

# Advertising & Selling

AUGUST 7, 1920



## A NATIONAL MEDIUM IN 7,000 TOWNS

A NATIONAL advertiser recently signed a noncancellable contract for more than \$125,000 worth of space to be used within twelve months in the *Chicago Tribune*.

The *Chicago Tribune* is recognized as one of the greatest mediums for national advertising because of its dominating power in a territory possessing one-fifth of the wealth of the United States and with a population double that of the Dominion of Canada.

WHY the *Chicago Tribune* is scheduled as a "national" advertising medium by progressive advertisers is explained by the *Tribune's* 1920 BOOK OF FACTS. One of many items in this unique publication is a list showing *Tribune* circulation in each of more than 7,000 towns. This important reference book will be sent 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

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.

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

**I**T is used by them 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.

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**Numerous tests with "Keyed" addresses, etc., have demonstrated beyond question that APPROPRIATE advertising matter in one issue of Thomas' Register averages throughout the year as great and as continuous returns as the same space run every issue for a year in weekly or monthly publications.**

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# When You Think *of* New Orleans Think of New Orleans STATES

EVENING

SUNDAY

**Because:-**

**Large Circulation  
Concentrated In The City  
Proper-Your Profitable Market**

Suburban New Orleans is too limited and scattered to cover economically.

Advertise in the New Orleans States and center your efforts on the city itself. Excellent opportunities for distribution of any product. People responsive to advertising. High per capita purchasing power.

WRITE *H. Ewing*  
ADVERTISING DIRECTOR

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



# Philadelphia

The third largest Market in the U. S.  
has 33,028 more women than men

When you consider that of Philadelphia's total population of 1,823,158 (within the city limits), the grand total of the female inhabitants numbers 928,093, you get an idea of its importance to manufacturers of Women's Wear.

If you are a shoemaker, think of this wonderful concentrated outlet for your women's shoe department.

Frocks, gowns, underwear, hosiery, corsets, millinery, toilet articles, and things distinctly feminine in their appeal could not be better introduced to the female public than through this waiting market of Philadelphia.

In recent months the number of women's shops in Philadelphia has greatly increased and they and the big department stores are all doing a prosperous business.

No trouble to get distribution here if you will tell the women folks of Philadelphia about your goods.

## Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

# THE BULLETIN

"In  
Philadelphia  
nearly everybody  
reads the  
Bulletin"

*Net paid average circulation for  
the six months ending April 1, 1920,  
as per U. S. Post Office report:  
466,732 copies a day.*

*No prize, premium, coupon or  
other artificial methods of stimulat-  
ing circulation have ever been used  
by The Bulletin.*

More than  
100,000,000  
cigars were  
"Made in  
Philadelphia"  
last year.

# 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

AUGUST 7, 1920

Number 7

## What the New Railroad Rates Mean to the Nation's Business

**Their Promise of Real Transportation Service at Last  
Offset Their Threat of a Skyward Push to the H. C. of L.**

By RALPH BEVIN SMITH

**D**AY by day the problems besetting the manufacturers and distributors of the nation as an aftermath of the war are being solved. First, to smooth the way of transition from wartime to peacetime production, we found Europe's demand for our ploughshares as avid as had been her demand for our swords. Followed a gradual throwing off of the war hysteria that had unbalanced both capital and labor and a resultant increase in production, which was our next great need after the transition had been made. Later, we began to experience the effects of a salutatory reaction to high price levels in the shape of better reasoned and thriftier buying, an influence that is now working powerfully toward the stabilization of conditions of consumption and demand.

### THE RAILROAD PROBLEM

But throughout all these ameliorative developments the nation's economic health has continued to be undermined by that most pernicious of economic diseases—demoralization of its transportation system. We found the men, we made the goods—and then the railroads failed to complete the circuit between manufacturer and consumer. Anyone who thinks that "demoralization" is putting it too strongly is recommended to go out and find out what exasperated shippers and disappointed would-be receivers have said—and are still saying—about our mutual nightmare, the Common Carrier. We organized our factories, we analyzed our selling problems, we laid down elaborate plans to "sell" the consumer on our goods, we won the con-

sumer's favor by the use of great volumes of advertising—and found that we had perfected every step in the selling process except that essential one of moving the goods to where the demand was. We advertising technicians quarrelled about such fine points of phraseology as whether we should speak of "consumer demand" or "consumer acceptance" and found that it was no theory but a sad fact that made it "consumer demand"; for, while our railroads were what they were, the consumer demanded nine times to accepting or getting a chance to accept once.

### A NEW EXPERIMENT

On April 1, last, the government turned the railroads back to their private owners and we heaved a sigh of relief, unless we were confirmed in the doctrines of government ownership, and said "At last private initiative will straighten out the tangle." But it didn't. The "Car Shortage" headline might profitably have been cast in eternal gold so continually and consistently did the newspapers find use for it on their front pages. We hounded the railroads in an effort to persuade them to purchase adequate equipment and they answered that they were penniless and powerless. When the railroad workers' unions exacted a \$618,000,000 increase in wages in the spring we threw up our hands in despair.

This week we, or rather the Interstate Commerce Commission for us, decided upon a new experiment. It was announced that the railroads were to be allowed to raise their freight rates from 25 to 40 per cent dependent upon their territorial loca-

tion. The railroads in the East obtained a 40 per cent increase, those in the West east of the Rockies a 35 per cent raise, those in the South and those in the Mountain-Pacific division a 25 per cent raise. At the same time, passenger rates went up 20 per cent, excess baggage charges and milk rates were allowed to increase by the same proportion, while a 50 per cent surcharge was placed on sleeping car and parlor car tickets.

"Blind and more than blind," as the railroader characterized him, the first reaction of the manufacturer and distributor to this announcement was decidedly pessimistic. It was stressed that these increases designed to bring in approximately a billion and a half in additional revenue to what we had been calling our "crippled" transportation system would mean such dire things as these:

A \$30 additional per capita expenditure a year.

A boost in the present high cost of living by an amount somewhere between \$4,500,000,000 and \$7,500,000,000 annually.

A per capita increase of \$9.75 to cover the change in the freight rates alone; and a \$4.75 per capita increase to the 1,000,000,000 (statistical) persons who use the railroads every year.

### THE FEAR WAVE

Walker D. Hines, former Director General of the Railroads, was quoted as saying that the increase in the price of commodities to the consumer would be fivefold the freight rate increase. It was remembered that he had pointed out that this increase had followed in many cases, and had

insisted that it would reach this height unless the Department of Justice acted promptly under the Lever act and prevented the producer, the wholesaler and the retailer from adding an amount in excess of the freight rate increase in each case. The increase might be kept down to threefold, he had said, by rigid Governmental action.

Mr. Hines was shown as having instanced that in 1902, when the price of coal was taxed 10 cents a ton at the mouth of the mines by the Commonwealth of Pennsylvania, the operators increased the price 25 cents a ton to the dealer, who in turn raised the price to the consumer 50 cents a ton—a fivefold increase.

#### PROMISING BETTER SERVICE

Another instance cited where this precedent was followed was in April last, when the coal miners were granted a wage increase of 40 cents a ton. Immediately the operators increased the price of coal \$2 a ton—a fivefold increase to the consumer.

Seemingly the only consolation for the conscientious advertiser came with the belief that the necessity of jacking up his prices to meet this increase in the selling cost in the face of an already exasperated consumer body would result in the employment of, and the demand for, better and more efficient advertising—real selling advertising—to succeed and wipe out some of the half-hearted, perfunctory or flamboyant stuff that has been taking up good space under existent "seller's market" conditions.

Daniel Willard, president of the Baltimore & Ohio road obtained, at this period of first thought, a hearing that was polite rather than attentive when he said:

With rates and charges increased to provide \$1,500,000,000 additional income annually the railroads of the United States will have the long-awaited opportunity of buying new equipment, of extending service of new lines, of making railroad securities more attractive to investors and meeting increased wages.

I believe that the decision, instead of increasing the cost of living, will have just the opposite effect. The rate decision will bring about renewed activity in the development of our railroads which will be reflected in the movement on an enlarged volume of business. The enlarged volume of business—the ability of the roads through added equipment and new branches of line to take care of more shipments—will mean a greater supply to the market and a consequent lowering of prices.

But, as this note was taken up by others who stood apart from railroad interests and could least be suspected of prejudice in favor of the railroads there came a period of second thought and a very different set of reactions.

Many were helped to this "second thought" by a statement made by W. Jett Lauck, the economist who recently presented statistics on behalf of the railroad employes to the Railroad Labor Board. In this statement, which was given wide publicity, Mr. Lauck said, in part:

The increase in freight rates should have no appreciable effect on the prices of the vast majority of things which the ordinary consumer purchases. This is so for the reason that in the case of almost all ordinary commodities the cost of transportation at present is such a negligible item in their selling price that an increase of even 40 per cent in freight rates would be an unimportant addition.

This fact is brought out clearly when an analysis is made of the selling prices of almost any commodity in relation to the cost of transportation of such commodity. Thus, in the average household budget, meat constitutes one of the most important items of expenditure, the average family consuming about 400 pounds of meat per year.

The average wholesale price of meat in Eastern cities in 1919 was about 21 cents per pound and the average retail price about twice this much. At the same time the freight rate per pound for a haul of 1,000 miles, which is well above the average haul, was less than seven-tenths of 1 cent.

Even when liberal allowance is made for the other transportation costs entering into the final price of meat, such as the hauling of the cattle to the slaughterhouse or the hauling of feed for the cattle, it seems clear that the total transportation cost in a pound of meat is at present not over two cents.

A 40 per cent increase in freights, therefore, would add less than 1 cent per pound to transportation costs, and, at the maximum, should add no more than the same amount to the retail selling price.

#### WHAT SECOND THOUGHT REVEALED

The pessimist began to look at the other side of the shield; to figure on the possibilities of increased service to him that might result from the placing at the disposal of the railroads of this increased revenue available for expenditure in new and much-needed equipment.

#### ADVERTISING & SELLING

has sought the opinions of several prominent executives connected with the business of advertising and selling to learn their second thoughts on the situation. It has found them all optimists, all convinced in the words of P. J. Dougherty, of the National Biscuit Company advertising department, that "the rate increases, if they presage a period of better equipment for the railroads, presage a period of better service to the manufacturer and distributor with the effect of improving his service to the consumer, on one hand, and of enabling him to profit by important reductions in his inventory on the other."

These points were brought out more fully by C. W. Foss, Financial

Editor of the *Railway Age*, in a statement to the writer in which he pointed out that the possible effect of the rate increases on commodity prices was negligible when compared with the certain effect of increased railroad efficiency, through the purchase of new equipment, on shipper service. Any action taken to better existent disrupted transportation conditions must have a direct beneficial influence on market conditions, Mr. Foss declared, taking it for granted that the gains in revenue to follow the Interstate Commerce Commission's decision will be expended in equipment.

"In the first place," he said, "better shipping conditions allow a quicker turnover for the manufacturer. He will get his raw materials more quickly and he will be able to make speedier and more frequent deliveries to his dealers. At the same time, credit conditions will be more fluid as the manufacturer will have less money tied up in undelivered raw materials and will not have to carry heavy stocks over such long periods as he is forced to at present. Furthermore, he and the consumer can figure on distinct advantages to come when improved transportation conditions will enable him to get all, and not a part, of his commodity on the market."

Mr. Foss cited, in this instance, the situation in the Imperial Valley in California, where, on a recent trip, he found canteloupe growers with a 12,000-car melon crop on their hands and only 6,000 cars available to take it to the markets—in which prices must be based on a supply just half as great in proportion to the demand as it would have been but for the transportation difficulty.

#### AIDS TO "GOOD WILL"

In addition to these points, the business executive must remember the effect of delayed shipments and unfilled and unfillable orders on his good will and compare the hampering ham-stringing conditions of today with those that will ensue if the rate increase serves to put the railroads on their feet again and thus to enable him to give the service that he is capable of giving his customers—must give his customers if he desires to keep them.

Finally, if the rate increases are to be translated into heavy expenditures for equipment by the railroads, the business man cannot neglect to take into consideration the indirect effect of these expenditures on business in general. The two or three points taken up above trace very direct in-

fluences that the increase may be expected to have on the prosperity of the producer and distributor. There are other influences quite as important.

All lines of industry related in any way to railroad equipment are expected to develop as a result of the rate increase granted the railroads. The demand for men is expected to afford employment to thousands.

Capital expenditures contemplated during 1920 by 106 railroads of the country involve a total of more than \$700,000,000, according to data gathered by the Interstate Commerce Commission prior to April 5 last. Of this huge sum, \$374,306,755 is for Eastern roads, \$75,979,272 for the Southern roads, and \$272,259,725 for the roads in the Western district.

The new rates should multiply these totals in 1921, multiplying the country's business activity, putting the railway equipment firms heavily in the advertising columns. The effect cannot be limited to any one line of endeavor. It must be spread widely over the country.

Finally, under the guarantee of a net operating income based on figures for the three years previous to their taking over by the government which was given all railroads asking it when they were turned back to their private owners last April, the government has been paying out about \$75,000,000 a month, derivable from its revenues—from the pockets of the taxpayers. That guarantee extended to September 1. The rate increases offer a new guarantee—a guarantee

that the government is behind the railroads in any effort they may put forth to give the country's industry efficient service once more. It is a guarantee that the country's manufacturers and distributors may subscribe to without reservations.

The new rates represent an experiment. Samuel O. Dunn, editor of the *Railway Age*, says they are inadequate. At all events, they do not justify that first wave of pessimism, the frame of mind that saw nothing but "\$30 a day additional per capita expenditure a year." On the other hand, they justify every hope that to that list of problems in the solution of which the essentially sane, sound, efficient spirit of the country can report progress may be added the "railroad problem."

## Winning National Sales for a Food Family

How Ghirardelli's Ground Chocolate Has Led a Line of Allied Products Into Eastern Markets

By H. A. STEBBINS

Chief of Copy, Honig-Cooper Company, San Francisco

THE business philosopher of former days was wont to swirl 'round in his office chair, cock a gimlet eye at you and deliver himself of this time-tattered maxim:

"Young man—the trend of trade, as of Empire, is Westward."

And—that settled it. For if, by chance, you were young enough and foolish enough to believe that business could possibly migrate from the West to the East, you didn't have a chance in the world. Your fate was sealed even before your case went to the jury.

But, remember, that was years ago. How different today! For example, it does not strike us at all funny

that a firm in Penobscot, Maine, should buy from a manufacturer in San Francisco; or that a New England concern should condescend to send cross-country for its needs. And this, by the way, is one of the signal accomplishments of Modern Business. It has focused the spotlight of ridicule on so-called business truths that harbored more nonsense than wisdom.

As a concrete instance let us take the D. Ghirardelli Company of San Francisco. Founded in 1852 by D. Ghirardelli, this firm has steadily forged to the front as one of the most progressive business institutions on the Pacific Coast. Since its inception it has manufactured a ramified line of products embracing confections, cocoa, chocolate coatings for confectioners, etc.; but it was in the early 70's that it began the manufacture of Ground Chocolate—the product upon which it has since concentrated its advertising and sales efforts.

### BROADENING THE MARKET

Prior to this time chocolate had not been sold in ground form, at least, in America, and to Ghirardelli's belongs the distinction of its origination. The net result is that today Ghirardelli's is a familiar household word on the Pacific Coast and, in more recent years, has extended its consumer-market as far east as Kansas City. This has been

accomplished not only because the brunt of the advertising has been focused on Ghirardelli's Ground Chocolate, but because this product gives the housewife something she cannot get in any other way.

A man of large business vision, Mr. Ghirardelli early realized the value and potency of advertising in fortifying his established market and gaining new ones. He saw, too, the necessity of capitalizing a name, admittedly difficult to pronounce for the average American, who may appreciate the musical diction of the

A warning: Ghirardelli's every morning

A hunch: Ghirardelli's for lunch

Adelight: Ghirardelli's at night



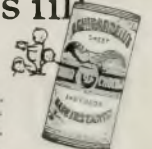
To be sure of the original Ghirardelli's Ground Chocolate look for the label on the tin. Never mistake quality for economy. At your grocer's look for the 1 lb. and 3 lb. sealed tins.

Say "Ghirardelli's!"

GHIRARDELLI'S Ground Chocolate

Advertising copy that is intended to popularize ground chocolate for all purposes use

Give a child his will: let him drink to his fill



GHIRARDELLI'S Ground Chocolate

Not overlooking the chance to make the copy jingle so that the idea will last

*"Come on, Dad, here's our car"*

IT'S the pace that counts in the race today. You need energy—abundant energy. You should get it from the food you eat.

You will find a breakfast cup of Ghirardelli's a *real* energizer; a sustaining food-beverage—not a temporary stimulant that merely "props" you up for the moment.

**Ghirardelli's Ground Chocolate**

Getting over the idea of the health-giving qualities of a breakfast cup in strong picture and short text

Italian but who may not, necessarily, be able to pronounce it musically.

Accordingly, it was decided to use as a slogan, "Say Gear-ar-delly." This primer-like treatment dissects the name in piecemeal fashion for easy assimilation by the reader. What's more, it has proven so effective in actual practice that this slogan is used consistently in all advertising—newspapers, billboards and supplementary media.

Another consumer angle that had to be properly approached was this: Ground Chocolate is a thing quite different from cocoa—although it emanates from the same cocoa bean. The public had to be taught to differentiate between the two: The public had to be educated to a proper appreciation of Ghirardelli's Ground Chocolate as a food-beverage—and as an aid in baking and cooking; but primarily as a *beverage*, for this is the day-after-day use that this advertiser has sought to inculcate in the mind of the consumer-public.

#### PUTTING OVER THE PACKAGE

Then, too, there was still another phase to this chocolate question; a bulk-versus-package problem that has been solved, in great measure, by

the advertising. The average woman was accustomed, naturally, to think of ground chocolate as *bulk* chocolate—something to be scooped up and weighed out for her while she waited. And here was chocolate put up in cans to protect its quality-contents and to protect her against inferior substitutes. This explains why the phrase, "in cans only," has come in for considerable exploitation by this advertiser.

The D. Ghirardelli Co. is, above everything else, a consistent advertiser. The primary media used are newspapers, billboards, wall spaces and street cars. It is safe to say that no product of Pacific Coast origin has received the year-in-and-year-out advertising that Ghirardelli's Ground Chocolate has been given. Its advertising has continued year after year, except for short-time breaks due to abnormal conditions. The newspaper advertising is discontinued during July and August of each year because of the natural decrease in consumption of chocolate during the summer months.

As the merchandising problem of this company is not one of distribution, the Ghirardelli advertising has been confined largely to the develop-

ment of consumer interest. The newspaper advertising of Ghirardelli's Ground Chocolate has always been notable for this reason: it is thoroughly attuned to the trend of the day and tries to tie up, so far as is humanly possible, with the mind and mood of the reader-public. The dominant newspapers in over thirty-two cities from San Francisco to Kansas City—and a selected list of twelve farm journals—make up the schedule for this advertising.

Next in importance to the newspaper advertising of this product is the outdoor advertising. During the past few years this phase of the Ghirardelli publicity has dealt primarily with the pronunciation of the Ghirardelli name. Through a clever pictorial scheme it has shifted the burden of education to a parrot shown in many interesting and colorful designs, each one having as its basic thought the "Say Gear-ar-delly" idea. The reason for this is the difficulty of pronunciation that inheres in the name itself. The use of the parrot in pictorialization has been an exceedingly happy thought, gaining a great publicity that would otherwise not have come from a matter-of-fact presentation of the idea.

The street cars also have been used to emphasize the name along with the education of the consumer in new and varied uses of the product. Occasionally selected theatre programs and other subsidiary media are used. Whenever this is done there is a tie-up between the copy and the medium.

So persistent and resultful has been the advertising of the D. Ghirardelli Co. that it has been enabled to conduct a vast annual selling at an extremely low percentage of sales cost. The advertising on Ghirardelli's Ground Chocolate serves as the sales-vehicle for the entire line of Ghirardelli Products. Needless to say, the advertising of the leader has had a big reflex value in the sale of the other products. The sales work is done through a limited number of specialty men and through the usual channels of distribution—brokers and jobbers. Consistent advertising is relied upon to maintain the demand for Ghirardelli's Ground Chocolate in each individual market.

Thus, the D. Ghirardelli Company has not only demonstrated the fallacy of Rudyard Kipling's oft-repeated phrase, as applied to modern-day merchandising; but the square block of brick buildings occupied by this manufacturer in San Francisco affords a concrete and substantial example of the efficacy of advertising in stimulating and sustaining a demand for a worthwhile product.



# The Part Advertising Has Played In Developing The Automobile Industry

**Charm, Beauty, Reliability and Luxury of the  
Motor Car Have Been Well Sold—"Utility"  
Should Be the Dominant Copy Note Today**

**By E. C. TIBBITTS**

Advertising Manager, B. F. Goodrich Rubber Company\*

**I**N making these statements, I should not like to detract one minute iota of credit from the automotive manufacturers and engineers. And it would be likewise eminently unfair and brazenly unjust to rob the pioneer builders, Selden, Duryea, Haynes, Ford, Winton, White and the others of a single thought put into the self-propelled vehicle.

But the automobile never would have won its way into the possession of the millions, never would have become indispensable to our present mode of living, and, consequently, would not have been developed to its present usefulness if it had not been sold.

## HERALD OF THE HORSELESS AGE

Advertising sold the automobile when it operated by a single cylinder and moved as silently as a threshing machine shrieking for lubrication; sold the automobile when horses left the roads at the sight of it; sold the automobile when it was stalled about two-thirds of its running time; sold the automobile in increasing volume; sold it so thoroughly and continues to do it so forcefully that the man without a machine to-day offers voluntary apologies for not having one.

It is set down on the records that the first horseless carriage sold in America was purchased by Robert Allison, of Fort Carbon, Pa., on April 1, 1898. (All Fool's Day was the right time to buy an automobile in this era, according to the popular opinion.) The machine was a one-cylinder Winton, manufactured in Cleveland. This car, by the way, was equipped with Goodrich tires made of sixteen plies of fabric with a tread of one and one-half inch of heavy rubber. Right now more than eight million automobiles are running in the United States. Authorities forecasted an additional two million cars in operation at the beginning of 1921. Without any other word from me, these figures

are enough to show the phenomenal growth of the motor car. Now, listen to what Albert C. Bostwick, voicing the popular sentiment of the period, had to say for the automobile in 1901, three years after the sale of cars had begun:

There is no automobile on the American market to-day that is even reasonably reliable for general roading. What I mean by this statement is that one cannot find a machine in which he can set out for a twenty-five or fifty-mile ride with a fair certainty that he will reach his destination on time and in good condition.

Danger is always present in a greater or less degree. The breaking of an axle at high speed or the bursting of a tire which may wrap up into the wheel, overthrowing the entire vehicle, is likely to mean at the best broken limbs, and the worst, loss of life. Weather must be considered, too. When the snow is on the ground the automobile is practically out of commission. This means, in northern cities, uselessness for a quarter of the year.

This was the sentiment that the early manufacturer was up against. It had to be overcome. It was overcome—not in the manufacture of cars, but by advertising. Pioneer cars were sold in the face of ridicule and transportation systems that offered safety, surety and dependability. It was done by advertising, gentlemen; not by mechanics.

I hold that advertising developed the automobile. It sold the public the automobile in its crude and irresponsible state. In selling the automobile, advertising led in the development of the car. It was always in advance of the manufacture—kept the latter pushing to keep pace. The manufacturer delivered the goods because advertising awakened a demand for his product.

No product involving anywhere near the initial cost has been so successfully and universally sold as the automobile.

No product that has ever been placed on the market has been supported and boosted by such a volume of advertising as the motor car. Everything in connection with the automobile has been advertised.

## ACCESSORIES OF BASIC IMPORTANCE

Why, accessory advertising is greatly in excess of car advertising in every respect. This is an interesting feature and serves to add ad-

ditional emphasis on my contention that advertising developed the automobile. When any new improvement is developed or perfected that will better the automobile, it is sold to the public first and the manufacturer has not been slow to supply these demands. Advertising has developed the automobile through accessories.

A review of automobile advertising will show conclusively how advertising developed the motor car to the high plane of usefulness it holds today. First it sold a doubting public the reliability of the automobile, then safety, power, comfort, utility, economy, beauty.

In the early days and years of the struggling automotive industry, when the automobile was a cumbersome infant, sputtering at life and usefulness, where was the only encouraging note that went forth to the prospective buyer? Was it in the product itself? Those of you who remember the ancient one-lungers, wheezing, choking and coughing spasmodically will say not.

Where were the only good words said about the automobile we knew as a machine that was stalled about two-thirds of its running time? There was only one place, gentlemen, and that was in the motor car and motor car accessory advertising.

## PROOFS OF RELIABILITY

How was the reliability of the automobile established? Did the manufacturer go out and invite all doubters, and they included about everybody, to come to the factory and take a ride in the machine? Obviously not. Such a thing was impossible. He turned this proposition over to the advertising man. I don't believe they had advertising departments in those days, although they were sadly needed. Now, what happened? Why, reliability runs came into vogue.

Reliability runs were really only a means of advertising, attracting attention of the public to the fact that the automobile would travel a certain distance. Following reliability advertising came the speed contests, demonstrating that the automobile

\*The material in this article was presented as an address at a recent meeting of the Advertising Managers' Council of the Motor and Accessory Manufacturers Association, of which Mr. Tibbitts is chairman.

## Some Lines We Might Develop in Our Foreign Trade



Artist Stanley outlines for ADVERTISING & SELLING some exporting potentialities

was a safe vehicle at high speed.

After advertising had established the reliability and safety of the motor car in the mind of the public, and it was a real task, it started off to tell people what they wanted in an automobile. Of course, the public only buys what it wants, but the real art is to show the public what it wants and then sell it.

Advertising took the automobile, a crude, cumbersome, complicated, one and two-cylinder contraption, and sold it; sold it for its intrinsic value?—well, hardly.

Here are a few excerpts from the automobile ads appearing about the time Mr. Bostwick said, "There is no automobile on the American market reasonably reliable for general roading."

Here's one from the Columbia: "Exclusive design, luxurious appointments and the most perfect equipment ever installed in an automobile." Won't you say that the advertising man was leading the manufacturer in this instance?

Can you imagine the automobiles of 1903, those big, untopped cars, running as easily, smoothly, efficiently and quietly as a little sewing machine? Yet this was announced in

1904: "The Locomobile runs like a little sewing machine."

About the same time the ads tell us, "The Oldsmobile goes," and that "Mr. Ford, driving his own machine, beat Mr. Winton at Grosse Point track in 1901."

In 1903 we encountered this sentence in *The Motor World*: "There is scarcely a maker who will not include in his line a 'touring car,' real or so-called." The touring car in the statement was honored with quotation marks, indicating that the idea of motor touring was brand new.

"A sensation—the Logan climbs Vine Street Hill, Cincinnati," we found in an advertisement appearing in 1905. And a few pages after: "Haynes—the only roller bearing motor in the world."

"Pierce-Arrow—offers \$1,000 in prizes for designs for motor car bodies."

Fifteen years ago we note: "Matheson, America's finest motor car, self-starting from the seat."

"Elnore, the only successful self-starting double cylinder car in the world."

"Rambler—it will carry you over the roads as fast as you wish to go, faster than the law allows."

In 1910: "Baker Electric. It's a beauty and runs as still as a mouse"

"Hupmobile, the car that brings sunshine to five thousand families."

"No other manufacturer can give what Overland gives for the money."

"The new Rambler offset crank shaft enables you to throttle down on high gear no faster than a man walks"

In 1915 we find that the automobile had all the essential working features of machines of 1920, and that the utility of the car was the dominant note in advertising. This is from a Pierce-Arrow ad:

The motor car has stepped into its place in the complex scheme of life, widening the scope of that scheme and at the same time becoming necessary to its successful working. The wider life, with its business, sport, society, depends upon transportation from place to place.

Now, we enter the present day. The reliability, comfort, convenience, utility of the automobile has been established. Now, what is the next step?

### NEW ERA FOR AUTOMOBILE

Well, it's the biggest step of all, the step that I venture to say is going to make all the remarkable growth we have seen in this miracle

(Continued on page 31)

# Multiplying Demand to Meet Growing Output

**How the California Prune and Apricot Industry Was Saved from Financial Ruin by Employing National Advertising**

**By R. R. RANDALL**

THE California Prune and Apricot Growers, Inc., was three years old on May 1, 1920. Today it markets at least three-quarters of the dried prunes and apricots produced in the State of California, which state grows ninety per cent of the prunes, and all the apricots, consumed in the United States. This association has done everything and more than it promised to do for the fruit growers when it came into being in the late spring of 1917.

Yet, a year ago the California Prune and Apricot Growers, Inc., was face to face with a calamity which might have wiped out a large part of an industry representing an investment of \$225,000,000. This is the story of how national advertising is playing its part to help avert such a disaster.

First, let it be explained that the California Prune and Apricot Growers, Inc., is a non-profit cooperative association of 8,000 California fruit growers, who use this organization as a medium through which to market their crops. The California Prune and Apricot Growers, Inc., is a selling unit only. It does not own an acre of orchard land. It does not grow one prune or apricot. It merely takes the prunes and apricots which its grower members deliver to its packing houses and sells that fruit in the markets of the world for what it considers a fair price. Every cent received from the sale of the fruit is returned to the growers, who allow the association to retain 5 per cent of the gross sales for operating expenses.

## ORGANIZING PRODUCTION AND MARKETING

Previous to the formation of the California Prune and Apricot Growers, Inc., the dried prune and apricot crop was sold through a few very powerful fruit packers who had obtained control of the marketing of these products, and to whom the growers were forced to sell their crops at ridiculously low prices. It was the helplessness of the grower as an individual in the hands of the packer which led to the organization by the growers of their own selling unit, the California Prune and Apricot Growers, Inc., in the effort to keep for themselves profits, which at their expense, were enriching the packers.

The men who sponsored the formation of the California Prune and Apricot Growers, Inc., promised that, if the growers would give it their support, the association would guarantee them a fair market price for their prunes and apricots. They promised to stabilize market conditions, thus insuring a ready market for each year's production. They promised to make prune and apricot acreage as valuable an investment for the farmer as his other agricultural holdings—and all these promises the association fulfilled.

## EXPANDING THE INDUSTRY

So successful was the association that new prune and apricot acreage immediately began to be planted. The farmers were quick to see that such acreage was protected by membership in the California Prune and Apricot Growers, Inc. The existence of the association made them reasonably sure of a fair profit each year, and prune orchards became worth as much as, if not more, than other farm land.

It was estimated last Fall that 15,000 acres of prunes alone were being planted each year owing to the prosperity which the association had brought to the industry. This new acreage would begin to come into bearing by 1925. By that date the annual crop of California prunes which now runs about 200,000,000 pounds was expected to reach close to 400,000,000 pounds. With such a tremendous production and the demand remaining stationary, only one thing could happen. Prices would go back to their old-time starvation level and the \$225,000,000 valuation placed on the prune and apricot industry today would shrink to one-half or one-third. That was the calamity which success threatened to bring to the prune and apricot industry, and which national advertising was called on to help prevent.

The only possible solution of this problem was to create a consumer demand which would take care of the gigantic crops due to be marketed by 1925. Of course, one obvious way of building a greater demand for prunes and apricots was through national advertising.

## ADVERTISING TO BUILD DEMAND

Advertising is not the only way in which the association is getting ready

for 1925, but it is a very important way. The fact that the association increased its sales by almost 12,000,000 pounds of prunes in 1919 in the Canadian market shows the possibility of the other foreign markets which are already being developed by the association in England, Sweden, Japan, Australia and other widely-separated points of the globe. But that is another story.

Before advertising plans of any kind were prepared a thorough investigation was made of the American markets, both by the association and by the association's advertising agents. The success of the orange growers and raisin growers already had proved that fruits could be successfully advertised. It remained to find what were the selling points of prunes and apricots which would make the best appeal to the consumer and thus build up the new consumer demand which was needed.

The first obstacle to a larger demand which advertising was expected to get out of the way consisted of a lot of foolish notions a good many people held about prunes in general. Prunes had been ridiculed so long as "boarding house strawberries" that some people felt it was beneath their dignity to offer this fruit on the home table. Such ideas had to be dispelled before prunes would be acceptable as a part of the diet of the American family.

## TEMPTATION IN A NAME

To batter down any such prejudice as this which existed against prunes the association adopted the brand name of Sunsweet under which it packed only the most carefully-selected prunes. Pedigreed prunes may sound a bit exaggerated, but that is just what Sunsweet prunes were intended to be. These prunes are of a standard quality, carefully cured, and it was upon a proper advertising of this brand name as a guarantee of a uniform, unvarying, high-quality prune that the association counted to overcome any apathy to prunes in general.

Another false notion which people have held for years is that the only way in which prunes were eatable was as stewed prunes. As a matter of fact, there were mighty few people who knew how to stew prunes properly, which fact gave the asso-

ciation another angle of attack to be used as the theme of an educational series of advertisements to appear during the Sunsweet campaign. Aside from stewed prunes, there are numberless delectable dishes which may be prepared from prunes, such as prune tarts, rolls, pies, cakes, salads and, better than all, prune bread. The latter will also come in for a special hearing before our first campaign is finished.

The first pages of Sunsweet advertising, appearing in the December issues of the most influential women's magazines in the United States, were designed solely to introduce prunes and apricots, with attention drawn to the fact that Sunsweet fruit was the highest quality which could be purchased and that this quality was always of one standard. The numerous replies which already have been received from this advertising seems to have more than justified our belief that housewives are ready to use more prunes and apricots not only in ways they had done for years, but in many new ways, providing they could buy standard quality fruit.

Step by step, Sunsweet advertising, during the first year's campaign, is trying to teach the consumer, first how to prepare simple dishes of prunes and apricots, and then to educate cooks to the fancier desserts and more unusual ways in which prunes and apricots may be prepared for the table. Toward the end of this year's campaign copy will be run based on the theme that prunes are one of the most healthful fruits grown, both for young babies and adults.

#### SOMETHING ABOUT PRUNES

Throughout the campaign an effort will be made to educate people to a knowledge of how prunes and apricots are grown and packed. Most people, I suppose, know that prunes are a species of plum, but there are very few who know that the prune is never picked from the tree but is permitted to drop to the ground when ripe and is then placed on wooden trays and dried solely by the heat of the sun. Man has less to do in preparing prunes and apricots for food than any other food product I know of. Nature alone does most of the work in this industry and Sunsweet prunes and apricots truly live up to their catch line, "nature flavored prunes and apricots." Our national advertising is planned to do its part in teaching consumers these interesting facts about prunes and apricots.

Costs are always interesting to advertising men and in many firms the advertising appropriation is the cause of more dissension than almost any

other expenditure on the budget. Five per cent of gross sales has, I believe been generally accepted as a fair estimate of the average advertising appropriation among the prominent food advertisers of the United States. The advertising schedule for the first national campaign of Sunsweet prunes and apricots calls for an expenditure of less than one-half of one per cent of the gross sales for this year. Expressed in another way, Sunsweet advertising will this year cost the fruit growers only about one tenth of a cent a pound for all the prunes and apricots sold by their cooperative association.

There are almost unlimited possibilities in the advertising of dried prunes and apricots. Prunes are already a common staple in thousands of American households—yet they never have been systematically advertised in national mediums. If millions of people are, today, without the aid of an advertising campaign, eating dried prunes because they have found them a wholesome and "tasty" fruit, it seems reasonable to believe that millions more can be educated to the same conclusion through well-planned advertising such as we hope Sunsweet advertising will prove to be.

While dried apricots are a comparatively new fruit so far as the vast majority of people are concerned, this fruit ranks high in health-giving and nutritive qualities. Once people are educated, with the help of national advertising, to an acceptance of this fruit there is no reason why the present consumption cannot be multiplied eight or ten times.

The present, and initial Sunsweet campaign only serves as our bow to the public. The 1919-20 campaign was meant only incidentally to build a consumer demand for this year's crop—for there are orders in our hands now for millions of pounds more than the crop will yield. Our advertising this year is creating a demand for crops which will be grown five or ten years from now. If our present advertising establishes the brand name Sunsweet so that when that name appears again from year to year it will be easily recognized then our advertising will have achieved its purpose.

#### Imperial Press for World Peace

A great world conference in which the press of the British Empire and the United States would exert a beneficial and far-reaching influence for universal peace was the ideal set before the Imperial Press Conference by Lord Atholstane, proprietor of the Montreal *Star*, at a banquet given by him in Montreal on the evening

of Aug. 3 to delegates to the 1920 conference from all corners of the British Empire and guests from the United States. Cyrus H. K. Curtis, of the Philadelphia *Public Ledger* and *Saturday Evening Post*, and John R. Rathorn of the Providence *Journal*, responded to expressions of good will toward the United States with speeches setting forth the spiritual alliance between Britons and Americans.

Lord Atholstane presided, and with him at the head table were Viscount Burnham, proprietor of the London *Daily Telegraph*; Geoffrey E. Fairfax of Australia, Sir Charles Fitzpatrick, Lieutenant Governor of Quebec; Lord Apsley, Lord Shaughnessy, Hon. A. L. Taschereau, Premier of Quebec; Sir Lomer Gouin, Lord Richard Neville, Sir Robert Bruce, T. W. Leys, C. H. K. Curtis, Robert Donald, General Sir Arthur Currie, Sir Patrick McGrath, Fernand Rinfret, R. S. Ward Jackson, South Africa; Sir Henry Drayton and Sir Vincent Meredith, Bart.

Other guests were Melville E. Stone, general manager, and Frederick Roy Martin, acting general manager of The Associated Press; Ogden M. Reid, editor of the New York *Tribune*; and C. V. Van Ande, managing editor of the New York *Times*.

#### France Back to Normal Tariff

The new order on prohibited importations, introduced by a decree published in the *Journal Officiel* last week, virtually brings France back to its normal tariff. Twenty articles are still prohibited, but the new decree, unlike its predecessor of April 23 last, allows special permits.

The prohibited articles include fine pearls, cut flowers, precious stones, cut stones, except those for industrial use, embroidery, small clocks, watches and material for watches, regulation arms, rifles, cartridges, ancient arms for collections, gun carriages, empty war cartridges, projectiles and various unfermented juices from which wines or liquors might be distilled.

The customs duties are in the nature of a super tax, but bring up the percentage of protection to pre-war rates on goods which have greatly increased in value.

#### Use 697,290 Tons of Newsprint

American newspapers consumed 697,290 tons of paper during the first six months of 1920, or an average of 1,394,580 tons annually, according to a review of the paper situation just made public by the Federal Trade Commission.

Current prices for newsprint paper jumped from \$3.50 to \$10 per hundred pounds during the year from July, 1919, to June, 1920, the review shows. Contract prices were boosted from \$3.50 to \$4.75 for the same period.

Canada and Sweden are the largest contributors to the American market for newsprint, imports from those countries increasing considerably over those of last year. Exports of paper from the United States showed a marked decline over 1919, owing to the almost continuous shortage in this country. Argentina, China, Cula and Brazil were the principal countries importing paper from the United States.

The domestic consumption of standard newsprint paper by the Metropolitan dailies, being between one-half and three-fourths of a million tons annually, increased 21 per cent over the consumption for 1918.

# The New York Globe

Now on a Flat Rate

*Same Rate Foreign and Local  
Same Rate to All for  
Like Service*



*Display 40c a Line*

10% Discount for Full Copy

*Best buy in New York to reach those  
with money to buy goods*

**170,000 CIRCULATION**

At 3 Cents the copy



Member  
A. B. C.

**The New York Globe**

Member  
A. B. C.

JASON ROGERS, Publisher

# Control of Distribution and Human Relations

A Science Which Operates Upon Executives and  
Employees Alike Is Building Permanency In Marketing

By L. V. ESTES

President, L. V. Estes, Incorporated, Industrial Engineers

**T**HE GOAL toward which we are striving when we take part in the tasks of the industrial world is the health, wealth and happiness of each and every individual. It is reasonable to assume that reaching it depends, among other things, on the equitable distribution of the things that everyone needs. To accomplish this, both production and distribution must be efficiently and justly carried on, if everyone is to have a chance of obtaining what he has a reasonable right to hope for.

The relations between the various classes who have a part in the work of industry will never approach a satisfactory state unless some measure, at least, of this result is attained. Business executives are certainly a vitally important element in attaining this efficiency which can never be really reached unless they accomplish their work in a more satisfactory and thorough manner than they usually do at present.

The function of the industrial engineer is to assist the business executive in his efforts to solve the problems which come before him for solution, bringing as he does, thorough training, wide experience, familiarity with both principles and methods, and the time to concentrate on the problems in hand. It is not the function of the industrial engineer to authorize policies for the company he is serving, but he should counsel in the formulation of those policies. Once these policies are decided upon—and policies must be chosen with great care if a company is to be successful—it is his duty to aid the management in providing the means for putting those policies into effect.

## ORGANIZATION THE PRIME FACTOR

It has usually been found that the fundamental basis for the successful accomplishment of policies lies in the adequate organization of the business. An organization is like the framework of the body, the means by which the body is supported. If the business is not adequately organized, there is no good way for putting the policies that have been decided upon into effect, and the executive control of the business is weak or lacking altogether.

The control of the production side of the business has been the field in

## Distribution

**T**HE vital part that industrial engineering plays in smoothing out the tangles in distribution and human relations is set forth in the accompanying article. The writer seeks to point the way to those manufacturers who are encountering obstacles due to changing physical and economical conditions.

To obtain distribution for manufactured wares is not enough, according to Mr. Estes. That distribution should be controlled—made permanent, so that the labor thus performed may not have to be done all over again.

Application of the principles of industrial engineering to distribution, through careful analysis of problems, the writer contends, will produce the most satisfactory results.

—THE EDITOR.

which down to the present the industrial engineer has done the best work. He has provided the means for balancing the capacity of the factory against the calls that are made upon it in the shape of sales. He has developed methods of purchase control, production control, the routing of work through the factory, the scheduling of it for certain definite dates, the shipping of the goods at predetermined times, and cost statistics. All this work has been a matter of applying certain definite principles to the various phases of manufacturing.

## FIXING PRICE STANDARDS

The industrial engineer first analyzes the problem that is before him, and finds out just what he is going to have to work with. He eliminates the unnecessary elements and carefully measures the ones that he expects to use, perhaps developing some new ones. He arranges these elements in the sequence that will give the most satisfactory results, and then he standardizes them. By applying this procedure, in various ways, he has been able to bring the control of production within the grasp of the executive.

The complete and thorough control of production must be accomplished by the management, aided by the industrial engineer, before the question of adjusting wages, setting rates, and providing incentives is undertaken, for if this is not done, unsatisfactory results are the inevitable consequence. The adequate regulation of wages is one of the fundamentals of satisfac-

tory relations in the industrial world.

The matter of wages and incentives is one that has caused an infinite amount of difficulty to most manufacturers because they have not understood the principles on which they are based. It must be recognized that, for any particular company, the maximum selling price for its product is fixed with greater or less rigidity by market conditions unless the article is a monopoly. The maximum cost price is limited to about the same degree by the fact that the risk involved is discounted at a certain rate. Hence the minimum return on the investment over a period of years is more or less fixed. The amount of that return must be divided in such a way that it can be subtracted from the selling price of each and every article produced. This gives us our maximum cost price of the article. The base wage is one that is fixed for any community by the standard of living, the custom for that kind of work, and the competitive conditions of the moment. Somewhere between the maximum cost price and the base wage must be found the money for paying incentives to the men as well as provide for materials and the burden cost of running the business.

The gains from economies in production may be divided in several ways and among several groups. Larger dividends, an increased wage to labor, increased salaries to managers, a lower price to the public or wastes in distribution may absorb the savings effected in the production side of the business. All except the last confers a benefit upon society in general, and, if the partition is made with justice and fairness, it will aid materially in reaching the goal that we have in view. Unfortunately, much of the gain made in the field of production is lost through inadequate ways of distribution. This leaves little for providing incentives or increasing wages.

## GOVERNING COSTS AND PRICES

Costs of distribution mount unreasonably simply because there are means for paying them, and not because their increase brings any commensurate return. Unprofitable lines of goods are forced on the business because they may be easier to sell than the more profitable lines. The

# Collier's

THE NATIONAL WEEKLY

5¢ a copy



## Chesterfield and Collier's

More space has been used for Chesterfield advertising in Collier's than in any other general publication.

## Watch Collier's

burden of carrying these wastes is loaded onto the profitable lines which are made in this way to carry more than their fair share of the burden.

All this results in increased cost of the goods to the consumer and, as each time the goods are handled a certain percentage is added, the final cost to the consumer is out of all proportion to the gain made by the manufacturer. The men who make the goods form a large part of what we call the public—the people who buy and consume, in the final analysis, all that is produced by industry.

A gain is made in the producing side of the business and, as result some small money increase in wages is made to the workers. Because of the wastes in distribution, however, the workers find that the increase in money wages is accompanied by a decrease in the real wages that they are receiving; in other words, the money that they receive, will not buy as much as the wages they received at some time previous. A single example will illustrate the point very effectively.

A certain soldier had a position before the war where he received \$18.00 per week. With a week's wages he could buy a suit of clothes. After the war he returned to his former situation and was paid \$27.00 a week, a gain over his former wage in money value of 50 per cent, which surely looks like a substantial increase. He found, however, that he could no longer buy a suit of clothes of the kind that he had bought before with his week's wages. Actually he was a loser, not a gainer by the changed conditions, which, though they had increased his nominal wage 50 per cent, had actually decreased his real wage. It is perfectly natural that labor under these conditions should be dissatisfied with its present conditions, and not being acquainted with the real facts of the case, is clamoring for an increase in base pay.

What we need is the application of the same principles to distribution that the industrial engineer has already applied to the problems of production. They are nothing more or less than the careful and accurate analysis of the problems to find out of just what it is composed, the elimination of the unnecessary elements, the careful measurement of the ones that are retained, the putting of them together in a way that will produce the most satisfactory results and the standardization of those results that the labor once performed may not have to be done all over again. This will form an adequate basis for the control of distribution such as is at-

tained by some concerns along the lines of production.

What we want, and what we must have, if we are to attain in some degree to the goal that we have set before ourselves, is real control of distribution as well as of production. With real control of distribution, the things will be produced that are really needed, for they are the ones that should be and will be sold. With real control of distribution, the costs of distribution will be reduced so that a saving in the cost of production will not be dissipated in inefficient methods of distribution based on faulty principles. With real control of distribution, it will be possible to divide equitably the fruits of the efforts of all the members of the organization among the several groups that have had a part in producing them.

#### REAL CONTROL OF DISTRIBUTION

Labor, management, capital, and the public will all benefit, and since *labor makes up the largest single group of the public*, it will naturally benefit the most. Just as it is necessary for the business executive to take all the necessary steps to obtain and maintain control of production, so it is also his duty to obtain and then maintain control of distribution that our goal—health, wealth, and happiness for each and every individual, and mutually satisfactory relationships may be attained.

#### Specialty Manufacturers Complete Convention Plans

The seventeenth annual convention of the National Association of Advertising Specialty Manufacturers will be held at the Hotel Sherman, Chicago, September 27, 28, 29 and 30, inclusive. This association is constantly growing and increasing its scope of activities in line with the steady growth of the use of advertising specialties and the program will follow in line this year by having added interest and importance. Speakers of prominence in the advertising field and business world in general have been invited and acceptances in many cases are assured.

The regular exhibit of calendars and advertising specialties will be held in connection with the convention and indications point to a larger and more varied display than ever before.

#### Canadian Trade With U. S. Increased

In trade returns for the twelve months ending June 30, showing a favorable balance of over \$66,000,000. Canada's imports from the United States increased \$165,000,000. Exports increased \$49,000,000. In trade with Great Britain, the Dominion's imports increased \$102,000,000. Exports decreased \$108,000,000. The total trade totals given are: Exports, \$1,276,311,542; imports, \$1,210,204,323.

Canadian imports show an increase from nearly all countries, notably those which are sugar-producing. Imports from Cuba increased from \$4,000,000 to \$28,000,000. Imports of furs, chocolate, sugar, cotton, hides, leather, iron and steel,

paper, rubber, wood, meats and wool all show big increases. In exports the chief increases were in animals, wood, rubber, pulp, textiles, paper, skins, wheat and grains.

#### Talbot to Publish "Corn Belt Farmer"

Paul B. Talbot, formerly advertising manager, has purchased the *Corn Belt Farmer*, published in Des Moines, Ia., and becomes its publisher in succession to Harry B. Clark, who remained in the military service after the close of the war, and now holds a major's commission. Mr. Talbot became affiliated with the *Corn Belt Farmer* in 1913, a year after it was founded. During his seven years' connection with the paper he has served in the capacity of circulation manager, business manager and advertising manager at various periods, and since May, 1917, when Major Clark entered the service, has had full charge of all departments. It is announced that Major Clark retains a small financial interest in the paper.

#### Pearson With Associated Advertising

Earle Pearson, known in the advertising field through his connection for two years with the Advertising Club of New York as secretary has just become eastern advertising manager of *Associated Advertising*. For the past year and a half he has been head of the department of promotion of the Centenary Conservation Committee of the Methodist Episcopal Church.

#### Iowa Publishers Buy Paper Plant

Negotiations whereby the Wardway Paper Company of Fort Madison, Ia., becomes the property of a syndicate of Iowa newspaper men were completed last week. Paul S. Junkin, publisher of the *Fort Madison Daily Democrat*, headed the syndicate which bought the mill from the Montgomery Ward Company of Chicago. The consideration was not made public.

Associated with Mr. Junkin in the purchase were a number of Iowa newspaper men who are interested with him in Iowa daily and weekly newspapers.

The new firm plans to install machinery for the manufacture of newsprint paper, which will be made in addition to the waxed paper which is now being made at the plant. It is also planned to change the name and to incorporate.

#### Music Publishers Sued

Irving Berlin, Leo Feist and other officers of seven music publishing corporations in New York were charged with violating the Sherman anti-trust law in an equity suit begun this week in the Federal District Court by the United States Government. The defendants, it was alleged, controlled 80 per cent of the available copyrighted songs used by manufacturers of phonographs, player piano rolls and other musical reproducing instruments and fixed prices at which the records on rolls were sold to the public.

#### Herndon-Johnson Company Places Accounts

The Herndon-Johnson Company, advertising company of Forth Worth, Tex., will shortly place copy with daily newspapers and farm papers in Texas and Oklahoma for the southwestern division of the Alexander Lumber Company, manufacturers of ready-cut and sectional unit houses. This agency is at present placing advertising for the Texas Motor Car Company with 102 southwestern papers.



## The Candy Business and the Sugar Shortage

Commenting upon a statement contained in a news report on the candy business, published in the July 17 issue of *ADVERTISING & SELLING*, to the effect that most of the excess consumption of sugar in the United States "is in the form of candy and soft drinks," Paul J. Mandabach, editorial director of *Confectionary Merchandising*, writes:

"We proudly admit that the United States is the largest consumer of sugar in the world, but we do most emphatically contradict your statement that most of this excess consumption is in the form of candy and sweet drinks. This is conclusively proven by the fact that at the present time the consumption is found as follows: Candy, 10 per cent; other industries, 20 per cent; and household use, 70 per cent.

"Candy before the war used only 8 per cent of the total sugar consumed in this country; while actual statistics for the early part of 1920 are not yet available, it is doubtful that the industry has used more than 10 per cent of the total sugar supply. The bulk of this sugar used in the manufacturing of candy served as a vehicle of the marketing of more than its weight in other food stuffs. Grouping for the sake of our argument both confectionery and other industries (which takes in the jelly people, etc.), the total of this combined is but 30 per cent, while the household use is 70 per cent. Surely in the face of these figures the confectionery soft drink industries are not using 'most of the sugar as excess consumption.'

"As to the coming of prohibition we, in the confectionery business, know that it has not radically increased the sale of candy. It has to a certain extent increased the sale of soft drinks. Even in states where prohibition has been in effect for years there has been, as far as we can learn, no phenomenal increase in the sale of candy. If we are to believe the statement of the men in charge of the enforcement of the Volstead act, who publicly declare that the United States, generally speaking, is wetter now than it was before the Eighteenth Amendment—that in every large city the cafes and saloons are dispensing more liquor and beer than ever before—then we must come to the conclusion that more money is being spent for liquor now than in the old, wide-open days. The impression that the candy trade is inheriting the large sum formerly spent for liquor is erroneous. The money that was formerly spent for alcoholic drinks is either being spent for alcoholic drinks now or is being devoted to various purposes, payment for homes, schools, clothing, furniture, savings, etc. Candy has had no more than its share if as much.

"Another important item is the great amount of confectionery that is being exported from the United States. Candy is becoming more and more popular abroad, as shown in figures published by the statistical department of the Bureau of Foreign Commerce in Washington. The exports of confectionery from the United States in 1919 amount to \$12,305,082, which is ten times the amount, \$1,225,028 for 1918.

"As to the retail sale price of confectionery, candy is one item that has advanced less than the majority of other items sold at retail to-day. Hundreds and

hundreds of products have soared 200 per cent, 300 per cent, 400 per cent and some 1,000 per cent, and many ingredients that go into the manufacture of candy have advanced to such proportions. We are unable to find any evidence of confectionery products being advanced more than 100 per cent. The great bulk of confectionery sold has advanced but 50 per cent."


### Bankers Give Convention Plans

E. T. Meredith Secretary of Agriculture, and David F. Houston, Secretary of the Treasury, will be the principal speakers at the annual convention of

the American Bankers' Association, which is to be held in Washington, D. C., October 18 to 22. Other speakers include George Woodruff, president First National Bank, Joliet, Ill.; Fred I. Kent, vice president Bankers' Trust Company, New York; Fred Ellsworth, retiring president of the Financial Advertisers' Association and vice president of the Hibernia Bank & Trust Company, New Orleans, and Joseph H. Durfee, president, United States Chamber of Commerce.

### New Dallas Agency

The Ely Advertising Agency has been established at 1303 Elm street, Dallas, Texas.



**Have You Ever Missed Them?**

Almost any bird in any flock can be overlooked

• •

*How about your advertisements?*

—A. J. K.

# Experiences In Sales Cooperation

How the Kidd-Bossinger Hardware Co., of Little Rock, Ark., Obtained Distribution In the Face of Difficulties

By C. E. McDANIEL AND A. S. LEE

**I**N too many cases there is not the proper co-operation between the sales and advertising departments. The sales manager, and especially the salesmen, do not understand the purpose and value of the advertising campaign and, too often, are inclined to think that with the increasing importance of the advertising, the importance of the salesman decreases. But this is not at all the case.

The average newspaper and magazine advertising campaign is purely educational in character—being more for the purpose of arousing interest in the article or line to be sold. But such advertising must be followed up by aggressive personal selling efforts if the advertiser would reap the maximum benefits from his adver-

tising campaign. Even the use of an elaborate follow-up of personal letters after a prospect has become interested cannot take the place of personal selling talk. No follow-up system has ever been worked out yet that will turn so high a percentage of inquiries into orders as will personal salesmanship.

So any impression that advertising will eliminate the necessity for personal salesmanship is erroneous. The sales and the advertising departments should be the two most intimately associated of any in the business. They are departments between which harmony and co-operation are most essential. They should work together, without any conflict, for a common end—just simply a smoothly running piece of sales machinery in which each cog and wheel has its specific place and duty to perform.

## HOW ONE FIRM OPERATED

The Kidd-Bossinger Hardware Company, a new wholesale hardware concern of Little Rock, Arkansas, furnishes a good example of departmental co-operation. Starting in business early last year, when stocks were lower than has ever been known in the history of this country, they managed in some manner to secure a stock of hardware. Then came the question of distribution. Ten traveling men were put into the field covering the State of Arkansas and adjoining territories. The territory is so divided as to provide a personal service to each dealer at least twice a month, but they have done more than this. In the first place, every member of the firm is a strong believer in advertising and nationally advertised products play the leading role in the selling policy of the concern. A complete advertising department is maintained to co-operate with manufacturers in giving publicity to the various products. And when one of the salesmen came into the office with the suggestion that a catalog be got out to supplement the service of the salesmen, careful consideration was given the idea with the result that the advertising department was instructed to get one out and to make it the best and most up-to-date catalog possible.

Capitalizing on the idea that a "Blue Book" represents the leaders in all lines, and that one always expects to find the most representative

articles listed within its pages, the firm, upon the completion of the catalog, bound it in covers of blue and called it "The Blue Book of Hardware."

In the short space of eight months, they have put into the hands of over five thousand hardware dealers a complete and attractively bound 474-page catalog covering every phase of the hardware business. The book is thoroughly modern in every respect and is printed on creamy white "Bible" paper in legible black ink with clean-cut illustrations. It is not a re-hash of old ideas, but is a live, up-to-date presentation of 1920 hardware. It is divided into ten comprehensive departments covering thoroughly every article of hardware sold in the South. Each article is plainly and clearly illustrated, accompanied by a detailed description which will prevent even the slightest error in ordering by mail.

A special wholesale mail order department has been established to handle the orders coming in from the catalog, and to keep the name of Kidd-Bossinger and their guaranteed "Kay-Bec" service constantly before the eyes of the retail hardware dealers. This is one of the busiest departments now and the purchasing department is kept busy supplying sufficient merchandise to meet the demand.

To further prove that the brand of cooperation and service furnished by the firm is appreciated by the retail dealers and that it pays, it is only necessary to mention the fact that two additional warehouses, providing thousands of square feet of floor space, have been added to the original floor space and the company now has purchased ground on which to erect another modern building.

## Plow Account for McJunkin Agency

The account of the I. I. Case Plow Works Company, of Racine, Wis., has been placed through C. C. Younggreen, advertising director, with the McJunkin Advertising Company of Chicago. Space will be used for advertising the company's farm implements and the Wallis Tractor.

## Posner Becomes Account Executive

Lewis B. Posner, formerly of the Sales Promotion department of Doremus & Co., advertising agency, is now an account executive with the New York office of that company.

## Keeping Up With The Times

### A FACT A WEEK

The **TIMES** is the only Washington daily newspaper that sells for 3 cents.

Its readers proved their willingness to pay a little more for something a great deal better.

**The Washington Times**

WASHINGTON, D. C.

## No Salesman, No Jobbers—Only Color

**Color Page in a Mail Order Catalog Brings Ten Times As Many Sales As a Precisely Similar Page in Black and White**

A great mail order house decided to test the comparative pulling power of black and white and of color. In their catalog they devoted two pages to advertising skirts. One page in black and white—the other in color.

The prices were practically the same. The goods were equally desirable. The pages had equally good positions. The returns came in—

*The page in color sold ten times as many skirts as the black and white page.*

"Proof enough," you say. Psychologists proved irrefutably long ago that color is the natural medium of human impression. That the sea, the sky, the countryside, the little things of daily life and living, all are associated in the human mind with their colors.

"It is a fact that color through habit and by an association of ideas creates instinctive reflexes to action in all living creatures including man.

"For, is not a bull infuriated by red? Doesn't the trout jump for a brilliant fly? Even the tiny single-celled plant and animal forms swarming in stagnant pools react to the stimulus of color?"

"The locomotive engineer halts his train instinctively at the sight of red. An invalid becomes cheerful in the golden sunlight. A glance at bright colored fruit stimulates the most jaded appetite. Tired eyes are rested by gazing out across green fields. The blue sky stills and impresses one with the dignity of nature."

Proof enough, yes. *But wait.*

The same great mail order house applied their highly profitable experience with the use of color to their newspaper advertising. They contracted for space in a great publication offering full sized newspaper pages in four colors and which has the largest circulation of any publication—newspaper or magazine—in America.

*They used, on May 9, 1920, one great color page in THE AMERICAN WEEKLY to advertise a phonograph. So overwhelming was the direct response from the more than 2,500,000 readers of the AMERICAN WEEKLY that they wired a contract for five more great color pages one week after the first page appeared.*

Of course, factors other than color helped promote this phenomenal success. Tremendous circulation was the greatest factor and it was greatly influenced by the fact that THE AMERICAN WEEKLY is a splendid feature of seven great progressive Sunday newspapers—the NEW YORK AMERICAN, the CHICAGO HERALD-EXAMINER, the BOSTON ADVERTISER, WASHINGTON TIMES, LOS ANGELES EXAMINER, SAN FRANCISCO EXAMINER, and the ATLANTA-GEORGIAN-AMERICAN.

And furthermore, while national in scope, the circulation of the AMERICAN WEEKLY—the combined circulation of

these great Sunday newspapers—is concentrated in the seven great trading centers of the United States.

Again, THE AMERICAN WEEKLY enjoys a unique position among publications:

*For the splendid magazine features of THE AMERICAN WEEKLY give it a far longer life and pulling power than the usual newspaper, while, circulated with fresh local news as a part of seven great*

*progressive newspapers, it retains all of the tremendous reader interest a great newspaper circulation implies.*

Color in itself is the answer to the remarkable success of advertisers who use it.

Color, plus the greatest circulation in America, plus local reader interest concentrated in seven wealthy trading centers, plus a progressive clientele, is the answer to the phenomenal success attained by advertisers who use great color pages in THE AMERICAN WEEKLY.

*A full size newspaper page in four colors in the American Weekly cannot be overlooked.*



**A** great Color Page in the AMERICAN WEEKLY stands out from the ordinary run of advertisements like a pelican in a flock of sparrows. Turn back to page 15. Note the only difference. Any bird in any flock can be overlooked without COLOR to command attention.

*Two and a half million families read the American Weekly every Sunday. "If you want to see the color of their money—Use Color."*

—A. J. K.

The **American Weekly**

A. J. KOBLER, Manager NEW YORK  
1034 BROADWAY  
W. J. Griswold, Western Representative  
HEARST BUILDING CHICAGO, ILL.

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

*Copyrighted*



MARTIN ULLMAN  
*Managing Artist*

CLYDE A. CRISWELL  
*Sales Manager*

EDWARD V. JOHNSON  
*Art Director*

**GOTHAM STUDIOS INC., 111 East 24th Street New York**

# Designing and Illustrating the Catalog

The Individuals Who Are to Accomplish the Mechanical Effects of Your "Sample Book" Should Understand Each Other's Aims

By JOHN McCARTAN

OF ALL forms of advertising the catalog probably comes closest to being a sale-maker. Other advertising may create interest in an article but when the prospect is about ready to buy he wants to see samples or a catalog. The catalog is fundamentally a sample book and fills the same place in the scheme of selling as does the salesman's sample case.

The catalog has another quality, too. It can be made to take the place of the salesman, at least to some extent. While displaying the wares, it can also be giving a little sales talk. In this light, then, the catalog should be judged.

Suppose your competitor and yourself were trying to sell the same prospect, and the prospect said "Let's see your samples." What would you do? I think you would try to show your samples to best advantage. Then if you are showing samples by way of the printed page they also should be shown to best advantage. How the artist and engraver can help you to show your samples to the best advantage is a question that should be seriously considered. The big mistake advertisers make in this respect, it seems to me, is that they do not take the artist and engraver into their confidence. They ought to be consulted, if possible, before the photographs are taken. They ought to be taken into conference at least before art work and halftones are ordered.

## KEEP THE "JOB" IN HARMONY

A catalog should be designed as a whole from the front cover to the back. The cover stock should be chosen with the thought of who is going to get the catalog and how. If it is going to be carried around by oil well drillers or automobile fixers the cover paper should be a kind that will not easily soil. If the catalog is going into the home and is to carry a feeling of refinement the cover paper should be selected accordingly. The inside stock also ought to be considered in the same light. If fine screen or vignettted halftones are to be used, the paper must be enameled and of good quality. If the illustrations are in "lime" perhaps another paper will make the best appeal. Dull coated

HERE'S another "selling" article by John McCartan, of the Northern Engraving Company, the third in the series by that interesting and highly practical contributor to ADVERTISING & SELLING.

Every advertiser realizes that his catalog is a big sales factor, but few advertisers, and advertising managers, too, understand enough about actually building catalogs to go ahead "on their own," and get one out without first taking counsel with those whose special business it is to be expert in such matters as typography, paper quality, illustrating and engraving.  
—THE EDITOR

paper is very rich-looking but soils easily and practically every kind of paper has advantages and disadvantages which should be considered.

The cover should bear the same relation to a catalog that a door does to a house. If it is a beautifully-designed home with beautiful furnishings then the door should be in harmony. But who would put a beautifully-designed door on a factory? In other words, don't use a fancy cover if you do not carry the same style all through the book or the prospect is going to be disappointed as soon as he opens the catalog.

The artist and engraver should know a number of things about the catalog before even beginning to prepare the photographs. They should know what kind and quality of paper is to be used. You may ask, "What difference does that make to the artist?" It makes this difference. He can so retouch a photograph that it will be hard to print on certain kinds of paper. He may make his "vignettes" different if he knows the paper and conditions under which the catalog will be printed. He may even broaden his high lights or intensify his blacks to meet certain requirements. The engraver of course should know if the paper to be used is to be smooth enameled or dull coated, if it is to be machine finished or bond.

The artist should know the page layout to determine how to secure the best page composition. He should know the size of the halftones so that he may work for effect with the required reduction. If the halftone is made the same size as the photograph then the artist must be more careful that the brush marks do not show. If the reduction is sufficient,

small defects will be eliminated by the camera. In the latter case the artist can work broader and more freely and secure better effects.

The more the customer knows about art work and photo-engraving and the more the artist and engraver know about the customer's business, the better the results will be.

## THE ART OF RETOUCHING

"Retouching" (another word gone wrong) as used in art departments means working over a photograph of the article to be reproduced by a specialist in that particular kind of work. Retouching is an art in itself and requires a peculiar skill and years of training. And, incidentally, retouchers draw salaries that would make some advertising men envious. Their time is valuable and should be bought intelligently. The good retoucher must understand mechanics, must be a draftsman, must read blue prints, must understand the reproductive values of colors and must be an artist capable of showing every detail of the subject in its proper relation so that the whole will make a pleasing picture.

A photograph is used to work over for two reasons:

To eliminate the necessity of drawing the article and because the smooth, hard, photographic paper is the most satisfactory for this kind of work. The retoucher mixes his color with infinitely more care than any other class of commercial artists. The reason for this is that they must be more careful of the reproductive quality. You would expect a cylinder to look round, wouldn't you? Well, a retoucher could retouch a cylinder so that it would look round on the photograph but would be a different shape in the halftone. If the color used has a blue tendency it will reproduce lighter and if it tends towards yellow or red it is apt to "come up" darker.

So the retoucher must know exactly how each little variation of color will effect the reproduction. He mixes a variety of shades ranging from white to a shiny black—the darkest color he can buy. The grey resulting from mixing white and black is the poorest kind of color

to reproduce, so each shade he mixes must have just the proper amount of some other color—yellow, green, red, or something else to hold the value. His scheme is to mix the greys so that they will look exactly the same to the camera as they do the eye. Then after he has his colors mixed properly he has to be careful in applying them. Their values can be changed in the application.

The retoucher is about the only artist who uses a mechanical appliance for putting on the color. The air brush sprays color on the photograph smoother than it can be put on with a brush.

#### HOW TO SAVE MONEY

The best way to save money on retouching is to spend money on the photograph. If the artist is given the proper kind of photograph he can very often accomplish better results in one-half the time it would take him to retouch a poor photograph. Photographs should be made by a photographer who understands something of the retoucher's problems. The subject should be properly placed and properly lighted. If a machine, it should be moved into a position where a good photograph can be made. It very often pays to paint a machine light grey. When you consider that artists' time is selling for \$3.00 per hour and up, any extra work on the photograph which saves four or five hours of artists' time is a good investment.

Some subjects like glassware or nickel ware can be treated by the photographer in a way to remove the polish or mirror qualities. Every good commercial photographer is full of stunts or tricks that help. If photography ever becomes perfect, retouching will be a lost art. Therefore the more perfect a photograph is made, the less retouching is required. If the photograph is exceptionally good, the artist can make it beautiful by merely intensifying the shadows and adding a few highlights. A good photograph with a little retouching usually makes a better halftone than a poor photograph entirely retouched.

Another way to save money is to make the retoucher understand exactly what you want. If you have personal whims show him samples of what you like. If for some reason a particular style is required, explain it to him, as there are styles in retouching the same as in anything else. After a photograph is retouched it is difficult and expensive to change.

The way, then, to produce an efficient catalog is to start at the beginning with a well-defined program.

Take the engraver, artist and printer into conference and work together.

A catalog—especially if it goes to men—should be sensible. It can be neat, good to look at, artistic and still be sensible. Each page should be designed as a whole. Often you will find three separate units on a catalog page—the illustration, the type and the border—all seeming to compete with each other. This is wrong and this is where the artist and engraver can help. Their knowledge has been bought with years of experience and it is yours for the asking. Why not ask for it?

#### "RETOUCHING" PHOTOGRAPHS

A great many advertisers will send to the artist a bunch of photographs to be retouched. Instructions are usually very indefinite. Often the only instructions given are regarding the price, like this, "Don't let it cost more than \$25.00 a piece," or the opposite, "Make a first-class job regardless of price." In both cases they are allowing the retoucher, who 999 times out of a thousand knows nothing about advertising, to determine the kind of illustration to be used in the catalog. They are allowing a layman, insofar as a knowledge of selling is concerned, to decide how their samples should look when they are laid out before the prospective buyer.

But even if the retoucher were an advertising man he must know your particular selling appeal before he could intelligently retouch a photograph. For instance, if you were selling a lathe to a machinist, the photograph you set before him should be retouched to show every working part in detail, but if you are selling an automobile to a woman you should make it look as pretty as possible. Sometimes a photograph should be thoroughly retouched and again an unretouched photograph will make the strongest advertising appeal. Usually in the catalog, the picture that shows all lines nicely shaped, the proper tone values, a distinction between the different materials and all the details sharp and clear, is the best. In general advertising the naturalness of the unretouched photograph with the proper environments often makes the strongest kind of an illustration. If the artist or art director understood a little more about your business nine times out of ten he would give you better art work.

#### Credit Men Adopt Advertising Canon

The Committee on Commercial Ethics of the National Association of Credit Men has forwarded to the National Association of Advertising Agencies a copy of a resolution incorporated as the

twelfth "Canon of Commercial Ethics" at the Credit Men's Atlantic City Convention in June. It reads as follows:

"The healthy expansion of commerce and credits, with due regard to the preservation of their stability and healthfulness, demands an exact honesty in all of the methods and practices upon which they are founded. Advertising is an important feature in business building; it should represent and never misrepresent; it should win reliance and never cover deceit; it should be the true expression of the commodity or the service offered. It must be deemed, therefore, highly improper and unethical for advertisements to be so phrased or expressed as not to present real facts, and either directly or by implication to mislead or deceive. In this department the finest sense of honesty and fairness must be preserved, and the right relations of men with one another in commerce and credits clearly preserved."

#### American Locomotive Company Has \$44,000,000 In Unfiled Orders

With a gross business of \$21,760,670 for the six months' period ended June 30 last, the American Locomotive Company returned a surplus after preferred dividends of \$1,902,109, equal to \$7.61 a share on the \$25,000,000 common stock outstanding, compared with \$6.81 a share earned the preceding six months.

The increase in gross earnings amounted to \$1,139,595, but there was an increase of \$1,101,580 in manufacturing expenses, including depreciation, so that the gain in manufacturing profit, totaling \$3,135,011, was only \$38,015. Further deductions included \$39,265 for interest charges and \$309,447 for United States and Canadian income and express profits taxes. This left the net profit before preferred dividends at \$2,777,190, an increase of \$200,038, due to a falling off in tax requirements of \$151,952.

Unfiled orders for new locomotives on June 30 totaled \$41,073,632, including \$38,347,711 for domestic business and \$5,725,921 for foreign business, which is mostly for Cuba, South America and Far East countries.

The tonnage production of the plants of the American Locomotive Company average for the first half of the year, according to Mr. Fletcher, only 35 per cent of their rated capacity, ranging from 23 per cent in January to 58 per cent in June.

#### Dardig to Direct Hyatt Advertising

H. A. Brown, Jr., manager of the motor bearing division of the Hyatt Roller Bearing Company, announces the appointment of Joseph L. Dardig as advertising manager of this division. Mr. Dardig has been for the last fifteen months assistant advertising manager of the motor equipment division of the General Motors Corporation and was for several years advertising manager of the Remy Electric Company. With the Hyatt Company, Mr. Dardig will direct all the advertising activities of the motor bearing division which covers the motor car and truck fields.

#### Kelley Gets Baltic Account

The Baltic Steamship Corporation of America has placed its advertising in the hands of the Martin V. Kelley Company. This account will be handled through the New York office.

# To a Certain Advertising Man

You sit up there in your office giving wise counsel.

Under your direction there speed forth, up and down the land, those magic messages that make a million buy.

Because you are there, giving the best that is in you to that inexorable God that men call Service, out in Indiana a woman walks into a store and asks for a product that your works have burned into her buying consciousness. With a pencil and a yellow pad you start belts whirling and engines drumming in factories East and West. Because of you, men and women are rearing better Americans in better American homes. You are blazing the trails of civilization.

Because you are not bound by any chains of convention; because you are not afraid to come down from your office and walk among the crowds on the street; because anything that goes straight to the heart of America is of the keenest interest to you; consider an advertising force that today demands the attention of the leaders of your profession.

This force is the vital attraction that the moving picture screen exercises over the best part of our people. Can you think off-hand of any national institution that rivals the moving picture as far as human interest is concerned?

Now you may put this force to work today to help spread the thoughtful message of your products. At your disposal is a magazine that gathers up in its pages this far-flung interest in all that has to do with the world of the screen.

Its name? Photoplay, the leading Moving Picture Magazine.

*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 Record Company  
Furnished Them**

Through an oversight in proof-reading, credit to the Advertising Record Company, of 179 West Washington street, Chicago, was omitted from the tabulation of advertising by commodities in the agricultural publications directory in the July 31 issue of ADVERTISING & SELLING. The figures in this table were furnished by the Advertising Record Company as printed.

**James Agency Installs Audit System**

The James Advertising Agency of New York has announced that hereafter it will deliver its clients "audited advertising service." Price, Waterhouse & Co., public accountants, New York have been retained to audit all the agency's accounts with its clients quarterly. This is intended to put financial arrangements between agent and client on a thoroughly business-like basis and to obviate any question as to costs and commissions.

**Hoyt's Service Enlarges School Plans**

Hoyt's Service, Inc., has enlarged the plans for the yearly school which it began last summer for the training of young college men in advertising. After intensive inside work the men, this year, have been sent out on the road selling merchandise as part of their experience.

The following have been added to the staff of Hoyt's Service since June 1: W. K. Dingleline, R. F. Sheddon, S. R. M. Hove, R. H. Lefeld, Henry Wanger, L. C. Higgins, J. W. Welch, E. H. Bean, W. G. Pollock, W. H. Ensign and A. L. Brayden. These men are graduates of large universities in the East.

**Expand Merchandising Department**

The advertising department of Brooke, Smith & French, Inc., of Detroit, announces that it has eliminated its special buying department, and, as a result, will give increased attention to that department in the future. Walker J. Munro, who has had much experience in diversified fields of merchandising and trade investigation, is in charge of the new department.

**New McCutcheon Gerson Accounts**

Contracts are being placed by the McCutcheon Gerson of Chicago for the Eames-Luckett Corporation for the bound volume of the *Stars and Stripes* in Montana weekly lists, and in Army and Navy publications.

The advertising of the Bassick Manufacturing Company of Chicago, manufacturers of Alemite, a lubricant for automobiles, is now being handled by the McCutcheon-Gerson Company. A campaign on the product of this company in motor papers and a newspaper campaign by the zone system is now being planned.

**Balsam Leaves La Salle**

Louis Balsam, formerly with the La Salle Extension University, Chicago, as service manager, and noted for his interest in the "Better Letters" movement and his various addresses throughout the country on sales and advertising letters and methods, is now a member of the staff of the Lewis Manufacturing Company, with offices at Boston and Walpole. His position is that of correspondence counselor and he will deal chiefly with sales and advertising letters, and matters of general correspondence counsel.

**Coal Production Reduced**

Production of coal in the United States, which has continued on the upward trend since mid-April, was halted by the strike in southern Illinois during the week of July 24, according to the last weekly report of the United States Geological Survey. In the week ended July 24 the output of soft coal was estimated at 10,601,000 net tons, a decrease of 320,000 tons compared with the preceding week. The decrease began on Friday and Saturday of the week of July 24 and indications are that in the last week of the month it fell from 15 to 17 per cent.

It is estimated that the production for the week ended July 31, judged by the work in the mines during all of that week did not yield a total production of more

than 9,000,000 tons, which is more than a million tons less than the best average, and is about 530,000 tons less than the coal mined in the week of July 10.

Production during the first 175 working days of 1920 has been 203,350,000 net tons, which is 17,000,000 tons behind that produced in the same period in 1917 and 37,000,000 tons behind 1918, but is 45,300,000 tons ahead of 1919.

For the week ended July 24, 1,767,000 tons of anthracite coal were mined, as compared with 1,700,000 for the previous week, and 1,500,000 in the week of July 10. While the production of hard coal is on the increase the weekly production for the week ended July 24 is less than that produced in the same week of 1919 when it was 1,803,000 tons.

**These Nine States Produced  
Over One-Third**

or 36.64% of the total value of all crops and live stock in the United States in 1919



CAPPER'S WEEKLY is the great human interest news digest of the Mid-West reaching over 425,000 rural and small-town people. Eighty-five per cent of the subscribers live in these nine states—the most prosperous agricultural section of the United States. The intense interest of these reliable, substantial folks, as attested by the thousands of voluntary letters that come in praising its contents, in this Big Western Home Paper coupled with its concentrated circulation spells RESULTS in large letters for the advertiser.

425,955 SUBSCRIBERS ON JULY 3, 1920, of which 361,456 ARE CONCENTRATED IN THE ABOVE STATES.  
ADVERTISING RATE—\$1 a line to September 1st, then \$1.50.  
Discounts: 20% on page copy; 15% on half-pages; 10% on quarter pages.

**CAPPER'S WEEKLY**

THE GREAT WEEKLY OF THE GREAT WEST  
Member A. B. C.

Home Office, Topeka, Kansas  
ARTHUR CAPPER, Publisher MARCO MORROW, Assistant Publisher  
CHAS. R. KETCHUM, Advertising Manager

BRANCH OFFICES:

CHICAGO, 109 N. Dearborn St.-----J. C. Feeley, Manager  
DETROIT, Ford Bldg.-----Ray H. Haun, Manager  
NEW YORK, 501 Fifth Ave.-----Joseph Kunzmann, Manager  
PHILADELPHIA, 1121 Liberty Bldg.-----J. S. Boyd, Asst. Manager  
ST. LOUIS, Chemical Bldg.-----C. H. Eldredge, Manager  
KANSAS CITY, Graphic Arts Bldg.-----R. W. Mitchell, Manager  
OMAHA, The Iron Bldg.-----W. M. Temple, Manager  
OKLAHOMA CITY, 631 Continental Bldg.-----M. L. Crowther, Manager  
ATLANTA, Candler Bldg.-----Geo. M. Kohn, Manager



**Building Operations Decline**

"The United States, like every other former belligerent, is far behind in its building operations," says a bulletin issued by the Guaranty Trust Company of New York. "Although the supply of basic raw materials in this country is sufficient to support the most ambitious building programme here, the high cost of both labor and materials and the inadequacy of transportation facilities prevent the use of a large part of these materials. This condition is the most serious factor in retarding the work of meeting the acute demand for homes and industrial structures throughout the country."

Tables in the bulletin show that since 1916 building has fallen away from normal to such an extent that the accumulated shortage in a list of about 150 cities now

amounts to one and one-third a normal year's building.

Other estimates of the housing shortage in terms of the number of houses have been made. The United States Forest Service estimates that the country lacks 450,000 houses. Other estimates range as high as 800,000 and even 1,000,000 houses. The wide variation in size and cost of houses makes it difficult to define any standard house as a unit of measurement. The value of the permit affords a more satisfactory measurement of the building shortage.

In a normal year the permits for the month of May ordinarily are about double those for January. The last table shows that in all, save the Pacific and New England districts, there was a smaller volume of permits in May of this year than

in January, and in the two districts where there was not a decline the increase was relatively small.

The Trust Company's expert find the "transportation tangle" a primary source of the decline.

**Diepenbrock With Outdoor Advertising Company**

Joseph Diepenbrock has become associated with the Caswell Company, of Sacramento, an outdoor advertising company. He was recently publicity agent for the Hippodrome Theatre, of that city, and is succeeded in that position by Harvey Wells.

**Three-Word Slogan for Cox**

Preliminary announcements of the advertising campaign designed to "sell" Jas. M. Cox and Franklin D. Roosevelt to the country say the Democrats are to feature a three-word slogan to strike the keynote of the Democratic argument. In opening the national committee offices in New York, George White, Democratic national chairman, said:

"I note that the Republicans are going to have a twelve-word slogan. Well, we have already decided on a three-word slogan. If you want my opinion of the Republican slogan, it's just nine words too long."

**Technical Ad Service Has New Accounts**

New accounts placed with the Technical Ad Service of New York include those of the Cowan Truck Company, Holyoke, Mass., industrial and electric trucks; C. L. Comstock Company, New York, engineers and analysts; the Chapman Valve Manufacturing Company of Indian Orchard, Mass., and the N. M. Kellogg Company, New York, manufacturers of high pressure drills, vibrators, etc.

**Hockley Vice President Bartlett-Hayward**

Announcement was recently made in Baltimore of the election of Chester F. Hockley, former vice-president and general manager of the American Hammered Piston Ring Company, to the office of vice president of the Bartlett-Hayward Company.

Control of the American Hammered Piston Ring Company was taken over by the Bartlett-Hayward about a year ago, and the business moved from Newark to Baltimore.

The new vice-president has had a wide and valuable experience in the industrial field. He was an operating official of the Bethlehem Steel Corporation for nine years and has been associated with the Pittsburg offices of the Westinghouse Corporation.

It is understood that, as an executive of the Bartlett-Hayward Company, Mr. Hockley will continue to give attention to the subsidiary piston ring company.

**Doig Joins Strang & Prosser**

Frank C. Doig, formerly director of publicity for the Seattle Chamber of Commerce, has joined the staff of the Strang & Prosser advertising agency of Seattle. Mr. Doig was at one time in the editorial department of the Seattle Times and was manager of the Portland and Seattle bureaux of the International News Service.



*"We wish that you could see with us the fertile fields of growing crops which stretch away to the horizon on every side - here in the great Midwest. It promises to be a harvest of plenty and a year of prosperity for the farmers"*

BRANCH OFFICES  
CHICAGO  
109 N. Dearborn St.  
NEW YORK  
301 Fifth Ave.  
DETROIT  
Pant Building  
Michigan City  
Canton, Ohio Bldg.  
SPRINGFIELD  
CHICAGO Bldg.  
INDIANAPOLIS  
COLUMBUS, OHIO  
CINCINNATI  
CINCINNATI  
CINCINNATI

**The CAPPER FARM PRESS**

(Members A.B.C.)  
**Topeka, Kansas**  
Arthur Capper, Publisher  
Marce Morrow, Asst. Pub.

*The Capper Farm Press goes into more than one of every three farm homes in the 16 Capper States - the 1/3 of the United States which produces 2/3 of its agricultural wealth.*



© 1937 B. &amp; B.

**"Thanks, Wilson! Always had a hunch you were  
a regular fellow"**

The genial spirit of friendliness is an intensely vital force in business, winning patronage, disarming complaint, casting the deciding vote in cases of competition.

To build thoughtfully this priceless asset of Good Will is the warm hearted task of Remembrance Advertising. It stoutly believes that most men would like to be friendly if they only knew how. It shows them how by furnishing a means of expressing sincere appreciation of the patronage that has made success possible.

Brown & Bigelow have devoted twenty-four successful years to the service of developing business friendliness. In a model institution they employ a thousand skilled workers in the task of producing gift articles of character and quality—the useful Mission Leather Handpad here shown—distinctive Art Calendars of rare harmony and beauty—cordial Holiday Business Greetings—clever utilities made of Metal, Cloth, and Celluloid. Through one hundred and fifty capable representatives they bring to a host of grateful clients a welcome means of making business more profitable by making it more human and enjoyable.

# Remembrance Advertising

Trade  
Mark

"The House of Quality"

**Brown & Bigelow ~ Quality Park ~ Saint Paul ~ Minnesota**  
SAULT STE. MARIE, ONTARIO

# The Effectiveness of Color Displays

Various Colors Are Closely Associated With the Variety of Human Ideas and Impressions and This Phase of Advertising Should Be Studied

By M. LUCKIESH

ALL studies of the psychology of color as pertaining to advertising have for one of their chief aims the revelation of the secrets of attention-value. Of course, all powers and characteristics of colors play a part in attracting and maintaining attention. Some of these already have been discussed. The physical characteristics of colors are perhaps the prime factors in attracting the attention initially, and the physiological and particularly the psychological effects, play a dominant part in holding the attention. Initial attention-value will be discussed first.

Without contrast, everything, even life itself, would be monotonous. Contrast is the life of every activity and influence. It is the great factor in advertising whether it be verbal or visual contrast. Color contrast is a complication of brightness and hue contrasts.

In analyzing a layout or a combination of colors it is good practice to attempt to separate the hues of colors from the respective brightnesses of the colors. After some practice this may be done fairly satisfactorily. A layout of colors, as seen by a color-blind person, whose vision is otherwise normal, will appear to be a group of grays limited in range by white and black. The gift of color-vision spreads over this layout a magical drapery of color whose effects upon the intellect are added to the original.

## ATTENTION-GETTING CONTRASTS

Striking brightness contrasts are obtainable in black, white and grays, but upon these may be superposed those vivid, pulsating, seductive contrasts of color. Black on white is the strongest contrast obtainable by means of pigments alone, but it is an established fact that when color is introduced, contrasts of greater attention-value are obtained. When color is introduced the brightness contrast is necessarily reduced because no color can be as bright as white or as dark as black, other conditions remaining constant. Hence, color contrast up to a certain point is more effective than brightness contrast because the introduction of color produces more striking contrasts in

certain cases than black and white, notwithstanding the fact that the brightness contrast has been reduced.

A number of years ago *Le Courrier du Livre*\* reported the results of experiments on the legibility of various combinations of colors in advertisements for reading at a considerable distance. The rank of legibility was as follows:

- |                    |                    |
|--------------------|--------------------|
| 1. Black on yellow | 8. White on red    |
| 2. Green on white  | 9. White on green  |
| 3. Red on white    | 10. White on black |
| 4. Blue on white   | 11. Red on yellow  |
| 5. White on blue   | 12. Green on red   |
| 6. Black on white  | 13. Red on green   |
| 7. Yellow on black |                    |

In each case the first color is that of the printed matter and the second color is that of the background. Of course, it is dangerous to draw conclusions too finely from such data because the physical characteristics of the colors such as brightness and saturation are not available; however, the data are interesting and may serve as a general guide.

Legibility is not the same as attention-value, but there is an intimate relation. If an advertisement is not easily legible it usually means that the contrast as a whole is not powerful; hence, it is not powerful in obtaining attention initially. Under these conditions attention will not be held easily even though it is obtained initially. Of course, such factors as novelty, incongruity, and environment are influential upon attention-value. For example, a sign containing white or yellow letters on a green background is not as conspicuous against a summer landscape in the country as it would be against a drab background of a city building.

## THE QUICK ATTENTION TEST

In investigating initial attention-value it is necessary to use some method which gives the observer only a momentary glimpse of the test-objects. This tends to eliminate any judgments based upon artistic value or upon other criteria because such judgments are not readily formed in the brief interval of exposure.

The attention-values of a number of colors may be studied by placing similar patches of these colors upon a white background. Of course, other grounds may be used but white is of special interest in advertising. By exposing the colors to momentary view and asking the observer to rec-

ord those he saw, a measure is obtained of attention-value or something akin to it. The colors are rearranged between each observation in order to eliminate any advantage as to position and to reduce the disturbing element of memory.

Using such a method, Gale obtained the results presented in Table VI, for a group of persons about equally divided as to sex. The percentage of noticeability is the ratio of the number of times a color was noticed to the total number of times all colors were noticed.

TABLE VI  
PERCENTAGE OF NOTICEABILITY

Color	Men	Women	Both
Red	20	32	26
Black	34	12	23
Green	19	19	19
Orange	19	11	15
Blue	5	11	8
Purple	2	8	5
Yellow	1	7	4
	100	100	100

There was quite a difference in the results obtained for men and women which may indicate an insufficient number of subjects and observations. The data are useful in illustrating at least that a measure of something of value may be obtained in this manner. It will be noted that the colors which ranked high are of very low brightness as compared with the white background, therefore the brightness contrasts in these cases were very great. In the case of yellow the brightness contrast was small and it was noticed relatively few times. It is also possible that blue and purple were mistaken for black. However, color contrast very likely plays a part; in fact, this is suggested by the differences in the results obtained with the two sexes.

## PERCENTAGE OF COLOR USES

It is a matter of everyday experience that red always attracts attention quite markedly. The universal use of red as a danger-signal appears to be a wholesale recognition or admission of its attention value. In tabulating the colors of advertisements of various magazines, Starch found that 77 per cent used red; 19 per cent brown; 8 per cent blue; 6 per cent orange;

6 per cent green; 6 per cent yellow and 5 per cent purple.

Another method of studying the attention-value of a color compared with others is illustrated by means of data borrowed from Starch. A white card containing twenty-five words was exposed before a group of persons for a brief interval. Twenty words were printed in black and the remaining five in red were scattered among the others. Immediately after the exposure each person recorded the words retained in his memory. The data in Table VII were obtained from twenty-four observers.

TABLE VII

	Black	Red
Number of words exposed each time	20	5
Total number noticed by 24 persons	39	78
Average number of words noticed per person	1.6	3.2

It is seen that the novelty or contrast of the red words intermingled with the commonplace black words draws attention predominantly to the red ones.

DETAILS MAY AFFECT RESULTS

These experiments are presented not so much for the value of the data but to show that the various problems of color in advertising are subject to scientific investigation. The experiments show the reality of these various characteris-

tics of color and the advertising specialist need not worry over the present lack of numerical data. If he knows that color has certain influences, observation and study directed by the general facts already known will lead him at least in the right direction in selecting the colors.

There are many little details which may affect the results. For example, in an advertising booklet the text was printed with black ink upon a yellow paper, but occasionally statements to be emphasized were printed in an orange ink. In the daytime the orange contrasted well and was conspicuous but under ordinary artificial light it was much "weaker." Artificial light is very yellowish compared with daylight and the orange ink and yellow paper did not differ much in brightness under this yellowish light. Furthermore, the color contrast between them is materially less conspicuous under the artificial light than under daylight. The result was that at night the statements to be emphasized were rendered inconspicuous. This same error is sometimes seen on billboards and street-car cards which are to be read at night as well as during the day.

A knowledge of the physics of color will insure against any errors of this character. It might be well to remember that a yellow on a white background may be entirely obliterated by a yellow light; a red by a red light, etc. The greatest brightness contrasts in these cases are obtained by illuminants complementary in color. Many years ago the writer developed a method based upon these principles whereby changing signs and even apparent motion could be obtained by the use of illuminants of various colors.\*\*

\* Color and Its Applications, by M. Luckiesh, page 137.  
 \*\* Color and Its Applications, by M. Luckiesh, Chapter XII, D. Van Nostrand Co., New York.

**Stove Company Has Sales Conference**  
 The eastern representatives of the Abram Cox Stove Company of Philadelphia held a semi-annual sales conference at the Bellevue-Stratford Hotel in Philadelphia on August 2 and 3. Sales methods were discussed under the chairmanship of E. F. Glare general sales manager. Robert A. Patton, president of the company, opened the convention which closed with a banquet on Tuesday night.

**Food Account for Scott & Scott**  
 Scott & Scott, Inc., New York, has secured the account of the Doctor's Essential Foods Co. of Orange, N. J., manufacturers of Easy Bread. Advertising orders are now being placed in national magazines, and the rotogravure sections of newspapers.

# SYSTEMS BOND

*"The Rag-content Left-dried Paper at the Reasonable Price"*



Successful sales executives do not merely send out a letter replying to an inquiry, or to a list of prospects they are anxious to do business with, without making sure the contents of the letter is sent on the right kind of a letterhead.

You and thousands of other business men are constantly using the wastebasket for sales messages presented in so poor a manner that you do not even trouble yourself to read through the letter.

One look at the letterhead convinces you that the message of the concern sending it out cannot be of much importance, but you will read a message if it reaches you addressed in the form in which it should be, which means the right kind of a letterhead.

We will be very glad to send upon request samples of letterheads on SYSTEMS BOND in white and six attractive colors. Why not send for these samples now and see if you cannot improve your present letterhead.

## Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

# Advertising and Motor Growth

(Continued from page 8)

industry a mere beginning.

*The next step advertising will take is the step that will really sell the utility of the automobile.*

You are starting to comment to yourselves now: "Surely this has been sold already." But I say to you, it hasn't been sold. True, the general usefulness of the auto as such has impressed itself on the average mind. Nobody will argue against that. We are all sold on the idea that the automobile is a fine, useful thing to have; a splendid thing for business; a wonderful vehicle for touring; and that is only the beginning of the story.

*The diversified utility of the automobile hasn't been sold. It hasn't begun to be sold, and when it does begin to be sold, I predict that you are going to find another smashing onward sweep of the automobile industry as a whole.*

It is my opinion that the real future of the automobile does not lie so much in selling machines to more families as in more machines to each family. Within the next five years you are going to see the moderately well-to-do family, which today is perfectly content to get along with one automobile, hardly content with two. The ultra rich man finds that he can hardly get along without three or four machines, and when he tells you that all these machines are a real necessity, not a mere luxury, he is telling you the truth.

Speaking for the average well-to-do housewife, I maintain that if she were really sold on the necessity of an automobile for her individual, almost exclusive use, we could immediately add at least two million cars to the tremendous and extraordinary demand we are experiencing right now. The housewife has not been sold on the necessity to her of a machine of her own. I maintain she isn't sufficiently sold on this proposition—on the utility of the car as an everyday convenience, and everyday comfort, an everyday something which, should she once enjoy, she would never think of doing without again.

I will go so far as to say that the average business and professional man can really afford to do without a car much better than his wife, although it would take a lot of advertising education to prove this fact to the male member of the household.

## DIVERSIFIED UTILITY DOMINANT NOTE

*We are not getting out of the car one-half, not even one-fourth, of the real utility that is in it. Here is a willing slave, as wonderful as the magic of Aladdin's lamp, a saver of time, annihilator of distance, a destroyer of drudgery, and here we are hesitating, still gaping at the wonder of it, hardly realizing the miracle of*

it, and not really beginning to realize or utilize the full value of it.

I, personally, would appreciate reading an advertisement that would really wake me up to the utility of the automobile. I don't get anything like the real value out of this remarkable servant of mine. I'd like to see an advertisement right now which would feature the many and diversified things the man or woman can do with an automobile, the usual things and the unusual things, and the thousand of things that a car can do for a man or woman.

I would like to see advertising that

## July 29, 1920

Due to space in various future issues of LIFE being sold to the limit in keeping with our restricted size—52 pages total—please note future schedules are subject to adjustment of dates in which space is available.

Advertisers are rapidly appreciating the protection and value which LIFE'S restricted size policy assures.

*Gen. Rec. Are.*

LIFE'S Advertising Manager, 31st St., West, No. 17, New York  
B. F. Provandie, Western Mgr., Marquette Bldg. 1537, Chicago

would picturize an automobile in its diversified uses.

I would like to see an advertisement featuring a machine in which the busy business man is hurrying to catch a train.

I would like to see an advertisement picturing a housewife as she meets her friend at the railway station.

I would like to see the housewife depicted as she goes to market in her machine.

I would like to see the family represented buying produce direct from the farmer.

I would like to see the young man in a snug roadster with his best girl driving over the moonlit roadway.

I would like to see advertising that would feature touring in all its wondrous beauties, the automobile at the side of the stream, its owner fishing; an automobile beside a lake, the canoe in the distance; an automobile hunting scene; the whole family in a camping scene with the automobile in the foreground—these and a hundred other pictures that would lend some idea of the thus far untold utility of the automobile.

I would like to see an automobile plowing through the snow, the street-cars stalled.

I would like to see advertising picturization of the various uses of the automobile on the farm. Why, you could take the camera and get the setting of a dozen advertisements in almost any rural part of America in a day.

I am not saying that all this hasn't

been done. It has, but only in a limited way. What I want to see is automobile advertising as a whole turned in the direction of automobile utility, for my theory is that *charm and beauty and reliability and luxury in themselves already have been pretty well sold.* Keep on selling, but why not stress utility in every advertisement?

#### Philip Morris & Co., Ltd., Inc., Announces Profits

Net Profits of Philip Morris & Co., Ltd., Inc., to June 30, a period of fifteen months, were \$100,957 after provision for taxes and reserves for doubtful accounts, etc. The company was organized in February, 1919. Its capital stock amounts to \$1,104,000. An initial divide of 10 cents a share was made payable on August 2.

#### Yale & Towne Profits

The annual report of the Yale & Towne Mfg. Co., recently published, shows net earnings for its last fiscal year of \$3,457,469, against which there is charged \$258,375 depreciation and \$836,000 for Federal taxes, leaving net profits of \$2,363,094, which is equal to \$47.29 a share. The net profits of the past year exceed the net profits of the preceding year by about \$1,000,000, and the net profits of 1918 were equal to \$28.18 a share. From the earnings of this year dividends of \$995,830 have been paid, and \$1,357,264 added to the surplus, making it \$10,032,145. The authorized capital is \$10,000,000.

#### Sole Success Proves Newspaper Advertising

The success that has attended the \$5,000,000 sale of men's, women's and children's shoes, clothing and furnishings by the Nemours Trading Corporation, in Grand Central Palace, New York, has proved once again the efficiency of newspaper advertising. The great bulk of ad-

vertising of this sale amounting to \$25,000 weekly, has been confined to metropolitan morning and evening papers.

#### Press Congress Date Changed

The date of the next sitting of the Press Congress of the World at Sydney, New South Wales, has been changed from October, 1920, to March-April, 1921.

The change has been deemed advisable because of conflicting world-meetings, congested ocean transportation and, particularly local conditions in New South Wales and throughout Australia the suggestion of New South Wales Government and with a view to larger attendance and more profitable sessions the Executive Committee of the Congress has reset the date for 1921.

#### Wouldn't Like to Miss "A. & S."

Editor, ADVERTISING & SELLING—The writer thanks you for your letter of July 21, advising of the expiration of our present subscription to ADVERTISING & SELLING. Will you kindly enter our order immediately, as we do not want to be without your valuable book. Our check will follow in due course.—F. G. Green, advertising manager, Fayette R. Plumb, Inc., St. Louis, Mo.

#### Burnham & Ferris Has Index Account

The advertising account of Index Visible, Inc., of New Haven, Conn., manufacturers of visible indexes and record systems, has been placed in the hands of the Burnham & Ferris agency of New York.

#### How McCall's Is Distributed

The McCall Company, publishers of *McCall's Magazine*, has just issued in booklet form a comprehensive survey of the 1920 distribution of the magazine, showing its circulation in states, in metropolitan districts and in cities classified according to population. Mail distribution and news-stand sales totaled separately and percentages are figured for the proportion of distribution in the various city classes in each state. The monthly gross distribution of *McCall's* is given as 1,520,000 copies, based on figures for March, 1920.

#### Godwin With Charles Daniel Frey

Frank Godwin, the illustrator, has joined the staff of the Charles Daniel Frey Company of Chicago and New York. Mr. Godwin is known nationally to the magazine readers and advertisers of America. The Charles Daniel Frey Company also announces that N. C. Wyeth's paintings for advertising purposes will now be handled exclusively through its New York and Chicago studios.

#### Eddy Company Represents Schenectady Paper

The Schenectady *Union-Star* has announced the appointment of the Charles H. Eddy Company of Chicago, New York and Boston, as its national advertising representative.

#### China Asks for Advance on Loan

China has asked the American group of bankers interested in the proposed consortium for a loan of \$5,000,000 on account, agreeing to the terms laid down in the plan mapped out by Thomas W. Lamont, of J. P. Morgan & Co. China asks for an immediate advance for the purpose of disbanding troops and reconstructing the Government, after the overthrow of the old Cabinet.

## What Is Rotary?

Rotary is an intimate affiliation of carefully selected business men, having for its object the promotion of high ethical standards in private, commercial, and civic life, and consecrated to the ideal that the basis of all worthy endeavor is UNSELFISH SERVICE.—W. E. Douglas, Wilmington, Del.

Do you want to do business with the type of men who compose this organization? There are 55,000 of them—you can reach them by advertising in

# THE ROTARIAN

The Magazine of Service

Member Audit Bureau of Circulations

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

CHICAGO  
Great Britain  
THOS. STEPHENSON  
6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager  
FRANK R. JENNINGS  
116 So. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S. A. and Cuba; \$1.75 in Canada; \$2.00 in all other countries.

Published Monthly by the International Association of Rotary Clubs

# Taking the Plant to the Prospect

## ON PATHÉSCOPE FILM



**Celluloid Films Are Dangerous.** The operation of any portable projector USING CELLULOID FILMS without a fireproof enclosing booth is prohibited by State, Municipal and Insurance restrictions, and the violator is frequently subjected to severe penalties.

Pathéscope film is "Safety Standard"—labeled by the Underwriters' Laboratories "Enclosing Booth Not Required." Pictures can be shown anywhere, at any time, without violation of any regulations.

ON the insistence of their star salesman, Jim Brown, the A— Company bought a Pathéscope Projector.

Jim's biggest prospect had stumped him. He had been unable to get his sales story "across." This story dealt with manufacturing methods, processes and capacities—things the prospect didn't realize were involved in making A—'s product. The telling took too much time for busy pre-occupied executives. Besides, they *heard* such stories every day.

The executives were just as busy and as indifferent as ever when Jim called with his Pathéscope Projector, but when he explained that he "had some

*motion pictures*" of manufacturing operations, they were interested.

The superintendent quickly *saw* that the A— Company had a real plant, much finer than he had ever supposed. He learned what was involved in turning out their product. He approved the methods used in set-ups and handling between operations. He *saw* that the methods were efficient in the use of labor and materials. He noted that the A— plant certainly had the capacity and could make deliveries, and that they left no stone unturned to make the A— product right. Finally he got a new idea of what the A— product could do for his company.

And Jim and his Pathéscope "sold" him.

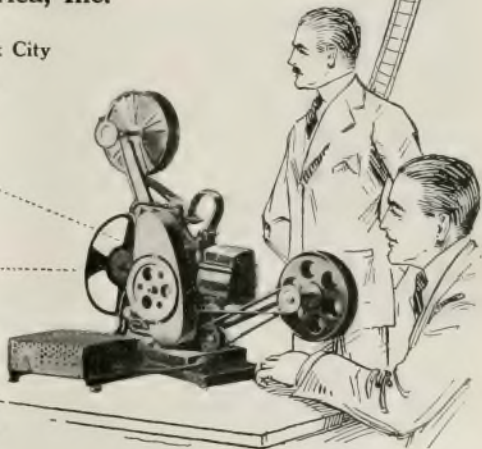
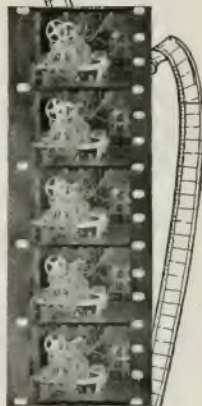
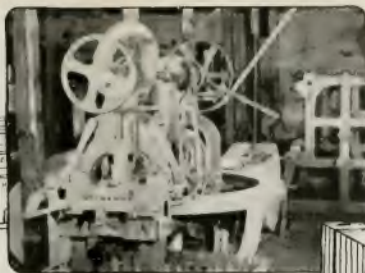
The Pathéscope Projector weighs only 23 pounds. Can be carried in a small suit case. Operates on any light circuit. Does not require an expert or licensed operator. **Descriptive literature on request.**

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

Willard B. Cook, President

Dept. S, Aeolian Hall, New York City

Agencies in Principal Cities



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

# The Men and Women Who Make Our Mediums

ADOLPH S. OCHS

Publisher of the *New York Times*

**One of a Series of Informal Visits with the Leading  
American Editors and Publishers with the Object  
of Interpreting What They Mean to Advertisers**

By JASON ROGERS

**T**O THE imaginative newspaper worker, no greater satisfaction could come than that which has come to Adolph S. Ochs, in the up-building of the *New York Times*, bought by him in 1896, to general recognition as one of the greatest present-day newspapers in the United States, if not the world.

There is just as great a difference between newspapers as there is between diamonds; some are pure white and full of fire, while others are just diamonds. There are newspapers which have won larger circulation than the *Times* and newspapers which have carried about as much, or even more, advertising, but none of these has won success as legitimately as has the *Times*.

When Adolph S. Ochs came to New York in 1896, fresh from his success with the *Chattanooga Times*, and bought the *New York Times*, there were few who thought that he could put that then moribund property on its feet. That Ochs had the correct formula now must be admitted by all.

The program was as simple as A, B, C, but its carrying out required a degree of stick-to-it-iveness probably never before approached, from the standpoint of consistency, intelligence, and skill of execution.

On the foundation of the *Times* of 1806 with its 10,000 of substantial, high-grade circulation bought for three-fifths of the bonds and one-fifth of the stock in a new corporation, Mr. Ochs determined to rear a newspaper different from and better than anything New York then had. It was to be a newspaper, with emphasis on the news.

Mr. Ochs likes to make himself believe that he brought no new newspaper idea to New York when he started remaking his property. He may be right, and his contemporaries perhaps had forgotten how to get out a newspaper, or had grown soft on the job.

Ochs came, with very little money—\$75,000 all told—and without anything new, according to his own view, except a determination to print the best paper he could

get out to interest and serve the thinking classes of New Yorkers who could be counted upon to appreciate such a product.

## THE SIGNIFICANCE OF A SLOGAN

Few of us at the time recognized the real significance of his adoption of the "All the news that's fit to print" slogan in 1897. The subsequent development shows why this suggestion was then, as now, so wonderfully in accord with Mr. Ochs's ideas for the creating of a great newspaper.

From the very beginning of the building of the institution, Ochs has never employed a scheme or catch-penny device to stimulate circulation or advertising. He concentrated on one idea, the publication of the best newspaper he could get out, and he trusted to the intelligence of the public for his success.

This psychology was as sound as that of Abraham Lincoln, when he said, "You cannot fool all of the people all of the time." Mr. Ochs did not desire to fool any of the people at any time.

To me, the progress of this newspaper has been as logical as the onward pressure of the game of the chess-master when opposed to players of lesser degree of skill. Ochs has advanced his position on absolutely sound formulae without at any time taking chances.

Only those familiar with the inner workings of such developments can appreciate the exasperations and difficulties which a man encounters in such an undertaking. There were times when all must have seemed black and hopeless, but Ochs stuck to it until he had seen it through. It was a hard, up-hill pull until he had crossed the dead line.

After having stated in my previous article on Victor F. Lawson of the *Chicago Daily News* that, in my opinion, Mr. Lawson was the great leader in independent journalism, I want to go on record as rating Mr. Ochs as the great leader in presentation of complete and dependable news.

Mr. Ochs stands in a class by himself in this respect and has gone farther than any other newspaper man who ever lived. I say this knowing that Mr. Lawson has quite a similar appreciation of Mr. Ochs's wonderful accomplishments.

## HIS VIEWS OF EDITORIAL QUALIFICATIONS

As far back as 1891 Mr. Ochs in an address at St. Paul stated:

"My experience in newspaper making affords an opportunity for close observation of what is going on in its many ramifications throughout the country, and justifies me in making the broad assertion that never before did there exist so many splendid opportunities to win honor, fame, and fortune in the profession of journalism.

"In all its angles there is in American journalism a demand and an urgent need for men of ability; men possessing the cardinal virtues—prudence, justice, temperance, and fortitude; faith, hope and charity; men who love their country and their fellow-men; men of courage and convictions; men with vision and imagination; men who are thorough and painstaking—who take a pride in their work and whose heart and soul are in it; men who do not think they know it all but can learn from others; men who are constantly seeking for and acquainting themselves with the newest, the best and the most effective work done by others, and with the intelligence to understand what they learn and to apply the knowledge to their undertakings; men who are thoroughly grounded in the very rudiments of newspaper making; men who know a proof press, a shooting stick and quoin, a rotary press, a linotype and auto-plate; a monkey dash as well as a column rule; with not only a nose for news but with olfactory to scent odors and detect rottenness; men with a sense of proportion and of values, and with an eye for impressive and pleasing typographical display; men who in circulation know the real from the artificial, and in advertising know the genuine from the deceptive; above all, men with the practical equipment and the sincere and vigilant purpose to present the news honestly and without prejudice, and to interpret it with independence and fairness.


"This may be the counsel of perfection, but in newspaper making perfection in morals, habits, and equipment—as near as is humanly

(Continued on page 33)





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

# R IN FOREIGN TRADE

# The Profitable Use of "Trade" Mediums

**How An Automobile Corporation Successfully Launched Its Selling Plans In the Journals of Its Own and Allied Industries**

**By A. J. ROGERS**

Advertising Manager, Nordyke & Marmon Company

**T**HE SUCCESS of a seven weeks' campaign in 1915 has caused us to become steady trade paper advertisers. Since that time we have used at least one two-page insert per month in the leading automobile weeklies; this year we will approximately double that schedule. We use preferred position in practically all the monthlies, also.

We are convinced not only that it is profitable to use a consistent campaign in trade papers, but also that it is profitable to spend as much as the space costs to make the advertising attractive.

The campaign which "sold" us was the campaign introducing the Marmon 34 in 1916—a car which differed radically from conventional cars with mechanical features of more than usual interest.

We talked over many plans of introduction; we considered the features which would go in our copy; the audiences reached by various kinds of publications; the amount of money we could spend. Our decision was to make the introduction through the weekly automobile trade papers.

Unsigned advertisements were used—six two-page inserts, printed in two colors on about 120 pound stock; the seventh advertisement, which appeared about the time of the New York Automobile Show of 1917 was four pages, and gave the name of the car.

The papers which we used had about 60,000 circulation. Replies to advertisements were directed to the publishers of the papers, and then forwarded to us.

We received more than 4,000 inquiries from these advertisements.

A widespread interest in the new car was created, so that when the announcement was made people were familiar with the construction details of the new Marmon. Advertising in the New York press at the time of the Show crowded our exhibit space with dealers and prospects.

Of course the circulation reached by these publications was largely among those directly interested in the automobile business. But we found also that these papers had a great following among owners—per-

sons who make more or less a hobby of the automobile and follow the news of the industry and are interested in changes and improvements as makers work them out. Using the campaign "blind" or unsigned, of course, added interest; and not the least factor in the success of the plan was the printing of the inserts by one of the foremost catalog printers in the country.

We were agreeably surprised at the results; we interested many good substantial dealers in our car, and gave a knowledge of the new features of construction to other dealers, accessory men, chauffeurs and many owners.

So the Marmon 34 was introduced, and well-introduced, by using a few thousand dollars of trade paper space, and a few more thousand for the preparation and printing of the inserts.

Our appeal was direct to the mechanical man; we tried to show him exactly what the new features were. Since that time, our trade paper schedule has called for one two-page insert every month. Realizing that the audience is largely a dealer audience, we naturally pick subjects which will interest him.

Naturally in some of the advertisements the appeal is not necessarily confined to the dealer—the "motor wise" man finds an attraction. In others the man whose hobby is car operation or car mechanics is going to find something of interest.

We use the trade papers largely because they reach the dealers. We are not particularly interested in getting new distributors because our organization covers the entire country. But the distributor is always seeking to cover his own territory more thoroughly and there is no way to so effectively keep the Marmon car before the dealers as through this medium of advertising. It gives us a concentrated audience; and if the copy is newsy and attractive our advertising is bound to be read by a large percentage of the subscribers.

Garage men, dealers in accessories and men to whom motoring is an avocation read these papers and read them closely; they may not be pros-

pects for a high priced car such as we make, but they are potential experts in things connected with motor cars and they rely upon the trade papers—and the advertising as well as the text—for their fund of "expert" knowledge.

Consequently, aside from dealer influence, we advertise in the trade papers to give the "motor wise" man a knowledge of features of the Marmon car which will enable him to talk about it, and talk favorably.

We were among the first to use inserts, which, as stated, just about doubles the cost of the advertising. We are satisfied that this is a good investment for several reasons, among them being that it enables us to see that our copy is printed exactly as we want it; the advertising stands out from the rest in the book because the printing is so good; heavier paper may be used and the attention value is increased.

Trade paper advertising has always been extensively used by the Nordyke & Marmon Company. Even before the days of the automobile, we were extensive trade paper users. So well did the managers of thirty years ago think of advertising in the flour and grain milling papers that they contracted for the very best space available. Now we use preferred position in the leading milling trade papers.

We feel that we can effectively circulate the trade through these mediums. And at a minimum cost.

## Packers in China

Though cold storage and meat-packing be assailed in the United States, the Chinese seem to be welcoming both processes to the Land of the Poppy. Work on a \$500,000 cold storage, meat packing and egg albumen plant has been started at Tientsin, China, by the China Mongolia Export Company, Inc., an American concern. A modern slaughter house with stockyard will also be installed. The site in the Russian concession comprises 6 acres.

At first cold storage and albumen and ice manufacture will be undertaken and later packing and canning of meats and poultry. Two 50-ton ice machines will be installed. A representative and engineer of the American concern that furnished the total machinery of the plant, 200 tons in all, are on the ground supervising its erection.—*The Nation's Business*.

## Adolph S. Ochs

(Continued from page 30)

possible—invariably spells success with capital letters."

In 1896, appearing before the National Editorial Association, he supplemented this basic material as follows:

### THE PRODUCT OF THE ORGANIZATION

"You may be interested in knowing what has been the practical result of applying the principles suggested at St. Paul twenty-five years ago for the publication of a newspaper in a great city. Twenty years ago the *Times*, as I have said, had scarcely 10,000 circulation; today its net paid circulation exceeds 325,000. The gross annual income in 1896 is now exceeded every month in legitimate income from advertisements and circulation.

"One of the greatest factors in achieving this result was not mentioned—because not then fully appreciated—in the St. Paul catalog of the qualifications required successfully to manage a daily newspaper. It was a great omission, as my years of experience have taught me, and I wish now to add it and give it the utmost emphasis by marking it "top of column," and that is that the successful manager should have the ability to judge and appreciate other men's qualifications, to secure their assistance and to win and retain their respect and confidence in his plans and good intentions.

"I have been most fortunate in this respect in the management of the *Times*. I could not wish for more loyal and capable men than those holding the responsible positions in the *Times* organization. They have been untiring, ever enthusiastic, and ungrudgingly giving the best of their abilities to the up-building of the newspaper, to preserve its best traditions, and maintain the highest standards of journalism. They have given to the task what money cannot buy, and that is a pride in their work. If I wished to boast of anything I personally may have accomplished, it would be that I was able to secure the co-operation of such high-minded and talented men, and have them confidently believe in the soundness and sincerity of my aspirations.

"A distinguished man—a New York editor and publisher—some time ago told some mutual friends that I had come to New York and



ADOLPH S. OCHS

taught the newspapers something new. I replied that I thought he was inaccurate; that if we had done anything worthy of note it was that we had 'reminded them of something they had forgotten.' I brought no new journalism to New York City; we have practiced, as best we could, old journalism—the journalism that succeeds in small towns where the high standards of the profession are demanded and practiced by self-respecting men."

On such a sound foundation of underlying principles, Mr. Ochs came through with flying colors, for other morning newspapers ignored or failed to realize the potency of printing "All the News That's Fit to Print" better and more copiously than they had ever done before.

As convincing proof of the soundness of Mr. Ochs' theory, one has only to glance at the progress in circulation and advertising of the *Times* over a long series of years.

### THE GROWTH OF THE "TIMES"

The figures are familiar ones in advertising practice. They are even better known to newspaper builders, perhaps, than to national advertisers, for publishers have long since come to watch the circulation and lineage statements of Mr. Ochs' publication as a barometer of business.

In 1898 the *Times*, with a circulation of 26,726, carried 2,433,193 agate lines of advertising. In 1908 the circulation was 165,155 and the agate lineage 5,897,332. Note the vast increase Mr. Ochs succeeded

in making in the expansion of his property as indicated by 372,293 circulation and 13,518,255 agate lines of advertising in 1918. To this enormous total in a single year, with a slight shrinkage of circulation due to the inevitable reaction in reader interest at the close of the war, Mr. Ochs found it possible to add more than 6,000,000 lines of advertising bringing his total to 19,533,643, or a gain of more than the total business carried just ten years prior.

This steady growth, produced by the recommendation of one pleased reader suggesting it to a person who did not read it, more largely than any other factor, has been accountable for its progress.

#### SPECIALIZED INFORMATION

A brief reference to some of the underlying factors in the upbuilding process may not be without interest to advertisers and agency men.

Every day there are thousands of buyers from all over the country in New York City. The *Times* has made itself a veritable reference library to the buyers, and carries a large volume of manufacturers' advertising especially appealing to them—a feature unapproached by any other daily newspaper.

The *Times* has specialized in financial and business information and news, until today it leads all competitors in both volume and quality of financial and industrial advertising, notwithstanding its extreme care regarding the business it accepts.

Mr. Ochs started covering legal and real estate operations in New York more thoroughly and accurately than any other daily newspaper ever had done, in 1896, and has consistently sought to improve the service ever since.

Before the advent of Mr. Ochs into metropolitan journalism, certain daily newspapers had done so-called big things in the way of news beats. Years ago, Bennett had sent Stanley to Africa, and had built up recognition for superiority in shipping reports, but these were ancient history when Mr. Ochs came to town. The *Times* prints big news every day and once or twice a month rings the bell denoting another bull's eye scored, so that few of us recognize the wonderful mastery which makes extraordinary performances seem routine.

The advertiser has not been slow to recognize the supremacy of the *Times*, as is shown by the forgoing figures recording the advertising

gains of the *Times* since 1898. The *Times* sells its advertising strictly as a commodity, at one price to all for the same service, and during the print paper shortage has probably been forced to omit more advertising offered it than any other newspaper in the country.

The restraining and guiding hand of Mr. Ochs extends throughout the *Times* Building from attic to cellar. He employs able assistants and gives them abundant recognition, compensation, and authority, but I know of no other large newspaper office where the great constructive influence for bigger and

better things comes from one man's inspired genius to such an extent as in the case of the *Times*.

Mr. Ochs is never satisfied with his newspaper as it is printed from day to day. He always sees opportunity for improvement and seeks to take advantage of every experience.

Mr. Ochs is an exceedingly kindly man, and one who gives first preference to the newspaper worker who loves his job. He came into the newspaper business as a printers' devil at the age of twelve and so has been in the ranks for fifty-one years.

## It Never Rains But It Pours--- Inspiration

That Is, If You Are a Selling Genius Like  
the Writer of the Famous "Rain Letter"

*"Rain, rain, go away,  
Come again another day."*

—CHILD'S RIME.

IT was raining, alternately drizzling and pouring, the sudden tattoos of wind-driven sheets of water on the window pane being preceded and followed always by a dull

ever see such a day? Did'ja ever know such a day to do anything for a poor copy writer but turn his brain into a sponge with nothing but water in it?"

"Well," said the veteran copy man gravely, "as a matter of fact, I have known it to work quite otherwise. Curiously enough, I can cite a case in point from my morning's mail.

#### MUSIC LESSONS FOR GRACE

"The postman brought me a letter from my brother," he went on. "I have told you that John runs a farm out in western Iowa. When the crops are good, John collects enough money to make us poor advertising men look like pikers. He's going to do it this year and, as usual, he's going to spend a good slice of it on Grace, who's his ten-year-old and only child. He has written to tell me that they're buying a piano for Grace and that she's going to take music lessons—going to take them by mail; and because he knows that I'm interested in odd bits of unusual advertising matter he has sent me a letter that clinched his decision to spend this year's allotment to Grace on music lessons.

"The letter was written by a woman. It was written on a rainy day and, while John says it would have pulled him in anyhow, it pulled with particular strength because John got it on a rainy day, just like this. The writer doesn't class as a copy writer. She signs herself as 'N. S. Massie, Registrar of the University Extension Conservatory, Chicago'—an institution which, I happen to know,



NELLE S. MASSIE

drip, drip of single drops that fell in monotonous procession from the eaves to the pavement outside.

"Sooner," I said to the veteran copy man, "will a 'blue Monday' furnish ideas for bluing copy or a 'morning after' suggest peppy material for Blank & Company's 'all's right with the world' good-will advertising than a rainy day like this inspire a man to anything. Did'ja

teaches music by mail and solicits its patrons by the same medium. But Miss Massie is a real copy writer from the word 'go.' Here's what she writes, to prove it. Remember the letter is going into what we benighted Gothamites call 'the sticks' to carry the appeal of music to the man and woman who's a long, long way from the theatres and the concert halls and who yearns for something better than the 'canned' kind of music.

"She wrote:

THE "RAIN LETTER"

"If the rain is pouring down in your town as it is in Chicago this morning, you will be glad to see the sun shine soon. We have seen the sun only a few days during the month of April, as we have had rain, rain, rain!

"On a dark, gloomy day, a person must stay indoors, and that is the time when an interesting book or magazine is a lot of company. Good music also is company and makes one forget about bad weather. It also gives one the greatest pleasure, in good weather.

"We believe that the study of music should form a part of everyone's education. When you consider that the little time and money invested in the study of music is going to give you returns in increased pleasure throughout your entire life, then you can see that this study is a good investment for anyone. If you haven't more than half-an-hour a day that you can give to music, make the most of that half-hour.

"Have you misplaced the special certificate we sent in our other letter? I'm enclosing another, and I wish you would consider this offer very seriously right now and decide what you wish to do and let me know by return mail. Make up your mind now to do what sooner or later you will have to do, if you are ever to make a success of your music. Have faith in us and our methods; believe that what we have done for others we can do for you.

"I am sure you know the advantages of a musical education. Hundreds of men and women have found their ambitions realized because they are musical, for the musician is a welcome guest in every home. To every man and woman, music offers a fuller, bigger life—a life overflowing with the good things of this world. Music is considered the world's greatest accomplishment.

"There's a bigger future ahead for every one of us. When we miss this future, it is our own fault. Either we have not the force of character to grasp opportunity when it comes, or else we won't make the small sacrifices of time or money to take advantage of this opportunity.

"Mark the blank with an 'X'—fill it in and return it with first payment, and the first lessons will be sent you. Don't forget to send a friend's name."

HOW IT APPEALED

"I was particularly interested in that letter," resumed the veteran copy man, "because I have felt the weight of rainy-day gloom just as you have and I know just how John and Grace feel it, so I wrote Miss Massie to find out exactly how she

came to pull the idea in out of the wet and what it had accomplished for the University Extension Conservatory." Here he fumbled through his letter file. "These are some of the things she said in reply:

"I am more encouraged about the Rain Letter every day," she wrote. "It continues to pull. You see, the University Extension Conservatory of Chicago teaches music by the written method. Its courses are sold only through follow-up letters, both form and personally dictated. The form-letters are filled in with the name of the prospect instead of 'Dear Sir' or 'Dear Madam,' and with perfectly matched ribbons. Thousands of its prospects are in the small towns and rural districts. "The form-letter to get the desired returns must have a direct ap-

Lord Purchases "Maine Farmer"; Will Continue With "Comfort"



F. R. LORD

F. R. Lord, of Augusta, Me., who for the last six years has been connected with W. H. Gannett, Inc., publisher of *Comfort*, has purchased the *Maine Farmer*, in connection with W. R. Jenkins, Jr., and P. H. Whiting.

The *Maine Farmer* is an agricultural weekly which was organized in 1832, and thus lacks a dozen years of rounding out its first century. Under the new management many editorial improvements will be made and an aggressive circulation campaign waged. All of the owners are practical magazine men who can be counted on to rejuvenate the old publication and make it one of the live farm magazines of the country.

Mr. Lord, who owns the controlling interest in the new organization and will manage the *Maine Farmer* is a graduate of Bowdoin College, Class of 1914 and has been with *Comfort* since 1914. Mr. Lord began his magazine work by

peal. It must reach the prospect as a personal, human document, not as a mere typewritten page.

"The weather is probably one of the most important topics of conversation in the country. The farmer's work is delayed if there is a backward Spring. Nothing can be accomplished with continued rain.

"A form letter with 'rain' for its subject was one of the best pullers, because it was understood. It had the human, friendly appeal."

"I suppose, buddy," the veteran copy man concluded, tucking the sheets of paper back into the file, while a twinkle of amusement came into his eyes, "that whether a rainy day will 'turn a man's brain into a sponge filled with nothing but water,' depends a good deal on what kind of stuff his brain is made of."

going through the *Comfort* circulation department, working in each position in the department long enough to learn the work from the worker's standpoint. On the departure of P. H. Whiting from *Comfort* organization, Mr. Lord took over the Advertising and Promotion Department Work, which he has since conducted in addition to the management of the circulation and other departments. He will carry on his work for the Gannett interests in addition to managing the *Maine Farmer*.

Traffic Truck Sales Staff Changes

J. Albert McCollum, advertising manager of the Traffic Motor Truck Corporation for the last seven months, has been made assistant general sales manager. Millard S. Binney, formerly publicity manager, succeeds Mr. McCollum as advertising manager. R. Jackson Jones, assistant sales manager, has gone to London, where he will open a European headquarters for the corporation.

Barrett Joins Worthington Pump Corporation

Charles G. Barrett, formerly sales manager of the marine department of the Fairbanks Morse & Co., New York, has become associated with the Worthington Pump and Machinery Corporation, Blake & Knowles Works, East Cambridge, Mass.

Akron Agency Get Truck Assn. Account

The Motor Truck Manufacturers' Association, an organization composed of leading truck manufacturers of the United States, with headquarters in Chicago, has placed its advertising account with the Akron Advertising Agency Company of Akron, Ohio. David Thomas, widely known in the truck field, is general manager of the Motor Truck Manufacturers' Association.

Greve Advertising Agency Moves

The Greve Advertising Agency of St. Paul, Minn., moved into new and more commodious quarters at 615-617 Hamm Building this week. The organization, as at present constituted, is made up of S. Greve, president; W. M. Robbins, vice-president; H. G. Myser, secretary; Don G. Sheppard, art director; W. E. Lunnis, copy director, and Olga Lindquist accountant.

# A Technical Manufacturer's Experience with the House Organ

Three Institutional Magazines of the American Hoist & Derrick Co. That Are Almost Trade Magazines

By E. P. BROWN

THE house organ intended to forward the interests of a technical line has a wonderful opportunity to make itself a watched-for and carefully-read publication, if properly handled. It can be, in effect, a small trade paper possessing real interest for its readers and a very definite advertising value for its publisher. To bring about this result, however, will require much thought and hard work on the part of the person charged with editing it, and as little as possible dependence on the shears and paste pot.

If its publisher chooses to use it as a vehicle for airing his personal, political or business views, or serving up warmed-over philosophy, he cannot expect to catch much less hold the interest of a class of men who belong mostly to an active, out-of-doors type and have neither the taste nor the time to do much reading of a general nature.

Suppose, for instance, that a manufacturer of material handling machinery for contractors and loggers becomes enamored of the house organ idea and decides to issue a little magazine featuring his line. How shall he go about it? What sort of matter will serve most effectively to promote his business? What shall be the physical makeup of his publication? How often shall he issue it?

## BACKING UP TRADE PAPER ADVERTISING

As the writer has written and edited three such publications simultaneously for the last seven years and can claim gratifying success for his efforts, perhaps his experiences and methods may prove helpful to others desirous of utilizing this useful form of direct advertising.

The American Hoist & Derrick Co., of St. Paul, Minn., builds hoists, derricks, locomotive cranes and similar machines for contractors; log loaders and road builders for loggers; railroad ditchers for railroads and other such appliances. The field is limited; the competition on some items keen, but the individual sales run into very considerable sums. As a rule the men who do the buying are susceptible to intelligent approach, if you can get their atten-

tion. The trade papers are valuable and should not be neglected, and the advertiser mentioned has been a consistent user of space in a good-sized list of these publications, except for a limited period during the war. Yet it was felt that the regular trade paper advertising could be made more effective if backed by a house organ of the right sort. The trade papers themselves furnished the basic idea for the general form of the house organs put out by the American Hoist & Derrick Company.

Contractors, like every other energetic and intelligent class of business men, are keenly interested in how the other fellow does it. If a contractor in Maine has a better way of handling excavation, or placing forms, or arranging his handling plant, the alert contractor in Texas, Oregon or Tennessee wants to know about it, and he is willing to listen to anybody who can tell it clearly and in as few words as possible. That's why he reads trade papers and it was felt that he would read a well-edited house organ that gave him this information, for the same reason.

## THE ORIGINAL PROJECT

With this idea in mind, the first number of the "American Bulletin" was written, laid out and published in the latter part of 1913. It was felt that, with subject matter of sufficient interest, elaborate makeup and expensive paper and printing could be dispensed with. The form finally fixed upon was that of a four-page newspaper, size 13x15, printed on fairly good calendered stock. Pictures of the work being a very necessary adjunct to description of any building job, it was necessary to select a paper on which halftones could be printed in a reasonably satisfactory manner. For the type of publication projected, a 60-pound calendered stock was thought amply good. In fact, it had some advantages over the more expensive coated stocks, because it would fold without cracking. Twelve issues of 35,000 copies were contracted for, the agreement with the printer calling for delivery of the papers all folded and wrapped for mailing. This reduced to a minimum the work of handling them in the manufacturer's mailing

department. All that was necessary was to run them through the Addressograph, count them and deliver them to the postoffice, advantage being taken of the prepayment privilege. This physical form has worked out so well that it has been retained without change. The style and arrangement of the reading matter has, however, undergone a gradual evolution, until now the advertising value of each story is subordinated to the practical interest value of the story to the men who wish to read it.

We use regular trade paper headlines, for the most part, and try to give a comprehensive description of each undertaking that we feature, even going into details of branches of the work that have no connection at all with our machinery or its use. It may be said, "that's all right if you want to 'butt into' the trade paper's field and donate a publication to the contractors, but where does its advertising value to you come in?"

Well, that's one of the places where the "American Bulletin" departs from accepted trade paper practice. No job is written up in the "American Bulletin" unless a considerable quantity of our product was used on it. In the course of the story more or less casual mention is made of the fact that "American" hoists, or derricks, or both, as the case may be, were used on this work. As we feature none but successful jobs our machines are automatically coupled with the success of the undertaking, and we believe that the association of any machine with a successful piece of work raises the prestige of the machine. Of course, such a subterranean method of exploiting the merits of a line of machinery would not make much of a dent with a one-time effort, but please remember that the "American Bulletin" is issued every other month, and has been since 1913. The cumulative value of such a method pursued so consistently is bound to be great.

From the first, we have put the loud pedal on the interest of the work described, and suppressed the natural tendency to make each story a eulogy of our machines.

Another feature which heightens the effectiveness of the stories run in

the "American Bulletin" is the fact that we seldom lose an opportunity to distribute some well-proportioned praise for the methods and energy of the contractor. Nobody ever objects to seeing nice things about himself in print, and we are very careful to let them go at "nice" and not kill their gang with too much sugaring.

**HOW TO GET THE MATERIAL**

It will occur to the practical-minded that the task of securing material of real interest for each issue must be "some" undertaking, and we are here to say emphatically that Mr. Practical Mind is right. It is a hard job, sometimes almost a disheartening one, but the results are well worth the trouble. Mr. Practical Mind very likely will be interested also in where we get our stories.

We get our stories from various sources; sometimes from the contractor himself; sometimes from his superintendent or some other man on the job. Hoisting engineers frequently send us some very valuable stuff. However, we get the bulk of our leads from the trade papers. We go through these carefully and whenever we find a job mentioned we go after the contractor for particulars and photographs. Then by combining what we get from the contractor with some of the "high spots" of the trade paper article we manage to involve a new and interesting story.

**PRIZES STIMULATE WRITERS**

Now and then one of our salesmen will get "enlargement of the heart" and write up some job he visits. We have found, however, that the salesman cannot be counted on very strongly for assistance of this sort. He is so familiar with contracting jobs that his nose for news is blunted. At least we are charitable enough to concede him this alibi. We buy no material from professional writers, for the simple reason that none seem able to contribute the style of stuff that we want.

We find prizes of considerable assistance in getting hoisting engineers and sub-foremen to send us data. None of the prizes which we offer are large, ten dollars being the limit, so it will be seen that, as far as actual cash outlay goes, the material which we use in the "American Bulletin" is not expensive.

**A HIGHLY TECHNICAL LINE**

Practically all the matter submitted has to be rewritten to make a readable story of it. If we can get the man out on the job to give us the main facts and figures we are glad to re-arrange it and dress it up

into a passable article.

While our line is highly technical, a large percentage of the users of it are not trained technical men; for this reason our stories do not attempt to be very technical. We content ourselves with giving a straightforward description of a piece of construction work, writing always with the average contractor, quarryman, or logger in mind. As a matter of fact it is difficult, as a rule, to secure accurate technical data on construction work, engineers as a class being reluctant to give out their "inside stuff."

We publish two other house organs to the trade besides the "American

Bulletin," but, generally speaking, our policy is the same on all of them.

The "Crosby Clipper" is a small booklet, size 4¼x5½, sixteen pages and cover. It is devoted to the interests of the "Crosby" Clip and has been issued every other month since November, 1913. Here, in the writer's opinion, is about the most difficult product to feature in an interesting way, via the house organ, that could be imagined. The "Crosby" Clip is a patented clamp used for fastening wire rope. Compared with the rest of a contractor's, logger's or quarryman's plant, the price of all the clips he uses is almost a



***A Certain Way of Imparting  
An Atmosphere of Distinction  
To The Catalog***

WHEN an advertising manager or other user of printed publicity wishes to get something extraordinary fine in the way of a catalog or booklet, the first choice is a leather cover. But leather covers are too expensive. Levant, the cover paper simulating leather offers a compromise between the prohibitive cost of real leather and any ordinary cover stock. The colors are those naturally associated with leather—green, gray, blue, coffee, yellow, red and black.

Levant Cover Paper is made in a light and heavy weight—allowing for binding in pamphlet form, or over board covers. Box makers will find the light weight Levant especially desirable for a wide range of products, such as jewelry, perfumery, and stationery boxes. Levant Cover Paper is so expressive of richness and quality that only the simplest of printing or embossing is needed to complete a beautiful and distinctive cover.

Send for a sample book of Levant Cover Paper made to fit in your letter file. Also ask for a copy of NTRA, the "different" house organ edited by "Marcus."

**C. H. DEXTER & SONS, Inc.**  
**WINDSOR LOCKS CONNECTICUT**



negligible item. Yet, on account of the thousands and thousands of them that are used ever year, it is a very profitable item with us.

The "Crosby" Clip was first in the field, and, though the patent has run out and a number of competing makes have entered the lists, the fact that it was the first clip and continues to hold the leadership in quality, gives it a great advantage. In fact, the name "Crosby" has come to mean "wire rope clip" to many users, a good deal as Kodak means any kind of camera to most people. Not long ago the writer ran across an article in one of the electrical journals written by an engineer who was describing the installation of an overhead transmission system on a steam road that was being electrified. Instead of saying that the transmission cable was "clipped in place" he wrote it "Crosbyed in place." It was to help maintain this prestige that the "Crosby" Clipper was published.

FINDING "GOOD STORIES"

In the "Crosby Clipper" we have endeavored to feature the out-of-the-ordinary uses of "Crosby" Clips. For instance, when we heard that the Forestry Department had built a number of light suspension bridges across canyons and gorges in the Northwest to facilitate the rounds of the rangers, we got in touch with the Director and found that "Crosby" Clips had been used for all important cable fastenings. Here was a real story; the service was severe; the climate wet; and nobody had time to spend inspecting the bridge fastenings; yet the safety of thousands of acres of valuable timber hung on the ability of these little clips to hold fast and keep communications open. When the submarine F-4 was raised from the bottom of Honolulu Harbor, the same clips secured the long lifting lines. They play an important part in the launching of every ship at Hog Island, not to mention fastening all the wire rope used on the 500 derricks. By means of such stories we seek to connect this clip with big jobs where, obviously, only the most dependable equipment was used. We try to get as much human interest as we can into these stories, and we believe that it is worth while. The "Crosby Clipper" is the only one of our magazines on which a second color is used.

A STEAM SHOVEL ORGAN

"American Ditcher Scoopings" is the youngest of our publications. It was first issued in September, 1916, and is mailed to a list of 10,000 railroad officials. For a year it was is-

sued every month, but since then it has come out only every other month. This paper is devoted exclusively to the interests of the American Railroad Ditcher, a small full-circle steam shovel, the main function of which is to dig drainage ditches along the right-of-way, at which work it takes the place of large and costly labor gangs. On account of its strength, speed and portability, however, it is used extensively as a general purpose machine by the maintenance department, having been used successfully for such diverse purposes as handling coal, driving piles and raising flag poles and smokestacks. Much of the material which we use in this publication is obtained from the operators of the machines, who are an intelligent and well-paid body of men. However, officials from supervisor up to superintendent and engineer contribute much valuable material. All this is supplemented by reports sent in by our traveling inspectors and erectors, and an occasional contribution from a salesman momentarily inspired with a desire to be helpful. We have less difficulty securing good material for this publication than for the other two. This is a four page, newspaper style publication similar in size and arrangement to the "American Bulletin."

These publications furnish us with a means for touching up all prospects at regular intervals with new stuff, much of which is of real assistance to them in their work. Just to illustrate how this works out: a ditcher user in the South devised some home-made dump cars consisting of nothing more or less than a false floor on a flat car. This floor was divided down the center of the car and lifted rings bolted into it, chains were fastened to these rings with a ring in the other end for hooking over the center dipper tooth. When it was desired to dump a load of dirt this ring was thrown over the middle tooth and the dipper raised, dumping the entire load in a few seconds. Before this device was worked out a gang of laborers with shovels had been employed to shovel off the dirt at the dump. The home-made dump cars saved the wages of these men and several hours' time every day. We received letters from all over the country asking for blueprints of these home-made dump cars and instructions for making them. We could multiply such instances all tending to prove the value of our development of the technical house-organ. We have proved to our own satisfaction that it pays to hand out helpful information in liberal por-

tions to induce the reader to absorb our advertising in homeopathic doses.

BUILDING GOOD WILL

House organs of this type not only help their readers in their own work, but, in doing so, create a kindly feeling which makes orders come easier. We consider these publications worth all they cost and spare no effort to make them just as helpful as possible. All that is needed to get out a successful paper of this type is an editor with a nose for news of real value and interest, and the ability to write in a clear, cheerful, human way. Fine writing won't do, too much technical talk is harmful, unless addressed to an audience exclusively composed of engineers; and the big "I" must be shunted up disused siding and left there.

A house organ of the type which we have described can be conducted successfully for almost any technical product, if someone will ferret out the human side of its story, fix helpfulness as the policy of the publication, and not try to make each issue a noisy clatter of advertising chatter. This requires almost Spartan restraint and real editorial ability, but the results are well worth while.

Car Advertising Man Opens Agency

Stanley E. Gunnison, who has been connected with the car advertising field for the last fifteen years, has resigned his position as sales manager of the Broadway Subway and Home Boroughs Advertising Company, New York, which he has held for five years, to become president of the Stanley E. Gunnison, Inc., advertising, agency with offices at No. 26 West 44th



STANLEY E. GUNNISON

street, New York. Mr. Gunnison is well known among New York advertisers and will enter his new field with every assurance of success.

# Back to Human Principles to Adjust "Kicks"

The Kind of Common Sense Treatment That Puts  
the Dissatisfied Customer on a Friendship Basis

By PAUL W. KEARNEY

THE law tells us that two or more parties are necessary to a contract. Before we can do business, there must be a seller and a buyer. The two parties established, the stage is set for the completion of the play, and upon these two characters depends the success or failure of the entire business show.

Other folks have occasion to deal with these people in the casts allotted them above, but because so often they play dual roles, we at the moment are interested in the other presentations they have to offer.

Oftentimes, as the play progresses, you will eventually recognize these self-same actors somewhat disguised. Instead of "buyer and seller," they engage in the equally as interesting parts, Kicker and Kickee. And there's our cue!

In order that we may be intelligently interested in the remainder of the pantomime, we must appreciate several fundamental truths: one is that the man with a complaint is none other than the man who some time back signed the dotted line. At that time he was a normal human; he leaned over his counter, perhaps in his shirt sleeves, listening to the words of wisdom flowing from the silver tongue of your salesman; he laughed at the traveller's jokes; he cracked a few himself; he chewed his cigar stub reflectively as his mind began to change; he talked intelligently about his stock, his trade, his customers, and their wants; and when he finally became sold, he had risen to the status of a prince in the estimation of your representative who had found him a decent, reasonable human—the kind of a fellow a man likes to deal with.

**MUTUALLY "SOLD"—AT FIRST**

And your representative, having made a good impression on that customer, sold him not only on the goods he purchased, but also on the obvious fact that your firm was the right kind of a firm to deal with, because it maintained the right kind of ideals, carried the right kind of goods and aimed to treat its customers in the best manner possible.

He looked good to your representative—and, therefore, to you—and

your representative looked and sounded good to him; therefore your house filled the bill.

But that was some time back. My! How things have changed. What versatile artists carry parts in this show!

That good-natured, reasonable human being has cast aside his cigar stub, rolled down his shirt-sleeves and now appears with a pitch-fork, a darted tail, two horns just north of his ears and breathing fire from his nostrils. And that high-idealed house with its cracker-jack line and its admirable ambitions has been transformed into the embodiment of six gunmen, three pickpockets and the oil trust incarnate.

When you and I appear on the scene, either as complainant or adjuster, we arrive exactly at the point where the customer and house become divorced or reconciled. For it is precisely at this stage where the proper attitude will commence to save the day or the wrong attitude will fumble an opportunity. The average untrained adjuster will smash all of his chances by permitting his temper to become ignited by the essence of brimstone packed in that complaint letter. He will go off the handle, so to speak, by accepting the kicker on his appearances instead of his hidden character.

The competent adjuster will not be buffaloeed by outward signs. He will instinctively remember the happy, lovable scene enacted in the little country store some month or two before, where the atmosphere was laden with the wholesome odor of ground coffee, cinnamon and bum cigar smoke; he will see the white apron and rolled-up sleeves of the country store keeper instead of the costume of Mephistopheles; he will recall the willing pencil and the hungry dotted line instead of being frightened by the electrified sword and an exploded opinion.

**SHOULDN'T FORGET HIS HUMAN SIDE**

For his customer, who has just written a nasty, unreasonable letter, damning your house and your methods and your goods beyond the confines of this hemisphere was once a rational man—the kind of a fellow

**\$1,000**  
**for \$10**

**PERHAPS**

Maybe you'll benefit even more by a single suggestion of the Ad Man who is consulted by some of the biggest and most successful department stores and specialty concerns thruout the U. S.

For \$10 I will criticise your page ad—or two half page ads—or four smaller ads—and give you the benefit of my vast experience. For the proof of the pudding ask the

- BAILY COMPANY,  
Cleveland, Ohio.
- WM. ERLANGER COMPANY,  
Canton, Ohio.
- M. M. THOMPSON CO.,  
Cedar Rapids.
- FT. WAYNE OUTFITTER CO.,  
Ft. Wayne, Ind.
- ARTHUR NEWMYER,  
NEW ORLEANS ITEM,  
THE DENVER POST,  
THE POWERS-BEHEN CO.,

and a score of others in Denver—and many more whose names I will furnish upon request, if you doubt the value of such service.

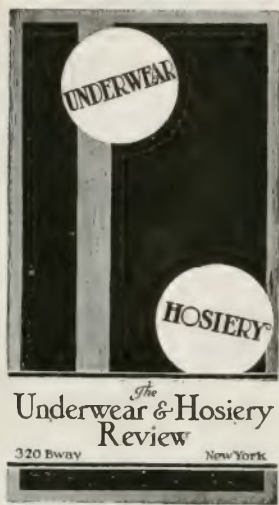
**SIGMUND**  
**the Ad Man**

**Mack Block :: Denver**

**KNOWN EVERYWHERE**

with whom a salesman likes to deal.

And the sooner you lead him back to that frame of mind, the better for



## The Woman's Viewpoint

backed by a long experience  
in all branches of

### ADVERTISING

ADVERTISING  
COPY SERVICE BOOKLETS

## MINNA HALL SIMMONS

15 West 38th Street

Room 1205

PHONE GREELEY 5596

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."

## THE JEWELERS' CIRCULAR

New York, has for many years  
published more advertising  
than have the seven other  
jewelry journals combined.

## 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

everyone concerned. Your attitude is the first requisite. If you will only allow that had you been in his shoes inspired by the promises and prophecies of a salesman word-artist, and expectant of great things to come out of the order blank graced with your signature, you, too, would be miffed if that man's house had unexpectedly jerked away the props erected by its representative.

You must without delay get around to the other side of his counter and look at the whole deal through his eyes. You must imagine yourself in his position, feel his feelings, think his thoughts, and enact his actions before you can get the proper slant on that complaint.

Why is he angry? Why is he disgusted? Why is he peeved? Simply because your own house, through the medium of a salesman, led that man to believe one thing and time proved to him that he had been led astray. He expected, rightfully, to be wholly satisfied. He has not been. And regardless of the reason, the mere fact that he has been disappointed is psychological reason enough for him to go on this tirade.

You must go back to the original state of affairs before you can deal with him. You must recall what a prince of a chap he *was* and figure that he would still be a prince if it were not for some good reason.

That much accomplished, you've advanced considerably. The good reason is the next step—you have it in your hand. Read it. We're not at all interested in its details now: a generality only, it represents the reason for this man's change of mind. Justified or not, that complaint proved by the very fact that it is a complaint, that its author has been—or believes he has been—tricked, deceived, double-crossed. If you felt that way about a man or a firm, wouldn't you say nasty things?

Grant that, and the complaint is as good as adjusted. Visualize that kicker as a disappointed customer whom your house has deceived, and you will by instinct do the proper thing. The fact that he has no right to be disappointed is a mere detail. The fact that it is his own fault, is negligible. The fact that he expected too much in the first place doesn't count as a general principle, until you realize that is ordinary human nature for a man to be disgusted when his expectations have been spurned.

Appreciating that bit of sidewalk-

psychology, you will go about the rest of the case with confidence and tolerance.

The first requisite in adjusting complaints is the recognition of the plain truth that the Kicker is a normal human being and expects to be dealt with as such. That acknowledgment erases "vs." from the phrase "Kicker vs. Kiekee."

### Buying Habits "Healthier"

One sign of returning health in the business world is that in the last sixty days there has been a greatly increased demand for the less expensive grades of merchandise—dependable goods at moderate prices—and a relative falling off of the higher priced fancy grades which had been in such feverish demand for several seasons. The average person seems to be returning to the habit of seeking good articles at a fair price rather than accepting the most expensive thing without question. *The Jeweler's Pocket Magazine.*

### Record Sales of Radium

An unusual record in the sale of radium has been made according to James C. Gray, president of the Standard Chemical Co. In July the company has sold two and one-half grams of radium, portions of this being sent to Japan and Australia, and the balance remaining in the United States. Purchase by the state of New York of two and one-quarter grams of radium, the largest single commercial transaction of its kind ever made, and the first sale to any state for a purpose of social welfare was announced in a dispatch from Albany. Acquisition of the radium was made possible through an appropriation of \$225,000 by the New York legislature.

### Jones With Stevens-Duryea

R. B. Jones, who for the past year has been assistant to the sales promotion manager of Willys-Overland, Inc., at Toledo, has joined the organization of Stevens-Duryea, Inc., Chicopee Falls, Mass. Jones will serve as assistant to George M. Perry, vice president and general manager of the company.

### Benefit From Reading "A. & S."

*Editor, ADVERTISING & SELLING:* Please enter our subscription for one year for ADVERTISING & SELLING, letting it come forward each month addressed for the attention of The Service Department of this company.

We have read several issues with much interest and know that we will enjoy as well as receive much benefit from reading the helpful articles on the advertising specialty business that you have from time to time—Clarence W. Payne, Service Dept., The Kemper, Thomas Co., Cincinnati, Ohio.

## Topeka Daily Capital

Sworn governmental report  
for 6 months ending Apr. 30, 1919

35,247

Arthur Capper

Publisher

TOPEKA, KANSAS

Member Audit Bureau of Circulations

## "GIBBONS KNOWS CANADA"

MONTREAL

TORONTO

WINNIPEG

# Among the Better Books on Business

A Review of Publications Concerning  
or Related to Advertising and Sales

*The New Industrial Unrest—Reasons and Remedies.* By Ray Stannard Baker. 231 pages. Doubleday, Page.

After interpreting the Peace Conference to us in "What Wilson Did at Paris," Mr. Baker has turned from dreams of international politicians, at Paris to the actualities of the labor situation at home in the United States. Starting with the dramatic fact of the recently ended steel strike, he makes a determined effort to get at and to estimate the causes back of current unrest now manifesting themselves in conflicts like this and to sketch a practical remedy for this disease running through the body industrial. He finds a crying need for the democratization of American business and develops in an interesting manner the Shop Council system of settling labor disputes. This is a book that can be read without undue alarm and with much benefit by all employees of labor.

*Dyke's Automobile and Gasoline Engine Encyclopedic* Treating on the Construction, Operation and Repairing of Automobile and Gasoline Engines; also Trucks, Tractors, Airplanes and Motorcycles. By A. L. Dyke. 640 pages. Profusely illustrated. Published by A. L. Dyke, St. Louis, Mo.

It is presumed that the reader of this notice, being a successful business man connected with some branch of merchandising, owns an automobile. If he is very successful, he probably has a chauffeur to go along with it and to diagnose its troubles. In either case, for his own or for his chauffeur's sake, he will find the purchase of Dyke's "Encyclopedia" a wise investment. This volume, now in its twelfth edition, is, as a London publication is quoted as saying, "the most comprehensive, exhaustive and informative work yet published on the subject of the motor car and its technique." The reader who has taken to the air for transportation or sport will find and read with interest the section in the "Encyclopedia" devoted to the airplane.

*Inventions—Their Development, Purchase and Sale.* By William E. Baff. 220 pages. Van Nostrand Company.

Mr. Baff, who is a well-known patent attorney, in dealing with the big selling problem represented in the marketing of an invention, gives us a new definition of an inventor. "It takes knowledge," he says, "to make a business man, but it takes genius to make an inventor. An inventor can invent and sell, while a business man can only sell."

Perhaps it is true that an inventor has not really invented anything tangible until he has fitted it logically into the scheme of things—invented a selling proposition to go with it. "Inventions" is the book of the modus operandi of "putting across" the worthwhile invention. It is not enough, as the author points out, to have a good thing; you have got to convince the public that it is "good," find a market and create a demand. For inventors who want to be real inventors in the sense that Mr. Baff uses the term, here is a helpful analysis of their selling problem and a guide toward the creation of an efficient selling proposition.

*Putnam's Handbook of Buying and Selling—Telling in a Simple and Practical Way How to Succeed in Business.* By A. Frederick Collins and Virgil D. Collins. 206 pages. Illustrated by Charts. Putnam. \$1.90.

"This book," say the authors in their preface, "gives you the hard and fast methods of modern merchandising. It is so simple that however little you know about business you can understand it, and it is so practical that you can use it at once and with telling effect."

These statements may be granted with the exception of the last phrase. Whether you can use it "with telling effect" depends, of course, upon yourself.

There is no royal road to success despite the unquenchable hopes of the sanguine youth whose kind will make up an appreciable proportion of the readers of this book. On the other hand, there is a swift descent to failure for the business man who neglects to acquaint himself with such basic rules of the buying and selling "game," as the authors call it, as are set down in this book. There are not ninety failures out of every one hundred men in the field of merchandising—though the authors repeat that ancient bit of pessimism—but there are altogether too many due to waste effort and futile groping in a darkness that can be much dispelled even by reading such bald statements of the facts of buying, selling and credit methods as are compiled in the "Handbook."

*Commercial Advertising.* Six Lectures at the London School of Economics and Political Science (University of London). Lent Term, 1919. By Thomas Russell, president of the Incorporated Society of Advertisement Consultants, and former advertisement manager of the *London Times*. 297 pages. Putnam.

"Commercial Advertising" is a book of fundamentals. Its materials were written for the education of a class of young men and women at London University in the practical principles of the science of advertising. With that purpose in view, Mr. Russell has not scorned theories or generalities. On the other hand, he has stuck to tried theories and to generalities that help by broadening the sometimes restricted outlook of the man in the office. We may say that the former advertising manager of the "Thunderer" has been inspirational if we add that he has gone for the bases of inspiration to actual campaigns, to current examples of advertising success—with chapter and verse named in his volume. "Commercial Advertising" gives us a new view of the real understanding of advertising problems that obtains among British advertising men and puts us under fresh obligations to the author of "Success in Retail Advertising."

## New Copy Director for Greig & Ward

Y. K. Smith, formerly copy writer and account executive for Critchfield & Co., Chicago, has joined the staff of the Chicago agency of Greig & Ward as director of copy. Mr. Smith was at one time associate editor of *Farm Mechanics* and the *American Builder*.

## Shampoo Company Has New York Sales Office

The advertising and sales departments of the R. L. Watkins Company, manufacturers of Mulshed Oil Shampoo, are now located in New York, headquarters remaining in Cleveland. The New York office is at No. 28 West Forty-fourth street. Malcolm B. MacIntire is in charge of the advertising.

## Savage Arms Earnings

Savage Arms Corp. for the three months ended June 30, 1920, reports net earnings after Federal taxes and preferred dividends of \$125,304, equivalent to \$1.61 a share earned on the \$7,748,000 common stock as compared with net of \$82,035, or \$1.06 a share in the preceding quarter, and \$139,526, or \$5.52 a share on the \$7,958,000 common stock in 1919.

# SALESMEN WANTED

There is an opening with a very well known publication for two salesmen on a commission basis.

One position is for New York territory and the other in Chicago. Please write fully, stating past experience, as no attention will be paid to letters that do not contain full information about the applicant. Every letter will be treated in confidence.

Both of these positions should be worth from \$5,000 a year up, depending entirely upon the ability of the salesmen to produce business.

Address Box 270, care ADVERTISING & SELLING, 471 Fourth Avenue, New York.

# ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

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August 7, 1920

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## Calendar of Coming Events

August 9-13—Convention, Inter-State Exhibitors' Corporation, New York.	October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.
August 12—Convention, Wool Stock Graders' Association, New York.	October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.
August 12-14—Convention, National Cigar Box Manufacturers' Association, New York.	October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.
September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.	October 25-29—Convention, National Wholesale Druggists' Association, Cincinnati, Ohio.
September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.	October 27-29—Annual Convention, Direct Mail Advertising Association, Detroit, Mich.

## South America Welcomes Our Trade

Charles T. Ritter, representative of several New York business houses in Buenos Aires, giving his impressions of trade conditions and trade competition in South America to the metropolitan newspapers while on a business trip in New York, said last week:

"At the present time the Argentine is enjoying prosperity such as no other country has ever known. All the countries of South America thrived during the war, but with her vast resources of beef and wheat, the Argentine practically supplied the world with these and other food products, and as a result became the leader of a large group of prosperous South American countries. Her millions are now being freely spent in the improvement of the country and the development of trade, which, of course, has to be readjusted with the new conditions since the war.

"With the growing understanding between the United States and the countries of South America, which is particularly marked, the opportunities for trade are untold. The Americans are going ahead at a great rate and American merchandise is everywhere accepted as superior. Of course, England has her place in the field, but only with her textiles does she create any keen competition for us. Germany is sending her agents in great numbers and her cutlery and kindred manufacturing products are much in demand. But the field is logically ours, and if we continue our present methods we will occupy an enviable place in the commercial field of the Southern continent. Our electric goods, automobiles, steel materials, dry goods and rough goods are considered vastly superior and there is a ready market for these commodities.

"Japan has failed utterly in developing its South American trade. A few years ago it appeared as though the Japanese would supplant the Germans and these new competitors were very enthusiastically received, but when inferior goods were delivered and continued to arrive the sentiment changed speedily until now many lines which they formerly held have been closed out completely. The only exceptions are silks, hair goods and cheap notions. Their goods showed very poor workmanship and they were content to employ cheap and inexperienced labor.

"However, there is one thing we must understand in going into the South American market. They are in earnest in centering their attention toward developing their trade and they will not meekly countenance our going into the market at times when our domestic market is dull. We must realize that it is a rich, steady field and one that is not to be neglected, no matter how prosperous we are at home. The present rate of exchange is hurting us, but this is only a temporary condition, I believe."

## New Members for Newspaper Department

New additions to the membership roster of the Newspaper Department of the Associated Advertising Clubs of the World since the Indianapolis convention include the *Advertiser*, Honolulu, Hawaii; the *News-Dispatch*, Union, N. Y.; the *Register* and the *News Item*, both of Mobile, Ala.; the *Chronicle* of San Francisco.

# Short Talks to Advertisers



NUMBER  
THREE

## “Motor Habits” in Reading

In reading a page the eye rapidly acquires what psychologists call a motor habit of reaction—it takes in a certain proportion of a line at one fixation and pauses of vision occur at approximately the same points in every line.

This rhythmical sequence of eye movement promotes ease and rapidity of reading:

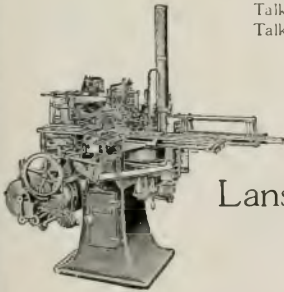
—if continuously interrupted by lack of legibility—the necessity of perception of the different parts of a word instead of it being conveyed as a complete image, the eye cannot form this helpful motor habit:

—if perception is not instantaneous, the law of “associative expectancy” is inoperative—successive sections of a single word are the center of attention and the *pauses* become full stops—and have added frequency—with attendant loss of assimilation of thought.

Compactness of word-forms is an aid to instant perception;—it is inherent in the *single-letter* product of the “Monotype” Composing Machine.

Your printer knows!

- 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  
CHICAGO

BOSTON  
TORONTO

Monotype Company of California, SAN FRANCISCO

You've been thinking of  
thirty five cent magazines  
in terms of thousands of  
copies circulated among  
"quality readers"

#

Now think of a thirty five  
cent Cosmopolitan in terms  
of a million copies (plus)  
bought at the full price by  
nearly everybody worth while

#

Isn't it worth two million  
circulation at any lower price?

① Mitchell Thoresen

July 1920