

Advertising  
& Selling  
FORTNIGHTLY



Courtesy New York Edison Company

DECEMBER 16, 1925

15 CENTS A COPY

*In this issue:*

“What Industries Are Making a Profit?” By J. GEORGE FREDERICK; “We  
Reduced Our Cost of Inquiries” By B. H. MILLER; “The What and How of  
Commission” By WILL HUNTER MORGAN; “Taking the Ad Out of Advertis-  
ing” By MAURICE SWITZER; “The Small Shop Returns” By DE LESLIE JONES

# Readers—and *Buying* Readers

The home reader is the buying reader, as a rule, and that is why The Chicago Daily News is the most productive advertising medium among all the Chicago daily newspapers.\*

The Daily News is Chicago's home newspaper—more than 90 per cent of its 400,000 daily average circulation is printed after 1:30 p.m., and it goes into the hands of the home-bound and into the home. More than 94 per cent of the Daily News circulation is concentrated in Chicago and its suburbs.

Here is a combination of powerful appeal to the advertiser who looks upon advertising as an investment—one of the richest, most compact markets in the world, reached through a single medium—

## THE CHICAGO DAILY NEWS

*First in Chicago*

*In the first ten months of 1925 The Daily News published 12,819,088 agate lines of display advertising—a greater volume than was ever before published in any Chicago daily paper in the same period. The next highest daily lineage record in Chicago for this period of 1925 was 10,513,707 agate lines.*

# A book about your business

by the folks  
who buy  
your goods



In a long experience we have compiled many "Books of Facts" for individual manufacturers. They cover many industries and many channels of trade: groceries, drugs, furniture, shoes, etc.



**H**OW often have you tumbled hopefully through books on marketing only to lay them aside because they did not apply to your particular problems? How often have you wished that somewhere you might turn to a volume and find answers to the intricate questions of your own business?

There is such a book. Its name is the Richards Book of Facts. Your copy of this book does not exist as yet, because, unlike any other book, a Richards Book of Facts is prepared for the individual manufacturer. It presents a study of that manufacturer's product and marketing methods as disclosed by a field survey in which hundreds, sometimes thousands, of consumers, retailers, and wholesalers are interviewed.

When your Richards Book of Facts is made, you will find in it, not theory, not

out-of-date accounts of someone's else business, but trustworthy information to guide you and us in the making of advertising and sales plans.

As one manufacturer says about his Richards Book of Facts, "We feel that it insures our money will not be spent until results are certain."

We will gladly tell you how a Richards Book of Facts may be prepared for your business and used as the basis of the advertising which we do for you.

A copy of our new booklet entitled "Business Research," which describes the place of research in modern business, will be sent free on request. Address JOSEPH RICHARDS COMPANY, INC., 251 Park Avenue, New York City. *An Advertising Agency Established 1874.*

# Richards

Facts first ~ then Advertising

# Steadily Gaining Reader Interest in a City of Over 800,000 Souls

—A tough proposition—but it is very easy when you give the public what they want. Always ahead of other papers in news, items of public interest, sports, politics, news of national importance, features that cannot be used by any other newspaper, and a service between the manufacturer, retailer and consumer that helps to complete and perfect the chain of merchandising.

## Average Net Paid Circulation for November

THE BALTIMORE NEWS	BALTIMORE AMERICAN
1925 - - - - 112,558	1925 - - - - 56,827
1924 - - - - 107,017	1924 - - - - 42,330
GAINS - - 5,541	GAINS - - 14,497

## The Big Sunday Baltimore American

1925 - - - - 151,067
1924 - - - - 117,900
GAINS - - 33,167

## THE BALTIMORE NEWS

AND

**Baltimore American**

THE FASTEST GROWING NEWSPAPERS IN BALTIMORE

NATIONAL ADVERTISING REPRESENTATIVES

G. LOGAN PAYNE CO.  
St. Louis—Los Angeles  
Chicago—Detroit

PAYNE, BURNS & SMITH  
New York—Boston  
Atlanta

# Page 5—The News Digest

## I. W. Clarke

Salesmanager of *Coal Age*, has been appointed sales manager of *Engineering and Mining Journal-Press*. Mr. Clarke will continue with *Coal Age* in its present capacity.

## The League of Advertising Women

New York, held a dinner meeting on December 15, 1925. Among the speakers were: Joseph W. Gannon, president, W. Gannon & Company, Inc.; Mrs. T. Radnor-Lewis, director of publicity, H. R. Mallinson & Company; Mrs. Hazel Bell Brown, manager, Bureau of Interior Decorations, Armstrong Cork Company; Miss Marie Sellers, Home Economics editor, *Pictorial Review*.

## James Moore Coward

Owner of the Coward Shoe Company, New York, died on December 9, 1925.

## J. S. Tyson & Company, Inc.

New York, will direct advertising for the Green Fuel Economizers Company, Icaon, N. Y., manufacturers of economizers, air heaters, blowers, etc.

## L. P. Gould Company

New York, will direct advertising for the Saratoga State Waters Corporation, the lessee of the bottling privileges at Saratoga Springs, N. Y.

## Marion Morrill Krugler

Died suddenly on December 10, 1925. Mr. Krugler has been favorably known and highly respected in advertising and publishing circles for the past twenty years. He started his business career with the *New York Press* and later became associated with the *New York Sun*. For the past sixteen years he has been in the magazine field serving with *Modern Priscilla*, *Needlecraft* and *Genewoman*.

## R. Wason

Has resumed his position as director of merchandising with The Proctor & Koller Company, Cincinnati, advertising agency.

## Redfield Advertising Agency, Inc.

New York, announces the following additions to its staff: Legend L. Redfield, formerly with the *Talking Machine Journal*, as assistant to the resident; Frank R. Farnham, formerly with the Frank Seaman Agency, copy and plan chief to succeed Horace Holley, recently resigned; Ralph Meade, formerly advertising manager of the Adler Manufacturing Company, as vice-president. Oliver Redfield will be in the mechanical department.

## Russell Bogue

Has joined the staff of Wm. T. Mullaly, Inc., New York advertising agency. He will devote his attention to merchandising and sales promotion.



## The Thumbnail Business Review

By Floyd W. Parsons

A CAREFUL survey of trade indices fails to disclose any slowing down of commercial activities. Buying is going on in a most gratifying way in practically all important industries. The failure of prices to advance rapidly strengthens the hope that we have not entered upon a foolish boom. Speculative excesses have so far been held in check. Even the stock market has given heed to the warning finger of business leadership.

☐ Feverish activity in building in most parts of the country is subsiding, which is a most favorable development. Present structures should be completed and filled with tenants before any additional building projects are started. Otherwise we will witness a drop in rents of such magnitude that the effects will be far reaching. Another point of danger has been the large amount of installment buying, and here also we discern an effort to place a reasonable check upon this growing movement.

☐ Unlike many other periods of trade activity in the past, our present prosperity appears to be distributed to practically every industry and to nearly every section of our country. Buying power in the West is the best balanced in years. The rate of business activity now prevailing in New England also compares favorably with the average for other regions. The final crop report for cotton indicates an increase of about 2,000,000 bales over last year. The November automobile total established a new record, making it certain that the total for the complete year of 1925 will be the largest in history. The final figures will show about 4,250,000 cars and trucks manufactured this year. The large gains made by our life insurance companies in recent months is substantial proof of the general character of our present prosperity.

## Churchill-Hall, Inc.

New York, will direct advertising for the Marlin Firearms Company, New Haven, Conn.

## Huybers, Inc.

New York candy manufacturing concern, has been purchased by a Southern syndicate to which \$7,500,000 has been subscribed, and will be taken over Jan. 7, 1926. This subscription is sufficient to cover the purchase price and to provide ample capital for expansion, which is planned on a large scale. Heading the syndicate are Rudolph S. Hecht, president of the Hibernia Bank & Trust Company, New Orleans; Fred W. Evans, president and general manager of the D. H. Holmes Company, New Orleans; Irvin Fuerst of New York; Percy H. Johnston, president of the Chemical National Bank of New York; H. B. Baruch of Henry Hentz & Company, New York.

## Julius C. Fireman

Artist and former head of the Ad-Art Engraving Company, died Dec. 11, 1925. Mr. Fireman had been chairman of the Newspaper Club's art committee and active in the work of the club since its inception.

## Ferry-Hunly Advertising Company

Kansas City, will direct advertising through its New York office for the Beacon Milling Company, Cayuga, N. Y., manufacturers of poultry and dairy feeds; and for the Enzyme Products Company, Montclair, N. J., distributors of a feed supplement for poultry, live stock and pet stock.

## Ross H. Wilson

Of the W. A. Sheaffer Pen Company, Fort Madison, Iowa, will be associated with Anasco Photoproducts, Inc., Binghamton, N. Y., as sales promotion manager after Jan. 1, 1926.

## Albert R. Dwyer

Formerly account executive of Wm. T. Mullaly, Inc., New York advertising agency, is now associated with The John C. Powers Company, Inc., New York printers and lithographers.

## Richard S. Paret

Of the Biddle-Paret Press, Philadelphia, has recently founded a scholarship at the Wharton School, University of Pennsylvania, for a graduate of the Charles Morris Price School of Advertising and Journalism of the Poor Richard Club of Philadelphia. This scholarship is for the full three-year night course in advertising, merchandising and salesmanship, together with other subjects included in the curriculum.

## The Irwin L. Rosenberg Company

Chicago, will direct advertising for the F. Mayer Boot & Shoe Company, manufacturers of men's, women's and children's shoes, Milwaukee, Wisconsin.

## Motorist Class Group

Chicago, has combined its business and publication offices and is now at 523 Plymouth Court, Chicago.

[ADDITIONAL NEWS ON OTHER PAGES]

# The telephone is a family affair



Who uses the telephone in your house?

Everyone in the family.

As soon as a family has a telephone, they wonder how they ever got along without it.

It is used to order groceries or to arrange a party, to make a date or to break an engagement. It is used by the children just as much as by father and mother. It widens the community in which the family lives.

The Digest is also a family affair and 79% of its total circulation is by yearly subscription addressed to the home.

A family subscribes for The Digest because like the telephone it enlarges the family life, making its members sharers in the world news. Everybody reads it.\*

The Digest is frequently a text book for the children as well as chosen reading matter.

Both the telephone and The Digest are labor-saving devices. One saves miles of walking. The other saves hours of reading. A subscription to the telephone, and a subscription to The Digest are evidences not merely of the family's desire to get on, but of the fact that they are getting on and have become an important part of the world in which they live.

In the ten years (1915-1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to the advertiser this definite statement:

The home with  
a telephone is the  
best market  
and the best million telephone  
homes are subscribers  
for

# The Literary Digest

\*A careful investigation has shown us that The Digest is read by

1,919,592  
WOMEN

469,333

GIRLS UNDER 17 YEARS

474,316

BOYS UNDER 17 YEARS

1,846,052

MEN

**OFFICERS**

D. Wm. SCAMMELL  
President  
BRUCE BEDFORD  
First Vice-President  
H. M. VOORHEES  
Second Vice-President  
HOWARD F. TOMLINSON  
Treasurer  
WALTER O. LOCHNER  
Secretary  
C. A. HURCHINGER  
Asst. Secretary  
Geo. E. MACE  
Traffic Manager

**TRENTON CHAMBER OF COMMERCE**  
**STACY-TRENT HOTEL**  
**TRENTON, NEW JERSEY**

**DIRECTORS**

BRUCE BEDFORD	S. E. KAUFMAN
N. A. K. BUGBEE	L. H. LAWTON
F. C. CARTERFREN	J. W. MANNING
P. K. EMMONS	R. C. MAXWELL
F. J. EPPEL	E. C. ROSE
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G. E. HOFFMAN	H. A. SMITH
J. B. HOTTEL	H. M. VOORHEES
T. A. KERR	L. L. WOODWARD

November 26, 1925.

Mr. James Kerney, Editor,  
Trenton Times,  
Trenton, New Jersey.

Dear Mr. Kerney:

In the last meeting of the Trenton Chamber's Board of Directors recognition was paid to the fact that Trenton's exceptionally good afternoon paper had crossed the 40,000 circulation mark. It was accordingly voted to congratulate the TRENTON TIMES upon reaching this milestone.

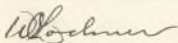
With a circulation of 40,000 copies daily, it is very evident that the influence of the TRENTON TIMES daily reaches more than the entire population of the City of Trenton, there being approximately 30,000 homes in Trenton at this time.

The TRENTON TIMES is without doubt a newspaper of which any city of 200,000 population might be proud. It certainly compares very favorably with, and is regarded very highly by, the newspapers in the other leading cities throughout the country. Such a standing certainly is deserving of a 40,000 circulation.

The Trenton Chamber of Commerce wishes the TRENTON TIMES continued success and growth, and we are now looking forward to the early day when the 50,000 circulation mark will be crossed.

Cordially yours,

Trenton Chamber of Commerce,



Secretary.

WOL:CB

# Trenton Times

DAILY 38,000

A. B. C.

National Representatives

**KELLY-SMITH COMPANY**

Waterman Building  
BOSTON

Marbridge Building  
NEW YORK

Tribune Tower  
CHICAGO

Atlantic Building  
PHILADELPHIA

**D**OLLARS do not stretch. Suppose a man earns \$5,000 a year, on which he is supporting a family of four.

He must set aside \$1,910 (38.2%) for food, and this does not include luxuries of any kind.

He must set aside \$650 (13.0%) for rent, and more than this if he is to live in decent comfort in a city.

He must set aside \$830 (16.6%) for clothing, and it cannot be smart clothing. He must wear his suits threadbare and his wife must make most of her own and the children's clothes.

He must set aside \$260 (5.2%) for fuel and light.

He must set aside \$255 (5.1%) for furniture and furnishings.

This leaves a balance of \$1,095 (21.9%) for doctor and dentist, education and travel, amusements and investments, operating expenses, occasional servant-help, and everything else. As a matter of fact, part of this \$1,095 also must go into clothing and rent, for the costs of these items have risen notably since these figures were compiled.\*

There are 8,467,157 families with annual incomes ranging from \$1,000 to \$5,999. They are the great mass market. Before you advertise luxuries to them, think over the figures quoted above.

For dollars do not stretch, and even the best salesman cannot sell goods when people have not got the money. Over-advertising to mass and under-advertising to class is one of the most outstanding fallacies in schedule-making today.

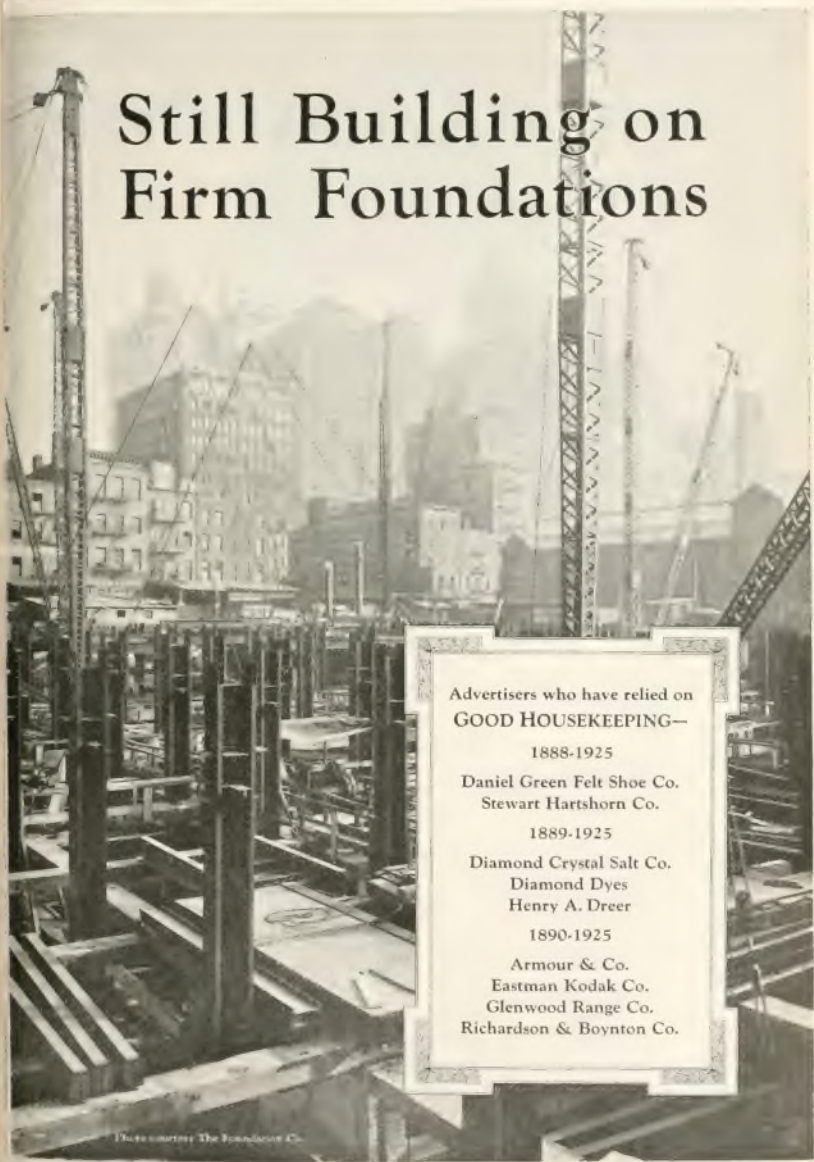
VOGUE  
VANITY FAIR  
HOUSE & GARDEN

**THE CONDÉ NAST GROUP**

*All members of the Audit Bureau of Circulations*

\*Figures from the U. S. Department of Labor.





# Still Building on Firm Foundations

Advertisers who have relied on  
**GOOD HOUSEKEEPING—**

1888-1925

Daniel Green Felt Shoe Co.  
Stewart Hartshorn Co.

1889-1925

Diamond Crystal Salt Co.  
Diamond Dyes  
Henry A. Dreer

1890-1925

Armour & Co.  
Eastman Kodak Co.  
Glenwood Range Co.  
Richardson & Boynton Co.



DR. ALLEN A. STOCKDALE is one of this country's greatest preachers and lecturers.

Beginning with the November 1925 number and each month thereafter it is the privilege of the People's Home Journal readers to become a part of Dr. Stockdale's already nation-wide audience. Up to this time he has reached his other hearers by word of mouth only. Now his printed messages of comfort and spiritual well-being will be read each month in at least 950,000 People's Home Journal homes.

Just as service to readers in all household problems is the underlying purpose of the People's Home Journal, so service to his fellowmen in every spiritual problem has always been the guiding light of Dr. Stockdale's life and work.

Our advertisers are most fortunate in being associated with such an additional background as Dr. Stockdale is building each month in our publication.

# PEOPLE'S HOME JOURNAL

# Character, Substance, Courage, Quality

That's the reason for The Sun's position in New York as a great newspaper—a home newspaper for home reading.

That's the reason why The Sun leads all other evening newspapers in New York, both in the quality and quantity of its advertising.

That's the reason why The Sun carried in November 1,541,154 lines of advertising, leading all other evening newspapers in New York by 58,664 lines.

That's the reason why The Sun for five months straight has carried more advertising than any other New York evening newspaper.

That's the reason why The Sun has made a larger gain in the last five months than all the other New York evening newspapers put together.

That's the reason why The Sun's gain in advertising for November this year is 334,424 lines over November last year.

That's the reason why in the last five months The Sun has gained more in advertising in the six working days of the week than any other newspaper in New York, morning or evening, has gained.

*The Sun is building right, building with full appreciation of a newspaper's responsibility to the community.*

# The



# Sun

280 Broadway

New York

WASHINGTON, D. C.  
Mansey Building

BOSTON  
Old South Building

CHICAGO  
208 So. La Salle St.

LOS ANGELES  
Van Nuys Building

SAN FRANCISCO  
First National Bank Building

PARIS  
49 Avenue de l'Opera

LONDON  
40-43 Fleet St.



I AM proud to announce that with the current issue Earnest Elmo Calkins becomes a Contributing Editor to Advertising & Selling Fortnightly

*E. E. Calkins*  
Editor

# DIRECT MAIL

*Budgets should include  
Postage — Distribution  
as well as Printing*

Printing is not and does not become Direct Mail until it is addressed to individuals and affixed with postage stamps. Appropriations have often been made for printing when the real intention was to provide funds for Direct Mail. Postage stamps and *distribution* were overlooked!

This is like having a force of able travelling salesmen . . .  
. . . no expense money for them . . . . and no place  
for them to go.

Distribution means *starting* where the printing leaves off. Imprinting for dealers, addressing to individuals, collating, inserting, sealing, stamping, shipping to dealers. All these transform Direct Advertising (printing) into Direct Mail. Electrograph handles each and every phase of Dealer-to-Consumer Direct Mail including analysis, plan, copy, art, printing and *distribution*.

And moreover, Electrograph distribution is actually woven into the sales program, coordinated with it, made practical for personal sales follow-up and organized for traceable sales results.

For 1926 make a *definite* appropriation for Direct Mail. Be sure you include *all* of its vital elements—printing . . . postage . . . distribution.

For 1926 make an *Electrograph* appropriation for Direct Mail. You get economy, experience, quality and unsurpassed facilities. *Complete Direct Mail!*

THE ELECTROGRAPH COMPANY  
725 West Grand Boulevard Detroit, Michigan

# Electrograph

*Created* DIRECT-MAIL *Localized*  
*Individualized*  
*Distributed*

# The Air Mail Passed It By



He had written a sales-letter that was 100%. It meant the business. There was a Prospect with wide acres and plenty of cash. The quicker they got together the better. Particularly as the Big Competitor was also on the job.

So the 100% Letter went by air-mail and Our Friend sat back and waited for the order and the check to come to roost. The air-mail went in the right direction but it was 1,000 feet up as the R. F. D. man slipped the competitor's letter in

the box and put up the Little Red Flag.

You can't reach the South through magazines alone. Magazines don't "land" often enough. Study the circulation figures. Take any of the great magazines. In ten wealthy Southern States its circulation will equal only about 1% of the total population. But there are mighty few R. F. D. boxes or city homes that do not get their newspapers daily.

Newspapers cover the South economically, fully and effectively. For the South reads newspapers—reads them closely and regularly.

The South's astounding development during the last decade, its enormous wealth, its assured future—make it the most attractive of markets. Southern Newspaper rates are low. Through this Association they stand ready to give merchandising aid that knows local conditions.

For detailed information on the South as a market, write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the newspapers listed below.

## These Newspapers Are the Sure Means of Reaching the Rich Southern Market

### ALABAMA

Anniston Star  
Birmingham Age-Herald  
Birmingham News  
Monte-Ito Times  
Mobile News-Item  
Mobile Register  
Montgomery Advertiser  
Montgomery Journal  
Opelika News

### FLORIDA

De Land News  
Fort Myers Press  
Gainesville Sun  
Jacksonville Journal  
Jacksonville Times-Union  
Lakeland Star-Telegram  
Miami Herald  
Miami News  
Orlando Reporter-Star

Orlando Sentinel  
Palm Beach News  
Savford Herald  
St. Augustine Record  
St. Petersburg Independent  
St. Petersburg Times  
Tampa Times  
Tampa Tribune  
West Palm Beach Post

### GEORGIA

Albany Herald  
Atlanta Constitution  
Atlanta Journal  
Augusta Herald  
Columbus Ledger  
Moultrie Observer  
Savannah News  
Thomasville Times-Enterprise  
Waycross Journal-Herald

### KENTUCKY

Paducah Sun

### LOUISIANA

Baton Rouge State-Times  
La Fayette Advertiser  
Lake Charles American Press  
Monroe News-Star  
New Orleans Daily States

New Orleans Item-Tribune  
New Orleans Times-Picayune  
Shreveport Times

### MISSISSIPPI

Greenwood Commonwealth  
Gulfport & Biloxi Herald

### NORTH CAROLINA

Ashville Citizen  
Ashville Times  
Charlotte News  
Charlotte Observer  
Concord Tribune  
Elizabeth City Advertiser  
Fayetteville Observer  
Gastonia Gazette  
Greensboro News  
Henderson Dispatch  
Highway Record  
Kinston Free Press  
Raleigh News & Observer  
Raleigh Times  
Rocky Mt. Telegram  
Salisbury Post  
Winston-Salem Journal  
Winston-Salem Sentinel

### SOUTH CAROLINA

Charleston News & Courier  
Columbia Record  
Columbia State

Rock Hill Herald

Spartanburg Sun

Sumter Item

### TENNESSEE

Chattanooga News  
Chattanooga Times  
Clarksville Leader-Chronicle  
Columbia Herald  
Greenville Democrat-Sun  
Knoxville Journal  
Knoxville Sentinel  
Memphis Commercial Appeal  
Memphis Press  
Nashville Banner

### VIRGINIA

Clifton Forge Review  
Danville Sun  
Danville Register  
Fredericksburg Daily Star  
Lynchburg Advance  
Lynchburg News  
Richmond News Leader  
Roanoke Times  
Roanoke World News  
Staunton Leader  
Staunton News-Leader  
Winchester Star  
Winston-TENNESSEE  
Bristol Herald-Courier  
Bristol News



**"Sell it South Through Newspapers"**

# In Cleveland and Northern Ohio The Plain Dealer has the BUYERS



"Cleveland's Three Million Market"—a book full of facts and figures about Northern Ohio and how to sell it, will be mailed to you upon receipt of a request on your business stationery. Address National Advertising Department.

— the people with  
the money to spend  
and the inclination  
to spend it.

For years and years the Cleveland Plain Dealer has appealed to that great prosperous group of Northern Ohio people who enjoy and believe in a GOOD newspaper. With women taking the same keen interest in affairs that men do, in the buying news as well as the topical, they demand that this morning newspaper stay in the home.

In Cleveland and Northern Ohio they read the Plain Dealer EVERY day. In fact, nine out of ten home-delivered Plain Dealers remain in the home all day for the

women to read. That should interest all national advertisers.

It does interest many—over half the national advertisers using Cleveland newspapers restrict their messages to Northern Ohio buyers to the Plain Dealer ALONE.

Invariably these advertisers have obtained sufficient dealer-distribution and aroused unusual reader-interest to justify their good judgment. For year after year the Plain Dealer carries *more* national advertising than ALL other Cleveland newspapers *combined*.

In this great Northern Ohio area of manufacturing centers, prosperous farms, good roads and industrial activity are 3,000,000 prosperous people. They can be reached and sold through the Plain Dealer ALONE. No other medium taps this great market.

## *The* Cleveland Plain Dealer

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

J. R. WOODWARD  
110 E. 42nd St.  
New York

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

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

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

# This is a Delineator House—



—Built by a Delineator  
Reader

—From a Delineator  
House Plan in

## THE DELINEATOR

*Founder of Better Homes in America*

CHICAGO

NEW YORK

SAN FRANCISCO



# Advertising & Selling

## FORTNIGHTLY

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© Bruce Ives

At a time when friends are wishing one another greetings of the season, we would be remiss indeed if we did not extend our hearty wishes for a Merry Christmas and a Prosperous New Year to our many friends and readers of the FORTNIGHTLY.

M. C. ROBBINS, PUBLISHER

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:  
F. K. KRETSCHMAR  
PHILIP A. LUKIN

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. E. LINDQUIST  
405 Sweetland Bldg.; Superior 1817

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

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy  
Through purchase of Advertising and Selling, this publication absorbed Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser and The Publishers Guide. Industrial Selling absorbed 1925  
Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1925

# Lower Sales Cost Is Demand of Business World

☛ Practically every cost in business has been whipped into line, but that of selling. The problem of distributing a product on an economical basis is the *big* problem of the day.

☛ Every sales and advertising manager has studied the problem, and many of them, armed with the knowledge that *75% of all business in America is done in 663 Trading Centers*, have reached the conclusion that they must concentrate their greatest selling efforts upon this Primary Market.

☛ As advertising is one of the most important of all sales efforts, appropriations are being expended with a view to obtaining magazine circulation that is concentrated in the 663 key cities.

☛ Such a policy clearly designates *Cosmopolitan* as a Primary medium, for *77%* of its more than one and a half million purchasers live in homes concentrated where the chances of doing business are greatest—in the 663 Key Trading Centers of the United States.

{ *The Trading Center principle of marketing insures  
economical selling efforts. If you are interested in  
lower sales costs consult a Cosmopolitan representative* }

*Hearst's International*  
*Combined with*  
**COSMOPOLITAN**

DECEMBER 16, 1925

# Advertising & Selling

## FORTNIGHTLY

FREDERICK C. KENDALL, Editor

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# What Industries Are Making a Profit?

By J. George Frederick

SOME years ago the Federal Trade Commission worked out statistics concerning the number of corporations which do not make a profit. These were quickly suppressed for political reasons. Now, however, we have figures in the newly compiled statistics of corporation tax returns which can be examined, tabulated and compared industry by industry. Thus it is now possible to get a bird's-eye view of the relative efficiency of business management in various specific lines of trade and industry and also some conception as to both the amount of profit per industry and the amount of loss.

To any marketing executive such figures are very illuminating, for they permit a far more searching look into the status of an industry than has heretofore been permitted. An industry with a low record for profit may be a dying industry, but it may also be a mismanaged or a disorganized industry needing the salvation of cooperative action such as advertising men have been trying to foster in the last few decades.

Of course, the impractical manner in which all Government departments classify industry is rather an obstacle. Even so, the figures are very educative. Corporations very rarely lie in their tax returns. Corporations have attorneys to guide them in making tax returns, and the



years of experience of the Government in checking returns make it quite safe to take these returns as at least 95 or 98 per cent accurate. To be able to obtain such accuracy of corporation management results is in itself a revolutionary change. Heretofore only firms whose stocks were listed on the New York Stock

Exchange, and a few others, provided anybody with figures from their books. There are still plenty of corporations—some of them well known national advertisers too—who do not even supply their own banks, certainly not Dun's or Bradstreet's, with any information as to their profits, or anything else. But they must give the Government this information; and while it isn't available here for any individual company, we are able to study the industry to which it belongs.

More and more today industries as a whole, as entities in themselves, are being studied and analyzed. This study and analysis is being made in three separate places: (1) within the industry itself, among executives, who are getting together cooperatively to lift their industry to new levels; (2) among the better types of labor leaders, who now realize that the welfare of the industry as a whole is their real objective; and (3) among advertising men, publishers, financial men, publicists, research men who grasp the vital fact that they can best aid an individual business man by understanding the general trend, the basic position and the factors of resistance in his industry. We have arrived at a period in American industry when individualistic enterprise has got many firms about as far as it can get them. Further progress cannot

be made unless the larger boulders which lie across the path of the entire industry are blasted away by herculean effort, achievable only by united effort, or deep-lying analysis, or industrial consolidation. In any case advertising is sure to play a prominent part.

For such purposes, therefore, the new figures are rich red meat for absorption and digestion. They bristle with significance and afford a multitude of comparisons.

There are some enigmatical surprises in these figures, as well as some confirmations of what has been guessed. Take, for instance, the breakfast food field, which shows that 53 per cent of the firms in it failed to make a profit. More than half (95) of the firms selling breakfast foods lost money, to the tune of \$10,000 on the average; while on the other hand 82 companies made an average of \$183,000 profit.

The automobile industry holds the prize as a speculative industry, for 80 per cent of the tire and rubber companies and 55 per cent of the automobile and parts manufacturers lost money. This is a higher risk of

doing business than in any other line here listed.

Next in ratio of risk are:

Rubber, boots and shoes.	52%
Tobacco	50%
Soaps	48%

To those not familiar with the rubber boot and shoe industry it may be said that weather plays so hazardous a part in this industry that it has a high degree of risk. The tobacco situation is explained by the fact that the large chains and large companies in the field alone make real profit, and also that it is very easy for anyone to enter the tobacco business with small capital.

The soap industry's high speculative position is explained by the factors of the very small margin of profit and the heavy competition.

OF particular interest to advertising men is the classification of "Business Services," under which advertising agencies are classified. Here the mortality is considerable (37.6 per cent). It is about equal to the risk in the hosiery and knit goods field.

The women's clothing field, where

fashion rules, is often regarded as a highly speculative industry, yet the percentage of risk (41.2 per cent) is lower than in many other industries. It is lower, surprising to say, than in the flour industry, which is a great staple. Lower, also, than in fields of butter substitutes, coffee corsets, shoes, or department store fields. The silk industry is some what more speculative still.

The lowest records in this group, and by inference the safest and most profitable lines of business, are shirts and collars, and life insurance. This is explained, of course by the notable concentration of these businesses into large units.

The distributing business is rather speculative. Wholesalers show 31 per cent of loss, retail stores 33 per cent and department stores paradoxically, the highest, 42 per cent.

The moving picture field has always been noted as highly speculative, yet only 30 per cent of the companies failed to make a profit.

To attempt to show a relation between industries which do little ad

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## VARIOUS INDUSTRIES AND THEIR 1923 RECORD OF SUCCESSFUL AND UNSUCCESSFUL COMPANIES

Industry:	Number of Firms Making Net Profit	Total Amount Per Firm	Average Amount Profit Per Firm	Number of Firms Showing No Profit	Total Amount of Deficit	Average Annual Deficit	Percentage of Firms Showing Losses Per Cent
Bread, bakery products, and retail sales	836	\$4,833,380	\$5,810	59	\$3,605,329	\$7,222	7.13
Milling, flour, meal, feed	2431	\$2,271,225	943	459	9,407,313	14,375	44.24
Cereal preparations, etc.	82	\$6,065,992	183,285	95	957,320	10,077	53.69
Mutter substitutes	71	\$1,196,237	17,539	9	113,412	12,631	45.01
Chocolate, confectionery, ice cream, etc.	704	\$6,327,708	9,044	648	7,677,571	11,848	46.46
Coffee and spices	77	\$4,330,342	\$6,238	47	\$44,221	11,578	37.99
Soft drinks, etc.	808	\$4,734,559	\$8,223	589	\$1,171,459	\$1,987	42.11
Tobacco	278	\$9,208,640	\$32,977	285	\$5,686,130	\$19,868	50.82
Cotton goods, etc.	568	\$110,649,102	\$194,452	177	6,738,609	\$38,071	23.4
Woolen and worsted goods, etc.	293	\$64,788,152	\$221,120	118	\$4,325,204	\$38,739	28.7
Silk goods, etc.	368	\$9,558,345	\$26,322	312	\$8,552,132	\$27,410	45.8
Carpet, rugs, matting, etc.	68	\$3,982,841	\$49,894	37	\$69,765	\$1,872	35.3
Artificial leather, oilcloth, linoleum, etc.	28	\$938,340	\$34,940	13	\$52,073	\$7,082	31.7
Men's clothing, suits, overcoats	423	\$8,248,399	\$45,504	210	\$3,010,971	\$14,338	33.1
Women's clothing, suits, coats, skirts	1,013	\$9,244,113	\$9,125	719	\$6,823,630	\$9,610	41.2
Corsets	2	\$2,434,700	\$3,153	49	\$1,083,056	\$22,103	41.5
Shirts, collars, cuffs	181	\$4,565,448	\$25,279	114	\$1,002,300	\$8,974	13.6
Hosiery and all knit goods	792	\$9,311,595	\$39,779	422	\$7,248,843	\$17,165	35.6
Gloves, shoes, cut stock, and findings	670	\$9,019,811	\$74,648	529	\$16,403,318	\$31,008	44.1
Gloves	27	\$28,270	\$2,084	13	\$146,068	\$11,236	22.5
Trunks and valises	54	\$33,794	\$3,588	36	\$185,814	\$5,244	40.0
Boots, shoes and garments (rubber)	81	\$1,173	\$7,586	3	\$116,849	\$6,988	52.0
Belting, hose and ties	28	\$2,800,098	\$43,455	118	\$2,458,338	\$10,580	30.3
Furniture, all classes	69	\$4,940,356	\$78,418	37	\$1,366,353	\$5,803	30.0
Paints and varnishes	13,440	\$1,104	\$1,104	357	\$4,126,234	\$12,202	23.8
Soaps	477	\$3,328,787	\$6,967	215	\$2,033,615	\$13,645	31.0
Clay and earth products, brick, tile, terra cotta, firebrick, etc.	1,125	\$3,791,182	\$6,694	544	\$1,633,653	\$11,275	32.5
Glass mfr. plate or window glass, etc.	340	\$4,251,113	\$13,109	222	\$4,637,376	\$20,888	39.4
Agricultural mch'y., steam appliances, construction mch'y., etc.	1,041	\$110,028,172	\$111,458	556	\$21,314,400	\$38,335	34.5
Motor vehicles, auto and truck bodies and spare parts	431	\$8,759,889	\$11,468	544	\$5,360,939	\$10,766	55.7
Metal furniture, ornamental ironwork, window machines, etc.	184	\$8,610,912	\$155,221	77	\$1,177,134	\$15,287	29.6
Firearms, hdw'g., cutlery, hand and machine tools, gauges, etc.	109	\$4,652,395	\$7,499	335	\$7,739,526	\$17,132	40.1
Wholesalers and job's, including exporters and importers	12,449	\$22,028,493	\$5,662	5,781	\$9,441,426	\$13,718	31.0
Dept. stores, either wholesale or retail or both	26	\$1,196,464	\$46,025	18	\$38,742	\$7,303	42.2
Retail stores, all other, etc.	34,131	\$97,179,416	\$14,131	16,713	\$4,686,663	\$5,270	22.8
Moving pictures	1,190	\$6,269,844	\$11,504	471	\$3,492,285	\$6,955	30.2
Business services, adv'g., appraisers, auditors, actuaries, etc.	1,082	\$9,272,918	\$12,333	1,207	\$2,818,898	\$4,407	37.6
Life ins. stock and mutual cos.	358	\$10,039,706	\$34,589	59	\$80,318	\$13,225	14.1
All other concerns, whose business cannot be identified with any main division; also combinations of main divisions when the main business is not given	3,113	\$9,071,077	\$29,250	1,706	\$4,345,929	\$1,427	49.6

(Compiled by The Business Bureau, New York City, from Treasury Department data)



© Brown Bros.

THE small shop is favored by the nation-wide increase in number of that class which has the means to favor shopping comfort, even at the expense of bargains which the larger enterprises may offer; bargains of which the public, through regrettable incidents in the past, is becoming wary. Other small shops promise to become the principal reliance of the manufacturer whose goods are refused by the chain store because it has room for only one or two of the fastest selling brands in that line.

## The Small Shop Returns

By DeLeslie Jones

AS nearly everybody knows, it is scarcely more than half a century since the small retail shop began to change into a big store. The limelight has been playing almost entirely on the big chain stores and the big department stores, and we are inclined to lose sight of the smaller competitor.

But the fact of large consolidations is in itself evidence of the very serious rise in costs which department stores have been experiencing, placing them in a position quite vulnerable by the smaller store. It is to remedy this vulnerability that consolidations are taking place, for the small shop is pressing on rapidly and the phenomenon is actually world-wide. In New York, people who have watched the development of the new shopping district in the Fifties have been amazed at the multiplicity of small shops. In the entire district between Thirty-fourth Street and Fifty-ninth Street and between Lexington and Seventh Avenues, this movement has spread. Specialty shops dealing exclusively in articles which have never been dealt in exclusively before are coming into existence, and unique little places dealing exclusively in everything from hand-loom materials up to foreign books or Russian refugee handi-

work are now to be found all about. There are actually three main causes for this renaissance:

- (1) Increased number of prosperous people who like the personal service which has always been the chief characteristic of the small shop;
- (2) The distaste for the hurly-burly, the lower standards of salesmanship and often of management in department stores;
- (3) Actual lower cost of doing business and of investment.

The personal service element has always kept the small shop alive. Even at the height of the craze for trading in department stores, large numbers of wealthy people have preferred to shop at small specialty shops, not only for better personal service, but also for greater comfort and exclusiveness. It must be remembered that the average department store offers the output of mass production while the tendency of the well-to-do is to desire more exclusive designs and types of merchandise selected to suit their individual tastes. Small shop keepers have cleverly catered to this individualistic public.

Thus, Franklin Simon in New York, Filene in Boston, and other similar establishments, although commonly regarded as department

stores, are actually specialty shops, with a smaller number of departments rather than true department stores of the type of Macy's, Gimbel's, Wanamaker's. Some of these larger "specialty stores" are quite literally clusters of separately managed little shops under one roof.

In addition to the reluctance to deal with the department store because of its disadvantages, a great many people have been disillusioned with regard to the values which department stores are presumably able to offer. The intelligent public of today is rather well educated in merchandise and has begun to realize that the usual variety of "special sales" and other price reduction methods are part of the hokus-pokus of retailing which is not altogether sound. It has some knowledge of "distress" merchandise stocks, seconds, "mill ends," price comparisons, and with the misrepresentation and price juggling at which the department store is past-master. It has found some real bargains in the department stores, it is true, but it has also found a certain instability of quality of merchandise standards, and skillful and subtle misrepresentations in its lures, which have brought about a greater open-eyedness. The department store is

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# Who Approaches Literature?

## Why Limit Your Market to Your Circle of Acquaintanceship?

By Carroll Rheinstrom

### Editor's Note

**A** MAIL ORDER advertisement and a "publicity" advertisement are compared by Earnest Elmo Calkins under the caption of "Two Approaches to Literature" in the FORTNIGHTLY for Dec. 2. Both ads were written to sell books—Kipling through the mail; Stevenson over the counter. With which powder, flares up the old smouldering feud of mail order copy vs. "publicity" copy!

Three years ago, Claude Hopkins, then of Lord and Thomas, wrote a little book. Ambitiously, he named it "Scientific Advertising." Modestly, he had intended it as a piece of agency promotion matter. Surprisingly, it started a war that brought nearly every advertising man under his standard—or his enemy's!

Glen Buck was immediately hailed General of the opposing forces. From his sharp pen came the recognition of hostilities. His agency promotional book was accepted as sufficiently contradictory of "Scientific Advertising" to be worthy of that foe-man's ink!

Briefly, the opposing theories were as follows:

Mr. Hopkins decried the waste of so-called "publicity" advertisements. He cited the efficiency of mail order advertisements. The mail order advertisement, he wrote, must sell. If each mail order ad does not bring back sales at a profit it is discarded as worthless. How many "publicity" ads could stand such an acid test?

The mail order ad, he continued, is effective because it tells the complete selling story. It works. It struggles. It sweats. It says a lot—says it in terms of the reader's interest—and makes the reader read it!

The copy writer has worked, struggled, sweated over that ad before it appeared in print. Then

**I**N the last issue, we published an article by Earnest Elmo Calkins, "Two Approaches to Literature," in which he questioned the wisdom and ethics of much modern book advertising. Two pieces of copy were reproduced—one of Doubleday, Page and Company advertising the Mandalay Edition of Kipling and the other of Charles Scribner's Sons advertising the South Seas Edition of Stevenson—representing, in Mr. Calkins' estimation, the two extremes in approach to the subject.

We publish herewith the views of Carroll Rheinstrom, Director, Advertising Service Bureau of Macfadden publications, which conflict sharply with those of Mr. Calkins, and under The Open Forum on page 34 present to our readers a few of the many letters we have received on the subject.

As we have mentioned in previous discussions of this kind, neither the views of Mr. Calkins nor Mr. Rheinstrom nor other participants in the discussion are necessarily shared by the editor. We have, however, been glad to open our columns to such frank discussions because we believe that it is only through an honest examination of current practices that advertising can advance in effectiveness and grow in public esteem.

it was tested with small circulations. If it failed here, it was discarded, and a brand new effort was made.

If "publicity" advertisers would not be frightened of long copy, of telling their complete story in every advertisement—of telling it in terms of the reader's desires—instead of spending weeks on typography and eulogical description—they would win more business for their trouble.

Mr. Hopkins' practice of his preachments may be observed in Pepsodent, Palmolive Shaving Cream, Kotex, etc.

Thundered back Mr. Buck: "Publicity" advertising should not follow the mail order track. Atmosphere, impression, dignified offering, these are the aims for the publicity advertiser to keep constantly in mind.

Mr. Buck's most characteristic expression of his theories is found in Phoenix Hosiery.

And so, the discussion has seethed. Now Mr. Calkins starts the flames crackling again.

I sense that Mr. Calkins mentally sniffs at the words "scientific advertising."

Of course Mr. Hopkins is not one hundred per cent right. Neither is Mr. Buck; nor any of the brilliant pioneers chained to the title, genus homo. But they both offer ideas well worthy of impartial study.

The Kipling advertisement to which Mr. Calkins objects might be considered a Hopkins disciple. The Stevenson advertisement is worthy of a Buck.

Writes Mr. Calkins: "It may be proved that the Kipling advertisement will sell most books. What of it? Is that all there is to advertising? Is that all there is to publishing? Does it make no difference to a publisher how he sells his books, or to whom he sells them? One cannot escape the inference that this Kipling advertisement is not intended to sell

Kipling to people who want to read Kipling, but merely those who want a set of books to furnish the parlor and have heard Kipling as a good name to conjure with.

"It is quite possible that the Kipling advertisement will sell more books than the Stevenson advertisement, but equally possible that the Stevenson advertisement will sell all that it is possible to sell legitimately."

I am reminded of an old client of mine who demanded that the coupon for information be removed from his dancing school advertisements "Migod," he cried, "these damcous pons are flooding my office, I haven't time to write to so many people!"

Mr. Calkins asks if all there is to advertising is "to sell"? If not that gentle reader, then what are they business for who support the liberating advertising budgets spent by Mr. Calkins each year?

Have any of Mr. Calkins' eminently successful clients lost sleep

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**One Shovel-ful  
Out of Five is Wasted**

by the hardness and impurities in the average boiler feed water. One-fifth of all the fuel burned in boilers is destroyed, thrown away, consumed by the scale, sludge and mud that hot water forms in boiler tubes and connections.

Furthermore, boiler tube replacements, repairs, labor and similar items cost thousands of dollars annually, that can be saved by properly treating your water supply before it enters the boiler.


Permutit Water Softeners and Filters carry with them a guarantee to deliver water that is absolutely free from scale, sludge or mud forming materials. They have a low initial cost and almost negligible operating expense, are automatic, and can be connected into any existing water supply system.

We will analyze a sample of your water, and give you an estimate on the cost to correct it and your probable savings, without cost or obligation to you. Write us today.



**The Permutit Company**  
440 J. Fourth Ave. New York  
Offices in all principal cities

This advertising didn't pay



**Why this engineer never has  
to clean boilers**


On the Schenck River, Pennsylvania, a steam boiler was cleaned in 11 days.

Three boilers are in use at Schenck, and because the water works feeding them contain no ground iron, sand or lime, the Schenck engineer has never had to clean a boiler with scale.

If you have boiler troubles, write for help. We will send you a booklet, "How to Clean a Boiler," which will tell you how to clean a boiler, and how to prevent scale, sludge and mud from forming in your boiler tubes and connections.

Permutit Water Softeners and Filters carry with them a guarantee to deliver water that is absolutely free from scale, sludge or mud forming materials. They have a low initial cost and almost negligible operating expense, are automatic, and can be connected into any existing water supply system.

We will analyze a sample of your water, and give you an estimate on the cost to correct it and your probable savings, without cost or obligation to you. Write us today.



**Permutit**  
water softeners  
Take all the hardness out of water

—This did

# We Reduced Our Cost of Inquiries From \$40.00 to \$5.00 Each

By B. H. Miller

Advertising Manager, The Permutit Company, New York

ONE of the products we manufacture is apparatus for removing hardness from water. Among a great many fields for sales it is sold to boiler plants to soften the water used in the boilers. It prevents scale in the boiler tubes and thus improves boiler performance, saves fuel and all that sort of thing. The average unit of sale is several thousand dollars, so it is nothing cheap that can be sold by mail—it requires salesmen, technical data, sales and engineering pressure on the engineering staffs and executives of our prospects—in short, it is a typical industrial product that takes a lot of selling to put across. The boiler plant is the market.

Before I could write an advertisement I had to know what type of person—whom among all the various employees in a manufacturing plant I should try to reach. Should I go after the men who actually operate the boilers, or the men higher up who direct them, or the executive officers of the plant? Each of these would probably have a different point of view, and obviously the same piece of copy would not interest all three.

The boiler plant might belong to a shoe factory, for example, in which case the high executive officers would undoubtedly be experts on shoes, shoe manufacturing, marketing and the like. Their interest in the boiler plant would be a purely financial one, from the viewpoint of overhead costs, plant maintenance, etc.

The managers, on the other hand, would have very little interest in the boiler plant so long as it supplied enough steam to keep their factory wheels turning.

The chief engineer, however, would be vitally interested in every detail of boiler plant operation. He would lend a ready ear to my story because our product had its application to his daily problems. Furthermore, it is far easier to get into a manufacturing plant through the side door used by the subordinates than it is through the front door of the executives.

For this particular product the chief engineer seemed to be the man to go after with our advertising—so I decided to frame the advertisements especially for him.

In order to find out just what the

Portions of an address delivered before the Technical Advertisers' Group of the New York Advertising Club.

chief engineer of a boiler plant should be told about our product I went out and talked to him myself. The plants I selected had our equipment, the operating men were all pleased with it, and they gave me a lot of material. I gathered a fine lot of local color and then went back to the office and wrote a beautiful series of advertisements.

I brought out all the intimate points I had learned from talking to the engineers. I used high grade art work and good typography.

Those advertisements came out in a burst of glory. We ran them in a big list of publications, and we received a lot of compliments from publishers and advertising men. But we didn't get any results that could be seen. Very few more inquiries came in, and no special evidence of increased business was received from the field. The salesmen all liked the advertisements, many of them wrote in and told me so—but nevertheless there was nothing tangible that we could show as a re-

sult of those same advertisements. At that time, I wouldn't admit to myself that the advertising had failed. I fell back on that old line of bunk about hidden values, unseen influence—the great invisible power of advertising and all that sort of thing. But nevertheless I kept on looking for a better way to present our story—a better way to educate the buyers of our product. Then I discovered something. I was barking up the wrong tree.

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# Sales Resistance

## The Grand Exalted Bugaboo of the Advertising Universe

By Strickland Gillilan

IF there is anything more unintelligent than a panacea it is a bugaboo. Advertising is not a panacea. *Good advertising* is very close to being one, if the goods and the service do their share of the teamwork. But not all advertising is good advertising. Some of the most expensive is the foolishest. The sort that tries to tie up sentiment with dishrags is a little more than useless. Let the public laugh with you and it will buy. Let it laugh at you, and it will guff. People don't do their buying and their guffing at the same shop.

But what I started out to say was that bugaboos are as silly as panaceas, if not sillier. And the prize bugaboo of the excited advertiser is "sales resistance." That is one of the catch expressions somebody unfortunately dropped in his presence once, and he hasn't had a good night's sleep since. When his children misbehave he threatens them with sales resistance. He doesn't quite know what it is all about, and what causes it, but he knows it is horrible and that he isn't going to take any chances if he can help it.

Gray, who elegied all over the country churchyard at Stoke-Poges, spoke of the human being generally as "this pleasing, anxious being." Gray said a cemetery full when he emitted that crack. For we humans are pleasing to ourselves and anxious that others get just as favorable a slant on us. This is very true of advertisers, for they are extremely human. It is not to their discredit to say that they have all the vanities of all people. It would be amazing

to us were we to know just how far vanity enters into the display advertising business. The thrill a man gets from seeing his name in large type, cast on an engine, blown into a bottle, printed on a label, spread all over a double page in a nationally-circulated periodical, blazoned on the "hoardings" as we say in Britain (ahem!)—this thrill is a larger element in publicity than we have been figuring on.

Ever try to convince John Smith, who makes the Portable Lima Bean Polisher, that his name should go in smaller type and that what people wanted, who had rough, crude lima beans in need of polishing, was something to polish them with? Did you ever have the hardihood to suggest to him that it was not he who was for sale, but a bean-polisher? Did you ever—if you did you got kicked on the spur of the moment or some other tender place—have the temerity to remind him that there were oodles of Smiths in the world and that the sight of that name would not send crinkles up the spinal marrow of any normal person?

Do these things once each, and you won't have to be told how largely vanity figures in the advertising business.

He will scream like a fire siren if you want to use the word "aspire" or that perfect jawbreaker, understood by so few people, "infuse," but you can't mention the name of the manufacturer of this article too often to please him. Although he might be making the only bean-polisher or prune-wrinkler in the world and the mere mention of the

article carried the mind of the reader instantly to the only one made, he must have Smith mentioned in connection therewith.

This man is a bug on "sales resistance" and yet doesn't know he is laying deep and broad foundation for it every time he clutters up an advertisement with a huge mention of his name as the manufacturer—giving to it the prominence that should be given to the name of the manufactured article. The public isn't laying in a stock of Smiths. They are perhaps overstocked already. Maybe somebody somewhere had a line-fence fight once with a man named Smith and sees red every time he hears the name. "Sales resistance"—all over the place!

NO, Smith isn't afraid of an sales resistance that may be created by featuring his name in catering to his own vanity. But it is the resistance that may come from mentioning a nationality or religion or a political party, or the use of a word above the kindergarten grade—that is what he knows a "sales resistance," especially if the thing said come somewhere near treading on his own personal convictions or strike a blow at his own highly individual type of ignorance of the English language.

"Sales resistance" me eye! It one of the things one may well forget if one knows his goods, believe in them and writes of them sincerely in as good English as he is capable of wielding, or is financially able to brave enough to engage some one to write for him.



# The Organization of an Advertising Department

By S. E. Conybeare

NINE years ago we started with a real job on our hands—to build an advertising department organization that would dovetail every point with our rapidly developing sales organization, and that would function as an integral part of that sales organization. As a matter of fact my official title is that of Assistant Sales Manager in Charge of Advertising, and I regard myself and the department of which I am head just as much part of the Armstrong sales or marketing organization as any other part. We are all salesmen at Armstrong's—salesmen of ideas as well as salesmen of goods.

Our general sales or marketing organization, which operates under the direction of our General Sales Manager, comprises several important units, each in charge of an Assistant Sales Manager, as follows: (a) Advertising Department; (b) Contract Sales Department; (c) Sales Promotion Department. Coupled with these are three service departments, namely: (a) Physical Research Department; (b) Statistical Department; (c) Order Department. All these units at Lancaster function through eleven branch offices in important cities the country over.

Thus the advertising department is an integral part of the organization as a whole. Our functions are several in number. (1) Handling the preparation of all the company's efforts to sell—using that word in the broadest sense—through the printed word, and this includes supervision of the work of our advertising agencies in the preparation of all space advertising. (2) Handling the actual preparation of our trade and architectural ad-



S. E. Conybeare

Armstrong Cork Company, Lancaster, Pa.

vertising. This we have found we can do to better advantage ourselves in our own organization, because, after all, the company's messages to the trade must come out of an intimate knowledge of trade conditions. (3) Handling the preparation of all forms of direct mail advertising done either by our own staff or for us by our agencies. (4) Service to our customers, whether jobbers or retailers. (5) Service to the consumer who responds to our advertising. (6) Service to our sales organization, including all of our branch offices and sales representatives.

To sum up, our job is primarily two-fold.

1. Creative preparation of our company's selling messages via the printed word.
2. Servicing our distributors, both wholesale and retail, our prospective consumer and our own

branch offices with a vast array of material.

As occasion arises members of our department spend time in the field. Some weeks ago we wanted to know better the needs of the small town merchant—what kind of selling aids he could best use. The man in charge of our dealer service work spent several days just calling on dealers.

While each man or woman, as the case may be, has his or her own definite responsibility—we do a great deal of the planning of our work in Committee. Each Monday morning we have our weekly department conference. We talk over all the work that is going through the shop. Each section head reports on the progress of the work over which he has charge. As problems arise we appoint a committee to consider them and to bring in written recommendations. I tell you, it simplifies the work of the advertising manager when he has about him a keen group

of people who can take a problem, think it through and come back with careful plans. In advertising a half a dozen heads are much better than one, and I am proud of the way our advertising organization works together in harmony to plan the jobs that need to be done. I know it's a lot more fun for each individual to feel that he or she is not a mere routine worker charged with doing work that may be assigned, but a constructive factor who is expected to contribute to the planning of the work—giving new ideas—helping to create advertising that is distinctly better than the creation of one person's imagination of brain working all by himself. Teamwork is just as essential in the advertising department as in any other phase of the business.

There are certain phases of the work of an Advertising Department that I should like to emphasize.

Portions of an address delivered before an advertising class of the Advertising Club of New York.

ELGIN... TIME KEEPER TO THE SUCCESSFUL



CHARLES DANA GIBSON

## My paragon of punctuality - keeping time as accurately as the Gray-Bear with the Scythe

One of a series of little biographies of Elgin Watches

WRITTEN BY HENRIET BINGHAM

Gentlemen who make pictures and books and plays and such things for the diversions of their fellows, are not supposed to work by the watch.

But even an artist has appointments to keep, orders to fill, and the rest of it to catch. And if he is habitually late for dinner, the cook will not stay.

For many years I might have been known as a "free watch man." I car-

ried an opulent, lump-shaped watch bequeathed to me by an ancestor—and another given me by a associate. Between the two, by checking one against the other, and straining a happy moon, I managed to secure a fair approximation of the time.

But one day, it dawned on me that it might not be economic wisdom to use two implements for the work of one. So I secured an Elgin—which has since become my paragon of punctuality—keeping time as reticently and as accurately as the Gray-Bear with the Scythe.

By CHARLES DANA GIBSON

**ELGIN**  
THE WATCH WORD FOR ELEGANCE & EFFICIENCY  
ELGIN NATIONAL WATCH COMPANY, ELGIN, U.S.A.

ELGIN... TIME KEEPER TO THE SUCCESSFUL



OSCAR WILDE

I could not find a watch that agreed with me until I secured an Elgin

One of a series of little biographies of Elgin Watches

WRITTEN BY HENRIET BINGHAM

It was Oscar Wilde who wrote that "a man will kill the thing he loves," and while I would not care to confess to being a time killer, I must admit that I have submitted my watches, for which I had a real affection to many punishments, including the water test. For in my younger days,

I served as coxswain of an eight oared shell, and in one dramatic practice spin on the Schuylkill, the boat was swamped and the crew made a most unglorious exit from the water. I swam ashore, but the watch that went overboard with me—my father's and a fine English make—was never quite the same.

My second watch was a gold Elgin, my mother's on my twenty-first birthday. It served me faithfully for several years, and then, for reasons best known to itself, suddenly lost its reputation for unerring accuracy.

With no little reluctance I discarded it, and purchased an Elgin which, decade in and out, has never miscounted a minute that I've been aware of. It has won my regard as a true friend, on which I can rely almost to the second.

By JOHN DREW

**ELGIN**  
THE WATCH WORD FOR ELEGANCE & EFFICIENCY  
ELGIN NATIONAL WATCH COMPANY, ELGIN, U.S.A.

ELGIN... TIME KEEPER TO THE SUCCESSFUL



HOWARD MAXXIM

## I'd feel almost as lost without my right leg as without my trusty watch

One of a series of little biographies of Elgin Watches

WRITTEN BY HENRIET BINGHAM

I FIND that a great deal can be accomplished in a busy man's life by going to the source of time that runs often as smooth. Exemplary has gone many a mile, and legs it has been able to make.

Everybody on a business man during the last few years has been going to a more high precision time-keeper in the Elgin. It is more doing more. And it is more doing more along in a day's work, a watch that keeps time and time who keep time and who keep time. Many Elgin have been recommended about more things, more of them, something more. But without the



most of watches are by an without it, it is a watch by the way, it is an Elgin.

My father gave me an Elgin on my twenty-first birthday. I found that watch too accurate and so I never kept time, information I never had before. It is the first time I have ever had an Elgin watch in my life.

But both Elgin are what I would call as my "trusty" watches. They serve me down with accuracy on the job and at home.

By HOWARD MAXXIM

**ELGIN**  
THE WATCH WORD FOR ELEGANCE & EFFICIENCY  
ELGIN NATIONAL WATCH COMPANY, ELGIN, ILLINOIS

ELGIN... TIME KEEPER TO THE SUCCESSFUL



HUDSON MAXIM

## When robbed of my Elgin I lost a friend that had to be replaced by another Elgin

One of a series of little biographies of Elgin Watches

WRITTEN BY HENRIET BINGHAM

A watch is an indispensable part of me, but the one watch—the watch of watches—the best watch ever—an Elgin in a hunter case—was purchased by me just after I had sold the secret of the high explosive Maximite to the United States Government in 1903.

On the crystal, right between me and the time of day, I had photographed the face of my wife as she was when I first

met her—the loveliest face in all the world, which has since halcyon all my hours.

I carried this watch for about five years, when one day, in a crowded trolley car, during a savage February blizzard, some light fingered fellow working that crowd took my watch, and when I next looked for the time, I found I had only the end of the chain.

Well, I bought another Elgin, restored the photograph, and thus far have avoided losing it to the light-fingered gentry.

I like a good time. Time is my keeper, so I like a good time keeper.

By HUDSON MAXIM

**ELGIN**  
THE WATCH WORD FOR ELEGANCE AND EFFICIENCY  
ELGIN NATIONAL WATCH COMPANY, ELGIN, U.S.A.

IT'S not the testimonial idea alone, nor the prominence of the witnesses, nor the clean layouts, nor the delightful ease of the text—none of these alone—but a happy balance of them all that makes Elgin's offering an all-star production. You feel that Messrs. Gibson, Drew, Wrigley and Maxxim really said it.

## What Plan for Paying Our Salesmen?

# The "What" and "How" of Commission

By Will Hunter Morgan

**A**T first blush it seems a simple matter to set a rate of commission which will provide an equitable basis to both the manufacturer and his salesmen. But the sales executive who jumps immediately to such a set figure is apt to find that it fails to satisfy the needs of the business in one or more particulars. Some of the problems which may bob up to bother him later on are these:

(1) A flat rate of commission on every item in a line may result in unbalanced selling. It is inevitable that certain items will sell more easily than others. Discovering this, the salesmen are apt to make a drive on them and let up on other items.

(2) A set commission may cause salesmen to work only the more congested territories where sales possibilities are the greatest.

(3) The production costs of making the goods may vary from time to time due to changing costs of raw materials or other factors. In the event of a sudden rise in manufacturing costs, the commission may be too high. In a buyer's market it may be too low.

For these reasons the commission paid to salesmen in different lines shows wide variation both as to the figure or figures set and the method of application. Some of the methods in vogue are:

(1) A flat commission on the net profit resulting from the business secured by the individual salesman.

(2) A flat commission on the gross profit resulting from the individual salesman's efforts.

(3) A flat commission on the individual salesman's total volume of business.

(4) A variable rate of commission on the different items in the line.

(5) A variation in the rate of commission which takes into consideration the variable possibilities of different types of territories—prosperous territories or poor territories, city or country districts, easily-

traveled territories or territories with poor railroad service and long jumps between stops.

(6) A sliding scale in which either higher or lower commissions are paid as the volume increases during a given period of time.

(7) A sliding scale in which either higher or lower commissions are given on large orders.

(8) A uniform rate of commission on all items regardless of the size of the sale or number of items disposed of.

**W**HILE most salesmen's remuneration plans are combinations of items such as salary and commission or drawing account and profit-sharing arrangement, it is true that in many lines and under certain circumstances straight commission is employed with great effectiveness. It lends itself particularly well to the marketing of new products having novelty features, as many salesmen like to take chances with a product which is apparently going to be a big seller because of its individual talking points. Specialties are frequently sold on a commission basis. Personal service bureaus and high-priced articles such as motor trucks tend to reward salesmen in commission rather than salary.

Some of the typical lines where commission is the basis or main factor in remuneration are: life insurance, wearing apparel, typewriters, adding machines, mechanical supplies, building material, investment securities, real estate, automobiles, washing machines, etc.

The definite advantages to the manufacturer in the commission form of payment are many.

For one thing, commissions tend to attract that desirable type of salesman who has plenty of self-confidence. He is gambling on his sheer ability to dispose of goods. His willingness to be paid in commission argues that he has convinced himself that he is a salesman.

It follows also that he believes in the product he has to dispose of. No man wants to sell on commission a product in which he has little or no faith.

Since every sale means a definite piece of money in his pocket, the commission plan of sales remuneration provides a real incentive to keep hustling for orders.

As we noted in our consideration of salaries, some executives prefer that method because they can forecast from the salary roll what the year's selling expense is going to be. Under the commission plan the year's selling expense is not so easy to foresee. But, on the other hand, it is still easier to tell what the cost per unit of sale is going to be, and that important item cannot be gaged at all from an inspection of a salary roll.

In the case of new businesses, particularly those which are offering new or novel types of products, and have no large cash surplus to start out with, the commission method is often a life saver. For it enables the company to put on a large number of salesmen immediately without incurring the financial obligation of a big salary list to make good on each week—an important consideration when setting out without a fixed and steady income.

**A**NOTHER great advantage of paying in commissions comes out of the obvious fact that it stimulates the salesman to work for large orders.

When the employer sets out to put down the possible disadvantages of paying his salesmen entirely with commissions, he finds that they outnumber the advantages. This does not prove that the commission plan is all wrong. It merely serves to remind him that it will be well not to make commission the major consideration in his remuneration plan unless there are strong reasons for doing so.

In general, the difficulties which

[CONTINUED ON PAGE 50]

# Taking the Ad Out of Advertising

By Maurice Switzer

Vice-President, Kelly-Springfield Tire Company

THE other day there came to my desk a series of excerpts from printed articles and talks on copy by what a friend of mine would call the "Face Cards" of the advertising fraternity.

The dominant note in all these reprints was a strong plea for originality. This appeal, so generally voiced, brought back to my mind the day when I was confronted with the necessity of devising a series of tire advertisements which had to be different.

I emphasize "had" because at the time—some eight years ago—the Kelly-Springfield Tire Company was one of the smaller concerns struggling for a place in the sun. The field was highly competitive and Kelly's advertising appropriation was probably less than one-tenth the sum of many of its formidable competitors. We were covering a wide range of territory, and then, even more than now, all tire advertising was as standardized as a Ford car.

Everyone was printing the same story in slightly different phraseology, and even if such advertising were effective (which, of course, it wasn't) we should have been eclipsed by the mighty mass of competitive publicity.

Something had to be done about this, and it was obvious that ordinary, even clever copy, was not the answer to the problem.

I began to ask myself this question: Why is a magazine?

Apparently there were two answers: instruction or amusement—and in some instances both; and if this were true, then long-winded dissertations in the form of advertisements were not being read by a large majority of magazine readers who bought the publications for



WHEN Kelly-Springfield experimented with strictly pictorial copy there were loud and vigorous protests at the recklessness of their attempt to sell tires by such astonishing copy. But its advertising was successful because it applied the argument by gentle pressure rather than by the use of a word-stuffed bludgeon

either instruction or amusement.

One might reason that an advertisement containing illuminating facts about tire construction was instructive. Possibly, but the average reader wasn't buying *The Literary Digest* or *The World's Work* to read about tire building; he would probably be more interested in knowing what Congress was doing about Prohibition or the Income Tax. And those who bought the fiction publications would find little to amuse them in a long story, even though it were well told, about the quality of fabric that entered into the construction of a cord tire. So a passing glance caught by a roving eye was about all one could expect from the average reader. To him all tires generally looked alike; they were some-

thing round, with a hole in the middle, like a life-preserver or a doughnut, and to many of them in that day they were mostly hole.

I didn't believe that the average reader paid a great deal of attention to the sort of pretty typography and nicely phrased advertisements that were so generally (and still are) being run by tire makers; I felt that the only people who gave them one hundred per cent attention were competitors; and we didn't sell tires to each other—that is not enthusiastically. We occasionally buy each other's tires, but only for autopsy purposes.

Believing that this reasoning was sound, I decided to take a radical step, and that was to make our copy conform if possible with the character of the publication in which it was to appear. If the publication were industrial, relating, for instance, to the building or the lumber trade, then the advertisement would be orthodox in its treat-

ment. The readers of such magazines subscribed to them for the information they contained, and we would present that information as simply and as briefly as possible. Hence all our truck tire advertising was conventional, but with this difference: coal-hauling trucks equipped with Kellys were pictured in coal journals; lumber trucks in lumber journals; jobs in the oil fields in oil publications, and so on.

We pursued the same policy in farm publications, proceeding on the theory that the farmer had plenty of leisure to read, especially in the winter, but we talked to him in the language of the agriculturist.

We began the experiment of running strictly pictorial copy first in the humorous weeklies and then in

[CONTINUED ON PAGE 46]

# THE · EDITORIAL · PAGE

## The Mire of Competition

A WESTERN reader sends us a furniture advertisement clipped from a Chicago paper which starts out with this paragraph, under the heading "If You Only Knew":

After all, advertising is much the same. After all is said and done, most everyone makes the same claim, professes the best values, and offers the lowest prices. All in all, advertising still remains advertising, and often the beautiful visions disappear with one glance at the merchandise.

Our correspondent's comment is: "This kind of advertising makes all advertising less effective."

We wonder when advertisers will learn this truth, and learn to devote their advertising space to the constructive job of taking their wares out of competition, instead of dragging them through competitive mire of their own making.



## Price Cutting and Jobbing Failure

THE truth is slowly coming out in the investigation of the Ferguson-McKinney failure in St. Louis. This large jobbing house (also "manufacturer"), it now appears, operated not only the time-honored private brand practice, but also the even more muddling and suicidal policy of price cutting. A maker of overalls showed how the Ferguson-McKinney price of \$12.50 a dozen for identical goods sold for \$18, was below cost of manufacture. Evidently the defunct jobber-manufacturer had been practising at a particularly hectic pace the same game which so many jobbers foolishly play—that of getting as many discounts as possible from the manufacturer, ostensibly for creative sales services, and then passing them along to the dealer instead of keeping them and performing the creative services they were intended to cover.

These jobbing policies have been the breeding sources for much of the price disorganization existing; and have only helped to emphasize to live manufacturers the unsatisfactory condition of jobbing in the United States, generally speaking.

In our own view, as expressed in the FORTNIGHTLY on several occasions, one of the great present-day distribution needs is modernized wholesaling on a big business scale, purified as to function and equal to the big business developments in chains and buying groups on the one hand, and great manufacturing corporations on the other. The recent large-scale consolidations of jobbers in Canada, the Middle West and now in Boston, indicate that this is surely a trend of the times. With such consolidations will inevitably come sounder business policies, and abandonment of mixed functions, private brands and price juggling.



## The Development of Food Advertising

IT is one of the significant tests of the success of advertising that food, with its narrower margins of profit, outranks all other advertising in volume. A compilation recently made shows that in 1924 there was a total of \$14,534,445 spent; \$5,647,883, or 40 per

cent, was for canned foods; the next in rank being cereals, 25 per cent; deserts and jams, 11 per cent. Ham and bacon was only 6 per cent and fresh fruits 2.8 per cent.

The American housewife distinctly likes her foods trademarked and sponsored; and likes the standards and the convenience provided by large and responsible organizations, whether a manufacturer or a cooperative marketing organization. America consumes today a higher daily per capita number of food calories (about 4000) than any other nation in the world; and the old-time nondescript foods such as salt pork, salt mackerel, and other foods out of barrels and boxes of unknown origin are distinctly passing.

At the same time, fourteen million dollars is a relatively tiny item in the national food bill, which runs into many billions. It should be higher, and 5 or 10 years from now it will be trebled and quadrupled. Hundreds of food products await the application of the national advertising, mass production, low price mechanism which is the modern servant of the housewife's interest.



## More Profitable Sales Conventions

SALES conventions would prove more profitable if the men who engineer them would worry less about filling the salesmen with enthusiasm and would work for months in advance developing facts and figures and experiences that would fill the men with stronger conviction and give them new ideas, and fresh angles on the old ideas and arguments.



## Consumer Good Will vs. Tariff Protection

A NEW note for "infant" American industry was struck the other day by the lace manufacturers (who are running a "Made in U.S.A." lace exposition in New York).

"Millions of dollars are being lavished on an advertising campaign in America by the Federation of British Industries," said the lace manufacturers; "but this can be met. While we stand in need of further tariff protection against the violently fluctuating exchange and European wages scale, we regard as our chief essential for the successful growth of our industry the loyal and continuing support of American women consumers . . . extermination of foreign snobbery—the strange national propensity to assume that American manufacturers are inferior to British or French—will be a more substantial protection than any tariff."

Apparently textile interests are at last seeing the great truth that tariff walls are—all over the world—proving rather inadequate; that reliance must be placed on expert quantity production and effective consumer education. Unfortunately such "consumer education" has been construed by many of the lace men as meaning back-door free publicity instead of a real, downright, true American style advertising. But it is a sign of progress when the fanatical reliance on the tariff is seen to be inadequate.



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# Selling in Costa Rica

By A. L. White

**C**OSTA RICA is interesting as a market for goods from the United States not only because of its own present ability to buy and its potentialities, but also because it is a sort of promise of things to come in the whole of Central America. The history of the development of Costa Rica is one of the clearest exponents of the fact that purchasing power, as one of the natural factors affecting trade, is not a fixed quantity. Within the span of a lifetime this little country has been developed by the energy and work of Minor C. Keith and the United Fruit Company from a fever infested jungle into a country of clean, sanitary towns, the people of which have a good per capita purchasing power and can buy even some luxuries. Costa Rica has only about one-fourth the population of Guatemala and one-third that of Salvador, yet its foreign trade very nearly equals the foreign trade of each of these two countries.

Its purchasing power arises from its production of coffee and bananas, which together make up the bulk of the country's exports and give it a favorable trade balance. As the bananas are handled by large companies, the proceeds from them are

not so widely distributed, except in wages, as are the proceeds from the coffee. The coffee crop is produced by many small farmers who receive their profits as fairly as the larger plantation holders. The money for the exportation of coffee thus seeps down through the masses of the people and gives them the wherewithal to supply their wants. Of course Costa Rica has no such purchasing power as the United States and other highly developed industrial nations, but its people are able to buy most of the necessities and to indulge even in articles which might be classed as luxuries.

Their choice of purchases is governed to some extent by certain national traits and tastes. In their tastes, the Costa Ricans tend toward the showy article, particularly for personal adornment and in house furnishings. Often a highly polished or brightly colored article will sell more readily than a more serviceable one of plainer appearance.

Ethnology has some effect upon all the Latin American races, and in Costa Rica there is a leaning toward the Spanish influence. A great deal of enthusiasm is always evinced at the "fiesta de la raza," which is a popular fête in celebration of the

unity of the various Latin races.

The Costa Ricans also are particularly hard to change when they once become accustomed to a certain article. They have for many years bought English textiles; therefore, in their opinion, English textiles are the best; in the same way, they prefer German cutlery and German dyes, French perfumes, and Italian umbrellas; and American tools and American automobiles.

While ethnology and a natural tendency to stick to the old and tried have an influence on the customer in Costa Rica, still they are not insurmountable obstacles to trade between this country and Costa Rica, and probably do not affect trade to the exclusion of a consideration of either price or quality. To offset these influences, the United States has some decided advantages in the Costa Rican market. The proximity of the United States to Costa Rica enables the American manufacturers to make comparatively quick deliveries. Consequently, the Costa Rican merchant can buy in small quantities and obviate the necessity of tying up large amounts of capital in stock. This proximity, together with the American system of standardization, also makes it pos-

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

# Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander  
Joseph Alger  
J. A. Archbald, jr.  
R. P. Bagg  
W. R. Baker, jr.  
Frank Baldwin  
Bruce Barton  
Robert Barton  
G. Kane Campbell  
H. G. Canda  
A. D. Chiquoine, jr.  
Francis Corcoran  
Margaret Crane  
Thoreau Cronyn  
Webster David  
C. L. Davis  
Rowland Davis  
Ernest Donohue  
B. C. Duffy  
Roy S. Durstine  
George O. Everett  
G. G. Flory  
R. C. Gellert  
B. E. Giffen  
Geo. F. Gouge  
Gilson B. Gray  
Dorothy Greig  
Mabel P. Hanford

Chester E. Haring  
F. W. Hatch  
Roland Hintermeister  
P. M. Hollister  
F. G. Hubbard  
Matthew Hufnagel  
S. P. Irvin  
Charles D. Kaiser  
R. N. King  
D. P. Kingston  
Charles J. Lumb  
Robert D. MacMillen  
Wm. C. Magee  
Carolyn T. March  
Elmer Mason  
Allyn B. McIntire  
E. J. McLaughlin  
Alex F. Osborn  
Leslie S. Pearl  
T. Arnold Rau  
Irene Smith  
John C. Sterling  
J. Burton Stevens  
William M. Strong  
A. A. Trenchard  
Charles Wadsworth  
Don. B. Wheeler  
C. S. Woolley  
J. H. Wright



NEW YORK  
383 MADISON AVENUE

BOSTON  
30 NEWBURY STREET

BUFFALO  
220 DELAWARE AVENUE

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

sible to obtain repair parts of machines quickly and easily.

One of the "invisible" factors which is having considerable weight in gradually swinging Costa Rican trade to the United States is that Costa Rica is establishing dollar credits in this country. Since the war American firms, principally in San Francisco, have entered into keen competition for Costa Rican coffee, which formerly was sold almost entirely on the London market. With increased importations of this coffee from Costa Rica, dollar credits are being created which are kept in this country and exchanged for merchandise from the United States. Other advantages lie in the fact that Costa Ricans are becoming educated to the use of American goods through travel between the two countries and through the education of many Costa Ricans in the United States.

The really most important factor to be considered in attempting to work up a market in Costa Rica is



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climate. On the central plateau and the Pacific slope, where the greatest population is, the rainy season lasts from May until November, during which period, with the exception of

possibly a couple of weeks, it may be depended upon to rain at least an hour every day. On the Atlantic slope there is rainfall throughout the year. An understanding of the climate will suggest what goods might find a ready market.

The rain gathers very quickly and passes just as quickly, so that often there is a change from rain to bright sunshine, or vice versa, within five or ten minutes. On account of the abrupt changes, the women, instead of using parasols, as in the United States, buy small-sized umbrellas, often in colors, which they use in either rain or sunshine. Even allowing for the smallness of the country and the comparatively low purchasing power of the poorer people, these abrupt changes in weather lead to an excellent sale of umbrellas, particularly of the somewhat cheaper grades. The Italian umbrellas seem to be the most popular, and Italian manufacturers offer both a fancy umbrella and a cheaper

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## Do Newspapers Understand Advertising?

By *Earnest Elmo Calkins*

THE most amazing thing about this Red Grange furore is the obliviousness of the newspapers to their part in creating it. The newspaper advertising manager can talk eloquently about the power of his medium, but the editor seems to think that the publicity created by newspapers is an act of God, or something. It is a pity the high-powered boys in the business office do not go upstairs occasionally and sell the editorial staff.

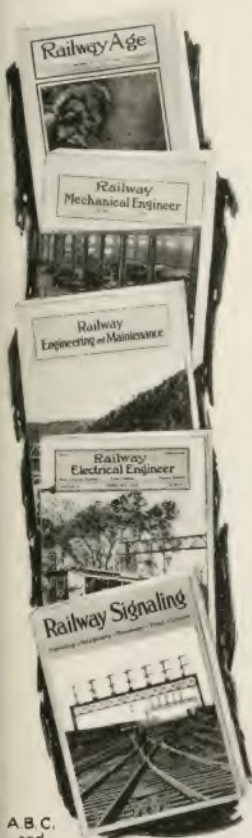
A month ago Red Grange was just a senior at the University of Illinois. Today he is surrounded by manufacturers raining checks on him in return for testimonials, endorsements and permission to use his name on sweaters, caps and cigarettes. What produced the transformation? Publicity, the publicity given free by thousands of newspapers. And now the newspapers are wondering naively and editorially at the spectacle. If you ask them why they have given all of this free advertising to one casual college student, they will tell you that it is news, that public interest demands it. Apparently they do not know that the public interest exists only because they created it, that what Red Grange is selling to

football promoters, movie producers and advertisers of merchandise is not his ability to play football, but the publicity given him by the altruistic press of the country. The newspapers go right on building up this asset for him and continue to exclaim editorially over the interest engendered.

And here is an instance of the peculiar workings of newspaper ethics. Not one of those products which is so earnestly seeking the magic of Red Grange's name is mentioned in the newspaper accounts. It is millions for Red Grange, and not one cent for the sweater, cap or cigarette. The newspapers' comment would be, let them buy space if they want advertising. A just and fair answer. Their attempts to tie their products to the tail of Red Grange's kite are pitiful. But why the discrimination? Why should they boom Red Grange when every boom adds thousands to his income, and refuse the same treatment to other commercial products? It is not Red Grange's ability or genius that has earned this tribute. It is the newspapers' generous gift of publicity. And why it is so not even a newspaper man can explain.



# The Railway Service Unit



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

## Direct Your Message to the Right Railway Men

through the five departmental railway publications which constitute *The Railway Service Unit*.

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain, effectively, the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high percentage of renewals.

*Our Research Department will gladly furnish analysis of the railway market for your products.*

## Simmons-Boardman Publishing Company

*"The House of Transportation"*

30 Church Street

Chicago: 608 S. Dearborn St.  
Mandeville, Louisiana

Cleveland: 6007 Euclid Ave.

San Francisco: 74 New Montgomery St

New York, N. Y.

Washington: 17th and 11 Sts., N. W.  
London: 34 Victoria St., S. W. 1

## yes! BANANAS

### The Body Builder

In Nature's Scaled Package

Its matter where you buy them, BANANAS are always clean, healthy, safe and nutritious.

Bananas provide your dietary protection—against the harmful diseases made from all possible combinations.

Bananas are easy to digest under all circumstances. They are delicious, needed or desired, in their fresh or ripened form.

All you desire for strength, energy, courage, health.



## yes! BANANAS

### The Body Builder

Make Muscle

You cannot put anything in the body too strong or late, and nothing as much in the way of fruit.

The sweet deliciousness of the BANANAS always remains the best. The sugar, starch, and water content supplies energy, the food question and workers in space. The crop is in less than any other kind of fruit.

BANANAS make muscle and your energy.



## yes! BANANAS

### The Body Builder

A Healthy Habit

Every time you see a kiddie eating BANANAS make up your mind it's a healthy habit.

Don't require scientific signs that no other fruit could contain so much body building material. In certain cases of fruit, certain conditions.

Use any famous for strength and endurance.

Get them when the skin becomes spotted when they are ready to eat.



# The Banana Makes Its Advertising Debut

**A**N extensive advertising campaign which is of somewhat more than ordinary interest was inaugurated on the second of October this year. The campaign is being handled in the cooperative manner by three large concerns which deal in the same commodity; in this case the perennial banana, famous in story and more recently in song.

There is nothing new in the advertising of fresh fruit, either by individuals or cooperative groups, but so far as we can ascertain this is the first time the banana has ever entered the advertising field; that is, on a scale such as to attract any widespread attention. There are good and sufficient reasons for this, but in these very reasons lies the justification of the present move.

In the first place, bananas cannot be branded or trademarked in any way. They are not sold in crates to the consumer as are apples, peaches, grapes, etc. They cannot be wrapped in individual identified wrappers so that there will be no mistaking the grower or the company whose built-up good will stands behind them. They are not cultivated fruit which can be improved upon by grafting or any other horticultural means. And they are sold almost entirely through small fruit dealers whose interest in and knowledge of merchandising is practically negligible.

But the banana has certain ad-

vantages which no other fruit can claim. It reaches the market in perfect condition twelve consecutive months in the year. It has high nutritious and body-building qualities, it is always reliable no matter what the conditions under which it may be sold or handled, and it is relatively cheap. It has occupied for years a unique place in the lives and diets of the American public on its inherent virtues alone. To quote from a booklet regarding the campaign which is being sent out to the dealers, jobbers and distributors of the fruit: "Frankly, the banana business has grown to its present huge proportions chiefly because the fruit has been so delicious, so nutritious, so satisfying and economical, that it has really 'sold itself.'"

**T**HERE is plenty of good selling talk here and plenty of justification for a far-flung advertising campaign, which, naturally, would have to be cooperative. The lack of merchandising proclivities on the part of the dealers is rather obviated by the fact that bananas need very little merchandising. The American public has long been "banana conscious and banana loving." All that this campaign really does is to serve as a constant reminder. Plenty of bananas are sold, anyway, but it is a matter for speculation how many more will be sold to a public which is educated to think more of the

fruit and which has been taught ways of utilizing it that are not instantly apparent. All that the dealer need do is tie up with the general advertising by means of attractive window and counter displays, sit back and punch the cash register.

**T**HESE are the main psychological aspects of the campaign. The physical aspects are just as obvious. Newspaper insertions and posters are being used, concentrated in five mid-Western States: Illinois, Indiana, Iowa, Missouri and Wisconsin. Fifty separate newspaper advertisements illustrated with drawings in black and white and embellished with short, straight-from-the-shoulder copy will carry the banana message to a certified circulation of some three and one-half millions. 1245 posters will repeat the message in ninety-seven cities throughout the same districts. Bananas are featured as "the Body Builder," and an appeal is made to the thoughtful housewife through a book of recipes, "100 Ways to Enjoy Bananas." Here is an educational feature of no small importance. Another feature of possibly greater educational value is the very simple expedient of teaching the general public to recognize a fully ripe banana. This has the double advantage of serving the public and of giving the banana every advantage of appearing to the consumer only at its best.

[CONTINUED ON PAGE 51]

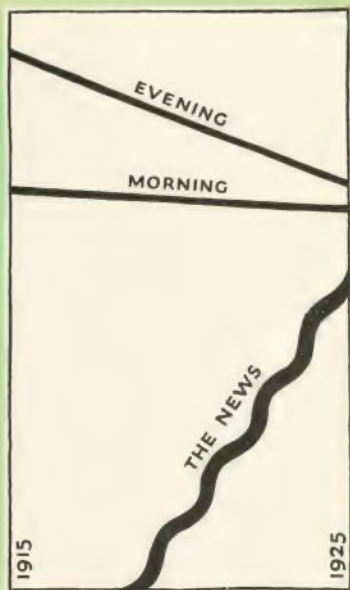
# 10 YEARS

## of New York newspaper circulation history told in 3 lines

CONSIDER the chart: In the last ten years in New York City the total volume of standard size MORNING newspaper circulation has decreased 3.3%—the total circulation of all standard size EVENING papers has shrunk 25.6% and the total circulation of ALL standard size papers, morning and evening, has decreased 16.2% in ten years—despite the fact that New York's population has had an increase of about a million people in that time.

BUT the tabloid News, starting from nothing in 1919, has gained almost a million circulation in the past six years!

The national advertiser has a tremendous new vital growing force in The News. With the largest circulation in America, morning, evening or Sunday, it is the first medium available that covers the whole city market and with the small page in the small paper, advertising is made more efficient, more easily seen and read, and suffers less from competition and the cost is much lower! and Get the facts!



Total circulations of all standard size New York MORNING newspapers, according to Government statements, for six months' period

ending Oct. 1, 1915 . 1,422,718  
ending Oct. 1, 1925 . 1,375,181

Decrease 47,537 . 3.3%

Total circulations of all New York EVENING newspapers, according to Government statements, for six months' period

ending Oct. 1, 1915 . 1,932,440  
ending Oct. 1, 1925 . 1,435,953

Decrease 496,487 . 25.2%

Total circulations of ALL standard size New York papers, morning and evening, according to Government statements, for six months' period

ending Oct. 1, 1915 . 3,355,158  
ending Oct. 1, 1925 . 2,811,134

Decrease 544,024 . 16.2%

**THE NEWS**  
New York's Picture Newspaper  
25 PARK PLACE, NEW YORK  
Tribune Tower, Chicago



# THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS  
ARE FRANKLY EXPRESSED



## The Studebaker Free Space Policy

**I**N your Dec. 2, 1925, issue, on page 88, I read with considerable interest the letter of Albert Russell Erskine as to "Free Space" given in newspapers regarding automobiles.

Have often wondered how much of this we cigar manufacturers pay for, because it quite naturally follows that newspaper owners, like manufacturers of cigars, figure out the cost of production and fit the cost of the space in their columns accordingly.

We could never understand why we weren't given "Free Space" showing the officials of the company smoking our brands of cigars, just the same as the officials of the automobile companies grace their respective automobiles—trade notes, mentioning names of cars, etc.—all free—gratis for nothing.

We subscribe to the new Studebaker policy: "We are quite content to receive no free publicity whatever, if all competitors are treated in the same manner. But if publicity is being used, we believe that no competitor should receive a line more than we do, except as he uses more advertising space." "A fair field, and no favor."

LOUIS CAHN, *Vice-President*  
Consolidated Cigar Corporation,  
New York City.

## "Two Approaches to Literature"

**P**ERSONALLY, I am in full accord with Mr. Calkins' preference for the Stevenson advertisement, which is a most admirable example of restrained diction and typographic art.

Professionally, I do not see any real basis for excited argument as to the "right or wrong" of the two advertisements, excepting the misapplication of the words in the Kipling advertisement which Mr. Calkins rightly criticises.

*Doubleday, Page & Company* are selling books to the mass; *Scribner's* are selling literature to a class.

Please understand that this comparison refers to the method of selling, and does not extend to the reputation of the authors, nor to the quality of their works.

I believe the point more in question would be—whether the manner of the Kipling advertisement is in keeping with the literary atmosphere of *Harper's Magazine*, and will it make a stronger appeal to a majority of Harper readers than the Stevenson advertisement.

Perhaps Doubleday, Page & Company will reply with the old story of the proud mother who said that every man in the parade was out of step excepting her son.

I cannot agree with Mr. Calkins' implication that it is illegitimate truthfully to sell good books to those who may want them for only decorative purposes, any more than I believe it sacrilegious to sell Bibles to non-church members.

It does not seem possible for such great works as those of Kipling or Stevenson to go into even an unlitary home without conveying a measure of benefit to some members of the family.

J. J. GEISINGER, *Vice-President*,  
Federal Advertising Agency, Inc.,  
New York.

## Salesmen of Different Types

**V**IEWED strictly from the advertising side of the question, these two advertisements mentioned by Mr. E. E. Calkins are nothing more nor less than two salesmen, quite unlike each other in the methods employed for presenting the merits of their goods, but each nevertheless probably selling plenty of books.

Were I the publisher of either volume I would have no qualms about trying to place the works of either Stevenson or Kipling in every home of average intelligence. Works of authors of recognized ability are good influences around any home whether or not their first purpose is to "furnish the parlor," as Mr. Calkins expresses it. And we cannot gainsay the fact that many a humble cottage occupied by families of only average means and intelligence has its occasional volume of Dickens and Thackeray, of Kipling and Stevenson and other such authors. And what is more, they are actually read and reread.

Granted that Kipling and Stevenson both have a rightful place in the average home today, isn't it then merely a question of which advertisement will sell the most books? And it is my opinion that among all classes of magazine readers it would be the advertisement featuring the works of Kipling.

My only qualification at this point is that I assume the advertisement is appearing in other magazines besides *Harper's Magazine*, and publications of that general class. We advertising men can never lose sight of the mental make-up of the audience to whom our message is addressed. For *Harper's Magazine* readers I am of the opinion that the Kipling advertisement might well have been keyed along more con-

servative lines, and to that extent may be said to be in agreement with Mr. Calkins.

H. L. PALMER, *Vice-President*,  
The H. K. McCann Company  
New York.

## Vanishing Markets?

**I**N his article on "Vanishing Markets," Marsh K. Powers classes the bicycle with the cigar store Indian.

The facts are that the bicycle market has not vanished—but, it has changed. In the early days the bicycle was the sport of grown ups. Today ninety per cent of the annual output of 300,000 bicycles are ridden by children. But even yet the bicycle is a society amusement in the winter resorts. If Mr. Powers doubts it a visit to Palm Beach, where the society leaders of the country are enthusiastic bicycle riders, will convince him.

If Mr. Powers had dropped in to the new Madison Square Garden last week during the Six Day Bicycle Race and seen 20,000 fans every night go wild over the exciting sprints he would have had hard work to get them to agree with him that the bicycle was in a class with the cigar store Indian.

Or, if he would get out with the members of the Amateur Bicycle League, which is a National organization of bicycle clubs which holds local State and national championship road races every summer, he would realize that the bicycle market is a long way from the vanishing point.

Since there is no system of registration it is impossible to make more than an estimate of the number of bicycles in actual use in the United States, but it is safe to say that there are in the neighborhood of 3,000,000.

W. H. PARSONS, *Managing Editor*,  
*American Motorcyclist & Bicyclist*  
New York.

## The Coal Strike

**F**LOYD W. PARSONS in the *FORT* NIGHTLY of Nov. 18, draws a picture of John Lewis which is no doubt true. It shows Lewis as an autocrat. His power to freeze the women and children—and men of this country spreading misery and death by stopping a large part of the production of bituminous coal as well as all the an thracite, is a dangerous power in the hands of any man and particularly in the hands of one who is "autocratic," "fearless," potentially "ruthless," an who either wins or "in defeat leave wreckage behind."

The fate of autocrats who are rutt

[CONTINUED ON PAGE 60]

# A 42 Percent Gain In January Advertising

**R**ESULTS count in determining increased schedules. And the fact that the January issue of **BETTER HOMES and GARDENS** carries 42 percent more advertising than the same issue of last year, proves how its advertisers feel about this magazine.



Many advertisers have reported increased results at decreased cost. There is a very logical reason for this, too, when advertisers frequently refer to **BETTER HOMES and GARDENS** as "the magazine with the greatest reader-interest in America."

An interesting booklet has just been prepared explaining the service this magazine gives to more than 700,000 good homes. A copy is yours for the asking.

Get the facts about this productive field before you close your advertising list. Complete information implies no obligation.

700,000 NET PAID

# **BETTER HOMES** *and* **GARDENS**

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA

# Significant Trends in Distribution Practices

## A Summary of the National Distribution Conference

**T**HE report of the Committee on Distribution of the Chamber of Commerce of the United States, submitted this week to the National Distribution Conference at Washington, reveals that there have been significant changes in the field of distribution, namely the integration of marketing, cooperative marketing, chain store development and installment buying.

After an extensive survey of the various channels through which goods are transferred from producer to consumer the committee finds that there are no short cuts by which the costs of marketing may be materially reduced. The middleman (the wholesaler) who is often blamed for taking too large a proportion of the consumer's dollar, is performing, it concludes, a necessary function, which is performed by some other agency even if he is eliminated, so that the expense of wholesaling remains.

The survey, undertaken with the idea of focussing attention upon wasteful practices in marketing, was made by a representative group of business men under the chairmanship of L. D. H. Weld, manager of the Commercial Research Department of Swift & Company, Chicago. It includes in its membership wholesalers, retailers, manufacturers and representatives of chain stores, mail order, house-to-house selling and cooperative organizations.

"Channels of distribution," the committee says in its report, "have developed as they exist now because in general they furnish the most economical and expeditious methods of getting goods from producers into the hands of the consumers. Market channels and methods are not cut and dried, and methods have been and are being improved through the competitive attempts on the part of manufacturers and distributors. These channels cross, merge and separate again into diverse ways, in different industries, to meet the particular needs as they are being discovered. It is not practicable or desirable that there shall be any distinct aggregation of distributive

functions along uniform or precise lines. It is desirable, however, that the functions shall be simplified where possible and adapted to changing conditions, for these conditions are the outgrowths of fundamental economic changes.

"Weaknesses exist in marketing organizations just as they exist in factory organizations and management, and changes and improvements are coming gradually as the weaknesses are sought and identified, one by one, through the force of competition.

"Location of retail outlets is directly responsible for much waste through the starting up of businesses in locations which do not warrant the location of an additional store. Some chain store companies are seeking to reduce the locating of stores to a science, and some jobbers and trade associations are aiding in the work; others, however, encourage the starting of stores irrespective of their chances of success."

**T**HE middleman system of marketing," the report continues, "has developed for the simple reason that middlemen are able to perform the marketing functions in the most economical and effective manner. Middlemen achieve economies in two principal ways: they acquire skill in performing marketing functions through specialization and achieve economies by combining products made by different producers or manufacturers."

"The term, elimination of middlemen, is slightly misleading, because when one so-called middleman is eliminated, the producer, or someone else, has to undertake the functions previously performed by the eliminated middleman."

The committee finds that there is a trend in the direction of integration of marketing, the bringing of the several processes of distribution under single ownership, although it is not so marked as is commonly supposed.

Manufacturers themselves assume the functions of "Manufacturers'

agents" and of jobbers by selling directly to retailers and sometime to consumers. Retail organizations especially chain store companies and department stores, are reaching back and performing wholesale and some times manufacturing functions. Wholesalers are reaching out in both directions, undertaking manufacturing functions and sometimes organizing or becoming interested in chain stores.

This change is ascribed principally to the increasing size of manufacturing companies, the increasing size of retail units, the increase in private brands of jobbers and the increase in national advertising.

Chain stores are characterized as one of the most important developments taking place in the field of marketing. "They are an important influence," the committee concludes: "in reducing marketing costs and in changing methods of distribution.

"In some trades," the report continues, "and in some sections of the country, the chain store mover has probably nearly reached the point of saturation. Well-managed unit stores, handling a carefully selected line of products, and giving service, are always going to hold large proportion of the total business. There is still a great opportunity for the growth of chain store however, in the Middle West and West and in country towns."

Installment selling is one of the latter-day developments in marketing at which the committee points warning finger.

**D**EVELOPMENT of installment selling," it says, "was not pronounced until the advent of the automobile. Today, however, installment selling is employed in the sale of multitudes of articles. As a matter of fact, it has been stated that even the wealthier classes, who are undoubtedly, take advantage of time payments.

"Although it is difficult to state definitely the advantages and disadvantages, there are two evident dangers which may be incurred by such a system if uncontrolled in its d

# A STRONG FRAME

[*A suggestion to advertising men who  
believe in building for the future*]

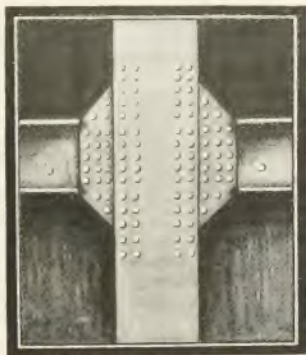
**Y**OU need not assume the title "advertising engineer" before deciding that the supporting framework of your promotion must be *safe*.

No. It requires only the inborn common-sense of the average man. Why build at all until you know that your plans are sound—that your work is constructed to stand up and to keep its earning capacity?

When you plan to advertise a line that sells through dry goods and department stores, you should feel that your problem is very simple but very difficult—simple in that you can reach practically all the important store factors, en masse or by markets, through the Economist Group—difficult in the business wisdom necessary to

make your messages *vital* to those on the receiving end.

Your promotion in the Economist Group is the framework of your success in this field. It is the inner strength of your campaign. It is your assurance of continued good business.



Moreover, at any of the nine offices of the Group you will find market facts, market experience, market insight that will make easier the critical task of preparing your messages to merchants.

Call on us at any time for any sort of help. It is not easy to talk to stores in terms that sink in like salt scattered on ice—but time and again we have helped start campaigns that made all the difference.

## The ECONOMIST GROUP

239 West 39th St., N. Y.



DRY GOODS ECONOMIST—National, Weekly

MERCHANT-ECONOMIST—Zoned, Fortnightly

[ 35,000 stores in more than 10,000 centers—stores that do over 75%  
of the country's retail business in dry goods and dept. store lines. ]

# Another Famous Trademark Is Sold

By Joseph P. Madden

**I**N recent years there has been a marked seeking out for purchase of businesses whose names and trademarks are well known. Purchases of businesses of this character have been more numerous in the last decade than ever before. Companies whose founders are now old men; companies run by the second and third generation, and companies which have made a brilliant record and a reputation in a short period of time, have been sold, consolidated or taken over. The purchase of Castoria was a milestone in this tendency; also the more recent Dodge purchase.

The latest example is the sale the other day of "Aunt Jemima" for \$4,000,000. This company's trademark is one of those literally "known in every household." Women now mothers, dressed up and blacked up as Aunt Jemima at children's masquerades years ago. The bandanna'd face of Aunt Jemima is as well known as the Cream of Wheat chef. They are both authentic American breakfast deities—fixtures in the advertising firmament.

Quaker Oats is the new owner of Aunt Jemima—who now becomes part of the Quaker's more austere household. This will undoubtedly be a mere matter of form, and Aunt Jemima's individual dignity will not be harmed with the general public. The Quaker Oats people have announced that not only will the mills operate as usual, down at St. Joseph, Missouri, but even that its present executive, R. R. Clark, will be retained. The Aunt Jemima Mills make plain flour and kindred products; the pancake flour (as has so often happened with advertised specialties) has come to be the tail that wags the dog. What was once an infant among the regular staple products of the mill has grown up



**T**HE importance of a trademark that has been established by excellent advertising over a period of years is coming to be appreciated more and more. The sale of "Aunt Jemima" the other day to the makers of Quaker Oats for \$4,000,000 is the latest example of the value attached to such nationally recognized trademarks

to be the very queen of the family.

The genesis of Aunt Jemima is colorful. Deciding years ago on the pancake flour as something special to push, the question of naming it came up, and the usual process of submitting fearful and wonderful verbal contrivances as trademark names was gone through. Col. Higbee, looking about for a character to give more life than a mere devised name, hit upon the idea of immortalizing his own kitchen blackbird, actually called Aunt Jemima—and as intensely nubian in shade as any pure printer's ink has ever made her since. She really was a genius at pancakes, keeping her recipe an enigma, after the fashion of old negro cooks (an enigma, as a rule, even to her conscious self). Years afterward her recipe was reduced to

an accurate written formula.

Some colorful, fictionized advertising copy in newspapers was later run, depicting the "cook whose cabin became more famous than Uncle Tom's"—and Colonel Higbee, who "knew a good horse, suh, and a good dinner." The Colonel's mansion, visible from the Mississippi, was described, and tales were told of his elaborate breakfast hospitality. There was also a lot of good old applesauce about Aunt Jemima's marvelous recipe, the despair of all other southern mamies, and about visitors who would go to her cabin for a plate of cakes and offer to buy her formula. All this was delineated in word and picture, with the historical accuracy of costume detail of a play staged by Belasco. The river steamers, the Colonel's mansion, the negro cabin were shown in the atmosphere of 80 or 90 years ago. Even the kitchen utensils used by Aunt Jemima were of the correct period.

Aunt Jemima Pancake Flour has been unusually

well merchandised and advertised for the last ten years at least. Pancake flour belongs to that limited category of merchandise which exists almost entirely by grace of advertising—like chewing gum and breakfast food. As a matter of fact, the Aunt Jemima brand is the only one which has made any kind of a dent in the market, for pancake flour, it must be said, is not an "up-and-coming" food article—the modern breakfast food and light breakfast idea have rather worked to repress the development of the article. There is a fair market, but it is viciously beset with private brands. Grocery jobbers, mills and brokers have private brands galore. There are over one hundred brands of prepared flour on the market; but in the eighty years since pancake flours were first put out in

[CONTINUED ON PAGE 70]



*The* **Press**  
*is the*  
**First**  
*Advertising*  
*Buy in*  
**Cleveland**

Submit this statement to any Better Business Commission in the United States; question any unbiased, scientific space buyer; try it, test it in any way you like—and the answer always comes out the same, "The Press IS the First Advertising Buy in Cleveland."

Use your own favorite method of selecting newspapers. What is it? Circulation? The Press has the largest city, largest city and suburban, largest True Cleveland Market,

largest total daily circulation in Ohio. Cost? The Press has the lowest milline rate in Cleveland. Advertising? The Press publishes many thousands of lines more than any other Cleveland newspaper. Results? Any Cleveland merchant will prove that for us.

To any manufacturer, anywhere, who wants to advertise any product, at any time, remember!—The PRESS is the FIRST Advertising Buy in Cleveland!

# The Cleveland Press

FIRST  
IN  
CLEVELAND!

NATIONAL REPRESENTATIVES:— ALLIED NEWSPAPERS, INC.,  
 250 Park Ave., New York City      410 N. Michigan Blvd., Chicago  
 CLEVELAND, CINCINNATI, SAN FRANCISCO, SEATTLE, LOS ANGELES

A  
SCRIPPS-HOWARD  
NEWSPAPER

# Why Many Grocers Fail

By Louis Brewer

**J**UST as the average American feels that he could run a railroad, a hotel, or perhaps edit a newspaper, likewise there lurks in the back of every immigrant's mind the idea that he could run a grocery store. Fortunately, the odds are greatly against the average American realizing his pet ambition. Sad to say, no such unsurmountable obstacles stand in the way of the foreigner to prevent his realization of a laudable ambition through playing jingling tunes on "baby grands" made by the National Cash Register Company.

The abnormally large percentage of grocers and delicatessen dealers featured on the auction page of one of New York City's great daily newspapers, that cemetery of merchandising failures, offers mute testimony of wrecked hopes on the sea of retailing in the Metropolitan district. This page is a veritable gold mine of information. Here are no dry-as-dust statistics and charts, but the latest casualty list straight from the front, and it certainly warrants following up with a view of unearthing facts relating to the excessively high rate of mortality among grocers.

The first advertisement that caught my eye was marked "Auction with the consent of owner." Not knowing what the phrase stood for, I decided to investigate.

In the heart of the uptown Jewish colony I found the usual neighborhood grocery store. Inside the store there was the usual gathering of ex-grocers, grocers who should be in their own stores instead of chasing all over town attending auction sales, and wholesalers' representa-

**CHAS. FLEISCHER & WM. BROUDY, Auc't's**  
 SELL TODAY (THURSDAY), NOV. 19, AT 2 P. M. AT  
 64 LOTT AVE., BROOKLYN

DIRECTORS—HALSEY BROWNEY, ALEX. BROWN, STAFFORD L. FORT  
 SELLERS—D. H. BROWN, STAFFORD L. FORT

## GROCERIES

Salmon, Sardines, California Prunes, Sugar, bags of Flour, Tea, Coffee, Cocoa, Cornmeal, Beans, Powders, Raisins, Luc. Search, Macaroni, Paper Bags and

**FIXTURES**—3-TUB ICEBOX, SCALES, MARBLE TOP COUNTERS

**SINGLE ELECTRIC COFFEE MILL, SHELVEING, ETC.**

Bowler's Office and Saleroom, 72 Sumner Ave., Brooklyn, Telephone FIDELITY 2149  
 Broker's Office and Saleroom, 72 Sumner Ave., Brooklyn, Telephone FIDELITY 2149

**11 A. M. Sale 11 A. M.**  
 Sam Greenwood & Sidney Salomon (Auctioneers)  
 SELL THIS DAY  
 THURSDAY 11 A. M.  
 1166 Boston Road, near Home St.  
 BRAND NEW OFFICE

**PASTRY PARLOR**

All Glass 2 1/2 Showcases, Mirror Dash New Vienna Chairs Polished Table, Mirror, Griddle, Coffee Drip, Glass Jar, Tea, Dressed Machine, 100 Yards of Elastic, Paste Dishes, etc. In Full Size Greenwood's office, 11 & 13 West 47th St., Brooklyn 2072, Bklyn 2658  
 Bidder Saleroom, 18 West 118th St., Tel. University 7351

**ADVANCE NOTICE**  
 TRENKENTON, LARGE STOCK OF A WHOLESALE AND RETAIL

## GROCERY

D. SCHECHTER Auctioneer, WILL SELL  
 Tomorrow, Friday, Nov. 20th, 1 P. M.  
 NEAR 7TH AVE. IN 124 YORK CITY  
 ABOUT 1,000 ORIGINAL CASES, CAN, BOTTLE & BAG GOODS

2 Brand New Electric Coffee Mills, Mahogany Case, Barometer, Ice Box, 10 Counter, Scales and Measuring Scales, Sausage Choppers, etc.

By Dodge Scales, Excellent Condition  
 Auctioneers' Telephone, Room 2143

BY ORDER OF DON WM WERT MULLER  
 Chairman, Dept. of Plant and Structures

**John Burchill**  
 JOHN R. BURCHILL  
 AUCTIONEERS

SELL THIS DAY AT  
 10:30 A. M. NOV. 19, 1925  
 161 Tons Old Iron and Steel,  
 2,000 pounds Iron 2 1/2 tons lower tubes,  
 One Ferryboat, the "Bovary B",  
 Auctioneers Office, 308 West 27th St.,  
 Telephone LAGANNA 5213

8425 TRADING FIXTURES, ETC.

**A** GLANCE at the auction pages of the metropolitan newspapers shows that many grocers have but short shrift in their highly competitive trade. In many instances this is due to the fact that they have had practically no experience in merchandising and in selecting stocks suitable for the various demands of their many customers

full line of unadvertised canned goods put up by a "neighborhood" jobber, whose sphere of distribution is from The Battery to Harlem River, east of Fifth Avenue. There was everything from canned beets to canned sauerkraut. About two dozen unopened cases of this unknown brand were piled in the middle of the store, waiting for some wily highest bidder who will forthwith strip them of their unfamiliar labels and adorn them with labels of more renown.

However, the most ludicrous thing in the place was a lot of canned

lobsters of rather ancient vintage, bought at an auction sale, judging from the soiled labels and battered cans. Lobsters is a strictly orthodox Jewish section. It is against the dietary laws of Moses to eat shell fish of any kind.

The owner, an under-sized, anæmic looking foreigner, was pacing up and down the store. I approached him and tried to draw from him the cause of his predicament. For several minutes he kept up a rapid fire verbal barrage in a very broken English. All I could make out was "De Hollsalers, de Hollsalers! Robbers! Picket pockets!" These were among the milder epithets he applied to them.

After he calmed down, I drew from him the following story: He was born in Rumania thirty-five years ago and spent his youth on a farm. Five years ago he came to our shores in search of fame and fortune. Following the example of his co-religionists, notwithstanding his agricultural background he went into a sweatshop learning an occupation that promised money. After four years of nerve-wracking piece-work labor in the needle trade his health broke down. His doctor

ordered immediate change of occupation. Lacking knowledge of the fundamentals of storekeeping, he reasoned that a grocery would be about his "meat."

With a vocabulary of about 200 English words this sweatshop worker opened a grocery store to regain his lost health and win economic independence. He simply did not have the heart to say "No" to any specialty salesman. It was a thrill for him to sign on the dotted line. The result was a store stocked with all sorts of merchandise suitable for an American neighborhood

[CONTINUED ON PAGE 58]



## When sales overhead becomes too burdensome

When the margin between cost and price is all but consumed by rent, salaries, traveling expense, commissions and discounts, it is time for analysis.

Excessive sales costs are the greatest burden of modern business. It will only be lifted when sales costs are controlled through planned selling based on facts.

Scattered throughout the country, in daily contact with factories, mills, mines, stores and railways, are the trained representatives of the Business Press. Every new development, any current business trend or practice is known to them.

Because of their constant contact with all major markets, the member publishers of the A.B.P. are in a position to supply market facts that will serve as a basis for effective sales plans. Business men may avail themselves of this cooperation with the knowledge that no obligation is involved.

**THE ASSOCIATED BUSINESS PAPERS, INC.**

Executive Offices: 220 West 42nd Street, New York, N. Y.

*Over 120 Papers Reaching 54 Fields of Trade and Industry*

**A.B.P.**

"Member of The Associated Business Papers, Inc." means proven circulations, PLUS the highest standards in all other departments.

# THE 8-pt PAGE

by  
Odds Bodkins



LAST evening I was browsing through an old volume of *System* and in the issue of February, 1906, I came upon these interesting 'S' in an article by our old friend S. S. McClure:

"We have never planned a great feature for *McClure's Magazine* that has turned out well. Everything of vast importance to us has always begun by the idea of one, two, three or four articles, never by a long series of articles. We have never been successful when we have arranged for a large series of articles.

"Our life of Lincoln was first planned as a single article, then three or four. The articles by Charles A. Dana were first planned as one; the Standard Oil was first planned as three or four articles; the anthracite coal article just meant that one thing, and it led to the labor series. Mr. Steffens went to St. Louis without reference to doing any other city. Everything has come by simply sensing the contemporary activities of the time we live in."

There is something profoundly true in this observation. It is one thing to make great plans, whether editorial or advertising or selling, and I presume we should all make such plans; but the man who achieves the greatest measure of success is generally the one who "watches the breaks" as salesmen are wont to put it, and pursues every advantage, pressing hard upon the heels of Dame Fortune as she shows the way.

—8-pt.—

Today at the New York Advertising Club I encountered Ralph Starr Butler, O. C. Harn, and John Allen Murphy lunching together. Said John Allen Murphy, brushing the lint off his blue suit, "I wish you'd say something in the FORTNIGHTLY about these Advertising Club napkins."

The only thing I can think to say about them is that they have one of the same characteristics that the Advertising Club towels used to have, down at the old house on East Twenty-fifth Street. But not being used in exactly the same way, they do not make one look quite so much like Santa Claus as the towels used to!

—8-pt.—

I was interested to learn the other day that my good friend, W. B. Morris, advertising director of the Munsingwear Corporation of Minneapolis, will

have held his position with that company thirty years on Jan. 1, 1926.

Can any reader of this page better that record? How about you, W. B. Snow of International Silver?

—8-pt.—

My heart warms to the Christmas advertising program of the Society for Electrical Development.

For two years past on Christmas Eve President Coolidge has switched on the electric lights of the National Christmas Tree, located on the White House grounds in Washington. This year he will again officiate at the Christmas Eve ceremonies and arrangements have been made to broadcast the addresses and the carol singing.

To fit the electrical industry into this observance and stimulate the movement for Community Christmas Trees, the Society for Electrical Development has prepared the attractive full-page newspaper advertisement reproduced herewith, and is taking steps to have local companies or groups sponsor it in their communities.

**A National Symbol of Good Will**

DISCOUNT at Washington, the head of President Coolidge will stand a major feature. Invaluable in great living Christmas Tree will bring you personal relations, a beautiful scene when gathering in homes, looking in a shining way.

Department of Commerce in Great Spinning to Page!

This is not merchandising copy; it is good-will copy in the finest sense of the term. Such a use of advertising is indeed inspiring. We have learned how to use advertising to build commercial good-will. Now let us apply ourselves to the problem of using this great force to express, in pictures and living words, the hopes and ideals of human-

ity. In expressing them we shall build a great fund of good-will between men and nations. And that, indeed, is the Christmas spirit.

—8-pt.—

Some weeks since, Gridley Adams wrote me:

"DEAR ODDS BODKINS:

"What's troubling the 'Clothcraft' gent on page 136 of the current S. E. P.? He seems faultlessly attired and therefore ought to be satisfied with his lot, but—

"As he stands there, his face wearing a serious mien, he glances across to page 137, and sees the Florsheim Shoe and the Rubberst Brush advertisements. What does cause his apparent yearning? Help! Or he may walk off the Clothcraft page and get lost!"

This carries me back years and years to the time I was an advertising manager up in good old New England and Hugh Burke represented *Munsey's* in that territory. Hugh and I developed a complex on this subject of ads that threw the reader's attention out of bounds, so to speak, because the people in them insisted on looking across to the facing page, or clear off the magazine or newspaper page. Every time Hugh called on me he brought samples of out-of-bounds ads he had collected, and I exhibited my recent findings to him.

This sort of thing doesn't worry me so much as it did then, because I don't take the details of advertising quite so seriously as I did in my cub days. Yet it is something to be careful about, for there is grave danger of losing much of the effectiveness of your advertisement by literally forcing people's eyes out of it and across the page to some competing advertisement. The safest way is to build your advertisement so that it focuses on its own proposition.

—8-pt.—

And now, heartiest wishes for a Merry Christmas to all the FORTNIGHTLY family.

# How STUDEBAKER Reduced Selling Costs in Milwaukee—

**W**ITH the advent of the "One-Profit" car last June, Studebaker made a decided change in its advertising policy in Milwaukee, concentrating the bulk of the Studebaker appropriation in The Milwaukee Journal.

As a result, during the first 90 days of this new campaign, sales increased nearly \$75,000.00—61% over the corresponding period in 1924, when Studebaker advertising in Milwaukee was "scattered".

Instead of the usual late summer and fall "slump", the Milwaukee Studebaker distributors this year experienced a record-breaking business at a much lower cost per sale.

Confidence in the superior selling power of The Journal is reflected in Studebaker's consistent preference since the "One-Profit" campaign began. The Journal, from June 1 to December 1, printed 32,966 lines of Studebaker display advertising—106% more than both other Milwaukee papers COMBINED!

In the rich Milwaukee-Wisconsin market the most successful advertisers in all classifications sell the greatest volume of goods at the lowest possible cost per sale through—

*Read by more Wisconsin people than any other publication in the world!*

**J** The Milwaukee  
**JOURNAL**  
**FIRST - by Merit**

# Taking the Ad Out of Advertising

[CONTINUED FROM PAGE 28]

those of the other periodicals which circulated among the so-called "smart set."

When this advertising began to be talked about, we extended it to the fictional list, and if it did not immediately meet with universal respect it certainly promptly achieved one hundred per cent attention. That was more than could be said about most other tire advertising, anyhow.

**T**HE pictures by Laurence Fellows were splendidly drawn, the captions, seldom more than two lines, were usually in a humorous vein—at least we hoped they were—but always there was a sales argument in the text. In other words, we proceeded to get reader-attention along the lines of the least resistance by first appealing to that strongest of all natural traits—curiosity; then we applied the argument by gentle pressure rather than by the use of a word-stuffed bludgeon.

Few people, I think, like to be forcibly solicited; it is the courteous, diffident salesman who is the more pleasantly remembered and therefore generally the more welcome. One may close the door on the too persistent solicitor, but he may lay for you on your way to lunch and so force his story on you; the advertisement, however, has no such opportunity for attention. If one doesn't wish to read it, he simply turns down the page. We hoped, by appealing to the reader's curiosity, to make the page bearing our advertisement too alluring to be turned down.

Subjects were selected carefully and the captions to the pictures were written with the view of giving them the ring of authenticity; in many cases they were the result of actual experience. Occasionally someone would relate an incident or we might overhear a conversation which would be translated into copy. What I mean is, that we always endeavored to prevent the impression that the favorable argument has been dragged in by the heels. This was merely the dramatization of an advertisement to give it human interest; in the same manner that the playwright often makes a highly entertaining play by the realism with which he reproduces on the stage some of the commonplace of life.

But our efforts were not crowned with universal approval. As is usual when one does the unconventional thing, there were loud and vigorous protests from advertising agencies, some of which were content to poke fun at us while others wrote technical analyses on the futility and reckless-

ness of our attempts to "sell tires" by such astonishing copy. Fortunately for me, the then President of the Company had agreed not to interfere in the matter of advertising and he kept his word, though I know he was worried.

But some of those who "came to scoff remained to pray," and it was not long before we had a few imitators. Not many of the imitators had the temerity to use full pages for a drawing without a screaming headline, but little by little brave souls began to adventure more fearlessly into the jungle of advertising, until one day, very recently, one maker of ginger ale stepped boldly into practically a full page in the New York newspapers with nothing but a pen sketch and a two line caption in italics, thus out-Kellying Kelly!

Drawing and typography have advanced in step with the other arts in the past two decades; into the ranks of copy writers have come poets and essayists, but the advertisement, *per se*, remains today what it has always been—advertising—frankly and intrusively demanding attention. And because of its self-assurance, not getting what it seeks.

**T**HE gentlemen to whom I referred in the opening paragraph are right. We cannot hope to compete against high-priced illustrated reading matter with palpable advertising.

Few people have the desire, if they have the time, to read advertisements; life runs swift and furious these days; we get the news by radio and the story in the movies. We have got to lift our advertisements out of the ruck of the commonplace if we expect them to be noticed, for what used to be termed "practical publicity" is no longer practical—or, probably, it is too practical. We must take the ad out of advertising—denature it, if you please—so that the patient may enjoy his medicine, which, however, must still be as potent as it is palatable.

I have always been a believer in humorous copy—which is a vastly different thing from slap-stick comedy. The growth of such a magazine as *College Humor*—a newcomer in the field; the popularity of the comic strip; not to mention the colored supplement upon which so many of the large Sunday issues of our great dailies depend for circulation, are all evidences of the national love of humor.

So why not ride in on the tide instead of bucking the current?

Why don't we? Because so few of us have the courage to break away

from the conventional. And courage is needed—courage founded upon a sincere belief in advertising, plus a knowledge of human nature—the mass mind.

There are many advertising agencies who could and would prepare daring, attention-compelling copy, but they know in advance that it would be hopeless to submit it to the "Big Boss."

So much of our advertising is alike because those who control the appropriations are afraid to be different. They don't really know anything about advertising, but they think that some competitor does, so they follow the other fellow.

Sometimes—too often—the sales manager has the final word on copy, and then—unless he is one of those rare geniuses who really knows—God help it!

The sales manager reads all of his competitors' advertisements, and he makes the mistake of believing that everybody else does the same thing. Under this erroneous impression he wants his copy framed along combative or assertive lines, with the result that while he is highly pleased by sounding phrases, forceful illustrations and striking superlatives, that elusive individual known as "the ultimate consumer" rarely reads a line of it.

It may be a long way off, but the day will come when good advertising must contain the same dramatic quality that distinguishes a successful play or a popular novel. Then the advertisements will be read with as much enjoyment as the "next to" reading matter with which they now have to plead for mere notice.

**W**E have not, however, untrumpetedly used strictly pictorial copy in the fiction magazines.

For a year or two we were forced to abandon our distinctive style. This was because of a change in the types of tires—for instance the balloon. Then, too, we built a great new plant at Cumberland, Md., which enabled us greatly to increase production. This resulted in lower costs which in turn brought down the price to the consumer to a strictly competitive basis. We also adopted a new method of manufacture which gave added flexibility to Kelly tires. All this was news which had to be told to the public, and to get the facts across we had to subordinate illustration to text.

But this is "over" now—at least we hope so—and we shall soon resume our original style and stick to it until we can find something better.



Would you like  
a copy of  
*Power's* horse-  
power chart?

## UNIT coverage or quantity—*which?*

*Power* aims to put its advertisers in touch with the buyers in the worthwhile power plants of the country no matter where they may be located or what kind of a product *Power* is being used to produce.

To accomplish this *Power's* circulation department seeks to add units rather than individuals. Regardless of cost it must find, sell and satisfy the men responsible for power plant design, power generation and power utilization.

Which is why you will find *Power* wherever there are worthwhile power plants, the circulation being heaviest where there are the most plants.

The above map illustrates at once the power distribution of the country and the circulation distribution of *Power*.

Does not this method of subscription building appeal to you as the method of greatest value in sales development?

## POWER

Tenth Avenue at 36th Street, New York  
A McGraw-Hill Publication

A. B. C.

A B P

**This Home is Ready for Winter**

I just saw old King Winter had his eye laid on the old set connected in the city. Every time the heavy season came they had to make through town and then the pump. Now to the rescue! A Deming Hand and Power Pump was installed. How much the heavy winter meant for driving, making, driving to the pump, a lot of the heavy season the home owners all they can when they hear it. And it came there about two weeks ago.

In your home equipped with a Deming pump you'll have the best of both worlds. The Deming Company, 100 West 10th Street, Cleveland, Ohio.

**Deming**  
HAND AND POWER PUMPS FOR ALL USES

Prepared by The Powers-House Co.

## No Premium on Haste

BECAUSE POWERS-HOUSE clients remain with us year after year, we are never tempted to hurry an advertiser into untimely or excessive expenditures. There is no premium on haste—we can build soundly on firm foundations.

### The Powers' House Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND  
Marsh K. Powers, President Frank E. House, Jr., V. Pres. & Gen. Mgr. Gordon Bixley, Secretary

## An Obituary

By S. H. V.

THIS is the story of the John Doe Manufacturing Company and the tragedy of its advertising venture. The true name of the company and its exact location are not needed here—the moral goes far beyond any limitations of geography or type of merchandise.

Ten years ago the company started in business to manufacture a commodity of broad sales-possibilities.

Six years ago it began its first tentative, timid experimental beginnings in advertising.

Four years ago it called in outside counsel, an advertising agency willing to overlook immediate small profits for the sake of future possibilities.

Nursed with lavish expenditure of time and attention by the secretary of the company and one of the firm of the agency, the modest first investments in trade advertising produced encouraging results. Gradually increases were made each half-year. Last spring the time had arrived when both agreed that the opportunity was at least ripe for consumer advertising. Ears that had previously been deaf to the solicitations of magazines finally listened attentively to the exhortations of all the various possible media.

A brief but effective list was prepared, submitted to the guiding board, discussed and approved. Production wheels started turning and the first insertion, well merchandised in advance to sales-force and trade, appeared May first.

Then it happened.

The usual avalanche of disgruntled publication representatives bore down on Doeville.

By hook and by crook they crept around the secretary and the agency and poured bitter criticism of the selected mediums into the ears of the president, the sales-manager and (Machiavellian cunning!) the treasurer.

Unwilling to wait until the success of the first venture had prepared the way for extensions and additions to the list of publications, with untiring energy, disastrously timed, they struggled to undermine the carefully built plan.

Their efforts succeeded only too well.

The campaign is dead.

Advertising is a dead issue in the sales-plan of the John Doe Manufacturing Company.

Killed by sellers of advertising.

Figure out the cost of it—you managers at your home offices, whipping your men out to get business and get your competitors.

Figure out the cost of it—you publishers, looking at your too-slowly-climbing curve of advertising volume and reading your needlessly short list of advertisers from which the name of the John Doe Manufacturing Company will be missing for long years to come.

Figure out the loss in it—you agents who sell by tearing down confidence in established plans.





... on Sunday morning, January 17th  
 Cincinnati will "attend"  
 The Automobile Show....  
 in THE ENQUIRER

In Cincinnati, the Automobile Show is the outstanding automotive event of the year. And if you know Cincinnati, you know that The Enquirer's special Automobile Show number—on Sunday morning, January 17—will be the "guide book" for the show.

For The Enquirer is the automobile paper in the Cincinnati territory, regularly carrying more than twice as much new car advertising as the second Cincinnati paper, and more than all the other Cincinnati papers combined.

Why? Because every Cincinnati motor car dealer knows that The Enquirer reaches and influences the very Cincinnati people he wants to sell. The record, for example, of one of the best selling cars shows that 86% of its sales were made to families right where The Enquirer's circulation is concentrated.

If you, too, want to reach these families, The Enquirer's special Automobile Show issue will open the door. Final forms close "tight" on Thursday, January 14. Send your copy in—early! Show dates January 16 to 23.

**Facts!**

From January to November, 1925—11 months—The Enquirer carried 734,890 lines of new car advertising, a gain of 134,360 lines over the same period of 1924. The second paper carried 322,210 lines; the third paper, 173,348 lines; and the fourth paper 46,802 lines.

Every automobile dealer in Cincinnati used The Enquirer, many of them using no other paper.

I. A. KLEIN  
 New York Chicago

R. J. BIDWELL CO.  
 San Francisco Los Angeles

**THE CINCINNATI**

**ENQUIRER**

*"Goes to the home,*



*stays in the home"*

# The "What" and "How" of Commission

[CONTINUED FROM PAGE 27]

rise out of commission payment may be traced back to the fact that the salesman feels that since he is taking all the financial risk, he is entitled to be his own boss—make his own hours, select his own prospect list, and in general conduct himself like a one-man business without any too much obligation to the home office. To realize fully what this means, here are some of the difficulties that have been encountered where commissions determined earnings.

It is almost invariably more difficult to get salesmen on commission to turn in regular and complete reports than it is to secure similar information from men on salary.

As the salesman can cover dealers more economically in the big cities than in "the sticks," he is less thorough in going over his entire territory.

Feeling somewhat separate from the company which retains his services, the salesman on commission can hardly be developed into a strong "organization" man. It is not particularly to his interest to be one. Thus we find him frequently playing fast and loose with house policies. This may show itself for one thing in an unwillingness to come in to the home or branch office for consultation or conference unless he is shown in advance that it is sure to mean money in his pocket. "Every day away from the territory means money out of my pocket," is a complaint often given.

The credit man often has his special complaint to make about the salesman on commission. The attempt to shove through sales to dealers with poor ratings is less commonly noticed among salesmen who work on salaries.

The advertising department's complaint is that the commission man cannot be induced to find time for tasks other than straight selling. He doesn't want to "waste time" in explaining policies, getting in window displays, educating clerks, etc. To him almost any work apart from straight selling seems like wasted effort.

One manufacturer nearly lost its staff of branch managers some years ago, due to an unusual predicament brought about by its commission scale. The commissions did not seem unduly high when they were originally set. But it developed that several of the better salesmen began to earn more than the branch managers over them. This made the salesman even cockier and the branch manager jealous or angry according to his temperament.

In times when business is poor the commission salesman, being up against

it, is readily tempted away by some other company which can offer him an assured living instead of an empty cupboard. Thus the sales executive is put to it to maintain regular coverage in the field. And it is almost impossible to find new recruits for the sales force in such times when lean commissions are all that can be offered.

It frequently happens that the sales manager finds it advisable to cut down territories or shift some of his salesmen. No matter what the remuneration plan may be, there are always difficulties in getting the man to agree to such changes. The commission man is the balkiest customer of all to placate in cases of this kind. Having no regular salary to count on he naturally feels that the change is like starting over again.

The salesman on commission is also the one who is most tempted to take on side lines. And he is the fellow who seems to be most tempted to knock off work for a few days after putting over a few extra-big sales.

In cases of spoilable commodity the commission plan is often exceedingly bad because it causes the salesman to overload the dealer with goods which may be spoiled by the time the last of them reach the customer.

**S**PLITTING of commissions is an evil which still exists and may result in bad feeling among dealers who discover that they are not on the favored list. A salesman on salary is rarely tempted to rebate a dealer out of his earnings; it would seem too much like a personal loss.

From the standpoint of the employer there is sometimes a bad mental effect on him of hiring men on commission only. Since "they are paid only for what they produce" he may easily become careless in his selection of men. There is not the definite money investment that enters into the situation where a salary or drawing account will be paid every week for weeks or months during the try-out period. Thus that feeling of loyalty so valuable between the sales executive and his men is in danger of being a minus rather than a plus quantity.

For the average manufacturer, therefore, something more ingenious than either straight salary or straight commission is needed. Some of the more recent developments in salesmen's remuneration schemes will be dealt with in our next installment.

This is the second of a series of articles by Mr. Moran on the subject of salesmen's compensation. The third will appear in an early issue.



## NO WASTE CIRCULATION!

NUGENTS is a highly specialized Ready-to-Wear magazine exclusively. The manufacturer of Ready-to-Wear advertising in

## NUGENTS

BUYS CIRCULATION ONLY WHERE HE WANTS DISTRIBUTION

Published by

THE ALLEN BUSINESS PAPERS, Inc.  
1225 Broadway New York

## The Banana Makes Its Debut

[CONTINUED FROM PAGE 34]

The campaign is scheduled to run for a total of fifty weeks and that number of individual newspaper advertisements have been prepared. The expense is being prorated among the Fruit Dispatch Company, the Standard Fruit and Steamship Company and the Cuyamel Fruit Company, all of New Orleans, which, it might be said here, is the largest banana port in the world. Assessment of each company is computed at a certain amount per bunch or stem, figured at port. All cooperative business is handled through a Banana Bureau, which is conducted by a competent hired head under the supervision of the advertising agency which handles the account.

It would be premature at this stage to predict the success or failure of the campaign, or even to define exactly what would constitute success or failure in this particular case. But even from the early indications it appears that not only is the dealer awake and eager to cooperate, but that the public is showing a decided interest in the story of the banana. At last this fruit seems to be assuming the positive rather than the negative appeal.

### Churchill-Hall Company, Inc.

New York will direct advertising for Abbey & Imbric, New York, manufacturers of fishing tackle.

### A. C. Galbraith

Formerly advertising manager of the Union Oil Company of California, has become associated with the Los Angeles office of the Lord & Thomas Advertising Agency as an account executive. Mr. Galbraith succeeds Harry S. Bishop, who has been transferred to the home office in Chicago.

### Arthur O. Roberts

Has been recently placed in charge of the Dealer Service Division of the Advertising Department of the Miller Rubber Company, Akron, Ohio.

### The Tiffany-Buyless Company

Cleveland advertising agency, announces the removal of its offices from the Keith Building to the Hanna Building.

### Visographic Pictures, Inc.

New York recently entertained an invited audience of advertisers and agency men at a private showing of advertising motion pictures in the auditorium of Wurlitzer Hall, New York. Portions of several films were shown, illustrating the various phases of work which this company does.

### Ray Perkins

Has been appointed to the advertising staff of *The New Yorker*.

A market as large as Greater Detroit requires both of its evening newspapers for *full coverage*—  
The share contributed by the Detroit Times is 235,000 evenings and over 275,000 Sundays—reaching chiefly people of the buying age, 17 to 45 years old

## \$250 in Cash Prizes!

### CRAIN'S MARKET DATA BOOK AND DIRECTORY

announces a prize contest, which will close April 30, 1926, and which will include four prize awards for the best letters on the subject

#### "HOW I USE THE MARKET DATA BOOK"

The first prize is \$100 in cash; the second prize, \$75 in cash; the third prize, \$50 in cash; the fourth prize, \$25 in cash.

Everyone is eligible to compete. There are no restrictions as to the length of the letters. They may be as brief as you like, or as long.

Well-known advertising men will be the judges.

If you have had some worth-while experience in using the Market Data Book, send your letters now to

### CRAIN'S MARKET DATA BOOK AND DIRECTORY

537 S. Dearborn Street

CHICAGO

## What Industries Are Making a Profit?

[CONTINUED FROM PAGE 20]

vertising and a high percentage of no-profit companies is fraught with statistical dangers. The trunk and valise industry shows 40 per cent failure; but the truth is that many of the most widely advertised industries show very high percentages of failures, yet it would be absurd to say that advertising had the slightest relation to it. The success of the large volume of tobacco and automobile advertising, for instance, has no conceivable relation to the many non-advertising small-fry who fail.

Let us take a closer look at the successful groups. The outstanding fact is that the successful ones in any industry make far more money than the unsuccessful ones lose. In the coffee field, for instance, 77 firms made an average of \$56,000 profit, while 47 firms registered an average loss of \$11,000.

Looking at the figures from another angle to see which line of industry made the largest average profit per successful firm, we find that the leading industries range as follows:

Automobiles	.....	\$811,468
Carpets, rugs	.....	499,894
Tires, etc.	.....	434,555
Artificial leather, oil-cloth, linoleum	...	354,940
Tobacco	.....	342,477
Life insurance	....	304,580

Of course, as the table here printed is a selected group of industries out of the complete list, the above leaders would necessarily change place somewhat. The steel and the packing industries are not included in this list, and would bulk large. But the facts are nevertheless interesting. It would appear that the amazing automobile industry is a leader both in profits and in losses! The showing made by the carpet and rug industry must also cause surprise, since it is not at all a particularly well advertised industry.

The figures are for the year 1923. It is an entirely fair test for general observation, as it was a prosperous year—more prosperous than the two preceding years or the larger part of the succeeding year. It was a year when business was about 5 per cent above the normal line of growth; a point which 1925 is just about touching.

The table published with this article may well be regarded as a balance sheet of the nation's leading industries and as such it is a very important document.

### Topeka Daily Capital

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

Topeka, Kansas



### ENGRAVING AND PRINTING

"Commercial Engraving and Printing," by Charles W. Haeffner (Second Printing Revised), tells how to choose art, process of reproduction, plates, paper, color, etc. A mine of information for the advertising man, artist, printer, salesman or student. 846 pages, over 1500 illustrations, 35 related subjects. Send no money; no advance payment. Write for free prospectus showing sample pages, contents, terms and other information.

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

### THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

Designer, specification writer, engineer—they all favor THE AMERICAN ARCHITECT because of its editorial content.

It is but logical then that it should carry annually the largest volume of advertising and have more individual and exclusive advertisers than its contemporaries.

243 West 39th St. New York

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

### Western Advertising Agency, Inc.

Racine, Wis., will direct advertising for the Hamilton-Beach Manufacturing Company, same city, manufacturers of vacuum cleaners, home motors, vibrators, etc.

## Who Approaches Literature?

[CONTINUED FROM PAGE 22]

ights over who buys Crane's Bond or Mazola? Is it heresy for the gum chewing stenographer to use fine stationery, or horrifying for Mrs. Vanderbilt to order Mazola in the kitchen instead of butter? Is it "low and commercial" to try to interest people in something new (to them) by talking about it in an interesting way?

Mr. Calkins' fundamental objection to the mail order ad is that it attempts to sell Kipling to readers who didn't give a snap for Kipling—while his approval of the Stevenson "publicity" ad is legitimate is based on the fact that his ad attempts to sell only people previously interested in Stevenson.

The futility of the argument is at once apparent.

How many requests would there be for Crane's Bond if the advertising had not influenced former cheap paper users? How many new Hartford Fire insurance policies would be taken out, if only old insurance buyers were addressed?

**T**HE truth is, the mail order advertiser has had to face and concentrate on the very material problem of securing actual sales. Upon perfectly sound merchandising theory, he has visualized and reached for the biggest market for his wares.

In this particular case, he realized that 999 people out of one thousand bought Kipling was a kind of petting party. He might have very dignifiedly advertised "Kipling—\$1.60 per volume"—and followed it with a few well chosen phrases of description in Caslon 171. That would have unquestionably sold Kipling to the one.

But instead, he captioned his efforts "Come You Back To Mandalay," pictured a seductive maiden of dusky romance, and wrote millions and millions of words about the romance, thrills and fascination in Kipling's works. Undoubtedly, he sold a good site of the 999.

We can afford conservatively to offer our wares in purely descriptive "publicity" terms, when, like Tiffany, we don't want any more business, or when like a department store we have two score hooks to lure the fish.

Of course, the Kipling ad was not worded in Kipling's admirable style. But it was worded in the average reader's style. It talked the reader's language, and informed him that Kipling gave him what he wanted.

And that is the heart of any efficient advertisement. The times when a reader is definitely in the market for a certain product or even conscious of its existence are rare indeed. The greater numbers of our advertisements, to do the biggest selling job, will still have to be "commercial" and tell the complete story about the qualities that the reader will find in the product.

The 12 issues of Needlecraft Magazine, ending with December, 1925, carried more net cash advertising than any previous 12 issues.

Each year finds Needlecraft's position among worthwhile media more secure—a tribute not only to its intrinsic value as an advertising medium, but to the sound business principles upon which it operates.

ROBERT B. JOHNSTON,

*Advertising Manager*

Fill in, tear out and mail this coupon



Member A. B. C.

Robert B. Johnston, *Advertising Manager*  
Needlecraft Magazine  
50 E. 42nd St., New York, N. Y.

Send complete analysis of Needlecraft Magazine's circulation and reason why it can increase the sale of

Name of firm .....

Individual .....

Address .....



**T**HERE is only one industrial journal, having A. B. C. circulation, devoted entirely to the interests of the furniture manufacturing industry. That is *The Furniture Manufacturer & Artisan*.

You will find this journal in practically every worth-while furniture factory in the United States, and it reaches a number of the large plants in foreign countries.

For considerably less than \$1,000 it will carry your sales message to these manufacturers on a full page basis each month for a year. We'd like to tell you more about it and show you a copy. May we?

*The Furniture*  
**Manufacturer & Artisan**  
GRAND RAPIDS, MICHIGAN  
A. B. C. A. B. B.

In  
**SOUTH BEND**  
It's the  
**NEWS-TIMES**

**Our local advertising rates are 10% higher than the second paper.**

**We lead in local advertising.**

*Member of A. B. C.*

Represented by

**Lorenzen & Thompson, Inc.**  
New York

Chicago      San Francisco

# Organizing An Advertising Department

[CONTINUED FROM PAGE 25]

1. Work with our advertising agencies. In many companies the advertising agencies, for their own advantage, go past the advertising department in their relations with the client. Where this condition exists, I have always felt that it was the fault of the advertising manager or the advertising department itself rather than the agency. We have found that our three agencies are glad to work through the advertising department because of the help that we can be to them in doing their work well. Naturally, all the broad policies and plans of our advertising are taken up by our agencies through the advertising department with our general sales manager and general manager, but after the advertising program is decided upon it is part of our job to supervise the actual preparation of advertisements and the work of our agencies. We are the points of contact.

2. The advertising department is primarily a service organization. Its business is to serve its company in every way that is possible. By getting outside the realm of the preparation of space advertising and by showing a willingness to do any kind of a job that is to be done, an advertising department can greatly increase its usefulness. For instance, our department takes over the detail of handling all of the matters connected with our annual Jobbers' Convention. This is a huge job, but we have done it so well that the company naturally expects us to do the work year after year.

**W**E try to be of service to our factory organization in helping them get up programs for meetings of factory groups and in writing the bulletin of our shop committee. We also advise in the matter of labels for our goods, cartons and containers. We want all of the printed matter of the company to look just as well as possible and we inject ourselves, if need be, into that phase of the company's business so that whatever the company does in all of its contacts with the outside world the best impression can be made.

3. After all, an advertising department is an idea department, and since advertising men are thinking in terms of Mr. and Mrs. Andy Consumer there are frequent opportunities for offering ideas that will tend to improve the product itself.

4. The handling of the advertising department budget is one of the important duties of the advertising manager. Here he can make for himself an impression of being a good business man, or the contrary. At the beginning

of each year we make up a very detailed budget showing exactly what the items that we need in the way of appropriations are to be used for. We have our work divided into sub-divisions and accounts numbers.

5. Scheduling of the department's work. At the beginning of each year we lay out a production program for the year. We decide during what months we will need new pieces of literature. We schedule all of our magazine, newspaper, and trade paper advertising and preparation of it. In this way we arrive at a monthly production schedule. Each member of the department knows what particular work he will be required to do each month of the year. Then we have a system of checking up on this required production and in this way we are able to prepare copy and plates and art work well in advance of the time when the new piece of literature will be needed.

**E**QUALLY important is the control of distribution of advertising matter, making the most effective use of the material after you have it. At the time when we plan a new piece of literature we decide how we are going to use it, to what mailing lists it is to be sent, and thus find out the quantities that will be required. Then when the advertising matter is delivered to us by our printers we know exactly what procedure is to be followed. We can schedule the distribution of advertising material in such a way that our staff is able to handle the work and it does not pile up on us at one time.

Supervising the work of the sixty girls in our department is an office manager. Every letter, every inquiry, every request from merchants for selling helps, passes over a group of six tub desks which contain all of our record files, all of the merchants and architects with whom we do business. Each tub desk takes care of a certain number of states. The girls at these desks determine what shall be done with each particular inquiry and make a record of what is to be done on the merchant's card or the architect's card, as the case may be. All inquiries are referred to the heads of the various sections for them to determine what service is to be given. It is our aim to clear out of the department every day all of the letters we receive that morning.

Every day our office manager presents a report showing to what extent the work received that morning was taken care of. We have a group of girls that we call our floating section,

Whenever we get a peak load in any one particular phase of our work our daily report reveals this fact to us and we are able to give the over-laid group additional help so that we can take care of all of the work in the department on an even basis. At the present time we are handling about 30 per cent more work than a year ago with only 14 per cent more help, which shows what can be done by cutting down overhead.

Thus you can see that the advertising department is a business by itself. We are a purchasing department. We buy by goods. We check invoices. We handle thousands of items, transactions with our customers and with the consumers. All of this requires thorough organization because in our company we feel that every letter that goes out to any of our customers is just as valued as though it were written by the president himself. When a merchant receives a letter from the advertising department it is from the Armstrong Cork Company and not a subscription thereof, and we try to see that whatever we do is a real credit to the company as a whole.

**son & Enziger, Inc.**

Milwaukee, will direct advertising for the following concerns: The B. F. Johnson Manufacturing Company, Minneapolis, Minn.; Val. Blatz Brewing Company, Milwaukee, Wis.; The Aero-die Company, Waukesha, Wis.; The Northwestern Mutual Life Insurance Company, Milwaukee, Wis.; Time-O-Matic Corporation, Milwaukee, Wis.; R. L. Williams Company, Milwaukee, Wis.

**Bank Presbry Company, Inc.**

New York, will direct advertising for the Remington Typewriter Company.

**ommann, Tarcher & Cornwall, Inc.**

New York, will direct advertising for the Naumkeag Steam Cotton Company, Salem, Mass., producers of Pequot bales, sheeting and wide cottons.

**lgar Perdue Day**

Western manager of the Chilton Mass Journal Company, died November 1925.

**otorist Class Group**

Chicago, announce that starting with the December issue *The Pittsburgh Automobileist* becomes affiliated with that group. *The Pittsburgh Automobileist* is the official organ of the Automobile Club of Pittsburgh.

**mes F. Pollack**

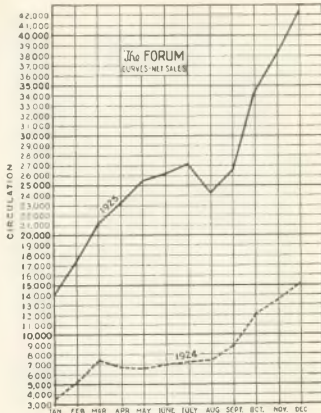
Formerly director of the Allied Newspapers, Inc., has been appointed vice-president and business manager of the Toledo News-Bee, succeeding William K. Stewart.

**. S. Etheridge**

Formerly assistant sales manager of the Edison Electric Appliance Company, Chicago, has been appointed general sales manager of the Hamilton-ach Manufacturing Company, Racine, Wis.

**Two Year's Growth in Net Paid Circulation**

\*\*\*



**FORUM** Member Audit Bureau of Circulations  
*America's Quality Magazine of Discussion*  
 247 PARK AVENUE, NEW YORK

**SOLE RIGHTS IN U. S. FOR SALE**

An altogether exceptional invention, patented all over the world and already used with conspicuous success in Europe, is now available for the American market.

1. It is a "traveling letter" illuminated day and night sign, about one-third the cost of any competitive device.
2. It is easily the most efficient night sign in the world—the most prominent, and the most adaptable for ads or news.
3. Can be shown on sites hitherto not available for night signs.
4. Opens up new publicity opportunities.

*Keen Business Men Capable of Handling Million Dollar Turnover Should Write at Once or Cable for Particulars.*

**J. BALFOUR BROWN**

20 Grosvenor Gardens

London, S. W. England

# How much of an increase in sales can you handle?

*A message of direct personal interest to the President of a concern which has a good product or proposition that is not just now getting its full share of present prosperity.*

If you can handle more sales—know just about how much more you want—I'd like to talk with you at my office on the 37th floor of the Woolworth, or have my associate talk to you in your own office, if within 100 miles of New York.

My business is to increase sales; get better results in less time and at less cost. What methods I employ to bring about the unusual results I am achieving, is merely incidental. What you want to know is how much of an increase in sales can I accomplish for your business and at what cost. I can

tell you in a personal interview, after an analysis of your problem.

A N. Y. store asked me to get them 5,000 charge accounts. I got them 9,000. They figured it would cost \$25,000 and take four months. I did it in one visit by mail on 30,000 prospects at a cost under \$4,000, and inside four weeks.

A manufacturer, sixteen months ago, came to me with less than a dozen jobbers—about 200 dealers. Today he has over 500 jobbers and 100 times as many dealers. How was it done? Written salesmanship and good merchandising ideas.

## Pay me after you get results—not before

I am the only man, to my knowledge, who prepares sales campaigns on a pay-after-results basis. I charge a moderate retainer if I accept the account. This is merely nominal. After that you never receive a bill for my services regardless of the amount of market survey, preparation of sales literature, sales plans, etc., involved. This costs me money—takes time—but I have enough confidence in my work to wait until definite, previously

predetermined results have been won, before you pay me my bonus. If I get the results specified in advance, you pay me. If I don't—you pay me nothing. That is as it should be for since you pay a salesman on the basis of what he produces—why not pay for the preparation of sales plans and literature on the same basis?

Think it over.

**EDWARD H. SCHULZE, Inc.**

*"More Sales With Less Cost"*

Woolworth Building

New York City

### "Library of Industries"

Ten of our regular \$150.00 industry researches at \$100.00 each, on Library of Industries plan. Each research 60 to 100 typewritten pages of important facts, with charts. Choice among 387 industries.

### THE BUSINESS BOURSE

15 West 37th St., New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Service, Aldwych House, Strand

## A Premium Worth Knowing

Every publisher using premiums should get to know Shoot-A-Lite, the wonder gas lighter pistol. It is the finest thing of its kind in the world, a superior device, a great seller, and should make a remarkably attractive premium.

Write us in the matter and we will give you evidence of

### "SHOOT-A-LITE"

Stevenson Distributing Corporation  
119-121 East 27th St. New York

## The Small Shop Returns

[CONTINUED FROM PAGE 21]

granted its proper place and is still patronized, but not with blind faith.

On the other hand, the small shop is also now granted its proper place, which is a very good place. In a high class specialty shop there is quick service, a high degree of responsibility, higher grade of intelligence in the salespeople, and quite often a higher standard of merchandise. More and more the department stores are becoming the shopping place of the middle classes, while the trade of the well-to-do, even the moderately well-to-do, is going to the specialty shops. It is now possible to do business in the small shop as a class at almost one-half the department store's cost.

The rate of loss appears also to be higher among department stores than among retail stores generally. According to 1923 treasury statistics, 42.2 per cent of the department stores showed losses, the loss averaging \$7,300. Retail stores, on the other hand, have more uniformly made a profit; only 32.8 per cent showing a loss. This is a fact which surprises many people. The cost of doing business in department stores averages about 33 per cent to 35 per cent, whereas the average in retail stores in general is about 24 per cent. There are a number of smaller specialty shops which do business on an 18 per cent or 20 per cent cost basis.

It is a curious commentary that those who are making efforts to educate retailers are doing so by means of the financial economics of the small retailer. Not long ago a very elaborate argument was made to retailers showing them the economics of the push-cart peddler and his one or two turnovers per day. The push-cart peddler is not only the earliest known, but also the most efficient present-day retailer. His annual turnover is sometimes 365 and sometimes 500 or 600. His smallness is in his favor, you see. The small shop is, similarly, more able to concentrate attention on fewer items and to select with greater care what it sells. While it is true it has not a large quantity buying power, yet it is true that this reputed large quantity buyer power of department stores has been a vanishing element, since more and more goods are sold on standard terms. Department stores are now eagerly pursuing the quantity buying advantages by means of group buying and other methods. But group buying is being used by the small retailers now, as well as the larger ones, so the department store's special advantages have been evaporating or extending themselves to the small shop.

There is no doubt but that this type of shop is an advantage to the national advertiser. It is the department store which is the inveterate price cutter, and



the extremely difficult factor to deal with (as has been shown in these pages). The small shop is almost universally the price maintainer. It sells something more than price, and it is for more concerned with the reputation of the maker than the department store, which, bluntly speaking, is jealous of and antagonistic to national trademarks. It dreads the fixed quality, the fixed price policies of the advertiser.

The small shops, it is also to be noted, know that the advertised article gives them the turnover they need for success. It is not in a small shop that you find private brand and unknown merchandise in extensive quantity. It is precisely there that one can find the high quality brands, the odd brands, which the larger stores and the chain stores refuse to carry.

Altogether the development of an era of small shops is something to be welcomed as an advance. It is a grave question whether the small shop may not become the refuge and reliance of many manufacturers whose goods are refused by chain store because it has room for only one or two fastest selling brands in that line; or by department stores for one reason or another.

#### Cecil Bennett

Formerly the active head of The Koch Company, Inc., Milwaukee advertising agency, has become associated with Olson & Enziger, Inc., advertising agency, same city.

#### Robert Wark

Formerly associated with Grip, Limited, Toronto, Ont., Canada, has joined The Heelan-Sealer Sales Company, Buffalo, N. Y., as sales manager.

#### D. W. Hughes

For the past year secretary of the Elevator Supplies Company, Inc., Hoboken, N. J., has been elected by the board of directors to hold the combined office of secretary and treasurer, succeeding in the office of treasurer the late Charles Henry Herman, who died on Nov. 1, 1925.

#### Gill Manufacturing Company

Chicago, announces the resignations of E. E. Warfield, vice-president in charge of sales, and George A. Kramer, advertising and assistant sales manager.

#### The Baker-Raulung Company

Is the new name of the Baker R. & L. Company, Cleveland, Ohio, manufacturers of closed bodies for automobiles and electrical tractors and trucks.

#### Charles W. Hoyt Company, Inc.

New York office, will direct advertising for the Boston Morris Plan Corporation; and for the Orange Screen Company of Maplewood, N. J.

#### Harry Varley Agency

New York, will direct advertising for the Niles-Bement-Pond Company, New York, and associated companies; and for the Vernay All-Year Automobile Shutter for the Laminated Shim Company, Inc., Long Island City, N. Y.

## \$150,000.00

is the amount of advertising refused by American Wool and Cotton Reporter and allied publications during the past twelve months.

We feel a certain moral obligation whenever we are offered any advertising to make sure as far as is humanly possible:

**First**—That the textile industry offers a proper market for the commodity offered.

**Second**—Is the firm offering the commodity of sufficient standing to justify our advising our subscribers to do business with them?

If you have something you would like to offer, which you believe will meet these qualifications, and want to submit it to us for a frank opinion, we will tell you exactly what we believe.

You cannot buy space in the American Wool and Cotton Reporter unless we are convinced that these two qualifications are satisfied.

May we advise you?

## American Wool and Cotton Reporter

BENNETT SERVICE

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

530 Atlantic Avenue  
Boston

380 Bourse Bldg.  
Philadelphia

518 Johnston Bldg.  
Charlotte, N. C.

154 Nassau St., Room 902,  
New York

## Reach this Girl—

*She Buys What You Sell!*

Over 4,000,000—the A. W. C. A. girl—4,000,000 independent young women who buy for themselves and their families everything usable.

This rich market is reached 100% influenced by The Woman's

Press—official Y. W. C. A. organ for the use read by all Y. W. C. A. members. Your message in its pages will create profitable interest.

Write us for sample copy and rates.

## The Woman's Press

600 Lexington Avenue

New York

THE PROCESS  
AND PRACTICE OF  
PHOTO-ENGRAVING

## 20 Years Engraving Experience Now at Hand—For You!

In his wonderful book, "The Process and Practice of Photo-Engraving," Harry A. Groesbeck, Jr., General Manager of the Walker Engraving Company, has concentrated the knowledge gained from twenty years' experience in the engraving field. Now this book is offered to advertising men to fill their need for a clear exposition of engraving and its processes.

Size 8 1/2 x 11, 200 pages, 280 illustrations. Price \$7.50. Sent on ten days approval.

### The Process and Practice of Photo-Engraving

By Harry A. Groesbeck, Jr.  
Gen. Mgr., Walker Engraving Company

Brevy advertising men who has any connection whatever with the purchase or use of engravings should have this book. For it was written from the inside of an engraving plant for the purpose of clarifying in everyone's mind what can and cannot be done by photo-engraving—and how it is done.

### This Book Will Save You Many Times its Cost of \$7.50

How many times have you had engravings made because you envy engraver's engraving instructions? How often has the effect you desired to produce failed to appear? End all this—"The Process and Practice of Photo-Engraving" will give you engraving knowledge that is infallible. It will astonish you!

#### The Contents

Basic principles of photo-engraving; Making a photo-etching; Principles of photography; Lenses and light; The camera; Making a line negative; Making a halftone negative; Negative turning and inserting; Photo-etching printing on metal; Etching; Rolling; Halftone finishing; Laying tints; Color work; Photography of colors; Proofing and presses; Dinking; Electrotyping stereotypes; Repairs and corrections; Preparation of cuts; Special methods and other processes.

#### Free Examination!

See for yourself how this book will help you in your daily work. See how it will save you time, money and temper—send now and examine it without obligation for ten days—but send the coupon now.

Doubleday, Page & Co.  
Garden City, New York

Send me a copy of Harry A. Groesbeck, Jr.'s authoritative work "The Process and Practice of Photo-Engraving." If, at the end of ten days, I find it unsatisfactory, I will return it to you. If not, you may bill me for \$7.50.

Name .....  
Address .....  
City ..... State .....

## Why Many Grocers Fail

[CONTINUED FROM PAGE 42]

but as much out of place there as a safety razor salesman in Russia.

This distressing event is but one of the hundreds of similar commercial tragedies directly traceable to over-ambitious sales and advertising managers attempting to treat shopkeepers as merchants. It is one thing to overload an up-to-date American merchant by straining his buying capacity. He is capable of understanding the meaning of commercial obligation. He will understand the purpose of credit is to give him a chance to pay for the merchandise when at least a part of it has been sold. However, with the foreigner, who is ethically below the American merchant, and whose business code is strangely reminiscent of the "David Harem" horse swapper school of commercial chicanery, this is a horse from a different merry-go-round. He is often unable to realize the significance of commercial obligations and he is apt to consider goods which he does not pay for as something he has acquired by his own artfulness. As a matter of fact, as one of the retired grocers put it, granting credit indiscriminately has proved a corruptive influence in the retail grocery field.

The auctioneer contributed the following information on the subject of frequent failures among grocers:

"Thirty years ago practically all the grocers and delicatessen dealers were either Germans or German Jews. With the influx of the Russian Jewish immigration they were squeezed out, as an inevitable result of the law of the survival of the fittest. Now it looks as if the Greeks will get the upper hand, with the Armenians a close second. These last mentioned races have not the same sense of responsibility as the old German immigrants, hence the chaotic conditions and dishonest practices which are so cleverly brought home in the vaudevilian's version of a book maxim: "If at first you don't succeed, fail, fail, again."

#### Walter F. Mulhall

For the past four years an account executive with the G. M. Basford Company, New York advertising agency, has been elected vice-president of that organization.

#### C. C. Wunningham

Detroit, will direct advertising for the Harry J. Dean Company, decorative contractors and interior finishers, same city.

#### The John S. King Company

Cleveland advertising agency, wishes to correct the published report that C. L. Ozburn has joined their staff. Mr. Ozburn has not and did not join this company.



In Central Ohio  
First in Circulation

103,526

Daily Average for Six Months

GREATEST  
Total Circulation  
GREATEST  
City Circulation  
GREATEST  
Suburban Circulation  
GREATEST  
Country Circulation

First Ohio Newspaper in Volume of Advertising

Columbus Dispatch  
(OHIO'S GREATEST HOME DAILY)

### 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.

### National Miller

Established 1885

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.  
830 W. JACKSON BLVD., CHICAGO

### Better Direct-Mail Results!



Catch the eye with Sellsie Aid Cutal Picture sales ideas. Increase "pull." Send 10c today for proofs and advertising plans.

#### SELLING AID

808 Wabash Ave., Chicago

**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.

## Get More Business

—through the use of sound sales and advertising psychology

## Just Out

Here is a book that will enable you to cut right into the heart of your distribution costs by explaining the methods of advertising and selling a long and least resistant. It is based entirely on the new attitude in merchandising which looks beyond the immediate sale and does its selling in terms of permanent satisfaction, from the buyer's point of view to make customers as well as sales.

### STRONG'S Psychology of Selling and Advertising

461 pages, 5 x 8, illustrated, \$4.00

This book explains how people buy and how they can be sold. It analyzes the buying process completely and expresses it in a formula covering every purchase element, around which every selling effort centers, or should center. It gives you a practical guide with which you can analyze your selling and advertising problems and follow the line of least resistance in overcoming obstacles.

#### Buying habits analyzed for you

The book digs deep down into the roots of human nature and describes man's native wants, social wants, acquired wants, shows how people discover solutions to these wants, how they make decisions and take action and explains the parts played by satisfaction, feeling, sentiment and goodwill.

#### How can you improve your selling and advertising

After explaining in detail the workings of the human mind in buying, the book discusses the psychological selling and advertising methods of using this information—selling and advertising with least friction—selling and advertising very methods that are quicker and more lasting. It discusses motivation suggestion and other methods of arousing interest and desire for a product. It covers appeals, their relative values, and methods of using them. It gives you the key to your advertising and selling problems. And every chapter is practical and sound. It tells you how to put the "you-attitude" into your selling effort.

#### Examine this new book for 10 days free

No obligation to purchase—be sure to see this book. Mail the coupon now!

**McGraw-Hill Free Examination Coupon**

McGRAW-HILL BOOK CO., INC.  
370 Seventh Ave., N. Y.

You may send me for 10 days' free examination, Strong's PSYCHOLOGY OF SELLING AND ADVERTISING, \$4.00. I agree to return the book, postpaid, in 10 days or to remit for it then.

Name .....

Address .....

Position .....

Company .....

A F 12-16-25

## Trends in Distribution

[CONTINUED FROM PAGE 38]

velopment: first, the emphasis on the terms of sale rather than on the price and quality of the merchandise; second, the encouragement of over-buying by that class of the population least justified in undertaking such responsibilities."

"Cooperative marketing," the committee says, "exists primarily in the field of agriculture. Few manufactured products are marketed cooperatively, except butter, but many manufactured products are purchased cooperatively by the farmers. It appears that the cooperative movement goes in waves with recurrent bursts of activity and enthusiasm. The first great cooperative wave was during the Granger movement of the 70's. In spite of these ups and downs, the general tendency of the movement is decidedly upward, and there is no doubt but that cooperative marketing will grow in importance as time goes on.

"It is reported by the government that there are 12,500 producers' cooperative associations in the United States. The f. o. b. value of the products they handle is in excess of \$2,000,000,000.

The survey of methods of distribution is one of six, covering as many phases of distribution which will constitute the basis of discussion at the forthcoming meeting of the National Distribution Conference.

#### Associated Dailies of Florida

Elected the following officers at their fifth annual meeting held in Jacksonville, Fla., December 5, 1925: President, Major Lew B. Brown, *St. Petersburg Independent*; vice-president, Clayton C. Coddington, *Deland News*; secretary-treasurer, Frank P. Beddow, *Jacksonville Journal*.

## Advertising Calendar

JANUARY 21-24, 1926—Sixth District Convention, Associated Advertising Clubs of the World, Chicago.

APRIL 5-6, 1926—First formal session of Insurance Advertising Men of the Pacific Coast, Los Angeles, Cal.

APRIL 7-9, 1926—Direct Mail Advertising Association Convention, Los Angeles, Cal.

APRIL 12-14, 1926—Fourth District Convention, Associated Advertising Clubs of the World, Orlando, Fla.

MAY 1-5, 1926—Fourteenth District Convention, Associated Advertising Clubs of the World, Blackpool, England.

JUNE 19-21, 1926—Fourth Annual Convention, Insurance Advertising Conference, Philadelphia.

JUNE 19-21, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia.

JULY 5-8, 1926—Twelfth District Convention, Associated Advertising Clubs of the World, San Francisco.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

## Halt This Shopping Frenzy!

WHAT shall I give him . . . and him . . . and him? Over and over again that eternal question that never seems to be answered quite satisfactorily. A last minute rush for a gift, distinctive and yet one that will not require an overdraft.

DON'T you dread it all? Well, you needn't. What could be more appropriate than a subscription to the FORTNIGHTLY for a fellow executive—a friend—a business associate. A gift that will be a happy reminder—twenty-six times during the year—of your friendship and thoughtfulness.

USE the coupon now. Additional names can be attached on a separate sheet and each will receive a card inscribed with your name, announcing the gift. The cost—a mere \$3.00 for each name. [Canadian Postage 50¢ and Foreign \$1.00 extra yearly.]

YOUR Christmas worries are over when you mail this coupon.

#### ADVERTISING AND SELLING FORTNIGHTLY

9 East 38th Street, New York City

Please enter the following name to receive the Fortnighly for the next year. My check for \$3.00 is enclosed.

Name .....

Address .....

City and State .....

My Name .....

Address .....

# 13,865 Paid Admissions



**I**N the long run, and shorn of all "deadheads," the box office record is the true story.

Each week 13,865 people in the shoe and leather business (more than 11,000 of them retail shoe merchants) each pay cash to read the **BOOT and SHOE RECORDER**.

The largest paid subscription list in the shoe and leather industry is the easy, effective Point of Penetration to that industry.

## BOOT and SHOE RECORDER

The Point of Penetration to the  
Shoe Market

207 SOUTH STREET, BOSTON

Chicago  
Cincinnati  
St. Louis

A. B. P.



A. B. C.

New York  
Rochester  
Philadelphia

## The Open Forum

[CONTINUED FROM PAGE 36]

less is fresh in our memory. The Czar, the Kaiser, the Sultan, the emperors undertook to use their power ruthlessly and as the result the world is well rid of them even at the enormous cost of the war. I believe this is as good a time as any for the Czar of the coal miners union to get his.

When and if he calls out the bituminous miners will be just the time for this country to rid itself, once and for all, of that inimical power. And I do not think it needs Government regulation; that is to say, more laws.

Autocrats hold sway by fear. Miners in plenty would be mining anthracite coal today if it were not for fear. They stick by the union because of such things as Herrin; because it seems safe to maim and kill on behalf of the union. It is time now, at whatever the cost, to re-establish the principle that I have a right to work in a useful occupation; that if an employer of labor in a vocation recognized as necessary and beneficial to society hires me, and I as employee agree to work for him, no third party has any right to interfere; that if you don't like your job and you leave it and I want to take it on, that is my affair, not yours, and I am to be let alone.

The American people may have to freeze and even bleed to get rid of this dangerous autocracy, but I believe fair play is destined to win. Fair play will be the end of the intolerable power of one man to ruin us. We have all the laws needed to insure fair play if we will enforce them.

E. A. ENGLIN, Sales Manager,  
Little Giant Company,  
Mankato, Minn.

### John D. Pursell

Formerly advertising manager of the Dr. L. D. Le Gear Medicine Company, St. Louis, has become associated with the *Missouri Ruralist*, same city, where he will be in charge of sales promotion and merchandising.

### "The World Review"

Chicago, announces the merger of that publication with *Our World Weekly*, New York. The policy of the combined publications will continue unchanged under the title of *The World Review*.

### Poor Richard Club

Philadelphia's advertising organization, has recently moved into its new home. The dedication ceremonies lasted for a week and during that time many prominent men spoke to the members and their guests. Among those who spoke were: George Wharton Pepper, Senator from Pennsylvania; W. Freedom Kendrick, mayor of Philadelphia; C. King Woodbridge, president, Associated Advertising Clubs of the World; Professor H. W. Hess of the University of Pennsylvania; William Hendrie Loyd, salesmanager of Dill & Collins, book paper manufacturers.

**If** it meets a rousing  
dealer response—  
it's an  
**EIN/ON-FREEMAN  
WINDOW DISPLAY**

[327 E. 29th St.,  
Lexington 5780  
New York City]



**The Standard Advertising Register**  
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

**National Register Publishing Co.**  
Incorporated  
15 Moore St., New York City  
R. W. Ferrel, Manager

Do You Need **MAILING LIST** Any Business  
an Accurate or Individual  
National or Local—Every possible list guaranteed  
95% accurate and taken from latest available  
directories—and sources of official letters. An aver-  
age cost of \$4.75 per Thousand Names  
Discount in large quantities. There is no list we  
can't furnish. Write us today.  
Information and catalogue without charge  
**NATIONAL MAILING LIST COMPANY**  
24-26 W. William Street Newark, N. J.

## The Blue That Drives the Blues Away

L. Glen Hawkins

ONE method of getting a message to manufacturers is through the trade papers, but these publications have already grown to resemble a life-size jobbers' catalog. The problem is to discover the most effective way to impress the readers of these trade papers. One way is to use full page spaces and another is to use colored inserts. There appears to be little question but what color together with paper of heavier stock will command attention in competition with the ordinary black and white sheet.

Another argument which influenced my concern to use colored inserts in an advertising campaign was the fact that one of our affiliated companies could use the reverse side of the inserts. Then, too, our experience has been that by having these sheets printed locally we can better control the uniformity of color. Incidentally we often have extra copies run off for use in our direct mail advertising. Not only are we making use of these inserts in our campaigns but many of our customers whose equipment we are advertising cooperatively with our gears are using our colored inserts in their direct mail and sales activities.

In selecting a color or combination of colors that will attract the attention, care should be taken to consider the ones which are most closely allied to the product. In this we have been able to standardize on a single color which in various ways appears to best associate itself with our gears.

The gear specifications which we are continually analyzing for our customers and prospects are usually expressed in the form of blue prints. It is logical, then, for us, in appealing to engineers, to continue this same blue print color in our industrial advertising.

In addition to the color which we are using in the industrial trade papers and in our direct mail, we are maintaining this continuity of blue in many other ways. Our gears are painted blue wherever practical. Our shipping boxes are marked in blue. The trade name on our stationery is lithographed in blue. We use blue ink in signing our letters. In fact, we confine ourselves to our color and link it up with our product whenever we can do so and still be consistent.

I believe that color has its distinct value in industrial advertising. Just where and what colors will best tell your story can only be determined by the application of intelligence. An old college professor used to say:

"It pays to think. There will be less competition in that than in anything else you will ever be called upon to do." Careful thinking is essential to the successful use of color in advertising.

Portions of an address before the convention of the National Industrial Advertisers Association, Atlantic City, N. J.

## MRS. JONES DID NOT BUY IT



MRS. JONES read of it in the magazines and wanted it. She went to her favorite store. They didn't have it, but they had something else—similar. She went to another store and another, and finally went back to her favorite store and bought the SIMILAR article. But she wasn't satisfied—she had her heart set on the thing she had seen advertised in the magazine.


Of course, she could have written the manufacturer, and thus learned where to purchase it, but she didn't.

Now if the manufacturer and the dealer had co-operated, by tying into their advertising plan dealer to consumer direct mail advertising (Caxton a.d.a), Mrs. Jones would have visited the correct store in the first place—and perhaps have become a real customer.



*A little book that will prove highly entertaining to executives of manufacturing concerns having national distribution.*

THE CAXTON COMPANY  
Cleveland



**CHATTANOOGA**  
"Dynamo of Dixie"


In a strategic location with excellent railroad and motor highway connections to all principal southern points, Chattanooga is the logical southern sales and distributing center.

Write today for information about Chattanooga's advantages as applied to your particular business.

**CHATTANOOGA**  
Clearing House Association  
880 James Building  
Chattanooga, Tennessee

**VISIT**  
**CHATTANOOGA**

See famous Lookout Mountain, Signal Mountain, Chickamauga Battlefields and many other points of interest in and about the "Scenic Center of the South."

Advertising  Typographers

A **PRODUCT** on exhibition should be displayed at its best. Your printed advertising is your business, service or methods on display. It should be supervised by experts qualified by experience to handle printing problems. Our company is such an organization.

**Ben C. Pittsford Company**  
431 South Dearborn St.  
Phone Harrison 7131

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

**THE JOHN IGELSTROEM COMPANY**  
Massillon, Ohio Gaud Salesmen Wanted

# How We Reduced Our Cost of Inquiries

[CONTINUED FROM PAGE 24]

In preparing this material I had gathered my data from the users of our equipment—now we were not advertising to users—but to non-users; perhaps there was a difference in their point of view. I soon found out that there was.

In the first place the non-user didn't care a damn about our apparatus. He didn't know how it worked to begin with, and it made no difference to him whether we had the best equipment in the world or the worst. He didn't care whether we used phosphor bronze, or green cheese to make it out of and he was totally indifferent as to whether or not we were the oldest, the largest or the most skillful manufacturers in the world. In other words, our product didn't interest him at all, nor did our conceits regarding it.

**B**UT he had a lot of interests of his own that he would talk about all day long if you let him. His job was to overcome the thousand and one little obstacles that daily interfered with the smooth, continuous operation of his boiler plant. He had to keep steam up to a certain point. He had to meet his various loads regardless of valve troubles, leaks, feed pump failures, boiler tube blowouts, etc. When things went wrong he had to stay overtime to correct them, sometimes he had to work Sundays to get a boiler back on the line for Monday morning—he didn't like that.

Now that is a different set of thoughts from anything we had ever put in our advertisements, yet it was about these things that I found engineers would talk of their own accord. Boiler room thinking was in these channels—therefore, I reasoned, our advertisements should follow the same thought paths.

I wrote copy along these lines, basing it on what the non-users had told me and on the actual experience of some of our users. First I described the boiler plant and its equipment briefly, but in sufficient detail to give the reader a clear picture of the conditions. That was all familiar ground to him. I then led into some of the problems this particular plant had to solve, the troubles, the worries and all of that. These were his real interests. Then came a brief statement of how our apparatus had solved some of the problems, and one or two extracts from a letter written to us a year or two later by the engineer in charge.

The response that advertising brought in was astounding. I had written our copy in the real thought-

paths of our prospects, and they responded instantly, automatically. At the end of the copy I had placed a small picture of a booklet that would give the engineer the information he wanted about his problems—and a corner card. They used the coupon freely. Furthermore, we sold ten per cent of these inquiries in six months—cut of every hundred inquiries we sold ten with an average sales unit of several thousand dollars.

You may think the corner card did it—but you are wrong, for we used the same card on both types of copy. Again, you may say, advertising the booklet that way is all right, but it brings in a lot of useless inquiries—curiosity seekers, students, etc. Not at all—the advertising copy followed the thought paths of the boiler plant engineer—it interested him intensely, but it would bore anyone else; that means it was selective in its appeal. Furthermore, there was a place on the coupon for the inquirer to fill in the name of his plant and his position. I have found it rare indeed that a curiosity seeker will fill that out—it seems deceptive, and I imagine most people feel it's a little too much like cheating. Anyway, they rarely try to fool us.

**T**HERE is nothing different about this idea except that this advertising follows very closely the thought channels of the engineer—it doesn't tell how wonderful our product is because he doesn't care anything about that and we don't blow our own horn.

The fact is this copy reached the engineer because it talked about *his* problems instead of about *our* products. It was full of the very things that occupied his thoughts, the practical everyday difficulties that he had to overcome.

But there is another thing about this copy that was interesting. It made practically no difference how I dressed up this text or what medium I used to convey it to the prospect. We got about the same results from it all the time. I took one advertisement that showed a big return and using the same copy—the identical same words—published it in a variety of ways. In one case I used art work, in another case photographs or decorations of various sorts and again I used just plain type like the correspondence school advertisements, and it never missed once—the returns were practically the same in every instance. That was because the message was right—it landed in the thought channels of the men we wanted to reach,

and it didn't matter how it arrived there—the result was the same.

I turned that advertisement into a letter using practically the same words with a letter salutation to start off, and it brought in two per cent replies from our mailing list. Again I reprinted the magazine advertisement exactly as published—using an 8½ in. x 11 in. sheet of coated stock—wrote a brief note to go with it and mailed it to the same list of names. It brought two per cent replies. For nearly five years now we have been virtually using this same advertisement—not the exact words, you understand, but that formula, the same arrangement of ideas—and today it produces the same result in inquiries and in orders.

And that is the reason why I believe that industrial advertising can be made to produce a definite return in inquiries that can be turned into orders.

The fact is that this system works with astonishing consistency. We manufacture a number of products and we sell them in a tremendous number of different fields, but I have yet to find one field that did not yield to this treatment. In each case, of course, the problem is different, the groups we advertise to have different habits, different problems and different thought paths, but once we have found these thought paths each group responds and the volume of response is a very definite thing.

Before we started this type of advertising our inquiries cost up to \$40 each. In one field particularly I remember they cost us \$10—and we have now reduced that figure to \$4.95, although the postal rate increase last April has brought the figure over \$5.

I don't deny that advertising may have a great hidden influence on sales—undoubtedly it does—but I do say that if your message is right, if it hits the thought paths of your audience correctly—those people will respond immediately and consistently—they will do so almost mechanically, because you have given them the proper stimulus necessary for their response.

**I** WANT to drive home these four points. First—that modern industrial advertising goes far beyond the simple announcement of goods for sale. It seeks out prospective users and opens their eyes to the advantages they will gain from the product. Second—that any user buys a product for absolutely selfish reasons—because he expects to gain by the transaction. Third—that you cannot interest your prospects by telling them about yourself, your ideals or your wonderful organization. You must talk about his troubles, because those are his interests—you must follow in the paths of his thinking. Fourth—if your advertisements are written in these channels they will produce an immediate and definite response—there will be no question of unseen influence and hidden returns—you will have an absolutely positive result.

## SKINNER-CHAMBERLAIN & CO.

ALBERT LEA



EVERYTHING TO EAT WEAR & FURNISH THE HOME

# This Store Was Built By The Farmer's Wife

Skinner-Chamberlain & Co. of Albert Lea, a town of only 8,056, is the largest store in Minnesota outside of the Twin Cities. Their building represents an investment of upwards of \$200,000 and its four floors of 29 departments include groceries, dry goods, ready-to-wear, millinery, furniture, men's clothing, shoes, luggage and beauty parlors.

Bert Skinner, President, recently said:

"We have built our volume because we have given our trade *city merchandise* in a *city store* with the same range of city selection. *Advertised* lines are carried in all departments. 60% of our total sales come from the farmers within a radius of 75 miles and it is this market that has made possible the development of this modern store."

The farmer's wife of 1925, prosperous with a good harvest, buys the best merchandise that manufacturers and advertisers have to offer.

**THE FARMER'S WIFE**  
St. Paul  
Minnesota

This magazine protects its readers against poor goods and its advertisers against unfair competition—

It accepts no advertising in which sets, parts, or supplies are offered at cut rates.

It carries no advertising of concerns unable to pay for their space on due dates.

It prints only advertisements of apparatus that has been tested and approved by the Popular Radio Laboratory.

**Hudson Maxim**

"Popular Radio deserves to be popular."

**Marconi**

"My cordial congratulations to Popular Radio."

**Dr. Lee de Forest**

"No one in contact with radio can fail to recognize the debt we all owe to Popular Radio."

**Sir Oliver Lodge**

"Congratulations to Popular Radio and its successful endeavor to interest readers in scientific principles."

**John Hays Hammond, Jr.**

"I congratulate you on Popular Radio. You have balanced the subject matter of the magazine remarkably well, maintaining a dignified and reliable scientific background, yet making it readable and of popular interest. From personal experience I know the skill which this involves. Your magazine has taken a high place in the estimation of the radio profession."

# POPULAR RADIO

Management of

**E. R. Crowe & Company, Inc.**  
New York    Established 1922    Chicago

James C. Parker  
Eastern Manager

Edward F. Lethen  
Western Manager

## In Sharper Focus

### Harry Taylor

**L**IFE, they say, is apt to be a jolly little race from start to finish. Certainly Harry Taylor's is. Not that there aren't interesting undertones and overtones along with the race idea—but essentially he's a smiling streak of lightning, with a purpose.

Back in the days when knickers had an age limit, Harry Taylor began racing—pacing milk-wagons for practice until he held the neighborhood running record. At college he took the inter-collegiate half-mile and was also the white star in one of the most vivid



events ever staged at the famous Garden, an exhibition quarter-mile between two great runners, both Taylors, the white against the black—a neck-and-neck struggle all around and right through the tape.

For a year or so after Amherst he ran around selling patterns, and almost from that time he has been an aggressive figure in business paper affairs. He will soon complete his first twenty years with the Economist Group—a one-line progress from an uncertain cub salesman to a valued advertising manager. He is a natural orator, though he doesn't care much to be. His talks are straight, fast and exciting, and he is scheduled or called on whenever men gather to discuss advertising and publishing.

At all times, Harry Taylor sticks to his principles and travels straight toward his mark. He is a success at the business of handling men and also at the art of making them. It isn't in his makeup to sidestep the responsibilities of being a friend to anyone under him and with him.

Outside of business his pace is the same. Harry Taylor's idea of a real rest is to start fishing hours before breakfast, to keep at it between meals and to carry on till dark. Once he staged an epic struggle with a tarpon which looked like the biggest ever—only to land a shark! If you want a

good time, convince him you are a fish fan, and listen.

Harry Taylor might be called a water bug. When he isn't angling, he designs and builds model sailboats, seriously and successfully. He wins races and cups and honor this way too, and is an "accepted authority" on matters maritime.

He's a popular partner at anything. Golf doesn't quite fit his temperament but he joins in with a will and his four-some friends testify to his ability to sock 'em with an iron incredibly far and consistently straight.

All of which is a rather obscure testimonial to a keen mind, a flashing personality—and a most considerate gentleman. Our apologies—not to Harry Taylor, because ego is the one thing he has nothing of—but to the many who would gladly do battle to have him properly applauded.

### William G. Snow

**I**N the year 1863, W. G. Snow drove the first nail in his summer home and set his first stickful of type. We were not present to record these facts but the date must be correct for it was in that year that Mr. Snow was born and there can be no doubt that the two performances mentioned were his very first acts. As for the driving of the nails he has—in the cryptic announcement of a certain advertising agency—B. A. I. S. and the result is a most attractive house perched on one of the many hills of Granville, Mass. The accompanying portrait



shows him in one of the rare moments when the nails have been exhausted temporarily or when he has ceased pounding in order to give some thought as to where he shall drive the next nail. He has "backslid" on the type-setting, letting the other fellow do that job now, but he has continued to supply the copy, most of the latter, since 1893, dealing with the advantages and delights of being well supplied with 1847



Rogers Bros. Silverplate, which is produced by the International Silver Company of Meriden, Conn., the organization responsible for his salary.

Amateur journalism was the consuming passion of young Snow, although it is doubtful if the youngster realized what a large part printer's ink was to play in his subsequent career. In 1877 he helped organize the Connecticut Amateur Press Association and twenty-five years later he joined with other old-time amateur journalists and formed "The Fossils," which has enrolled in its membership others well known in advertising and kindred pursuits as well as some who have wandered far afield but whose memories of the old days when they set their own editorials are still vivid. "Will" Snow—as the Fossils know him—was their president in 1922.

Mr. Snow has seen advertising grow from a rather crude and awkward youth to its present position and has played his part in making it more attractive and more artistic on the one hand and more convincing and less erratic on the other. He has represented the International Silver Company in the Association of National Advertisers since its formation.

Mr. Snow is married and has a son and daughter. The former's veins, like his father's, contain a large proportion of printer's ink and this manifests itself in his work as president of the Kelsey Press Company of Meriden, Conn., which for many years has supplied the amateur printer (as well as professionals) with the press and type he loves to touch.

#### Roger M. Harris

Formerly associated with Sweeney & Price publishers' representatives, Boston, has joined the Eastern sales staff of *International Studio*.

#### Henry Schott

Formerly a member of the editorial staff of *Nation's Business*, Washington, D. C., has been appointed advertising manager of the West Coast Lumbermen's Association, Seattle, Wash.

#### Edward C. Barroll

Formerly manager of the direct-mail department of the Gardner Advertising Company, Inc., St. Louis, has joined the copy staff of the John Ring, Jr., Advertising Company, Inc., same city.

#### Alger M. MacCreedy

Formerly with MacCreedy & Woodruff, Davenport, Iowa, advertising agency, has become associated with the Goulston Company, Boston, as manager in charge of sales.

#### Lever Brothers Company

Cambridge, Mass., advertising is now handled as follows: Grafton B. Perkins, advertising manager; Homer M. Clark, associate advertising manager and in direct charge of Lifebuoy and Rinso; John R. Gilman, assistant advertising manager and in direct charge of Lux and Lux Toilet Form. Agencies: Lux, Lux Toilet Form and Rinso, J. Walter Thompson Company; Lifebuoy, The Corman Company; Olva Toilet Soap and NoVap Auto Radiator Glycerine, Barton, Durstine & Osborn.



Winter is urging many people to go South. By automobile and rail, thousands are coming to the Mississippi Coast—the "Riviera of America."

Why not influence the Winter buying of this group—along with the many prosperous home-folks now reached—through the advertising columns of *The Daily Herald*, the wide-awake newspaper that "Covers the Coast."

## THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers

**D**ISPLAY 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 January 13th issue must reach us not later than January 4th. Classified advertisements will be accepted up to Saturday, January 9th.

**AJD**  
The Only Denne in Canadian Advertising  
You cannot advertise in any Canadian Advertising Agency without consulting a Denne Directory. You need an Advertising Agency familiar with the new conditions. Write.  
**A-J-DENNE C. Company Ltd.**  
Reform Bldg. TORONTO.

### LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

**American Lumberman**

Est. 1873

CHICAGO, ILL.

ELECTRICAL  
ANIMATED  
AND  
STILL


**DISPLAYS**

for  
WINDOW  
COUNTER  
and EXHIBITS

Effective - Dignified  
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.  
19 WEST 47<sup>th</sup> ST. NEW YORK



**A**PPROXIMATELY 3500 miles of gas mains are added to gas distribution systems each year. This is an indication of the tremendous quantities in which this industry uses equipment. Wise manufacturers are investigating and taking advantage of the sales possibilities for products in this industry, which is covered 99.47% by Gas Age-Record.

We will be glad to supply information concerning the possible sales that any product may expect in this field.

**Gas Age-Record**  
9 East 38th Street  
New York

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

*We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.*

**Gas Age-Record**

*"The Spokesman of the Gas Industry"*

## The Costa Rican Market

[CONTINUED FROM PAGE 32]

one. English firms feature a higher grade umbrella for which, through good advertising, they have worked up a large market.

As in all tropical and sub-tropical countries, in Central America the glare of the sun on sunny days is a severe strain upon the eyes. Consequently these countries, as a whole, are deserving of the attention of American manufacturers of optical goods. A fairly large proportion of the eye-glasses used are colored sun glasses, the amber and smoked varieties predominating.

The heat and the great humidity in Costa Rica very decidedly determine the types of goods which can be used. Rubber goods and textiles containing rubber cannot be carried long in stock because they deteriorate rapidly; silk rots and falls to pieces; heavy textiles and many foodstuffs are affected by the heat; and brass fixtures and the like are apt to corrode.

Dampness and corrosion affect musical instruments, some of which have to be especially constructed for tropical climates. In the sale of pianos in Costa Rica, the Germans have been more successful than American firms because they have taken greater care to construct the instruments to meet the requirements of the market. To give satisfaction in that market, it is said that all metal parts should be rust-proof, that the sound board should be, preferably, of metal, and that all wood used should be of a nature to withstand the ravages of the wood ant.

**T**HE climate not only has effect upon the goods which will be bought in Costa Rica but also upon the packing of those goods. Particular care should be taken to pack all goods so as to safeguard them against tropical dampness. Another consideration in packing is the tariff of Costa Rica, which is levied on the gross weight of the packages. The packing should, therefore, always be as light as is consistent with strength.

In selling to Costa Rica, direct selling is the more usual method, although sometimes sales are made through commission agents. As in all agricultural countries, the harvest and crop selling seasons are the best times for selling. Coffee is picked from August to December, and the crop is practically all shipped by June. Bananas are virtually an all-the-year-around product, with the heaviest selling between April and September.

Costa Rica, with only about 500,000 inhabitants, bought from the United States in 1924 approximately \$6,000,000 worth of goods, and its imports from the United States represent less than sixty per cent of its total imports. Some of the other Central American

countries, particularly Honduras and Nicaragua, buy a larger proportion of their imports from the United States. All of the Central American countries are in the developing stage, and their prosperity depends upon a few crops, so that the purchasing power fluctuates according to good or bad years in the crops. Costa Rica is somewhat more developed than most of the others, but inasmuch as all of the Central American countries have similar climate, virtually the same crops, and the same potentialities, it may be regarded as a representative Central American market.

## Jordan Makes a Prediction

From a letter of Edward S. Jordan, president of the Jordan Motor Car Company, entitled: "What's Going to Happen Between Now and Next Fourth of July?"

1. Christmas business will reveal that we are at the height of the greatest period of prosperity in the history of this country.

2. Sales of high priced merchandise in department stores exceed all previous records.

3. United States Steel selling close to 140 with the possibility of increased income for stockholders reveals a highly prosperous condition for at least a year to come in that great fundamental industry.

4. Car loadings on the railroads, with a possibility of increased pay for railroad employees is the most significant fact in the business of transportation. If they raise the wages of railroad men look out for the biggest year this country has ever had in 1926.

5. Prices of commodities will go up but business men are not overstocking. They are still buying pretty much from hand to mouth. They were pretty badly burned in 1921 and have not forgotten it.

6. Automobile production will reach its highest peak in the spring of 1926 but the manufacturers are intelligent enough not to over produce. That is, we think they are.

7. Stocks of automobiles throughout the country are lower today, proportionate to the demand, than ever before, and the second hand car market is most satisfactory.

8. And perhaps most important: There is a growing conviction throughout the United States that Coolidge is a pretty good man in Washington, and that conviction is likely to materialize in his re-election in 1928. At least it will be discounted by all business men in the interval.

9. The Coolidge policy of lowering taxes will create a most favorable business situation, and with the Federal Reserve, that most admirable institution, regulating supply and rates for money, business is likely to go at top speed, at least for six months.

## What Is the Right Kind of Direct Advertising?

**T**OO many Direct Advertising Campaigns are slapped together in dummy form, with beautiful designs and clever phrases, as their feature appeal—and altogether too often they are shot out to mass lists without regard. The results are invariably disappointing, and Direct Advertising is given a black eye.

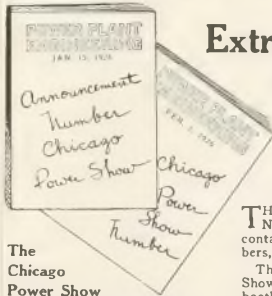
The right kind of Direct Advertising is intelligently planned, only after the market and all merchandising angles are thoroughly surveyed and analyzed. Then the lists are selected and classified according to specific appeals and buying possibilities. The mailing pieces are now well thought out and carefully prepared, produced and mailed to this selected list, then the follow-ups mailed regularly.

To get the right kind of Direct Advertising, let us suggest that you have our experienced staff plan, prepare, and produce your Direct Advertising for you. Because of our thorough knowledge of the Science of Marketing by Mail we have produced successful Direct Advertising Campaigns for our customers which have brought about a demand for our service national in scope. It will pay you to talk over your Direct Mail plans with one of our staff.

## Buckley, Dement & Company

1314 W. Jackson Blvd.  
CHICAGO

247 Park Avenue  
NEW YORK



The Chicago Power Show

will be held in the American Exposition Palace, Chicago, Jan. 25 to 30, inclusive. It will be a new event to the engineers of the Middle West, West and South. To manufacturers of power plant machinery equipment and supplies, this show will bring a new audience to see their exhibits.

At the same time and in the same building will be held the Midwest Power Conference, with an interesting program of addresses and discussions.

## Extra Advertising Value in these 2 Feature Numbers

**T**HE Chicago Power Show Announcement Number, published January 15, 1926, will contain a list of exhibitors, their booth numbers, and a description of their exhibits.

The February 1, 1926, Chicago Power Show Number will be distributed from our booth at the show and for ready reference will contain floor plan, booth numbers and names of those who will represent each exhibitor.

Together these two feature numbers will visualize the Chicago Power Show to every one of the more than 23,000 readers of Power Plant Engineering.

Every advertisement in these two Power Show Numbers will share in the prestige and extra value assured by this special editorial service.

Reserve advertising space now and prepare copy as early as possible for these two important numbers featuring the Show.

## POWER PLANT ENGINEERING

A. B. P.

537 So. Dearborn St., Chicago, Ill.

A. B. C.

# Habit

IT has been frequently stated that man is a creature of habit. Because of this, we all eat three meals a day, instead of two or five; we all wear clothes of the same general design, and we all—or almost all—think along certain conventional lines.

A few humans are capable of deviating in thought from the straight conventional groove. These are the discoverers, the pioneers and the inventors.

And, because of the rigid mental habits of the most of us, their lot is often far from lovely.

In the good old days if one got too vocal about his unconventional thinkings he stood in fair prospect of getting a thorough roasting at the stake.

In more recent times the penalty for originality of thought was reduced to administering a mere merry ha! ha! And, by the way, even this can be pretty hard on one if one is in real earnest. It's hard to get the hoot when one knows he is right.

Today, with many dreams come true (that only a few short years ago were considered fantastic; witness the aeroplane, the radio and the long line of wonderful things in materials) there is a much more ready acceptance of new ideas. Not that the inertia of habit has been wiped out; far from it; but that people have had so many examples in recent days they are actually getting into the habit of being more open minded.

Take, for example, the question of method of circulation. Once, the free-circulation method was considered useless. Today, it is readily accepted even by some of our proudest die-hards.

Thus, we progress.

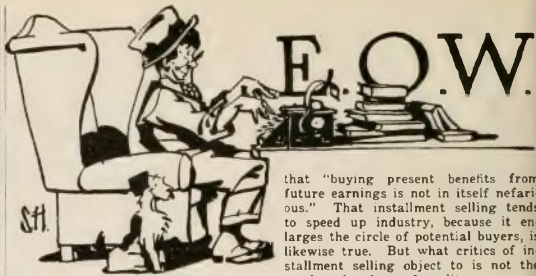
And, 'tis a good sign, entirely.

*A. R. Mayjev.*

for  
**INDUSTRIAL POWER**  
440 So. Dearborn St.  
Chicago, Ill.

INDUSTRIAL POWER is a bit of a new idea—in its field, at least. That it has been found useful in cutting sales costs, dozens of well contented advertisers will cheerfully testify.

The whole story is interesting to any live sales executive. Would you hear it?



## Florida!

"Ten or twelve years ago," a man told me, recently, "a high-powered salesman sold me eighty acres of Florida land, to be paid for on the installment plan—a dollar an acre a month. Every month, for nearly five years, I mailed that man, or rather the company he represented, a check for \$80. It wasn't always the easiest thing you can imagine to do this, but I did it. Finally, I got title to the land. Then I tried to sell it. I listed it with various real estate men. I advertised it. I went so far as to offer a part of my holding at about half the price I had paid. No luck! Finally, I said to myself, 'Well, if nobody wants my land, I'll keep it.'

"Then the boom in Florida land broke loose. The property for which, four years ago, I could not find a buyer at \$35 an acre is now in demand at five times that price. Isn't it funny?"

## Installment Selling

In the issue of Nov. 4, the FORTNIGHTLY had an article, "In Defense of Installment Selling," by William R. Basset.

With many—yes, with most—of Mr. Basset's statements, I heartily agree. But when he says: "The \$18.00 a week shop girl gets more real pleasure out of her \$400 imitation fur coat than the boss' wife gets out of her sable wrap," I protest.

Whether he realizes it or not, Mr. Basset, by making such a statement, thoroughly discredits installment selling—he gives its critics precisely the sort of weapon they are looking for.

Think of it! A young woman earning \$936 a year—if she holds her job—undertaking to buy a \$400 fur coat; and an imitation fur coat at that! What an absurdity!

Equally absurd, it seems to me, is the offer of a New York automobile sales agency, "Pay \$25.00 cash and drive this (used) car away." No man who can afford to make a first payment of only \$25.00 on an automobile has any right to buy one. The fact that the seller protects himself against loss—as, of course, he does, as far as he can—has nothing to do with the case. It is quite true, as Mr. Basset says,

that "buying present benefits from future earnings is not in itself nefarious." That installment selling tends to speed up industry, because it enlarges the circle of potential buyers, is likewise true. But what critics of installment selling object to is not the use but the abuse of credit.

What I personally object to, in installment selling, is that, often, the "credit" price is the cash price—that is, those of us who are so old-fashioned as to be unwilling to buy unless we can pay all-cash, are asked to pay the same price as people of dubious financial standing, whose payments are spread over a period of months or even years. Yet when, as sometimes happens, we who pay cash, "break through," we are astonished at what we find.

A case in point: Recently, through a friend, I purchased a—well, never mind what it was. For \$37.50, cash, I got what is sold on the installment plan for \$120!

## Go Further—and You May Fare Worse

Thanksgiving Dinner, as advertised in the window of one of the 5 and 10 cent stores:

Turkey soup .....	10c.
Roast turkey with dressing...	10c.
Cranberry sauce .....	5c.
Celery and olives .....	5c.
Pie à la mode .....	10c.
Coffee .....	5c.

Total .....

45c.  
Yet some people talk about the cost of high living!

## From the Highlands of Czecho-Slovakia

In the window of a haberdasher's shop on upper Broadway are displayed perhaps half-a-dozen men's scarfs. Above them is a card to this effect:

IMPORTED  
SCOTCH MUFFLERS  
—Unique in Pattern and Price

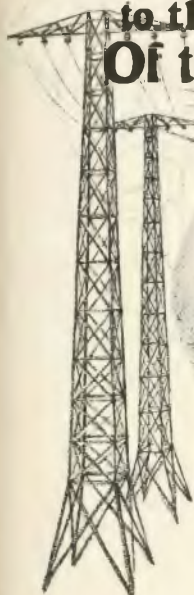
The scarfs are really quite attractive. You would think, from a casual glance, that they are the "real thing." They are not, for on the tag sewn to each of them, you will read as follows:

HIGHLAND  
TARTAN SCARFS  
MADE IN CZECHO-SLOVAKIA

I told a Scotch friend of mine about them. I think he will pull through although, as his doctor told me over the 'phone this morning, an attack of apoplexy is often fatal.

JAMOC.

# A Super-Broadcast to the hardware trade Of the English-Speaking World



**Your  
Message  
Will cover the World**  
*in the*

**World Wide Buying Number  
The February 4<sup>th</sup> Issue  
of Hardware Age**

**With One Stroke You Can Cover**

**1**—The great American hardware market—all hardware jobbers and their travelling salesmen, all important hardware retailers and their salesmen.

**2**—The hardware distributors of the American possessions—Alaska, Hawaii, Porto Rico, Canal Zone, Philipines, etc.

**3**—The hardware distributors of Great Britain and her great Colonies—Canada, Australia, New Zealand, South Africa, West Indies, India, etc.

**Reserve Your Space Now**

*"The Most Influential Hardware Paper"*

# Hardware Age

A.B.C.

A.B.R.

239 West 39<sup>th</sup> Street

New York City

## IS YOUR PRODUCT LISTED HERE?

*If it is, we can cooperate to mutual advantage*

**T**HE average school and college campus is a buying unit so small that it is often neglected. Yet in the aggregate, these small units have tremendous purchasing power.

What does the average campus need? Athletic and sporting goods, general student supplies, felt and leather goods, felt pennants of every description, paper pennants and seals to be pasted on trunks and suitcases, confetti with collegiate seals or fraternity crests, memory books, belts, plaques, fraternity skins, college posters, bronze fraternity door plates, special services for tennis racquets, printing, engraving, multigraphing, etc.

The Intercollegiate Sales Service advertises its service extensively, especially among colleges and schools located in small towns and cities. It does not handle the actual merchandise, but acts as a clearing house for its customers. It places orders for them,

or supplies them with information about various products in case they should wish to do business direct. It works on a commission basis, but supplies information free. It conducts special sales for reliable houses dealing in college goods and athletic goods, and sells college specialties to the students, using its own special methods.

In order to perform its service, the Intercollegiate must have the cooperation of companies manufacturing products which it can market. Send us your catalog. Tell us what your minimum order requirements are, what your credit terms are, and any other information that you think might help us. You will not be obligated to do business with us. But we need this information anyhow in order to render our information service complete.

Will you cooperate with us to serve the needs of the vast college trade? Write us now!

**Intercollegiate Sales Service**  
*"The Campus Clearing House"*

P. O. Box 59

Watertown, N. Y.

## Another Trademark Is Sold

[CONTINUED FROM PAGE 40]

package form, the volume rolled up has not been as large as might be expected.

The Aunt Jemima package is one of the most lively and effective shelf and counter display designs ever devised for a grocery package. A large part of the effectiveness resides in Aunt Jemima herself. The company has been thoroughly alert in its advertising, its dealer work and its salesmanship. The turnover idea has been hammered home with a great insistence to dealers, and has been the Aunt Jemima bulwark of strength against the "boring from within" of private brands and their insidious appeal of price and profit, on the false basis of calculation so common to unadvertised and private brand goods. The Aunt Jemima Company even circulates a booklet "What Tony Teaches the Grocer on Turnover," which graphically uses the business parable of the famous banana peddler and his one or two turnovers per day for pointing the turnover moral.

The volume of advertising expenditure for Aunt Jemima has never been really huge. The impression is made that the advertising is greater than it really is. The advertising expenditure in the magazines for Aunt Jemima in 1924 was \$72,000; in newspapers about \$75,000. Back in 1919 and 1920 about \$25,000 was spent in magazine advertising; in 1918, \$142,000; in 1917, \$73,000, and in 1916, \$42,000.

**F**OUR million dollars as a sale price for Aunt Jemima predicated, on standard modes of calculation, an average net profit of about \$800,000 for the past five years—which is, in this writer's opinion, a considerably greater sum than was actually earned. This would indicate that the trademark was bought at a considerable premium above the actual current earning power and inventory assets of the company. In the last ten years or so, Aunt Jemima has spent a total of approximately \$1,500,000 in advertising. According to my calculations, this million and a half dollars has actually been returned at a good profit to the owners, over and above a purely business-like price for the property. In other words, the Aunt Jemima advertising can be said to have cost the owners *nothing* for ten years, although they have been making a good profit on sales entirely developed and maintained by this advertising in the ten year period.

I stress this new example as very valuable additional evidence (there are many others) that advertising for a good article has a three-fold value: (1) a value for immediate sales-making; (2) a value for public good will making, ultimately to be a sales maker; and (3) a value equal, if not greater to the expenditure, accruing, in the

capital account, and showing in the sales figure if the business is sold. It is this latter value which is rather frequently lost sight of. The Castoria sale was a tremendous eye-opener to Wall Street in this regard. The Street's neat calculations and rule of valuation were broken. The Dodge sale, equally an outstanding example, further excited Wall Street (it is credited with starting the big automobile stock boom); and the price now attained for the Dodge shares under the new financing plan is absolute proof of the soundness of the more modern theory, in which good will attained through trademark name value plays a very conspicuous part.

When good will is soundly built as Jenima has been built, by a name, individualistically made graphic by a picture and an idea, and the product ably merchandised and advertised, there results a permanency of possibility of earning power equalled in almost no other way. Many hard-hitting guns, much guerilla warfare, many aggressive campaigns have been trained against Aunt Jenima's premier place, but it still outsells any others three to one.

#### **T. E. Kendall**

Assistant sales manager of Baker-Vawter Company, Benton Harbor, Mich., announces his resignation, effective Jan. 1, 1926. He will become associated with Wolf & Company, public accountants, Chicago.

#### **The C. L. Houser Company**

Newspaper publishers representatives, New York, announce the opening of an office in the Tribune Tower, Chicago.

#### **Frank Presbrey Company, Inc.**

New York, will direct advertising for the Standard Pneumatic Action Company, manufacturers of player piano actions.

#### **J. J. Hartigan**

Formerly associated with Critchfield & Company, Chicago, has joined the Campbell-Ewald Company, Detroit advertising agency, as space buyer.

#### **C. J. Mooney**

Has resigned as export manager of The Mennen Company to become export sales manager of the Firestone-Apsley Rubber Company, Hudson, Mass.

#### **The Whitney-Graham Company**

Is the name of a new printing plant with headquarters in Buffalo, N. Y., and a branch sales office in New York City. The new company will be headed by Merle B. Whitney and H. H. Graham, formerly with the Matthews-Northrup Works in executive capacities.

#### **James W. Boddell, Jr.**

Has been placed in charge of the Chicago office recently opened by *The Outlook*.

Printed salesmanship is entirely different from any other method of contact between manufacturer and the buying public.

And no manufacturer can get maximum results from advertising selling without expert help in its preparation.

We are specialists in producing printed salesmanship for technical advertisers.

Our booklet "Technical Advertising" will be cheerfully mailed to you upon request.

**Arthur Henry Co.**

**INC.**  
**Advertising**

1481 BROADWAY  
NEW YORK

Telephone BRYANT 8078

## The MAILBAG for 3 years for \$2

Twelve issues of The MAILBAG are a big dollars' worth for anybody interested in direct-mail advertising—but 3 years for \$2 is the biggest buy in the trade paper field. New volume starts with January — many new features. Use the blank below—and do it now.

**The MAILBAG, 625 Caxton Bldg., Cleveland**

Yes, send me The MAILBAG 3 years for \$2.

Name .....

Address .....

City ..... State .....

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## Replying to Mr. Murdoch

By S. Roland Hall

IMAGINE that many readers have been interested in Mr. Marcellus Murdoch's explanation, or defense, of the 2-rate system used by many newspapers.

As I understand Mr. Murdoch's sum-up, he holds that the national advertiser shouldn't be concerned about the fact that the retailer frequently has a better rate, but should be satisfied with the fact (?) that the newspapers' rate to the national advertiser affords a profitable margin, anyhow. At least, Mr. Murdoch says: "Practically all national advertisers receive value from the newspapers' total circulation. There is no waste."

It will be news to many of us to learn that newspaper circulation, or any other general circulation, is practically without waste to the mass of national advertisers. Some of us who are in the conservative group and do not mind admitting that, think there is a considerable portion of waste in all general circulation for most national advertisers. Of course, a few advertisers can be named who have a logical appeal to every man, woman and child who reads. But a great many advertisers with whose problems I am familiar would be more than pleased if they could see that 50 per cent of the readers in any large general circulation represented logical prospective purchasers.

Mr. Murdoch seems to think that the national advertiser, when he uses newspaper space, enjoys advantages over the retailer. It strikes me that the advantages are on the other side. The retailer has local acquaintances, he has window display, and he is frequently able to advertise one manufacturer's product in connection with others, thus bringing about some economy in treatment.

But to take Mr. Murdoch's conclusion at face value: if the national advertiser should ignore the lower rate to the retail advertiser and should be satisfied to pay any rate asked because it possibly affords a profit, wouldn't it be logical to go further and make the rate for national advertisers a flexible one, according to the profit he enjoys? Let that flexible rate, also, have a saving clause so that, when the national advertiser loses in his newspaper campaign, he can get his money back. Under this arrangement the publisher who feels sure that practically all national advertisers earn a profit from advertising in his medium would run little risk.

Of course, I am familiar with the usual argument of the newspaper publisher, repeated impressively by Mr. Murdoch, that it is much easier for the newspaper publisher to get business from the local advertiser and much more expensive to get national advertising, but I have recently been in advertising conventions where newspaper publishers argued emphatically that national advertisers should conduct



their own local newspaper campaigns rather than put these campaigns in the hands of retailers. It was frankly admitted that too often the local retailer is short-sighted—that it is difficult to get him to spend money in advertising national products. Instances were cited of cases where manufacturers allowed a 5 per cent margin to the local retailer for local advertising and the retailer wouldn't even spend this, but kept the 5 per cent as extra profit.

Now, which group of newspaper publishers is right—the one group arguing that it is easier to get business from the local advertiser, or the one arguing that it is more difficult to get business from him? The water cannot very well be carried on both shoulders in this argument.

For some years the newspaper publishers have been campaigning very aggressively on national advertisers to spend more money in newspaper pages. They should see that penalizing the national advertiser with a higher rate is putting an obstacle in their own path. As rates stand in many newspaper offices today, the national advertiser has every reason to content himself with furnishing dealer helps, or arranging with the local dealer to run his own campaigns—at the preferred rate that he enjoys—and make some allowance on the total cost.

This problem is one of keen interest to me, for I recently had a promising newspaper campaign thrown out of my hands entirely because the local retail selling agent of the advertiser was able to underbid the advertising agent in the matter of rates. If this local retail selling agent messes up the test campaign of newspaper advertising that I had outlined, the newspapers may lose a campaign that would have extended to fifty populous sections of the United States. An advertising agent is placed in a very odd position when a local man can purchase a given amount of space at a real saving over the advertising agent's estimate.

This issue of two prices for the same amount of the same kind of space is a vital one to advertisers. I suggest that you throw open your columns for a free and frank discussion of it.

#### Morgan J. Emery

Formerly with the *Post-Intelligencer* and the *Sun*, Seattle, Wash., has started an advertising agency at Spokane, Wash. D. C. Batchelor, formerly with the *Spokane Spokesman-Review*, is associated with Mr. Emery.

#### P. W. Nickel

Formerly associated with Walter J. Peterson, Grand Rapids advertising agency, has been appointed director of publicity for the Corduroy Tire Company, same city.

#### J. Walter Thompson Company, Inc.

New York, will direct advertising for Ed Pinaud's, New York, perfume and toilet articles.



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.

### Service

#### FREE LANCE ARTIST

At on Booklets, lettering, and illustrations, desires one new account. Work done in a manner to please the most exacting. All work guaranteed. Prices moderate. Box No. 335, Adv. and Selling, Fort. 9 East 38th St., New York City.

#### HERVEY GARRETT SMITH

Designer

Announces the opening of his new studio at 374 West 43rd Street for the execution of fine booklets, catalogs, brochures, decoration and lettering. If you are unacquainted with his work, please write for consultation.

WISCONSIN 6394

### Multigraphing

Quality and Quantity Multigraphing. Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.  
14 West 40th St., New York City.  
Telephone Penn. 3566.

### Position Wanted

THE ENGLISH ADVERTISING MARKET  
British Advertising man, now in New York, first-class selling record England and abroad, seeks representation newspapers, trade journals or magazines for United Kingdom. Personally known to all leading advertisers and agents. Terms on application. Box No. 334, Adv. and Selling, Fort. 9 East 38th St., New York City.

Wanted, position as sales representative on Pacific Coast for established firm with stable line merchandise; with capital to establish office at Los Angeles; an married man, 34 years of age; fifteen successful years' selling; high grade reference and bond. R. E. Sanborn, 13513 6th Ave., Cleveland, Ohio.

#### ADVERTISING SOLICITOR

of experience with good sales record, personality and appearance, wishes new connection with high grade publication. College graduate. 33 years. Box No. 329, Adv. and Selling, Fort. 9 East 38th St., New York City.

### Help Wanted

#### COPYWRITER WANTED

WE NEED A MAN who thinks straight, and puts his thoughts into clear English that gets action.

IF COPY IS YOUR STRONG POINT, our growing agency offers an opportunity for unusually rapid advancement. In an up-and-coming city of 325,000, midway between New York and Chicago.

PLEASE WRITE US BRIEFLY, outlining your experience, present salary and prospects. If you have written machinery advertising, so much the better. A few samples would help us, and will be returned promptly.

Box 333, Adv. and Selling, Fort. 9 East 38th Street, New York City.

### Help Wanted

Advertising Salesman in Automotive Industry has a real opportunity to become associated with a nationally recognized business publication in a sales position that offers possibilities limited only by his ability to cash in on his knowledge of and personal contact in that branch of the automotive industry that deals with buses and trucks. All correspondence held confidential. Address Box No. 336, Adv. and Selling, Fort. 9 East 38th St., New York City.

Large manufacturer wants exceptional man to assist in preparing advertising and sales literature for a technical product. Ability to write is necessary. Technical training and a knowledge of engines is highly desirable. Give complete experience and references when writing. Box No. 331, Adv. and Selling, Fort. 9 East 38th St., New York City.

#### A NEW WOMAN'S MAGAZINE

to be published in New York, wants (1) an Advertising Manager, (2) several Advertising Solicitors, (3) Publisher's Representatives in other cities, (4) Circulation Manager and (5) Several Secretaries. State in first letter (a) experience; (b) compensation expected and (c) when available. Box No. 332, Adv. and Selling, Fort. 9 East 38th St., New York City.

#### COPYWRITER WANTED

A nationally recognized trade publishing house requires a young copywriter in its advertising service department. Experience in actual writing is not required as much as a knowledge of advertising fundamentals and the ability to learn quickly. This is an opportunity which an aggressive young man can turn to bigger things. Age should be under 24, with a college education or its equivalent. Location—New York City. Salary nominal. Box No. 338, Adv. and Selling, Fort. 9 East 38th St., New York City.

### Miscellaneous

Wooden Multiple Pliers. One piece of wood containing eleven pliers; made by means of a knife; length, four inches; a real and interesting curiosity, suitable for show window; sent post-paid for \$1.50. Address, Museum of Wood, Dept. A., Ingleisle, Nebr.

#### BINDERS

Use a binder to preserve your file of *Fortnightly* copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.65 including postage. Send your check to Adv. and Selling, Fort. 9 East 38th St., New York City.

#### BOUND VOLUMES

A bound volume of Advertising and Selling *Fortnightly* makes a handsome and valuable addition to your library. They are bound on black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author, making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Adv. and Selling, Fort. 9 East 38th St., New York City.

**Industrial  
advertising  
exclusively**

## Why all this talk about Industrial Advertising Exclusively?

**M**ILLING machines aren't sold in packages; steam shovels aren't distributed through jobbers; and mechanical stokers aren't sold through counter displays.

Industrial products must be sold differently and advertised frequently. Their merchandising must be handled by men who know just what they are doing — by specialists. Industrial products and their uses must be understood to be effectively sold. The buyers' problems, too, must be known. Differences in distribution methods must be appreciated.

That's the reason for this specialization, "Industrial Advertising Exclusively."

Our personnel has specialized for almost ten years on the advertising and merchandising of technical products sold direct to industry. In the recognition of that specialization lies intelligent contact and cooperation—resulting in better advertising and *more profitable sales.*

We prepare publication advertising, direct mail matter, booklets, circulars, catalogs—in fact, every form of advertising service—for a group of progressive industrial concerns.

If you sell to industry, send for our booklet, "the advertising engineer." It tells an interesting story of a specialized service which can stimulate your sales.

### **Russell T. Gray, Inc., Advertising Engineers**

1500 People's Life Building, Chicago

Telephone Central 7750



*Please do not ask for  
this book if you do  
not sell to industry.*

*...Where Romance  
Holds Rendezvous  
with Reality*



**G**LEAMING mahogany hulls and polished fittings. . . towering masts and taut, white sails . . . bright lights and laughter. . . splendid looking men and women. . . warmth and music . . . that's the national power boat show.

On the streets the whirling snow, but here. . . at Grand Central Palace. . . visions of glorious sun-filled days to come. . . lazy days of drifting on landlocked lakes or rivers. . . soul-filling cruises on the seven seas in the dream ship found here.

Romance holds rendezvous with reality when the Power Boat Show fills Grand Central Palace. That's why you find it thronged with thousands upon thousands of visitors each year. Young and old, rich and poor, their interest in boats and boating holds them all.

This year the date is Jan. 22-30. February, of course, is the Show number of Power Boating. It will, as for many years in the past, be distributed to hundreds of visitors at the show. It will, in even greater measure than ever before, carry the entire story of the show to thousands who can't attend in person.

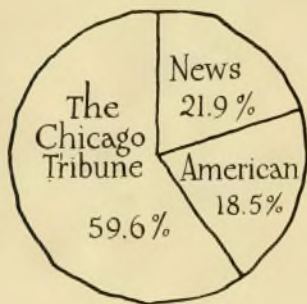
Forms close the 5th of January. Send your space reservation now or let us give you any further information you may wish.

THE **POWER BOATING** 362

New York      Penton Building      CLEVELAND      London  
*One of the Penton Publications*

# Do women buy food as they buy clothes?

GROCERY advertisers and manufacturers of products that are bought mainly by women will be interested in the following figures that demonstrate how buying habits of Chicago women are influenced more by Chicago Tribune advertising than by that of any other Chicago newspaper.



## Women's Clothing Advertising

*during the first ten months of 1925*

Tribune .....	870,568
News .....	320,394
American .....	269,616

The Tribune carried more women's clothing advertising than the News and American combined.

In advertising of children's clothing which is entirely an appeal to women The Tribune, during the first ten months of 1925, carried six times as much lineag as the News and American combined.

Is it not reasonable to expect that the average woman's mind reacts the same toward food advertising as it does toward other things she buys?

# The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 700,000 Daily and Over 1,078,000 Sunday