

# Advertising & Selling

JULY 3, 1920



## To Buyers of National Advertising

**O**NLY four weekly publications on this continent have larger circulations than The Chicago Sunday Tribune. Three of these are magazines, the other a New York newspaper.

In the five rich states of Illinois, Indiana, Iowa, Michigan and Wisconsin — known as The Chicago Territory — the largest of these publications does not reach half as many people as does The Tribune.

Here is a market that is entitled to a fifth of your total advertising appropriation because of its wealth and population, and in this market The Chicago Tribune has no rival in circulation, and prestige, and economy as an advertising force.

FOR detailed proof of the above statements, (including the circulation of The Tribune in each of more than 7000 towns), read the **BOOK OF FACTS**, 1920 edition, which will be mailed free to any selling organization if requested on business stationery.

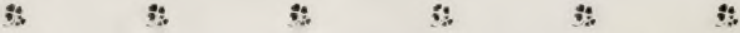
**The Chicago Tribune**  
THE WORLD'S GREATEST NEWSPAPER

Circulation more than 400,000 Daily, 700,000 Sunday

# PREJUDICE

A short time ago advertisers generally doubted the effectiveness of any medium in the Directory Class.

In substantially every instance where 'Thomas' Register has succeeded in getting a trial this prejudice has been overcome. As far as this Register is concerned, actual tests having demonstrated that advertising published therein *once a year* produces as continuous returns throughout the year, and of at least as great volume as though repeated in every issue during the year of weekly or monthly periodicals.



# PREDOMINANT

The last edition (11th) has 5980 advertisements, and 2315 separate advertisers, nearly all of whom are renewals, having become permanent patrons, through actual test and against prejudice.

# PATRONAGE

This patronage has never been exceeded by any trade publication weekly, monthly, or any other kind, and, with one exception, none has ever come within 50% of equalling it.

*Member Audit Bureau of Circulations*

**T**HE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

**Aims to list all manufacturers irrespective of their advertising or subscription patronage**



**THE BUYERS MASTER KEY  
TO ALL AMERICAN SOURCES OF SUPPLY**

**A volume of 4500 pages, 9 x 12, \$15.00**

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of

times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

**I**T is used for locating sources of supply as instinctively as the clock is consulted for the time of day. Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested.

**Circulation 80% Domestic—20% Foreign. Its Circulation is 99% paid**

## **THOMAS PUBLISHING COMPANY**

**129 LAFAYETTE STREET, NEW YORK CITY**

CHICAGO—26 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—61 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Sydney, Soerabaya, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, San Juan, Mexico City.

Start  
Your Southern Campaigns  
in  
New Orleans

## An Active Buying Market

Dealers alive to advantages of handling advertised products.  
Residents of city responsive to advertising.

Reach the Vital  
Prosperous Field-The City Proper

use


## New Orleans States

Large Circulation Concentrated in the City

Suburban New Orleans is too limited and scattered to economically merchandise and advertise to.

The city circulation of *The New Orleans States* will produce quick, more profitable returns at a lower cost.

**Want More Information?  
We'll Gladly Furnish It.**

WRITE   
ADVERTISING DIRECTOR

# New Orleans STATES

**EVENING**

**SUNDAY**



# THE COMPANY YOU KEEP!

(Extracts from letter)

In making a general review of our advertising results I encountered some data that I thought might prove of interest to you. I find that Photoplay Magazine, \_\_\_\_\_ and the \_\_\_\_\_ are thus far the three aces for both inquiries and sales.

I believe that the cleanness of your advertising columns has had a great deal to do with the results we have obtained. It is regrettable that \_\_\_\_\_ accept so much questionable advertising, some of which borders on the fraudulent. We were forced to discontinue using one of these magazines because of the fraudulent claims a \_\_\_\_\_ had been permitted to make in its advertising.

The influence of association is a factor that should not be overlooked by national advertisers. It goes without saying that we are not ashamed of the company we keep when we use Photoplay Magazine, and that's why our 1920 appropriation calls for greatly increased space in your publication.

The following representative concerns are using PHOTOPLAY on schedule:

THE ALADDIN COMPANY  
AMERICAN CHICLE CO.  
F. R. ARNOLD & CO. (Ladurine)  
APPERSON BROS. AUTOMOBILE CO.  
BAUER & BLACK  
BONNIE B. COMPANY  
BRITNSWICK BALKF-COLLENDER CO.  
BURSON KNITTING CO.  
B. V. D. COMPANY  
CHENEY TALKING MACHINE CO.  
COCA-COLA COMPANY  
COLGATE & CO.  
CUDAHY PACKING CO.  
DE PREE CHEMICAL CO.  
W. L. DOUGLAS SHOE CO.  
EASTMAN KODAK CO.  
FAMOUS PLAYERS-LASKY CORP.  
CHAS. E. HIRSH COMPANY  
HOLEPROOF HOSIERY COMPANY  
ANDREW JERGENS CO.  
KILLOGG TOATED CORN FLAKE CO.  
JAMES S. KIRK & CO.

LEXINGTON MOTOR CO.  
LYON & HEALY  
MELLYN'S FOOD CO.  
MINT PRODUCTS CO.  
MUNSGWEAR CORPORATION  
NATIONAL BISCUIT CO.  
NORTHAM WARREN CORP. (Cutex)  
ORANGE CRUSH  
PALMOLIVE CO.  
PEPSODENT CO.  
POMPEIAN MFG. CO.  
PRUDENTIAL INSURANCE CO.  
QUAKER OATS CO.  
SANTOL CHEMICAL LABORATORIES  
ALFRED H. SMITH CO. (Dier Kiss)  
STEGE & SONS PIANO CO.  
SWIFT & CO.  
UNITED DRUG CO. (Janteel)  
VAN CAMP PRODUCT CO.  
VICTOR TALKING MACHINE CO.  
STEPHEN F. WHITMAN & SON, INC.  
WINTON COMPANY

*Let the name stick in your mind, it's imitated*

## PHOTOPLAY

*The Magazine of the Fifth Estate*

JAMES R. QUIRK, PUBLISHER

W. M. HART

ADVERTISING MANAGER

350 NORTH CLARK ST., CHICAGO NEW YORK OFFICE, 25 WEST 45TH ST.

# ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;  
H. B. Williams, Vice President;  
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,  
471 Fourth Avenue, New York, N. Y.  
Telephone, Madison Square 1765

M. F. Dubamel, Managing Editor;  
Ralph B. Smith, Associate Editor;  
George Roosevelt, News Editor.

30th Year

JULY 3, 1920

Number 2

## The Transportation Situation and How It Affects National Advertisers

Existing Conditions Are Nullifying the "Law of Supply and Demand" and Call for Expert Marketing Judgment, As a Closely Related Problem

By WILLIAM B. COLVER\*

Member of the Federal Trade Commission

**T**HE THEORY and practice of the art of advertising needs neither bouquets nor explanation. It has been demonstrated as to its power, its usefulness and its economy in the public interest so that it no more needs explanation, interpretation or laudation than does the law of gravitation. I am going to try to show, however, the very direct and intimate relation which advertising has to transportation.

Nothing has been more talked of for the last few years than "the law of supply and demand." To hear some of the things that are said about this wonderful law of supply and demand one would think that it worked automatically and, if allowed so to work, it would solve every industrial, commercial and financial problem and cure every business disease known to man.

However, if we pry up the cover and poke around inside to see what makes the wheels go around, we find that it is not such a wonderful nor supernatural nor superhuman machine after all. We find that it is not automatic and will not run of its own accord.

### ADVERTISING, THE MOTIVE POWER

The initial impulse which sets the law of supply and demand in operation is a human desire for the possession by an individual of something which he has not and which somebody else has. As that desire is awakened and directed at the same time and in many minds, a

definite demand for some specific thing is created and the wheels of the law of supply and demand should begin to go around.

The mainspring which gives this impulse and the most powerful factor, aside from the most primitive of normal wants,—is advertising.

Without advertising demand is a sluggish current, moving slowly in a crooked, rock-strewn and weed-choked channel. With advertising, demand becomes a rushing torrent, held within rigid banks and running straight to its destination, with a power and an energy capable of turning the wheels of industry and of enlarging the volume of production and speeding up distribution.

Advertising, however, itself, rests upon one single foundation stone. That is results. And results are the motive power which drives the advertising machine.

Now then, however intelligently and however liberally the magic power of advertising may be invoked, and however constant a strong demand for given goods may be created thereby, unless the demand so created can be satisfied by supply, the advertising has failed to produce its results.

This brings us to transportation because transportation is the connecting link between supply and demand and unless supply can be carried to demand, the law of supply and demand is paralyzed and the mighty mainspring of advertising is powerless to make the wheels go around.

I talked to the head of a great concern just the other day. He is

one of the greatest advertisers in the United States and he manufactures an identified and nationally advertised product. Wise advertising and sustained quality of product over many years has created a goodwill which, with continued advertising, must result in a continued and ever growing demand, a demand that can only be met by an ever-increasing supply. But this concern, although it is making great additions to its manufacturing facilities to meet an insistent demand on the part of the public much greater than its present ability to supply, finds itself over-sold on its books and yet with more than a million dollars worth of finished product boxed and crated and unable to be moved for lack of transportation.

If this concern shall continue its national advertising, it will only do so on the basis of faith; it cannot expect results. It cannot reap the results from the advertising already done and the money already invested.

This is true from one end of the country to the other and it touches every commodity.

Hundreds of millions of dollars are tied up in merchandise which is in side-tracked cars seeking vainly to function as the supply which will meet a demand which has been definitely created. Money is tight and getting tighter and the working capital of American business is tied up in stocks which cannot be moved, while scanty stocks, which can be moved, are bid for at ridiculous prices.

\* From an address before the Washington Advertising Club, delivered Tuesday, June 29

When the railroad ceases to deliver goods, advertising ceases to deliver results; and when supply is unable to reach and satisfy demand, then the law of supply and demand is not working any more than it is with respect to the green cheese market and the moon. For if the moon is made of green cheese, it cannot be gotten to an earthly market and it might just as well be made of putty.

#### ADVERTISING AND TRANSPORTATION

Here we are at the end of June. One-fifth of the season of lake navigation is gone and one-tenth of the needed coal for next winter's supply has been moved to the head of the Lakes. This, unless remedied, means untold suffering and industrial shut-downs in the Northwest next winter. The industries of New England are actually closing down now, in mid-summer, for lack of coal. The number of open-top cars delivered at the coal mines is now and always has been, the absolute measure of the possible production of the mines. And in this month of June, the most favorable from a weather standpoint, both as to production and transportation, the coal mines by and large were allotted about 15 per cent of the cars which they needed, the coal miners nominally receiving a wage so high as to seem unheard of and, being able to work only one day a week, see their families going hungry. A scale of wages per hour does not mean much unless we know how many hours are to be worked or how many days.

Margin per ton to the producer or distributor may mean profiteering or it may mean an actual loss, depending entirely upon volume of business.

Since 1916 you have heard a continual clamor about "car shortage" and that is taken to mean that there are not enough cars and that the poor, starved railroads ought to have more cars. The fact is that if the available open-top cars, after liberal allowance to other industries requiring such cars had been made, were loaded with coal and moved at canal boat speed, being allowed 20 days for a round-trip and being allowed shop-time for repairs in excess of the requirements of experience, there are enough cars now on the tracks to move all the coal that this country could possibly use and have a surplus equipment which would take care of over 50 million additional tons, or nearly a 10 per cent over-load factor of safety.

#### THE CONTINGENT FACTORS

Without coal how can goods be

made? Without coal how can goods be distributed? Without distribution how can goods be delivered? Without delivery how can demand be satisfied by supply? Without the satisfaction of demand by supply how can advertising show results? Who is going to buy advertising unless he knows he is going to get results? That seems to put you gentlemen on the freight train.

Within a few days we will begin to harvest a new crop of wheat and 20 per cent of their last year's crop is still in the hands of Kansas farmers because they have not been able to get cars to move that wheat. Other sections of the country are similarly situated. The farmers have borrowed money on this 1919 wheat. The bankers cannot finance the 1920 crop until the loans on the 1919 crop are paid. Those loans cannot be paid unless the grain can get to market. And yet we hear predictions of \$25.00 flour and 25 cent bread.

So far as I know, there is just one thing upon which both the believers in private ownership of railroads and the believers in Government ownership of railroads fully and absolutely agree. It is that maximum efficiency can only be had from the railroads of the country if these railroads are one operating unit.

So long as the railroads are operated separately, with separate ownership of motive power and rolling stock, no railroad, not even the richest one, can operate profitably and with reasonable rates if it has to supply itself with a motive power and rolling stock equipment capable of taking care of its peak load.

#### FOR UNIT HANDLING

The great commodities of the country are produced and consumed seasonally and sectionally. No one knows that better than the advertising expert. When the railroads are operated separately, there are stated times in the year when much of the equipment of each road lies idle and there are other times and seasons in the year when all its equipments falls far short of the requirements of the traffic of any given road. The rolling stock, and more especially the motive power equipment, under separate operation, is divided up into water-tight compartments. If the Government is to supply the credit for a great increase in the number of locomotives and cars and if the millions and millions of dollars which have been set aside for that purpose are em-

ployed by treating the railroads as separate operating entities, in the end no road will have, or can afford to have, a complete and adequate equipment and we will only have put, out of the public purse, a little more in each water-tight compartment with a very fair chance of having accomplished nothing more than an addition to seasonal and regional congestion.

If the government is to aid the railroads in obtaining more locomotives and more cars, it would seem to me that the interest of the public and of the roads would best be served by having this additional and Government-supplied equipment handled as a unit so that it may be mobilized in those sections of the country where seasonal movements of freight are on.

If the ghastly transportation tangle were cleared up, advertising would still have remaining in its path an obstacle which it must surmount, or better still remove, before it can reach a 100 per cent delivery of results—which is its end and aim. It would have to meet and overcome an unreasonable, unhealthy and indecent price structure before it could return full results to the advertiser.

So then, advertising and advertising men should be and must be, interested in the subject of taxation.

#### ADVERTISING AND TAXATION

We have had a perfectly good war and now we must arrange to pay 30 or 40 billions of dollars for it. If the burden of paying that debt is laid upon business, and if we are to continue to tax industry, effort, energy and productivity, then those taxes and all of them, are going to be reflected back into sales prices which the consumer must pay before advertising can deliver results. If, on the other hand, we should choose to tax idleness and inaction and failure to produce, we should cease to penalize productive effort and to give bonuses to speculation and to disuse. That would be distinctly good for advertising.

Let us look at some of these taxes. The excess profits tax was never a revenue measure and it is a penalty upon economy, upon conservative capitalization and upon quantity production. It is one of the cornerstones in the present intolerable price structure. It is passed on and multiplied step by step and turn-over by turn-over each time disguised, and the disguise in the end costing you and me and all the rest of us as consumers, many times

(Continued on page 22)



# Postal Concession Proposed for Advertisers' Proofs

**Second-Class Rate, Provided In the Summers Bill, Is Cause of General Discussion Among Manufacturers, Agencies and Publishers As to Possible Effects**

By WALDON FAWCETT

**P**ROOFS for advertisers and advertising agents transmitted in the mails at second-class rates. This is the latest remedy that has been proposed at Washington for the relief of the paper shortage and it is one that is scheduled to have the attention of Congress promptly upon the re-assemblage of that body in December. The proposal to open the U. S. mails to separate advertising proofs on the same terms and conditions under which publishers now mail complete copies of their newspapers and periodicals is calculated to prove of some interest to advertisers through its bearing on the acute paper shortage. Even more interesting, however, from the professional advertising standpoint, is the possible influence of the contemplated new arrangement upon various phases of advertising practice.

Primarily the suggestion that has been made to Congress, and that has received the unqualified approval of the Committee on Post Office and Post Roads of the House of Representatives, is that advertisers and their agents would for "check up" and similar purposes be quite as well served by proofs as by means of complete copies of the issues containing insertions of advertisements. And inasmuch as the postal committee figured that over 25,000 publications in the United States send out at least a few advertisers' copies of each issue the conclusion was reached that a postal concession that would induce the substitution of proofs for full-fledged newspaper or magazine copies would not only relieve the strain upon the nation's paper resources but would also result in a substantial reduction of what the committee is pleased to denominate an "unprofitable class of mail."

## THOSE WHO MAY BENEFIT

Whereas the essence of the bill, known officially as H. R. 14119 (Union Calendar No. 355), is the grant of cut rates in the mails to "single sheets or portions thereof from any publication entered as second-class matter" the act is very broadly drawn and there is opportunity for conjecture whether the

effect of the new arrangement would not be to materially reduce the expenses of mailing for advertisers whose practice it is to broadcast to distributors, sales agents, retailers, etc., considerable numbers of advance proofs of impending national advertising. The question may arise, should the pending bill be approved as reported, whether advertisers who distribute proofs in quantity may not be enabled to cut their postage bills by allowing newspaper and periodical publishers to mail proofs direct. The outcome in this quarter will depend entirely upon the official interpretation that would in due course be given to the phrase "or their agents" as it appears in the contemplated statute, following the word "advertisers."

That the great body of advertisers throughout the country has not been appraised that Congress has been quietly going ahead with a proposition of such significance is due to the circumstance that the new bill to fix rates of postage on advertisers' printed matter was considered and reported out by the Post Office Committee early in June, in the midst of the turmoil of the closing days of the Congressional session, when it was easy for any but the most conspicuous legislative proposals to be obscured. That the postal committee required, however, but one day's deliberation to reach a decision to recommend the passage of this act indicates the preponderance of sentiment in the committee in its favor.

## HOW ADVERTISERS REGARD THE PLAN

The author of the bill that would give privileged status in the mails to advertising proofs is Congressman John W. Summers, whose vocation is that of banker at Walla Walla, Wash. He was rather insistent that the Post Office Committee take up the proposal, despite the fact that adjournment of the session was at hand and so convincing a case did he make, with the support of other witnesses who appeared before the committee, that House Report No. 1078, which accompanies the bill as reported, pre-

dicts that "the saving in paper would run into thousands of tons."

It was recognized, in the discussions that took place in committee that not all advertisers and advertising agencies might take kindly to the plan of receiving only proofs of their respective advertisements instead of complete copies of the mediums carrying the advertisements. Promise was made that many an advertiser may demand to be "shown" the position of his advertisement and its general appearance as it appears in the complete newspaper or periodical. Or again the advertiser might logically rely upon the accustomed unabridged copies to afford comparison of his copy with that of competitors and to keep him in touch with the trade situation generally. Advertising agencies especially, it was surmised, might, for the sake of inspiration, or similar reasons, prefer to have in hand complete copies of all mediums rather than proofs only of their own productions.

The champion of the new scheme was, in a measure, primed, in his appearance before the postal committee, for just such objections. First of all, he submitted in evidence the replies to thirty-nine letters sent out by his home town newspaper, the Walla Walla *Bulletin*, in which inquiry had been made as to whether single sheets would be satisfactory to "foreign" advertisers. Eight of the advertisers and agents who replied declared that they wanted the entire paper because they desired to see what competitors were doing. Twelve replies indicated that proofs or single sheets would be satisfactory and that it would suffice to have these sent once a week, and nineteen buyers of space advised that the purposes of verification would be served if they received proofs once a month.

## SUPPORTING THE PROPOSAL

Backing up the verdict of the advertisers in the Walla Walla newspaper were expressions of endorsement from a number of publishers and advertising agencies.

The Chicago *Tribune* went on record as "heartily in agreement" and expressions of approval were likewise registered by the Louisville *Courier-Journal*, Nashville *Tennessean*, New York *Evening Post*, Springfield *Republican*, and others. The publisher of the Waterloo *Evening Courier* of Waterloo, Iowa, figured out that, in his case, the substitution of proofs for complete copies would mean a saving on white paper and postage that would aggregate \$375.

By odd coincidence, the N. P. Gould Company, of 60 West Thirty-fifth Street, New York, projected this same idea of paper conservation through the use of advertising proofs at about the same time that the suggestion first took form at the Capitol. There was furnished to the postal committee a copy of a letter the Gould Company had sent out, early in May, to various publishers declaring the satisfaction of this firm with the growing practice of sending to agencies page proofs in lieu of complete copies. The letter emphasized the fact that cooperation was needed in the advertising business to cut down the waste of paper and asked united action. Having, at the time, no intimation of a possible concession of second class rates, the correspondent for the Gould Company said it was immaterial to his firm whether the "tear sheets" were sent in envelopes at first-class rates of postage or were transmitted through a private distributive service which is specializing in this field.

The Stack Advertising Agency of Chicago sent to Washington an endorsement of the pending bill in which it was stated that page proofs would be quite as acceptable to this concern as complete copies and "will, no doubt, result in considerable saving to all concerned." Incident to the discussion of the advertising agency end of the proposition, it was brought out that a large proportion of "advertisers' copies," as now constituted, are mailed to New York, Chicago and other leading cities where advertising agencies are concentrated and a supplementary consideration that moved the postal committee to recommend the bill was the prospect of affording some slight relief in these cities where the post office facilities are so sadly overburdened. In making its report to the Committee of the Whole House the postal body had stated that publishers, if given the privilege of mailing advertising proofs at sec-

ond class rates, would undoubtedly adopt a system of inclosing each single sheet in an unsealed envelop properly labeled and the opinion is advanced that such envelopes would be much easier handled in the post offices and by the carriers than the bulky complete copies.

#### PRACTISE REMAINS OPTIONAL

The system proposed by the Summers Bill, being entirely voluntary or optional, may be expected to encounter little objection from the advertisers and agencies that do not take kindly to the proposal. It was, however, only by a narrow squeak that there missed incorporation in the act a provision that would have made it, in the estimation of many advertisers and publishers, a case of a cure that would be worse than the disease. During the consideration of the proposal by the committee, the Chairman, Representative Halvor Steenerson, asked the Postmaster General for his views on the subject and Mr. Burleson came back with the suggestion that the use of proofs instead of complete copies be made mandatory.

The Postmaster General told the Committee that both publishers and advertisers "are continually importuning" his department to be permitted to mail at second class rates whatever number of copies of a publication may be desired for checking purposes instead of the one copy of each issue for each advertiser that is allowed under the law as it now stands. Therefore the head of the Post Office Department favored stipulation in the contemplated new law that only the portion of the publication bearing the advertisement of an individual could be mailed to him by publishers at second-class zone rates on account of and in proof of insertion. His idea was that it would be well to incorporate in the act a provision to the effect that "complete copies of publications sent by publishers to advertisers shall not be regarded as subscribers' copies unless payment is made therefor in addition to any payment for the insertion of an advertisement."

Opposition to the Postmaster General's scheme followed close upon the heels of the draft of the amendment he advocated. Fleming Newbold, business manager of the Washington, D. C., *Evening Star*, when consulted by the postal committee with respect to the Department's proposal declared: "If the bill were made mandatory there would be endless discussion and

confusion. It would never work, in my opinion." In the end the committee reported out the bill as originally introduced, depending upon the clause making the mailings subject to such rules and regulations as the Postmaster General may prescribe to prevent any abuse of the privilege that would tend to stretch the concession beyond bona-fide advertising proofs.

#### Mennen Company Charged with "Unfair Competition"

Alleging that the Mennen Company of Newark, N. J., makes a discrimination in price between customers, the Federal Trade Commission has brought a charge of unfair competition against the company.

"The commission's complaint is directed to respondent's plan of allowing to the trade certain discounts in the marketing of its products whereby its customers are classified into groups according to a basis of selection established by the respondent. It is averred that under this plan, to customers falling within one group, Mennen allows certain quantity discounts on purchases and to such customers as come within other groups, Mennen refuses all discounts, irrespective of the quantity of goods purchased and thereby making, it is alleged, a discrimination in price between customers."

The commission has also cited the Philadelphia Wholesale Drug Company, a purchasing company for some 800 druggists, on the charge of unfair competition, alleging that they have discriminated against the products of the Mennen Company, because the Mennen Company refuses to allow them the same discount on quantity purchases as allowed other purchasers.

#### Preparing for Out-Door Advertising Convention

Preparations are already being made for the annual convention of the Outdoor Advertising Association, which will be held at Cleveland, Ohio, September 14, 15 and 16.

C. Johnston Smith of Cleveland has been appointed chairman of the convention committee on which are: Leonard Dreyfus of New York and H. E. Erickson of Chicago; R. L. Whitton, general sales manager of the Thos. Cusack Co., Chicago, is chairman of the program committee, and Harry Walker, president of Walker & Co., Detroit, will have charge of the exhibits.

#### Advertising Teachers Elect Officers

H. D. Kitson, of Indiana University, was elected president of the National Association of Teachers of Advertising, at the recent conference of that body in Indianapolis. E. H. Gardner, of the University of Wisconsin, was chosen vice-president, and E. J. Kilduff, of New York University, was elected secretary-treasurer.

The directors elected was as follows: H. W. Hess, University of Pennsylvania, MacMartin, University of Minnesota, and N. W. Barnes, University of Chicago.

It was voted to meet each year hereafter with the Association of Collegiate Schools of Commerce instead of the Associated Advertising Clubs of the World.



# "The Walrus and the Carpenter"---They Both Make "Human" Copy

One Fascinated You in the Old Geog'aphy Yesterday and the Other's Helping a Tool Advertising Campaign Grip Today

By ARTHUR JOYCE

**M**AKE it human!" That's the cry nowadays. It's the "human interest appeal" that's wanted everywhere in advertising. No matter what the product, to "get across" it obviously must have the "human touch." That accounts, in a measure, for the almost universal use of illustrated advertising and for the more recent development of "copy" in colors.

You remember when you were a youngster going to school how the "big geog'aphy" struck home. First thing you did when you got "up" to the higher grades and got that "geog'aphy" as a part of your study outfit, was to rush home and plant yourself in the corner with the book in your lap.

Remember how you turned the pages and looked over every one of the pictures? You weren't impressed strongly with the text matter. You figured you'd get that dished up to you in the schoolroom. Why anticipate what you knew very well the teacher would make sure you "devoured" in your regular school sessions?

## ENVYING THE ESQUIMOS

And remember when you turned over to the chapter dealing with the inhabitants of the Arctic Circle how you envied those Esquimos in their fur outfits—especially if it happened to be February—and there was snow on the ground and you'd heard "daddy" insist that mother couldn't have that fur coat because it was so high-priced? Sure, you do!

"Them were the happy days." Then's when the "human interest" appeal first struck home. You liked that Esquimo picture. But you liked the one on the next page even better, because it showed real action. One of the Esquimos had gone on a hunting trip and had caught up with a big walrus. He had "spread" it and the rope was pulled taut as Mr. Esquimo glided over the ice on his snowshoes in the direction of his catch. Oh, boy. Remember, how many times you wished you were up there in that Arctic Circle region, with no "cops" in sight and with the walruses sporting 'round everywhere just waiting for someone to please come out and catch 'em?

Well—you haven't lost that "human touch." As a matter of fact, as you grew older the "human appeal" developed more strongly. And, nowadays, if it isn't human, it very likely isn't read.

Putting the "human touch" into hardware "copy" seems far-fetched, doesn't it? But, Fayette R. Plumb, Inc., Philadelphia, has done it successfully in a series of consumer advertising, produced by the Donovan-Armstrong Agency of Philadelphia, that's now being nationally circulated. This "copy" has lifted hammers, hatchets, sledges and axes out

of the commonplace and has surrounded them with a "human appeal" that is unusually compelling.

**HARDWARE THAT'S "HUMAN"**

Under ordinary conditions a hammer is merely a hammer and an axe is an axe. What more could be said about either of them, except that the particular hammer or axe being advertised is "the best" in the market; that it comes in so many sizes and the consumer may get the hammer or axe upon payment of so much currency to his local dealer?

Plumb officials see the "human appeal" in every tool they make.

*This **HAMMER** does the "Impossible"*

**P**LUMBER notices on the bank of every good Plumber's shop. It is a constant. They tell of a hammer that has done "the impossible" for them. They tell of a hammer that has done "the impossible" for them. They tell of a hammer that has done "the impossible" for them. They tell of a hammer that has done "the impossible" for them.

**FAYETTE R. PLUMB, Inc.**  
Philadelphia, Pa. U.S.A. Established 1866  
Features: Durability and Economy

**PLUMB**  
POSSIBLE COPY  
Hammers Hatchets  
Sledges and Axes

**Hammers and Axes**  
the "New Steel"

**Prices**  
Small Hammers 32 1/2  
Medium and Small Axes 2 1/2  
Medium and Small Axes 2 1/2

The very "Human" copy used to demonstrate high utility and at the same time engender friendly familiarity

And they're taking pains to stress this "appeal" in full-page advertisements in color that are running weekly in the *Saturday Evening Post*. The "ads," of course, show various types of tools made at the Plumb plant. But they show more! They picture the tools in use by the types of workmen who use them. They show how the tools are made and explain why certain raw products are utilized to get the accurate results that the expert user of tools wants in a hammer or axe, a hatchet or sledge.

One of the "humanizing" features of this advertising which has made a strong appeal to the men who use tools is the manner in which emphasis has been laid on the part that practical workmen have played in the construction of Plumb tools. "Made for Mechanics by Mechanics," reads the headline upon one of the Plumb pages in the *Post* and the copy follows in this way:

Who knows best how a tool should be made? The man who uses it, every time!

Mechanics designed Plumb hammers; it was a mechanic who suggested placing the head off center in the Ball Pein hammer to give greater weight behind the striking face, that did 95 per cent of the work. Another advised the ball of the hammer be cone-shaped to spread a rivet and not "mash" it. Still another suggested an oblong eye to take a wider, stronger handle to prevent handle breakage.

#### WHAT THE WOODSMEN ADVISED

On another page presenting, in conjunction, the case for the Plumb nail hammer and the Plumb one-piece axe, the advertiser says to the reader:

A few years ago, we decided that the mechanics of this country could help us in designing a nail hammer that would be entirely free from faults.

Expert workmen in every part of the country were glad to contribute their ideas. As a result we have the perfect PLUMB Hammer.

And again:

Before the dies for PLUMB ONE-Piece were cut, we sent representatives of our factory to the big logging camps where they remained for months learning just what "professional" choppers wanted in an AXE.

A little inquiry revealed the fact that no NEW AXE was considered fit for use until an expert grinder had reshaped and resharpened it.

The information gained from the men who actually live by chopping enabled us to develop the most perfect chopping axe ever made—the PLUMB ONE-Piece AXE.

When a tool-user reads copy like that he is going to put down his paper with the feeling that he, as one of the "mechanics of this coun-

try," or as one of the "men who actually live by chopping," has himself had a hand in designing the Plumb hammer or axe. The Plumb tool has been made *his* tool and he has



An advertisement that carries a forceful quality message

sold himself on its qualities. "ENTHUSIASTIC" COPY

By humanizing the story of the building of Plumb tools, by emphasizing the element of precision that goes into every process in their construction, above all by approaching the discussion of each special Plumb feature like "the off-center head," the "cone-shaped ball," the "extra



This page-copy carries the combined appeals of easy practicability, familiarity with trade mark, and mechanical "points"

curve and short split" of the nail hammer," and so on down the list with a fine air of novelty and surprise, the advertiser has succeeded in lifting Plumb tools out of the common run of hammers and hatchets, sledges and axes. He says, in

effect: "Why, here's something that you as a keen mechanic or woodsman ought to be enthusiastic about. We're enthusiastic about it. Here's a hammer or an axe that, head and handle, ball and bit has been made just for men like you who want something better. It's the tool you have been waiting for."

And the Plumb sales records tell us that he is getting his enthusiasm over.

#### Educational Films Will Use Natural Colors

National advertisers may now display their goods in natural colors upon the counter of the motion picture screen. The Rothacker Film Mfg. Company has obtained the exclusive rights to use Prizma natural-color film in industrial and educational pictures.

Prizma can display any product in its true natural colors. As a rule, the entire industrial or educational picture will not be Prizma—only the high spots or climaxes. For example, the operations of a textile mill showing how a product is made would be in black and white, but scenes of the finished product would be portrayed in its natural color, as it appears to the eye. Several Rothacker clients already are planning to send Prizma films to the United States Trade Exposition in Buenos Aires and Rio de Janeiro next year.

#### Levey Starts Film Company

Harry Levey, for three years manager of the industrial and educational department of the Universal Film Company, has resigned that position to head a production organization of his own, which will be devoted to the making of this type of motion picture.

Connected with Mr. Levey's organization are: Don Carlos Ellis, formerly head of the film service of the Department of Agriculture; Mrs. Henry Moskowitz, secretary of the New York State Reconstruction Commission and the Governor's Labor Board; Ben Lake, Harry Fraser, George Utell, Al Karpen, Willard Van der Veer, Henry Clay Grant, Howard Greene, Chester C. Kleber, Mortimer M. Flanders, Tom De Baryshe and others. The firm has been organized on a cooperative, profit-sharing basis, each employee who remains with the company six months becoming a partner.

Besides making special pictures, the new company will release one two-reel feature picture a month which will embody an educational idea. This series will be called "Truth Productions," named after the slogan of the Associated Advertising Clubs of the World.

Mr. Levey has been retained by the Association of Chemical Industries to make a series of pictures showing the history of dyes, explosives, medicines, automobiles, aeroplanes, paint, leather, electrical supplies and food preservatives.

Temporary offices for Harry Levey, Inc., have been opened at the Hotel Astor, while the permanent offices are being equipped. Production studios are at 209 East 124 Street, New York.

#### "System" Will Have Own Building

In the latter part of July, the A. W. Shaw Company will move from its present quarters at Madison and Walsh in Chicago, to its own new building, located at Cass, Huron and Erie streets.

# Why the New York Central Advertises

**The Public Owns This Great Utility and the Printed Message Is An Accounting of Stewardship, As Well As a Business Builder**

**By A. H. SMITH**

President of the New York Central Lines

**T**HE New York Central lines are advertising, primarily, for the same reason which induces any good, far-sighted business concern to advertise. They wish to acquaint the public with the facts concerning the service they are able to offer, so that they may obtain the business to which that service entitles them.

With the return of the railroads to their owners, the transportation systems of the country have again become competitive. Each will carry passengers and freight and prosper according to the equipment, the facilities and the organization it is able to place at the disposal of the public.

There is another reason for advertising. This is a new era in railroading. One page in the history of railroading in this country has been written. With the return of the roads by the government and the passage of the new Transportation Act, a fresh page is before us. Conditions governing the management of the railroads differ completely now from what they were in the past. The attitude of the public toward railroads, the future of the roads themselves, which, in effect, means the future of the industrial system of America, will depend largely on the degree of understanding by the public of the railroads and the conditions they now face.

In the opening advertisement of those the New York Central lines are now running, this paragraph was written:

"We purpose to discuss frankly with the public our policies, our ideals, our service, our equipment, our personnel. We want to retain old friends and to make new ones on the basis of thorough knowledge and understanding. Thus we can serve

talk in America about government ownership of railroads—that is, public ownership. The fact is that the public owns the railroads today, through the ownership of their securities by individuals and such groups of individuals as savings

banks, insurance companies and the like. The public not only owns the railroads, but the public now controls them, through the enlarged powers and functions of the Interstate Commerce Commission, to a greater degree than ever before. Their management, their operation, their receipts, their profits, are under the supervision and control of the public's official representatives.

Because of these conditions, we are advertising. Our advertising is, so to speak, an accounting of our stewardship. We feel that it is due to the public and due to us.

We believe that it will inevitably promote a greater degree of understanding of the far-reaching and important problems of our lines today, and so will bring about a solution of those problems advantage-

ous to us and to the public which we serve—by service to which we are able to continue operating our roads.

We feel sure, from comment which comes to us, that it is doing just that, and in this day to build up friendship for our system and enlist the cooperation of the public is to take a long step forward toward better times for American industry and the American people.



A. H. SMITH

the public as it should be served by a modern, efficient railroad."

It is our desire to have the public know fully and accurately what our policies are, why they have been adopted, what our problems are, what our ideals are, how nearly we come to realization of them and why we may not come more nearly to that realization.

"There has been a great deal of



# How the Multigraph Made Good in France

**Patient Effort Required to Revise French Selling Ideas Has Been Well Worth the Time and Trouble in the Volume of Sales Thus Created**

An Authorized Interview with

O. JOHN JOB

Sales Director of the International Multigraph Company

By LOUIS H. FROHMAN

**YOU CAN'T BUY** a Multigraph unless you need it," has become one of the best-known slogans in American advertising, and its truth reflects the broad and wise policy of service which has characterized the activities of the American Multigraph Sales Company and which has been largely responsible for the Multigraph's success in demonstrating its usefulness.

The export business of the International Multigraph Company began in 1908 in England, spreading to Germany in 1909 and to France in the same year. The policy of proving the machine's usefulness before accepting an order was held to in the export field as rigidly as at home. The French are a conservative nation, and it soon was found that it was not enough for the Paris office simply to announce that Monsieur le Directeur positively would not be allowed to buy a Multigraph unless his company needed it, but that it was a good stiff problem to make him realize that he should buy it when he did need it!

The task of building the sales and service organization for the Multigraph in France fell to O. John Job, an American, who had long lived in England and who was experienced in the sale of office appliances all over the continent of Europe. So, to Mr. Job I went, to find out just how he had arrived at success in overcoming, for the Multigraph, the proverbial French prejudice against new methods.

## MANY OBSTACLES OVERCOME

The first sales efforts in Paris revealed many obstacles which are typical of the difficulties which lie before every American manufacturer entering the French field, and the solving of which are a matter of interest to every exporter, present or prospective. It was found that the most effective methods for creating sales at home not only failed to produce results, but actually caused offense in dealing with the head of a French concern.

At home, the salesman had gone directly to the point of telling the prospect that the Multigraph might

be able to cause marked economies in the prospect's printing bills, but that he the salesman, would like to have the prospect meet him half way, for his own sake, and show the salesman what printed matter he used during a year, and what his printer's bills amounted to. With this data before him, the intelligent salesman could quickly determine where the Multigraph's utility lay for that concern, and he could present comparative figures to prove his sales argument for the machine.

What then could be a better method to follow with the French prospects as well? Proverbially thrifty, this demonstrated economy surely would appeal to any Frenchman and close the deal. And it might have—if the salesman ever had gotten as far as preparing his little table of comparisons. But here the obstacles arose! "Sir, you wish to see all the printing that is executed for the personal use of my business? Sir! You demand to know how much I choose to pay to my printer? Ah! that is too much—that is MY affair! Sir, I must request that you be sufficiently obliging to leave my office!"

It was soon convincingly demonstrated that co-operation with the prospect in his problems would not be successful in France. Any question concerning his business invariably aroused suspicion and brought guarded replies, if any. Sometimes general figures on economy could be left for the prospect to make his own comparisons, and draw his own conclusions, but a decision would be difficult to obtain.

The same methods had been followed quite satisfactorily for a long number of years, and there would therefore appear to be no need for a change. Here was a great stumbling block in the road of progress—tradition. They had done without the Multigraph; others were doing without it—why do different-ly?

## TURNING THE THOUGHT ABOUT

In this very argument against installing the machine was finally found the most powerful selling force FOR it. The sales appeal

was completely changed and centered upon citing the example of large and prominent concerns who were using the machine with success, thereby establishing a precedent for the new prospect to do likewise.

This change of approach proved effective, although at first reference was limited to American concerns known in France. The first important sales were several months in being closed, but here example made others easier and the business grew, until the outbreak of the war cut down both orders and deliveries. The Paris office remained open even through the periods when the German onrush threatened the city and many other businesses were momentarily abandoned.

With a diminished force and practically nothing to sell, the principal activity during this period was the maintenance of a service department for the machines already sold.

But groundwork for the future could be done, even at a time when only essential business activities were going forward, when transportation was difficult and when the factory in Cleveland had turned its entire output to war production, making thousands of time fuses for "75" shells per day. Enough machines were retained in the Paris office for demonstration, and sales were made for delivery in an uncertain and distant future.

After the signing of the armistice, shipments commenced again and sales have kept far ahead of deliveries ever since. This is due to the preparation work done by the small sales force during the war, when they had nothing to sell and when many sales organizations had shut down entirely.

The salesmen in the Paris office are French, but they have been trained in the American principles of selling as well as thoroughly familiarized with the operation of the machine and its many possibilities for usefulness.

## TRAINING THE SELLING FORCE

A new salesman is given a two weeks' course of instruction before

# The New York Globe

*Offers the general advertiser his most effective means for reaching a selected group of prosperous New Yorkers.*



*The Globe does not boast of largest circulation or heaviest volume of advertising, but delivers profitable returns on money spent in its columns.*



*The Globe exercises greatest care regarding the advertising it accepts, and its readers have confidence in what it prints.*



MEMBER  
A. B. C.

**The New York Globe**

170,000  
A DAY

JASON ROGERS, Publisher

he is sent out. Then he is assigned a definite and intensive territory, given a list of a few good prospects to start on, and goes forth. Beyond this start, the salesman finds his own prospects. However, he is required to do two things; he must remain within his territory and he must turn in a report of every new prospect with the name of the buyer, to be added to the mailing list.

Mr. Job has frequent chats with his salesmen and in checking their prospects gives them helpful suggestions for their follow-up, and keeps the principles of constructive salesmanship constantly before them.

The foregoing outline of Mr. Jobs selling principles will not sound in the least original or perhaps even interesting if you have not tried to direct a French sales force yourself. If you have done so, however, you will realize what tact it requires, and how totally different is the foreign conception of selling which Mr. Job had to change.

The French salesman is first of all in business for himself. He may represent a large house but unless he is a member of the firm, his commission is his only interest, and in principle he carries his business in his hat. He may be selling motor trucks, but if he hears of someone who wants to buy a large quantity of madras shirting or leather or sugar, he will negotiate a meeting between buyer and seller and expect a commission for his pains. Or it may be merely an introduction of one friend to another but if business results he will have his little rake-off.

In France no one seems above accepting a little tip. If you give an extra penny to the street-car conductor or the postman, he will raise his cap and thank you profusely. On the higher levels, it takes on the dignity of a "commission" or a share in the profits from the deal, but the principle is the same right up to the bank president.

#### FRENCH IDEAS OF COMMISSIONS

I am tempted to digress far enough to tell you of an American friend who was here with the army and had enjoyed the acquaintance of a fine old French gentleman and his family. He happened to be able to do a business favor for this Frenchman which netted the latter a good profit. The old gentleman was delighted but desired to pay my friend a share of his gains. When

the American explained that what he had done was very simple, that it had been a pleasure, and that he wanted no money for it, the whole family at first insisted, thinking that my friend had not understood. Then they became extremely puzzled by such a lack of good sense in an American who is the most practical of persons, and this condition lasted for several days. Finally the old gentleman saw the light, as he thought; if the American did not take money, then it must be because he wanted something else; what could that be? Ah! he knew.

The next time the young officer visited the house the air of uncertainty was gone and the family was more cordial than ever before. But soon he found himself bound to offer refusals more delicate yet more emphatic than ever. The Frenchman had decided that if my young friend would not accept money, it was because he desired instead, the hand of his daughter! After an uncomfortable half-hour, the family was convinced that Americans will do things for their friends without thought of personal reward, but that particular friendship was severely strained.

The members of the Multigraph Paris sales force have become used to American methods. They turn in their reports so that the office can build an accurate mailing list for follow-up letters and literature. But they require constant help in the way of practical suggestions to meet any new circumstances in their selling.

It is very difficult to bring the French salesman out of the "order taker" class into the field of constructive selling; to make him see the possibility of two orders where only one grew before. The same shortcoming is evident in French advertising. The poster is the most general form, and newspaper and magazine copy follow the most primitive style of poster copy as well.

The extent of French "copy-appeal" is to fix the name of the product in the public mind. Many of the first advertising successes in the United States were made in this way for household articles of general consumption. It is limited, however, to products for which there is a fixed demand and for which it is just a choice of asking for one brand or for another. If a man has his mind made up that he cannot do another day without a new stove for his parlor, there are several makes that will clang for his attention from the last page of his newspaper, from the walls of the subway station, and

from the fence he passes on his home. But should he not be positively determined to buy a stove of some sort at any cost, there is nothing in French advertising to make him realize the comfort he is missing or the daily waste of fuel that is going on in his home until he buys a Hades Heater. In short, in selling or in advertising, the French will compete for a share of an existing market, but they never, never think of broadening that demand or of creating a new one.

The Multigraph Company is not the only American firm employing French salesmen. Many others have found it the most satisfactory plan, but they are doing the same educational work as Mr. Job. This foundation work is done for the benefit of the firms employing the salesmen, but it is bound in time to have a broad effect on all French merchandising. When the day comes that the principles of service in selling are learned and practised, it will be due to those who, with patience, now are showing the way.

#### "Kaladians" Have Special Edition

"Kalamazoo at a late hour this afternoon is absolutely brainless."

This statement, which made Kalamazoo citizens stare when they read it in an extra edition of the Kalamazoo (Ind.) Gazette on the afternoon of Thursday, June 24, was the Gazette's unique way of announcing that the Kalamazoo Advertising League had pulled up stakes and moved to Gull Lake for its annual outing.

A full front page of the extra edition given over to the Kaladians and their "doings," with cartoons, personalia, a picture of Clifford V. Buttleman, President of the League, and eight crowded Kaladian columns of humorous "news matter" provided a unique record of the outing.

#### Sales for 1919 Nearly Doubled

The National Acme Company reports May sales totaled \$1,712,094, against \$825,084 in May, 1919, and net profits \$560,087, compared with \$212,525. For five months ended May 31, sales were \$8,017,039, against \$4,427,633 in the 1919 period and net profits, \$2,647,971, against \$1,260,585.

#### O. J. Gude Erects Largest Typewriter

The largest electric typewriter in the world has been erected at Broadway and 46th street, New York, by the O. J. Gude Company, in a spectacular electric display featuring the Hooven typewriter. It is 28 feet by 35 feet and includes 1,578 globes.

#### Maddock, Manager of A. P. Hill Co.

R. S. Maddock, formerly in charge of all advertising and sales promotion work for Lowe Brothers Company, Dayton, Ohio, has joined the Albert P. Hill Co., Pittsburgh advertising agency, in the capacity of general manager.

Edward O'Fallon, Jr., formerly of the D'Arcy Advertising Company, and the Merchenthaler Linotype Company, is now a member of the Hill copy staff.



# Collier's

THE NATIONAL WEEKLY

5¢ a copy



## Kelly-Springfield and Collier's

Collier's has been chosen as a leading factor in the Kelly-Springfield national advertising campaign.

## Watch Collier's

## We Just Wonder When Reading Advertisements—



Slight elaborations by Artist Stanley on some suggestions found in the Cornell "Widow"

### Lee W. Maxwell Wins Golf Tournament—Elected President

Lee W. Maxwell, vice-president of the Crowell Publishing Company, in defeating R. G. Worthington with a score of 79, won the tournament of the American Golf Association of Advertising Interests held at Shawnee-on-Delaware, recently. Maxwell beat Roy Barnhill in the semifinals and Worthington won from Paul Lewis.

For the 1920 season, the association elected the following officers: Lee W. Maxwell, president, W. G. O'Brien, first vice-president; Frank Finney, second vice-president; and Ray Wilkins, secretary and treasurer.

The following summary of the tournament gives the winners in each flight:

First flight won by Lee W. Maxwell, defeating R. G. Worthington, 4 and 2 in 36 holes.

Second flight won by D. L. Hedges, defeating G. P. Hedges, 3 and 2.

Third flight won by R. C. Hollie, defeating W. G. Lasher, 6 and 5.

Fourth flight won by Frank Nyc, defeating R. H. Tibbs, 5 and 3.

Fifth flight won by F. C. Little (this is the famous hole in one), defeating T. E. Conklin, 4 and 3.

The Beaten eight of the first sixteen was won by E. W. Conklin.

The Beaten eight of the second sixteen was won by C. E. Titchner.

The Beaten eight of the third sixteen was won by R. G. Ward.

The Beaten eight of the fourth sixteen was won by F. L. Wurzburg.

The Beaten eight of the fifth sixteen was won by Guy Bolte.

The low net of the Saturday handicap tournament was won by E. K. Gordon. The women's putting contest was won by Mrs. Bird, with a remarkable score of 31.

### Wales Agency Girls Defeat Men in Baseball

The ladies' baseball team of the Wales Advertising Co., New York, which was formed last year, defeated the men's team of the agency, held at Bear Mountain last Saturday. A feature of the close, well-played game was a fast triple play by the men's team.

An original souvenir of the outing was a little paper, called "The Prims of Wales." It was gotten out by the "underlings" of the agency without the knowledge or sanction of the executives, and was filled with advertisements burlesqued in real humorous style modern advertising.

### Duluth Advertising Club Elects

A. H. Weigel, of the Duluth Glass Block Store, has been elected president of the Duluth, Minn., Advertising Club. Ichn Shadholt, of the Stone, Orlean, Wells Co., was made vice-president; A. T. S. Yates, Andresen Ryan Coffee Co., secretary, and Louis G. Castle, Northern National Bank, treasurer.

### Michigan Press Women Elect Officers

Helen Ashton Williams, of Grand Rapids, was elected president of the Michigan Women's Press Association, at the convention at Jackson, Mich., recently. Others elected were: Vice-presidents, Mrs.

Fred Gage, Battle Creek; Mrs. Eleanor Gage, Saginaw; Irene Pomeroy Shields, Bay City; Florence Brooks, Jackson; Mina H. Varum, Detroit; recording secretary, Clara D. Pierson, Stanton; corresponding secretary, Maybel Grissom, Grand Ledge.

### Street & Finney Hold Picnic

The employees of Street & Finney, New York advertising agency, motored on Monday to Rye, N. Y., where water sports, dancing and baseball were enjoyed, not to say anything about the "eats" and lemonade with real sugar in it.

### South Bend Advertising Club Re-elects Mac Donald

At the annual meeting of the South Bend Advertising Club, C. A. MacDonald was reelected president. Lew Fleming was elected vice-president, H. R. Paxton was chosen secretary and W. G. Jeschke was made treasurer.

### United Cigar Sales and Earnings Increase

United Cigar Stores Company sales during May were \$6,823,443, a new high record, exceeding the corresponding month last year by \$1,447,043 or 27.6 per cent. Net earnings of the company for May showed an increase over 100 per cent, compared with the same month last year.

### "System" Opens in Cleveland

Happer Payne has opened a Cleveland branch office for System, at 514 National City Building. Mr. Payne will represent the publication in Northern Ohio and Detroit.

# The Problem of Selling a Long Line

There Must Be Some String That Will Keep the "Beads of Your Business" Linked Together, and This May Help Provide One

By J. K. FRASER

Vice-President, the Blackman Company, New York

**A**N EXPERIENCED sales manager says—"I can always tell whether a company is under manufacturing domination or under selling domination by the length of its line."

He has found, he says, that manufacturing control tends to produce a big unwieldy line of merchandise. Selling control, on the other hand, tends to produce a compact line, which can readily be handled through the sales force.

I have checked this observation against my own experience and cannot concur. I know companies whose sales forces are constantly calling for new items to meet competition. I know companies whose manufacturing department is constantly making new items to cover some field dominated by a competitor.

In some cases the manufacturing end exercises a wise veto on goods the sales department wants. In other cases the sales department keeps up a constant plea to hold down the line.

If, as an outsider, you have attended a sales meeting of a long-line house, the chances are you have felt as if you were inside a kaleidoscope.

## THE EXCHANGE OF VIEWS

The man from Indiana takes the floor and harps on the demerits of No. 7-11.

The gentleman from Mississippi would like to see a change in No. 7-11-44.

Mr. Metropolitan salesman puts in a plea for a new No. 1001 to satisfy the East Side trade.

Item by item the black sheep are brought out and exercised; the good old stands-bys are patted on the back; the swarm of fledglings for next season's catalog are sifted through a screen of tired, scattered minds.

Each turn of the conversation seems to develop a new sales pattern to be studied. Each pattern seems to have little or no relation to the others.

The jobbing salesman has long been held up as the last gasp in passive salesmanship.

His long line casts the die.

In some mysterious way, his

brother, who carries a long line for some manufacturer, is expected to rise out of the mire and vitalize every item in the thick catalogue he carries.

It can't be done.

It isn't done.

We have all heard of the man who could not see the forest on account of the trees. In his groping, he should have the sympathy of the long-line sales force which can't see its selling story on account of the merchandise.

## THE STRING OF BUSINESS BEADS

To illustrate the point, I have had strung up a small handful of irregular shaped and sized beads.

Before the thread was run through, we had merely a bunch of beads, each rolling around at its own will, none subject to influence from the others. The thread made them cohesive.

In that thread, lies the selling salvation of the long-line house.

Somewhere in every line there is a selling thread, perhaps slender, which will string through every item in the line. If the thread were not there, the items couldn't come out of the same business organization. Until that thread is found and used, we will have a sales force selling scattered, unrelated items in place of a sales force which is really selling a line.

But where is the thread? What is it? How can it be put into useful selling form?

These are no problems for the average salesman on the road to wrestle with.

They are problems for the best executive minds in the business—those with the fullest access to the whole philosophy of the business undertaking.

## ADVERTISING THE THREAD OF THE "LONG LINE"

Advertising has wonderful possibilities for supplying at least one strong strand in this thread. But to supply even a strand, the advertising must be studied with the thread problem in mind. Then it must be adapted to the working mind of the average sales force.

I once talked with a long-line manufacturer who complained that

his men sold too many of their low-priced, low-profit goods, and too few from the high-priced, high-profit end.

## THE FEATURES WERE "BURIED"

In the search for clews I asked for typical order sheets. These orders sheets all started with the low-priced goods and continued down the sheet to the point where the salesmen succumbed to writer's cramp, or the buyer lost his breath.

One or two items from the profit line were then tucked onto the end of an impressive looking order—the kind of order that was turning this manufacturer into a sales pessimist.

As the order sheets all began and ended in the same way, I naturally asked to see the catalogue. And there was the answer.

The printing press had guided this company's whole selling procedure backwards. The plot of the catalogue opened on page one with the lowest priced competitive staples in the line. Along toward the middle it warmed up to some of the medium grade goods. The curious buyer who wanted to know how the plot really ended could turn to the back pages and there find tucked away, just before "Finis," the high quality goods that this company most wanted to sell.

The house had simply not studied its own problem of selling a line. It made items, priced items, preached items. Then it turned the salesmen loose to do their best with a misguided catalogue hung about their necks.

The case, of course, is extreme. It typifies, however, a lack of executive study of line-selling, which is getting many a long-line sales force into trouble.

We are coming into times when salesmen must go back to work. The long-line house should recognize that a most important part of the salesman's work must be done for him.

The sales force, unaided, will never effectively handle the scattered handful of beads.

It needs a selling thread to string them on.

You must supply it.



# "Suppose Your Name is Joe," Are You Sold on The Sales Talk of This Folder?

How the Pratt & Lambert Company's Charlie Ritter Broadside Is Attracting Dealer Attention and Selling 61 Varnish

By L. H. HARVEY

Assistant Advertising Manager, Pratt & Lambert, Inc.

IF A DEALER were reading your broadside, and one of those really "welcome" salesmen walked in, would he keep on reading your broadside, or would he drop it and chat with the genial traveller?

Mighty few of us would stake our bet against the salesman. "He's human," you say. "You can't expect cold type to carry the warmth and interest of a red-blooded man—a man who knows his trade and has won their personal interest."

But that doesn't mean that our printed matter must necessarily lack that breath of humanity which puts the vital spark of action into the personal solicitation. Suppose our broadsides are created with the mental slant of the salesman—suppose a salesman wrote them just as he would talk to a dealer. Couldn't he get his personality, his man-to-man conviction, across to the dealer with the same earnestness as he would in a personal call?

## "SUPPOSE YOUR NAME IS JOE"

That's the idea of the "Charley Ritter" folder. Charley Ritter is one of the Pratt & Lambert Salesmen—a man whose personality is apparent in his photograph. So Charley does all the talking in this broadside—not a "nice, little mess of words" but plain, straight selling talk.

The folder starts with a self cover which portrays Charley's genial profile in generous proportions. No time is lost, Charlie starts right in and says, "Suppose your name is Joe—and mine is Charlie." It's just the frank, simple introduction of a good salesman to a good business man.

Opening up the folder, the dealer is greeted by a full figure view of Charlie, with arm extended to shake hands. Salesman-like, he develops his good opening like this:

"And suppose I come into your store, give you my hand, and say, 'Hello Joe!'—You've known me a long time, and we're old friends. We've done business together for years, or perhaps we haven't, but, anyway, you know me so well that you are glad to call me Charlie and I call you Joe!

"This trip I come along and say, 'Joe, be good enough to give me five minutes

of your time—just five minutes and I'm through.

"Joe, we've got a pet child in our family—the Pratt & Lambert Family. That pet child is '61' Floor Varnish and that pet child is just about grown up now and is ready to go to work for you. Since we added the line of colors two years ago the sales of '61' have tripled. That's a fact, Joe, and the most of the dealers who handle it have tripled their sales on '61' and some have done even better!"

## SELLING THE NATIONAL ADVERTISING

From that point, Charlie goes over all the details with Joe. In one place, Charlie is shown holding a display rack in his hand. Two other views show him pointing to the assortments and selling helps that are included in two introductory propositions.

The folder opens us, as a final smash, to a big spread where a life-size, full-face picture of smiling Charlie appears holding in his hand full-size reproductions of the "61" ads in general magazines. Continuing in salesman-language, Charlie points out the size of this campaign, reaching some eight million circulation each month, and makes the dealer see how the campaign works for him. Let's listen a moment to some points of Charlie's exposition of this campaign:

"Now, Joe, here's where we come to the Main Tent! Just feast your eyes on these magazine ads! Aren't they winners? Won't they help sell '61' for you, with your store all lit up with that big giant window display or that Local Mailing and Sampling Campaign and the free sample cans working for you on the side?"

## REAL SALES TALK

"I know, Joe, that you may not be as strong for the magazine advertising as you are for the display matter or the sample cans, but, Joe, it's the big national advertising that really puts the punch behind a product. It builds reputation, character and prestige for a product and the dealer that handles it.

"And these ads will be working for you in your town every month this spring. These magazines go to the same kind of people in your town as those who come into your store and are your best customers. Bear that in mind, Joe. This tremendous magazine advertising would not be worth anything to us if it didn't reach the right class of people in your town—in every town—and help you sell '61.' That's why we want you and every other live dealer with us.

"I'll say to you, Joe, that when you hitch up with '61' you certainly have some advertising, as well as real varnish back of you."

Then the broadside closes with a picture of Charlies going over the assortment sheet with Joe. Here's Charlie's final talk:

"You come along with us, Joe. We need you and you need us. We can prove that you need us if you will just give us the opportunity, and send in the Post Card. Good-bye, Joe; and send the Post Card."

## HOW THE FOLDER GOT ACROSS

The post card preserves the continuity of the idea because another pose of Charlie is on it, pencil in hand, picking out the place for the signature and a "sign here, please." The address side of the post card is to "Charlie," care of Pratt & Lambert.

Now, did this folder get across? Yes, measured in actual post card returns it pulled a higher percentage than any of its predecessors. Measured in dealer interest, this folder seemed to develop an exceptional amount of comment. Letters are still coming in addressed and written to "Charlie" or "Friend Charlie," and these communications all have that spirit of lessened restraint that comes after a salesman and dealer get to really know each other.

Needless to say, the sales force evinced exceptional interest in this mailing. And as they called on the trade for months afterwards they were twitted by the dealers about "Charlie." These comments often took the form of good-natured banter about what a good-looking fellow Charlie was, and so on, but they all clearly showed that the dealers had felt something of the personality of Charlie. The gap between manufacturer and dealer had been bridged to that extent, at least, and the dealers, consequently, were that much more willing to give the men a real hearing. Charlie, in print, found the road to the dealer's good will, just as Charlie, in person, is doing every day.

## Ideal Stencil Machine Account With Gardner Agency

The Ideal Stencil Machine Company, Belleville, Ill., has placed its advertising account with the Gardner Advertising Company of St. Louis and an increased appropriation is being considered.

ANNOUNCING  
*the formation of*  
 HARRY LEVEY  
 CORPORATION

*Producers and Distributors of*  
 INDUSTRIAL  
 EDUCATIONAL  
 FILMS

Mr. Harry Levey announces his resignation as Manager of the Universal Film Manufacturing Company, Industrial Department, and the formation of Harry Levey Corporation, Producers and Distributors of Industrial-Educational Films, with general offices in New York City.

The determination to separate industrial-educational from amusement production is, in a large measure, the result of the advice of our good friends among advertising and sales managers and business executives who have convinced us that the past close connection between the amusement and the industrial departments has been detrimental to the best interests of industrial and educational films.

The personnel of the organization is practically the same as that associated with Mr. Levey before his resignation. It consists of well-known directors, scenario writers, cameramen, editors and technical artists. Merchandising and publicity departments are manned by experts. Studio and distribution facilities are the best obtainable.

Arrangements have been completed by Harry Levey Corporation for the production and distribution of industrial-educational films through both theatrical and non-theatrical channels. Theatrical distribution facilities have been materially increased by removing the limitations of one-organization distribution.

HARRY LEVEY CORPORATION  
*Producers and Distributors of*  
*Industrial Educational Films*  
 NEW YORK CITY

*Until the completion of new offices temporary headquarters are located at 1632 Broadway, New York*

# Calling on Science for "Hit-the-Spot" Advertising

How a Scientist's Vision of Half a Century Ago Applied to Advertising Opens Up New Sources of Copy Interest

By BURTON BIGELOW

**W**AY BACK in eighteen-hundred-and-something Edward L. Youmans, a professor in Yale, acquired the presentiment that science could be popularized, provided you sugar-coated the pill and made it entertaining while you were making it instructive.

Youmans was a scientist by instinct. It was he who introduced Herbert Spencer to the world and gave Darwinism its first send-off in this country, while all Europe was jeering at the Englishman and his "fool theories."

Youmans was the father of all the present-day popular, non-technical scientific sheets. He started the *Popular Science Monthly* on faith—and made it pay.

His idea, briefly stated, was to popularize science and make it palatable, interesting and understandable. He believed the people were hungry for real knowledge and eager for science if put in the proper dosage and dress.

Youmans knew the relation between science and the daily lives of human beings. He saw the romance—or shall we say the human interest in science. He reduced it to simple terms and gave it to the people in a series of popular lectures that made him an attraction second only to Beecher and other "spellbinders" of the period.

This professor with the urge to disseminate science filled a popular educational niche that never had been filled before and drew audiences whose interest in the speaker was more genuine and sustained than that induced by any oratory. His idea was not only sound—it was tremendously successful.

**FEW ADVERTISERS SEIZE THIS CHANCE**

Yet, after all these years, there are but few advertisers cashing in on the copy possibilities of popular science as discovered by this Yale professor.

A study of almost any advertised product will reveal a link between science and the product. With that link established, it is comparatively easy to connect science as applied to your product, with the user and his interest.

One of the most interesting series of advertisements with a strictly scientific trend, are those of Arthur D. Little, Inc. of Cambridge, Mass.

It seems almost probable that the writer of those advertisements is familiar with Youmans' lectures. One advertisement in particular, headed: "Chemistry and the Yellow Snow" suggests Youmans' "The Chemistry of a Sunbeam" and is just as interesting.

"Few people ever have seen yellow snow," it begins, a statement with which we can all agree. "But the people of Wis-

consin remember a yellow snowstorm and they also recall how it puzzled them. At least they were puzzled, until chemistry explained it. A chemist examined the flakes by microscope and found that they contained over thirty different minerals. Then he conferred with a mineralogist, who determined their source. So it was proved that the yellow snow was due to a sandstorm in Texas arising into the upper atmosphere and then intermingling with snow in the more northerly latitudes of Wisconsin."



**When can we drop  
the quotation marks  
from the phrase  
"Business Farmer"?**





Would it not be difficult to improve on that for popularizing a scientific subject? And would it not be difficult too, to find an advertisement higher in interest value?

"But," says the Average Advertiser, "these folks are chemists. That is their business. There is no science in *my* business!"

Which, of course, simply proves one of three things:

(1) The advertiser doesn't know much about science.

(2) He doesn't know his business and his product thoroughly.

(3) He doesn't see the relation between the two.

It is probably expecting too much to insist that the Average Advertiser

instantly see the relation between science and his product. Yet when shown that relation, he is quite apt to turn a bit crimson about the ears and give himself a silent cussing-out for not seeing it all the time.

Apropos of the really close relation existing between apparently unrelated facts, it is said that the scientist Huxley, a devotee of Darwinism and a friend of the author of "The Origin of Species" at one time got himself into "hot water" with his scientific society by propounding what seemed to be a very foolish question regarding the relation of seemingly unrelated things.

The fact which Huxley used to

trip up his high-brow colleagues is related at length in "The Origin of Species" from which work Huxley no doubt had secured it, propounding it to his scientific associates for the probable purpose of testing their familiarity with Darwin's theory.

Huxley's question, brought down to date, was something like this: "*What is the relation of a yellow cur to a field of red clover?*"

The scientists gave Huxley the glassy stare, asked the doorman to lead him to the nearest outlet with a red light thereover marked "Exit" and promptly voted to throw him out of the society for such unscientific behavior."

HOW HUXLEY WORKED IT OUT

All the while Huxley was giving them the merry ha! ha! up the neiber sleeve, and later, in order that the fun might not be confined to too few, wrote a pamphlet answering his own question.

The answer showed that there was a very close relation between the dog and the field of red clover, to-wit: The fertility of the clover depended upon the presence of a sufficient number of humble bees to carry on the distribution of the pollen necessary to the process of fertilization. The number and presence of the bees in turn depended upon the activity of the field mice, who destroyed the comb and made life miserable for the bees. Furthermore, the peace and plenty of the field mice depended upon whether or not there was a cat domiciled in the vicinity, for be it understood, the cat made things merry for the field mice. And the yellow cur—ah, he was the key to the whole situation—for if he abode in the neighborhood, the cat soon left, and with the cat gone, the mice were busy and multiplied—and as they multiplied, the bees diminished, and as the bees diminished, the clover failed to be fertilized and the crop was a failure. Therefore, it is quite easy to see that a yellow cur in the neighborhood of a field of red clover meant a crop failure.

Such is the close relation of seemingly unrelated things.

If this example seems far-fetched and exaggerated, suppose you ask your printer to-morrow to tell you the relation between cows and half tones. Not any happen-stance relation he may think of, but a constant and ever-present relation. I'll wager he can't do it. Yet the relation is clearly defined. Find it for yourself in another of those Arthur Little advertisements head-

— Possibly, when you hear the expression, "Business Farmer," you immediately think of a big-scala farmer with a battery of tractors and a battalion of hired men. He is, of course, a business farmer to a very high degree.

But—read over this list of equipment for even a smaller than ordinary farm. "..... I farm 80 acres, with the following equipment: plow, harrow, disc, lister, one-row planter, wagon, mower, road drag, ditching machine, manure spreader, motor car, gas engine, water system, garden tools, silo, large barn, ensilage cutter, warehouse for hay, electric lights in house and barn, 3 horses, 16 cows, registered Holstein bull, 30 head of sheep, 2,000 square feet of cement flooring, motor for a cream separator, etc., etc."

This man with his capital of \$25,000 has a manufacturing plant which certainly justifies the title of business farmer—without the quotation marks.

More than 700,000 Midwestern farmers, like this one, appreciate the upstanding, two-fisted character of the business farming editorial policy of Capper's Farmer.

Any manufacturer may consider them worthy prospects for his product—and the columns of Capper's Farmer a worthy messenger for his sales story.

**The  
CAPPER FARM PRESS**

(MEMBERS A.B.C.)

Arthur Capper, Publisher

Marco Morrow, Asst. Publisher

TOPEKA, KANSAS

ed: "Chemistry and the Astonished Cow" which is reproduced below:

"The cow made the milk for use in the family—in her own family. She thought she knew all about it. She was resentful and surprised when the farmer ran it through a separator and made butter from the cream, but she was astonished when the chemist got to work on the skimmed milk which the farmer threw away. She had never heard of milk sugar or casein; and the idea that billiard balls and back combs and knife handles and adhesives for coated paper were hidden away in this same milk and only needed chemistry to bring them out, was altogether new to her."

Thus you see, that to the man who really *knows*, cows and chemistry are closely related to half-tones inasmuch as casein is necessary to coated paper and coated paper required for halftones.

Which only goes to prove that there is a link between business and science—if you can find it.

#### SCIENCE AND THE KODAK

New let's take something seemingly more prosaic. This time a Kodak. From the Kodak to its big brother is but a step—and we have an advertisement: "Weighing the Stars by Photography." You will agree that it is hard to swallow your curiosity until you have read more about how it is done. And the copy sustains the interest which the headline has aroused. Note this:

"Night by night the camera, a silent sentinel, watches the heavens with never-failing eye. Across two hundred and forty thousand miles of space the Moon yields up its secrets—shadowy, dry ocean beds, vast craters of long-dead volcanoes, walled plains, mighty mountains. In the far reaches of the Milky Way, a comet flashes—and the photographic plate records its brief appearance."

Does that get interest? It does—new, fresh, lively interest that makes the product something more than a collection of leather, brass, cloth and glass. Truly in this case, they have "hitched their wagon to a star!"

Few enough are the current examples of popular science injected into advertising to enliven its interest value. But whenever you do find such examples, you find them interesting.

Bausch & Lomb have touched the spot—at least once—in an advertisement headed:

"A piece of glass—just a bit of sand and of salt—exactly combined, carefully melted, skilfully formed and polished—a LENS!"

Dozens of other copy ideas with science as the base, lay like undiscovered gold—just beneath the surface of superficial thinking. Take

for instance, the campaign of the Magnesia Manufacturers. Magnesia is an insulator, so they tell us. It prevents the waste of heat units from transmission pipes.

Out of my window the other day, I saw a splendid heading for a Magnesia advertisement—a heading of dramatic interest. All I saw was a broad dark streak in the snow—but in my mind there was an instant connection between that dark streak and the cold feet I had been nursing all day. The thought is this: If steam-pipes conveying heat to a small building, lose enough heat when buried deeply underground, to make a streak fifteen feet wide in the snow a dozen feet above them, then the loss of heat units between my office and the heating plant fifteen squares away, must be tremendous.

#### FOR EFFICIENT HEATING PLANT "COPY"

An appropriate illustration with a heading: "The Dark Streak Through the Snow"—and text to explain its cause—and show how proper Magnesia insulation would prevent the loss, would arouse intelligent and thoughtful interest on the subject of Magnesia as an insulating agent.

Take another example. We all know, for instance, that vibration is the ruin of machinery. Suppose you are marketing a service or a product to reduce vibration. Here are tremendous possibilities for interest by linking science to the advertising message and working out copy along the lines of vibration and its effects. Imagine an advertisement headed: "The Violinist Who Wrecked a Bridge." Impossible, you may say. Impossible or not, the fact remains that there is hidden in nine out of every ten propositions, possibilities for copy appeals fully as dramatic as this—which suggests that the continued vibration of a violin string set into action forces which eventually destroyed a bridge.

Thought reveals almost unlimited possibilities for gripping, dramatic copy through the aid of science. Take for instance, two accidents that gave the world great inventions—the rubber tire and the phonograph. When other copy appeals get old and prosaic, would not science linked to the product bring a fresh angle? For example: "An Accident Which Carpeted the Roadways of the World With Rubber." Can't you almost write the copy for that advertisement this minute? "An Accident That Brings Caruso

to Your Home at Your Command."

Ponder the possibilities of popularized science—and in a single day you'll find a dozen times as many good ideas as have been here suggested. And the best of it is—not that they will be dramatic or thrilling or new—but that the reader public will read them and take a new and freshened interest in the product to which the popularized science is linked.

#### Gorham Company Reorganizes

The Gorham Manufacturing Co. has reorganized as a holding company for the following subsidiaries: the Mount Vernon Co., Silversmiths, Inc., William B. Durgin Co., Concord, N. H.; Whiting Manufacturing Co., Bridgeport, and the William B. Kerr Co. of Newark, N. J.

The reorganization plans provide for the taking over of all manufacturing plants by the Gorham Manufacturing Co., centering all production and leaving each of the subsidiary companies to develop its own markets with its own sales organization. H. A. MacFarland was elected president of the Gorham Manufacturing Co., to succeed John S. Holbrook, who was made chairman of the board of directors, a new position.

#### Iowa Paper Sold

Paul S. Junkin publisher of the Creation, Iowa, *Daily Advertiser-Gazette*, has sold the paper to DeWitte Sowers, business manager, and W. A. Roseberry, for fourteen years head of the mechanical department. Mr. Junkin recently acquired the Ft. Madison, Iowa, *Daily Democrat*, and it is reported that he contemplates buying a still larger morning and evening paper in Iowa.

#### Advertising Agency Issues Book on "Population and Distribution"

The J. Walter Thompson Company has published an interesting and helpful volume called "Population and Its Distribution," containing 218 pages of statistics compiled for advertisers from the United States Bureau of Census figures. The book is likely to prove a very handy volume for all who are engaged in advertising and selling. The figures include the population and number of families in each state, together with the percentage of urban and rural. The book furnishes a classified list, by sizes, of all incorporated cities and towns of 500 inhabitants and over, of which there are more than 9,000. It also gives the number of farms operated by their owners and, in addition, by cities and states, the number of wholesale and retail dealers in the more important trades. The J. W. Thompson Company makes the interesting statement that over 2,000 firms in 201 lines of business are using "Population and Its Distribution."

#### Assistant Advertising Manager for Ford, Dead

Thomas E. Sloan, assistant advertising manager for the Ford Motor Company, died on Wednesday of last week, in Detroit, after two months' illness from tuberculosis. He entered the Ford plant seven years ago, working first in the auditing department.

# “Ten Men from Texas”

## Open Permanent Offices In New York and Chicago

**H**OW about Texas? How about the Great Southwest? To answer these questions and many more, Ten Men from Texas have opened permanent New York and Chicago offices. Transplanted from the fertile Southwest, teeming with prosperity, these Ten Men from Texas are ready to meet you, to make it easy for you to learn all about Texas and the Great Southwest.

Do you want to learn about this vast market? Do you want to know its needs, its tastes, and the conditions that surround its local trade? Do you want merchandising facts and figures based on research and personal contact? If you do ask for one of the Ten Men from Texas at either their New York or Chicago offices. They are from Texas, and know the Great Southwest.

### Read the Following and Get Your Merchandising Details from Ten Men from Texas

The story of the Southwest today astounds the person whose information is based on prewar conditions—1912 is almost as far away as the geography and history of our school days.

**King Cotton**—Texas now produces one-fourth of all the cotton grown in the United States. The 1919 cotton crop of Texas reached a total of 3,064,977 bales. (“*Gruener’s Report of March 20th, 1920.*”) Valued at \$613,913,000.

**New Wealth**—Texas produced over two billion dollars new wealth from agriculture, live stock, and oil in 1919. Of this amount, \$1,076,163,000 came from agriculture alone.

**A Third of a Billion More**—Texas in 1919 produced \$368,845,000 more in agricultural

products than in 1918. This means that the purchasing power of Texas farmers is more than a third of a billion dollars greater in 1920 than it was in 1919.

**Texas an Oil Fountain**—Texas became the second oil-producing state in 1919. The year’s production exceeded 90,000,000 barrels, or one-fourth the country’s total. The Southwest is now the leading oil-producing territory in the whole world.

**A Fifty Per Cent Jump**—The general business growth of Texas in the summer and fall periods of 1919 was greater than in any other state—a fifty per cent jump over the same periods in the previous year.

Swelling the Total—Oklahoma

produced over \$500,000,000 in agricultural products in 1919 Arkansas, Louisiana, and New Mexico together produced nearly a billion more.

**The Southwest Needs Your Goods**—The channels for distribution are clear. Eighty-three out of every hundred persons live in towns of 5,000 or under and on the farms. It is an agricultural country and the wealth comes from agriculture.

Ten Men from Texas will tell you gladly about the stores that supply this Five Billion Dollar market with goods. They know this market from the Mississippi River to the Arizona border. They know what the market wants, and how you can put your goods into Southwestern homes.

**NEW YORK: 1 Madison Ave., Room 346—Phone Gramercy 5948**

**CHICAGO: 616 South Michigan Ave.—Phone Harrison 3942**

**Home Office: DALLAS, TEXAS**

#### HOLLAND'S MAGAZINE

Read by the women in 200,000 homes in the towns of the Great Southwest.



#### FARM AND RANCH

Read on more than 100,000 of the leading farms and ranches of the Great Southwest.



## Transportation and Advertising

(Continued from page 4)

more than the tax itself.

We hear talk of increasing the percentages in the upper brackets of the income tax schedule, especially with reference to raising another billion or two or three to provide a general soldier bonus. It is quite easy and extremely popular to say "tax the rich." But what we are actually doing, now, is to tax the capital of the rich out of productive enterprises and into non-productive. As the law stands, a man with a \$20,000 income can invest in state or municipal bonds, non-taxable, at 4½ per cent and with practically no risk, while to net the same rate of

income any investment in industry or trade must yield him 5-13 per cent—to say nothing of the element of risk. The man with \$50,000 income must receive 6½ per cent from his productive investment in order to be able to pay his tax and yet net the 4½ that the non-taxable offers him. The \$100,000 income must earn 10¼ per cent and the \$50,000 income must earn 15 per cent in order to net the sure 4½ per cent that the non-taxable state and municipal bonds pay.

Do these roads lead toward quantity production with lowered costs and prices and useful employment for every man and every dollar? Or do they lead to an orgy of public expenditures and a steady reduction of production?

I am for public works but only when we can afford them and only in a reasonable proportion to the total national expenditure. I would rather see a new factory built in a town than a new postoffice or a new city hall. I would rather see a new silo than a new concrete culvert. I am for good roads but I would rather see the good road run from a mill to a freight depot than from the sheriff's office to the cemetery.

### Reed Joins Edwin Bird Wilson

Edwin Bird Wilson, Inc., financial advertising agency, New York, announces that George K. Reed who has been for a number of years manager of Rand McNally Bankers Directory, Blue Book, has joined their organization and will take charge of the Chicago office and territory.

Previous to going with Rand McNally & Co., Mr. Reed was advertising manager of the merged Colonial Trust Company, the Columbia National Bank, and the Germania Savings Bank, now the Citizens Savings Bank.

About ten years ago Mr. Reed and Edwin Bird Wilson were connected in banking institutions in Pittsburgh, whose building almost adjoined. Together they organized the Bankers Ad Association of Pittsburgh, which is now known as the Bankers Club. Both of them are graduates of Princeton University, having attended that institution at the same time.

### Charles W. Burt Joins J. D. Bates

Charles W. Burt, who for fifteen years has been New England manager of the advertising department of the Phelps Publishing Company and the Orange Judd Company, has resigned that position to associate himself with the J. D. Bates Advertising Agency of Springfield, Mass.

### Kreitzburg is "Exide" Advertising Manager

A. B. Kreitzburg, assistant advertising manager of the Electric Storage Battery Company, Philadelphia, has been appointed manager of the advertising department.

Carl H. Reed, advertising manager, has been appointed manager of the publication division, having charge of the production and distribution of all printed matter issued by the company.

### Briggs Resigns from J. Roland Kay

Ernest Briggs, for nearly six years with J. Roland Kay, international advertising agency, Chicago, has resigned his position as New York manager to become manager for Great Britain for Wm. Demuth & Co., the pipe manufacturers.

Previous to his work in New York, Mr. Briggs for four years was foreign manager for the Kay organization.

### Miss Greenfield in Insurance Publicity Work

The Liberty Mutual Insurance Company, of Boston, Mass., announces the appointment of Miss Julia Greenfield as assistant to Robert P. Ashley, manager of the publicity department.

This department is newly created and contemplates, in addition to an extensive advertising campaign, the preparation of articles and booklets, as well as the publication of a house organ, to be known as "The Bellman."

Miss Greenfield was previously connected with C. R. Larson and staff of New York City and with the Benjamin J. Sweetland advertising agency, as secretary and general manager.

### Christy Walsh Joins Van Patten, Inc.

Christy Walsh, editor of *Punch*, the publication of the Maxwell-Chalmers Company, Detroit, has resigned his position to go with Van Patten, Inc., New York. On behalf of the advertising department, Gordon Muir, advertising manager of the Maxwell organization, presented Mr. Walsh with a gold fountain pen.

### Plumb Goes with Worcester "Post"

John A. Plumb, advertising manager for the Worcester (Mass.) *Telegram*, has resigned his position. At present Mr. Plumb is connected with the Worcester *Evening Post* in an advisory capacity.

### C. Armstrong, President, Returning

Frank Smith, president of Collin Armstrong, Inc., is now en route to New York from London, after having spent about six weeks in the English metropolis.

### Advertising Manager Now Sales Head

H. W. Prentis, Jr., advertising manager of the Armstrong Cork Co. & Insulation Company, has been sales manager of the Linoleum division of the company. This department has been centralized in Lancaster, Pa., under the name of the Armstrong Cork Company.

### Will Advertise Summer Underwear All Year 'Round

One of the features of a national advertising campaign which Topkis Brothers Company, Wilmington, Del., manufacturers of athletic underwear for men, women and children, is the plan to advertise the men's athletic underwear all year around. This is a marked departure from the usual methods of summer underwear manufacturers. It is customary for them to confine their publicity to the late spring and early summer months.

An extensive trade investigation made by Donovan-Armstrong, Philadelphia, who are handling the Topkis account, revealed the growing tendency among the men in the larger cities to wear athletic underwear twelve months in the year. The Topkis advertisements will appear in six magazines of the general field.

## Keeping Up With The Times

### A FACT A WEEK

By Authority  
of the

Director of the United  
States Bureau of the  
Census

we announce  
the present population  
of  
Washington, D. C.,  
as

# 437,571

The Washington Times  
WASHINGTON, D. C.

**Fitz-Gibbon, N. Y., "American" Advertising Head**

On Monday, June 28, D. Fitzgibbon assumed the advertising management of the New York *American*. Mr. Fitzgibbon until March of this year was advertising manager of the New York *Sun* and the *Evening Sun*. On March 8, he became advertising manager of the New York *Telegram*, which position he now leaves.

**Joins Associated Business Papers, Inc.**

James N. Cummings, until recently advertising manager of Gillert & Barker, Springfield, Mass., joined the headquarters office of the Associated Business Papers, Inc., New York.

**Norris with "Review of Reviews" in Chicago**

Julian R. Norris, formerly in the New York office of the *Review of Reviews*, has been transferred to the Chicago office of the organization.

**Joins John J. Morgan Agency**

Denis A. McCarthy, an author and poet, has become a member of the copy department of the John J. Morgan Advertising Agency, Boston.

**Will Manage Ferry-Hanly Art Department**

Fred F. McCaleb has been placed in charge of the art department of the Ferry-Hanly Advertising Company at New Orleans.

**Represents Bayonne (N. J.) "Times"**

Payne, Burns & Smith, Inc., and L. Logan Payne Co., have been appointed the foreign representatives for the Bayonne (N. J.) *Times*.

**"Nebraska Farmer" with Standard Farm Papers**

On July 1, the *Nebraska Farmer* of Lincoln, Nebraska, will become a member of the Standard Farm Paper Association, and will be represented in Chicago by the Standard Farm Papers, Inc., and in New York City by Wallace C. Richardson, Inc.

**New A. B. P. Member**

*Power Farming Dealer*, St. Joseph, Mich., has been admitted to membership in the Associated Business Papers, Inc.

**Gray Crane Goes with Critchfield & Co.**

Gray Crane, formerly western manager of *Holland's Magazine* and later with the *Scientific American*, has been added to the soliciting staff of Critchfield & Co., in Chicago.

**Dippy & Aitkin Get Seven New Accounts**

Accounts which the Dippy & Aitkin, advertising agency in Philadelphia, has recently secured are: Dixie Wood Company, Trenton, N. J.; Girard Trust Co., Philadelphia; Natures Studio, Baltimore; Tobey & Kirk, New York City; The Trexler Co., Philadelphia; The Twinlock Co., Philadelphia, and Reus Bros. Co., Baltimore.

**Two New Accounts for Walter B. Snow**

New accounts recently placed with Walter B. Snow & Staff, Boston, include the Pneumatic Scale Corporation, Ltd., manufacturers of packaging machinery, and the Cutter & Wood Supply Co., manufacturers of "Super Six" reamers, both of Boston.

**Johnston-Ayres Obtains Five New Accounts**

Johnston-Ayres Co., San Francisco advertising agency, has obtained five new accounts and also enlarged its offices considerably. The accounts are: Herzog Electric and Engineering Co., Walker Motor Car Specialties Co., William Bros. Aircraft Corporation; Chancellor & Lyons, and Hughson-Bacon Co., of Oakland, California.

**Meredith & Co. Gets Two Accounts**

Meredith & Co., Inc., Troy, N. Y., advertising agency, has taken charge of the advertising of Corliss, Coon & Co., makers of Corliss-Coon shirts and collars, at Troy, and of the J. T. Robertson Company, soap manufacturers, Syracuse.

**Frowert Co. Gets Perfume Account**

The Percival K. Frowert Co., New York, has been appointed to place the advertising of Coty, French Perfumer.

**Dr. LeGear Medicine Account with Western Advertising Company**

The Dr. L. E. LeGear Medicine Company, St. Louis, Mo., with an appropriation estimated at \$150,000, has placed its account with the Western Advertising Company, in that city.

**Champlanc Account with Peck Agency**

The advertising account of the Champlanc Co., Patterson, N. J., manufacturers of Champlanc and Champrouge beverages, has been secured by the Peck Advertising Agency, New York.

**Will Advertise Nu-Way Milker**

The Nu-Way Milker Company, of Syracuse, N. Y., has engaged the services of the Martin V. Kelley Co., Toledo, for its advertising campaigns.

**New Advertising Man for "Better Farming"**

D. K. Murfree, formerly with the Chicago *Herald* and the Chicago *Tribune*, has been added to the advertising staff of *Better Farming*, Chicago.

M. C. Young, formerly general manager, who was in charge of the advertising department, has severed his connection with the paper to enter the auto accessory field with headquarters in Pittsburgh.

**Clark, Art Director, Thomas' Service**

R. F. Clark, formerly with the Morse International Agency, New York, on July 1 took charge of the art department of The Thomas Advertising Service, Jacksonville, Fla.



OWEN H. FLEMING

Even before Owen Fleming graduated from Princeton University, he made up his mind to enter the Advertising profession when he was ready to start his business career.

He has represented newspapers, *Scribner's Magazine*, and the *People's Home Journal*, and for the last seven years has been a member of my organization.

No man in the advertising profession has finer qualities than Owen Fleming, and it is a great pleasure to have him associated with me.

*Paul Block*

**The Rochester Democrat & Chronicle**

The DEMOCRAT AND CHRONICLE is the big dominant result-producing newspaper of Rochester. On "keyed" copy, special sales or "coupon" advertising both national advertisers and local merchants unite in saying that "THE DEMOCRAT" pulls from three to ten to one better than any other Rochester paper.

Results count and to get results in Rochester advertisers must use the DEMOCRAT AND CHRONICLE. Many advertisers use it exclusively — and successfully.



## “I believe in the Business Journals”

—*Edward N. Hurley*

In this concise statement, Mr. Edward N. Hurley, President of the Hurley Machine Company, Chicago, formerly Chairman of the U. S. Shipping Board, and prior to that Chairman of the Federal Trade Commission, summed up the part the business papers can play in facilitating the economic distribution of materials and manufactured goods from one industry to another, in his speech before the Associated Advertising Clubs of the World at Indianapolis. Mr. Hurley said:

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“When I was Chairman of the Federal Trade Commission, I made it a point to have the principal trade papers in the United States sent to me regularly. These were read not only by myself, but by the entire staff, so that we might have a finger on the pulse of the country’s industry.

“Advertising agencies placing national and international advertising could well insist on every man in their employ reading the trade journals of the industries of their clients so that they may keep themselves currently informed on the conditions in the businesses for which they are writing copy.

“I believe in the business journals. I have been closely associated with the work of many and have made a study of them, and I am firmly convinced of the editorial strength and value of many of these publications.”

# The 11 McGraw-Hill Publications

Power                      Coal Age  
American Machinist  
Electrical World  
Electrical Merchandising  
Journal of Electricity  
Electric Railway Journal  
Engineering News-Record  
Ingenieria Internacional  
Engineering & Mining Journal  
Chemical & Metallurgical Engineering

McGRAW-HILL CO., INC.,


Tenth Ave. at 36th St., N. Y.

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PAPER AS A FACTOR



## The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

### White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

### Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

*Send samples of your Direct Advertising for  
analysis—give your sales message added power*

Research Laboratories

Seaman Paper Company  
1162-208 South La Salle St.  
Chicago, Illinois

# IN FOREIGN TRADE



# What About The Lower Half of Your Letter?

**The Imprinting of a Cordial Line, or a Frank Trade-Statement, Will Utilize Valuable Space Too Often Left an Undeveloped Waste**

By PAUL W. KEARNEY

**P**RACTICALLY every book written on the broad subject of correspondence devotes more or less attention to the preparation of the letter-head. To put attractiveness, dignity, quality, strength and character into the top of the sheet upon which your letter is written, observing, at the same time, the common laws of consistency, propriety and taste is a problem worth serious consideration.

The good letter-head is no longer done in a hurry by anybody who happens to fall heir to the job. In cases where proper thought is given to the subject, it is common to solicit the assistance of the staff artist or, perhaps, the advice of the printer, if he be the sort of a man who specializes in artistic work.

In short, a great deal of money is being spent to-day on the mastery of fundamentals in designing letter-heads, and while that is all fitting and proper, it can not be amiss to suggest that we spread a little of that effort and attention further down the page to the lower half of the sheet.

In the vast majority of cases the lower half of the letter-head is ignored entirely. The space from the termination of the typewriting to the bottom of the page is altogether wasted because it is allowed to remain blank.

## UTILIZING WASTE SPACE

It occurs that nothing could be more feasible than utilizing this little strip of paper to good advantage. I can think of innumerable ways in which it might be put to work (and no good reason why it shouldn't be so long as reason prevails). The inspection of the letter-heads of some 250 national advertisers in the last few weeks lends strength to my opinion that the lower half of the letter is neglected, for out of these 250, not more than 30 made any decent attempt to use the opportunity, and only a few of the 30 approached the full possibilities.

One of the most common things we see at the bottom of the page is the legend: "Not responsible for delays due to strikes, war or the action of the elements." Even such a prosaic sentence as this is worthy

of mention now since it is something more than the average and suggests expansive development. Why not flavor it with some of this well-known institutional stuff by making it read: "A disaster beyond our control is the only thing that can interfere with the service we continually strive to render."

## FOR PURPOSE OF ECONOMY

There are many phases of the economy of the bottom of the letter-head. Another is the more or less common idea of listing branch offices or factories or agents in this particular space. The chief argument for that is that it avoids confusion, relieves the top of the sheet from over-crowding and makes it unnecessary to string the names all over the margins in that too frequently sloppy style. The General Fireproofing Company, of Youngstown, is one advocate of the suggestion just made, and the Black Cat Textile Company, Kenosha, Wis., is also numbered among the users of the idea.

Letters from the Keystone Steel & Wire Company, Peoria, Ill., offer another suggestion, combining the two just made in some degree. They show a reproduction of the original Keystone plant of 1889, running under the cut the line about their responsibility in case of strikes.

Several organizations, I notice, have adopted this lower section of the page for the display of their slogan. The California Walnut Growers Association, for instance prints in this space: "Diamond Brand Walnuts—Please Particular People." The Leebold Candy Company has its popularized slogan done in red script, while the Scott Paper Company, of Chester, Pa., follows the same thought by printing on the bottom part of the paper: "Scot Tissue Products for Personal Hygiene."

A very clever version of this same stunt is used by the National Biscuit Company—"P. S.: Uneeda Biscuit." The very last thing your eye sees as you finish one of their letters is one more impression of that famous trade name statement.

Two other concerns use the lower half of the letter to sell their prod-

ucts. One is Samuel Cabot, Inc., of Boston, who says there: "All packages bear our trade mark. Beware of worthless and inflammable imitations." Emphasis is given this admonition by printing it in red ink.

The other company in mind in this connection is the Warren Paper Company, Boston, whose line lends itself very well to the idea. Their letter-heads are samples of the different grades of paper manufactured by them, and on the bottom of each is a little bit of text somewhat like this:

*"This is Warren's Cameo, Sepia, 75lb weight. It permits the use of halftone illustration; saves wear on typewriter type; makes a large number of legible carbons. Send for a sample package of 100 sheets."*

The brand name and details differ, naturally, when the brand is changed.

## MOVING DAY FOR THE TRADE-MARK

Instead of using a slogan or a selling talk, other folks have moved the trade-mark itself down from the top of the page. In some cases they are embossed, in others printed in color. Among those who have departed thus from the strictly conventional are the Welch Grape Juice Company; N. W. Ayer, advertising agents; the Willard Storage Battery Company, and others. A still different conception of that idea is the use of an association stamp or seal like the Rotary Club, A. A. C. W., National Credit Men's Association, etc.

A rather direct sales point applied to this customary "waste space" has been adopted by Thomas A. Edison, Inc., in the words: "Dictated to the Ediphone"—featuring their dictating machines.

From still another angle we find the lower half of the letter quite adaptable to seasonable, timely or special uses. One such thought is the printing of holiday greetings or the hooking up with national events such as charitable drives or political movements. In the past I recall different concerns having used just such a stunt during "daylight saving" agitations, Red Cross roll calls, and other events. Even though I

saw it a year ago, I remember that the New Orleans Item letter bore this little line in red: "The 1919 Convention of the Associated Advertising Clubs of the World will be held in New Orleans. Hope to see you!"

The bare fact that it sticks in my mind so clearly is strong evidence to support my contention that the idea is splendid advertising.

Two other very clever timely uses of the lower half of the letter-head have come to my attention. One was done by the National Lamp Works at Nela Park during a sales

campaign that was being conducted under the title, "Brighter Business Boom." The letters to dealers carried a little cartoon showing a crowd of customers pushing around the window of a retailer's store in which a National Lamp Display had been placed for the drive. With a slight touch of humor it got across well. Another national advertiser, Robt. H. Ingersoll & Bro., used the same idea a long while ago in a special campaign letter, the illustration being in black and not being a cartoon in the ordinary sense of the word.

The other idea to which I have referred was used by the Macbeth-Evans Glass Company, of Pittsburgh. During 1919, which was its golden anniversary, it printed in gold on the bottom of each letter-head:

*"Founded during the reconstruction Period following the Civil War, our Faith in America, unwavering and unbroken for Fifty Years, is unshaken at this time of World Wide Reconstruction."*

Still another example of the use of the letter-head for special ends is presented by Landsburg & Bro., of Washington, who use this last portion of the sheet to further a movement to secure votes for the residents of the District of Columbia.

#### A NOTE OF CORDIALITY

There are quite a few other ideas and examples showing what can or might be done in this respect. It isn't a bad thought to say, on the bottom of the page: "This letter is from the office of the Credit Manager," or, "Address your reply to . . . . ."

Yet undoubtedly the cleverest and most valuable suggestion gathered in this little search for white-space economists lies in that angle of the question illustrated by the True Shape Hosiery Company, of Philadelphia. After I finished a letter received from them, I noticed, in small type at the bottom of the page:

*When you are in Philadelphia drop in and see us.*

The remainder of the text told how one could reach the plant from the Broad Street Station, and that part of it added an earnest touch to the first half. The reaction was most gratifying, for it has left a firm desire within me to do just that thing the next time I get to their stamping ground.

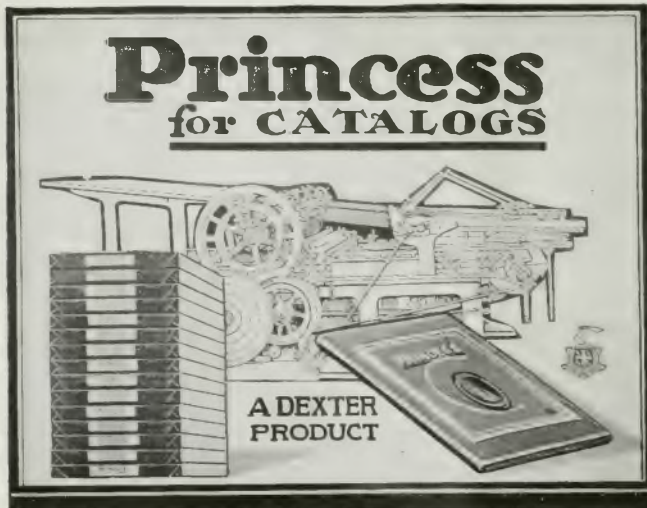
From this single suggestion, backed up by the others, you can calculate that the possibilities of the lower half of the letter-head are vast.

#### John Budd Manager in Hospital

Meredith P. Martin, southeastern manager for the John Budd Company, newspaper representatives, has returned to a hospital in Atlanta for another operation. He was recently operated on for appendicitis.

#### Machinery Account for Williams & Cunnynham

Williams & Cunnynham, Chicago, have secured the account of the Austin Machinery Company in that city.



### "NOTHING BETTER" IS THE PRINTER'S HONEST IMPRESSION OF PRINCESS

**Its Splendid Printing Qualities  
Are Only Equaled By Its Durability**

SAFE and conservative buying of paper is more of a necessity than ever these days. The best costs comparatively little more than any ordinary stock but there's an infinite amount of difference in quality.

Princess Cover Paper represents the safest and most satisfactory in cover stocks. Its rich and dignified beauty makes an unfailing appeal to the business man. Princess stock is practically indestructible; the toughness of the fibre insures splendid printing and embossing results, and supplies a wear-proof cover for hard-used catalogs, booklets and folders.

A forceful business building piece of literature advertising your respective line, covered with Princess stock, will make a lasting appeal to the recipient. Made in a range of twelve rich and practical covers "Princess" will furnish the necessary attention-getting value to your catalog.

Let us send you a Sample Book of Princess Cover Paper. Also ask for a copy of XTRA, Dexter's unusual house organ.

## C. H. DEXTER & SONS, Inc.

WINDSOR LOCKS

CONNECTICUT



## Watch Out for Your Trade Mark in South America

The *River Plate American*, published in Buenos Aires, Argentina, tells in the following how the valuable trade marks and names of this country are being registered there, and issues an important warning to those who are about to advertise their goods in South America or who contemplate advertising in the future. It says American manufacturers who come down here and undertake to make use of the same trade names for their goods that belong to them at home should be extremely careful that such a name hasn't already been registered in this republic by somebody else.

The American concern that produces the "Beetemal" motorcycle, for instance, having duly copyrighted the word "Beetemal" in the United States and having come to feel that that word is as much its property as its plant or its motorcycles or its bank account, is liable to forget that its title isn't recognized here unless the prescribed registration formalities have been attended to. Furthermore, suppose the name was already registered in Argentina prior to the American "Beetemal" company's advent in the republic—in that case the American concern can't use the name here at all, except by arrangement with the individual who registered it originally.

"But why," the "Beetemal" people will ask, "should anybody have taken the trouble to register the name 'Beetemal' in the Argentine Republic before any 'Beetemal' products were being sent here from the United States?"

Easy enough; it probably occurred to said individual, at the time he did the registering, that later on the "Beetemal" folks would decide to enter the Argentine market with their justly highly-thought-of motorcycles and THEN, in order to use the valuable trade name of these motorcycles they'd have to fix HIM.

This was a plan that occurred to quite a number of people awhile ago, when it began to look as if American manufacturers would begin to want to develop the Argentine market before long. So they simply went through all the magazines and directories and catalogues and other literature that they could find, making a list of trade names of American products and then farsceingly went and registered them, after which they simply sat down and waited for the names' originators in the United States to get ready to open branches or establish agencies here.

So the only safe way for an American concern to proceed, when it does reach such a decision, is to have a good patent lawyer investigate to see whether his trade name is already on the records. If it isn't, the American concern should register it promptly. If it is, the concern has no option but to come to terms with those who registered it or else call its goods something else so far as Argentina is concerned.

There have been cases of companies which failed to take these precautions and which launched expensive publicity campaigns only to find out too late, not only that they weren't entitled to continue to advertise their goods under the name they thought they were, but that

they were liable for damages for having already infringed the other man's legal rights.

### Piggly-Wiggly Sues Hoggly-Woggly

The Piggly-Wiggly Corporation, with headquarters in Memphis, Tenn., operating a chain of stores in many cities, recently filed suit in United States District Court in St. Louis, to enjoin Charles Tamme, Jr., President of the Hoggly-Woggly Stores, from using the name Hoggly-Woggly, charging that by so doing he is trading on the reputation of the other organization. The petition states that the Memphis Corporation has spent large sums of money in advertising the name of the grocery stores and

charges that the St. Louis concern has impaired the business through employing a similar name. The Piggly-Wiggly Company asks that the Hoggly-Woggly Company be ordered to pay over to it all income derived through the use of the name.

### Sphinx Club Announces Dinner Dates

The Sphinx Club of New York has announced its dinner dates for the season 1920-1921, its 25th anniversary year. Dinners will be held on the second Tuesday of each month beginning in October and extending to April, 1921.

### MacDonald, Victor Sales Manager

John S. MacDonald, for sixteen years with the Victor Talking Machine Co., has been made sales manager. Edward J. Dingley, head of the machine order department, has been made assistant sales manager.

When you think  
of Greater New  
York, think particularly of the  
home section of  
it—Brooklyn.

Here are 2,022,262  
consumers who  
need everything  
from safety pins to  
false teeth.

And they begin at  
an early age to read  
the Standard Union.



# What Women Are Doing in Advertising

**Minna Hall Simmons, a Business Accelerator  
Who Rose From the Depths of Pedagogy  
to An Advertising Agency of Her Own**

*"I put two pigtails on the top of my head, lengthened my skirts and, at sixteen, joined the teaching staff of my business school, instructing, at first night classes and then classes both day and night, in the mysteries of Sir Isaac Pitman's stenographic hieroglyphics. Most of my pupils were older than I."*

That, apparently, is where life began for Miss Minna Hall Simmons, vice-president of the League of Advertising Women; at the point where her business career began. At all events, a memory lapse at that point was the lady's answer to ADVERTISING & SELLING's reiteration (by intimation) of the popular movie inquiry: "Should a woman tell her past?" We know of that past only that it was spent in New York City where she was "born and bred," and was graduated from the public grade schools and from Morris High School.

Thus, we first behold Miss Simmons—known in those days and occasionally even in these, as "Bill," "Billy," "Peggy," and "Simmie"—straining to the far call of a business career; at the same time, engaged in draping her ears to shut out the nearer, louder call of youthful folly inviting to youthful diversions.

"Then having ambitions to enter upon a business career, I soon gave up teaching and went with Rogers & Co., high-grade catalogue printers of New York and Chicago, as a stenographer."

Which statement, of course, shows that we were mistaken in our assumption that Miss Simmons entered the paths of pedagogy under the impression that she was beginning a business career thereby. Of course, teaching was never "business" to this business woman. Her Webster had taught her that "business" was "any particular occupation or employment habitually engaged in, esp. for livelihood or gain," and a little experience must have made it all too clear that teaching is one profession that one does not, in cold, sober sanity, enter into "esp. for livelihood or gain." So she became a stenographer, learned a great deal about printing in her spare time, was graduated into the

estimate department of Rogers & Company, given charge of supply purchasing, did investigation work on cost systems on the side, and in two and a half years had tripled her initial salary. BUT—

"Coming into contact with many of the leading advertising managers of the country, who were customers of Rogers & Co., I began to feel the stirrings of

Then, ambition stirred again and, in April, 1918, Miss Simmons went with John Campbell & Company, manufacturers of aniline dye stuffs, to work under the sign of the camel, the work, as she told us, "including the preparation of all copy for use in technical publications, as well as the handling of all the direct advertising,

PLUS (while our eyes grew bigger and bigger and our jaw dropped lower and lower in gaping astonishment) the buying and selling for an affiliated factory making dye-stuff intermediates."

When, in the same conversation—almost in the same paragraph—Miss Simmons told us, very seriously, that it was her firm belief that women in business should not receive special treatment because they were women, we wondered what, in her experience, had ever led her to believe that women do receive special treatment, unless by "receiving special treatment" she meant "being kept specially busy."

HAS HER OWN AGENCY NOW

Yet this job—or shall we say these jobs?—did not keep her specially busy and she continued to write the weekly illustrated New York fashion letter for women, which, for these last three and a half years, she has syndicated throughout the United States and Canada. Nor did it divert her from the straight course that she had been steering all along toward her ultimate goal—the opening of an agency of her own. Today, she has reached that goal, though, perhaps, we ought not to call it the ultimate one. Taking the Campbell account with her, she has recently opened the Minna Hall Simmons agency at No. 15 West Thirty-eighth street, adopting as her slogan: "The woman's viewpoint backed by a long experience in all branches of advertising."

That ought about to cover the story of the business ambitions of Minna Hall Simmons, yet we leave our subject with the uncomfortable suspicion that we have had the wrong slant on it, and her, all along. Are all the manifestations of business ambitions but side



MINNA HALL SIMMONS

an ambition to get at advertising work in some form."

No sooner stirred than done—and done brown. Six and nearly seven years have elapsed since Miss Simmons began to think in agate lines and column inches and during that period she has learned to look out from practically every angle of the business, which, by Webster, Worcester and gosh, is a business "esp. for livelihood or gain."

AS AN ACCELERATOR

Her agency experience has covered estimating and contracting, the management of the mechanical production department of the John O. Powers Company, copy writing and "accelerating." For three years, she was "accelerator" for the Blackman-Ross Company, "stepping on it" for this firm involving the co-relation of all data concerning the various stages of campaigns and the speeding up of the departments working on that data.

# The Farm Journal

*The Boiled-Down  
Paper*



## THIS PICTURE TELLS WHY WE ARE!

This picture of "Peaches" and her family at the shrine of Liberty gives the clue to The Farm Journal's leadership. It is because we play up to folks rather than to fat hogs, because we emphasize the human-being side of farm life. Farmers aren't always pitching hay, even at \$40 a ton. The wife isn't always gathering eggs,

at \$1.15 a dozen, as they were last winter. The youngsters aren't always picking strawberries, which the Biltmore retails at 30 cents a portion. They make their living, our farmers do, but they take thought of the humanities, too. And it's because Wilmer Atkinson recognized this that today the most widely-read farm paper is

## The Farm Journal

15 E. 10th Street,  
New York

Washington Square,  
Philadelphia

Crocker Bldg.,  
San Francisco

Mallers Bldg.,  
Chicago

lines after all? We know, in strict confidence with the rest of the League of Advertising Women that the vice-president's particular five-starred ambitions are "to mother some lonesome kiddies, live in the country and have loads of

time to write"; and that her pet hobbies are the three R's of the feminine good fellow—reading, riding and rowing. We also know, with the rest of the advertising world what she has done in the League of Advertising Women to

demonstrate that (advertising) women are people. And where one has broad ambitions, hobbies and achievements like these to one's credit, why should business dominate the tale—even business "esp. for livelihood or gain?"

## Stabilizing the Demand through Advertising

Consistent Publicity Creates New Uses and New Users and Does Away With Seasonal Demands in Many Cases

By LLOYD D. HERROLD

**T**HE rapid expansion of advertising into all lines of business during the last twenty years is ample proof that advertising stabilizes demand for products. Manufacturers, who have used national advertising for years, consider that the stabilizing of the demand for their products is the most valuable benefit derived from advertising. Advertising stabilizes the demand for products in various ways. By extending the season in which the goods are sold it often creates a year round demand for the goods. New uses for the products other than those for which the product was originally manufactured, as well as, new types of users for the product are discovered through advertising. Wide distribution is as necessary for a product in order that the demand may be stable, as is a permanent class of buyers for the product. Both of these are obtained through advertising.

I shall present here the opinions of several advertising agencies and advertising managers for nationally advertised products upon the question: "Has advertising stabilized the demand for your products?" Then I shall discuss seasonal goods by presenting the results obtained from the question, "Has it done so by extending the season during which the goods are sold?"

Finally, I shall present the answers to the following questions which appear in the letter sent out in the course of the investigation:

Has it extended the uses of the product or discovered new types of users?

Has it overcome fluctuation in demand due to sectional variations in business conditions?

Has it secured a more permanent class of buyers?

Advertising agencies, advertising managers, and advertising experts in various lines of business agree that

### Giving Us the O-O

*In the attached article, which is a small portion of a thesis prepared by Lloyd D. Herrold and presented for the degree of Bachelor of Arts at the University of Wisconsin, the author touches upon a topic of interest to the advertising field: stabilizing the market.*

*The work was the result of an exhaustive study of the actual practices and results witnessed by numerous advertising men, many of whom are quoted herein.*

*You will be interested in what Mr. Herrold has found to be the consensus of opinion on this subject*

—THE EDITOR

one of the most valuable effects of advertising is its stabilizing quality.

Herbert Everett, of the William H. Rankin Company, of Chicago, holds the opinion that if advertising did not stabilize demand that there would be no excuse for the existence of the advertising agencies. "This stabilization can maintain its equilibrium only by advertising, for competitive advertising is constantly trying to push it off its balance. There is a point where competition, as expressed in advertising, becomes as destructive and wasteful as, up to that point, it is constructive and economical." "Emphatically, advertising has been one of the most stabilizing factors in our client's business," is the unanimous statement from Fuller & Smith, of Cleveland; N. W. Ayer & Son, J. Walter Thompson Company, Street & Finney, Inc., of New York, and Erwin & Wasey, of Chicago.

### EVENING OFF THE MARKET

The experience of the Valentine & Company, makers of Valspar and other products of national distribu-

tion, has been that advertising tends to stabilize the market and create a consistent increase in the sales of varnish in proportion to the advertising. "The largest sales in the history of Valspar have been during April, 1919. We find that our advertising creates a demand which reflects in the dealer's sales and thus aids us in retaining our dealers and a consistent market for our product."

A. M. Candee, advertising manager of the National Enameling & Stamping Company, of Milwaukee, states "Our distribution is very general: we go through the jobber mostly and through him to the retail trade, but we are advertising to the trade so as to familiarize the retailers more with our product and with our trade-mark. Probably the demand for our products has been stabilized in this manner. Advertising has undoubtedly secured for us wider distribution among the retail trade who buy of the jobber." The demand for the South Bend Watch has increased tremendously during the period that the South Bend Watch Company has been most actively advertising. Advertising has assisted in stabilizing the demand for this make of watches. In the case of seasonal products the stabilizing effect of advertising is difficult to determine. Aladdin Ready-cut Houses belong to this class. The business of the Aladdin Company is wholly and entirely founded and maintained upon advertising alone. There are no agents, representatives, distributors, or any other form of sales plans except advertising. The Joseph Campbell Company, manufacturers of Campbell's soup; William Wrigley Jr. Company, makers of Wrigley's gum; Henry Sonneborn & Co., Inc., makers of Styleplus Clothes; Andrew Jergens Company, makers of Woodbury's Facial Soap and other products; Lambert Pharmacia



## Short Talks to Advertisers



NUMBER  
TWO

### *Single Types*

Reading matter composed with *single letters* is read with less conscious effort.

The reasons are simple:

—reading is a series of pauses and fixations of attention—interrupted movement of the angle of vision;

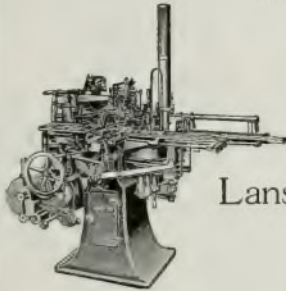
—the shortness and infrequency of these pauses are the measure of ease in reading;

—easy legibility is in the instant recognition of word-forms;—the more compact the words, the quicker recognized—in the highest degree, the objective mind has naught to do but assimilate the thought presented.

Type composed by a machine which has not the mechanical limitation of interposed space between letters is more easily read. It aids "pulling power" by not distracting the attention of the reader with conscious physical activity.

The answer is: "Monotype it!"

- Talk No. 1.—Getting Your Message Across
- Talk No. 2.—Single Types
- Talk No. 3.—"Motor Habits" in Reading
- Talk No. 4.—Alignment
- Talk No. 5.—The "Art" of Composing Type
- Talk No. 6.—Ben Franklin and the Monotype



## Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK                      BOSTON  
CHICAGO                      TORONTO

Monotype Company of California, SAN FRANCISCO

256

Company, manufacturers of the anti-septic listerine; and the J. B. Williams Company, makers of the Williams toilet articles, recognize the stabilizing quality of advertising in the demand for their products. "We believe strongly that advertising is an influence in stabilizing a business. We believe it stabilizes investment in the business," writes C. C. Parlin, of the Curtis Publishing Company. "For example, we believe that advertising has done much to stabilize the value of the orange groves in California and in the stock of many industrial companies. We also believe that it stabilizes markets making them less subject to fluctuation and putting them more on a year round proposition."

#### IN SEASONAL LINES

Advertising does sometimes overcome the fluctuations due to seasonal goods, but not always. The J. Walter Thompson Company has a client manufacturing a food product which for years was looked upon as an article to be sold only in the winter, and in fact, was generally consumed only in the winter. For many years the advertising only appeared five months of the year. By extending the advertising to a twelve-months schedule it was found that the article could be sold in the summer months to a considerable extent; and the gap between winter and summer sales has now been materially shortened. On the other hand, this company has dealt with certain toilet art-

icles whose sales depends to a considerable extent upon the weather. One such article is in greatest demand when the weather is hottest. A cool summer will affect the sales in spite of advertising. In an effort to overcome this, the company is now launching a campaign to try to give the public an idea about the article that will lessen the influence of weather upon the sales. To what extent it can be done remains to be seen. Another of the clients of the J. Walter Thompson Company whose business is affected by seasonal demand is a manufacturer of women's shoes. Such a manufacturer is more or less at the mercy of the customs established in the entire trade in which he deals. He can only fill in the valleys of his production line by bringing out new products or by changing in the buying custom throughout the whole trade. There is a general effort being made throughout all such trades to bring about these changes.

When the product has a seasonal tendency, it has been the experience of the Fuller & Smith Company, of Cleveland, that advertising may be made an important instrument towards effecting a more even distribution of the sales throughout the year or what is termed a "flattening of the curve." In occasional individual instances this effect has been quite spectacular. Street & Finney, N. W. Ayer & Sons, and the William H. Rankin Company believe that in some cases advertising has stabil-

ized the demand for products by extending the season in which the goods are sold.

#### TWO "WINTER FOODS" NOW SELLING IN SUMMER

Advertising has apparently resulted in an all-year-round demand for Campbell's soups. For a time it was felt that soups were possibly not as much used in the summer as in the cooler weather, but this condition no longer exists. Aunt Jemima Pancake Flour now is a year-round seller because advertising was used as a means of educating the consumers to extended use of pancakes. Dromedary dates now are used throughout the year, although at one time they were consumed only in certain seasons. The season for the sale of various types of Toledo Scales are fairly well-defined; yet there is a demand for all types in all seasons. Any advertising which is done to stimulate demand in an off-season stimulates it proportionately in the more favorable season. A circular sent out now may not have any apparent results until six months from now when the prospect's season opens up.

Art Metal Office Furniture is not a seasonal product, but it is frequently sold in large contracts. By advertising the number of orders is increased, although the size of each order decreases. The demand for Palmolive Soap and Woodbury's Facial Soap is practically the same the year round. In the case of the latter, December is possibly the lightest month in shipping soap caused by the fact that dealers only buy sufficient amounts to carry them over the holidays because of the lack of space for the sale of holiday merchandise. There is no particular season for the sale of "Listerine." Only to a limited extent has advertising extended the season in which the U. S. Rubber goods are sold. Aladdin-Readi-cut Houses are seasonal because building construction is a seasonable business.

The whole tendency in advertising is to level the peaks and valleys of sales seasons. This tendency was not a conscious one in the early days of advertising, but the companies who have consistently advertised for a number of years find their recorders coming in between seasons, and their seasons lengthen. There are some freak illustrations, as in the case of the B.V.D. people and the Chalmers Underwear people. Both of these concerns advertise summer undergarments the year round. Curiously enough, a large part of the people have responded to wearing light

#### FIFTH OF A SERIES

## Did He Really Want Them?

**EVERY** once in a while a manufacturer decides not to send letters to the retail trade in the Indianapolis Radius after he learns that the cost of producing the letters and the postage will have to be paid by him. This policy is determined upon by The News as a protection to both the retailer and to itself. Does a manufacturer really want letters to the trade if they are not worth 3 or 4 cents apiece to him?

## THE INDIANAPOLIS NEWS

New York Office  
DAN A. CARROLL  
Tribune Building

FRANK T. CARROLL  
Advertising Manager

Chicago Office  
J. E. LUTZ  
First National Bank Building

USE NEWSPAPER ADVERTISING ON A THREE-YEAR BASIS

weight undergarments the year round. This may be an unusual case, but nevertheless it illustrates the point. When a company depends upon salesmanship only, the orders are apt to follow the salesman on his trips through the territory. Re-orders and fill-ins are apt to be held until the salesman's next trip. With a standardized advertised article, the dealer gets into the habit of ordering at regular intervals and a salesman's call is not such an event as in the case of articles that are not standardized and for which a steady call is not experienced.

EXTENDING THE USES OF A PRODUCT

N. W. Ayer & Son, the William H. Rankin Company, Street & Finney Company, Inc., and Fuller & Smith recognize that advertising has extended the use of products. The growth of the Joseph Campbell Company indicates that advertising has extended the use for Campbell's soups. Of course soups were originally used as soups only, but today Campbell's soups are used in the making of sauces and in connection with the preparation of other dishes. Advertising has won great respect for Styleplus Clothes and has discovered two new classes of users. By leading people who usually pay less to pay a little more so as to get the Styleplus quality, and by influencing people who are in the habit of paying more to economize on a Styleplus suit to see whether or not it gives satisfaction, new types of users have been found. Not only has advertising extended the use of the Kohler enameled plumbing ware, but it has educated the public to the desirability of better sanitation. Whenever the Toledo Scales Company hears of a new use for a Toledo Scale it goes after that new field. Consequently the advertising of Toledo Scale has led to the discovery of new types of users, but at the same time new types of users here and there have led to the company's advertising in their field. Advertising directs attention to Listerine of those who have never used it and often suggests new uses for it to those who are using it for some particular purpose or purposes.

The Wahl Company, makers of Eversharp products; Aunt Jemima Mills Company, makers of Aunt Jemima Pancake Flour; the Palmolive Company, makers of Palmolive products; Andrew Jergens Company, makers of Woodbury's Facial Soap; Valentine & Co., makers of Valspar; the U. S. Rubber Company, makers of rubber products; Twinplex Sales Company, makers of Twinplex Razor Blade Stropers; the Mint

Products Company, makers of Life-savers, the candy mints; and J. B. Williams Company, makers of Williams toilet products, appreciate the fact that advertising of their products has extended the uses and discovered new types of users.

The main appeal of the Robert H. Ingersoll & Bro., during the past years has been in finding new types of users for Ingersoll watches. For instance, the company believes that most people should have an extra watch, one that they can use out of doors. Wrist-watches of special types for men and an ivory-like case which makes the watches serve as a desk or dresser clock are now be-

ing advertised by the company. In the case of Shur-on Optical Goods it is quite difficult to give advertising any credit for finding new users. But advertising has educated every existing class of citizen to a greater appreciation of eyesight from an efficiency standpoint as well as from the standpoint of health.

ADVERTISING SECURES WIDER DISTRIBUTION

Where an advertiser has a national or an international outlet for his product, he becomes independent to a large extent of local conditions or local disturbances. In fact, the whole basic conception of national advertising is a general pressure exerted

**Poster  
ADVERTISING**

**The Inevitable Result—SALES**

Successful merchandising means **REACHING** and **IMPRESSING** the average person, with above the average advertising.

Poster Advertising combines opportunity:

- 1st—to place your sales message at strategic points.
- 2nd—to reach all of the reading public.
- 3rd—to IMPRESS through size and color.

Nordhem Service brings to you every phase of adequate Poster Advertising service.

**IVAN B. NORDHEM COMPANY**  
Poster Advertising Painters & Electrical Displays  
in the United States & Canada  
1711 40th Street - New York City - - Bessmer Bldg. - Pittsburgh, Pa.



against a national or international market, usually supplemented by intensive local work where conditions are sub-normal. Advertising unquestionably secures wider distribution for products. This is not universally so, because products of some types cannot be pushed in territories for which they are not adapted, but it resistance to buying is mental rather than physical, continued advertising will break this resistance and make a market eventually for goods in territories that have not previously been natural consumers.

Eversharp products have secured wider distribution, even a world-wide distribution through advertising. Slight fluctuations in demand for Aunt Jemima Pancake Flour have been overcome by advertising and wider distribution secured. Sectional variations in business conditions have no effect upon the production plans of the Joseph Campbell Company because of its widespread distribution over the country. The Mint Products Company, Lambert Pharmaceutical Company, J. B. Williams Company, Valentine & Co., Art Metal Company, and Palmolive Company, feel that there is no doubt that advertising has secured wider distribution for their products. Ingersoll watches are now sold in practically every city, town and village, and even the cross-road stores in the country. Business conditions scarcely effect the sales of Ingersoll watches. Wider distribution than ever before is waiting for Westclox as soon as the company is in a position to supply the demand. It is safe to assume that advertising of Westclox has played an important part in creating this demand. Advertising has not, according to R. S. Butler, secured wider distribution so as to overcome fluctuation in demand due to sectional variations in business conditions in the U. S. Rubber goods.

#### ADVERTISING SECURES PERMANENT CLASS OF BUYERS

If advertising had not secured a more permanent class of buyers, every advertiser who spent a considerable amount of money over a series of years would have made a most unprofitable investment. Advertising cannot possible pay for itself on a single sale or what is known as a one-time order. It must create permanent buyers in order to be profitable. There have been failures in advertising, many of them, but so have there been in manufacturing and in merchandising.

Advertising has secured a more permanent class of buyers for the U. S. Rubber Goods. This is particularly true in tire advertising. Cer-

tainly the advertising of the U. S. Rubber Company has resulted in obtaining a relatively stable market for these goods. The Wahl Company, Joseph Campbell Company, Palmolive Company, Henry Sonneborn & Sons, Kohler Company, Art Metal Company, Andrew Jergens Company, the Mints Products Company, and the J. B. Williams Company have received more permanent buyers of their products through advertising. Advertising has given the Valentine Company a permanent class of buyers who in a large majority of cases use large quantities of Valspar each year. Through advertising Westclox has secured better recognition with the dealers. By creating prestige for Aunt Jemima Pancake Flour which influences the retailer in constantly carrying it in stock, advertising has secured permanent buyers for this product. "The best advertisement for Listerine is Listerine" and Listerine makes its own market when opportunity is once afforded.

Roughly speaking there are 500,000 counter scales prospects in the United States today, and at least 150,000 heavy capacity scale prospects. The counter scales prospects duplicate themselves every ten years. This information is not available for the heavy capacity scales. The advertising of the Toledo Scales Company has undoubtedly done its part in securing repeat orders, but so has the merits of the product itself.

It would be difficult to prove that the Toledo Scales Company has a permanent class of buyers, let alone that that advertising has secured a more permanent class of buyers. This product is not like underwear, hosiery, food products, and such immediately consumable products for which there must be repeating demand.

Advertising does stabilize the demand for products. Often it stabilizes the demand for products by extending the season during which the goods are sold. Many manufacturers as well as advertising agencies recognize this effect of advertising. Because advertising has secured new types of users, extended the uses of products, obtained wider distribution, and secured a permanent class of buyers, for goods that have been nationally advertised, the demand has been much greater. An increased demand resulting from wider use of the product tends to stabilize the business. Thus, advertising does stabilize demand for products by extending the season over which they are sold, by discovering new uses for the products and

new types of users, by securing wider distribution, and by obtaining a more permanent class of buyers for the products.

#### Building for Perfection in 224 Lines

Under the title, "224 Lines," the Quality Group of magazines has just brought out for distribution among advertisers a service booklet of fabricated advertisements designed to show the artistic and commercial potentialities of the standard size pages used by the periodicals in this group. Under the direction of Louis C. Pedlar, a long list of visualizers, art directors and layout experts, whose cooperation is acknowledged in the preface, have made sixty-two essays in black and white at the perfection which the publishers declare is attainable in the 5 1/2" wide by 8" deep size.

The book is intended to show in concrete form the possibilities of fully utilizing the advertising pages of the Quality Group by composing the advertisement to get the maximum advantage out of the particular shape and dimensions offered. The 62 specimen advertisements of fictitious products of classes commonly advertised in these magazines are all built on the one idea: "To make a definite thing for a definite purpose and to dissipate a theory which prevails that any advertisement can be adapted to any space or any medium."

"It is not possible," the preface tells us, "to get the best results from a layout that has been reduced or expanded to fit a space for which it was not originally intended. The proportions are different; new values and techniques are called for. What, in a larger page, looks virile and strong loses astonishingly in reduction. A smaller advertisement 'thrown up' is either disproportionately strong or is lacking in a wanted delicacy, these magazines."

"No engineer would think of placing a Ford motor on a Rolls-Royce chassis and expect a finished, salable product. Or vice versa . . ."

By inference, the advertisement intended for *Atlantic Monthly*, *Century*, *Harper's Magazine*, *Review of Reviews*, *Scribner's* or *World's Work*, should be built for the standard-size page used in

The 62 examples of advertisements so built are more persuasive than the statement of principle in the preface. Not only are full-page examples given but the page is split up to show what can be done in the half-page, quarter-page and smaller sizes. Throughout, the note of composition to the space is struck impressively, and specialists in illustration, typography, decoration and lay-out have cooperated to show how effectively, in this space, in this type of magazine, the advertisement can be made to express the commodity it is presenting to the public. Conversely, they have suggested with astonishing success that a 224-line page is an ideal vehicle for an ideal arrangement of the elements of expression and appeal at their command.

Among those who have suggested or executed the compositions of type, or type and illustration, of type and decoration or of all three of the elements of the black and white advertisement in this little volume, designed as the text book of 224-line page, are Ben Nash, Gordon Grant, E. Vaux Wilson, Benjamin Sherbow, Richard Walsh, Everett Currier, A. B. Sullivan, Walter Whitehead, A. C. M. Azov, Jr., and George Woltz.

# An American's View of the Commercial Value of the Dutch East Indies

An Editorial From the Java "Motor Age" Commenting on the Viewpoint of a Writer in "Advertising & Selling"

**I**N an article titled, "A Ripe Foreign Field for American Advertising," which appeared in a recent issue of *ADVERTISING & SELLING*, Mr. J. W. Evans gives an interesting criticism over trade conditions in the Dutch East Indies. Beginning with a very lucid statement about these regions, Mr. Evans says: One of the most attractive and promising fields in the world for the American manufacturer and for the advertiser with a sales message is the Dutch East Indies.

The Dutch East Indies like and want American goods. They have a population of 50,000,000 people to consume them. They have 750,000 square miles of territory to put them into. They are signalling to us from across the Pacific to come into their market place and stay there, now that the world war has made us trade with them direct instead of by way of Europe. And since the path is open they want it made as broad and straight as possible.

Their total export and import trade in 1917 was dl. 520,000,000. It is still growing.

In 1918 we sent them dl. 20,000,000 worth of manufactured goods, and they sent us dl. 80,000,000 worth of their products—products we have to have, such as tea, coffee, quinine, coprah, rubber, and the like. That dl. 20,000,000 is eight times the figures of 1915. The dl. 80,000,000 is sixteen times the figure of 1913.

So far, Mr. Evans.

True, as the Dutch East Indies is not a producing country at all, we must import all manufactured goods from abroad.

Before the outbreak of the war 90 per cent of the imports were German, America did very little with us; all that we knew of America was American boots and California canned fruits.

During the war naturally nothing could be imported from Europe, not to mention Germany. We were, literally speaking, forced to look for other sources of supply, and naturally again we knocked at the nearest door, in this case Japan, which soon proved a failure, in so far that the stuff they sent us was usually inferior to the sample, so that we soon lost faith, and looked out for another purveyor.

America being the next door, we tried her, and this time with luckier results. America has supplied us the last four years with all our wants;

you cannot walk inside a shop now and ask for a certain article, without being sure to see the familiar "Made in U. S. A." on it. As a proof that Uncle Sam's products have made good in the Dutch East Indies note the fact that unscrupulous firms have articles made in Japan, that sell here as of American origin: "imitation is the sincerest form of flattery," we would say. We recently walked into a shop to buy a certain article, we were shown it and were nearly convinced that it was "Made in America," but when we took another sample out of the original case it was packed in, the wrapping betrayed its origin; it was wrapped in Japanese newspaper.

Now, America has a strong hold on the Dutch East Indian market, but she has to take some lessons if she is intent on keeping it.

Firstly, we want to mention her export packing, which, as a rule, is very poor. We know of many cases where shipments arrived in such a desolate condition that nothing could be done with them. This was overlooked in wartime when curtailed losses could easily be made good on another shipment. But will this be the case in normal times? When competition grows and every loss counts? We should think not.

Another question which American exporters must not overlook, is the mode of transportation. We know of many shipments which arrived here seemingly in good condition, but after opening of the case, the contents proved to have been stolen; several cases we know of, were shipped on American merchant vessels. Now what could be done to stop this matter, seemingly small, but of great importance to consignees and which must affect the exporters and shippers? It is true insurance covers the losses, but the loss of one shipment means a lot to the consignee out here who has waited six months for the stuff he is badly in need of, and what will be the result if this ill is not treated in time? Well the result will be that the exporters will be instructed not to ship by American vessels, which means losses to the American merchant fleet. One good way would be to

have lectures held to the crew showing them the unpatriotic action of having the good name of the American merchant fleet stained in foreign countries; this will certainly urge the men to handle the goods entrusted to their care, with more consideration. During the war the Americans have proved their willingness to help win the war. Will they not be willing to help win the world trade? We are sure they will.

CHANCE TO GET AHEAD OF THE CROWD

Any American exporter, any American salesman, any American capitalist (says Mr. Evans further), who thinks he can afford to let such facts as that go without at least a vigorous and thoroughgoing investigation simply misses his guess. For, granting that he has something which the Dutch East wants, he passes up a unique chance to establish himself now before the crowd arrives.

One reason the opportunity is unique is the welcome we are already receiving in that region. There is no sign there of the unfriendliness and distrust which is so evident when we try to do business in South America. They don't steal our trade marks. They don't take it for granted that we want to gobble them up. The field is in contrast, too, to a country like China because conditions there are settled and stable and the man who goes there, either with goods or with capital takes no chances. And this, in a new commercial field is a very rare condition, indeed.

The Dutch East Indies is a market for practically every main necessity we manufacture. A look at the consular reports of the United States Department of Commerce shows how their demands run all the way from the most ordinary utensils of daily life to enormous machines for oil and sugar mills, mines and railways.

One of the most surprising things about this market has been the development in the last few years of a demand for machine tools—and yet if you ask a machine tool man if he has thought of the Dutch East he will probably tell you positively



that they use no machine tools because they are an agricultural people who import all their machinery. The truth is that when, during the war, they couldn't get or have made new parts for the immense number of German-made machines used in the Dutch East, they had to import machine tools and make those parts themselves. And that gave them a start; so that now they are finding it good business to make lots of small machine parts instead of importing them.

About 30 per cent of our exports to the Dutch East are steel and iron goods. And the growth of sugar mills and oil mills, the opening of mines, the development of water power, the steady extension of railroads, the putting in of water systems, are causing the demands to grow apace. Also the general standard of living among the natives is rising at a rate so perceptible that nobody with articles to sell there can afford to be blind to it. Fifty million—that's half the population of the United States; and 35,000,000 of them are concentrated right in Java—an area one-third as great as California. And outside of Java lies the vast stretches of the whole archipelago, 3,000 miles long afield for growth and development indeed.

#### A PECULIAR SALES PROBLEM

The sales problem in the Dutch East is peculiar. The tremendous distances to be covered in a chain of islands as great as the journey from San Francisco to New York, makes

the traveling salesman a costly luxury. The method generally followed is the stationing of a representative in Java, where the population numbers 700 to the square mile. Such a representative, besides being in touch with the banks and the big commercial forces of the island, can utilize the retail system by which Chinese and Arab traders reach out to the remotest parts of the archipelago.

In pointing out this sales method Mr. Evans has overlooked one big factor, that trade with the Chinese and Arabs necessitates the giving of credits; as a Chinaman never buys cash, a representative representing American house in America and having no stocks, will not be able to sell to Chinese or Arabs; to do this he must have stock to sell from. It is from our point of view, preferable to have settled business houses do this business for them. As these houses who have for years done this sort of business know from experience how to distinguish the bad from the good elements. If American houses persist in doing this business themselves, then one good piece of advise is: Come over and open your own branch here and deliver the goods in Java, but on no account sell to Chinese or Arabs goods on sample that will have to be delivered after months of waiting, because a Chinaman changes his mind as often as we do our shirts.

The colonial government of the Dutch East Indies has recently sent to the United States a special trade

commissioner to impress on American business men and bankers not only the inviting nature of the field, but also the need for proper credit adjustments in our banking system to enable merchants in the Dutch East to trade with us on a credit basis.

They picked their biggest man for the job. He is Mr. K. F. van den Berg, managing director of the bank of Java, and foremost financial authority in the Dutch East Indies.

Mr. van den Berg's message has already been delivered in the right quarter. There is every reason to think that the adjustments he sought will be accomplished, and that the way for a continuation of this great trade which the war brought to us, will be made clear.

This, then is the time for individual business men to act—not merely with reference to the export trade, but with reference also to the field in the Dutch East for the safe and profitable investment of capital.

#### Industrial Films at the Rialto

A brand new idea in the exhibition of high class industrial motion-pictures has been evolved by Camilla Donworth, President of "Films-of-Business," who has entered into an arrangement with the Rialto Theatre by which that place of amusement will be turned into a temple of industry on Tuesday and Thursday mornings from 10 to 12. On these days, the theatre will be devoted to special programs of films dealing with Americanization, vocational work, science, industry, sales, ship, psychology, merchandising, made by several companies.

Admission to these entertainments is free, tickets for the show being distributed by the merchants and manufacturers whose films are to be shown, or they may be had at the door on application. High class music and well known singers will add variety to the entertainment between the films.

The first showing of this new venture, which promises to revolutionize the distribution of industrial pictures, was on Thursday, July 1st.

The first program showed "The Making of Spaghetti, One of the 57 Varieties" shown by H. J. Heinz. "The Manufacture of Ink, Carbon Paper, Typewriter Ribbons and Paste" displayed by the Stafford Ink Company. "The Electric Heart," a graphic display of a new power issued by the Prest-O-Lite Company; "A Mouthful of Wisdom," a striking lesson in dentology; "Clothes and the Girl," a film especially designed to appeal to the feminine mind. "Three Types of Men," a study in physiology and a series of modern manufacturing films shown under the auspices of the Y. M. C. A.

Several of these films have been made by a wonderful new color process.

#### New Advertising Club in Missouri

An Advertising Club has been formed in Mount Vernon, Mo., under the name of the Mount Vernon Advertising Club. C. O. Cance is president, and H. E. Reitz, secretary and treasurer.

## Recognition

That THE ROTARIAN has gained recognition is evidenced by the fact that it carries 95 columns, or 14,630 lines of paid advertising in the June issue.

Our magazine has gained "a place in the Sun" thru merit and by persistently following an ideal.

We are justly proud of the position taken in the advertising field by

# THE ROTARIAN

The Magazine of Service

Published Monthly by the International Association of Rotary Clubs

Eastern Representative  
WELLS W. CONSTANTINE  
7 West 16th St., New York 6

CHICAGO

Great Britain

THOS. STEPHENSON

6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager

FRANK R. JENNINGS

1010 So. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S. A. and Cuba; \$2.75 in Canada; \$2.00 in all other countries

Member Audit Bureau of Circulations



### Fred A. Dennison, of "Butterick Quarterlies," Dies

Fred A. Dennison, known to the advertising fraternity as "Denny," because of his unflinching enthusiasm, died in the Lake View Hospital, Chicago, on June 12, after an operation—the necessity for which he did not even suspect twenty-four hours before.

Mr. Dennison was born May 22, 1870, at Bellville, Ontario, and began his commercial life with the First National Bank of Mason City, Iowa, and was afterwards connected with the sales departments of such well known firms as Remington Typewriter Company, Smith Premier Typewriter Company, National Cash Register Company, and the Lovell Manufacturing Company, where he made enviable sales records.

In the advertising field he represented *Farm and Fireside*, *Associate Farm Papers*, the *Butterick Trio*, and at the time of his death was in charge of the advertising of the *Butterick Quarterlies* for Western territory. Few men had a wider personal acquaintance among advertisers and advertising men, both East and West, and none enjoyed a better reputation for clean work, sound methods and high principles.

Mr. Dennison is survived by his wife, Gertrude Walker Dennison, and one daughter, Helen. He was buried June 16, at Erie, Pa., Mrs. Dennison's former home.

### J. K. Ohl, "Telegram" Editor, Dies

Josiah Kingsley Ohl, editor of the *Evening Telegram* and formerly editor of the *New York Herald*, died Sunday morning at his home in New York, of heart disease. He was 57 years old.

Mr. Ohl, was born in Brownsville, Pa. in 1887 after graduation from Kenyon College he became a reporter on the *Atlanta Constitution*. When serving as city editor in 1897 he went to Washington as correspondent for the *Constitution* and the *London Daily Telegraph*. During that time he was also attached to the Washington Bureau of the *New York Herald* in which latter capacity he served until 1906. In 1907 he was sent to China as correspondent for the *New York Herald* and for nearly ten years represented that newspaper in the Far East, his work taking him from China to Japan, Korea, the Philippines and India.

Upon his return to the United States Mr. Ohl became identified with the editorial department of the *Herald* and from the death of James Gordon Bennett to the amalgamation of the *Herald* with the *Sun* was editorial director of the *Herald*. Since that time he had been chief editorial writer on the *Evening Telegram*.

Mr. Ohl is survived by his wife and a married daughter.

### E. H. Morse, Advertising Man, Dead

Edmund H. Morse, erstwhile member of the advertising agency of Doremus & Morse, and for many years engaged in financial advertising, died of tuberculosis on Friday of last week in New York City. He was about 43 years old. Nearly twenty years ago, Mr. Morse was advertising manager of the *Hall Street Journal*. He left to go with the advertising agency of Doremus & Co., and after a short time went to join H. W. Doremus in advertising work. They formed the agency of Doremus & Morse and for

many years ago through money difficulties the partnership was dissolved and their business was taken over by Russell Law, now of the advertising firm of Guenther-Law, Inc. Mr. Morse shortly after became associated with the *Presto Plate Service*, a newspaper service, which the N. E. A. of Cleveland bought about two years ago.

Mr. Morse after his wife's death several years ago married again, but at the time of his death was separated from his second wife. Funeral services were held on Monday at Canandaigua, N. Y., where the body was taken for burial.

### Charles H. Dickson Dead

Charles Hugh Dickson, of the advertising staff of the *New York Journal of Commerce*, with which he had been connected for 41 years, died on Friday of last week in his sixty-fifth year. Heart failure was the cause.

### Former Editor of "Christian Advocate" Dies

The Rev. Dr. George Peck Eckman, formerly editor of the *Christian Advocate*, and a prominent figure in Methodist Episcopal circles, dropped dead in Scranton, Pa., on Monday afternoon.



## Strength of Organization

Experience of over forty years has developed executive ability. Scientific advancement has brought the telephone from a crude experiment to one of the most perfected of all mechanical devices. Engineering has mastered countless problems involved in the distribution of service. Construction has carried the telephone into the most remote corners of the country. Operative skill has combined the efforts of executives, scientists, engineers and commercial management. These with vision and foresight are the powers which unite in the accomplishment of the Bell Telephone System.

Working in the closest cooperation

with its chiefs is the nation-wide organization of telephone employees. Nothing less than finest loyalty, the most untiring devotion, the recognition of the great importance of their work, coupled with a fixed determination to serve faithfully; nothing less than this unified strength which has been so wonderfully displayed by the management and employees of the Bell telephone could have carried the system through the years of strain which began with the war and have not passed.

Hardly ever has public service required so long and severe a test of a business organization. Never has an army responded with more hearty united and loyal support.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY  
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service

# The New Profession of "Sales Engineering" and Its Service for Better Merchandising

How the Winchester Repeating Arms Company Is Making It a Vital Component of Its Expanded Post-War Organization

By W. E. FREELAND\*

Sales Engineer, Winchester Repeating Arms Co.

SCIENTIFIC production needs two things very fundamentally. It needs general plans and general schedules for tools, processes, materials, labor, and finances. Those things the sales department has some measure of effect upon, to say the least. There is a peculiar interdependence of sales and production, not always recognized but always existing. If the business is to prosper neither can absolutely control or dominate its policies over any considerable period of time. There is necessarily a considerable adjustment needed between the manufacturing facilities and the market demands. I think I am safe in stating that sales is the natural point of origin of new projects in a business because most of the new projects come from somewhere out in the field.

## FLATTENING THE PEAKS

Then, too, there is always a major problem of flattening the peaks in both production and distribution. There is the job of interpreting consumer demands to the factory engineers. Someone must do that. There are certain definite obligations upon sales. First, to discover new uses and new markets for the product. Second, and perhaps least observed of all, there must be a determined effort to resist pressure of any kind that will tend to break down massed production.

Third, there is a further obligation upon the sales to expand seasonal or territorial limitations. There are, however, some obligations upon the factory. These are not always observed. One is, to maintain delivery schedules—no small task in these days of labor or lack of labor that most of us are experiencing.

The factory also has the task of maintaining or increasing the quality of the product.

Now there is a widespread recognition of the function of engineering in production. We recognize most of us the essential differences between the planning, which is the en-

gineering, and the production in the factory organizations. We recognize that there are required special psychological, temperamental adaptations on the part of the men who are to operate the two sides. It has not been so well recognized, however, that there is a definite function for engineering in sales and I want to interject here that when the Winchester Arms Company uses the term "Sales Engineer" it does not use it in the sense so frequently used in the technical papers of a salesman who goes out to do technical installation of a manufactured product or a machine. We use it in a sense parallel to that of "manufacturing engineer."

You will remember that we had a huge war plant. We had in our employ perhaps twenty-two thousand hands at the time of the armistice. We went down to seven thousand in a remarkably short period of time and resumed piece production with considerable speed. But we had a plant and plant facilities enlarged four times beyond the stage that they were in 1914. That plant must be filled with new production.

## BUILDING SALES THROUGH EFFICIENCY

We operate on a rather individual modification of the Taylor system of scientific management, in our plant commonly spoken of as the Oderman system of philosophy of management because Mr. Oderman, our president, first installed it in some of the Navy Yards of this country. When we faced this great task of filling up the partially vacant factory with new production, he immediately instituted an organization which we called, "The Sales Engineering Department." His reason for that institution was precisely the same reason that has brought about the distinction between the manufacturing engineers and the manufacturing organization. He attempted to put men of the certain psychological makeup into the planning work which became the sales engineering and the men of the driving, forceful, operating type into what we call sales production.

I suppose I will be challenged somewhat, but I think many will

honestly agree with me that the combination of both the planning and production aptitudes and temperaments in any one sales manager is extremely rare just as it is rare in the factory end. The man is either strong in one direction or in the other, and if he is to make a success must surround himself with men who will supplement and fill up the deficiencies.

Now sales engineering with us has changed its color just a little since we first organized it because we have become now the master planning group for the entire organization, and that is where we reach our real work as coordinators.

Generally speaking, the work of the sales engineers is months in advance of that of the operating departments. In other words, the planning for future projects is the work of sales engineering. The planning of current projects is the work of sales production.

It must not be overlooked, too, in our talk about setting up a sales engineering department that there is a very close and very natural alliance between the sales engineers and the advertising department, both doing a rather peculiar and closely allied creative type of work.

## MAKING A MASTER PLAN

I have said that we were a master planning group. What are the elements of a master plan that will affect and guide a whole organization? In the first place, the master planners must necessarily have close contact with all parts of the organization. They must have, or must create, facilities for study of markets and of consumer demands. They must make an intensive study of economic trends. They must make a study of the factory facilities either present or potential.

After these preliminary studies it becomes their duty to select the items and lines to be manufactured. Having done this, it is up to them to present this matter in such a way that the operating parts of the organization can go to work in some coordinated manner. Therefore, the sales engineers must determine the

\*From an address delivered by Mr. Freeland on the subject of "The Coordination of Sales with Scientific Production" before the Taylor Society in New York.

# 601,534

Was the NET PAID Daily Average  
Circulation of the

## NEW YORK JOURNAL

EVENING

For the Week Ending June 19, 1920

AT

### 3 Cents Per Copy

The Largest Circulation  
of Any

Daily Newspaper

in the

## United States

Member of Audit Bureau of Circulations



elements of the problem and their proper sequence in the order of work. Having done this, they must then write a general plan which will allocate the work to the various divisions of the organization and set up the bounds so that there will be little or no overlapping of effort.

Now, let me come down specifically to the way in which we touch various parts of our organization. We have the usual statistical department with its machines and its trained men, and we do not undertake to do any of their work for them. But we do undertake to interpret the basic statistics that we have them gather for us and turn them into workable reports for the benefit of the operating sales organization. For the benefit of this sales production staff we make field surveys of new production that should be added to our line. We make field surveys to ascertain where new markets may exist. We make field surveys, too, to determine new uses for our old products, and we try to keep an ear to the ground while we are out in the field. We try to do some intensive thinking in our offices toward accomplishing further refinements in our line of production.

#### FIELD SURVEYS

Then, too, because we have built up a staff of research men—and I challenge anyone to deny that the average salesman is not a research man—we undertake to ascertain for the benefit of the entire organization the reaction of the dealers and the consumers towards our products and also our selling methods because some of the worst reactions that we have discovered are not directed towards our products, but are directed toward the method by which we attempt to sell them.

When you go into an extensive line of production, as we are going in, manufacturing cutlery, fishing tackle, flashlights and batteries, tools of various kinds, skates, various kinds of sporting goods, you can imagine that we run into the problem of seasonal and territorial demands. It quite obviously becomes a large part of our task clearly to ascertain what are these seasonal and territorial limitations.

Then, too, in these days, of protest against existing prices, particularly as we are situated in one of the branches of industry where prices are still climbing, it is quite necessary that we know very closely about price changes and price trends. Also we have to keep an eye on competitive activities. We have several

very lively and very efficient competitors.

Another thing that we have to do, and it is no small task, in fact it has become one of our great problems, is the study of packing and shipping methods. Those who have tried to get labels, shipping boxes of almost any kind, cartons, have some realization of what it means to put three or four thousand new products on to the market at the rate of twenty-five or thirty or forty a week and attempt to get packing material and get it right for all these various products, particularly when you are trying to put them out as a family of products and carry through the entire packing certain attractive merchandising ideas.

#### FOR DEALERS' SERVICE

Now, for this sales production crew, we do another thing, an essential thing. We try to give them advance reports on new products and changes in old products that that will affect sales efforts, try to give them this so far in advance that they can do some intelligent sales planning. We carry on in the Winchester organization a very extensive dealer service, and we undertake to do for the sales production such engineering work or give them such assistance in the engineering phases of the work as is possible. This applies to getting up exhibits, and the preparation of salesman's equipment; all these things which the technician must have a hand in and, in our case, they delegate those over to the sales engineering staff.

We render such assistance as we can in convention and club work. We keep up an advisory inspection of the sales efforts and results. Not that we have power to control their actions because a functional type of business is founded primarily upon a theory of cooperation. There is very little control in our business of one department by another. A man must cooperate or drop out. We do special research work of all kinds for this sales production staff for the reason that they have not the men nor the training for that type of work.

And last of all, we retain the final approval of all models of new products and on all new packing. After the manufacturing engineers in the factory have got through with their work on samples it must come back to the sales end for its final approval and that final approval rests with us. But that is a matter of organization because it happens only rarely that

we pass final inspection or final approval upon a new product until we have called into conference the men who later will have to sell that product. In other words, we try at the time to sell this new product to them because if they do not believe that it is correct in design or correct in finish or correct in any part of its manufacture, they will never put themselves in a position to get back of it strongly when it comes to the distribution. That again, I say, must be built upon a spirit of cooperation.

#### CONTACT WITH ADVERTISING

Sales engineering has some contact with advertising. It consists largely in certain merchandizing studies, and by that I mean studies of the methods of merchandizing in regard to display, even to pricing. We have control of the pricing in the sales engineering organization. I don't know whether that is permanently so or not, but for the present we are holding it there. We try to furnish the advertising department with all immediate technical information for any kind of publication that it may issue. We do for it special field or advisory service as we do for all other parts of the organization, and we provide very specific reports on seasonal and territorial variations in consumer demands. Those who are familiar with the money that has been wasted in improper advertising will realize just how essential that is to the advertising men. I do not mean that they cannot secure it from other sources, but they cannot secure it so accurately from other sources as we are able to furnish it to them. And perhaps that needs a bit of explanation.

We are building up a chain of hardware stores in this country. In fact we are building up two chains of hardware stores. Combined hardware and sporting goods stores, if you please. We purpose having one agent in every town in the United States large enough to support a desirable agent. That agent will have the exclusive sale of all of our new products, but not of our old line of guns and ammunition. We purpose having eventually in every city of 50,000 or over stores of our own. Some of those stores are now open in New England.

These agents are stockholders in our business only in a small way, but nevertheless it gives them a real interest. Having them, we are able to go out into any section of the country and get some very specific



# How does a man get into business for himself?

**A** MAN may be a first-class salesman, and remain a salesman all his life.

He may be a first-class accountant; or engineer; or superintendent; or departmental head and—in spite of all his ability and hard work—never rise beyond.

How is it that so few men are able to jump over the departmental barriers and establish themselves in their own business?

The career of J. H. Hansen, President of the J. H. Hansen Cadillac Company, of Omaha, answers that question.

### From salesman to president

**“**WHEN I located in Nebraska as a salesman for the Cadillac automobile,” Mr. Hansen wrote recently to the Alexander Hamilton Institute, “a representative of the Institute found me, and persuaded me that I might just as well try for the big prizes in business as for one of the mediocre ones. The decision to enroll in the Modern Business Course and Service was a turning point in my life.

“I knew something about selling already. But now I began to see business as a whole, and the relation of each department to it. Advertising and costs; accounting and office organization; the control of men and corporation finance—all these elements, which are necessary if a man is to succeed in

business for himself, came to me with the Institute’s help.

“When the opportunity arrived I was ready for it. We organized our company and the first year did more than a million-dollar business.

“In my judgment, the reason why so many men never get into business for themselves or fail after they do get in, is because they are not prepared for their opportunity when it comes.”

### Trained and sure of step

**T**HE man who masters the principles and acquaints himself with the practices of modern business acquires the vision and courage needed to take the big step—vision to see and know opportunity when it is presented, and courage to decide how to act.

To him the elements of success and causes of failure become axiomatic. He has learned what to do, and what to avoid doing.

Ignorance of the fundamentals which are the keystone of successful business practice is the cause of most business failures.

You have asked yourself, “How can I get into business for myself?” Mr. Hansen and thousands of others have answered that question for you. Their records speak, with the eloquence of accomplished success, this message to you:

“Train yourself; learn business as a whole rather than the details of a single phase of it. Master the fundamental principles of all business so that you can with con-

fidence meet opportunity when it comes to you.”

The Alexander Hamilton Institute is engaged in fitting men to be ready for their opportunities.

To the man who knows just one department, it gives the whole background of modern business.

### The Advisory Council

**E**DUCATIONAL and business authority of the highest type are represented on the Institute’s Advisory Council, which consists of:


- Frank A. Vanderlip, the financier;
- General Coleman duPont, the well-known business executive;
- John Hays Hammond, the eminent engineer;
- Jeremiah W. Jenks, the statistician and economist;
- and Joseph French Johnson, Dean of the New York University School of Commerce.

### “Forging Ahead in Business”

**T**O SAVE your time the Institute has answered every question that is likely to occur to you about the Modern Business Course and Service in a 116-page book, entitled “Forging Ahead in Business.” It is a book that should be in every ambitious man’s library—a veritable guide to business progress. And it is offered entirely without obligation; send for your copy today.

**Alexander Hamilton Institute**  
503 Astor Place New York

Send me “Forging Ahead in Business” without obligation.

Name    
*Print here*

Business Address

Business

Position



reports given to us by men who are friends and have a selfish interest in our welfare. There are few sales organizations thus happily placed.

#### WAREHOUSE RELATIONS

Now, sales engineering has a little to do with the warehouse department in our organization. The warehouse department is an entirely separate thing reporting directly to the general manager, and having some control over what the warehouse men also term "merchandizing," which is the distribution problem and the maintenance of stocks and the placing of orders on the factory. In other words, they become also a buffer between the factory and the sales organization. We furnish them with the initial sales requirements on all new products. We give them early information of unusual demands or unusual trends. We give them the same interpretation of basic statistics that we furnish to sales production, and we do for them occasionally some field service.

One of our closest tie-ins very naturally is with the manufacturing engineers because our work is to select the line and their work is to develop. We give them specifications of our new products. These specifications are fairly minute. We have the responsibility for the standardization of lines. I do not know whether you appreciate just what that means unless you have been in a business similar to some of the new ones that we are engaging in.

Prior to the war one of the largest pocket knife manufacturers in this country made over six thousand different patterns of knives. We think—we haven't tested it out thoroughly yet, but we have somewhat—we think that we are covering every need of this country with a sufficiently diverse line of pocket knives with one hundred and twenty-nine patterns and the best evidence that we are on the right path is that the largest hardware jobber in this country controls a pocket knife factory and he has followed our lead and gone us one better by going down to one hundred and sixteen patterns.

#### STANDARDIZING LINES

Another evidence of what standardization means in our adventure in the manufacture of flashlights. We carried standardization there to what every one thought was beyond reason. About a month ago our largest competitors, the men who have practically dominated the flashlight field, reduced their line from seventy-seven patterns to thirty-

three. In other lines we have likewise been followed by competitive manufacturers who have welcomed our lead in this great problem of standardization, because standardization means two things: It means an increase in the size of the orders that you can place on the factory in one lot, and it means a smaller investment and a more frequent turnover for the dealer who has to carry those goods. Both considerations mount into large sum of money.

We furnish to the manufacturing engineers the specifications for packing methods. We procure for them competitors' products as samples, not always the easiest task although it sounds very easy. We give them the specifications for marketing the product, always a point of contention and something in which the merchandizing element is the supreme element and not the factory considerations.

To give you an illustration of that, we are undertaking to put upon all of our products the symbol number by which we mark them on our factory orders, which is controlled by our accounting, and already, in the short space of time we have been busy at this, we have four articles in the trade press of the country commenting upon our stand in this regard and calling upon other manufacturers of hardware to follow in our steps.

#### STRAIGHTENING OUT SCHEDULES

When projects conflict as they sometimes do due to the failure of schedule, we then advise the manufacturing engineers as to the priority of the various projects concerned. We give them, naturally, certain advice or service in the development of new products because the men working with us have had very fine sales experience and really know quite well the consumer demand that exists, and they also know because they have been making a study of all the points of merit in competitive lines. Starting out as we are, new, without any traditions or any precedence, we are able to combine those points of merit into a single industry in a way that few other manufacturers have been privileged to do.

We have occasion very frequently to secure field tests of new products for the manufacturing engineers, find out if their work is accurate or if certain new ideas are worth while. We give them specific reports on initial quantities because initial quantities mean allocation of floor space, purchase of equipment and the making of the master plans for

the products. We give them information of the peak load periods because we may not have to tune up to meet the peak load if it can be foreseen and properly planned. For instance, the manufacture of flashlight batteries. A battery itself is of comparatively short life after it is assembled. But you can make components the year round and store them and then it becomes a question of balancing the investment in machinery against the investment in inventory to find out how far you need to equip.

We notify the manufacturing engineers of probable expansion of demand because on their shoulders rests the expansion of any of the shops. We notify them, of course, of the market reaction toward the product. In other words, we play very close with them. We try to be eyes and ears and legs for them because we get out in contact with the public and with the dealers and they rarely do. We can perform for them a very important service.

#### THE COORDINATING JOB

We have had a great deal of advertising. The result of that is we are flooded with suggestions of products that we ought to make, coming from other concerns and a host of inventors and the sales engineers—I would almost like to say unfortunately—digest that material and pass upon it and usually reject it.

The sales engineers and the manufacturing organization do not come quite so closely in contact because the manufacturing engineers really do all the preparation work and all the planning and any changes that may come about will usually come about through the manufacturing engineers and not through the manufacturing organization. But we do give to the manufacturing organization copies of all of our reports that can be of interest or instruction to them. We search sometimes for outside sources of manufacturing information, and we are particularly lenient in making approval of changes in designs or processes which will help to overcome manufacturing difficulties. And that is where we meet one of the prettiest jobs of coordination that we have, because the sales production crew says, "The thing must absolutely be thus and so." The manufacturing engineers think sometimes that they can make it "thus and so." But when it comes down to a matter of taking it out of the laboratory and putting it into the shops something comes up which prevents its being made precisely as was planned.



We frequently have to hold a joint conference with the manufacturing executives and the sales executives and conduct a sort of a League of Nations affair while we try to modify the opinions of both until we have arrived at a working programme. In the process of time this is becoming a very easy thing to do and now both organizations are coming to leave the adjustment to our discretion. We have the final approval, anyway, but we try to carry through that same spirit of cooperation.

**HELPING THE PURCHASER**

We have a very little contact with purchasing. We occasionally do some field work for that department to find out where certain vendors of pure components can be found. We occasionally try to find out when and where the competitor is getting certain raw materials. That is only because a flexible field staff has not been established, and most of these organizations do not have one.

In closing, I want to point out that there is an essential difference between sales planning from the viewpoint of sales interest and sales training alone, and from the viewpoint of training and interest in sales production and finance. Our experience has shown us thus: that the men who come out from the field of straight sales work rarely make good sales engineers. Some of the men who have developed best as sales engineers have come straight out from our factory work and are men who have been desirous of getting over into sales work and have been doing some studying and some reading—in other words, have trained themselves somewhat, but have not had the experience. We find that the knowledge and the contact with the factory is peculiarly vital and that the salesman is very, very slow in accumulating any experience that helps him to establish those contacts.

**SOME OF THE RESULTS**

The results of our setting up a sales engineering organization are briefly these: that we have, as I say, in a comparatively short space of time, introduced several major lines of products. We are undertaking to do in three or four years what most of our competitors have spent anywhere from one to three or four generations in doing.

We have worked off into the problems of standardization as few have ever attempted, and the other

people are following in our footsteps. We have a good many of these lines and products well on production now and, with two exceptions, we have not had occasion to reject a single one of the things determined upon in the beginning—showing how thorough was our work.

We have succeeded in building up a bridge between sales and factory in an organization fifty years or more old, where the factory was, prior to the advent of these new products, the dominant power in establishing policies, because the public was of such a nature and the sales end had been so long and so thoroughly established that there was almost no new sales planning necessary.

Therefore, policies came from the factory, representing the factory thinking. Due to the comparatively narrow limitations of the field and a very remarkable good will that had been built up, this course was eminently successful. It would not apply in any factory newly organized, and to all intents and purposes, all of our work on new products is setting up absolutely new factories.

**Would Apply Efficiency Methods to Salesmanship**


A move to supplement "scientific management" with "scientific sales operations" that is of the first importance to American industry was made on Friday, June 25, when the Taylor Society, organized in 1911 to promote the science of management, called a conference of salesmanagers at the Engineering Societies Building in New York to discuss "The Control of Sales Operations by Standards Based on Job Analysis." The outcome of this conference, which was looked upon as only a preliminary meeting to introduce the problem, was the appointment, on the motion of E. St. Elmo Lewis, vice-president of the Campbell-Ewald Co., of four committees from among the two hundred salesmanagers and production men present at the conference to outline a program and policy to be presented at a big conference to be called some time in October.

During the morning session at the Engineering Societies Building the conference was addressed by Henry S. Dennison, president of the Dennison Manufacturing Co. and president of the Taylor Society, who talked on the problem of applying efficiency methods to salesmanship. W. E. Freeland, sales engineer of the Winchester Repeating Arms Co., on the subject of coordinating sales with scientific production and by John M. Bruce, of Webb, Kendall & Bruce who dealt more specifically with the salesman's job and its control through standards based on analysis of it.

Luncheon at Keene's Chop House followed the morning session, after which the tables were pushed back and the

(Continued on next page)

*"Gotham for Art Work"*



O

Our new  
telephone  
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**Madison  
Square  
8517  
8518**

GOTHAM STUDIOS INC.  
111 East 24th Street  
New York  
MARTIN ULLMAN Managing Artist

Ⓞ

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

## Classified Advertisements

**EXECUTIVE SECRETARY**—a national association of manufacturers with headquarters in Chicago invites confidential correspondence from men competent and fully qualified for executive secretarial duties. Salary to start \$2,400 to \$3,000, based on experience in work required. Some knowledge of advertising will be helpful. Give outline of full business career, references, whether married or single, age, etc., first letter. Address: B. C., care of Guenther-Bradford & Co., Tribune Bldg., Chicago, Ill.

We specialize in house to house distributing of  
**Advertising Literature**  
 and **Advertising Samples**  
 We solicit your account  
**JAMES T. CASSIDY**  
 206 No. Front St., PHILADELPHIA, PA.  
 Write for our paper "FACTS"

**POSTAGE**  
 The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.  
 POSTAGE - 18 East 18th St., New York City

## Topeka Daily Capital

Swore government report  
 for 6 months ending Apr.  
 1, 1919

**35,247**

*Arthur Capper* Publisher  
 TOPEKA, KANSAS  
 Member Audit Bureau of Circulations

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

### Paper for Letterheads

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

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

EATON, CRANE & PIKE COMPANY  
 New York Pittsfield Boston  
 San Francisco Chicago

### Blotters

"To make Better Letters  
 Use Our Better Blotters"

Famous World and Reliance Brands  
**THE ALBEMAR PAPER MFG. CO.**  
 Richmond, Va.

### Mailing Lists

## Mailing Lists

Commercial, Automobile, Investors or  
 any classification wanted

TRADE CIRCULAR ADDRESSING CO.  
 166 W. Adams St., Chicago  
 References: Agency Hooks or any bank or business house in Chicago.

(Continued from preceding page)

afternoon devoted to a discussion of the subject by speakers from the floor. A feature of the afternoon program was a talk by C. P. Staubach of the Burroughs Adding Machine Company on the subject of "A Scientific Basis for Salesmen's Quota." Those present at the meeting and those who took part in the discussions included sales managers and production men of country-wide reputation.

### Can't Use "Collier's Weekly" Story As An Advertisement

Judge Henry D. Clayton, of Alabama, has granted a temporary injunction to the P. F. Collier Company, of New York City, enjoining the Preston Motors Corporation, one of the largest manufacturing automobile concerns in the South, from using as an advertisement or publishing wholly or in part a story which appeared in *Collier's Weekly* last April, entitled, "Wanted—Two Million Cars." Suit was filed against the company for infringement of copyright.

### Atlanta Agency to Represent Trade Papers

The Mitchell-Merweather Agency has been organized in Atlanta to represent various trade journals in advertising in the Southeastern field. Harry Mitchell, head of the company, has had many years of experience in foreign advertising, especially Latin-American, having been born in Mexico, and will specialize in this work. Mr. Mitchell was formerly connected with *La Hacienda*, the Spanish agricultural journal published at Buffalo, N. Y.

### Sackheim and Scherman Agency Formed

Max Sackheim and Harry Scherman have organized the advertising agency of Sackheim and Scherman and, on July 1, opened offices at 41 East Twenty-third Street, New York.

Mr. Sackheim for nearly five years has been in charge of copy and production for Ruthrauff & Ryan, New York.

Mr. Scherman was also with Ruthrauff & Ryan, but formerly with the J. Walter Thompson Co. Ruthrauff & Ryan have transferred eight accounts to the new agency.

### Billboards Are "Taboo" in Florida County

Billboards are taboo by official action of the county commissioners in the county of Duval, Florida, one of the first in the South to take this action. A resolution has been adopted by the commissioners declaring that all billboards, signs, etc., that obstruct the view along any of the county highways must be removed by August 1st, or the commissioners will cause their removal and destruction.

### To Give Newspapers False Information May Be a Crime

The giving of false information to any newspaper will become a crime in the state of Georgia if a bill now before the State Legislature is passed, and

there is every indication that it will pass for both houses, it is reported, will support the bill. Recently an Atlanta newspaper published a news item regarding an engagement announcement, and as a result of it the young lady in the case committed suicide. The story was entirely false. Other cases of this kind have occurred throughout the state, prompted mostly, it is said, by motives of revenge, though none have had so tragical an ending as the one cited above. It is to put a stop to this contemptible practice that the bill was designed.

### Georgia Papers May Curtail Advertising Further

A further curtailment of advertising to conserve white print paper will probably comprise one of the important resolutions adopted by the Georgia Press Association, at the annual convention in Carrollton, Ga., July 19 to 21. Virtually all newspapers in the state are now members of the association and this is the thirty-fourth annual meeting. At a special meeting held some time ago the ratio of reading matter to advertising was reduced to conserve paper, and as the situation still remains acute it is believed further stringent action will be taken. The executive committee at a meeting in Atlanta June 26th, voted not to change the dates originally decided upon for the meeting. It had been suggested that the dates be changed as the Southern Publishers' Association meets at Asheville, N. C., at the same time.

### Barrett Will Direct Foreign Trade School

John Barrett, director general of the Pan American Union, has initiated, with the approval of Secretary J. W. Alexander of the Department of Commerce, a "Plattsburg" for Pan American and Foreign Commerce. An intensive course of 30 days will be given from July 19 to August 21. Information may be secured from the executive director of the school at 1000 Vermont Avenue, Washington, D. C.

### Newsprint Situation Improving

According to a report issued by the Federal Trade Commission this week, the newspaper situation is improving. The improvement is attributed largely to settlement of labor difficulties in the mills and the consequent increased production.

The increase in the domestic production of newspaper in May, 1920, over May, 1919, amounted to more than 22 per cent for the total print and more than 24 per cent for the standard news. Mill stocks during May, 1920, increased also.

**OLD ESTABLISHED FIRM OF WHOLESALE TEA MERCHANTS WILLING TO TAKE UP SELLING AGENCY IN THE U. S. CANNED GOODS OR ALLIED TRADES. SOUND REFERENCES GIVEN.**

**J. D. WALSH & CO.**  
 BLACKBURN, ENGLAND

**GIBBONS KNOWS CANADA**

MONTREAL

TORONTO

WINNIPEG

**Davidson, Advertising Manager,  
"Maryland Farmer"**

Wilbur L. Davidson, formerly with *Pierce's Farm Weeklies*, at Chicago, has recently become associated with the *Maryland Farmer*, Baltimore, as advertising manager.

**McElhone, Business Manager, Curtis  
Business Papers**

Arthur J. McElhone, publicity manager of the *Class Journal* publications, *Motor Age*, *Motor World*, *Automotive Industries*, etc., has recently been appointed business manager of the Curtis Business Papers, Inc., publishing *Tractor & Implement Topics* and *Tractor & Implement Exporter*. These papers are being reorganized under an entirely new management—editorial as well as advertising and circulation.

**Loomis Made Directing Editor of  
Tractor Papers**

Fred M. Loomis, one of the best known editorial writers in the *Farm-Power* field, who has been for some years a member of the editorial staff of *Motor Age*, *Motor World* and *Automotive Industries*, has accepted the directing editorship of the Curtis Business Papers, Inc., *Tractor & Implement Topics* and *Tractor & Implement Exporter*. Mr. Loomis will take over his new duties early in July.

**Seattle Has Advertising Club**

The advertising men of Seattle have just organized a Seattle Advertising Club, which will affiliate with the Pacific Coast Advertising Men's Association and with the Associated Advertising Clubs of the World. R. E. Morgan, advertising manager of Frederick & Nelson, has been elected president of the club. Other officers are: R. M. Radford, advertising manager of the Bon Marche, first vice-president; H. G. Stibbs, Carnation Milk Products Company, second vice-president; E. P. Kohl, advertising department Carnation Milk Products Company, secretary; W. E. Crane, Washington Mutual Savings Bank, treasurer.

The following were elected directors: L. S. Moore, the *Post-Intelligencer*; E. F. Woodman, Woodman Advertising Agency; H. C. Sieck, Botsford, Constance & Tyler Advertising Agency; W. A. Simonds, *Northwest Motorist*; A. J. Izzard, Izzard Advertising Agency; W. T. Prosser, Strang & Prosser Advertising Agency; J. M. Finley, Finley Advertising Agency.

**Advertising Jacksonville As a Port**

Following a recent trade excursion through the Middle West, of representatives of the South Atlantic ports, the port publicity committee of the city commission of Jacksonville, Fla., is advertising in the newspapers of that territory.

A few export and shipping trade journals also will be used on this campaign, which is intended to promote a greater use of the port of Jacksonville. The account is handled by The Thomas Advertising Service.

**H. Belden Joseph Resigns**

H. Belden Joseph, assistant advertising manager of the Kelly-Springfield Tire Company since 1914, has resigned his position. As yet he has no definite plans for the future.

**Balliet, Director of Advertising, for  
Vick Chemical Co.**

Carl J. Balliet, whose election to the

vice-presidency of the Vick Chemical Co., Greensboro, N. C., was reported in a recent issue of this magazine on July 1, took up his new duties, which includes those of director of advertising. Mr. Balliet was formerly directing partner of the E. P. Remington Advertising Agency, Buffalo, N. Y., and assistant treasurer of the Foster-Millburn Co.

**Shumway Sends Schedules**

The Franklin P. Shumway Company, Boston, Mass., is sending out schedules to New England dailies and weeklies for Bryant & Stratton Business College. To a large list of dailies and women's monthly publications schedules are being sent for the Spices and Bell's Dressing of the D. & L. Slade Company. Four

months' orders have been booked for the Pacific mills.

**Florida Citrus Exchange Doubles  
Appropriation**

The results of the advertising of the Florida Citrus Exchange for a greater consumption of grapefruit were so satisfactory during the shipping season just ended that the board of directors has doubled the appropriation for next year.

As heretofore, most of the fund will be expended in the newspapers of cities in which there is distribution of Sealdsweet fruit. The advertising of the Florida Citrus Exchange is planned and placed by The Thomas Advertising Service, Jacksonville.



# Trucks—and Paper

From wood yard to mill, from rags to beater, from factory to freight car, trucks of all sorts and descriptions are the vital connecting links in the chain that turns pulp into paper. Hand haul or motor driven; little industrial platforms carrying 50 lbs. from machine to shipping room, or great colliaths of freight carriers handling 5 tons over rough roads—all are essential to the manufacture and distribution of the product of this important industry.

More than one thousand pulp and paper mills are exerting every effort and straining every industrial sinew to meet the urgent demand for production and more production. Speed is the order of the day.

And—the orders for the day from the purchasing department are likely to include trucks, too. So, if you sell motor trucks, hand trucks, elevating trucks, tractors, trailers or accessories, right now is the time to tell your message to the men who make paper and read

# PAPER

*The Production Journal of the Industry.*

471 FOURTH AVE., NEW YORK CITY



# ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

## Features in This Number

July 3, 1920

	PAGE
HOW TRANSPORTATION AFFECTS ADVERTISING..... <i>William B. Colver</i>	3
Existing Conditions That Are Nullifying the "Law of Supply and Demand."	
POSTAL CONCESSIONS FOR ADVERTISERS' PROOFS..... <i>Waldon Farwell</i>	5
Proposed Second-class Rate Provided in Summers Bill Causes General Discussion.	
PRINCIPLES OF THE PLUMB ADVERTISING CAMPAIGN..... <i>Arthur Joyce</i>	7
"The Walrus and the Carpenter." Both Are Found to Make "Human" Copy.	
THE PLAN OF THE NEW YORK CENTRAL ADVERTISING..... <i>J. H. Smith</i>	9
The Printed Message an Accounting of Stewardship of This Great Utility.	
HOW THE MULTIGRAPH MADE GOOD IN FRANCE..... <i>Louis H. Frohman</i>	10
French Selling Ideas Revised and Patient Effort Rewarded in Increased Sales Volume.	
THE PROBLEM OF SELLING A LONG LINE..... <i>J. K. Fraser</i>	13
There Must be Strings to Keep the "Beads" of Your Business Linked Together.	
CHARLIE RITTER, THE DEALER'S FRIEND..... <i>L. H. Harvey</i>	16
The Unique Plan by Which Pratt & Lambert Attracts Attention and Sell "6I" Varnish.	
SCIENCE AND HIT-THE-SPOT ADVERTISING..... <i>Burton Bigelow</i>	18
The Vision of Half a Century Ago. Applied to Advertising, Opens New Sources of Interest.	
THE LOWER HALF OF YOUR LETTER..... <i>Paul W. Kearney</i>	27
A Cordial Line or a Frank Trade Statement Will Utilize Valuable Space.	
WHAT WOMEN ARE DOING IN ADVERTISING.....	30
Minna Hall Simmons Has an Agency of Her Very Own.	
STABILIZING DEMAND THROUGH ADVERTISING..... <i>Lloyd D. Herrold</i>	32
COMMERCE IN THE DUTCH EAST INDIES.....	37
THE PROFESSION OF "SALES ENGINEERING"..... <i>W. E. Freeland</i>	40

## Qualifications of a Successful Salesman

In an address before the salesmanship department of the Chicago Advertising Council recently, Dr. J. M. Fitzgerald, who has been a vocational counselor for large business organizations, told how to judge personality and gave qualifications which he believed the successful salesman should possess. He said in part:

"A man's mental personality can be determined by his training, his education, his sense of humor, his resourcefulness to certain demands made upon him, and by the force and character of his thinking, or by the lack of these. His spiritual personality can be determined by his affection, his sympathy, his enthusiasm, his interest in others and his capacity for conscientious action, or by the lack of these.

"The salesman should, first of all, be friendly. He should be energetic. He should be a student of business. He should have self confidence and pride that he may carry his goods or his services to men who stand high in their profession or business without any feeling of cringing and certainly with no sense of lordliness out of proportion to the requirements. He should feel hopeful and work with a firm purpose in order that he does not work half-heartedly.

"He should be an observing man, a man who, when he passes through the country, can read from these farms and these homes and out-buildings, the upkeep of the farms, the roads and bridges, as he passes along, the class of people living there. He should be able to say from the railroad facilities about how much business is done in a town. He should be able to make some sort of an estimate of the people from the kind of service they tolerate, the backwardness or forwardness, you might say, of the facilities. He should be able, as he passes along the street, to see from the buildings what kind of business is carried on in them. As he passes through the door, he should be able to see, from the windows and the goods displayed on the counter and in the showcases, and the people there, what sort of men he is going to deal with. He should be a fact observing and analyzing type of man or he is not a good salesman."

### Bush Advertising Service Given Over to Hoyme

The Bush Advertising Service, Inc., New York, headed by Irving T. Bush, of the Bush Terminal and Sales Building, has been given up. Robert Hoyme, Inc., New York, is reported to have taken over many of the Bush agency's accounts, which numbered in all more than twenty-five.

### "Telegram" and "Evening Sun" Now 3c.

On July 1, the price of the *Evening Telegram* and *Evening Sun* in New York was advanced to 3 cents. Frank A. Munsey, in announcing the increase, said that it was due to the abnormal cost of materials and the abnormal cost of labor, and that if the costs do not stop mounting the new price of three cents "will, of necessity, soon be a thing of history."

## Calendar of Coming Events

<p>July 12-14—Annual Convention and Style Show, the Retail Shoe Dealers of New York State, Onondaga Hotel, Syracuse, N. Y.</p> <p>July 12-15—Twenty-third Annual Convention, International Association of Display Men, Detroit, Mich.</p> <p>July 12-16—Annual Convention Poster Advertising Association, Hotel Statler, St. Louis, Mo.</p> <p>July 14—National Garment Retailers' Association Convention, New York</p>	<p>July 14—Manufacturers' Aircraft Association Convention, New York</p> <p>July 19-26—Convention Wall Paper Manufacturers' Association, New York</p> <p>July 19-21—Southern Publishers' Association Meeting, Asheville, N. C.</p> <p>July 19-21—Thirty-Fourth Annual Convention, Georgia Press Association, Carrollton, Ga.</p> <p>July 26-31—Merchandise Exhibit, Grand Central Palace, New York.</p>
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**Celluloid Films are Dangerous!!**

The operation of any portable projector using Celluloid Films, without a fire-proof enclosing booth, is prohibited by State, Municipal and insurance restrictions, and the violator is frequently subjected to severe penalties.

**USE PATHESCOPE FILM**

**List of Prominent  
USERS -**

Now using the  
**New Premier Pathéscope**  
in sales-work:

- American Liability Insurance Co.
- Atlas Powder Company
- Baldwin Locomotive Works
- Boston Woven Hose & Rubber Co.
- Delco Co.
- Diamond Match Company
- General Electric Company
- International Correspondence Schools
- International Harvester Company
- National Cash Register Company
- Otis Elevator Company and others

SAFETY



**T**HEN you avoid all chance of accident to begin with and you do not come in conflict with any of the wise regulations promulgated by the State Legislatures, the Insurance Underwriters, or the Municipal Authorities.

If you use Pathéscope "Safety Standard" film and the Pathéscope Projector, your salesmen can show pictures anywhere, at any time, without danger to themselves and without creating in the prospect's mind a fear of accident that diverts his attention.

These "Safety Standard" films and machines take your product and sales story right to the man who is most interested in them. Showing your manufacturing processes in animated pictures on the screen is fully equal to a personal visit to the plant and much more welcome to the prospect, because he does not have to take so much of his time away from his own affairs.

The brief list of prominent industrial users given at the left shows the favor in which the Pathéscope is held by the foremost manufacturers, as a sales aid. Note that the Pathéscope weighs only 23 lbs. and operates on any light circuit. No licensed operator required. For transportation the machine packs easily into a small suit case.

If you now have old-style, inflammable industrial films, let us print them on Pathéscope film and insure the safety, comfort and hearty cooperation of your salesmen, instead of their mere compliant use of a cumbersome, dangerous apparatus that is hard to transport and that compels disregard of protective laws and regulations every time it is used without a licensed operator and a fire-proof enclosing booth.

The Pathéscope "Safety Standard" film and machine are both labeled by the Underwriters "Enclosing Booth Not Required."

*Descriptive Literature Sent on Request*

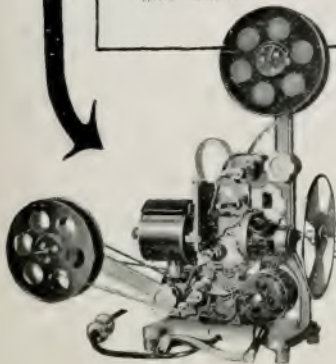
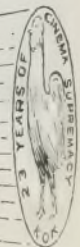
**The Pathéscope Co. of America, Inc.**

*Willard B. Cook, President*

Suite 1826, Aeolian Hall, New York City

*Agencies and Service Stations in Principal Cities*

THE NEW PREMIER  
**Pathéscope**  
Flickerless "SAFETY STANDARD"  
Motion Picture Projector



# EFFICIENT SERVICE

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The proper presentation of outdoor advertising requires unusual care in space selection, design, execution, construction and maintenance. That advertisers may be assured of efficient country-wide service, plants are maintained at

CHICAGO  
PHILADELPHIA  
CLEVELAND  
NEW ORLEANS  
BUFFALO

MINNEAPOLIS  
ST. PAUL  
DENVER  
LOUISVILLE  
ATLANTA

MEMPHIS  
NASHVILLE  
YOUNGSTOWN  
DULUTH  
SUPERIOR

ST. JOSEPH  
OKLAHOMA CITY  
HARRISBURG  
PUEBLO  
LINCOLN

ASHTABULA  
ALTOONA  
LORAIN

SOUTH BEND

NEW YORK  
ST. LOUIS  
PITTSBURGH  
WASHINGTON  
MILWAUKEE

KANSAS CITY  
INDIANAPOLIS  
ROCHESTER  
TOLEDO  
OMAHA

COUNCIL BLUFFS  
DAYTON  
HARTFORD  
SPRINGFIELD  
WILMINGTON

CAMDEN  
AKRON  
JACKSONVILLE  
ST. AUGUSTINE  
DAVENPORT

ROCK ISLAND  
MOLINE  
BALTIMORE  
ELKHART

CHICAGO

Jos. Osack Co.

NEW YORK