hardly worth the space required to mention or explain it.

One of the most effective applications of the guarantee in the whole history of advertising is the twenty-year Guarantee Bond offered by the Barrett Company on Barrett Specification Roofs. There is no doubting the sincerity or the binding quality of such a guarantee. It is literally an insurance policy covering the quality of Barrett roofing materials and proving their capacity to meet the *time* and *use* test after purchase.

AKIN to the testimonial and the guarantee is the record of experience. A large bond company testifies convincingly to the quality of the investments it offers with the phrase: "40 years without loss to an investor." Dwight P. Robinson & Co., a firm of engineers and constructors, features this simple but conviction-creating statement in its advertisements: "Repeat orders are 60 per cent of our business." Both these slogans attest quality because they are based on the experience of previous customers or clients.

Experience as a device for establishing quality can also be featured in pictures. Photographs of materials, machinery, household devices, tools and the like, taken after long use, if featured with the facts about them, form exceedingly effective demonstrations of quality. Their effectiveness is heightened if they are accompanied by testimonials.

Pictures can be utilized in other ways, too, to establish quality before use or to create a clearer comprehension of quality. The International Silver Company's pictures illustrating the slogan, "Wrought from Solid Silver," form a classic example of the latter use; while the device used by the Scott Paper Company to show the high absorbent quality of Scottissue Towels (the ink-well test illustrated herewith) is a good example of the use of a picture to establish quality, for it shows a test the reader can make for himself in advance of purchase.

The use or abuse test, either illustrated or in the form of a report or table of experience, is another valuable device for lifting quality out of the copy rut. One of the most famous tests in advertising is the Valspar boiling water test, in its many variations, to prove the quality of this varnish and make people see how it will stand up under the abuse of time and use conditions. In the

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Bread and Butter Problems of a Sales Manager

When a Customer Loses Interest in the Proposition

By H. J. Mountrey

THE old adage which states that "If at first you don't succeed, try, try again," has been quoted so often that people have fallen into the habit of accepting it at its face value and letting the matter rest there. They neglect to recognize the necessity for an occasional let-up.

Here is a situation that a food stuff salesman once outlined to me:

"Every once in a while," said he, "some dealer whom I had thought was all lined up for a big order begins to hem and haw. He wants time to think it over. The next day I come back. My prospect has "thought it over"—at least that is what he tells me—then talks about cutting the order in half and getting the benefit of the price on large volume. I argue. Pretty soon he starts even lower and wants to know what terms I will make him on dozens. When I come across a man like that I say 'What's the use?' He is thinking along negative lines. He has gone sour on me; lost his interest in my proposition.

"Of course, a salesman can generally keep plugging until his man signs in sheer self-defense. But in many cases this means that trouble starts soon after the goods are delivered. He won't make any effort to push them, and there you are. It's nobody's fault but his own that he



WHEN the prospect "sours" on the proposition, it becomes the better part of sales discretion to leave the man alone and let the matter drop. Stop calling on him; put his name on the calendar file a month or two ahead. It is not at all unusual for an apparently sure prospect to lapse into this mood for reasons which are not immediately comprehensible. The situation is one which calls for tact. Often it taxes the salesman's resources to the limit. Persistence is a virtue, they tell us; knowing when to drive through for the order is a great thing for a salesman. But how much greater an asset is that thoughtfulness and inherent instinct which unconsciously tells him when to let up

gets no results, but that doesn't keep him from getting peeved. We'd have been better off without the business."

An advertising solicitor who overheard the conversation came to the front with his theory on the subject.

"All prospective buyers get into that mood occasionally," he remarked. "When you see the indications, leave your man alone. The best thing to do is let the matter drop altogether. Stop calling on him;

put his name on the calendar file a month or two ahead.

"I did that with a manufacturer of overalls once," the solicitor continued. "Didn't see him for almost three months. Then one day I dropped in to find how things stood. He wasn't going right that day, so I left after a few odds and ends of gossip.

"A week later I came back and found him in a talkative mood. I sprang a halfway selling plan on him. I could see he liked it because he began to suggest improvements and additions. Pretty soon he was thinking of the plan as his own and, believe me, I wasn't putting up any argument on that count. I assured him that it would mean a big increase in business if put to work and merchandised right.

"We called in his head salesman and the plan looked good to him. The more we talked, the more enthusiastic they became. We worked up the plans right then and there—and while I was at it I made out a contract for a spread in colors to start the campaign and eleven color pages to clinch its success.

"We had the quotas for the salesmen worked out, the portfolio for the advertising ready, and had several of the advertisements reproduced in the dealer broadside, all before the first advertisement appeared. Naturally, the plant went

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MANY manufacturers with a history of long service are often at a loss when it comes to finding some graphic way in which to present this fact to the present generation. The Murphy Varnish Company, by means of companion pictures in its 1925 advertising, dramatizes its record of sixty years of business existence in a whimsical and interesting manner. One picture shows the old, the other the new. Half a century and more ago, the company's varnish was used on fine carriages, while today it adds luster to thousands of fine motor cars. Sixty years ago, the company states, the product was employed in the finishing of pianos and furniture. The varnish is being used by the present generation for the same general purposes. Although time has wrought changes, the use of Murphy varnish has remained constant



On What Basis Should Sales Managers Be Paid?

By J. George Frederick

NOT very long ago an old friend, the sales manager for a well-known Western house, dropped in to see me. "I'm out," he said laconically, after the customary greetings had been exchanged. His statement came as somewhat of a shock. It had been my impression that he was happy in his position, to which for eight years or more he had given everything he had in the way of initiative, ideas and ability. That was his nature.

I got Dick to talking. (Dick isn't his name, but it will do.) It was a story I had heard many times before. Just another instance of a concern that had finished its hard pioneer sales work—had "arrived" in other words—and was beginning to pursue a policy of placing favorites for salary-drawing purposes. The position of "vice-president in charge of sales" had been created. The incumbent was given a large salary, and he "justified" it by making things difficult and unpleasant for the sales force. Had he known his business, Dick would have grinned and borne it. But the newcomer was deficient in the knowledge of even the most elementary principles of sales management. Dick stood it as long as he could, and then resigned.

Dick has given the best years of his life to the building up of the company's sales organization. When he started with the house it was in poor condition financially. There had been talk of selling out to a competitor. The volume of business then totalled \$450,000 annually. Dick was given a salary of \$5,000 a year, and turned loose on what proved one of the biggest problems of his career. At the present time, eight years later, the company's annual sales volume has reached \$3,400,000. Dick's salary at the time he resigned was \$10,000 a year. During his eight years of service with the house he had been given one bonus of \$1,000, which was presented to him when he kept his promise of a 25 per cent increase in the critical after-the-war period.

The total net profits of the company during the eight years in which Dick directed the sales activities were \$1,340,000. During this time he drew \$46,000 in salary, or an average of \$7,000 a year. He was indefatigable. His wife saw him only a couple of evenings a week, and some weeks not so often as that. Dick was no mere desk man. He traveled, he labored with his salesmen, he literally existed only for the company's best interests. The success of his house was attributable more to him than to any other individual, yet during a period of eight years the stockholders netted \$1,340,000 while he netted only a tiny fraction—a trifle more than 4 per cent to be exact, or less than one-half of 1 per cent on the sales volume.

WHY didn't Dick demand more money? Ask that question of many another sales manager whose salary return is entirely out of line with his accomplishment. Like the proverbial shoemaker, many sales managers are better at selling their firm's goods than they are at selling themselves. It may be asked, too, why Dick wasn't made "vice-president in charge of sales," with the inference that perhaps he wasn't big enough for the position. The blunt facts are that the man for whom the job was created is an ambitious business politician who is active in the company's affairs. He is a close personal friend of the president, and the creation of the new position and title was just a clever way of enabling a favorite to draw a fat salary. The "vice-president in charge of sales," although his salary was \$20,000 a year, had been specifically instructed by the board of directors not to "meddle" with the sales manager's activities, instructions to which he eventually paid not the slightest attention. The directors knew that Dick had the brains. They were chagrined when he resigned. It is not unlikely that they will offer him a larger salary to return. Whether he will accept such

an offer if it comes depends on what arrangements are made to compensate him in the future.

I believe the time is ripe for a consideration of the whole subject of sales managers' pay—not only in the interest of the sales manager, but from the point of view of benefit to the company that employs a sales manager. I know there are aggressive sales managers that get a share in the firm's profits. I know that others get a salary based upon volume of sales. Still others there are who earn bonuses for one thing and another. Yet the fact remains that the present generally accepted method of paying sales managers is distinctly low-grade.

Sales managers are still to an amazing degree engaged *on price*. They are hired, not on a definite standard of ability, but to fit a price that has been arbitrarily decided as being within a company's means. Anybody who knows merchandising is aware that to buy on price is poor practice. The same truth applies to buying a man's services.

WHY do many concerns, when they seek to employ a sales manager, invariably decide beforehand that the position will pay such and such a sum a year? Invariably, too, the amount set is too low to attract the calibre of man needed. Also, invariably and obviously, the right man for the job is not hired. However, as there are plenty of so-called sales managers available at almost any price (nearly every salesman believes himself capable of holding down a sales manager's position), the man who gets the job is not equal to the occasion! Which accounts in great measure for the notoriously high rate of turnover in sales managers. Capable sales managers and the firms that employ sales managers both suffer from these low standards.

Sales management, like advertising management, is a profession which anyone can "profess," whether he has experience or not. We have weak sales managers who

enjoy enviable reputations and magnificent salaries because of the volume of sales or the standing of their respective companies, when the fact of the matter is that neither volume nor standing can be traced to any direct effort on their part. On the other hand, there are sales managers who are worth twice or three times their present salaries but who have no particular reputations because the firms that employ them are small. The man with a position in the larger company is often given a job in preference to the more able man whose record has been made with the smaller house.

Why is there such a great variation in the salaries of sales managers? Of course, one must take into account the difference in degree of the sales resistance encountered in various fields. The volume of business transacted by a company making vacuum bottles or some other specialty is not to be compared to

the volume done by a steel company, a flour milling concern or a textile firm. In addition to these natural differences, there is also the difference in aggressiveness and the established position of a company. Some companies that sell goods to the value of millions of dollars annually haven't a great deal of need for a sales manager. Other concerns with a comparatively small volume of business need the services of sales managers who are "top notchers" in their profession. Nevertheless, even when measured by a comparable volume of sales, there is still a wide disparity in the salaries paid sales managers for like service.

A sales manager ought to be paid on precisely the same basis that has been found to work out best in compensating salesmen. His salary should be equal to his general market value, plus bonuses for making sales quotas, plus a share in the net

The average sales manager, owing to circumstances not always under his control, has one outstanding fault: He seeks to make a record in sales volume, perhaps because volume is all he has been told to get, or all that he has a pay interest in. The tendency has been to say to a sales manager: "Your job is to think of nothing but making sales. We'll attend to the rest." Under these conditions, the sales manager is forced to concentrate on sales volume.

But volume of sales is only one leg of a successful business. It is possible, too easily possible sometimes, to crowd sales to such an extent that a business is seriously hurt. It is possible to bring in orders faster than the factory can turn them out and maintain the standards of quality and service—to say nothing of the financial crises that are often brought on by a too rapid expansion.

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Important Changes in Postal Rates Become Effective April 15, 1925

CONGRESS has finally passed a compromise bill combining an increase in the salaries of postal workers and a revision of postal rates. This bill, known as the Kelly Bill (H. R. 11444), was signed by President Coolidge on February 28. The revised

postal rates become effective April 15, 1925, and remain in force until changed. Following is a tabulation of the most important changes in rates as finally adopted for the various classes of mail matter, compared with the new rates to go into effect.

Important Changes in Rates in Kelly Bill with Present Postal Rates

	Rates in Kelly Bill as Adopted	Present Rates
FIRST CLASS MAIL		
Private Mailing Cards.....	Two cents each.	One cent each.
SECOND CLASS MAIL		
Reading Matter.....	One and one-half cents per pound to all zones.	One and one-half cents per pound to all zones.
Advertising Matter.....	First zone—Two cents per pound Second zone—Two cents per pound Third zone—Three cents per pound Fourth zone—Six cents per pound. Fifth zone—Six cents per pound. Sixth zone—Six cents per pound. Seventh zone—Nine cents per pound Eighth zone—Nine cents per pound.	One and one-half cents per pound to all zones. First zone—Two cents per pound Second zone—Two cents per pound Third zone—Three cents per pound Fourth zone—Five cents per pound. Fifth zone—Six cents per pound. Sixth zone—Seven cents per pound. Seventh zone—Nine cents per pound Eighth zone—Ten cents per pound.
Religious, educational, scientific, philanthropic, agricultural, labor or fraternal magazines not published for profit.....	One and one-half cents per pound to all zones for both reading and advertising.	One and one-quarter cents per pound to all zones for both reading and advertising.
Transient Second Class.....	Two cents for each two ounces up to eight ounces; then fourth class.	One cent for each four ounces up to four pounds.
THIRD CLASS MAIL		
Books, circulars and other matter wholly in print (except second class matter), proof sheets, corrected proof sheets and manuscript copy accompanying same and merchandise.....	All mail matter (except first and second class), eight ounces or less, to be third class matter. One and one-half cents for each two ounces up to and including eight ounces; then fourth class.	One cent for each two ounces up to and including four pounds on printed matter. (Printed books of 24 pages or more are now fourth class.)
Books, catalogs, seeds, cuttings, bulbs and plants.....	One cent for each two ounces up to and including eight ounces; then fourth class.	One cent for each two ounces up to and including eight ounces; then fourth class.
FOURTH CLASS MAIL		
	All mail matter (except first and second class), weighing in excess of eight ounces, to be fourth class matter. No change in present zone rates.	Four ounces or less (except books, seeds, etc.) one cent. In excess of these weights, zone rates.
	Two cents service charge on each package.	No service charge.



A Study in "Suction"

Being the Story of the Advertising and Merchandising Methods of the Three in One Oil Company

By *Walter I. Willis*

Vice-President in Charge of Sales

LIKE most businesses, ours began in a very small way. It was established more than thirty years ago—in October, 1894, to be exact. J. Noah H. Slee, the founder of the business and the first and only president the Three in One Oil Company has ever had, then owned a varnish factory at Asbury Park, N. J. Three in One Oil was, however, first made in New York City and was bottled at Asbury Park.

At that time, the bicycle was in its heyday. Now, the bicycle was—and is—a wonderful device with which to get "round the country," but it had—and has—more than its fair share of squeaks and rattles. Mr. Slee figured that if he could produce an oil that would clean and polish the metal surface of bicycles and at the same time perfectly lubricate every bearing and friction point—and thus kill the squeaks and rattles—he would, as the country editor says, "fill a long-felt-need." He did some more figuring and reached the conclusion that if he produced an oil that would not only lubricate and clean and polish metal surfaces, but

also prevent rust, he would have the world by the tail.

I do not know how long it took him to get what he wanted or how many hundreds or thousands of experiments he made before he got it. All I know is that he got it—an oil that does three things—(1) lubricates, (2) cleans and polishes, (3) prevents rust. The formula has never been changed. There isn't one chance in a thousand that it ever will be changed. For the test of time has made it abundantly clear that the combination hit upon a generation ago is *right*.

In 1895—less than a year from the day the first quart of "3 in One" was made, Mr. Slee took possession of a tiny factory at Rahway, N. J. This factory had a floor space of 480 square feet—about as large as the private office now occupied by Mr. Slee. But in 1895, and for several years thereafter, it was plenty large enough. Some years later a larger factory was built, and in 1912 a considerable addition to it was made.

As factories go, ours is not particularly impressive. There is no

need that it should be. As a matter of fact, it isn't a factory at all—it is merely an assembling room. About all we do at Rahway is to combine, in exact proportion, the oils which, experience has taught us, are ideally adapted to our requirements. The oils come in one door, in barrels. They are tested and combined with the contents of other barrels. They go out through another door in bottles containing 1, 3 or 8 ounces, as the case may be, or in handy cans, containing 3 ounces. The whole thing is as simple as A, B, C.

When I say that the whole thing is as simple as A, B, C, I refer to the process of manufacturing "3 in One"—not the process of putting it into the hands of the millions who use it. That isn't a bit simple. It is tremendously complicated. We do not, ourselves, employ a single salesman. Nevertheless, we have one of the largest and most efficient sales forces in the world—the 75,000 salesmen who represent the 5000 drug, grocery, hardware, woodenware and automobile accessory jobbers with whom we have friendly

relations. But this great army of salesmen cannot do all that must be done to sell "3 in One." To do that we employ "suction." An odd word, isn't it? Let me explain its meaning.

When twelve persons have each bought a bottle or can of "3 in One" from a grocery or hardware store that had a stock of one dozen on hand, they have thereby "sucked" the bottles or cans off the shelves of that dealer, thus creating a vacuum. To fill that vacuum, the dealer immediately orders another dozen from a jobber. When sixty different dealers have each ordered one dozen bottles or cans from a jobber, whose stock, let us say, consists of five gross, a similar suction effect has created a vacuum on his shelves. To fill the vacuum, the jobber then sends us an order for five gross, which is filled either from our factory or from one of the nine warehouses in the United States and Canada where we maintain stocks.

"Suction," it is obvious, is only another name for advertising. You can form your own idea of how liberally we employ suction when I say that we use space in publications which have a combined circulation of 13,000,000 copies a month.

"Suction" — advertising — moves "3 in One" from our factory at Rahway to our warehouses in New York, Memphis, Galveston, Pittsburgh, Kansas City, St. Louis and San Francisco; and from our Canadian factory, in Montreal, to our warehouses in Winnipeg and Vancouver. B. C. "Suction" — advertising — moves "3 in One" from these warehouses to the stockrooms of 5000 jobbers. "Suction" — advertising — moves "3 in One" from the jobbers' stockrooms to the retailers' shelves. "Suction" — advertising — moves "3 in One" off the dealers' shelves into millions of homes, not in this country and in Canada only, but in a good part of the rest of the world.

I have stated that we do not ourselves employ a single salesman. The reason is this: No salesman could afford to work for us for the salary we could afford to pay him. Here is the situation: The retail price of a one-ounce bottle of "3 in One" is fifteen cents; of a three-ounce bottle or handy can, thirty cents; of an eight-ounce bottle, sixty cents. The average grocer or druggist buys "3 in One" in lots of a dozen bottles or handy cans. Suppose we employed salesmen. Suppose each of our salesmen made thirty calls a day. Suppose they got fifteen orders a day—one in every two stores they called on. That, it is conceded, is a very high percent-



Window Washing Revolutionized
By Mrs. Henrietta Lewis

"I had heard about using 3-in-One for washing windows, but couldn't conceive of rubbing oil on glass. Then I happened to read the 'new way.'"

"I tried it out and the result was wonderful. The work was easier, too—and the cost was almost nothing."

3-in-One
The High Quality Household Oil

Health attributes this way. It's Pure & Safe. 3-in-One cleans the wash water. It will float on top. It'll get into the cracks of the sashes and corners of the sill will cling to it. Wring out the cloth dry and use very little. It's economical. It's safe. It's clean. It's easy to use. It's the best window cleaning method for glass cleaning.

FREE—sample and illustrated catalogue explaining more than 20 uses for 3-in-One in the home. A postal request brings them.

Always good dealers have 3-in-One in 1 oz., 3 oz., and 8 oz. bottles and in 4 oz. Handy Old Cans. The 8 oz. bottle is the economical way to buy.

THREE IN ONE OIL CO., 110 E. William St., New York
Kew-Forest, Bklyn., N. Y. and Montreal.

Three in One advertising is looked upon by the company as being equivalent to a "suctioning" process. "Suction"—advertising—moves "3 in One" from factory to warehouse, from warehouse to jobber, from jobber to retailer, and from retailer into millions of homes

age. But let us accept it. Figure the thing out and see what the answer is. Why, there isn't a retail salesman in America who could sell enough "3 in One" to yield a profit large enough to cover his traveling expenses, let alone salary. In this respect, we are in the same position as many other manufacturers. The unit of sale of the product they make, plus a relatively small margin of profit, plus the fact that their product lasts for weeks or months—depending upon the number of purposes for which it is used—makes it imperative that they employ some method of merchandising which is less expensive than retail salesmen.

That method, in our case, is "suction"—advertising. Mind you, advertising alone will not do the work. There must be salesmanship. For that, we look to the representatives of the 5000 jobbers who cooperate with us. The 75,000 retail salesmen whom they employ sell, I estimate, 50,000 different articles; "3 in One" is one of them. It is not, of course, the biggest seller on their list, but it is not, by any means, the smallest. And, because "suction"—advertising—is working for it 24 hours a day and 365 days a year, it is one of the easiest things they are asked to sell.

Mr. Slee studied all this, years and years ago. He realized that in "3 in One" he had a product which could not be merchandised as most products are. A cake of soap, for example, may be used up in the course of a few days; and another cake is bought to take its place. Same way with baking powder and biscuits and breakfast foods and scores of other articles. While their price-unit is small, they give service for only a short time, and another article similar to them takes their place. But the per capita consumption, per annum, amounts to a sizable sum—\$2, \$3, \$5, perhaps \$10. The per capita consumption of "3 in One," in the average home, does not reach any such proportions. I have known of cases where a three-ounce bottle lasted five years.

Long ago, we realized that "3 in One" had a far wider field of usefulness than as a lubricant for bicycles. In the home alone, there are 79 uses for which "3 in One Oil" is peculiarly adapted. Sewing machines, stoves, pianos, furniture, mirrors, windows, clocks, electric fans, oil-cloth, razors—it is good for all of them. Sportsmen use it to oil fishing tackle, golf clubs and guns. There is a growing demand for it in banks, barber shops and business houses. Our job, in so far as our advertising is concerned, is to make known "3 in One Oil's" uses. That "3 in One" does three things—lubricates, cleans and polishes and prevents rust—is already pretty generally known. What is not so generally known is the number and variety of articles which give longer life and a greater degree of satisfaction if to them "3 in One" is applied. And so, month after month and year after year, we continue to suggest, in our advertising, that "3 in One" should be used for this and that and the other purpose. What we try to do is to get "3 in One" into the home for some purpose. When that happens, we know that it will be used not

THE · EDITORIAL · PAGE

Less Competition from Mediocre Mailings

FROM the 15th of next month on, souvenir post cards must all wear their little pink portraits of General Washington as proudly as any first-class letter. A "Post Card" and "Postal Card" will no longer be synonymous with one cent, while important adjustments have been made in third-class and other mailing groups.

Severe as this blow must seem to members of the direct-by-mail profession, the setback may yet prove a well disguised blessing. The growth of tremendous mailings to huge miscellaneous lists has tempted every Tom, Dick and Harry to clog the Post Office with ill-considered matter depending on its very cheapness to turn a profit. The Two-Sales-a-Thousand man has thundered through the Blue Books like the oldtime Indian through a herd of buffalo, taking a few dollars of pelt and leaving the prairies strewn with carcasses.

On the other hand, as the more skillful and substantial men absorb their extra costs and put extra care into their lists and their literature, we predict that they will find the field sufficiently cleared of weeds amply to repay the really worthwhile mailing.

In the interests of honest dealing, however, as well as an intelligent contribution to prosperity, we hope the Postmaster General will realize that hundreds of houses in every branch of enterprise have, or will have, scattered over the country hundreds of thousands of return mailing cards that go freely at one cent until April 14, and require two cents thereafter. The Postmaster General can hardly fail immediately to broadcast an order instructing his Department in mandatory and unmistakable terms to forward these one cent cards with postage due, and *not* return them to their senders with a demand for more postage. Any other course would surely result in a wasteful slaughter of bona-fide orders that, regardless of the overnight change in postage, belong by every right safely in the hands of the man to whom they are addressed.

The Slum Sections of Advertising

WHEN will some newspapers learn that every agate line of the consumption cure type of advertising they run is shutting them out of two agate lines of business they would be proud to have in their columns?

Some time since, we sat in on an advertising conference where a list of newspapers was being made up. Copies of every paper that was being considered were on the big oval directors' table, and as each was brought up for consideration by the space buyer the head of the business leafed it through. Three well-known papers in three widely separated cities, all three of which were logical candidates for a full schedule on the basis of their rates and circulation, were passed by without a moment's consideration by the client with the comment, "Of course, we won't use this paper. It runs a lot of these little quack advertisements."

The "little quack advertisements" lost to those papers

a very large advertising schedule, not only for this year, but for years to come—unless they clean up their advertising columns.

This manufacturer is not the only advertiser who is making up his newspaper schedule with more than the rate cards in front of him.

There is a growing tendency among newspaper advertisers to study the advertising columns of the papers when making up their schedules, to examine the advertising "neighborhood" before moving in with their own advertisements. There are now so many good, clean newspapers in nearly every community that it is no longer necessary to patronize the slum sections of advertising.

The Community as a Marketing Unit

LAST month Paul E. Derrick addressed the Business Research Association of Great Britain on the subject, "How newspapers can increase the efficiency and thus the amount of press advertising."

While most of his address was confined to conditions peculiar to British advertising, one portion in which he enumerated some of the information newspapers might provide in the interest of more intelligent use of their space on the part of advertisers is worthy of consideration on this side of the Atlantic. Mr. Derrick injects several interesting new elements into the picture of a newspaper's community which we believe will be of interest to newspaper publishers and advertisers alike.

Following is a partial list of the items of information asked for:

1. Geographical boundaries of the market represented by the paper's readers.
2. Population distribution within the market covered, parallel with sales figures.
3. Retail and wholesale distributors, listed by trades.
4. Analysis of population by: (a) Occupations, with unemployment ratios; (b) housing—rateable values, new building; (c) estimated purchasing power; (d) numbers and distribution of children; (e) distinctive local habits of life at work, at recreation, at home, with any tendencies to change; (f) characteristics of taste or habit in dress (men, women, children), with tendencies; (g) characteristics of taste in homes and home furnishings, with tendencies; (h) characteristics in choice of foods and drinks, their purchase, preparation and serving, with tendencies; (i) characteristics in feeding, management, and education of children, with tendencies; (j) floating, visiting, and traveling people—numbers and descriptive material useful from trade standpoints; (k) registration (and other details) of motor vehicles over a series of years—cars, cycles, and commercial; (l) telephones—number of, and tendencies; (m) transportation facilities, described in relation to the regular activities of the districts covered.

At the conclusion of his address Mr. Derrick asked: "Is it too much to expect rival papers in any market area to get together in investigating and collating the market facts required to appreciate its value to advertiser?"

This may be "too much to expect," but we would like to see all the newspapers of some community pool their efforts and combine in selling their community broadly as a local advertising opportunity.

Selling Into the New Home—III

Suggestions to Manufacturers from a Home-Builder

By Marsh K. Powers

IN the first of the two previous installments, in telling something of my personal experience as a home-builder, I outlined and defined the five stages through which a home progresses on its way from vague desires into a tangible reality, and attempted also to analyze these five stages according to their individual values and limitations as sales opportunities. In the second I gave a narrative of our experiences as home-building prospects to illustrate what was to us the outstanding business fact of the whole experience—that, in spite of all the sales effort directed at us, it was so badly timed in the aggregate results were nil.

It remains now to dig out of our experiences the lessons of those incidents which were not negative and, hence, have value as constructive suggestions for those concerns which are seeking to sell into this great market.

In an earlier installment I used the sentence "*The time to get into the specifications is before they are written.*"

To me the compelling emphasis and re-emphasis of this was the dominant sales lesson I gained from the whole experience.

Every item except one on which Mrs. Powers or I was solidly sold in advance of our first interview

with our architect is embodied in our home today. That is a fact worth considering if I am right in assuming we are not greatly more successful than other families in insisting that our desires be heeded. Now note the converse of this.

Once those points were definitely established and provided for in the projected home, our influence on materials, construction and equipment virtually ceased. Except for decisions on details of taste, we, thereafter, willingly delegated every other selection to our architect or contractor. This means that our influence for or against any particular manufacturer was of little or no account *after* we had provided for that handful of requirements which we took with us into our first session with our architect.

Then note this:

No specification was changed nor was any extra added as a traceable result of all the sales effort expended on us *after* the contractor's bid was accepted. Only on items outside of the general contract did we exercise our prerogative to wield buying influence.

Do not, however, miss the basic truth which will bear repeating—that not a single item on which we



EVERY effort should be made to reach the prospect at the stage of construction shown in the upper photograph. It is a time when the novelty and thrill of home-building helps to insure a good hearing. Don't wait for the stage shown in the lower photograph. The fortunate manufacturer is the one whose sales foundation is laid before that of the house itself



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.
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
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Charles D. Kaiser
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
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
230 BOYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

were solidly sold in advance is missing from our home and that one exception was due to a misunderstanding between us and the architect rather than to any attempt to unsell us on our intention.

In other words, our experience says to the manufacturer—if you want the home-owner to favor your article, sell him *before* his architect or contractor is called in and you have comparatively little to fear.

Obviously, a manufacturer cannot reach and sell the prospective home-builder, by direct personal represen-

tation, until the home-builder either notifies the manufacturer of his intention or Dodge Reports or some local reporting agency discovers and broadcasts the news. You can't send salesmen to people whose names you don't know, you can't guess who is going to build next year and you can't afford to spend personal sales-time on the world at large.

The only feasible strategy, so far as personal salesmanship is concerned, is, therefore, to get after him after you hear of his intentions. And this brings up the second

big lesson learned from our experience, which is this—the instant you hear of him, get busy. Don't wait a month or two—don't even wait a week or two—get to him before the specifications have "set" rigidly and unalterably, before your competitors have appeared and—above all—before the hammering of two or three-score promotion departments and the onslaught of a host of salesmen have case-hardened your prospect against sales-effort. Get to him—or his wife—while there is still novelty in

[CONTINUED ON PAGE 54]

Get Plenty of Action Into Your Machinery Advertising

NATIONAL advertisers have used action for years in campaigns on materials in which action seemed least possible. It is easy for Weed Chains to picture action—the sliding car in a blaze of light; it is easy for Mazda to picture the mail plane landing at night in a blaze of light. Kodak finds a thousand "active" ways for selling cameras, and the romance of First National Pictures can be indelibly impressed on the minds of the readers of advertising, but it is not easy for the Smithers Nut and Bolt Company to catch and impress the eye of the subscribers to the trade papers in which it advertises.

Too often the industrial advertiser is content with a picture, a square halftone placed at the top of the page and garnished with several lines of type, an address, a name and perhaps a trademark. Too little does he realize the value of action in his pictures. He is too willing to tell the world that he has had sixty or a hundred years' experience and, all too frequently, forgets to call in that great aid—"action."

The advertisement of the Northwest Engineering Company (reproduced herewith) has inherent in it the same psychology that causes a crowd to stand around a basement excavation for the purpose of watching the power shovels at work. This manufacturer found that a record



A pacing record—

I COULDN'T be done! It was when G. P. Schard told it. With the aid of a Northwest Convertible Crane hoisting hatch boxes to cars he established a record of one mile in 12.6000, most, eight inches thick in four days.

Such service as this was responsible for Mr. Schard's purchase of five more Northwest Convertibles.

Northwest Engineering Co.
927 Oregon Bldg., Chicago

NORTHWEST
THE CONVERTIBLE CRANE
CRANES SHOVELS GRADERS

road job had been completed and that his crane had played a part in establishing the record. He secured a picture of the outfit, but it proved inanimate. Somehow speed must be shown in that picture. A racing car going at top speed was introduced by way of byplay, and the advertisement was a success.

Even in small space action is not impossible. For years a manufacturer of oil filters and kindred equip-

ment has run a sixteenth in various papers. In this sixteenth is a small running figure. It is drawn in line and is depicted carrying an oil can. Cartoon-like and almost comical, it has a quality of motion that quickly attracts the eye and is remembered.

Where out and out action is impossible, the layout man can fall back on "dormant action." A well-known manufacturer of vacuum cleaners shows his sweeper passing over type that tells of the many advantages of the product. The copy is dimmed by means of bendays except in the path of the sweeper itself, where it is clear and black.

There are many ways for securing attention. Grottesque figures have been used with success as portrayed by the Hartford Fire Insurance Company; a smiling face, a hand performing an operation, a block of type treated in a different way, a shadow—all are forms of action that keep advertising from being forgotten. An advertisement that cannot stop the reader certainly cannot earn its way. If industrial advertising is to pay, particularly that of the small advertiser who cannot drive home his story by sheer space, it must have action. People like motion.

If the machinery pictured in any manufacturer's advertising can be made to move, that advertising will command the desired attention.



How the Railways Spend Three Billion Annually for Materials and Supplies

Much publicity has been given *capital expenditures* of Class I railways which in recent years have been in excess of one billion dollars. This figure, however, does not represent total expenditures because in prosperous years approximately three billion dollars are expended by all the railways in this country for capital improvements and for materials and supplies for ordinary upkeep and operation.

For the proof take the year 1923—the latest year for which complete statistics are available at this time. The figures for Class I railways are as follows:—

Purchases chargeable to operating expenses	\$1,264,000,000
Expenditures for additions and improvements chargeable to capital account	1,059,000,000
Locomotive Fuel	529,000,000
	\$2,852,000,000

This sum includes the Class I railways alone, so it will be evident that the inclusion of Class II and III carriers will unquestionably put the total above the three billion dollar mark.

You can effectively reach this three billion dollar market through the five departmental publications in *The Railway Service Unit*.

Simmons-Boardman Publishing Co., 30 Church St., New York
 "The House of Transportation"

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. Washington: 17th & H. Sts., N. W.
 Mandeville, La. San Francisco: 74 New Montgomery St. London: 34 Victoria St. S. W. 1

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.

Copy Cub Wants a Kennel—II

Breaking in the Copy Cub

[Assignments, notes, gathering facts . . . how to
schedule a job . . . how to interview . . . how
to see your copy from your public's point of view]

By Sara Hamilton Birchall

ONCE the copy cub has put in a virtuous nine o'clock appearance on his first Monday morning and sharpened his pencils, he usually gets an assignment. By his response to that assignment, he makes his first impression as an employee. The boss gets a pretty good idea of whether he is going to be a pearl or a pest.

An assignment may be (1) a piece of straight writing, to clear specifications. The ability to turn out a well expressed, correctly spelled and punctuated, cleanly typed piece of copy, with perhaps an unexpected word or phrase or turn of thought in it is about all that needs to be done with this type of assignment. If there is plenty of time, turn in two pieces of copy; one penny plain, one tuppence colored. The cub at the same time is making his own estimate of the boss's preferences, and the choice made gives a slant at once on how to please his particular type of mind. Also—hush, children, draw closer while I whisper!—the boss likes to have something to turn down; give him an alternative.

Or the assignment may be (2) a job, rather than a simple piece of writing. The cub may receive a memorandum, "Please prepare a set of envelope stuffers," or "a circular addressed to dealers," or some other piece of direct-by-mail work. This demands executive work as well as writing; it is consequently more complicated.

First, get your facts. All your facts. Just what are you selling? Just what is its price? Just what is the inducement to buy? Just what sort of audience are you addressing? Is it the dealer, the consumer, the masses, the educated class, mothers, chorus girls, fly fishermen, business executives, or what?

Just what is the size of your space? What is the medium? Are there to be cuts? Nameplates? A coupon? If it is direct-by-mail, what

about the mailing lists? The envelopes? The postage? The addressing? Is there a closing date, or a mailing date, to be met? If there is a big mailing, does it have to be passed by the post office? Where is the job to be delivered when finished? Is an estimate needed? Etc., etc., etc.

Elementary? Nothing of the sort! Once in the days of my youth and innocence, I sent out a whole campaign of newspaper matrices all keyed No. 1. It was a test campaign, on the results of which my chief hoped to land a certain rich account. I found my mistake myself and tried to catch it by wire, but it was too late; and I still remember with a sick quail the way I felt when I put my hand on the knob of the private office door and went in to tell my chief what I had done.

ANOTHER time I came within one eyelash of having to sell \$10,000 worth of freshly-printed circulars for waste paper because it had never occurred to me to take a sample to the post office for OK. There was less than 3½ in. of clear space at the address end of the circular, and if the bindery foreman hadn't warned me to see the postmaster, the whole 750,000 mailing would have been refused.

It's just those little easy mistakes that cost a cub a raise, or an appointment to a better desk, or the chance to work with a big man who could teach him invaluable things.

You shouldn't ask silly questions, of course; and you may get bit if you bother the boss with even reasonable questions at inconvenient moments; but in the end he will be grateful to you for turning out a complete and workmanlike job. He will trust you with bigger and bigger things, privately thanking heaven on his marrow-bones that he has found somebody who can be trusted

to do the job 100 per cent right.

Having all your facts in hand, schedule your job. I'm assuming, of course, that you have no expert production department at your command. I find useful a common yellow foolscap ruled pad, cross-ruled in pencil to make columns as necessary. First I put down my closing date, or mailing date; the day the job has to be done; and work backward from that point. Let's say you have a job of circulars, with halftones, to mail on the 31st of the month, and today is the 15th. Your schedule would look like this:

Jan. 15	Copy written and OK'd.
16	Composition and halftones ordered.
17	
18	Halftones and first proof received.
19	Second proof received.
20	
21	Proof OK'd. To foundry.
22	Electrotypes made.
23	Make-ready and to press.
24	
25	
26	To bindery.
27	
28	Delivered by printer.
29	Begin mailing.
30	
31	Complete mailing.

This is snappy work. You've no time to lose. And yet, unless you made your schedule, you might think that two weeks was a lot of time to get out a simple circular. Be careful to mark your Sundays and holidays in red, to avoid counting as a working day.

OR again your assignment may be (3) a job involving an interview with somebody who will give you the story you are to tell in your advertisement. This is also difficult for the young cub. Usually he has to make an appointment with somebody of importance, arrive looking intelligent but humble, and get a good story just like a trained reporter covering police court or ship news.

[CONTINUED ON PAGE 66]



IN TIENTSIN

FAR off, in Tientsin, China, stands a stately building. It might be a temple to an ancient god of an ancient people. But on its roof stands the sign, "Empire Theatre." It is another home of that which, to millions the world over, means entertainment—the cinema.

In a distant land, where a different race and customs prevail, the American film is honored by being shown in this playhouse whose elegance might well grace a good-sized American city. No more striking evidence of the universal appeal of the motion picture can be offered.

When one realizes the popularity of the American film in foreign lands,

its hold on our own people can be conceived as wholly tremendous. And this is so. 50,000,000 people weekly attend the motion picture in the United States.

This entertainment, however, creates other interests among its devotees. It creates public favorites whose lives and actions are followed by millions—it creates the desire to know of the fairy-lands of film production where the seemingly impossible is accomplished daily, and it creates a demand for the stories on which the films are based. The fans have found that their desire for screen knowledge can be best served by *Motion Picture*. Advertisers have found it highly profitable to tie up to this reader-interest.

Brewster Publications, Inc., 175 Duffield Street, Brooklyn, N. Y.

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Where Will Future Advertising Men Come From?

By Norman Krichbaum

NOT many years ago, before the patron saint of advertising (if there be one) had claimed my dubious abilities as her own, I was faced with the proposition of starting from scratch and trying to qualify in a race about the rules of which I knew, briefly, nothing. In other words, I succumbed to a temptation of long standing, to "break in" on advertising. My intelligence, as far as advertising was concerned, was (in a manner of speaking) in an impeccably virgin state.

On this somewhat ridiculous quest I swung, rebounded, and oscillated from agency to agency. The questions to which I was subjected, and my responses, would run something like this: What was my advertising experience? None—whatever. What had I worked at? Teaching and banking (the latter in a distinctly subordinate capacity). What sort of education had I had? A college general arts course, academic subjects. What made me think I should be an advertising man? It appealed to me (a hazy enough reason, no doubt).

I was received, to use a self-indulgent phrase, with non-committal courtesy. My solicitations for what the want columns so graciously call a "situation" were usually terminated by the agency's taking my name and address, and asking me to wait for openings that never opened. Offering my services to an advertising agency at that time seems, as I look back upon it, a monstrous imposition. I was selling something that was not only valueless, but pernicious. I was not seeking and could not afford to take a place as office factotum. I was looking for something in the creative end of the work. And a green man at that game is a disturbing factor, always in the way, an intolerable nuisance.

I did not know a layout from a lalapalooza, an electro from an electron, a pica from a piccolo, a dummy from a dunce, a Caslon from a custard, or a Ben Day from Ben Bolt. I should probably have defined direct mail as something that had to be de-

livered within five days, and white space as what was left over after the printer was through. I had been in New York and lived in Easton, Pa., but had never heard of Earnest Calkins or Roland Hall. I could have given you a thumbnail sketch of Tennyson, Pineroy, or John Sargent, but I had never heard the names of N. W. Ayer or C. A. Bates. As a member of the advertising cognoscenti, I was a total loss. The wonder is that I ever got a job at all.

* * *

NOT many years ago, a young fellow came into my office, in search of an agency position. He had never had any sort of advertising employment. Yet his starting-point, as a novice, was vastly superior to mine. He had experienced four years of *advertising education* in one of the prominent Eastern universities. He had a very tolerable idea of what an agency is. His impression of the personnel line-up of an agency and the duties of various executives and subordinates was not far from the truth. He could define reasonably well the function of such terms as broadside, follow-up, contact man, mechanical costs. He had a pretty clear conception of elemental merits and deficiencies in magazine advertising, such as simplicity, balance, caption appeal, and the place of type matter in a layout. He was in no sense conceited. He realized that, as a producer of advertising, he was vegetably verdant. Yet he was confident in the possession of a substantial basis to build on. Further—and this was tremendously in his favor as an incidental advantage—he could *talk the language*. Not masterfully, but intelligibly.

* * *

The contrast displayed by these two cases is significant. It points out what seems to me an inevitable and desirable tendency toward professional preparation and professional standards for the advertising field. The youthfulness of advertising as an institution is a ready and

valid explanation of why such qualifications for initiates have never obtained before. But the immensity of this institution—advertising—and its importance socially, economically and commercially, is just as valid an explanation of why these standards must increase in force and eventually prevail.

Few college trained men nowadays (far fewer in the past) enter upon their higher education with an advertising career definitely in mind. Yet advertising claims, early in life, many university trained men, and always will. Men who are bound for law, or medicine, or even dentistry, must of necessity—legal necessity—have singled out their careers and deliberately prepared for them. To a somewhat less degree journalism, education, engineering and ordinary business activities are foreordained and prepared for in advance. There is no profound reason why the occupation of advertising should not have the benefit of such an approach. Advertising has, probably, an identity as easily isolated, and a technique as complex, as any of the lines just enumerated. And surely it is entitled to the maintenance of as lofty a professional standard as most of them.

ON these grounds it appears rational to predict for advertising in the future fewer recruits from the four corners of the business world—fewer casuals, men of nondescript occupation, jacks-of-all-trades. The "ex-something-else," "more recently of-such-and-such" will become a less familiar figure. There will be, conceivably, fewer ex-salesmen, ex-newspaper reporters, ex-teachers, ex-artists, etc. There will be, also, by the grace of God and the same token, fewer ex-advertising men who deal in advertising exposés in the form of popular novels. As the professional type waxes, the apostate will diminish. As a great enveloping result of this whole process will come the growth of an advertising conscience of which we of this day have not dreamed.

[CONTINUED ON PAGE 46]

Look At Your Sales Maps!

Are You Neglecting Your Next-door Market?

If your product has widespread distribution in the cities—

Your goods are within less than over-night delivery of a big, rich market that many advertisers have not cultivated to one-tenth of its possibilities for them.

Look at your own distribution maps. Retailers in smallest towns are well inside 15 to 25 cent telephone calls of your branches, jobbers or wholesalers.

These retailers can get shipments as quickly as retailers in the suburbs or even the outlying districts of your biggest city market.

All these dealers need, in America's Big Small Town of 20,000,000 is a *concentration* of your advertising on their trade, to make this big market yours.

THE HOUSEHOLD MAGAZINE is the dominant medium of Small Town America. 1,650,539 net paid circulation in homes. 103,120 Merchant Subscribers.

If you need more information than your maps show, ask us.

The **HOUSEHOLD**
MAGAZINE

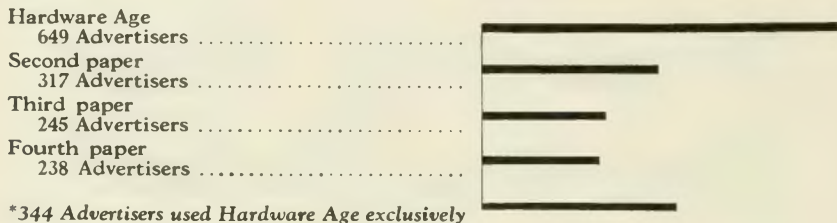
Advertising Headquarters
608 S. Dearborn St.
Chicago, Ill.

TOPEKA, KANSAS
Arthur Capper
Publisher

Eastern Office
120 West 42nd St.
New York, N. Y.

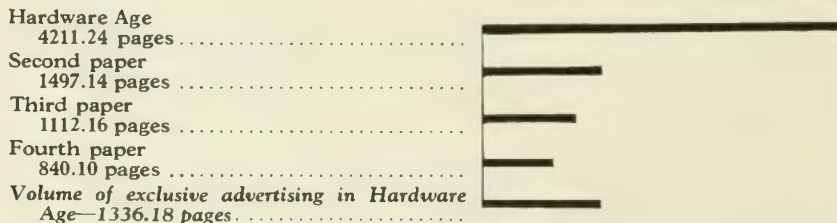
How Manufacturers Spent Their Hardware Advertising Dollars in 1924

Comparison of the Number of Advertisers using space in each of the Four Hardware Publications of National Distribution during 1924.



*Note—Hardware Age has more exclusive advertisers than the total number of advertisers in the second paper.

Comparison of the Number of Advertising Pages published in the Four Hardware Publications of National Distribution during 1924.



“Hardware Age is the overwhelming choice of Advertisers”



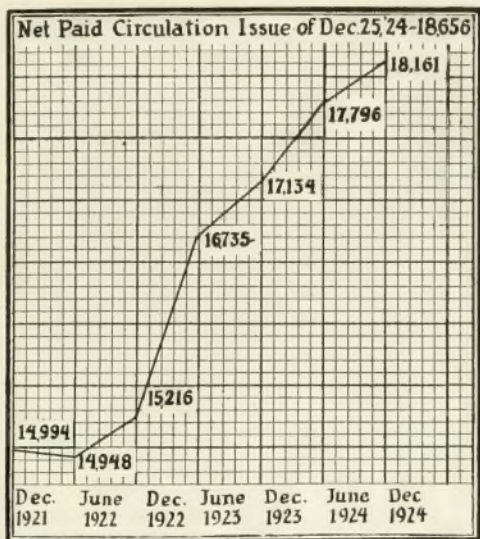
HARDWARE AGE

239 WEST 39TH STREET

NEW YORK CITY

A New Record for Subscription Growth

Today, the circulation of **HARDWARE AGE** is at the highest point in its seventy years' history. Moreover, during the three years ending December 31, 1924, **HARDWARE AGE** made the greatest subscription gain in its existence.



Hardware Age net paid circulation 1921-24, showing average net paid circulation for each preceding six months' period

- ☐ Dun lists a total of 27,758 hardware retailers.
- ☐ 14,860 do an annual business of \$30,000 upward.
- ☐ This group does the great bulk of the total business done by hardware retailers.
- ☐ Jobbers stock and catalog the products these more successful merchants prefer and sell, and what they catalog these jobbers also sell to the smaller dealers.

HARDWARE AGE is bought and read regularly by the jobbers and more successful merchants as their preferred publication at the highest subscription price of any hardware paper.

Its circulation comprises the real merchandising and sales power of the trade.

HARDWARE AGE

239 WEST 39TH STREET

NEW YORK CITY



The Public Buys Nothing

By Milton Goodman

COME, let us feel the pulse of the public, take its temperature, examine its tongue and listen to it say "Ah!"

What is it like, and how shall we learn the secret of making it respond to our advertising appeals?

Is the public just one typical man multiplied, or is it a composite creature with a mind of its own?

Some say the public is an immense and stolid pachyderm—slow, ponderous, earthbound. The insurance actuary informs us that its average expectation of existence is 72 years. We know its average income; and its average taste in food, literature, women and automobiles is sufficiently obvious. And yet, it is a wild elephant, and not all its rampages are predictable. It can go mad about war with Germany, Eskimo pie, Mah Jong, Coolidge, cross word puzzles and radio broadcasting. It scarcely helps the writer of advertisements, therefore, to know that the public is the Average Man. The average of 98 and 2 is 50, but 50 is very unlike 2 or 98. Before we can write effective advertisements, we must find the man in the mass. For the public buys nothing; it is the *individual* who must be appealed to.

Statistics of age, sex, color, nationality, occupation, income and place of residence tell us wherein individuals differ. What we have to know is—wherein they are alike. We need light on their mental and emotional make-up to aid us in aiming our copy. Such light is shed by the letters from the public submitting answers to prize contests—amazing documents that no man writing advertisements can afford to leave unstudied. The general level is of appalling stupidity, fatuousness, in-

coherence, bad grammar and terrible spelling.

Whether this is a fair cross-section of the public, is questionable. Perhaps the more naive element of the citizenry predominates in contest replies. A truer and equally revealing study of the public is the editorial formulas of publications that have succeeded in building up great circulations.

To get the full implication of these great circulations, compare an old established "intellectual" publication

with one of the emotional newcomers.

Nor need we confine our investigation of the public to a study of what it reads. The Abie's Irish Roses and the DeMille movies likewise testify to the dominance of the peasant mind among us.

Doubtless many, if not most, of the great of the earth have had peasant minds. It is a type of mind not necessarily inferior, but merely different from the patrician or intellectual type. The typical big man of business who announces his lack of interest in theories and his craving for facts thereby proclaims himself the possessor of the peasant mind.

It is a mind that does not play with ideas but with actualities. It is immune to subtleties, and occupied with profundities. Elemental emotions, appetites and desires are its daily grist. You waste words writing essays to these people. You win them with stories—love, success, adventure. They want things to happen.

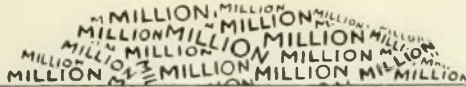
Writing advertisements for a mass product to be sold to this mass market, like writing for the movies, calls for the visualization of action and emotion rather than the deft craftsmanship of

words. The mass mind wants to have the facts simplified, picturized and predigested for easy, painless assimilation.

A large percentage of the advertising appearing in the public prints today is much too much for this Great Majority. It is written and illustrated by highly sophisticated brethren on the fringe of the Intellectuals in the big cities. Advertising men applaud, but the great mass of the people pass it by, never realizing that the messages are in-

[CONTINUED ON PAGE 62]

WRITING advertisements for a mass product to be sold to the masses calls for the visualization of action and emotion. The mass mind wants to have the facts simplified, pictured and predigested for easy, painless assimilation. The mass mind is not interested in essays. It can be won with stories based on the humanness of life—tales of love, success and adventure. The public, in the mass, wants things to happen



BUY CIRCULATION THAT GROWS BY THE MILLION!



Growth of the Interborough By Fiscal Years Since 1922

YEAR	ONE BILLION	25 MILLIONS	50 MILLIONS	75 MILLIONS	100 MILLIONS	CIRCULATION
1922						993,492,690
1923						1,025,175,131
1924						1,074,343,243

"Buy TOMORROW'S Circulation At the Rates of TODAY!"

In the fiscal year 1924 the Interborough carried 426,964,977 more passengers than in 1915—an average growth over a 10-year period of more than 42½ million passengers per year!

This indicates that the Interborough's traffic in
 1925 will be 1,117,039,741
 1926 " " 1,159,736,239
 1927 " " 1,202,432,737
 1928 " " 1,245,129,235
 1929 " " 1,287,825,733

In short, the advertiser who signs a 5-year contract will probably secure in 1929, according to all past records, a circulation of over—
 3,500,000 daily!

We believe no other medium can offer a better circulation investment than this!

INTERBOROUGH ADVERTISING

SUBWAY & ELEVATED CAR CARDS & POSTERS

CONTROLLED BY

ARTEMAS WARD, INC.

50
UNION
SQ

NEW
YORK
N.Y.

How Advertising Can Assist in Making Better Homes

THE average American home, and there are literally millions of them, is waiting for a message on interior furnishing and decorating. Advertising can deliver that message.

Manufacturers who are ready and willing to go forward in this great work with Advertising as the standard-bearer and pace-maker, are asked to accept the following as their platform:

That the question close to the heart of every woman is, "How can I make my home more comfortable and more beautiful and have it reflect my personality?"

That to furnish a home properly requires serious thought and a knowledge of color and harmony and a certain refinement and simplicity of taste which are not always easy to acquire; that behind every well furnished and decorated home lies hard work in overcoming difficulties.

That until recently there have been only two methods by which a properly furnished home could be obtained. For those with unlimited means at their disposal, the professional decorator offers one solution. Long experience has given him a sure knowledge of decorating fundamentals that can be translated to the home. But these services must necessarily be only for the few.

That for the average woman who wishes to express her own individuality in her home, and who feels that she has to furnish and decorate her rooms on a small amount of money, there is only one path open. She must herself delve into the theory of decorating and apply the knowledge that she has thus gained. This requires considerable time as well as a certain rare ability to translate



© Brown Bros.

THE average American home offers manufacturers with the proper vision not only the opportunity to make large profits, but to contribute something toward the esthetic development of the country. Thousands of new homes are being furnished annually, and probably many more thousands can be refurnished, according to the suggestions of manufacturers, if the right advertising and selling plan is prepared and followed. This means coming to the assistance of the average American woman with suggestions and plans that are easy to understand and use, and that are within her means to work out. Advertising can render that assistance

what she has learned into harmonious furnishings.

That this situation offers an opportunity to the progressive manufacturer to come to the assistance of the average American woman with suggestions and plans that are easy to understand and use and that are within her means to work out.

Granting that the manufacturer fully appreciates the situation that actually exists, and is ready and willing to subscribe to the foregoing platform, then a thorough study of his peculiar problem will in all probability suggest the development of his promotional and educational program along these lines:

1. The preparation of booklets on the fundamentals of furnishing and decorating that can be easily understood and followed without long and arduous study.

2. Originating furnishing and decorative schemes and model rooms, and offering these in portfolio or booklet form, containing specifications that can be easily duplicated.

3. Working up an interesting and instructive manual on the proper care of home furnishings, with possibly special reference to the particular products sold by the manufacturer issuing the booklet.

4. Evolving a plan of home furnishing and decorating service that will enable women to receive assistance from the manufacturer in working out their problems.

5. The formulation of a budget plan to take care of payments on furniture and decorations purchased on time, which dealers can effectively use in increasing sales.

6. Keeping the interest and cooperation of dealers alive by regular mailings of direct advertising in the form of a house organ, timely folders, etc. Worthwhile mailing pieces, prepared from the user's viewpoint, should

also be offered dealers to send at frequent intervals to their prospects.

Probably the foregoing program will be but the beginning, as it is only after a thorough study of a manufacturer's market and problem that a complete procedure can be outlined.

In addition to this program is the preparation of the advertising, the selection of the media best suited to promote the plan, getting the traveling salesman to support the campaign, and so on.

A sound plan of distributing the educational literature must be worked out, with due consideration of the consumer and the dealer. In some cases the dealer can be made an important link in the distribution chain.

Based on experience, some general observations can be made that apply

How Coal Companies Are Cutting Costs



COAL AGE Photographic Survey Shows Active Mechanization and Electrification Program

MACHINERY to cut costs is the only road to profits left open in the coal industry.

NO ONE KNOWS this better than the operating companies.

EVIDENCE that they know it—and are acting on the knowledge—is graphically shown by the cameras of **COAL AGE** editors who recently traveled some thousands of miles through the coal industry to see how the mechanization and electrification program was shaping up.

THE PHOTOGRAPHS in the above insert show how coal companies are cutting costs—near the face—in their haulage—in fans and pumps—in power plants—and a score of other original and unusual cost-cutting machinery applications.

ASK FOR this insert together with the 10-page Frick Conveyor Reprint and a business forecast.

THE EDITORS of the only national paper devoted to coal mining and coal marketing will be glad to send you this interesting material. *Write for it.*

COAL AGE

Tenth Ave. at 36th St., New York

A McGraw-Hill Publication

to practically all merchandising problems concerned with home furnishings and decorations. One of them is that people will pay for printed matter that offers real assistance to them in their problems.

The right kind of booklets on home decoration and furnishing can be sold at a price sufficient to cover the cost. They should be designed to acquaint people with the proper use of the merchandise. They should be prepared by or under the direction of conceded authorities in their respective fields.

Economy may well be made a feature in the manufacturer's educa-

tional service. The confidence of women is immediately gained when it is evident that the manufacturer's service takes into consideration the question of cost. It should be made clear that the suggestions offered are in good taste, but that the effect can be achieved with materials that cost comparatively little. All plans and suggestions should be prepared with the great middle class, who have a moderate amount to spend, in mind. If the manufacturer has an article that is not intended for the great middle class, then his method of procedure will be different. We are here concerned only with the aver-

age home which has been neglected as a market for artistic furnishings and decorations and therefore offers an unusually fertile field for the advertiser.

The immense field that awaits intelligent development may be visualized when it is considered that many thousands of new homes are being furnished annually and probably many more thousands can be refurbished, according to the manufacturer's suggestions, if the right advertising and selling plan is prepared and followed.

People are not buying furnishings
[CONTINUED ON PAGE 60]

Selling the Selling Agents on Resultful Merchandising

THE success of any advertising and merchandising program depends in the main not only upon the care with which the fundamentals are observed, but to a greater degree than is generally recognized upon the completeness with which the program is "sold" to the dealers who handle the product. The National Lamp Works of the General Electric Company leaves nothing to chance in this regard. For many years the lamp division has prepared and distributed to its 15,000 selling agents a book that has been compiled with a threefold purpose in view. First, the work aims to give the agents a complete picture of the company's consumer advertising as it has been planned for the year; second, it embodies practical suggestions to the agents on methods of tying up with the advertising in order to increase sales; third, it enables the agent to visualize what the company is in a position to do for him in the way of sales helps, and so on.

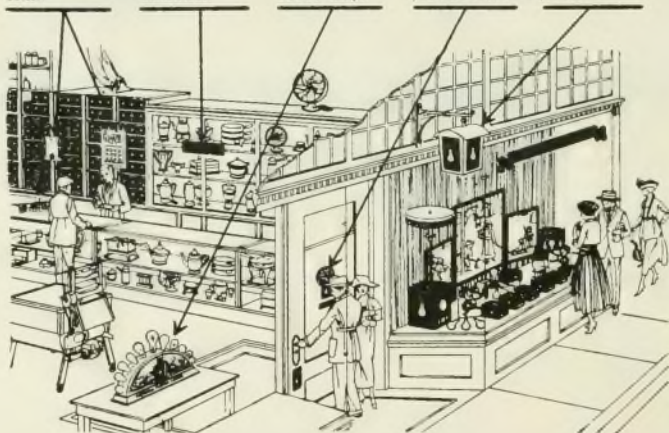
Lamp Chart hangs right beside your lamp stock. If it's where customers can read it, so much the better.

Reminder hints to all comers that they'll never be in a better place to buy lamps. It's mighty industrious.

Demonstrator not only speeds sales to inquirers, but also makes sales by teaching people to know about lamps.

Transparency just eye-high on your door will catch many a hurrying person and say "Those lamps you were to get."

Lantern does a hundred-dollar job, lasts indefinitely, keeps its good looks—and it's yours for \$10.00.



The National Lamp Works calls its latest volume the "1925 Four Star Book." In it are summarized the experiences of thousands of merchants. Doubtless Emerson's "hitch your wagon to a star" served as the inspiration for the title, as each of the stars referred to is made to apply to a specific branch of merchandising—window display, store display, sales talks, and selling away from the store. Emphasis is placed upon the need for thorough planning in each of these departments of selling. To stress the importance of the book to the agent, and to get

him to keep it for future reference, the company sends each agent a letter and a week later follows this up with another letter and the book itself.

The diagrammatic sketch is reproduced from one of the pages. It illustrates graphically the sort of helpful material with which the book is replete. Such a diagram enables the dealer to note how near to the ideal his own particular store comes in regard to interior selling display. No attempt is made to get the dealer to standardize his store display along the lines indicated, although many dealers come as close to doing it as their space limitations permit. Rather the diagram is offered merely as suggestion, the point made being that if the stock is well displayed and well kept, and if the sales reminders and sales-making helps are placed strategically, more business is bound to result.

Other manufacturers could no doubt adopt the idea with considerable advantage.



MAGAZINE SECTION

The New York Times

A New York Magazine with a National Appeal

IN THE MAGAZINE SECTION of The New York Times, newspaper timeliness is combined with magazine permanence—a blending that results in an outstanding Sunday supplement. Published as part of the Sunday edition of The Times, with a net paid sale exceeding 600,000 copies, and comprising twenty-four tabloid pages profusely illustrated by rotogravure, it makes an unusual appeal to the reader and has a special significance for the advertiser who seeks a large and responsive audience for his announcements.

There are two types of Sunday newspaper: the first is only a Sunday newspaper; the second lasts through the week, and beyond.

In the first you find comics, fiction, puzzles and all the rest; before the day is over it has been totally discarded and forgotten.

Of the second type is the Magazine Section of The New York Times. It is kept on the library table after Sunday is gone; it is preserved through the week and, in numerous instances, filed away. Why?

Because it has a definite, permanent value:

First, because it has the news quality. Printed within the week of its delivery to the reader, it is able to keep close to current events and yet give its

articles the stamp of authority. It deals not with fiction, but with fact, which is often stranger; not with essays but with information.

Second, because it has literary quality. By reason of the care given to the preparation, and the presentation of its articles, it achieves the essential qualities of the monthly magazine—literary excellence and outstanding typography—and something besides, timeliness.

Third, because its articles and features are exclusive. In this period of syndication The New York Times stands out. The articles in the Magazine Section are not duplicated in other newspapers. You can find them only in The New York Times.

Fourth, because its range is as broad as life itself. It keeps you in touch with the important movements and happenings of the moment—in politics and in economics, in science and in the arts; in short, it affords the reader a cross-section of life and a perspective of events.

Fifth, because it has noteworthy pictorial quality. It is printed by rotogravure, a process which gives every illustration the rich tone of the etching and achieves a depth of color and a truth of detail entirely beyond the reach of the usual newspaper half-tone.

The rate for advertising in the Magazine Section of The New York Times is \$1.00 an agate line—1-6 of a cent a line for each 1,000 circulation. The average rate for advertising in five standard monthly magazines is 1.44 cents a line for each 1,000 of circulation.

The net paid sale of the Sunday edition of The New York Times is growing steadily and consistently.

1915	346,553	1923	546,497
1917	414,202	1924	575,000
1919	510,311	1925	over 600,000

FIRST IN THE WORLD—

In January The New York Times published more advertising than any other morning newspaper in the world.

THE 8-pt PAGE

by
Odds Bodkins



I HAVE been very much interested in the analysis or investigation, or whatever it is, which *The American Legion Weekly* has been conducting these past few months to discover things about magazines and about buying habits and preferences. One of the bulletins based upon this study furnishes some figures which should be of particular interest to manufacturers of men's clothing, for it gives the answers of approximately 1000 men to several important questions concerning their buying habits as regards clothing. Three of these questions are of such fundamental importance as conveying a general picture of man, the male purchaser, that I shall spare the space to print them:

How many suits a year do you buy on an average?—234 buy one suit; 309 buy two suits; 171 buy three suits; 44 buy four suits; 7 buy five suits; 4 buy six suits.

What price suits do you buy?—12 buy suits costing less than \$25; 91 buy suits costing \$25 to \$35; 236 buy suits costing \$35 to \$45; 471 buy suits costing \$45 to \$60; 95 buy suits costing \$60 to \$75; 49 buy suits costing over \$75.

What price overcoats do you buy?—13 buy overcoats costing less than \$25; 77 buy overcoats costing \$25 to \$35; 266 buy overcoats costing \$35 to \$45; 305 buy overcoats costing \$45 to \$60; 68 buy overcoats costing \$60 to \$75; 45 buy overcoats costing over \$75.

—8-pt—

From George French's New Year greeting I gleaned this interesting interpretation of that familiar symbol, the swastika:

The swastika is thought to be the earliest attempt at graphic art, or written language. Its history has been traced further beyond the Christian era than we are distant from it. It has been used by every known race and tribe, and is found in the remains of all countries. It has from the first meant Goodwill.

The first attempt to write meant a greeting of good-will. That is the most significant thing in graphic art.

It is also, G. F. might have added, the most significant thing about writing.

—8-pt—

The sales manager of a company traveling some thirty salesmen and maintaining New York and Chicago offices told me recently that he had at least worked out a satisfactory solution to the commission problem on orders placed by out-of-town merchants with the New York or Chicago offices.

Merchants from all over the East visit the New York office from time to time, and naturally they place orders

while there. And the same holds good of western dealers visiting Chicago. Just as naturally the salesmen in the New York and Chicago offices want the commissions on these sales that they make, while the men in the field who cover the cities and towns from which these merchants come feel that the commission should go to them.

The solution has been to split the commission 50-50 between the office salesmen and the road men. Neither side can complain, for both get a fair break.

—8-pt—

Unthinkable as it may seem at first to advertise Kodaks with any but halftone illustrations, the English company, Kodak, Ltd., proves that our natural conclusion is all wrong. For it uses line drawings with excellent effect in its newspaper advertisements. So far as I can see, this drawing sacrifices nothing of honesty or human interest, or nothing of the urge to "take



a Kodak with you" that a halftone picture would have.

In this case it isn't the picture that interests me so much, but the question it brings up: Should we not open our minds wider and challenge our preconceived ideas and theories daily, in the interest of improvement in our work?

—8-pt—

One of the things that take the fun and profit out of life is the habit most of us have of thinking we haven't time to interrupt ourselves when we start for any place. Only this afternoon I took myself to task for this. I was hurrying through Grand Central Terminal, and as I passed one of the gates

the arrival of a train from Chicago was announced.

"Wouldn't it be fun to stop and watch the people come off," I said to myself. "But of course I can't do that; I must hurry on."

Ten steps farther I stopped abruptly. "Why can't I?" I demanded. "I'm not due at that office; I'm merely going there." And I retraced my steps forthwith and joined the group of waiters.

What fun I had for the next five minutes, watching the little dramas of meeting between families and friends and lovers! It was a miniature adventure which added zest to an otherwise dull day. Furthermore, as I turned away to proceed on my errand, I had the feeling that I had taken a Short Course in Human Behavior, illustrated with closeups of Ultimate Consumers off their guard. I could write advertisements to those people; they were so real.

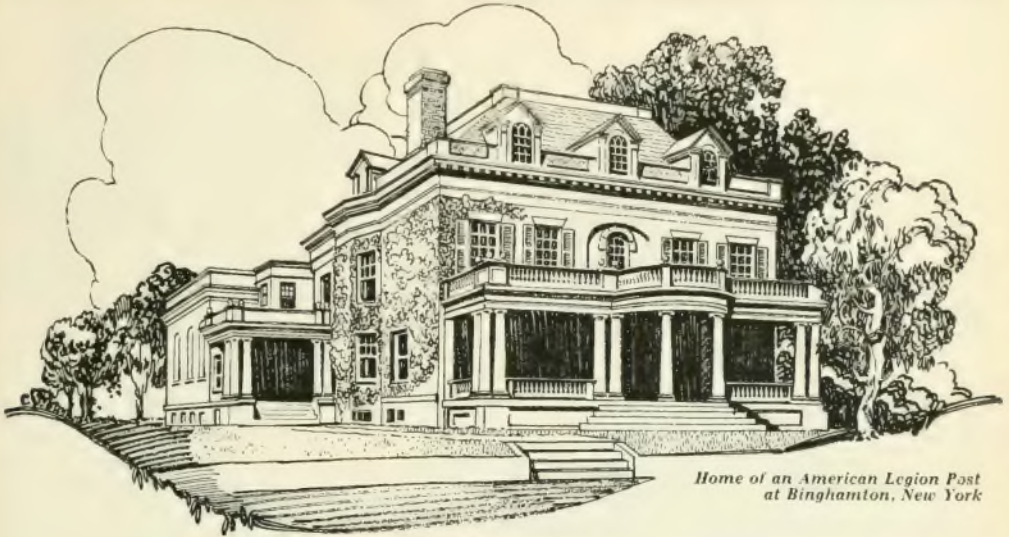
I doubt if any other period of five minutes this busy week has been invested more profitably.

—8-pt—

A successful advertising writer of my acquaintance tells me that he improved his copy greatly by adopting the simple expedient of reading it aloud to himself. "When I think I have it word perfect," he said, "then I shut the door and read it aloud, and about seven times out of ten it sounds pretty bad. Big, unwieldy words, hackneyed phrases, too-smooth sentences, that look all right but sound awful. I mark all the bad spots and then go to it. I find one or two-syllable words for the long ones; change the trite phrases to more graphic ones, and rewrite the too-smooth sentences so that they don't flow so glibly off the tongue—and through the mind, without leaving any impression."

I tried this idea on a piece of advertising copy myself, and bless me if I didn't laugh out loud at my own copy when I heard it!

I am quite ready to join the Read Your Copy Aloud Club!



Home of an American Legion Post at Binghamton, New York

How about Legion Clubhouses?

Nearly sixty-five per cent of the more than 11,000 Posts of the American Legion have permanent quarters.

22% have clubhouses 60% meet in rooms

Ten per cent have bought, six per cent have built, fifteen per cent have remodelled, twenty-five per cent rent, and twenty-four per cent have had their headquarters donated.

More than thirteen per cent have Post Exchanges, cigar counters, or canteens.

45% have pianos 10% are equipped with radio
35% have phonographs 35% have billiard tables

Ninety-one per cent of these Posts take an interest in civic activities, and sixty-seven per cent of them have helped to put over one or more city or town improvements.

A copy of our recent investigation, "How About LEGION Clubhouses?" is yours for the asking.



we'll help you do it

The
AMERICAN
LEGION *Weekly*

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN

22 West Monroe Street
Chicago, Ill.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

It takes about the same time for the Tax-Bug to eat through a Vitrified Brick—

—and in the meantime the bonds are paid off.

A VITRIFIED BRICK IS A BETTER INVESTMENT THAN ANY OTHER.

The Payment Plus Outlasts the Bonds.

VITRIFIED Brick

Prepared by The Powers-House Co.

HERE is no more accurate yard-stick of an advertising agency's actual performance for advertisers than *the length of its connections with its clients*. This single, easily ascertainable fact is bigger than all the promises that can be made you.

The
Powers ' House
Advertising Co.

HANNA BLDG. · Established 1912 · CLEVELAND

Marsh K. Powers
 President

Frank E. House, Jr.
 V. Pres. & Gen. Mgr.

Gordon Rieley
 Secretary

Where Will Advertising Men Come From?

[CONTINUED FROM PAGE 34]

There has been in some quarters a tendency to belittle academic training in advertising. This lack of sympathy for the movement is possibly due, more than anything else, to unfamiliarity with it. This type of training is indeed still in its infancy and there is plenty of room for more mature and practical development. However, the technical and theoretical preparation undertaken by many of our leading universities, and the courses given by numerous larger advertising clubs, is a fine work and one that has already borne excellent fruit. More and more generally the credentials of graduates of such schools are being recognized for what they are worth, and, far in the future as this may loom, it is my belief that through such agencies as these will arise the creation of a professional standard for advertising, such as we do not now even talk of.

It will always be true, of course, that the advertising "graduate" is no advertising man, without actual experience. But the same argument holds for the physician and the lawyer, and we shall always have with us our interns and our legal "handy men."

THE point is there are at present too many advertising men who "know their stuff," in a practical way, from rough and ready experience, from being thrust face to face with the exigencies of their occupation and overcoming them from personal resourcefulness rather than technical ability, who still lack that breadth and conscious purposefulness which come with a thorough grasp of the fundamental theories and principles of their work. They do certain things certain ways without knowing any good technical or psychological reason. They work by instinct rather than by design. They may be experts, and still be oblivious to why they are experts. Can you imagine a physician applying drugs because he knows from practice the effects, without knowing the pathological process that causes those effects? Yet an advertising man will often put his type in two columns instead of one, or his picture at the bottom in preference to the top, or choose his media or frame his appeal thus-and-so with more common sense than technical analysis back of him.

From another angle, how many men who are today real forces in the business have even a speaking acquaintance with the history and evolution of advertising? This, true, is "book learning," but it is surely a very valuable element of background for the seasoned, well-rounded man. How advertising came into being, how inconceivably fast it has developed, and what were the heroic battles and the awful errors of the oldtimers ought to be, if



SUPPOSE you could take shears to the two largest standard size morning papers in New York . . . and cut down the issue along the fifth column from the left for about fifteen inches, and then cut left to the fold . . . Discard the trimmed portion and give the readers the reduced remnant—having made sure beforehand that the remnant carried your advertisement. You would have removed about seventy-five percent of your advertising competition from those issues, increased the visibility of your advertising about three times . . . and have almost as much circulation as if you had used the tabloid News! *Consider what The News means to you now!*

DAILY—

more
than **800,000**

(The largest daily circulation in America)

SUNDAY—

more
than **1,000,000**



THE NEWS
New York's Picture Newspaper

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

Have you read TELL It To Sweeney?
Write for the series on your business letterhead.

Great Music

is sometimes softly played.

Great Reader Faith

is in

Extension Magazine

ELLWOOD TANSEY

Advertising Manager

General Offices, 180 N. Wabash Ave.

Chicago, Illinois

nothing else, a study of intense interest to a man who regards his profession as anything superior to a meal ticket.

Advertising has been, in one sense, too easy for any man to enter. Too often it has been accessible to any male biped who wore spats and might be able to make an advertiser of his uncle in the mouth-organ business. The "Open Sesame" has been anything but a selective method. As the pressure of real competitive ability becomes heavier and heavier, the lackadaisical attitude will be a more serious matter to get away with. There will be fewer cases of men stumbling into the picture by accident, as they stumbled on—let us say matrimony or a new brand of cigars. The line forming to the right will contain fewer dilettantes and more men who have made up their minds and are prepared to give earnest of that fact. These latter will have expended time and money to get ready for something they regard as a life work. Prior preference cannot be denied them. Professional training is inserting an irresistible wedge.

The old travel route: from general factotum to assistant advertising manager, to advertising manager, to agency, will fall into desuetude. The aimless adventurer in advertising will lapse among the discards. And employment turnover in agencies will, automatically, give place to more stable connections.

As there is less of "velvet" and more of honest "homespun" in advertising revenue, as competition all along the line settles into a serious business, so there will be more infrequent opportunity for "clean-ups" from mere aggressiveness and cleverness, and sterner demand for applied professional ability from within the advertising body—if not from without.

Eddy & Clark, Inc.

Sales and advertising counsel, has moved into larger quarters in the Akron Savings & Loan Building, Akron, Ohio.

F. S. Schenck

Has been appointed manager of the Advertising Test Laboratory of the Charles W. Hoyt Company, Inc. Mr. Schenck was formerly connected with the George Batten Company and more recently with Lord & Thomas of New York.

Paul J. Haaren

Formerly with M. J. Brandenstein & Company, San Francisco, and the *San Francisco Journal*, and more recently with Stanley E. Gunnison, Inc., advertising agency, has joined the George Batten Company, Inc. He will be located at the Boston office.

Martin Anderson

Has been elected vice-president of Hal. T. Boulden & Associates, Inc., New York, operating the Men's Athletic Club group of publications. He will have charge of that company's office recently established at 1109 Guardian Building, Cleveland, Ohio.

“Why is it that so many otherwise well-balanced, logical business men are brick-and-mortar conscious, and not paper conscious?”

Think of a company selling transportation on the high seas, let us say, that erected a business cathedral in which to transact its daily task.

The rotunda in which passengers buy their tickets lifts its arches ninety feet from the floor. The spandrels are made glorious with mural paintings depicting the triumphant conquest of the sea by men in sail-driven ships.

In the granite floor of the great entry-way is set, like the brasses in old churches, a device of the twelve zodiacal signs, girdled by an inscription from one of Virgil's vigorous descriptions of the sea.

Then—

What would you think of a company which created so splendid a presentation of its noble occupation in which to do business, if the passenger tickets—representing sometimes hundreds of dollars and entitling the purchasers to thousands of miles of voyage—were printed upon ordinary, commonplace and undistinguished paper—if it gave carte blanche to its architect, mural painter, decorator and cabinet maker—and

then pinned its stationer down to the lowest obtainable estimate?

Few as yet of even the greatest businesses which realize the prestige value of the architect who plans their places of business, and other visible expressions of it, carry the same logic into such a minor manifestation as the paper upon which its business is transacted—the stationery, forms, blanks, tickets and contracts, all of which should have the same qualities of permanence and distinction that have been realized in their offices, factories, ships and trains.

A paper possessing such qualities is Crane's Bond. Crane's Bond is a one hundred per cent new rag stock paper. It has an agreeable crispness and a substantial feel. It has all the practical qualities and all the atmosphere of a successful business writing paper. But more than all these and outweighing them all in the mind of a man who judges a thing by its source, Crane's Bond has a sponsor. The sponsor is the name “Crane,” a name inseparably associated with paper-making for over one hundred years.



The Truth About a Business Gets Around

[CONTINUED FROM PAGE 17]

one set of ideas in the general office and another set in the advertising office, and still have effective advertising. Truly effective advertising, in my judgment, ought to be a correct mirroring of ideas and practices forming the bedrock on which the business is built; those ideas ought to be absolutely honest and straightforward and intelligent; the advertising ought not to say or imply or hint in any way anything contrary to them. I doubt whether any company can gain much profit from advertising, or in fact last long as a going concern, without such ideas.

I can perhaps illustrate by means of a couple of incidents I happen to know something about just what it may mean in a business-building way to companies to have or to lack such ideas and the reputation they create.

THERE was a certain taxicab company: I will neither name nor locate it. This company suffered from the lack of strong, unified management. It was a loosely knit organization in which the drivers owned their cabs and were likely to quarrel among themselves and pull a dozen ways whenever any vital question of service or policy was involved.

You can imagine what effect was created in the mind of the public, even though outsiders did not know of all the dissensions within. The truth about a business has a way of getting around, even if nobody climbs the roof and shouts. Some drivers gave good service; others took such opportunities as came their way to line their own pockets regardless. There was no uniformity, no united front for the purpose of building an unassailable reputation for honesty and service of the highest order. Customers knew they *might* get good service, or again they might not.

At intervals this organization invested in newspaper advertisements. I believe the money must have been largely wasted, because the copy said one thing but many of the drivers did another. At any rate, the need was finally felt for something decisive to attract business. A bold stroke was agreed on.

Rates were fairly well standardized, therefore little was likely to be gained by trying to get the edge on competition with another reduction of a few cents per mile. But the company did decide to carry as many passengers as a single cab would accommodate, all for the price of one passenger.

Being in the business of motor transportation, I have my own ideas on the

theoretical soundness of this policy. I think it is a good deal like charging one fare on the railroad for a man who travels alone, and the same fare for another man who travels with his wife and her two sisters. However, that is not the point. Analogies do not always govern business procedure.

A second taxicab company served the same territory. It was organized differently. The drivers here also had owners' shares in the business, and were keen to improve earnings, but they were held together by an absolutely unified management, in which the executives knew very well what they wanted and how to get it. They believed in giving the best service at the lowest price, and employed every device in their power to do just that.

This company also advertised, not by spasms, but regularly. Furthermore, I do not believe much of its advertising money was misspent, because the advertisements made certain statements which were in reality a creed which the drivers and company were constantly living up to.

Now, the action of the first company created a situation which the second company somehow had to face. The drivers were keen to do as their competitors had done, allowing as many people as a cab would carry to ride for the price of one. The management said to them:

"We will *try* it for a few weeks. Frankly, we do not think much of it to start with, and doubt whether it can be done except at a loss. Of course, it may turn out that we carry a lot more passengers and in the total it will be profitable. Let's hope so. We will give it a fair trial and see what happens; if it does not work, we will give it up."

BOTH companies advertised the departure. The second company's advertisements were last in the field. But what were the results?

The public knew both companies very well: what it knew or guessed about them, of course, comprised their respective reputations. People gave credit where they believed from previous experience that credit was probably due, and withheld credit where they thought it might not be due. It is a question whether the first company's standing was enhanced one whit by a step which it actually originated in that territory and which gave the public considerably more value than before. *The second company got most of the credit, because of its established reputation for integrity and service, even though in this particular case it did not strictly deserve the credit.*



Earn More Money through Business Writing

THOUSANDS of men and women have in them the latent ability to write good business copy and to earn good money doing it.

S. Roland Hall tells you how. He gives you the practical training needed to take advantage of the profitable opportunities in the business writing field. He gives you in this library the training necessary to qualify for such well-paying positions as correspondence supervisor, collection correspondent, sales letter-writer, house organ editor and publicity writer. He tells you how to write business stories and articles for magazines.

S. ROLAND HALL'S PRACTICAL Business Writing

Four volumes, 1272 pages, 5½ x 8, fully illustrated, library binding.
\$1.00 in ten days and \$2.00 monthly for five months.

These four meaty volumes tell you just what you need to know to turn your business writing ability into cash. They give you training for work in writing business letters of all kinds, business magazine articles, publicity matter, advertisements, surveys, reports, etc.

SENT ON APPROVAL NO MONEY DOWN SMALL MONTHLY PAYMENTS

These four books present in handy-sized volumes the material contained in Hall's Handbook of Business Correspondence and Hall's Business Writing.

McGraw-Hill FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York.

You may send me the S. ROLAND HALL'S PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send \$1.00 in ten days and \$2 a month until your special price of \$11.00 has been paid. If not wanted, I will write you for shipping instructions.

Signed

Address

Position

Company

A. F. 3-11-25

Announcing

The
formation of the
**GENERAL
OUTDOOR
ADVERTISING CO.**
INCORPORATED

Representing the acquisition of the stock or the prop-
erties, business and good will of the following twenty-
one established Outdoor Advertising companies:

THOS. CUSACK COMPANY
ATLANTIC CITY POSTER ADVERTISING CO.
BINGHAMTON POSTER ADVERTISING CO.
BRIEL POSTER ADVERTISING CO.
BROOKLYN POSTER ADVERTISING CO.
BURTON SYSTEM
CAPITOL CITY POSTER ADVERTISING CO.
DIXIE POSTER ADVERTISING COMPANY
EAST ST. LOUIS POSTING COMPANY
THE O. J. GUDE CO., N. Y.

VAN BUREN & NEW YORK BILLPOSTING CO.

JAMAICA POSTER ADVERTISING CO.
LONG ISLAND POSTER ADVERTISING CO.
MOHAWK VALLEY POSTER ADVERTISING CO.
OLD COLONY ADVERTISING CO.
PITTSBURGH POSTER ADVERTISING CO.
POSTER ADVERTISING COMPANY, INC.
QUAKER CITY POSTER ADVERTISING CO.
RIPLEY POSTER ADVERTISING CO.
ST. LOUIS POSTER ADVERTISING CO.
STANDARD POSTER ADVERTISING CO.

K·H·FULTON
P R E S I D E N T

General Outdoor Advertising Co.
INCORPORATED

550 WEST 57th STREET
NEW YORK, N. Y.

"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."



WHERE a hundred words of copy would prove totally inadequate, the magic of the artist performs the task with a few strokes of brush and pen. The economy of the picture as a mode of expression in advertising is fast becoming established.

¶ Yet, how many advertisers think seriously of the way the art work in their

publicity is reproduced? Is it good policy to demand the best copy, typography, printing—art, and then neglect that most important thing, the quality of the engraving?

¶ "Your story in picture leaves nothing untold." But your story in picture must be told well to be effective. Making engravings that do this is our business.

The **EMPIRE STATE ENGRAVING COMPANY**
 ~ 165-167 William Street. New York ~

It is the old story: give a dog a bad name and he gets the blame for killing all the sheep, no matter which dog actually does it.

The second illustration I have in mind is somewhat different. Two young men started an enterprise in motor transportation based on an excellent idea. As happens in most promising new enterprises, the details of a hundred and one duties, and the task of creating an organization, kept its founders busy. Furthermore, since they believed in growing sanely and thriftily, keeping within the bounds of such capital and credit as they possessed, they did not burst on the public like a tornado, nor did they succeed in creating a wonderful reputation for themselves overnight.

Nevertheless, what they built was well built, and within limits they prospered amazingly. The time arrived for them to go before the public in a big way—to advertise broadly, and to make themselves known to a wider circle of potential customers.

They could have done this in the obvious, customary way, and I think they would have succeeded very nicely, although they would have encountered the usual resistance met by an idea virtually new. However, the opportunity came to them to unite on advantageous terms with a company already established and possessing a most enviable reputation.

They accepted. What happened?

THE established company flung its prestige, its known integrity and recognized ability in large enterprises, behind this small and practically unknown concern, described the undertaking in excellent full-page newspaper copy, and identified it with the familiar trademark of the old company; and the result was a very prompt acceptance of the new service. What probably would have taken the unknown company at least a year, and probably a good deal longer, even with the same amount of copy equally well prepared, was achieved almost overnight when the established reputation backed the product.

I am not recommending this procedure as standard practice for all promising young enterprises: I am illustrating a point about advertising!

Also it must be evident that these cases I have cited are not intended to illustrate the power of advertising alone, but the power of advertising which truthfully reflects honest and intelligent management. Particular advertisements may be good or bad, excellent or indifferent, beautiful or ugly. They can add to or detract from a reputation, according to their merit.

But they can not do very much to improve the standing of a company in the long run, unless the copy and pictures and slogans in them embody honest and intelligent management truths which the executives and the entire organization will stand behind without mental reservations of any kind.

The Greatest Single Factor in Small-town Advertising is Needlecraft Magazine

NO advertising campaign designed to sell good goods to women in small towns and on rural routes can produce maximum results unless it includes NEEDLECRAFT.

It gives greater coverage in this highly important market than any other high-grade woman's magazine.

72.8% of its total circulation is in towns of 10,000 population and under.

*We have some valuable facts about this field.
Write for it.*



Member A. B. C.

ROBERT B. JOHNSTON
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

DORR & CORBETT
New England Representatives
Boston

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Give real co-operation. An Arthur Cooper publication.

Topeka, Kansas

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday; \$6 yearly. Member ABP and ABC.

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 of business available at \$150 and up.

Business Bourse

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

COLUMBIA

is a
member
of the
A. B. C.

effective January 1st, 1925

NET PAID AVERAGE CIRCULATION

763,978

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and
Circulated by the Knights of Columbus

Publishers' statement (Audit Bureau of Circulations) for
six months ending December 31, 1924, sent on request.

D. J. GUILLESPIE, Adm. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
202 South State Street
Chicago, Ill.

When the Customer Loses Interest

[CONTINUED FROM PAGE 21]

over. We had the right idea to start with and everybody followed the boss's example and pushed it with all they had. How far would we have got if the boss had gone into it half-heartedly, with the idea that it was being shoved down his throat, as he surely would have thought three months earlier?"

This situation is not at all unusual; it confronts all salesmen every now and then. An interested prospect, the contract almost closed—then something happens and a change comes over the dealer. What causes this change? It may be something intangible to the salesman—a bad night's sleep, an attack of indigestion, or it may be something altogether comprehensible which comes as a direct challenge to the salesman's resource.

Take a case of the latter for example.

A salesman was trying to sell a printing press to a printer in Oregon. The prospect was only mildly interested; he had his heart set upon another make of press. The salesman was working along as best he could under the circumstances, when suddenly the session was interrupted. A pressman rushed in, his face pale underneath its grime. One of the girls in the bindery had had her hand mashed. It was a serious case requiring immediate attention.

The press salesman forgot the object of his call. "I've got an automobile outside," he exclaimed. "Bring the girl down and we'll rush her to a doctor." In three minutes they were under way. The girl's hand was saved.

The next morning the salesman returned to the printer's office to recover his overcoat and papers, which he had dropped the previous day upon the occasion of the hurried termination of his interview. He found the printer interested and willing to talk. His human nature had been appealed to, and the salesman was no longer just a passing individual. The sale was closed that day.

Suppose the salesman had sat back while the printer was getting his injured employee off to the doctor, and then tried to resume his business talk. The printer was not enthusiastic about buying in the first place. Then his attention had been forcibly drawn to other things. He had troubles of his own and prospective presses were the least of his worries at the moment. The interview would only have become more and more sour, with failure practically assured.

Persistence is a virtue, they tell us; knowing when to drive through for the order is a great thing for a salesman. But how much greater an asset is that thoughtfulness or inherent tact which unconsciously tells him when to let well enough alone!

All about direct-mail advertising!

The MAILBAG

If you have not seen a copy lately, write for sample of this lively, informative, practical, illustrated journal covering every branch of direct-mail advertising. Ideas, suggestion, criticism, by authorities in the direct-mail field. New features every month. New volume began with January—subscriptions can be dated back. If you want to include Volume 8 (April to December 1924) add 75c to your remittance.

\$1
a year

THE MAILBAG PUBLISHING CO., 601 Caxton Bldg., Cleveland



Food especially by Holly Hodge for William H. Warner Co. (Atlantic)

By *Russell Ball*

Photoportraiture
in Advertising

RUSSELL BALL
4 West 49th Street
New York City
Phone Bryant 8353



\$2,773,755.00

These figures represent the gain made in 1924 over 1923 in building operations in Erie.

Erie is a growing, prosperous city of 125,000 people—much of its progress has been made in the last four years.

Consult Standard Rate and Data or ask us about the relation of Dispatch-Herald circulation to this market.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY
National Advertising
Representatives
New York Chicago Boston

Big Men—

THE Magazines which busy executives read are naturally those which are edited especially for them.

In the oil industry, the magazine that is read by the *big man*—the man who wields the *big blue pencil*, is that excellent monthly,

The
Oil Trade
Including Oil Trade Journal and Oil News

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

350 Madison Ave., New York
Chicago Tulsa Houston

Also Publisher of Fuel Oil and
The Petroleum Register

Some Suggestions from a Home-Builder

[CONTINUED FROM PAGE 30]

the subject, while enthusiasm is still at fever heat, and before a four-letter word spelled C-O-S-T has submerged all other considerations.

Don't waste time preparing the way with a barrage of literature—get there in person and then—if the situation appears to make it advisable or desirable—use direct mail to keep your recommendation alive. So far as my experience as a prospect goes, the first manufacturer to follow out this program will be unique. The accepted procedure seems rather to be two or three months of "cultivation" by mail and then a sales-call to make certain that some other manufacturer has secured the business.

MY third exhortation concerns only those jobs on which you have been favored by the order. It is best introduced by the tale of an actual incident from our experience.

The particular type of heating system which is making 3176 Falmouth comfortable as I write was nominated by our architect and accepted by us because of its general good reputation and popularity in this territory. Why it had earned that good-will—what its technical virtues were—we did not know.

As soon as cold weather set in and the mercury dropped to freezing and later to zero, my equanimity and my complacency as to the choice received a jolt. It seemed impossible to achieve an even, adequate heat through our vaulted system. We complained. The heating contractor came out, made a rigid inspection and pronounced everything in good order. We continued to complain—in the meantime doing the reputation of the system no good by our comments to visitors who, as usual, came in considerable numbers to see the new establishment.

Finally our complaints and criticisms induced the manufacturer to assign a representative to inspect the system.

He came. He explained the big feature of their method of heating and pointed out how we were failing to profit by it. He showed us how to do so. And now we can control the temperature to meet our desires. But, in the meantime, we have quite possibly blighted some potential business for him, by our unintentionally faulty demonstration of his product and our critical comments.

In other words, if the owner's satisfaction with your commodity rests with the skill of his employment of it, do not assume that either contractor or architect will unfaithfully protect your good-will by supplying the neces-

sary information. Rather assume that your new customer is utterly devoid of all appreciation of the whys and wherefores of your product and make it a point to give him personally the guidance he should get. Assume that he has been living in a hotel or a generously janitored apartment and hence has lost the last faint rudimentary trace of the handy-man-around-the-house, that early ideal of a householder who could make anything work.

The Kerner Incinerator Company merits special mention at this point.

Shortly before we moved in we received from their local sales agent a letter which, after graceful introduction, included these paragraphs:

We request that you telephone or write us as to the exact day you contemplate moving in. This is all with a view to making the operation of the Incinerator satisfactory from the start. There are simple rules which, when followed, make the possibility of any disappointment or trouble remote, and we want to tell you just how to handle the Incinerator, and just what this remarkable equipment will do, and how much it will mean in your home, send your instruction cards, etc.

Part of your purchase at the time of ordering the Kerner installed, is service, and we only ask the opportunity of rendering this at the proper time.

A stamped return post card was enclosed for a reply.

I DO not think it will be difficult for any reader to realize how far this went to make us emphatically certain that we had made a wise selection. Had there been any doubt in our minds, as might easily have been the case had our architect coaxed us into the installation or had our contractor induced us to authorize it as an extra, this single letter would certainly have done much to dispel that doubt. The contrast between the Kerner routine and the usual "wait-for-a-complaint" policy in itself creates for Kerner valuable word-of-mouth advertising—as we can testify.

I wish there were more examples of effective sales-methods or good-will-winning service policies to describe. The unvarnished truth, however, requires the admission that such strategies were more emphasized by their rarity than by their frequency.

Very obviously these articles have not thrown a truck-load of bouquets at the manufacturers of products going into the new home. A friend who read an early draft asked me—"Since the shortcomings you describe are so general, certainly it is reasonable to as-

YOUR GOOD NAME

{ An open letter to a manufacturer whose }
{ advertising fails to use his priceless asset. }

"A good name," said Solomon, "is rather to be chosen than great riches."

Solomon was right. A good name is a great asset, a greater asset than riches at the expense of the good name, because—and here we part company with Sol—a good name is not an alternative to great riches, but instead a sure means to securing them.

You, of course, realize that your good name is an asset, but do you realize that your advertising does not reflect your prestige, as it can and should; that advertising may be made to reflect any quality of any business? Sales are increased when with the ordinary advertising of an ordinary house is mixed the prestige of a really great business name.

You have gone into advertising with the wrong foot first, incognito, disguised, masquerading as the common, plebeian business you are not, instead of the fine old aristocratic house that you are. Your good name has not been lost, but it is not being used. It has been laid on the shelf where it does you no good.

That is why we want to talk with you. We would like to make your advertising reveal those things which make you what you are, your long and creditable history, your standards, your service and your character, as well as the goods you make, and by skilful and restrained use of the ingredients of advertising—copy, words, pictures, type and white space—express to the multitude what you are to the few who have always known you.

Telling It to the Boy Scouts

What Does the Boy Scout Buy

There are 542,355 registered Boy Scouts, every one of whom is a purchaser,—has an appetite for foodstuffs and confections, takes pride in his personal property, and "gets what he wants when he wants it."

That's why manufacturers of products necessary to a boy's happiness have found it profitable to use **Boys' Life**. For it goes to every scout troop in the country, and is awaited with eagerness by every reader.

The question of what the Boy Scout buys, and how you can sell it to him, will be answered upon request to this office.



BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.



\$15.00

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.

Thomas Publishing Company, 461 Eighth Ave., New York

sume that there is a basic and perhaps a sound cause for them. How do you diagnose the case?"

Diagnoses from the outside are dangerous, but I am perfectly willing to say what the surface indications seem to me to point to.

First—too few local salesmen to cover a territory adequately and hence be ready for a prompt interview with each new prospect.

Second—too little coaching of the salesmen so that they see the commodity they represent through the prospect's eyes, understand the prospect's point of view and adapt their presentation to that particular stage of the five stages in which they find him.

Third—too much reliance on last minute activity and too little effort to see that the educational job is taken care of early in the story in those months or years when the new home is as yet only a few amateur hen-tracks on a piece of note paper.

My own sincere advice to the great majority of manufacturers selling into the home market is this—if you can neither afford an educational program aimed to sway future home-builders to your commodity nor organize a sales force which will cover their owner-prospects just as soon as their intentions to build become public knowledge, then ignore the owner altogether and concentrate your effort on architects or contractors, as your case may require. Don't waste good money on last-minute efforts to induce owners to upset specifications on items on which they have only meager information tardily received. Too few will respond to pay you dividends on the costly time and energy expended. Tackle the owner job adequately and in time, or not at all.

Sprinting after a train that is leaving a station, of course, affords a thrill but it doesn't get you to your destination along with the men who caught it with a leisurely five minutes to spare!

[This is the last of three articles by Mr. Powers on the subject of "Selling Into the New Home."—EDITOR.]

Dorrance, Sullivan & Company

New York, will serve as advertising counsel for the Adair Realty and Mortgage Company, same city.

Harold Palmer

Formerly with Churchill-Hall, Inc., and the eastern sales office of James B. Clow & Sons, has joined the staff of the Whitman Advertisers' Service, Inc., New York.

Tauber Advertising Agency, Inc.

Washington, D. C., will direct advertising for the following accounts: Clarence A. O'Brien, registered patent attorney, the District of Columbia Paper Manufacturing Company, and the Columbia Electric Manufacturing Company, makers of electric water heaters. All of these concerns are located in Washington.

The Handicap of Quality

[CONTINUED FROM PAGE 20]

technical field, engineers' reports, indicator cards and performance tables serve the same purpose—they convince of quality by providing a record of experience or performance which shows the reader what he may expect of the product or machine after purchase. In a word, they anticipate *time and use* by providing a record of it in advance.

Perhaps one of the oldest devices for overcoming the handicap of the kind of quality that doesn't show up until the product is actually in use is the free trial. In effect the vender says, "I'm not going to try to convince you with words that my product has the quality I claim for it; take it and use it and find out for yourself." Like the guarantee, the free-trial offer has lost much of its effectiveness because it has been used too much as a bluff. To make such an offer register nowadays one must get some novel twist to attract particular attention, or else he must be so much in earnest that his earnestness shines through his offer and carries the conviction of quality. Put in another way, the advertiser must so surely register quality in his copy in connection with a free-trial offer that the offer really isn't necessary; under such conditions the free-trial offer is likely to be effective!

LASTLY, let us consider the free sample as a device for establishing quality. This is a device as old as the free-trial offer, and first cousin to it. Its danger lies in this fact: it is easy enough to give away samples, but they do little good unless they are *used*. That is the weakness of sampling. Therefore, to use sampling effectively to demonstrate quality you must add to your sample the *urge to use* it. That is a problem worthy the best thought of any advertising writer. Let him start with the assumption, not that prospects will be anxious to use his sample just because it is free, but that *they don't want to use it*. That puts a different complexion on the problem. Something in the way of an idea, or an appeal to curiosity or gain, or the personal interest of the reader must be injected into the copy that offers the sample, or that accompanies it. Then, and not until then, is the free sample likely to serve effectively as a device for overcoming "the handicap of quality."

There are, of course, many other means and methods for convincing the public of the quality of a product in advance of purchase; but the aim of this article is not so much to enumerate as it is to stimulate. Quality in any product is apt to lead to lazy-mindedness in the preparation of advertising, with the result that unless that advertiser is alive to the danger he may let the very thing he depends upon to

Long Hair and Long Green

Long hair and long green somehow don't seem to go together.

Bert Leston Taylor, when asked why men of thought were so apt to want to change society all around, while men of action were so generally conservative, replied that it was because the men of action were the ones who had to do the work.

And the reason purchasing power and conservatism are so often associated is because the people with money are the ones who have to pay the cost, always.

The trusted friend of the substantial man is usually one who shares his fundamental views. The Cincinnati Enquirer is the great conservative newspaper of its community.

Naturally, then, its circulation parallels the buying power of the city. Naturally its recommendations carry weight with the "key buyers" who set Cincinnati's standards.

Its advertisers find the favor of those leaders their best introduction to the rich market of Southern Ohio. Your market strategy should include—

I. A. KLEIN
New York
Chicago

The

R. J. BIDWELL CO.
San Francisco
Los Angeles

CINCINNATI ENQUIRER

"Goes to the home—stays in the home"

MORE than 10,000,000 tons of coal, 900,000,000 gallons of oil, and 200,000 tons of coke, as well as millions of dollars worth of machinery and supplies were used by the gas industry last year. This vast market is covered 99.47% by Gas Age-Record, the only A. B. C. and A. B. P. paper in the field.

Write for our booklet "Impressive Facts About the Gas Industry."

Gas Age-Record
9 East 38th Street
New York

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."

sell his product—its quality—serve as an advertising handicap.

It takes facts, figures, convincing pictures, graphic ideas, forceful presentations and unusual offers to overcome this handicap. No matter what device you use, it must be used with originality and forcefulness, and with a definite realization that in making the first sale "quality doesn't count until after the sale is made"—unless you can *make* it count. And what business can hope to grow or progress unless it develops a steady volume of "first sales"?

Hazard Advertising Corporation

New York, will direct advertising for Scott & Williams, Inc., same city, manufacturers of hosiery and knitting machines; also for J. Sklar Manufacturing Company, Brooklyn, N. Y., manufacturers of medical apparatus.

Foote & Morgan, Inc.

New York agency, has been appointed to direct advertising for the Churchill & Alden Company, Brockton, Mass., manufacturers of Ralston shoes.

Export Managers Club

Will hold its 1925 Get-Together Meeting at the Hotel Pennsylvania, New York, March 24, to discuss the problems and practices encountered in the export of American-made goods. The morning session will be presided over by W. R. Cummings, Monroe Calculating Machine Company. The afternoon session will have as its chairman Oren O. Gallup of the Simonds Saw and Steel Company.

Gundlach Advertising Company

Chicago, will act as advertising counsel for San-Detach Brush Company, of Nashville, Tenn.

Campbell-Ewald Company

Has moved its New York office into more spacious quarters, taking over the entire twenty-third floor of the Johns-Manville Building, Madison Avenue and 41st Street. The personnel of the New York staff has been augmented by the addition of Norman Craig, Alfred K. Higgins and H. Ledyard Towle, who will act as manager, manager of service and art director respectively.

Miss Julie Enjelo

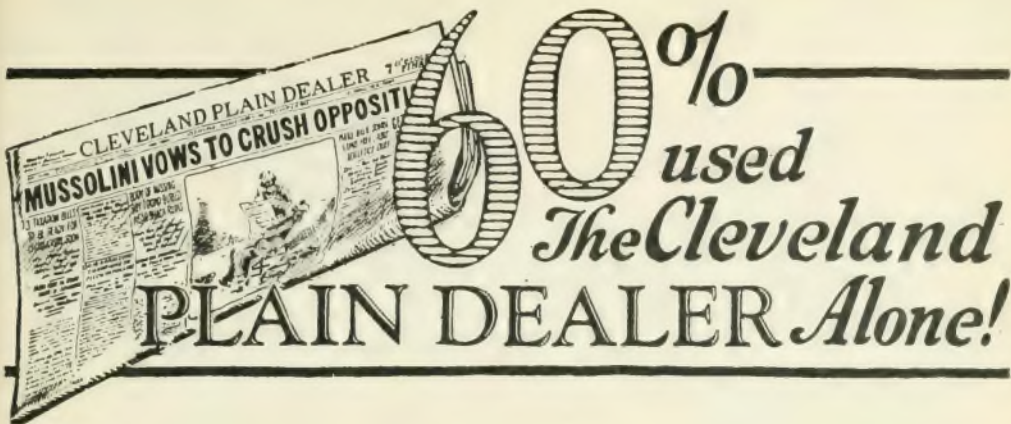
Formerly connected with the Federal Advertising Agency and the Physical Culture Products Corporation, has joined the staff of the Hicks Advertising Agency, New York.

The Chambers Agency, Inc.

The New Orleans office will direct advertising for the Pan-American Manufacturing Company, same city, makers of "Sweet Mandy," a new soft drink.

Klau-Van Pietersom Dunlap-Younggreen

Milwaukee, have been retained as advertising counsel for the Bonita Candy Company, Fond du Lac, Wis.



1924 was a "hard pull" year—an excellent period in which to test the strength (or weakness) of advertising mediums.

National advertisers who carefully deliberated on markets and media staked more than 8,000,000 lines on Cleveland newspapers in Northern Ohio.

Over 4,000,000 lines of this went to the Cleveland Plain Dealer ALONE.

These advertisers made no mistake!

Reader-acceptance of a great newspaper—one of the greatest in the country and by far the greatest in the prosperous Northern Ohio market—was directly reflected by advertiser-acceptance.



The Plain Dealer has the Buyers

[1586 national advertisers believe that the Plain Dealer has the BUYERS; they were responsible for 51% of the total national lineage in Cleveland newspapers in 1924 appearing in the Plain Dealer ALONE.]

965 of these advertisers used no other Cleveland newspaper!

The Cleveland Plain Dealer

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD
110 E. 42nd St.,
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. RIDWELL CO.
Times Building
Los Angeles, Cal.

R. J. RIDWELL CO.
742 Market Street
San Francisco, Cal.

Radio Manufacturers Can Advertise Locally

Where local conditions are such that advertising needs to be focused, there more than any other place RADIO MERCHANDISING fills a real need for the manufacturer.

Where production is such that only a certain territory, or territories, is desired for dealer-jobber distribution, RADIO MERCHANDISING is the only publication which can serve.

Where jobber co-operation is to be reciprocated by local advertising reaching all the trade of a given zone, RADIO MERCHANDISING is the manufacturer's one sure answer.

Write for Zone Map and full details of the greater

RADIO
Merchandising
THE MAGAZINE OF THE RADIO TRADE

243 W. 39th St., New York City

PHOTOSTATS for economic and effective VISUALIZATION

of

Campaigns, layouts, suggestions, borders, illustrations, booklets, charts, diagrams, maps, sketches, reports, letters, books, checks, testimonials, lettering, blueprints, advance plans.

Sure and Swift

Photostats make testimonials and visualizations sure and they can be produced within a few hours.

You can have reproductions, enlarged or reduced—and in any number of copies, by the Commerce Photostat service in a *swift* and *inexpensive* manner.

Finished out of town orders are mailed three hours after they are received.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction

Advertising Can Assist in Making Better Homes

[CONTINUED FROM PAGE 42]

and decorations today as they did a few years ago. Then the idea of being able to have a beautiful home was hardly ever allowed to enter the mind of the average woman because the cost was considered prohibitive. But now new forces are at work changing buying habits, and these changes are best known by those who are constantly studying the influences behind them.

OBVIOUSLY the dealer is a very important factor in carrying out a merchandising plan such as has been described. He puts the merchandise into the average American home. He lives in the same town as do the women he serves. He has or should have their goodwill. He comes in daily personal contact with them. He is the manufacturer's representative always on the ground. He should be a man in whose taste and judgment women will have confidence. To help make him such a dealer is largely the responsibility of the manufacturer, a responsibility which he must be willing to discharge if he wishes to get his product into the homes in the dealer's trading zone. His program for the dealer should include the following:

1. Get the dealer's sympathetic cooperation on the advertising and merchandising plans by explaining them to him and pointing out how he can benefit by working in harmony with such plans.

2. Make the dealer's salesmen familiar with the plans. Get them to use the demonstration books and other literature in their sales work. Lead them to take a progressive interest in the fundamentals of interior furnishing and decorating. This is not the easiest problem to solve, but it is one that must be solved as thoroughly as possible in all successful campaigns.

3. Give the dealer practical suggestions on demonstration rooms and layouts for effective window displays.

4. Help the dealer in his local advertising. Get him to tie up his effort effectively with the national advertising done by the manufacturer.

A course of instruction in the principles of interior decorating and furnishing should be prepared, and the salesmen induced to master it.

They should not only be familiar with the merchandise they are selling, but they should know enough about harmony, color, balance, and so on, to enable them to sell an appreciation of the service which the merchandise can render. Much of such knowledge can be gleaned from the series of booklets issued by the manufacturer, but the incentive to study the booklets must be

provided by the manufacturer himself.

The manufacturer has the opportunity to build a prestige for his line and to help the dealer build a prestige for his store, by seeing that the window and demonstration room displays are based upon standards of good taste and decorative harmony, with the right emphasis on original grouping of the pieces. Proper displays mean increased sales, and they should therefore receive concentrated study.

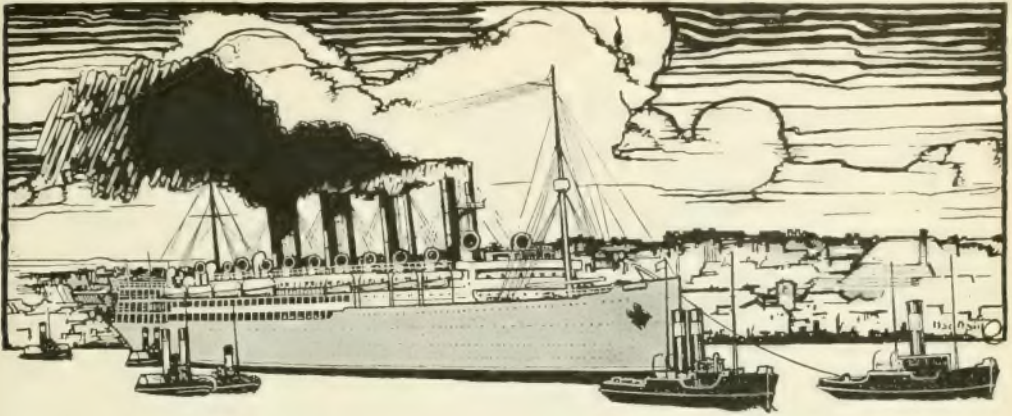
Sales can be increased by a good percentage in thousands of retail stores in 1925 by simply laying more stress on the methods of displaying the products. Retail stores should be more than just one step beyond a warehouse. In their displays they should reproduce the home atmosphere and thus make it possible for people to see the products in a natural home setting. The dealer's ability to put himself in the woman's place means more in making sales in the case of the home furnishings dealer than it does in that of a dealer in any other line.

In lining up dealers in any campaign of this kind, the manufacturer should not overlook the part that his traveling salesmen will play in the success of his campaign. As soon as the campaign has been prepared, they should be called together and have its details explained to them, as well as the reasons behind the campaign.

It may be stated as an axiom that every successful advertising and merchandising campaign is first sold to the manufacturer's salesmen, and they in turn sell it to their dealers.

THE effect of a plan of this kind is to make more intelligent buyers. It gives women definite knowledge and definite ideas on home furnishings and decorations. When they buy, they naturally show a leaning toward the products of the manufacturer who has provided them with buying knowledge.

Dealers in turn find that women are not only more intelligent buyers, but more enthusiastic prospects. Because of this well-founded interest on the part of women, dealers are likely to work harder for orders. They realize that the educational advertising being done by the manufacturer makes for satisfied customers. It eliminates complaints after the merchandise has been sold. So naturally, dealers can be expected to cooperate wholeheartedly with the manufacturer who is making better buyers of their prospects and making the work of selling correspondingly easier and more profitable, provided that the manufacturer supplies the dealer with the necessary local help.



Distinctive Ships— Featured in the April Issue

NOWHERE else is it possible for the ship operator, shipowner, ship-builder or naval architect to find grouped in one single issue of a publication all the fundamentally important information about each new and outstanding vessel given as it is in the

Annual Distinctive Ship Number *April Issue*

In this regular annual number are listed all the new ships contracted for, under construction, or completed recently. A page is devoted to the complete description of each distinctive ship chosen. Here are given the names, of the owners, builders, the manufacturers of the main machinery, auxiliaries and equipment.

Grouped in a special insert section which

is printed on high grade coated stock, these pages present an authoritative, complete cross-section of the entire marine industry. They mirror the progress that is being made. Of course they are of intense interest to every executive connected with business of transportation by water. Naturally they are referred to time and again.

*Forms close for the Distinctive
Ship Insert Section March 20.*

Marine Review



Penton Bldg., CLEVELAND

New York

ABC Member ABP

London

"Alas, how easily things go wrong!"

GOOD health, courage, enterprise, optimism, efficiency. High earning capacity—all distinctly American characteristics.

But along with them we have, too often, others not so good. Confidence breeds carelessness—large earnings lead to corresponding expenditure. Few of us are provident—few save against the possible time of less prosperity. Decreased earning capacity comes in a man's life at about the same time that lowered vitality makes health less certain and accidents more serious.

You have heard of men who were ill for three months, or who had to give up business for a year. If that happened to you what would become of the rainy-day hoard? Face the question squarely. How much must your family suffer if your earning ceased for a year? What about even six months?

In youth, every man sets a stake of competence ahead. When he has \$50,000—\$100,000 in sound secur-

ities, he will be fixed for life—no old man's home for *him*—no object poverty for *his* family—no dependent old age, so abhorrent to the self-respecting.

But how many men of fifty years have reached this goal? How many have reached it and slipped? How sound are sound securities? What about New Haven Railroad stock and Goodyear Tire?



A very few dollars per year—so few you can hardly believe it, will insure the income you require. Isn't income protection more vitally important to you than fire, theft, liability or even life insurance? Face it—think of it—ask about it.

This advertisement was written by Charles Austin Bates and is his idea of the way to interest you in income insurance.

ALL RIGHT
Tell me about it.

NAME _____

ADDRESS _____

J. Mithel

George S.

THORSEN & THORSEN

Representatives of the Insured

52 VANDERBILT AVE., NEW YORK

Vanderbilt 2813

The Public Buys Nothing

[CONTINUED FROM PAGE 38]

tended for them. Things are said smartly in these advertisements, but not comprehended by the great public. Other things are inferred or suggested, but the message is not delivered. Thus, the extremely French illustration with the smart face of a poupet impresses Park Avenue with its style, but Main Street looks upon it incuriously and unmoved, as one more evidence of what this degenerate world is coming to.

These things are generally explained as "snob" appeal—the process of advertising over the heads of the class intended to be influenced. It is a question whether an advertiser can thus lift himself by his bootstraps, but the method does not suffer from a lack of adherents.

Those eminently sane and successful gentlemen who conduct the great mail-order companies do not use the snob appeal, and a study of their catalogs reveals illustrations that are always detailed, specific and realistic. The copy is never clever, never subtle. Realities, facts, reiteration of the same idea in different words, simplicity of statement—these are the characteristics of the copy that sells well over one hundred millions of dollars of merchandise every year for one mail order house alone.

ALL this is only a beginning toward an understanding of the public mind. The thing changes.

Just as the banker watches the prices of stocks, bonds and farm produce, cross-checked by the call money rate and the Federal Reserve reports, so the advertiser must study the indices of public taste and mental progress in the hinterland.

The method is extremely simple and consists in reading the biggest magazines, the fattest newspapers and the best selling novels. This is followed by tuning in on station WHN, studying Letters to the Editor, Advice to the Lovelorn, and seeing the movie that has been in town the greatest number of weeks.

Thus, the conscientious advertiser is forever debarred from having a wonderful time, but gradually begins to know something about that greatest of advertising mysteries—the mind of the public.

O. G. Draper

For the last six years assistant advertising manager and manager of sales promotion of the American Multigraph Sales Company, Cleveland, Ohio, has become a member of the creative departments of Seth Seiders Incorporated and Mather and Company, affiliated internal industrial advertising specialists, Chicago.

Advertising and Selling FORTNIGHTLY

Markets, Merchandising & Media



MAY 1925

If you don't receive the Fortnightly regularly

Advertising and Selling Fortnightly
9 East 38th St., New York City

Please enter my subscription for one year (26 issues). Send me bill for \$2.00 when first issue is mailed.

Name

Address

Company

Position

Published Weekly by American Sales Company, 9 East 38th Street, New York City. Entered as Second-Class Matter, May 11, 1922, Post Office at New York, N. Y., under No. 100,000. Accepted for mailing at special rate of postage provided for in Act of October 3, 1917, authorized on March 11, 1925.

Outdoor
advertising
dominates the
public eye
and purse.



The **THOS. CUSACK**
Company Service
makes it possible.



NEW YORK
Broadway and Fifth Ave. at 25th St.

CHICAGO
Harrison, Loomis and Congress Sts.

BRANCHES IN 48 PRINCIPAL CITIES

Advertise Knit Goods

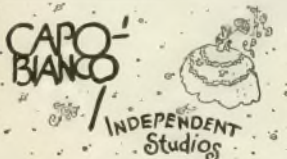
in the only two papers that cover
the knitting industry completely.

UNDERWEAR & HOSIERY REVIEW
SWEATER NEWS & KNITTED OUTERWEAR
321 Broadway, New York

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 JEWELERS' CIRCULAR,
New York, has for many years pub-
lished more advertising than have
seven other jewelry journals com-
bined.

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT - FINANCING
MARKETING COUNSEL

32 WEST 40th STREET - NEW YORK

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

THE JOHN IGGLESTROM COMPANY
Massillon, Ohio Good Salesmen Wanted

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of
nearly ten billion dollars yearly. Heads of con-
tractors, builders, architects, etc., of known re-
sponsibility. Published monthly for 48 years.
Member A. B. C. and A. B. P.

219 West 39th St., New York; First National Bank
Building, Chicago; 320 Market St., San Francisco

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The inde-
pendent adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of
this country. Circulation 12,423 copies weekly
(Member A. B. C.). First choice of the advertiser
of shoes, booties, hosiery or shoe store goods.
Member Associated Business Papers, Inc.

The Standard Advertiser Register

is the best in its field. Ask any user. Supplies
valuable information on more than 8,000 ad-
vertisers. Write for data and prices.

National Register Publishing Co.

Incorporated

15 Moore St., New York City
R. W. Petrel, Manager

Why Use Crosswords in Advertising?

By W. R. Hotchkin

THE first thought of a boss, when he sees his advertising manager planning a crossword puzzle, is that the fellow is playing at his work or that he has the bug so badly that he allows it to carry him away even when he is spending the firm's money.

But that boss doesn't know much about advertising and he doesn't know much about human nature today.

Advertising's first job is to get attention. In the mass of pretty generally well-done conventional advertising today, it is mighty hard to command attention and hold it. Good typography is not so unusual as it formerly was and does not create the decisive contrast that it did formerly. Good illustrations are now quite common. They do not command the attention of the reader to the same extent they once did.

Today it is a real man's job—a real typographical job—a real artist's job to command attention. The pages of magazines and newspapers are full of cleverly designed attention-getters—all getting more or less attention and none of them arousing exclusive interest for itself. The public has become accustomed to a higher standard.

If the advertiser in a medium of a million circulation can get the interested attention of one thousand readers, he has done a good job. Among a million readers of varying minds and tastes it is hard enough to find the way to interest a thousand people.

But now the world has gone to working crossword puzzles. The stenographer, the banker, the hotel chamber maid, the school teacher, the doctor, lawyer, merchant, bookkeeper, butcher, ashman and college professor are working crossword puzzles. Every time a crossword puzzle shows on any page anywhere, the eyes of the crossword puzzler are drawn to it and he studies it until he finds out what the whole thing is about.

Such is the interest in crossword puzzles today that there is perhaps no other typography or design that can command such wide attention and such deep and immediate interest as a crossword puzzle. It may be quite obvious that the puzzle is an advertisement; but the puzzler—believing himself or herself to be an expert at such puzzles—wants to see what the fellow is trying to do, and the puzzle is solved to find out.

If the message is cleverly inducted into the words of the puzzle, the crossword puzzle imbeds the words deeper into the mind of the reader than any

other typography, because the reader must dig deeper and work harder to get the words. The advertising message always comes as a surprise—it meets with no resistance, and then the reader always appreciates the cleverness of the advertiser in getting the advertising message inlaid in the web of the puzzle. So he or she thinks about the words and message and remembers them.

An editor of a sales and promotion service for retail stores recently published a crossword puzzle to be used by the stores in a published contest, to put across some editorial ideas that would be worked out in the solution.

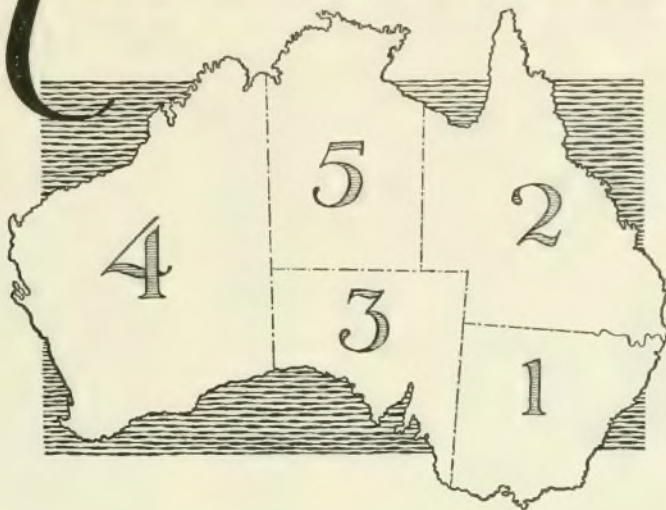
Dozens of stores have reported tremendous interest aroused. Thousands of people have worked on the puzzle and turned in their answers. Some stores reported largely increased business while the contest was on, because certain features of the contest brought contestants to the store for aid in the solution. The puzzle contest created citywide comment and did enormous publicity work and, when this public interest was aroused, it made everybody in the community read the editorial messages that the puzzle brought out.

IN another puzzle soon to be used the "hidden message" editorial phrases are worked out on the diagonals, to be discovered by the puzzlers and to be printed in heavy type when the solution is published. This will make people talk about the hidden messages which the puzzle exploits and hundreds of people will write to the store about them.

The crossword puzzle provides one of the most powerful means for making an important announcement about a coming event or feature, for the announcement is hidden and unsuspected. Not until the puzzler has worked out the words for himself does the announcement spring before his eyes as a total surprise—thus making a vastly deeper impression, not soon to be erased from the mind.

Like any other form of advertising, the puzzle is subject to gross weaknesses by reason of the manner in which it may be done. If played with as a mere arouser of curiosity, it would not be worth the space given to it and would be below the dignity of many advertisers. But, if done with an intelligent plan, with a definite message to present, the puzzle may be made a powerful adjunct and complement to any advertising campaign.

Australia-



A VERY intimate study of Australia has revealed to us a profitable market if intelligently merchandised.

Our experience and knowledge of the markets of the world has convinced us that Australia offers more to the American manufacturer than does any other country in proportion to its population.

It is common knowledge that Australia is rich. Rich in every way with but one exception—it is not a manufacturing country—it depends almost entirely upon overseas sources of supply.

That American manufacturers are not making the most of Australian opportunities is self-evident from a report of the Washington Bureau of Commerce, which says: "Australia offers unlimited opportunity to the American if only he will approach it with that same aggressiveness which has made him so successful in his domestic field."

Let us tell you of the Five Trading Zones—What will sell and how.

MORSE INTERNATIONAL AGENCY

Advertising

449 Fourth Avenue, New York

6 Gracechurch Street, E.C.3, London

"ADVERTISING IS SEED SOWING—THE WORLD OUR FIELD"

Power By The Month

THE Radio Digest is a WEEKLY. All other Radio magazines of known circulation are monthly publications. On the basis of POWER-BY-THE-MONTH the Radio Digest EXCEEDS the combined power of all other Radio magazines of known circulation at an advertising cost 30% LESS.

FIGURES for FEBRUARY, 1925

	PRINT ORDER Four Issues	Open Line Rate Four Issues
Radio Digest	1,260,000	*\$4.80
	Approximate Print Order	Open Line Rate
Magazine B.....	400,000	\$2.50
Magazine C.....	180,000	1.50
Magazine D.....	170,000	1.25
Magazine E.....	165,000	1.00
Magazine F.....	75,000	.60
Total Print Order (Approximate) of Other Radio Magazines of Known Circulation.....	990,000	\$6.85

POWER-BY-THE-MONTH gives the Radio Digest a higher rank than that of all other Radio Magazines of known circulation COMBINED

*Radio Digest contract rates are substantially lower than contract rates of all other Radio Publications.

Our New York Offices are located in the Park-Lexington Bldg., 247 Park Avenue, under the direction of Mr. William A. Thompson. Service and information for increased productivity of Radio Advertising will be rendered cheerfully.

Radio Digest Illustrated

510 North Dearborn Street
CHICAGO
E. C. RAYNER, Publisher

Breaking In the Copy Cub

[CONTINUED FROM PAGE 32]

Mechanically speaking, shorthand is an immense help. Few young copywriters know it; many of them scorn it; but no other tool of my trade has been of more convenience to me than my ability to log what the president says verbatim and reproduce his exact words as closely as possible in my copy. It's also convenient in a long and involved conference.

If you haven't shorthand, an abbreviated longhand will do. But notes you must take, the fuller the better; and this applies not only to your original interview, but to all your revisions and OK's. Few things are more exasperating to the boss than to tell a cub to make certain changes and find on the revise that he forgot the most important one of all. Put down what is said, at the time; transcribe your notes, and keep the typed transcription in your folder containing all the material relating to the job. Check off each item as you get it done.

If you are really a cub reading this article, stop at this point, go look at yourself in the mirror, and say to yourself solemnly three times, "Put it down, you fool! Put it down at the time! Put it down!" It will save you grief, take my word for it!

SO much for the mechanics of getting your interview. The spirit of it will depend mainly on the kind of person you are. If you are capable of getting another person's viewpoint, if you are a good listener, if you have the knack of asking deft questions unobtrusively, if you are really interested in what the other person says, he will expand, and you'll get a good story. If you sit dumbly expectant, or obtrude your personality, or throw him off by interrupting, you probably won't. This can be learned only by practice. Newspaper training is excellent preparation for copywriting. It teaches you how to get your facts, all your facts, be sure of their rightness, state them concisely, and get them OK'd when written.

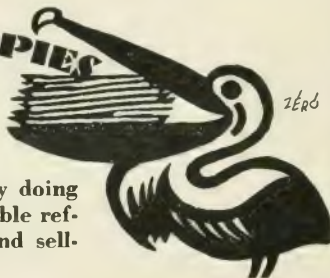
But the copywriter cannot stop with this.

He must now think of his public, and decide how best to translate his story into terms that the public will comprehend.

One of the greatest abilities a copywriter can possess is the ability to rise like a bird in the air and look down upon another city; to transpose himself into another class of society, another kind of home, another type of mind; and write about his product, not as he feels himself, but as he knows the prospective buyer of it will feel. He must sit at a desk in New York City and transpose his mind into that of a woman buying a dress at Marshall Field's; or a clerk in a little Nebraska drugstore deciding to save his money

KEEP YOUR COPIES

AT the conclusion of each volume of the Fortnightly an index will be published and mailed to you. By doing so you will acquire an invaluable reference book on advertising and selling.



and take a memory course; or a busy executive about to place an order for a carload of millwork.

How is he going to know how these people will feel?

Well, every copywriter has his own method. One clever copy chief collected photographs of types of people. When a cub brought him a grand hunk of elegant language about the kitchen stove, the copy chief would pull out a picture of Ma and Pa—Ma, who would bake cookies in such a stove; Pa, who would have to dive down into his jeans for the price of it—and he would say to the cub: "Would these people be persuaded by that copy, do you think? . . . Put these pictures up on your desk and try again."

Another advertising man, noted for his ability to merchandise women's goods, says he gets most of his best slants by just hanging about department stores and watching women buy.

I, myself, get out of New York two or three times a year, and look at the people. I stroll down Main Street, I study shop windows, I wander along department store aisles, I look at the homes. I read the local papers, I talk to business men and home women. It trues up my perspective immensely. When I can't get out of town, I go about New York and look at people; for rolled up in New York and its environs you'll find samples of almost every size of community and every type of mind. When the Democratic delegates and their wives convened all over Fifth Avenue, I took a good careful look at them. What did I see? Why, subscribers to *Royal!* I wrote my next piece of *Royal* copy as nearly as possible from their point of view, and it's the best statement about that magazine of sensible ready-to-wear fashions and smart but conservative patterns that I've been able to make yet.

The young copywriter cannot put too much effort on getting the other fellow's point of view, knowing all kinds of humanity first-hand, and insisting on seeing things as they are, not second-hand, as some other copywriter has seen them. No one can teach you this. You must devise your own method to suit your own temperament and your own outfit of brains. It is the very foundation-stone of learning to write copy that will sell.

[This is the second of a series of articles by Miss Birchall. The third will appear in an early issue.—Editor.]

Gundlach Advertising Agency

Chicago, will direct advertising for the San Telmo Cigar Manufacturing Company, makers of the Robert Bacon cigar.

Harry Beyer

Formerly circulation manager of the Phelps Publishing Company, Springfield, Mass., has resigned to take a similar position with the Engineering Magazine Company, New York, publishers of *Industrial Management* and *Industry Illustrated*.

But No Other Textile Paper Was Asked

Not so very long ago, the head of a large woolen and worsted organization telegraphed us as follows: "Plant totally destroyed by fire. Name best equipped engineer for rebuilding." We named the engineer and contractor. One hundred other people—could have named one or fifty engineers wholly capable and thoroughly equipped—but no other textile paper was asked to perform this service or to assume this responsibility.

We not only want to carry the advertising that the American Wool and Cotton Reporter deserves and the industry warrants, but we also want to give a personal service to every advertiser.

Standard 7x10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
Largest Net Paid Circulation of any Textile Publication
The Oldest Textile Paper of Continuous Publication in the United States

530 Atlantic Ave.
Boston

229 E. Stone Ave.
Greenville, S. C.



WHAT IS THE WOMANS PRESS?

It is the official monthly magazine of the Young Womens Christian Association. Read by 2946 local and 254 National Y. W. C. A. secretaries who control the spending of the Y. W. C. A. budget.

Read by 600,000 Y. W. C. A. members in their homes and in the Y. W. C. A. libraries. Devoted to Y. W. C. A. work and interests. Rates on request.

The Womens Press

600 Lexington Avenue

New York

"What do you mean—
a 24 hour paper?"

Just this—

Morning10,138
Evening12,902

Total Circulation .23,040

—Same ads
Same features
Same editorials

in both editions

Subscribers would no more think of buying BOTH the morning and evening NEWS-TIMES than they would of buying two of our Sunday issues.

6 cents a line for
all day insertion

**SOUTH BEND
NEWS-TIMES**

Daily and Sunday

No duplication guaranteed.

Profitable Agency
Connection for
Advertising Man
Controlling Accounts



SOME clean-cut advertising man controlling his own accounts has an exceptionally attractive proposition awaiting him with one of the smaller high-class advertising agencies located in the Grand Central district (congenial Christian organization)—recognized and well financed. Replies kept in strict confidence.

Address Box—257

Advertising and Selling
Fortnightly, 9 East 38th
Street, New York City

In Sharper Focus

Jesse H. Neal

By A. M.

JESSE is particularly reticent about the exact date of his birth, which is rather surprising when contrasted with his devotion and painstaking attention to the detailed duties of his several positions—one as Secretary-Treasurer of the Associated Advertising Clubs of the World, a post he has filled for three years, and the other as Executive Secretary of the Associated Business Papers, Inc., which office he has honored for one year less than



a decade. Jesse tells us he was born—a fact that we have no reason to question—in Mankato, Minn., and that a few years later forty Sioux Indians were hanged on one community scaffold within sight of his birthplace. Just what may be the particular significance of this harrowing bit of information we are at a loss to explain, but it is included to make the record complete.

We have it on other excellent authority that Jesse first startled the neighborhood during a peaceful interval between two devastating blizzards, which may or may not be symbolic of his later career.

At a tender age, as the realists put it, Jesse was taken to St. Paul, the place that made Minneapolis famous. There he stayed more or less peaceably until 1912. During that period the virus of ambition entered young Neal's soul, and he sought fame and fortune with three different railroads. Whether he gave these jobs up or whether the railroads gave him up is not quite clear, but we next hear of Jesse trying his luck in the "newspaper game." This must have been about the time his devilish versatility began to make itself manifest, for his services on three

different newspapers embraced advertising, circulation and editorial work.

Then came a day when the newspaper field knew not Jesse. He had annexed unto himself a position as secretary of a large manufacturing company, and in his spare moments dabbled, or perhaps it was meddled, with the advertising and sales.

Those yeasty stirrings were still fermenting in Jesse's innards, however, for he turned up one fine day as general manager of a metal building company, said to be the first concern to make a successful portable sheet metal building. Jesse introduced his company's product in every State of the Union and several foreign countries.

After leaving St. Paul in 1912, he essayed to run an advertising agency in Cleveland, but observing the air of affluence exhibited by the "specials" who called upon him, he joined their ranks as General Representative of the Root Newspaper Association. In 1915 this company called him to New York, where one year later he became the first and only Executive Secretary of the Associated Business Papers.

Space and discretion prevent a full recital of his many advertising activities, but we have it from credible sources that he was President of the Town Criers Club, St. Paul; Director of the New York Advertising Club; one of the directors of the Federal Advertising Division during the war; Secretary of the National Advertising Commission; that he managed the program at the Indianapolis Advertising Convention, and was Chairman of the committee that got so many advertising men and women across the ocean to London last summer.

This reminds us that while hobnobbing with royalty and officialdom on the other side, Jesse was decorated by the French Government and had bestowed upon him the title of Chevalier of the Legion of Honor.

One of his hobbies is breasting the briny deep in the Gilbert and Sullivan costume shown in the photograph, which is said to be authentic. Another of his avocations is acting as the official Boswell for some organization or other.

Frank W. Nye

By S. E.

FRANK W. NYE, son of the famous "Bill," was born in Wisconsin, raised in North Carolina, educated in Washington, D. C.; Berlin, Germany, and Ithaca, N. Y., and has lived in Kansas City, Iowa and New York City.

Twenty years ago, in Kansas City, Frank W. abandoned the sale of building supplies in favor of printing, lithography and advertising novelties. There was too much stability and fixity in the building business to suit his adventurous spirit.

The elusive force known as Advertising was pursued assiduously for a time, first with a small class magazine

Announcing Homebuilders' Exhibits



Grand Central Terminal

Millions visit the metropolis every month. Most of them arrive at the Grand Central Terminal — one block from the Homebuilders' Exhibits

30,000 keenly interested homebuilders, now actually putting their savings into New York's largest Building and Loan Association each month, will enter through the Homebuilders' Exhibits to make their monthly deposits. The Homebuilders' program of these people alone represents a total expenditure of approximately \$300,000,000.

Home Builders' Exhibits

The only permanent exhibition for home builders—with stimulating, educational exhibits of nationally advertised and tested materials, methods and equipment for home builders. Situated in the very heart of New York City.

Tens of thousands of other prospective home owners will visit and study Homebuilders' Exhibits—the 30,000 being only a guaranteed nucleus attendance. Representation in Homebuilders' Exhibits will bring your products to the favorable consideration of increasing numbers of prospective home owners.

Exhibit Your Products

Trained attendants will explain your products and distribute your literature. Substantial manufacturers and distributors will be represented here. Many of the largest and best known manufacturers already have secured space and service. Let us send you further information regarding the exhibit. Write today.

HOMEBUILDERS' EXHIBITS, Inc.

Lexington Avenue, Corner 44th Street

Address until completion of New Building

37 West 39th Street

Operated in conjunction with

HOME OWNERS' SERVICE INSTITUTE, Inc.

Opening June 1, 1925, in Building and Loan Building (Owned by Railroad Co-operative Building & Loan Association.)



At your service

The courteous girl at the switchboard speaks the first word in more than two million conversations an hour. Presiding day and night at the busy intersections of speech, she is always at the call of the nation's homes, farms and offices.

Out of sight, and most of the time out of hearing of the subscribers, little is known of the switchboard girl—of her training and supervision under careful teachers, and of her swift and skilful work. Likewise, little is known of the engineering problems necessary to bring the terminals of sixteen million telephones within the reach of a girl's arm, or of the ceaseless work of maintenance which in fair weather and storm keeps the mechanism fit and the wires open.

America's millions of people must have at their command means of direct and instant communication, and the Bell System must ever be in tune with the demands of national service.

These are the components of America's system of telephony: The best of engineering, the best of manufacture, the best of facilities—and a personnel trained and eager to serve.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM

One Policy, One System, Universal Service

To
Reach

Lumber Manufacturers,
Woodworking Plants
and Building Material
Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.



**The Only Denno in
Canadian Advertising**

You cannot effectively place your
Canadian Advertising by merely
consulting a Newspaper Directory. You
need an Advertising Agency familiar
with "on the spot" conditions. Write.

A-J-DENNO C. Company Ltd.
Reford Bldg. TORONTO.

—*The Craftsman*—then with some women's magazines of large circulation. He gained familiarity with the small town field through *Today*, annexed a general agency experience with Churchill-Hall, and served a term with Hearst on *Hearst's Magazine*.

A few years ago the outdoor field claimed Frank Nye, and it is in that scenic atmosphere that he expects to



spend the rest of his business life. To that end he had himself elected president of Ivan B. Nordhem Company in October, 1921. Recently the company changed its name to Outdoor Advertising Agency of America, which has been familiarly B-V-D'd to "O-double-A."

Frank Nye's love of golf is natural, for he was born under the sign of the nibleck—when the first golf club in the United States was being organized—in 1887.

Charles A. Tucker

Formerly assistant advertising manager Shur-On Optical Company, Rochester, N. Y., has resigned to accept position of assistant sales manager with Schaefer Ross Company, same city, manufacturer of photographic advertising.

Street & Finney

New York agency will direct only the advertising for the toilet soap department of the John T. Stanley Company, same city, and not for the company's other products, as may have been inferred from an item published in a previous issue of this paper.

Frank G. Morris Company

Merchandising and advertising counsel, have moved to new offices at 250 Park Avenue, New York City.

College Humor

Will move on May 1 to its own building at 1050 N. La Salle St., Chicago, Ill.



By Caravan to Cathay

In ancient days the merchants of the Orient turned wistful eyes on China—opulent, swarming, mysterious. They itched to take their goods by caravan into a far-away market—to the teeming cities, to the rice farms, to the peaceful, prosperous villages. But transportation by camel-train was a tremendous and perilous undertaking—and they had heard of a great wall to resist intruders. They couldn't get in.

In these modern days, merchants and manufacturers carry their goods to Cathay—the opulent, swarming cities, the busy villages, the receptive farmsteads of the great United States. They do it by caravan, with its packs filled with the treasures of invention and of industry. That caravan goes every month. It is expected by more than a million women who buy through its advertising pages, with the wall of resistance torn down by its endorsement. Send your goods to Cathay by caravan—

GOOD HOUSEKEEPING

More Than a Million Readers
More Than a Million Buyers

Is Your House Organ a Nuisance to Edit?

VERY PROBABLY IT IS. Because it is a side issue with you, and side issues have a most annoying way of getting out onto the Main Line and interfering like the dickens with an executive's plans and progress.

You wouldn't stop the little magazine for anything, because it is doing good work. But if only someone would take it off your shoulders and edit it for you as you'd like to edit it if you had the time—what a big lift it would be!

If only someone could drop in for a talk with you once a month say, and you could unburden yourself of all the thoughts and ideas that had accumulated in your mind; and if that someone would gather them up and take them away, and add still other thoughts and ideas of his own, and turn them into stories and articles and editorials, and bring them back to you all set in type and illustrated, ready for you to O.K.—wouldn't that kind of editorial service appeal to you? Couldn't you use your own time more effectively? And couldn't you and that someone make your house magazine heaps more interesting and vital?

Then You May Be One of the Two—

I DO JUST THAT for four busy executives. I edit their house magazines for them from my own office, so that they don't even hear the wheels go round. Periodically I call on them, and upon the department heads of their businesses, and gather the "makings" for the next issues of their monthly publications. This material I turn into "copy"—fiction, illustrated articles, editorials—and submit it to them in manuscript form or in page proofs as they prefer, and then see the magazine through the printer's and ready for the mail. For this service I charge a monthly fee, payable as salary. They pay the printing, art work and engraving bills direct—and *net*.

I can fit just two more small monthly publications into my schedule and will entertain inquiries from that number of high-grade business houses for this editorial service.

By way of giving my background, I may say that my experience includes fifteen years of advertising and sales work; editorial work on business publications; contributing to *S. E. P., Collier's, System, Advertising and Selling Fortnightly, The Printer's Ink* publications, *Business*, etc. I like editorial work and have found my present method of working both pleasant and profitable—for me and for my clients.

If your house organ is a nuisance to edit, or if you think it might be more effective if it were more purposefully edited; or if you haven't any house magazine but have in mind starting one, there can be no harm in our talking the matter over. Mayhap my services will prove just what you have long needed or wanted, and your company may be one of the two I am seeking! How shall we know, without you write me and outline your problem?

Address me: House Magazine Editor,
care *Advertising and Selling Fortnightly*,
9 East 38th Street, New York.

How Dennison Company Meets the Slumps

[CONTINUED FROM PAGE 16]

sumers and frequently eliminates the advertising to retailers and industrial companies entirely.

Perhaps this story of what has been done to offset slumps will be made somewhat clearer by digressing for a moment to tell something about the Dennison company's products.

When the company started in 1844 it made only the fine boxes in which retail jewelers put rings, watches and so on. This business was very seasonal. To make it more uniform the company did a lot of promotional work to show business men in other lines that they could benefit by packing their goods in higher grade boxes. Little by little the idea was accepted until now almost all such products as perfumery, candy, toilet articles and cosmetics come in high-grade boxes. This is mentioned merely to show that Dennison has always been on the watch to find ways to do away with slumps even though they be only seasonal in nature. By stimulating these other uses the seasonal evil from the box-making departments has been greatly reduced.

These boxes are, of course, sold to retailers and to manufacturers. Therefore, the box business is gone after with salesmen and with advertising in trade papers.

An entirely different line of product which is, however, also sold to manufacturers and to retailers consists of paper tags and labels used for shipping, for marking prices on goods and for a hundred other uses. Included in this branch of the business are such items as gummed index tags, gummed tane, glue, paste, mucilage and sealing wax.

THERE is also a crêpe paper division which turns out crêpe paper in bulk, paper napkins, decorated crêpe paper, paper caps, festoons and hall trimming. These products are sold through retailers. The people who buy them for use in the home are spoken of as "home consumers." They are advertised to in the women's magazines of large circulation.

During the boom period the company had developed many new products for the home consumers but had not put them on the market because the factories already had all the business they could safely handle.

At the meeting in January, 1920, it was decided to get ready to push these new items just as soon as business began to show signs of dropping off. That involved teaching the salesmen the talking points and preparing advertising copy.

For the items sold to retailers and manufacturers a campaign of special advertising in trade papers was laid out and to tie up with this the sales correspondence department planned to get out several hundred thousand letters to the consumers of these goods. On one item on which in 1919 less than \$200 had been spent for advertising, it was planned to spend \$15,000 in the year when the slump was on. While this was not typical of all of the increases, the advertising of industrial products was expanded about 60 per cent.

Advertising to the home consumers in the general magazines was laid out on a scale that would call for something more than triple the amount that had been spent during the previous years of good times.

THIS was a radical departure from the usual policy. The common practice of most businesses is to make the largest expenditures for publicity during periods of prosperity, when advertising is the least needed, when it has the most competition to overcome in attracting attention and when it can be less effective.

The Dennison policy is just the reverse. In good times it advertises very moderately—only enough to retain momentum and keep the name and merchandise before the public. In periods of business depression, Dennison employs all forms of publicity to the fullest degree, utilizing then to good advantage the advertising appropriations which were neither needed nor spent during the time of prosperity. This policy is based on the common sense idea that the time to raise your voice and shout is when the other fellow does not want to hear what you have to say and consequently is not listening carefully.

While all of these advertising plans were being made, a lot of thought was being put on what would be done in the way of increased personal selling effort. First, the existing sales territories were studied and as a result subdivided so as to permit a more intensive cultivation. It was decided that when the time came, five new district sales offices would be opened in important cities. The number of salesmen in the field was to be increased about 50 per cent. This meant that these men had to be secured and trained in the Dennison lines and policies.

During the period of prosperity, when it was no trick at all to sell all the factory could produce, the policy

of having the salesmen make house-to-house canvasses had been discontinued. Now with the slump in sight, preparations were made to resume that activity as part of the forthcoming intensive selling effort.

As part of the policy of cultivating the market more intensively, a careful analysis of the trades and industries in the principal cities was made to discover new uses for the products and to find new customers. This analysis also showed how to get much new business from old customers.

It was planned, when the time came, to turn trade specialty salesmen loose in many districts in an effort to open up new avenues of sale for special boxes, holiday merchandise and the many items that are sold to manufacturers and merchants for their own use.

The months between January and the late Fall of 1920 were spent in perfecting these various plans and in getting everything ready so that they could be put into operation without delay when the time came.

The forecast as to when the depression would hit turned out to be surprisingly accurate. The first definite sign that liquidation was about to start came when the representative of a great eastern merchant called at a Dennison office and said that he wanted several hundred thousand price tags. The usual promise of delivery was given him which at that time was about six weeks. That, he said, was not at all satisfactory. He wanted them that day and he was willing to take any kind or a dozen different kinds provided they were suitable for pricing merchandise at marked down prices. His price reductions were going into effect at once.

FROM then on the wave of violent liquidation proceeded rapidly.

Salesmen began to send in reports that factories were going on short time and, because they were shipping less, had less need for tags and labels. Retailers' sales were falling off so they too did not need goods. Nearly all of these sad letters from the salesmen carried a plea for cooperation by means of strong letters to the trade and by advertising in the trade papers. As a matter of fact, the advertisements that had been prepared months before had been released and the letters were ready to go out on schedule.

Orders had also been given to the general magazines to carry the new advertisements. While during the boom the company had been building up a surplus by keeping this kind of advertising at a minimum, it now began to spend that surplus at about three times the normal rate.

The house-to-house canvassers and the trade specialty salesmen were turned loose and told how to cash in on the cooperation they were getting with all forms of publicity.

The new lines and the new uses for old lines which, during the boom had

"Peace and Progress"

NEARLY a year ago Louisiana closed a Gubernatorial campaign. The New Orleans Item, along among the newspapers of New Orleans and the larger papers of Louisiana, espoused the election of the Hon. Henry L. Fuqua. It fought against fanaticism and religious intolerance on the one hand and demagoguery on the other.

On the day The Item announced the election of Governor Fuqua by an overwhelming and virtually unprecedented majority, the Governor-elect wrote the Item as follows:

"Permit me to congratulate The Item on your share in the victory that we have won.

"From the very outset of the campaign, long before it formally opened, you have sounded and continued to emphasize a note of appeal to the conscience and intelligence of the people of Louisiana that high above the din of partisanship and false issues rang true and clear, and it must be as gratifying to you as it is to me to realize that such an appeal was not in vain.

"Indeed, the result is inspiring and should encourage us to ever continue our efforts for 'The Truth shall set you free.'"

During the first part of the present year New Orleans went through an unprecedented Mayorality campaign. The Hon. Martin Behrman, who along with his ticket, emerged victorious from that campaign, was supported alone in the newspaper field by The New Orleans Item and the Morning Tribune.

Following his election Mr. Behrman wrote The New Orleans Item and The Morning Tribune as follows:

"I feel that I would be recreant, and withholding a tribute justly due, were I not to say to you that without the assistance rendered by The Item and Tribune we could not have won the campaign. The tribute is the more deserved in view of the fact that your conduct as a journalist was made a direct issue in the campaign."

Governor Fuqua made "Peace" the watchword of his campaign. Mr. Behrman adopted "Progress" as the motto of his campaign.

The Morning Tribune and The New Orleans Item stood in both campaigns as they have always stood—for the conditions and issues which meant the greatest good to the greatest number. It is pleasant to record that their position for peace, progress and prosperity for Louisiana has been indorsed by a majority of voters of City and State.

The Morning Tribune THE NEW ORLEANS ITEM

JAMES M. THOMSON
Publisher

A. G. NEWMYER
Associate Publisher

keith & shaw
advertising art

MADE IN THE U.S.A.

The Complete Book on ENGRAVING AND PRINTING

"COMMERCIAL ENGRAVING AND PRINTING" by FRED W. HASKELMAN (second printing, revised) is a gold-mine of information for advertising men, artists, printers, salesmen and students. \$5.00 paper, over 3500 illustrations, 95 related subjects.

Hundreds of examples, suggestions and reference features. Tells how to choose kind of art, process of reproduction, plates, paper, color, etc.

Write for FREE prospectus showing sample pages, approval offer, payment plan, etc., etc.

Commercial Engraving Pub. Co., Dept. RR, Indianapolis, Ind.

\$63,393 from One!
Letter

\$63,393.00 worth of merchandise sold with a single one-page "form" letter at a total cost of less than \$100.00! Send 25c. for a copy of **Postage Magazine** and an original copy of this letter. If you sell, you need **Postage** which tells how to write Sales-Producing Letters, Folders, Booklets, Home Magazines. Subscription \$2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail!

POSTAGE 18 East 18th St., NEW YORK, N.Y.

Free Mailing Lists

Will help you increase sales and for 1925 will give you a complete list of 100,000 names of business and professional people in your area. Includes 99% guaranteed 5 each

ROSS-GOULD Co. (INCORPORATED)
1115 So. St. Louis

Letters That Come In The Morning's Mail



WALDEMAR KAEMPFERT
Vice-President,
Thomas F. Logan, Inc.
New York

To have achieved success in the short space of two years is evidence enough that your publication meets a real need.

It is not so much what a publication teaches that counts as the original thinking that it stimulates. As a thought stimulator the Fortnightly could hardly be surpassed.

Waldemar Kaempffert

Advertising and Selling FORTNIGHTLY

been withheld from the market, were now launched. An example of this was the use of crêpe paper for making costumes, decorations and women's summer hats. The sales of materials for these purposes alone represented about one-third of the total sales of crêpe paper and made it possible to keep that division of the plant operating at capacity for the entire year. The intensive development of sealing wax craft was also so successful that the wax department had to resort to overtime work to keep abreast of the orders.

These two instances are well worthy of the consideration of any business man whether he be a manufacturer, a retailer or a wholesaler, for they certainly show that even in severe depressions, when there is a great deal of unemployment, people have money to spend on things that cannot exactly be called the bare necessities of life.

A large part of the credit for this expansion in sales to the home consumers is due to the district service bureaus. This is an activity that was instituted in the early months of 1921. During that year more than a score of women were trained and assigned to the district sales offices in twenty-five cities. It is their mission to create business for the dealer from every possible angle. They show the dealer and his clerks how to display the line, how to use it and how to recommend and demonstrate it. They interest the school boards in products for kindergarten and practical art instruction and conduct classes under the auspices of clubs and associations.

THE radical policy of courageously spending large sums when things looked worst was completely justified by the results. While during the succeeding general business depression of about a year the sales of the goods used by manufacturers and merchants were not quite up to normal, through advertising and intensive sales effort sales in the home consumers' lines were increased. The extent to which this offset the effect of the slump in the other sales is shown by the fact that sales in 1919 were \$10,475,000; in 1920 they were \$15,195,000, and in 1921 they were \$12,800,000. Considering that the average prices at which goods were sold in 1921 were approximately 3 per cent below those of 1920, it is apparent that the sales as measured in amount of product were, because of the extra effort, only slightly smaller.

While like all other manufacturers the Dennison Company suffered losses on inventories due to the drop in prices, these losses were very moderate. When the company became sure a year ahead that the drop was coming it took steps to make certain that inventories would be no larger than necessary. Gradually the overtime operation of plants was reduced and every means taken to keep the inventories of raw materials, goods-in-process and finished goods only large enough to insure against delays in production and in making shipments.

The company was not caught with extra large inventories which had been piled up in the hope of reaping a purely speculative profit.

The good work of the sales department and the effectiveness of good advertising used freely and bravely in had times was, of course, reflected in the factory. The factory employees, in fact, benefited from the maintained sales at least as much as did the stockholders. The maximum reduction in the factory force came in January of 1921 when the selling activities were just beginning to get under way. It then amounted to only 4 per cent of the total force. For the entire year of the depression the average unemployment in the Dennison plants was only 3/4 of 1 per cent. Only a very small part of the unemployment fund set aside by the company to tide workers over slack periods had to be used. From this fund all employees with dependents are paid 80 per cent, and all without dependents 60 per cent of their regular wages when laid off for more than a half day.

That the workers appreciated the efforts of the company to keep production up to normal is shown by the attitude of their representatives on the Works Council when it ultimately became necessary to readjust wages to meet the new price levels. They also cooperated to the full in helping the company to increase production, reduce wastes and lower costs, and so helped to solve the mutual problems of the management and the employees.

There can be no doubt, in the light of the results as shown by these figures, that the experiment was an unqualified success. The depression hardly existed for the Dennison Company although it had usually been painfully aware of previous slumps. And it must be remembered that what was done was done almost alone.

While no one is prepared to say that every business could keep its sales as near to normal as this company did by using their methods, yet a number of others did try it and succeeded. If enough would try such plans the violence and length of future depressions would probably be much less. Certainly if business cycles are largely caused by wrong business methods they can be largely eliminated by sticking to good methods.

The formula is simple:

1. Don't over-expand in good times—hold back somewhat instead; and
2. Don't hold back too much in bad times—spend money then to get new business when it is needed.

J. M. Hopkins

Has been appointed advertising manager of the American Press Association, New York. Mr. Hopkins was recently with *The American Weekly*.

Machen & Dowd Company

Advertising agency, is now located in the Richardson Building, Toledo, Ohio.

“WHO IS THIS FELLOW?”

☞ He's a Family Man—ninety-six per cent of all Rotarians are married. They shave, smoke, read and play a jazz record now and then. Whatever you buy for your home-life, from a collar button to a grand piano, these men buy.

☞ Of 1,000 Rotarians questioned, 85% own their homes; 96% have an average of two children each; 45% smoke cigars; 26% smoke cigarettes; 20% stick to the briar; and 26% don't smoke.

☞ And listen to this:—36,517 own radio equipment, costing \$6,677,900.81.

He's a fellow worth talking to.

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

THE
ROTARIAN
The Magazine of Service

Mid-West Representative:
Howard I. Shaw
126 West Madison Street, Chicago

Member Audit Bureau of Circulations

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

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the March 25th issue must reach us not later than March 16th. Classified advertisements will be accepted up to Saturday, March 21st.

EARL B. SHIELDS
Advertising

WE are glad to handle, in connection with any client's publication advertising, his complete direct-by-mail campaign; we believe that only through the coordination of those phases of his publicity work can be set the greatest possible return from his appropriation.

1623 HARRIS TRUST BLD.
CHICAGO

When You're in the Rough—



Illustration from Dept. B 109
The CRAM STUDIOS
Muskegon, Michigan

Intimate Contact with a Great Market

DURING the nine weeks just passed, the plans for construction and extension of power plants, gathered at first hand by POWER PLANT ENGINEERING'S field representatives and from other reliable sources, call for the expenditure of over \$500,000,000.

Most of these projects are in the charge of engineers who are subscribers to POWER PLANT ENGINEERING, who use it as their buying and operating guide and, in turn, by correspondence and contributions, keep it informed on progress.

Advertising in POWER PLANT ENGINEERING influences the 23,252 men with buying authority in these and other progressive plants throughout the country.

Distinctive Features:

1. A record of 29 years' continuous service to the power plant field.
2. Covers every phase of power plant installation and operation with authoritative information.
3. Its entire organization is devoted exclusively to this one publication.
4. Frequency of issue that is effective and economical for reader and advertiser—published on the 1st and 15th of each month.
5. The power plant guide in 35 leading industries.

POWER PLANT ENGINEERING
A.B.P. 537 So. Dearborn St., Chicago, Ill. A.B.C.

Your story in Picture leaves NOTHING UNTOLD

GOOD taste sometimes prevents an advertiser from speaking on the printed page as freely and fully of his product's quality as he might in a personal conversation.

But an illustration can use the superlative degree not only without offense, but with real conviction.

It may be an illustration, or merely a decoration—yet it gives that accent to cold type which we call personality in an individual, quality in a product.

May we suggest just how you can tell your "story in picture?"



GATCHEL & MANNING, Inc.

C. A. STINSON, President

Photo-Engravers

PHILADELPHIA



"Big Business" and Distribution

[CONTINUED FROM PAGE 18]

of the business of distribution on a "one-man" or small company basis—with resultant high costs, confusion, strife and ferment.

If the business of manufacture were still being conducted on the same small scale upon which distribution is largely practiced today, we should still have high production costs and lack of standardization. If railroads were still being operated on the old short-line basis, we would have utter chaos in transportation. Why, then, expect anything else from the distribution field?

For some time past small business men engaged in retail and wholesale distribution have been at a serious disadvantage. They have served as the targets for the high-priced brains of big business. Only in recent years have they been able to get away from its rather thoughtless domination. One of the disgraces of American business is the manner in which retailers have been oversold and pushed into purchasing in a way that disregarded all logic and economics, with the net result that in most fields retailers were chronically insolvent. It has been estimated that until recent years, two-thirds of the retailers of the country could always be proved to be insolvent if their position were interpreted on a basis of sound accounting.

WE are now entering upon an era when big business in other forms than chain stores is being applied to distribution. Department stores have already started in this direction. It may not be widely known that there are today 175 separate chains of dry goods or department stores, and that the Retail Research Association and the American Retail Association, newly formed cooperative buying groups, constitute a new development whereby without financial consolidation the benefits of big business are reaped.

Obviously, the next group to be organized will be in the jobbing field. The Canadian merger earlier referred to is highly significant and is creating wide interest in this country, particularly so because it is being financed by men from the United States. The flow of competing jobbers' salesmen into a single retail store in any given locality is today a distribution scandal. It is not unusual to find from five to fifteen salesmen scurrying after one order! Five to fifteen jobbers' trucks criss-crossing deliveries into the same district! And the direct-selling manufacturer adds to the cost and confusion with his salesmen.

Jobbers have already succeeded in bringing down their costs of doing business, but it is certain that salvation will not come with administrative economy. Also, little can be expected

in the way of larger discounts. The dilemma of the jobbers seems to call for more drastic, fundamental changes than have yet been applied. One such change is consolidation; another is co-operation.

As a result of the application of the big business idea, it is by no means improbable that we may once more have with us the truly "national" jobber, a species of distributor who disappeared of late years chiefly because of the growth of the country and his failure to grow in size, capital and plan to meet this great growth. National advertisers like National Biscuit Company, who sell direct, are in effect national jobbers for their own line, with local warehouses and functions which are extremely akin to those of a local wholesaler.

Oakland, Cal., is a perfect nest of branch factories and warehouses for well-known eastern manufacturers. The absence of any adequate large-scale jobbing houses has forced many important firms to do their own wholesaling when it would have been more economical for them to do business through wholesalers if adequate service were available. Lipton's Teas tried its own local warehousing system at various points and abandoned it for the special distributor idea, paying wholesalers more for good service. Wholesaling and jobbing are inevitable business functions. Unless manufacturers are all to become "vertical trusts," performing all functions from producing raw material to making consumer deliveries, we must for a long time have jobbers.

Obviously jobbing needs the big business idea, difficult though this may be to apply; but until it is applied, we shall continue to see the steady decline of jobbing and the rise of vertical trusts, direct selling, and combined units of retailers, either through actual financial consolidation or through co-operation—which retains individuality while at the same time it applies the powerful tools of group strength.

This is an age of "big business." It cannot be avoided, especially in this country of huge buying power and three-thousand-mile-long selling territory. The sooner the distribution end of business is brought on a par with manufacturing, transportation, etc., by means of "big business" methods and policies, the sooner will we see lower distribution cost.

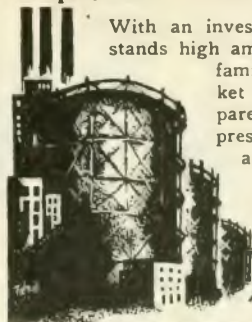
J. B. Murphy

Has been appointed assistant sales manager of J. D. Wallace & Company, Chicago, manufacturers of woodworking machinery.

Edwin Laughlin

Formerly Pennsylvania district manager for the Pompeian Company, is now representing the W. O. Woodward Company, Inc., in their drug sales department in the southern territory.

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

Keeping Business

is as important as getting it

THE value of the good will novelty is being demonstrated more effectively with every year. For this unique type of advertising is filling the last gap between the executive and his customers.

The good will gift expresses gratitude and friendship—it is a compliment. The very fact that its giving is uncalled-for, makes it doubly appreciated. It is a constant reminder that accumulates value with the passing of time.

Guard your business associations by personalizing them. The good will gift is effective and economical.

As the World's Foremost Manufacturers of Metal Novelties, we offer the most complete line of quality items at prices which invite comparison.

THE GREENDUCK COMPANY
1729 W. North Avenue
CHICAGO



SEND FOR CATALOG

THE GREENDUCK COMPANY, 1729 W. North Ave., Chicago, Ill. Gentlemen: Kindly send without cost or obligation a copy of your 1925 catalog of Good-Will Advertising Novelties.

Name

Firm

Street

City

State

Ad. F-3/11

The Advertiser's Weekly

The Organ of British Advertising

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

The only Advertising Publication in Great Britain giving audited net sales figures.

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

Subscriptions \$5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City

New England Office—c/o Mr. Frank E.
Wills, 148 State St., Boston, Mass.

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt 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

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

\$721,658 is the average amount of work on the boards in the architectural offices using the 1924 edition of THE AMERICAN ARCHITECT SPECIFICATION MANUAL.

Representation in the Manual is a service rendered free to architects in THE AMERICAN ARCHITECT.

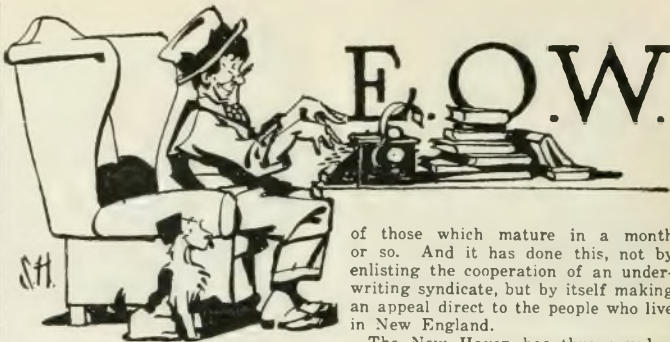
Full details sent on request.

243 West 39th 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.



"The Last Laugh"

Maybe there is another motion picture as fine as "The Last Laugh." If there is, I have yet to see it.

The simplicity of it! The beauty of it! The sincerity of it!

Here are no gorgeous "sets"; no vast armies of marching men; no bathing girls; no baronial halls in which ex-telephone girls and ex-shipping clerks disport themselves. In their place is an Idea—an idea which is as beautiful and as soul-stirring as the "Song of the Volga Boatmen."

A Thomas Is Needed

In the early '80s, or possibly late in the '70s, the first apartment house in New York was built. Until a very few years ago, the designers of pretty nearly every multi-family building erected in this city were influenced, more or less, by what the men who had planned New York's first apartment house had done. The outstanding feature of those buildings was a long and narrow entrance hall, leading to each apartment.

Then along came an architect named Thomas. He eliminated the entrance hall, and utilized for living purposes the space it had formerly occupied. Furthermore, by rearranging the floor space at his disposal, he provided cross-ventilation and, in many cases, sunlight.

Sometimes, it seems to me, a Thomas is needed in the business of advertising—a man who will eliminate more than one of the traditions, the inhibitions, the obsessions which chain it to the past.

Customer-Ownership

As most men who keep posted on such matters know, the New York, New Haven & Hartford Railroad has a bond issue of about \$23,000,000 which matures in April, 1925.

The management of the New Haven is meeting this obligation in a way which, as far as my knowledge goes, is new in railroad financing. It has asked its New England patrons to come to its assistance by subscribing to an issue of bonds which will take the place

of those which mature in a month or so. And it has done this, not by enlisting the cooperation of an underwriting syndicate, but by itself making an appeal direct to the people who live in New England.

The New Haven has thus saved a substantial sum of money—somewhere in the neighborhood of \$2,000,000, I understand.

I happen to know that some such thought as this—financing through the sale of securities to patrons—is in the mind of more than one railroad president.

They believe—and I think they are right—that it would be a good thing for everybody if the railroads they manage were owned, in large part, by people who live in the territory which those railroads serve.

"Beautifiers"

Recently, because of illness in my home, I have had to visit the drugstore in my neighborhood several times a day to purchase sickroom supplies. Almost always, I find, ahead of me at the counter, one or more women who are buying "beautifiers"—hair washes, cold creams, lotions, flesh reducers, nail polishes and a hundred other articles which are intended to do what exercise, fresh air and sunshine do ever so much better.

Almost always, too, at the cigar counter, are other women. They whisper their wants, but no special intelligence is needed to figure out what they are buying.

I asked the proprietor what proportion of his sales is of beautifiers and cigarettes. "I can't say, offhand," was his answer. "But I know that if we had to depend only on what the men buy, we would have had to go out of business long ago."

Fashion Note

When, as happens frequently at this time of year, an incoming steamer from the tropics has among its passengers one or two men who wear straw hats, the matter is regarded as sufficiently important to justify mention of it by the ship reporters.

If these same reporters would look inside the doors of any one of the thousand or more butcher shops in Manhattan they would see plenty of straw hats. It's a way all butchers seem to have.

The reason? Ah, that is a question I cannot answer. JAMOC.



Playing a Return Engagement

FOR the first time in fifteen years the Convention of the Associated Advertising Clubs will be held twice in the same state... the first time in fifteen years it has played a return engagement. It was held in Texas, at Dallas, in 1912... and it will be held again in Houston, this year, 1925.

The Dallas Convention was epochal; it marked the beginning of the "TRUTH" movement. The Houston Convention will mark another epoch—The Pledge of Advertising for World Peace!

Yes... the Advertising folks are coming back to Texas to rededicate themselves to the old task... "Truth in Advertising"... and to take up the new task of making Advertising the universal language of Peace and Good Will among the Nations of the World.

World Advertising Convention May 9th to 15th

In the opinion of nearly everyone, in position to know, this 1925 convention will be the biggest and most helpful ever held on American soil. But aside from the convention itself... there are other good and sufficient reasons why big business men of the country should attend.

Manufacturers are always seeking new markets... They are interested in raw materials, cheaper transportation, quicker distribution.

Wholesalers and manufacturers are interested in locations for branch houses... so that they can more economically and efficiently serve their trade.

Investors are interested in any locality that is developing sanely and surely... and where there is still a rapid increase in values.

Your impression of Texas may have been gained through a perfunctory study of it in your geography years ago... or through some romantic magazine story or lurid movie.

To know the REAL Texas you must visit it... and there is no better time than when thousands of business men from all over the world come here to the 21st Birthday Party of the A. A. C. of W.

An 88-Story Hotel

No, not all under one roof—but its equivalent in the eleven Class A Hotels that have been reserved for the convention. Plenty of room for all.

Consult with your local "On-to-Houston" Chairman about plans, rates, reservations, etc. Or, write to EXECUTIVE COUNCIL, WORLD ADVERTISING CONVENTION, HOUSTON, TEXAS.

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How to Pay Sales Managers?

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If a sales manager is paid on the basis of net profits, he becomes a bigger executive, a more tractable organization man, an official who is more closely tied to the concern which employs him. It is sound theory that the man who can build a market is the key-stone in the business arch. All business is, in fact, primarily a selling operation. When a firm can no longer sell, all other operations become unnecessary. Just as long as sales can be made, people can be hired to take care of and direct other operations. Even capital can be interested if it can be demonstrated that sales can be made.

Granting the truth of these statements, isn't it fundamentally unfair and unsound to continue to expect that creative sales management ability can be hired solely on the wage system? Dick, who produced \$1,340,000 in net profits at a cost of 4 per cent for his salary (or one-half of 1 per cent on sales) was almost giving himself away. He was justly entitled to one-half of 1 per cent, or 1 per cent of net profits in addition to a good salary—at least \$16,000 or \$18,000 a year.

I am fully aware that there is a difference between businesses and between sales managers. A concern with a good volume of sales and earning large net profits naturally should not pay its sales manager as high a percentage on net profits as the concern which has small earnings. After all is said and done, however, the matter of calculating a sales manager's salary on a just basis becomes a mathematical problem.

In most of the manufacturing centers of the United States there are numerous factories, many of them turning out good articles, which suffer from too low a volume of business to compensate them for their large overhead. The men who own these factories seem unable to grasp the modern arithmetic of business and selling, which calls either for a capital investment sufficient to afford a real sales manager, or a policy of attaining a desired sales volume by turning out quantity merchandise of high quality at a low price. Your typical board of directors will buy good bricks and mortar, fine office furniture, and up-to-date machinery, and cheerfully pay the price. Then, with farcical economy, they will seat at their mahogany desks men who are far cheaper and lower in standard than the machinery and furniture itself.

Theater Guild Program

Has been published by Cornelia P. Lathrop since 1920, and not since 1900, as was stated in an item published in these pages in the issue of February 25.

Advertising Calendar

MARCH 12-13—Convention of the Agricultural Publishers Association, Chicago.

MARCH 12-13—Convention of the Screen Advertisers' Association at Cleveland, Ohio.

MARCH 19—Monthly meeting of Eastern Industrial Advertisers, Benjamin Franklin Hotel, Philadelphia, Pa.

MARCH 24—Annual "Get-Together" of the Export Managers' Club of New York at the Hotel Pennsylvania

APRIL 24-MAY 17—Annual exhibition of the Art Directors' Club, New York.

MAY 6-8—Association of National Advertisers, Chicago.

MAY 9-14—Associated Advertising Clubs of the World, Houston, Texas.

MAY 10-14—Annual convention Association of Newspaper Classified Advertising Managers, at Houston, Tex., in conjunction with general convention of A. A. C. W.

MAY 10-15—Association of Newspaper Advertising Executives, Houston, Texas.

MAY 18—National Association Employing Lithographers, Briarcliff Lodge, N. Y.

JUNE 2—Advertising Managers' Conference, William Penn Hotel, Pittsburgh, Pa.

JUNE 8-10—Summer Convention of the Insurance Advertising Conference, Briarcliff Lodge, New York.

JULY 17-18—Conference Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20-22—Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

OCTOBER 14-16—Financial Advertisers Association, Columbus, Ohio.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

A Study in Suction

[CONTINUED FROM PAGE 26]

only for the purpose for which it was purchased, but for many others.

Mr. Slee was one of the first men in the United States to realize that the consumer is the most important factor in merchandising. Get him interested and everything else is easy. Make a good article, an article which is needed, offer it at a fair price, get the trade to cooperate with you, above all, employ "suction"—that is the formula.

Outside of being a pioneer in advertising, Mr. Slee has done something else which is more or less unique. He has never "milked" this business. He has never taken out of it, for his own use, more than a relatively small percentage of the profits. Ten years after the business was established and when it was in a condition which would have justified him in paying himself a good salary, he declined to do so. Like an intelligent farmer, who "plows back" into his land a good share of each year's profits, Mr. Slee "plowed back" into his business all but a small percentage of the profits.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. It lists publishing properties for sale. HARRIS HUBLE COMPANY 345 MADISON AVE., NEW YORK CITY

DIRECT TO HOME ADVERTISING Catalogs, booklets, samples, etc. distributed carefully. Eastern and Central Pa. counties. Small town and farm homes' special package deliveries, sign tacking, etc. Write Victor Erlenmeyer, Adv. Agency, Quakertown, Bucks Co., Pa. Phone 74-J.

Position Wanted

ARTIST

Commercial; young man, 19, experienced in lettering, borders; desires position with first class house in his line. Box 252, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN AVAILABLE

Eight years' practical experience leading trade publications—make-up, editing, copy writing, production and advertising details. Skilled in mechanical details of printing, art work, engravings. Forceful correspondent—merchandising and sales ability. Good printing supervisor and advertising man for trade paper or house organ. Now employed in New York. Age 30, married, college trained. Salary \$250-\$300 per month. Box 255, Adv. and Selling Fort., 9 East 38th St., New York City.

COPYWRITER

Versatile, have written copy on wide range of accounts for trade papers, new-papers, direct mail and house organs. Can assume responsibility for complete campaign. Now copy chief in N. Y. C. agency. Seek connection with greater possibilities. American, Christian, under 30, university education. Box 248, Advertising and Selling Fortnightly, 9 E. 38th St., New York City.

PRODUCTION MAN

An energetic young man with nine years' experience in directing printing, engraving and lithography. Can buy paper and estimate printing costs. Also write copy and make layouts. Age 27. Box 253, Adv. and Selling Fort., 9 East 38th St., New York City.

I'VE SERVED

MY APPRENTICESHIP

Four years' experience advertising (technical) and editorial department detail; ready for some constructive work in sales letters, copy, layout, typography. Box 256, Adv. and Selling Fort., 9 East 38th St., New York City.

Who can use an "Advertising Friday"—a well-trained, thoroughly dependable executive? Began in retail stores, several years on the road and several years in advertising and sales promotion. Writer of copy, plans, business stories, industrial impressions, correspondent, investigator and salesman. Very broad knowledge of merchandise including semi-technical products. Age 45, married, Christian, in good health, splendid personality and immediately available. Address Apartment D9, 1192 Walton Avenue, New York City.

Position Wanted

ADVERTISING MANAGER'S

Assistant, experienced buying, printing, photo-engraving, electrotyping, art layouts, catalogs, booklets, circulars, desires position. Box 251, Adv. and Selling Fort., 9 East 38th St., New York City.

Graduate of Wharton School, University of Pennsylvania, '23, desires connection with substantial manufacturer. Sound knowledge of trade mark and commercial law. Two years successful specialty selling experience. Unquestionable references. Box 250, Adv. and Selling Fort., 9 East 38th St., New York City.

AGENCY PRODUCTION MAN

with five years of sound experience in buying, engraving, printing, electrotyping, art work, etc. Knows how to work with mechanical layout (I am not an artist) and type. I want to work for a man or organization whose standards of perfection in the graphic arts are high. Box 249, Adv. and Selling Fort., 9 East 38th St., New York City.

Some printing house wants more business and I am the man to make the orders come in.—To sell ideas.—To solve your customers' problems.—To eliminate competition.—To get the direct mail going. My age 40. Christian—6 feet tall and got a mustache—full of pep and a thorough knowledge of advertising and business as it relates to high class printing.—Let's get together for mutual profit. Address Box 243, Adv. and Selling Fort., 9 East 38th St., New York City.

NEW YORK

An experienced advertising salesman, whose work is both constructive and productive, is going to add another trade paper to the one now represented by him. This salesman wants to represent a paper that has the two prime requisites. First, that the paper is one that gives full value to the advertiser; second, that the paper is one that gives the representative a good fighting chance to earn from five hundred to a thousand dollars a month. If you want earnest representation, let's talk it over. Box 254, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

ADVERTISING SOLICITORS—Men who can produce for quarterly publication; guaranteed circulation; indorsement of labor organizations; commission; permanent position and advancement. If able to assume charge of a district, write Box 244 Advertising and Selling Fortnightly, 9 East 38th St., New York City.

COPY ABILITY WANTED

A mature writer with at least 5 years' experience, and willing to prove his ability before contract, will have exceptionally good opportunity in progressive Newark, N. J., agency. Should live within reasonable distance of Newark. State salary, age, experience and other essential details. Address: Box No. 248, Advertising and Selling Fortnightly, 9 East 38th St., New York City.



VERY additional day's use of your SERVICE increases the value we put on it. We are continually surprised at the apparent ease with which you keep it up-to-date.

Recently we ran into an instance where the STANDARD RATE & DATA SERVICE had changes of rate printed and in circulation before the New York Representative of the paper in mind had been advised of the revision.

An advertising agency, figuring on a big and far-flung campaign, could hardly ask for better service than this.

*Emil Maurice Scholz, President
World-Wide Advertising Corp.,
New York City, New York*

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York

San Francisco

London



An illustration made for the Oshkosh Trunk Company, of Oshkosh, Wis., through their agents, Barton, Durstine, and Osborn, New York City.

IT takes something more than a camera to bring still life to life—the knowledge of composition, and dramatic ability of an illustrator. A few far sighted advertisers and their agencies have logically brought their still life to a man who is famous for his figure illustrations. The results are usually a revelation to an advertiser who is bored by mere photography.

LEJAREN à HILLER STUDIOS

461 Eighth Avenue, New York City

Williams Oil-O-Matic increases sales 175% and dealers 414% with 8 months of Chicago Tribune advertising

THE Williams Oil-O-Matic Burner was originated at Bloomington, Illinois, in 1918. Five years of steady effort brought its 1923 retail sales to \$1,112,000 in its home territory—Illinois, Indiana, Iowa, Michigan and Wisconsin. During 1924 sales jumped to \$3,080,000—not by a miracle, but by a logical plan, which many a manufacturer could employ.

Until 1924 no advertising had been used. Then a plan was presented to the company. It was the same plan that had brought a 77% gain in sales and a 43% increase in dealers in the Chicago Territory for Cribben & Sexton Company in their fifty-second year. Using it the Richardson Roofing Company had boosted sales 57% in the same area within twelve months. Through it, also, the Holland Furnace Company had gained leadership in its field.

Convinced by these proved successes, the Williams Oil-O-Matic Heating Corporation adopted it in May, 1924. A well defined campaign of intensive selling was launched in the Chicago Territory, where 17% of the country's population and 20% of its wealth are concentrated.

Chicago Tribune Advertising Proves Its Power in 5 States

Advertising in The Chicago Sunday Tribune was scheduled in order to reach 60% of the families in 1,064 towns of this rich territory.

It was aggressively merchandised throughout the five states during the balance of 1924. Because no advertising preceded it, the campaign had an opportunity to demonstrate its worth decisively.

The year closed with Chicago Territory producing \$1,960,000 more in sales than in 1923—a gain of 175%. Two hundred and sixty-one new dealers were added—a gain of 414% and an assurance of still greater sales during 1925.



In eight months, much more was accomplished with Chicago Tribune advertising than five years of hard work had produced without the help of its selling power. But the campaign did even more. The sales pattern cut by the Chicago Tribune has been adapted to the entire nation. Duplicate plans are now scheduled for forty-one metropolitan centers. Twenty-eight of these are already in operation.

The Williams Oil-O-Matic factory at Bloomington had 6,900 square feet of floor space in 1923. Fifty-seven thousand square feet were outgrown in the fall of 1924. Today a great new factory

is being built—a monument to zone newspaper advertising and merchandising.

Get the Plan That Made These Gains for Williams Oil-O-Matic

Would you like to learn about the plan which was presented to Williams Oil-O-Matic a year ago?

You have the same opportunity to hear it which they had—and accepted. They could have been content with the steady growth under their old methods. But they would have lagged years behind their present progress had they not been willing to listen. They might have delayed action, but their success, too, would have been delayed.

Why not send for a Tribune man now? His call puts you under no obligation whatever. The facts he will lay before you may be as profitable to you as Williams Oil-O-Matic found them.

Chicago Territory Sales

After 5 years without Tribune advertising—

1923 - \$1,112,000

After 8 months with Tribune advertising—

1924 - \$3,080,000

Chicago Territory Dealers

After 5 years without Tribune advertising—

1923 - 63 Dealers

After 8 months with Tribune advertising—

1924 - 324 Dealers

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 600,000 on Week Days and Over 1,000,000 on Sundays