

Advertising & Selling

Public Library,
Kansas City, Mo

NOVEMBER 27, 1920

Public Library,
Kansas City, Mo



The Chicago Tribune Flashes Election Returns to Yankeedom in Europe

Mine-sweeping American tars in the North Sea, relief workers in Constantinople, doughboys along the Rhine, diplomats and business men in Paris, homesick "hoosiers" and "suckers" in Berlin—all these and more received returns on election night as guests of *The Chicago Tribune*.

European statesmen and journalists marveled at the fact that the news was distributed to the Chi-Trib Parties throughout Europe within fifteen minutes of the time it was known in America.

Preparations were made well in advance by the staff of *The Chicago Tribune's* European Edition—an American newspaper which has been printed in Paris every day for the past three years. Theaters and halls were rented, special wires, telephones and wireless rights leased, and invitations sent out to the wandering Yanks of Europe. The map below shows how the news of the Harding avalanche was spread to London, Paris, Coblenz, Berlin, Vienna, Prague, Warsaw, Budapest, Constantinople and the Fleet.

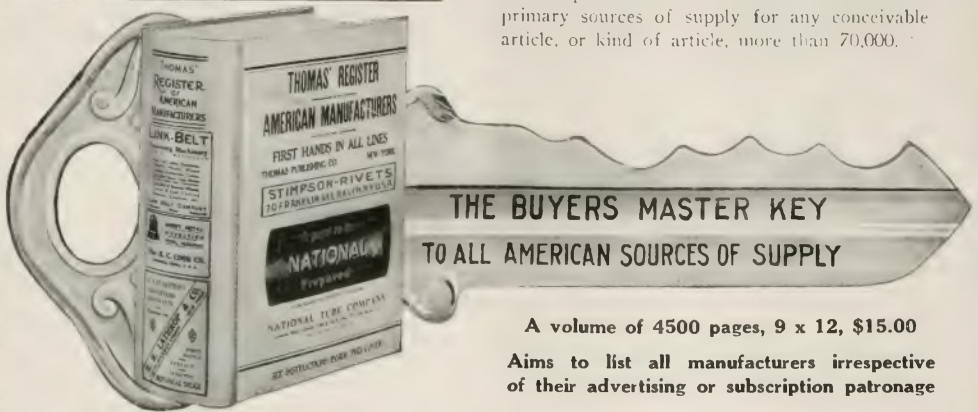
Enterprise and Organized Service Build Tribune Prestige

Advertisers buy CHICAGO TRIBUNE, since because it offers enormous circulation concentrated in the world's most desirable market. They are repeatedly surprised when overwhelming results surpass their expectations.

This excess return is due to the prestige which THE TRIBUNE has won with its readers by generations of service, originality, daring and efficiency, as exemplified by the election night parties throughout Europe.



Member Audit Bureau of Circulations



THE 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.

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

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

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

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.

IT 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. *Costs for one insertion—brings continued returns for one, two and three years.*

5980

Advertisements

2315

Advertisers

A recent audit to determine the *importance* of its users as indicated by capital employed shows:

Over \$10,000,000 capital—more than 500 users

Over \$1,000,000 “ “ “ 3000 “

Over \$100,000 “ “ “ 12000 “

For obvious reasons it was impossible to get capital ratings for more than 8,000 of the most important users, such as Federal, State and Municipal Government department subscribers—U. S. Consuls, Foreign Subscribers, also Boards of Trade, Libraries and other places of public reference where each copy is consulted by many buyers during the year.

Forms for 1921 Edition Now Closing

THOMAS PUBLISHING COMPANY, 129 LAFAYETTE ST., NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

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

Farm Life and the Standard General Magazines

FARM LIFE FAMILIES WHO SUBSCRIBE TO MAGAZINES

	Replies	Sat. Evening Post	Literary Digest	Comopolitan	Metalls	American	Pictorial Review	L. H. Journal	Colliers	W. H. Campaign Youth's Companion	Deflector	Misc.	Total	Take Magazines	
Alabama	195	5	3	3	13	1	1	3	4	1	1	1	33	35	
Arizona	12	2	1	1	1	1	1	1	1	1	1	1	7	3	
Arkansas	151	3	2	9	2	1	4	1	1	1	1	1	20	20	
California	50	3	1	2	2	1	3	2	1	2	3	1	19	13	
Colorado	33	4	3	1	1	1	1	1	1	1	1	1	15	9	
Connecticut	24	3	1	1	1	1	1	1	1	1	1	1	14	8	
Delaware	22	1	1	1	1	1	1	1	1	1	1	1	10	8	
Florida	65	2	3	1	1	1	1	1	1	1	1	1	22	22	
Georgia	290	7	4	95	3	8	7	2	3	5	1	3	66	50	
Idaho	43	1	1	1	1	1	1	1	1	1	1	1	16	11	
Illinois	417	11	5	3	26	17	14	8	3	12	8	10	18	135	102
Indiana	581	13	3	1	45	11	12	21	5	15	4	5	135	121	
Iowa	117	2	3	2	12	4	2	5	3	1	3	5	7	52	30
Kansas	98	1	2	1	3	2	2	1	1	1	1	1	17	15	
Kentucky	248	9	3	1	13	6	2	6	1	4	2	1	31	28	
Louisiana	70	3	2	1	4	2	1	2	1	1	1	2	9	26	20
Maine	44	1	5	1	1	3	1	2	1	3	3	1	19	12	
Maryland	55	2	1	1	1	1	1	1	1	1	1	1	8	7	
Massachusetts	36	2	2	1	1	1	1	1	1	1	1	1	12	11	
Michigan	201	11	6	14	7	1	5	8	4	1	1	1	64	53	
Minnesota	170	3	1	1	8	4	1	1	1	4	1	1	36	36	
Mississippi	170	8	1	3	13	1	2	4	1	2	2	3	41	38	
Missouri	252	8	1	2	19	2	1	10	2	1	6	2	30	47	66
Montana	73	6	1	1	9	2	4	6	1	1	3	1	17	11	
Nebraska	69	2	2	1	2	2	2	5	1	2	1	1	19	16	
Nevada	12	1	1	1	1	1	1	1	1	1	1	1	2	2	
New Hampshire	12	1	1	1	1	1	1	1	1	1	1	1	1	3	
New Jersey	29	1	1	1	1	1	1	1	1	1	1	1	5	5	
New Mexico	14	1	1	1	1	1	1	1	1	1	1	1	1	8	3
New York	149	9	1	5	24	9	4	11	2	2	6	6	79	48	
North Carolina	215	2	2	11	1	1	1	1	1	1	1	1	32	32	
North Dakota	125	4	2	1	6	3	1	3	1	3	1	3	33	30	
Ohio	336	8	4	5	27	9	13	14	1	6	8	1	14	110	72
Oklahoma	121	1	1	1	4	1	3	1	1	1	1	2	14	11	
Oregon	53	5	1	1	2	1	5	2	1	1	1	1	8	25	17
Pennsylvania	335	3	6	16	25	6	3	20	7	3	10	13	102	52	
Rhode Island	5	1	1	1	1	1	1	1	1	1	1	1	1	2	2
South Carolina	96	2	1	1	2	2	1	7	1	1	1	1	24	10	
South Dakota	85	12	2	1	10	3	7	12	4	3	1	1	8	69	42
Tennessee	141	7	7	1	15	6	1	9	2	4	1	2	3	58	51
Texas	243	2	1	14	3	3	10	1	1	1	1	20	56	31	
Utah	18	1	1	1	1	1	1	1	1	1	1	1	1	3	3
Vermont	32	1	1	1	1	1	1	1	1	1	1	1	4	17	10
Virginia	306	13	2	2	18	6	3	7	2	2	9	19	69	46	
Washington	72	3	3	4	1	1	1	1	1	1	1	1	12	25	15
West Virginia	169	4	3	1	4	1	1	1	1	1	1	1	2	19	12
Wisconsin	134	4	1	1	12	2	3	3	1	2	3	12	43	25	
Wyoming	13	1	1	1	1	1	1	1	1	1	1	1	5	2	
Total	6,115	194	94	41	425	137	106	234	40	80	91	78	247	1,774	1,303

WHETHER farmers can be satisfactorily reached by general magazines edited chiefly for city people is a controverted question of large importance to the advertiser who sells a commodity of general use—one that has an important farm as well as city market.

This table was compiled from the answers to a questionnaire answered by 6,115 readers of Farm Life all over the country. The table shows that the well-known magazines named reach only 18 per cent of the readers of Farm Life.

Adding the readers of the publications included in the miscellaneous column only 20 per cent are reached.

Furthermore, that 18 per cent is so widely scattered among so many publications that to reach it practically all strong general publications must be used.

The conclusion is that to reach Farm Life readers you must use Farm Life.

THE FARM LIFE PUBLISHING CO.

THE JOHN M. BRANHAM COMPANY

ADVERTISING REPRESENTATIVES

New York St. Louis Chicago Kansas City Detroit Atlanta Cleveland San Francisco

SPENCER, IND.

FarmLife

ADVERTISING & SELLING, NOVEMBER 27, 1920
 30th year. No. 23. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price, 15c. the copy; \$3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

More circulation at 3c than at 1c or 2c a copy

The *Chicago Evening American*, at 3c a copy, sold *more* newspapers *last month* than it averaged for the month of *October* during the *six previous years*.

The *Chicago Evening American* sold at *1c a copy* during the first three years of the previous six-year period; the *Chicago Evening American* sold at *2c a copy* during the second three years of the previous six-year period.

Now over 360,000 daily

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph E. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year

NOVEMBER 27, 1920

Number 23

Salesmanship—The Basis of Prosperity

And Not Only All Material Welfare, But All Art and Culture Rest on This Foundation

By TRUMAN A. DE WEESE

Director of Publicity, Shredded Wheat Co.

THIS is an age of salesmanship. The ability to sell things lies at the basis of all our industrial wealth. The man who doesn't sell anything must be supported by someone else who sells something. Every man is a salesman, unless he is a loafer. He is either selling his own labor or the product of someone else's labor.

It is easy to manufacture a cake of soap if you have money enough to build the factory and buy the machinery, but you are out of pocket and the world must go unwashed unless someone sells the soap. Art galleries and universities of learning are not founded by poets and dreamers; the money to build them comes from men who sell things.

SALESMANSHIP THE BASE

If the great majority of human beings were not engaged in selling things, lawyers, preachers, doctors and poets would starve to death. Culture and art, therefore, rest upon salesmanship.

The basis of all prosperity and human happiness is the exchange of the products of the farm for the products of the mill—and a portion of the profit that accrues from this exchange goes to support the professional or non-producing classes.

A man discovers a certain mixture of chemicals that will give old furniture a lustre that makes it look like new. Shall he put up a few bottles

of the mixture and peddle it among the neighbors of his home town, or shall he give it to a hundred million persons through advertising and thus build up an industry giving employ-

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An Age of Merchandising

THIS is an age of merchandising and advertising is its prophet. Salesmanship has an importance today that few clearly comprehend.

In this article, which embodies part of his message to the convention of the Specialty Manufacturers' Association at Atlantic City, Mr. De Weese sums up the dignity and importance of the selling job by telling us that the art, culture and material prosperity of the future depend upon its effectiveness.

Check up against his own suggestions for making selling—especially "mass selling"—more effective.

THE EDITOR

HOOKING UP TO CONSUMER

I like to see advertising hooked up to the ultimate consumer. A good deal of advertising nowadays seems to have been written to fill space and to display literary talent, which has no reference to salesmanship. The poor old ultimate consumer has had a rough time of it during the last two or three years. He has been kicked and mauled around until he is disfigured beyond recognition, but we are still after him and if he gets away it will not be the fault of advertising.

When we come to commercial advertising we have to differentiate between staples and specialties. In the case of a specialty advertising must actually create a new demand. It must inculcate the human mind with a desire to possess something it has never heard of before. In the case of a staple, however, the business of advertising is largely to fix a trade-mark in the public mind, and in that way create in the mind of the consumer an unconscious preference for one staple as against another.

This consumer demand built up by advertising we call good-will, but it is not the kind of good-will you

ment to thousands of men and women.

A man invents a safety razor that liberates him from the thralldom of the barber shop and enables him to save time and money by shaving himself. Shall he sell it to the men of his own town, or the men of his own acquaintance, or shall he invoke the aid of advertising to put it in the hands of millions of men, at the same time building up an industry that will furnish employment to thousands?

Saying that this is an age of sales-

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sometimes write of in the financial statements of corporations. It is a good-will that is beyond measure or computation. You could burn the factories in which Royal Baking Powder is made, but no conflagration could wipe out the picture of a can of Royal Baking Powder that has been printed on the retina of the human mind by years of persistent advertising. The only way you can destroy good-will of this kind is to stop advertising and let the product gradually pass out of the human mind.

All of which is merely to show the vital relation of advertising to the marketing of a specialty. You can sell a certain amount of staples without any advertising. If you are making laundry soap or matches you can induce merchants to push your soap or your matches ahead of the other fellow's soap or matches. You can sell a certain amount of your product while the other fellow does the advertising. In the meantime the manufacturer of a staple who advertises a trade-mark and fixes it in the public mind becomes paramount in his industry and the non-advertiser is gradually crowded out.

Having shown the vital relation of advertising to the marketing of a specialty, it might not be out of place to inquire, "What is advertising? Is advertising literature, or is it salesmanship?" Some of the advertising now appearing in the public prints, particularly automobile advertising, would lead you to conclude that advertising is mere literature. Don't be deceived by the artificer of rhetorical flapdoodle. The purpose of advertising is to sell goods. A literary chap who never sold anything in his life will define advertising as "the dissemination of information about a salable product." Now, advertising may do all that and never sell anything.

ADVERTISING MUST SELL

The real function of advertising is to sell things, to create a market for a new product or to expand the market for an old product.

Advertising is an instrument of distribution. This is the point that thousands fail to grasp. Failure to grasp this point is the reason for so many misunderstandings about advertising. As an instrument of distribution, advertising creates volumes of sales, and this is the source of its profits.

For many years the company with which I am connected made no money. There was nothing on the profit side of the ledger at the end of the year. Today the company pays a dividend

of eight per cent, has four factories and is capitalized at \$10,000,000. Profits and dividends came when the sales reached a certain volume.

This is the thought conveyed in the subject of this address. A man who has a new idea and finally gives that idea concrete form in the shape of a food, or a soap, or a labor-saving device, must gradually sell his idea to the ultimate consumer. In other words, he is selling himself. There must be personality in advertising. Advertising must be a human appeal presented by a man or woman who understands human nature, who knows the product and can put the talking points in clear and lucid English.

How can we make advertising more effective? How can we eliminate some of the waste in advertising?

Before answering these questions it is well to recognize the fact that advertising is not an exact science. You cannot buy advertising as you would buy wheat or coal. You cannot buy it by the yard or bushel. Eight hundred dollars borrowed from a friend, combined with the advertising instinct, gave the kodak to the world and made George Eastman, of Rochester, rich. On the other hand, another man's genius will invest \$10,000 in advertising and lose it all.

TO ELIMINATE WASTE

This is merely another way of saying that it is not possible to eliminate all the waste in advertising or to anticipate accurately the results of advertising. When a human phenomenon comes along who can tell you exactly what will be the returns from a certain kind of advertising there will not be enough magazines and newspapers published to hold all the advertising, for every manufacturer and merchant in the world would certainly become an advertiser on an extensive scale. There are many ways, however, in which advertising may be made more effective and the waste in advertising reduced to a minimum. One way to bring about this result is to pay more attention to making advertising fit in with the salesman's plans. The sales organization and the advertising department should work hand in hand. Don't waste money in places where you have no distribution, unless you are ready to invest money in pioneer work with no prospect of immediate results. I have no doubt there was a time when John Wanamaker was tickled pink to see his name in the newspapers every morning. Now he is only tickled when the advertising sells goods.

The time is coming when the Government will have to meet the evil of "substitution" with Federal legislation or else advertising is doomed. A man must have some guarantee that he will be protected in his enjoyment of the fruits of his advertising. He must have assurance that the property created by investing millions of dollars in advertising will not be filched from him in a night. The newspapers are the great media for intensive advertising. Other media may give national fame to a product, but the newspaper must move the goods off the shelves. The newspaper carries the message of the advertiser into the homes of people every morning and every night. The newspaper sustains a relation to the home and to the distributor that belongs to no other medium. It is the most potential factor in the molding of public sentiment which crystallizes in legislation. Newspapers have weight in the councils of government. Advertising is their chief source of revenue. They are in a position to secure Federal legislation that will protect the advertiser from merchandising buccaneers who would do business on the good-will the advertiser has created. It is for the newspapers to wipe out the evils of substitution and other forms of merchandising piracy. Will they do it?

This is the golden age of advertising. The columns of the newspapers and magazines are crowded with the message of the manufacturer and the merchant. While some of this advertising represents the desire of the advertiser to escape a portion of the excess profits tax, the most of it represents a desire to increase volume of sales and to keep the product from passing out of the public mind. Advertising is no longer regarded as an expense—it is an investment. It is a part of the machinery of distribution. It is no longer hooked up with sarsaparilla and swamp root; it has found better company. It walks and talks with kings.

Campaign for Life Insurance Contemplated

W. Dwight Mead, chairman of the committee on publicity, thrift and welfare of the National Association of Life Underwriters, has announced plans for an extensive campaign to be carried on in the United States on behalf of life insurance. A fund amounting to several million dollars is to be raised and will be used for national advertising.

In order to get this sum, insurance agents will probably be asked to pay five cents on each \$1,000 of insurance written by them, but the method of raising the necessary sum has not yet been definitely decided upon. A further levy of 25 cents on the companies for each \$1,000 insurance paid for is also under consideration.

What Can We Do About Substitution?

For One Thing, We Can Put Real Selling Points in Our Advertising to the Dealers

By MAXWELL DROKE

THE FIRST Advertiser had just finished carving his initial announcement upon a convenient stone. He stood back to view his handiwork. It was a good job, but there seemed to be something lacking. The First Advertiser scratched his head reflectively. Then, with sudden inspiration, he turned to his stone and added, in the language of the stoneage, "Insist upon the genuine; accept no substitutes!"

And that's how it started!

From that day to the present moment manufacturers have more or less consistently warned the public against substitution. And the public has more or less consistently disregarded those warnings. We human beings are contrary critters. And somehow we simply won't play according to the rules and properly scorn the tradesman who offers "something just as good."

This is particularly true of the smaller communities where merchandise is bought and sold largely on a personal basis. And it is significant to note that in these towns and small cities reside 70 per cent of the population of the United States.

EDUCATING THE SEVENTY PER CENT

Mrs. B. goes to a local merchant and asks for a certain advertised article. Mr. Merchant hasn't that particular article in stock, but offers an alternative (as like as not the alternative is also an advertised article). Does Mrs. B. assume a haughty stare, as per directions, and refuse the substitute? She does not. "I guess I'll take that, Mr. Merchant," says she, "and send along a sack of flour, please; the same kind I had last time."

Well, what's to be done about it?

Getting down to fundamentals it becomes evident that the substitution evil really is a result of *lack of adequate distribution*. A manufacturer who has gained virtually 100 per cent distribution should have very little substitution trouble unless, for one reason or another, he is "in bad" with the trade, in which case the practice of "switching sales" may be termed deliberately malicious.

Generally speaking, a dealer offers a substitute because he doesn't have

the article asked for. There are a few exceptions, notably certain chain stores that make a practice of switching the customer from a standard article to "a preparation of our own." But in recent years this practice is somewhat on the wane. I know of at least one large chain of drug stores, in a Southern city, where instant dismissal is the penalty paid by any sales person who attempts such substitution. When you ask for Blank's Tooth Paste, you get Blank's Tooth Paste.

COERCING THE DEALER

The dealer who doesn't have your article in stock is going to try to divert inquiries to some article which he does carry on his shelves. We may as well frankly face that condition. And about nine times out of ten he is going to succeed. For in this day of a multitude of well-known trade-marks mighty few of us go a-shopping for a certain article with our minds so thoroughly made up that we cannot be induced to accept an alternative brand.

No one knows this better than the dealer. He fully realizes his power. And that is why he so frequently laughs at the manufacturer who takes the "you-must-sell-my-goods-or-take-the-consequences" stand. Very few manufacturers are in a position to force merchandise upon the dealer.

My friend the department store buyer recently called my attention to this advertisement which appeared in a dry-goods journal devoted to the interests of the retailer:

My Wife

—while in a retail store
Overheard the following
Conversation:

"Let me have five yards of
Blankmaterial."

"We don't carry Blankmaterial,
But we have something just as
Good."

"There's nothing as good!
My friends and I have used
This fabric, and let me tell
You it is in a class by itself.
If you can't supply the Original
I'll have to go to your competitor."

The next day a request for samples
And prices was sent to—
Blank & Blank Company

"I'll wager ten to one that advertisement was written by a man who never stood behind a dry-goods counter a day in his life," declared my friend. "He doesn't know a thing about the business and even less about human nature."

"Women don't go about in department stores holding conversations like that. Frankly now, can you imagine your wife saying, 'If you can't supply the Original, I'll have to go to your competitor'?"

"You can depend upon it the store-keeper sees that advertisement for just exactly what it is—bunk. It's just such copy that makes a merchant begin to doubt the sincerity of advertising."

The modern merchant must be sold and not scared or threatened for handling your line. By all means let us continue our national advertising to the consumer. It is a tremendous power for good. It brings the buyer to the local store.

TRYING THE SELLING WAY

But when we stop there we leave the job only half done. If we are going to put an end to substitution we must see that the dealer is thoroughly sold on our line and that he has the goods in stock to meet the demand.

Isn't it about time we cut out some of our "bull" in dealing with dealers? We have presented too many glittering generalities and too few cold facts. There has been too much hipp-hippocrysy and too little talk of actual sales possibilities in our line.

That's why it is refreshing, now and then, to run across advertisements such as the current dealer copy of the Armstrong Cork Company. They don't content themselves with declaring "Linoleum sales are soaring sky-high. Get in on the ground floor. Order a stock of the Genuine Armstrong Linoleum NOW—today—and take advantage of this unprecedented prosperity."

Not at all. They sit down with the dealer and figure things out. They show him that there is money in handling linoleum—Armstrong Linoleum—and tell him how to get his share. Let us quote from a specimen advertisement headed, "The

'Extra' Market for Linoleum in Cincinnati, for Example."

According to the latest census figures, Cincinnati has approximately 80,000 families.

If, once in five years, half of the Cincinnati homes bought linoleum for just one additional room, 12 x 12 feet, say, at \$2 a square yard, the total volume of "extra" linoleum business in that city in a single year would be \$250,000.

This is exclusive of commercial installations in banks, offices, stores and other semi-public and public buildings which require thousands of yards of linoleum each year.

Take your pencil and pad of paper a moment and analyze your own "extra" market.

And remember that this "extra" business is waiting for the store that goes after it first. And in time, if you get "one extra room" business, you will also begin to sell linoleum floors "for every room in the house."

Every day in your community new homes are being erected. Why not get in touch with the architects and contractors and explain your facilities for furnishing and laying linoleum floors? We'll gladly assist you in every way possible. Send us the names of architects and contractors to whom you would like literature and samples forwarded. Also ask our Bureau of Interior Decoration for suggestions. The service is free.

And then, to build further prestige for Armstrong Linoleum, and cut down substitution of the "just ordinary" variety, right at the top of the page there's a large illustration of four beautiful homes with this caption, "Armstrong's Linoleum Floors were installed throughout in these four semi-detached homes, recently built at an average cost of \$15,000 each."

The dealer who reads that says to himself, "That Armstrong Linoleum must be unusually good stuff, if they put it in such houses as those. I want to know more about it. Maybe there is a place for the Armstrong line in my store."

Still another instance of strong dealer copy is an advertisement of Vanity Fair Silk Mills introducing the Sports Bloomer. Here the job of the copy writer is to justify the existence of a new article of apparel and to get the dealer to substitute the Sports Bloomer in place of the ordinary article. Thus the usual condition is in a measure reversed. Here's how Vanity Fair tackles the job, under the head of "A New Fall Num-

ber for Your Silk Underwear Department":

With skirts so much shorter than they used to be, there is a real need for a bloomer of warmth and protection, yet short enough to escape the bottom of the skirt, however short that skirt may be!

And here it is! It has all of the attractive trimness of the ankle bloomer, but instead of reaching to the ankle, it stops short about two inches below the knee. It is comfortably roomy, so that even on the seated figure, it cannot ride up!

Without a doubt these bloomers will soon be as popular as the Pettibocker itself, and we are prepared to make Fall deliveries if orders are received promptly. The Sports Bloomer will be advertised in the women's magazines for Fall.

There's dealer copy with some real selling points. We need more of it! The time has come to give the merchant some logical reasons to take his pen in hand and fill out one of those "please-enter-our-order-for-the-following" forms.

And once we have Mr. Merchant's name on the dotted line we needn't do a great deal of worrying about substitution. The dealer who has our goods in stock is going to sell them, all right!

"Dealer Help," Canadian Style

The Canadian Optical Company's Campaign Shows How They Handle It North of the "Bottle Line"

By S. B. McMICHAEL

President Canadian Optical Company, Limited

UNTIL this year we had never made a serious attempt to supply our customers, the Canadian Optometrists and Opticians, with advertising matter of the sort commonly termed "dealer helps." There were various reasons for this, chief among them being the difficulties of manufacture while a state of war existed, an imperfect distribution, an incomplete line of goods, and insufficient knowledge of the particular kind of advertising that could be used to the economic advantage of both our customers and ourselves.

In working up to the campaign we experimented to a very considerable extent. For a period of several months we tried out a series of street-car cards in five of our larger Canadian cities, we ran a small space newspaper campaign of the mail order type in four Toronto daily papers, we distributed in a small way an informative booklet useful to the customers and prospects of the optometrist. All of these were

laboratory tests in an attempt to determine as nearly as possible just what it was that the optometrist needed. Naturally the results were nothing to brag about, but the comments from dealers were straws that showed the direction in which the wind was blowing and assisted us materially in the planning of a real campaign.

THE SELLING SITUATION

Three factors were very much in our favor as we approached our new campaign. Our trade paper copy, our bulletins to the trade, and such general publicity in which we had already indulged had been of a type that was both interesting and distinctive. This had given "Canoko" advertising, "Canoko" products, and the "Canoko" organization a reputation that was perhaps somewhat better than they really deserved. However, it is a cardinal policy of the company to put quality into both its products and its advertising, and

quality goes a long way in the building of a reputation. We were also helped by the fact that the Canadian manufacturers and jobbers of optical lines were confining their advertising to monthly house organs and trade paper copy. In other words, we were quite alone in the matter of providing dealer advertising.

With the signing of the armistice came an improvement in manufacturing conditions. Our distribution also became wider and, with the enlargement of our range of products, the decision was made to enlarge on our advertising effort.

As in many other lines, the heaviest selling season of the optical industry is in the fall of the year. School opens in September, winter brings long evenings of reading and study. The sales of eyeglasses and spectacles are maintained at a high point right up to the Christmas holidays. Under the circumstances, the

best time to launch a campaign is on or about September 1.

PLANNING THE PORTFOLIO

Instead of preparing a portfolio of proofs only of newspaper copy, street-car cards, etc., we decided to present our advertising to the dealer in a more attractive way. We also wished to include some selling talks on the advertising itself, as well as a few pages advertising certain

oak frame in which to use them. Space was also given to illustrating and describing a very useful book entitled, "Care of the Eyes." With illustrations of the book were also shown proofs of a series of four single column, twenty-eight line, newspaper advertisement to use in connection with the book. Two pages were given up to the printing, in pearl size type, of eight sales letters that could be copied wholly or in part by the dealer and used in a way to pretty much suit himself. Each letter was written from a different angle or to suit some seasonable condition. We were prompted to include these letters, on which we would have no check and which could be used alike by customers of our competitors and ourselves, through the frequent requests made of our salesmen by dealers, to "write a sales letter" that could be used for sending out to customers. These requests were frequent and as our representatives are perhaps better salesmen than they are letter writers, we made it a special point to arrange carefully for this section of our dealer advertising.

MERCHANDISING THE "HELPS"

The campaign of dealer helps was the feature of a four-page colored insert in the September issue of the *Optometrist*, the Canadian trade paper. A copy of the portfolio of advertising was sent to a select list of our daily and weekly newspapers, together with a request by letter suggesting that the local optometrists and opticians be solicited for newspaper advertising. A letter was also sent in a separate envelope to the dealer two or three days in advance of the mailing of the book itself, and advised the dealer that "Our Contribution Towards Bigger Business" would soon be on the way. This letter, which undertook to sell the dealer on the idea of making use of "Canoko" advertising, was signed personally by Thomas E. Willan, secretary-treasurer of the company, and was sent as first-class mail matter.

The small booklet, "Care of the Eyes," was by long odds the best piece of advertising that we supplied. It was written in a thoroughly understandable way from information and sketches furnished by a well-known authority on the subject. In addition to several pages on eye defects and their remedy it contained two charts for making "home tests" for old sight and near sight. This book bore the dealer's imprint on the front cover and has been ordered in thousands by optom-

etrists and opticians from one end of the country to the other. Whether to charge or not to charge for dealer helps has been a much discussed question for some little time. In this campaign in no case did we charge the dealer the full cost of any piece of advertising matter. On the other hand, in no case did we supply the advertising matter absolutely free. The nearest we came to the latter was in connection with our window and counter cards. A set of six with three oak frames was offered free with each order for a definite amount of goods. In the case of newspaper electros we required payment of the actual cost of the plates, but agreed to refund one-half this amount when furnished with vouchers showing that the advertising had been used in the local paper.

MEETING CRITICISM

We have been both criticized and commended for our action in charg-



A Long Drive

I COULDN'T have done it," remarked Professor Good sight on Monday, "but for these new 'Canoko' Zylonite spectacles. "There's no wobble to them when you drive, and that gives you confidence. A pretty drive?—my word!—the old pill landed not five yards from the green. "My advice to all you golfers is to invest in a pair of 'Canoko' Zylonites at once. You can secure a choice selection from

How the Professor's "golf humor" is made to sell a special type

"Canoko" products. To the portfolio or book of advertising helps we gave the title "Our Contribution Towards Bigger Business." On the inside cover was a half-tone illustration of "Canoko" gold-filled nose-piece mountings. The illustration was followed by three or four lines entitled, "Sparkle" a distinctive feature of "Canoko" mountings. On the first page was a brief statement of our belief that optical goods were not really sold until in the hands of satisfied customers of the optometrist and optician. We enlarged on this by an explanation of how we thought this could be accomplished through the use of the dealer advertising we were offering. This, in turn, was followed by four pages illustrating three series of newspaper advertisements, one of which introduced two trade characters, and was written as well as illustrated in a semi-humorous style. Further on were two pages of cuts, two series of six each of movie slides, a series of six window cards and a special



At the Matinee

PROFESSOR Wiseman Good sight and his friend and neighbor, Miss Canoko I. Glass, were taking in a musical comedy at the Saturday "mat." "Did you ever notice, Canoko," inquired the Professor, as he gazed across the auditorium, "how many children hold their programs close up? Those youngsters are near-sighted. They should have their eyes examined and be fitted by

"Human interest stuff" to put over a vital message on children's eyes

ing for our dealer advertising. We have been advised by one magazine of business in particular that a better plan would have been a national campaign in the newspapers paid for in full by ourselves. In the opinion of this magazine it is the only fair way as well as the only sure way of obtaining universal co-operation by the dealer and, as a result of that co-operation, thorough distribution.



This Is the Trade Character Who Talks Style and Smartness

With much of this we heartily agree, and at some time in the future, when we have still better distribution than at present, when we are not constantly increasing production in an attempt to catch up with sales, we hope to put on just such a campaign. In the meantime we are thoroughly satisfied with the results so far achieved in the campaign now under way. After all, proof of the pudding is in the eating thereof, and proof of the value of any advertising campaign is found in the sales and good-will that follow in its wake. In dozens of Canadian daily and weekly newspapers "Canoko" news-

paper electros are being run by local optometrists and opticians. Hundreds of window cards and a fair number of movie slides and special newspaper cuts have been supplied to dealers taking and paying for them.

Our book, "Care of the Eyes," is in its third edition and each edition has been larger than the one before. A few thousand printed in the early Summer were exhausted in the first week of the campaign. Orders for these books, instead of coming in at the rate of two hundred to five hundred per dealer, have been requested in lots up to five thousand.

Our advertising and selling policy has been founded largely on the belief that a great undeveloped market existed for optical products, due to the known fact that only a small percentage of the people requiring eyeglasses and spectacles actually had them. The result of careful scientific investigations places this undeveloped market at from eighty to eighty-five per cent. That market is, of course, still largely undeveloped, but we hope the time is not far distant when the Canadian Optical Company, Ltd., can take the leadership in a nation-wide educational campaign that will undertake to teach



And This One Gives Sage Advice on the Relation of Eyesight to Health

the men and women of Canada through newspaper publicity the urgent need for greater and more intelligent care of the eyes.

In the meantime we are turning out a quality product. We are making a constant effort to improve on our distribution and above all we are endeavoring to build up a lasting good-will among the optometrists and opticians of Canada. Towards the latter goal we have made a long step forward by putting in the hands of those retail dealers of optical goods a line of advertising matter that is helping them in their every-day work of increasing their sales and profits.

New Accounts for Greig & Ward

Greig & Ward, Inc., Chicago, has secured the advertising accounts of the following: Hysan Manufacturing Company, Chicago, makers of "Bozo—the Cleaner," a new washing compound for domestic and industrial use, for which newspaper schedules are now in preparation. Tallman, Robbins & Company, Chicago, loose-leaf accounting systems; Great Lakes Forge Co., Chicago, trade papers; Industrial Appliance Company, Chicago, flour-milling process; A. E. White & Company, Chicago, cost and auditing systems—yearly schedules, Chicago newspapers. New territory is being added and present newspaper schedules extended in advertising Wizard cigarettes for Bloch Bros. Tobacco Company, Wheeling, W. Va.

Kelley Places Combination Railroad Advertising

The Martin V. Kelley Company, through its Chicago office, is placing the combination advertising of the Union Pacific and Southern Pacific Railways.

Matteson, Fogarty, Jordan Have Three New Accounts

Matteson, Fogarty, Jordan Company, Chicago, is now handling the advertising of the Wm. B. Beily & Company, New Orleans, La., coffee importers and roasters; The Marietta-Stanley Company, Grand Rapids, Mich., toilet preparations, and the Red Seal Serge Company, Chicago, Ill., clothing.

Northern Service Gets Six Accounts

The advertising account of the Lucius Manufacturing Company, Canton, Ohio, has been placed with Northern Advertising Service of that city.

Other accounts recently taken over are: the Elite Manufacturing Company, Ashland, Ohio, makers of Reliable jacks; R. C. Dancer, Wheeling, W. Va., wall paper jobber; The Mook Electric Supply Company, and the Boyer Office Supply Company, of Canton, and the Lake Shore Printing Company, of Sandusky.

Repetti Candy Advertising With Evans & Barnhill

Starting January 1, the advertising of Repetti, Inc., New York, will be handled by Evans & Barnhill. This agency, beginning the first of the year, will also direct the advertising for Thermimar, which is made for cleaning purposes.

Marshall Furnace Account With Cramer-Krasselt

The Cramer-Krasselt Co., of Milwaukee, Wis., has obtained the advertising account of the Marshall Furnace Company of Marshall, Mich.

Henri, Hurst & McDonald to Advertise Glidden Nut Butter and Toledo Cooker

The advertising agency of Henri, Hurst & McDonald, Chicago, will soon start a national campaign for the Glidden Nut Butter Co., Cleveland, O. Advertising for the Toledo Cooker Co., Toledo, O., is now being placed by this agency.

Bachler Directs Farquhar-Moon Sales and Advertising

Henry L. Bachler has been made vice-president of the Farquhar-Moon Mfg. Co., Chicago, with the titles of sales manager and advertising manager.

Atlanta Convention Plans Start in January

Following a conference in New York City with officials of the Associated Advertising Clubs of the World, Dave Webb, president of the Atlanta Advertising Club, announces that the national officials of the A. A. C. of W. will hold a meeting in Atlanta during January to lay preliminary plans for the convention in that city in 1921.

According to officials of the Atlanta club the New York Advertising Club has already reserved 100 rooms for the use of delegates, while 150 is set as the minimum for the Chicago delegation. The Milwaukee club, which was defeated for the 1921 convention by Atlanta, states that a large delegation will come from there in an effort to secure the convention for 1922.

Advertising & Selling Has New Managing Editor

Ralph Bevin Smith, for the past year Associate Editor of ADVERTISING & SELLING, has been appointed Managing Editor to succeed M. F. Duhamel, who has left the staff to become Director of Sales Promotion for Cohn & Rosenberger, jewelry manufacturers and importers of New York and Providence.

Mr. Smith, who has a wide acquaintance among advertising men, came to ADVERTISING & SELLING from the newspaper field. He was graduated from Columbia University in 1917, and was a feature writer on the staff of the New York Herald, later on the Sun.

Mr. Duhamel was also engaged in newspaper work in New York prior to becoming Managing Editor of ADVERTISING & SELLING. He will be located in New York in his new connection.

Letting History and News Inspire Your Copy

Some Advertisers Who Do and Some Who Might Turn to These Sources for Live Ideas

By H. ARTHUR ENGELMAN

IF THERE is one fundamental interest nearly everybody has in common, it is in what other folks do or have done. The hobbies of famous theatrical stars; the anecdotes of celebrities in every walk of life; the stories of the early struggles of captains of industry as well as the scandals of smart society, all get a place in the day's news, the feature sections and the magazines, because these stories of other red-blooded individuals teem with human interest.

This interest of ours in others is primitive. We manifest it in early childhood when the stories of Red Riding Hood or Prince Arthur hold us spellbound. So it is little wonder that many advertisers, by the simple expedient of injecting into their copy the story element, have increased considerably the attention value and pulling power of their campaigns.

MADE EASY BY REALISMS

Stories that ring true, that are associated with the true actions of real, rather than fictitious, characters are likely to prove more effective, especially when those personages also enjoy a definite popularity in the public imagination, as many do. Tales of men like Lincoln, Grant and Roosevelt or of such women as Betsy Ross and Florence Nightingale will always hold the public fancy, as will countless others who have played their parts in shaping the destinies of the world. Incidents of history, therefore, afford almost unlimited possibilities for the copy writer, as do many of the happenings of the day, recorded in the daily press, and can rightly be connected with the advertiser's story, generally to good advantage.

In one of their recent announcements, published in a weekly of national circulation, the Gruen Watchmakers' Guild, of Cincinnati, cleverly capitalized on a popular legend concerning James I, of England.

Under a strikingly executed illustration and caption, "With a Rare Clocke of Gouldle a Princess Was Wooded," the copy reads in part:

"In 1623, when James I, of England, sent his 'sweete boyes' to Spain to seek the hand of the Infanta Maria, sister of the Spanish King,

they carried with them many costly presents. Notable among the gifts was a rare watch, a masterpiece of the early guild craftsmanship, a clocke of gouldle, garnisht on the one side with letters of dyamondes, and on the other side a cross of dyamondes welle garnisht with a pendant of dyamondes. To him who today would woo a princess, the modern Gruen Guild of Watchmakers offers gifts such as even kings could not command. * * *

The association in this case is particularly happy because the legend itself specifically concerns an article similar to that offered by the advertiser. It is not always that so direct an association can be woven into the advertising story, yet with a little ingenuity both the story element and the merchandising text can be happily correlated.

An example is the recent advertisement for Toledo Scales. In this case the story of Newton's discovery of the Law of Gravity is linked up with the dominant selling feature of Toledo Scales, namely, measurement by the force of gravity. We read: "In England one day, the story goes, a falling apple led young Isaac Newton to the discovery of the Law of Gravity. Two hundred and thirty-three years later other scientists developed the Toledo Pendulum Principle, and the building of the 'first successful pendulum computing scale' applied Newton's law to automatic weighing. Newton's discovery spread knowledge of a great truth—the Toledo invention spread the practical, direct application of that truth to the weighing of the world's commodities. Instead of measuring gravity with springs, which vary with every change of temperature, and alter the use, the Toledo Pendulum Principle relies solely upon Nature's unchanging law. Toledo Scales—No Springs—Honest Weight, *measure gravity with gravity itself.* The great truth which Newton discovered has been common knowledge for many generations. Now almost everybody knows equally well that weight—the pull of gravity—cannot be measured accurately by the ever-changing pull of springs, but only by the ever constant, unchanging pull of gravity itself."

MISSING THE OPPORTUNITY

Another advertiser who has turned to the pages of history for copy inspiration is the manufacturer of "Air-Peds." Here, however, only passing mention is made of an incident that might well have made more interesting reading. As it stands there is a brief, unsubstantiated statement that "It was the Duke of Wellington who emphasized the importance of the care for the feet of the soldier. Our late World War doubled and redoubled this emphasis. Nearly 62 per cent of our recruits had foot trouble. Most of this had been acquired since childhood, for the average man is born with good feet."

Considerably stronger would this copy have been had reference been made to the specific occasion on which the Duke of Wellington expressed himself. At it stands, the copy lacks an essential note of sincerity.

THE HISTORICAL ANGLE

The pages of history fairly teem with events that the advertiser profitably could adapt to his selling messages. It is told that the prime cause of Napoleon's defeat at Waterloo was indigestion brought on by fried potatoes. The exact truthfulness of this is questionable. Nevertheless, it provided the basis for some excellent copy published a year or so ago by the Quaker Oats Company.

William Rowe & Co., Ltd., London, at present are featuring in connection with boys' suits which they advertise, a booklet dealing with the history of the Royal Navy and the Sailor Suit. Such a booklet is almost certain to be carefully read and its distribution should prove to be profitable publicity for this concern.

Perhaps no more interesting razor campaign has been launched than the Durham Duplex advertising featuring the types of razors used by our various presidents, even allowing for the fact that it is a little off the beaten paths of strictly historical copy. More in keeping with historical legendry are the stories of early plantation and log-cabin life that make the Aunt Jemima Pancake Flour advertising so interesting. That Waterman's Ideal Fountain Pen was used in the signing of the Peace

Treaty was at the time heavily advertised, no doubt with excellent results.

Other advertisers may well look to the histories for advertising ideas. Here is a virgin field abounding with live, human interest *motifs*. Consider, for example, the legend of King Alfred and the burned cakes as it might be applied to the advertising of a self-regulating range. The story of Nero playing his violin while Rome burned and its connection with some modern instrument. Even the greatest of all books, the Bible, contains almost innumerable suggestions that might be used in an advertising way without offending the most sensitive. Joseph's coat of many colors, for example, might well provide a copy idea for the manufacturer of popular-priced dyes.

But to cite further is unnecessary. An hour's perusal of history should provide ample inspiration for the jaded copy writer. Let us turn now to the modern aspect—the daily press—for copy inspiration. Nearly every day there occur events which, rightly capitalized, would provide for advertisers striking copy appeals. The news columns of the daily press abound with easily available copy inspirations which might be capitalized to advantage. On what other foundation can we build more timely copy? From what other source can we derive appeals so full of live, human interest? Let us scan the front page of today's paper as an experiment. Here are news items that afford copy suggestions for several advertisers in divers industries. One such item informs us that "Dealers Say Coal Price Is Going Up." The local coal dealer has in such news the best of selling arguments for urging immediate buying. Then, what about the manufacturers of various coal-saving devices—to mention just two distinct industries which could well tie up their copy with such news? On the same page we read news of quite a different nature, but covering a subject with equally live advertising possibilities at least for the promotion of first aid equipment, life insurance, brake lining and the like. "Train Hits Motor; Seven Near Death" reads the headline.

HOOKING UP WITH NEWS

The recent Presidential Conventions were capitalized by more than one advertiser. The Wurlitzer Company, Cincinnati, manufacturers of musical instruments, took advantage of the national interest they aroused when they released special newspaper copy for publication in cities wherein they maintained branch establish-

ments. In this case the announcements featured a line illustration of the Kingston Player-Piano, over which was stripped a halftone photograph of the chosen candidate, with the text "Both are superbly fitted for the White House."

Copy, together with matrices of the seven or eight favorite nominees, were sent to the newspapers in good time. In connection with the same events the Noiseless Typewriter Company took big space with leading newspapers. In this case they were particularly fortunate in having a real news story in connection with the

"Put Me Next!"

By MABEL HAUGHTON COLLYER

*Sadly blinking, I was thinking
Of that dim and distant day
When the modest advertiser
Humbly sang his little lay:
"Do not stick me in some corner
Of your magazine," he pleaded,
"Put me next to Reading Matter
Where I'm sure of being read!"*

*Advertising note is rising;
For the artists of today
Make their songs from the pages
Where Big Business has its say.
There is glory in a story,
But the clever author gets
Honest dollars boosting collars,
Checking gum and cigarettes.*

*So the blighter of a writer,
Who would fame, not fortune,
gain,
Humbly pleads for recognition,
As he chants this sad refrain:
"Put a corset dozen my side line
And a shampoo on my head
Put me next to Advertising
Where I'm sure of being read!"*

LESLIE'S WEEKLY.

use to which their product was put. The copy ran, "The Only Typewriter Permitted in the Chicago and San Francisco Convention Halls. The Noiseless Typewriter was used not only in the press sections, but even on the speakers' platform! No other typewriter was permitted inside the Convention Halls, where the Noiseless was used by the Associated Press, the International News Service, the United Press and the Universal Service, as well as by the correspondents of the great dailies. The Noiseless Typewriter used at the Conventions were regular stock machines such as you can purchase any day for your own office."

In another line of industry, the recent visit of H. R. H., the Prince of Wales, to this country was utilized for advertising copy by the Liggett & Myers Company, manufacturers of Fatima cigarettes. In one announcement it was stated: "And at

a Dinner to H. R. H., the Prince of Wales. A Fact: Of the many elaborate functions arranged for the Prince of Wales during his recent New York visit, there was one in particular where only the exclusive few of New York society were received. And for this affair the cigarette chosen by the hosts was Fatima."

The recent International Motor Race Sweepstakes furnished copy for the Electric Storage Battery Company, whose copy ran in part, "Victor at Indianapolis. Exide Battery performance at the International Motor Sweepstakes on Memorial Day will be recorded as a perfect score. Seven of the ten cars finishing the 500-mile race, including the winner, used Exide Batteries for ignition."

The manufacturers of Ripolin were able to capitalize on the yacht races. During these events they came out with copy to the effect that "The white enamel used on America's Cup Defender Resolute is the one for you to buy. Ripolin, the clear white enamel, salt or fresh water proof, for interior and exterior surfaces." You can wager that it won attention.

INDUSTRIAL NEWS

But not alone the happenings that are recorded as news in the press furnish copy for the advertiser. A more generally adopted practice among advertisers is to record, as copy, achievements directly connected with their own particular enterprises. To illustrate, the organization methods in vogue at the Armour plants provided the following Dictaphone copy: "Will YOU Profit by the Experience of Armour & Company? Armour & Company of Chicago, one of the largest meat packers in the world, is using 150 Dictaphones in its general office. Large volumes of correspondence can now be handled very quickly." This is typical of the copy style that is very popular with a great many advertisers and rightly so, because it combines with the news element what is virtually a testimonial.

Yes, rightly handled, the pages of ancient history as well as the news columns of the daily press are alive with ideas for the copy writer who will dig below the surface for inspiration.

Dr. John H. Finley Joins New York "Times"

Dr. John H. Finley, noted educator, who for seven years has been Commissioner of Education of the State of New York, has tendered his resignation, effective January 1, 1921, to enter an important advisory and editorial relation with the New York Times.

The New York Globe

On November 1st The New York Globe put into operation a rule excluding from its financial advertising columns over \$50,000 a year of business which did not conform to the regulation.

The Globe's purpose in eliminating business which might be considered speculative was to protect its readers from the operations of possible frauds through those in the guise of bankers and brokers.

For many years The Globe has refused many thousand dollars' worth of medicinal advertising which other supposedly respectable newspapers accept.

For many years The Globe has been deprived of much food advertising because it has consistently recommended and advocated the use of pure and wholesome food products in place of doubtful articles very widely advertised elsewhere.

The Globe has established many strong individual practices for the protection of its readers. Its readers know it and consequently have far more confidence in the advertising it does print than in what they see advertised elsewhere.

MEMBER
A. B. C.

THE NEW YORK GLOBE 170,000
A DAY

JASON ROGERS, Publisher

The Effectiveness of Small Space

What Some Representative Concerns Have Done on Moderate Campaigns in Local and National Media

By PAUL W. KEARNEY

TODAY, WITH so much extemporaneous and excited talk of "domination" in advertising, one is apt to get the idea that unless his firm resorts immediately to full-page or double-page spreads, disaster awaits at the next inspection of the financial statement.

Not so far back I saw a twenty-page color insert used in a prominent electrical merchandising paper. I ran across a paper from the Southwest not so long ago, either, in which there appeared a thirty-two-page advertisement for a department store. Most of us recall the six-page insert that ran in the *Saturday Evening Post* four or five months ago. These things, while exceptions in themselves, are rather indicative of the modern mania for that "staggering, stupendous" and, one might add, "superfluous" circus-style of advertising which necessitates the buying up of everything in sight.

THE "DOMINATION" MANIA

An agency man of my acquaintance puts a reasonable solution in the thought that "space is comparative—if the largest advertisement in a book is a half-page, then a quarter-page is a pretty attractive ad." Once upon a time a full page attracted attention, for one came upon it unexpectedly and was properly surprised. But today the full page wins no special notice unless its mechanical make-up is exceptionally attractive, while it requires a double-page spread or an extensive insert to pull any reaction at all to the domination scheme.

It is only natural, then, that a man's imagination may become awry when he tries to estimate the possible results of this generosity of white space. On the whole such a demonstration of power and force is rather discouraging to the man who has a modest appropriation and cannot see his way clear to dive headlong into the big swim. And I can't refrain from thinking about the man who is already casting a "dirty look" into the future, seeing nothing but dubious prospects. If, as the experts insist, things are due to slow down perceptibly, what is going to happen to the man who is then unable to use "domination" methods?

The answer is laughably simple. I have no axe to grind with these monumental advertisers who now lean more toward "quarter-book" ads rather than "quarter-page" insertions. They are impelled by their own motives—whatever they may be—so let that pass. The point is that while some men are seeking this elusive thing called "domination," others are successfully following more moderate, rational methods. Other men are still satisfied with small or medium-sized insertions in the newspapers or magazines. And the curious fact is that many of them are just as close to "domination" as anyone can possibly get!

FAMILIAR EXAMPLES

Looking at the newspaper field, first, it is always easy to discover quite a few purely local accounts using small space. In New York there are three splendid examples: Rogers Peet, John David (both clothiers), and Ovington's, a Fifth Avenue gift shop. Long before 80 per cent of our modern advertising men got into the business, I guess, Rogers Peet had started using different size insertions, none bigger than one column. With that charming, friendly humor, topped off with a caricature to fit, they have won their way into the hearts and purses of New York in a most alarming fashion. Four stores in place of just one seems to be a pat answer!

John David adopts still another style. It is somewhat larger in space than the competitive campaign, and does not use humor. A great many of its appeals, strange as it may seem, are directed expressly at women, so as to win their influence in the purchase of men's clothes.

Probably the most spectacular of the three, however, is the Ovington copy. It was about a year ago that they got their first real eye-opener in the small-space question. They opened up a campaign that was scheduled to run in all the New York dailies and one Newark paper for a period of about two months. The size of the insertions varied, but the largest was probably not over a quarter page. Anticipating what they considered the probable results of

such a moderate drive, they fortified themselves with a stock of goods calculated to last at least six months.

It is rather alarming to note that in *three weeks* this reserve supply was exhausted! In the two months of the campaign the firm's business was increased 80 per cent; twenty-five new accounts were opened every day; and the proportion of cash business done was increased from 10 per cent of the total sales to 40 per cent!

Not on crashing, full-page blazers—but on two months of small space.

DR. BAER'S SUCCESS

A more recent illustration of the value of small space lies in the campaign of Frank E. Campbell, the New York undertaker. While a story presenting the particulars of this advertising appeared in this paper some time ago, it will not be amiss to say that with four and one-quarter inch, double-column insertions, in the form of flowery essays by Dr. Berthold A. Baer, the "Funeral Church" has become one of the best-known institutions in New York. The number of daily visitors (many from out of town) and the quantities of mail received indicate the real effect of this small campaign. Often an advertisement is run with no firm name or address on it—yet the replies and comments flow in just the same!

For those interested in cold figures, I might say that on the day following the announcement that these essays could be obtained in book form, 500 requests were received. It was soon found necessary to print another edition. On one other occasion 600 people notified Dr. Baer of an error that appeared in a previous day's insertion involving an intimate knowledge of the works of Herbert Spencer and Robert Ingersoll. That's something most of us haven't!

So much for local advertisers in the daily newspapers. Examining the "foreign" field, there are other imposing samples of the judicious use of small space. One consistent advocate of moderate insertions is the Butterick Publishing Company, whose ads run about six inches, double column. I have heard all sorts of favorable comments about them from folks who have been fol-

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Listerine Tooth Paste and Collier's

The Lambert Pharmacal Company has chosen Collier's as the backbone of the national advertising campaign for Listerine Tooth Paste.

Read Collier's

lowing the series. Among the long list of national advertisers who have been converted to this principle are: Tetley's Teas, E & W Collars, Listerated Gum, Noiseless Typewriters, the Dictaphone, and a host of others.

WHAT "CHILDS" FOUND

One of the most effective campaigns in any of the country's newspapers today is the one featuring Childs Restaurants. If we call a six-inch, double-column insertion "small," then this is infantile! The Childs ads are sixty lines, single column—less than four and one-half inches each. It would not be out of the way to inquire scornfully what they expect to do with such "footnotes" in the face of such heavy competition for attention. In one paper where their little insertion appeared I counted ten straight pages of advertising without a word of editorial text.

Yet one of the outstanding features of the results has been the improvement in the quality of patrons now eating at Childs. From the letters received daily it is easy to calculate the difference between the "before" and "after" patronage. I saw one from a prominent Chicago packer; one from the vice-president of one of New York's largest banks; and another from a nationally-known newspaper and magazine publisher—all saying that they had been attracted to Childs by the small-space campaign and that they were agreeably surprised at the food and service they got.

Furthermore, the average check is seventy cents now where it used to be thirty cents. In 1916, the last pre-war year, 3,000,000 meals were served in the New York branches alone for the month of October—during last October the number had reached 4,000,000.

So much for the newspapers. In the national magazines there are just as many splendid examples of small-space advertisers who are meeting with success. Off-hand we can name such concerns as the Joseph Dixon Crucible Company, of Jersey City, manufacturers of Dixon's Eldorado Pencils; the Florsheim Shoe Company, Chicago; the American Chiclé Company; the Wizard Foot Appliance Company, St. Louis; the Quaker Oats Company; Van Camps, and numerous other well-known national institutions.

These people are using quarter and half-pages in the national weekly and monthly publications with marked success—so marked that some of them have followed this style for years and apparently are so well sat-

isfied that the leading experts in the land find it futile to attempt a change. Perhaps the experts, too, are convinced when they see facts!

Furthermore, they aren't picking "thin" issues of these publications in which to reduce expenses. In one periodical containing an advertisement for Beeman's Gums, an American Chiclé product, I counted seventy-three full-page ads, twelve double-page spreads and thirty-one half-page insertions. The point is that the firms I have mentioned (whose judgment we need hardly question) are not afraid of large space competition.

Such confidence based purely on theory might be debatable. But based both on theory and experience, the decision leaves small room for argument. I know of many cases where the idea has been tested in national media and proven sound. One case in particular is the Bramhall-Deane Company, manufacturers of Deane's French Range, a kitchen stove selling for between \$800 and \$1,000 each. Using space as small as fifty-six lines to as large as a quarter-page in some of the quality papers, this concern has secured the very best possible brand of inquiry at a cost of \$1.98. That is mighty inexpensive for a \$1,000 product.

Another splendid example, and one which has excited much comment of late, is the Western Electric Company's campaign. It is purely institutional, you will remember, boosting the electrical industry as a whole, so it is impossible to trace exact dollar-and-cents returns. But in the building of good-will, retailer support and dealer confidence, the results are easy to gauge from the volume and caliber of the candid letters of approval received from just these people all over the country.

The particular significance of this fact lies in the truth that there are several other large electrical corporations running full and double-page "domination" campaigns for some time, starting long before the W. E. drive did. Yet this little six or ten-inch, double-column stuff is working wonders.

Small reason, then, why retailers in local fields and manufacturers in both local and national fields resort to small space with satisfaction. Even in the face of tremendous competition, I repeat that consistency and moderation need have no fear for their laurels.

Music Trades Convention in Chicago Next May

Organizations of the music trades have decided to hold their next annual convention at the Congress Hotel, Chicago, during the week of May 9, 1921.

F. H. Johnson Joins Simmons-Boardman

Franklin H. Johnson has joined the sales staff of the Simmons-Boardman Publishing Company, with headquarters in Cleveland, covering the Ohio territory for the *Material Handling Cyclopaedia*. Mr. Johnson was formerly with the McGraw-Hill Publishing Company, representing *Chemical and Metallurgical Engineering* in the Ohio territory.

"The Etude" Appoints Emery

The Etude Magazine, of Philadelphia, which is devoted to the interests of music lovers in the homes, has appointed J. F. Emery as their Eastern advertising manager. Mr. Emery was for many years associated with ADVERTISING & SELLING and more recently was the advertising manager of the *Red Cross Magazine*.

"Detroit Journal" Personnel Changes

Rex F. Glasson, city editor of the *Detroit Journal*, joined the *Detroit Times* as city editor on November 22. He is succeeded by Arthur B. Ogle. Grove Patterson has appointed two assistant city editors for the *Journal*, in place of the customary one. They are Harold F. Olmstead and Howard Wright. Edward T. Lovelady, of the *Journal*, has also joined the *Times*.

R. S. Davey With Bosch Magneto

R. S. Davey, until recently sales manager of the Bethlehem Motor Truck Company, Bethlehem, Pa., has been appointed manager of the Detroit branch of the Bosch Magneto Corporation.

Allingham Heads New York Royal Sales

D. J. Allingham has been appointed manager of the New York sales department for the Royal Typewriter Company, Inc., succeeding C. W. Knox, who will now be occupied in a special sales capacity for the company.

Oldsmobile Sales Head Joins Reo

P. L. Emerson, until recently general sales manager of the Oldsmobile Company, has joined the sales department of the Reo Motor Car Company, Lansing, Mich.

Remington Phonograph Appoints Advertising Head

Samuel H. Jacobs, recently advertising manager of the *Western Motor Record*, has been appointed advertising manager of the Remington Phonograph Corporation of New York. Plans are being made for co-operative advertising with dealers.

Douglas Shoe Advertising Still Placed Direct—Frank L. Erskine Remains in Charge

Based upon a report published in a bulletin of the Bureau of Advertising of the American Newspaper Publishers' Association, an erroneous statement was made in the November 13 issue of this magazine in regard to the advertising of the W. L. Douglas Shoe Company, Brockton, Mass. The Bureau has since corrected its statement.

Newspaper advertising for Douglas shoes is placed direct, as usual, and as it has been since 1885. Frank L. Erskine, who has been a director of the company since 1902, is still in charge of the advertising department.



Both a Buyers' and a Sellers' Market

We hear a lot these days about deflation—and price readjustment. Experts in all lines are expounding much and wisely, at least much.

They talk of a "buyers' market" OR of a "sellers' market." What we are about to face is "a buyers' AND a sellers' market." IT WILL BE A HUMMER.

With few exceptions stocks of merchandise in dealers' hands are low. Merchants hesitated to restock until sure prices were at a level from which they could resell to consumers.

On the scanty stocks they had many were slow about lowering prices and taking losses on purchases made at high prices, in times past.

Consumers displayed a tendency to restrict themselves to necessities while old prices prevailed, AND THE BRAKES WERE CLAMPED ON TRADE.

Actual deflation will be slow. THERE IS A VAST AMOUNT OF MONEY CIRCULATING IN THE LAND.

Commodity requirements are greater than ever before. There has been a great advance in the scale of living.

For months, however, owing to abnormally high prices, an inclination to do without, to wait wherever possible, to make the old thing do a while longer, has prevailed.

THE PRESSURE OF ACTUAL NECESSITY IS NOW COMPELLING ACTION BY BOTH SIDES.

One product after another breaks in price. Some day soon the movement will be general. PRODUCTION ON A READJUSTED

COST BASIS WILL BE RESUMED AT SPEED.

COMPETITION WILL BE MORE KEEN THAN EVER BEFORE.

Trade-marked and branded products will be brought to the attention of the public by AGGRESSIVE AND CONVINCING PUBLICITY that will set NEW STANDARDS in ADVERTISING METHODS and PRACTICES.

It will be a battle-royal in which the fit and meritorious will be victorious, the timid will be side-tracked and forgotten, and the unworthy relegated to the discard.

One method of reaching the public with a message—business, civic or moral—during recent years stands out more clearly and positively than any other.—IT IS THROUGH THE NEWSPAPER.

In this day of business readjustment, in this realignment

of values, THE NEWSPAPER, because of its constant readiness, its all-covering reach, its special and immediate availability, its convincing quality, its economy of use, has thoroughly demonstrated to the business world that it is an instrument of tremendous power for accomplishment and result.

We represent in the national advertising field the newspapers shown on the map herewith. They are live, aggressive publications in prosperous cities and sections. We have made it our business TO KNOW THE NEWSPAPERS of these cities, the trade conditions in nearly every line, and with their several and respective promotion departments, trade extension bureaus, business surveys, etc., to RENDER VALUABLE ASSISTANCE, not only in connection with proper publicity in the columns of the newspapers themselves, but in the matter of DISTRIBUTION AND OTHER MERCHANDISING PROBLEMS THAT MAY ARISE.



"We are at your service, any time, anywhere"

The John Budd Company

National Advertising Representatives of Newspapers

9 E. 37th Street
NEW YORK

Tribune Building
CHICAGO

Chemical Building
ST. LOUIS

Healey Building
ATLANTA

Examiner Building
SAN FRANCISCO

Title Insurance Building
LOS ANGELES

Post Intelligencer Building
SEATTLE

George M. Smith, of the New York "Tribune," Dies

George McLeod Smith, managing editor of the New York *Tribune*, and for thirty years identified with New York and Philadelphia newspapers, died at his home on Morningside Heights, New York, November 22, of ptomaine poisoning complicated by heart trouble.

Mr. Smith, who was born in Orange, N. J., fifty-two years ago last July, began his career when he was sixteen years old on a weekly paper in Orange. Following his newspaper work in his home town, he joined the staff of *The Newark Advertiser*, and in 1894 became a member of the staff of the New York *Tribune*. Some years later he joined the New York *Sun*.

In 1900 Mr. Smith went to Philadelphia as managing editor of the *Philadelphia Press*. He returned to New York in 1902 and became night editor of the *Sun* in 1904.

Eight years later, in 1912, Mr. Smith was made managing editor of the *Evening Sun*. He returned to the morning newspaper field in October, 1919, when he became managing editor of the New York *Tribune*.

Two More Southern Business Papers

Two new trade journals are to shortly be published in the Southern field. One of these will be the *Southern Industrial Review*, which will be published at Atlanta as an official organ of the Southern Metal Trades Association. The other will be the *Dixie Borderland Highways Magazine*, to be published at Columbus, Ga.

"Dry Goods Economist" Begins 75th Year

With its November 20th issue, the *Dry Goods Economist*, New York, entered upon its seventy-fifth year. Starting in the Fall of 1846 as the *Dry Goods Reporter and Commercial Glance*, the paper in April, 1852, became the *United States Economist and Dry Goods Reporter*, and under the latter title it continued until October, 1889, when the name—*Dry Goods Economist*—was adopted.

Changes in United Publishers Directorate

At a special meeting of the Board of Directors of the United Publishers Corporation, New York, held November 19, A. C. Pearson was elected treasurer, succeeding W. H. Taylor, and F. J. Frank was elected secretary to succeed A. C. Pearson. C. S. Baur, advertising manager of *The Iron Age*, was elected to membership on the board.

"The American Press" Arrives

The American Press Association, New York, is now publishing monthly under the editorship of Edward Percy Howard, *The American Press*. It combines the former publication for editorial men, called *Pep*, and is described as a newspaper for newspaper men.

New Publication Gives Figures of American Imports

The Bureau of Foreign and Domestic Commerce has just published part 1 of "Trade of the United States With the World, 1918-1919." This bulletin gives statistics covering the imports of merchandise into this country, by countries of origin and principal articles, during the calendar years mentioned in the title. For most of the articles included in the tables,

quantities (in addition to values) are given in the customary units or in weight. This new publication, which is expected to prove peculiarly useful to American importers and merchants, is part 1 of Miscellaneous Series No. 106, and may be obtained for 10 cents from any of the district or co-operative offices of the bureau or from the Superintendent of Documents, Government Printing Office, Washington, D. C.

"Washington Square Dealer" Changes Name

"*The New York University News*" is the new name of the *Washington Square Dealer*, the student newspaper of New York University. The paper was started seven years ago as the organ of the School of Commerce, at Washington Square, but has since extended its service to all departments of the university. Officers have been elected as follows: Ralph N. Hamilton, '22, of Battle Creek, Mich., editor-in-chief; G. Harris Danzberger, '22, of New York City, managing editor; J. Arthur Warner, '21, of New York City, business manager; James E. Cook, '22, of Elizabeth, N. J., advertising manager.

Falcon Steel Appoints Advertising Head

George E. Harris, general manager of sales for the Falcon Steel Company, Niles, Ohio, announces the appointment of Ralph E. Jones as advertising manager. Mr. Jones was formerly in charge of sales promotion. The company is planning a campaign in national and in industrial publications.

Traveling Salesmen Seek Rights

The National Council of Traveling Salesmen's Associations announces that the 500,000 traveling salesmen of the United States are planning to place their grievances before the Federal Government in an effective manner. They want the income tax laws revised so that they will do justice to the traveling salesmen. They contend that being wholesale users of railroad mileage they should receive wholesale rates. They want a man who is versed in selling appointed to the Interstate Commerce Commission.

In order to present a united front they are working through the council, a business body which represents fifteen different organizations of traveling men. Its purpose is to correct wrongs from which traveling men suffer. It will go after hotels, railroads; in fact anybody who unjustly uses its members. The National Council already has to its credit the passage of the absentee voting bill by New York state and the annulment of the Federal brokerage tax. One of its most important plans for the future is to keep a representative at Washington to safeguard the interests of traveling salesmen.

The associations composing the council are: Associated Traveling Salesmen of N. Y., Inc. Boot and Shoe Travelers' Association of N. Y., Boston Shoe Travelers' Association, Carpet and Upholstery Club of Chicago, Commercial Travelers' Lace and Embroidery Association, Eastern and Middle West Travelers' Association, Far Western Travelers' Association, Inc., Garment Salesmen's Association, Inc., League of Associated Hat Men, Inc., Men's Apparel Club of the State of N. Y., Rochester Association of Traveling Shoe Salesmen, Silk Travelers' Association, Inc., Southern Travelers' Association, Inc., Tobacco Salesmen's Association of America, Inc., Upholstery Association of America, Inc.

RECENT BOOKLETS

"A Story of the Tea Plant"

"A Story of the Tea Plant" is the title of an interesting booklet issued by the Salada Tea Company, of Boston. How tea was first discovered, its cultivation and manufacture from that early date to the present time are some of the features concisely treated within its covers.

"Essentials of Trading With Latin America"

A new foreign trade booklet, "Essentials of Trading With Latin America," designed to be of service to those interested in trade with the southern countries, has just been put out by the Guaranty Trust Company of New York. The booklet deals briefly with the problems of language, finance and exchange, credits, transportation, consular requirements, insurance, methods of packing and marking, etc., with which the exporter is confronted, and directs those interested in Latin American trade to sources of information on this growing market.

"The Story of Gasoline"

An attractive booklet telling "The Story of Gasoline" is now being distributed by the Atlantic Refining Company, Philadelphia. It has numerous illustrations in two colors and contains as a concluding chapter a diagnosis of engine troubles.

"Facts Versus Fables"

The House of Kuppenheimer, Chicago, in its booklet, "Facts Versus Fables," with the aid of a considerable number of charts and statistics compiled in May, 1920, aims to give the "facts" about the present cost of good clothing.

Newspaper Express Rate Increased

The Interstate Commerce Commission has approved an express rate increase of half a cent a pound on short haul shipments of daily newspapers.

The former rate was half a cent a pound on daily newspapers. The new rate is one cent a pound where the first-class rate does not exceed \$4.50 for one hundred pounds. This increased rate does not apply where wagon delivery and special newspaper trains are used.

Approval also was given for an increase from one cent to one and a half cents in the short haul minimum rate on newspapers other than dailies.

E. D. Cahoon, Riker Store Organizer, Dead

Edward D. Cahoon, one of the organizers and a former president of the Riker Drug Store chain in New York and other cities, died on November 18 in a sanitarium in Battle Creek, Mich., at the age of 54. He began as a clerk in a Riker store and retired some years ago with a large fortune.

Alfred J. Babcock Dead

News from London, England, brings word of the death of Alfred Jerome Babcock, on October 30. Mr. Babcock, who resigned last spring from the presidency of Manning, Maxwell & Moore, New York, had been associated with the firm for thirty years.

Lee Tire Sales Make Good Gain

Net sales of the Lee Tire and Rubber Company in the nine months of this year amounted to \$6,204,586, compared with \$4,492,189 in 1919, an increase of \$1,712,397.

They "Learned About Women From Her"

Mrs. Christine Frederick, Who Teaches Advertisers How to Write Copy in the Feminine Gender, Speaks for Herself

FOR SOME years I have been burdened with the title "Household Efficiency Engineer," and persons who know of my efforts to raise the kitchen sink and lower the H. C. of L. sometimes wonder at my interest in just plain advertising! But I believe that advertising is more powerful than the vote, and I know that if women want more step-saving houses, and more wholesome food, and textiles which are more dependable, they will obtain these desirable ends not by legislation, but by expressing a consumer demand, later to be realized in a nationally advertised product.

SOME OF THE PROBLEMS

Women all over the country continually write me "Dear Mrs. Frederick, please tell me which is the best vacuum cleaner," or "What do you think of the XX brand of canned goods?" or something or other about a food, an equipment or a product for household use. And by the aid of our files containing over 20,000 names of manufacturers we try and answer their questions! Some woman in Peanutville, for example, wishes to know if a particular dish washer will work, or if I will please plan the menus for her husband, who isn't very strong. And so I, not being sure of, or familiar with, the stores and products of Peanutville, sit down and write her a letter telling her about the advertised, nationally-known device or food which should be helpful to her in this case. I feel that unless I thus put this woman in touch with those products having advertising prestige, I might be betraying her confidence or suggesting that she purchase the inferior, the unrecognized article of exclusively local origin.

And that is how, in a way, my work as a Household Engineer has become interwoven with manufacturers, with advertising, and with agencies handling such accounts. I found that unless I was intimately familiar with both the manufacturer and the advertiser representing him I could not offer my thousands of women readers and correspondents the tested honest and dependable information they seek from me.

Further, in order to have still more exact and reliable information on all products used in the home, I estab-

lished the Applecroft Experiment Station, where we test everything from linoleum to linen, from canned foods to kitchen cabinets, so that I may be able to give the practical home results of the way the product "stands up" under a six-months' test of use in an average typical family.

While engaged in this work I noticed many advertisements where it seemed to me a quite different appeal and preparation of copy might have been made. I read, for example, copy about the merits of the XX washing machine, which bristled with technical terms and laid emphasis solely on



Terre Haute manufacturers, located on the main line of five railroads, in the center of distribution and with an inexhaustible coal supply, are in a strong strategic position for meeting advanced freight rates, with their consequent effect upon selling prices.

Terre Haute's freight transportation facilities are unsurpassed by those of any city in the country; 127 freight trains, with 61 freight engines, working in 8-hour shifts, handle 5,310 cars daily, while the combined capacity of its terminals reaches the total of 8,250 cars. In addition, 16 regularly scheduled freight trains make overnight deliveries on its interurban lines.

Terre Haute's outbound freight, exclusive of coal, for the year 1919 amounted to 1,653,799 tons; her total inbound freight for the same year was 1,323,375 tons; during the same period 1,174,721 tons of coal was handled for Terre Haute consumption.

Terre Haute, from every standpoint, offers the progressive manufacturer an ideal location. To the national advertiser she offers a rich and responsive market, which is best reached through the dominating newspaper of this section—THE TERRE HAUTE STAR. The Terre Haute Star, The Muncie Star and The Indianapolis Star compose

The Star League of Indiana

*The Greatest Combination of Quality
Circulation in Indiana.*

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS



Mrs. Frederick and "the best material for all copy"

the mechanical features of the machine. But from my experience with women I believe that they would be more greatly influenced by an entirely different "woman's viewpoint," which would also be more helpful to them in using this device. So I approached the agency handling this account, laid out my ideas, and showed why this new, feminine and practical view would make stronger copy. This was the beginning of my work which is now most extensive, that of Woman Consultant to both the manufacturer and the advertiser. Sometimes I write the copy, especially if it be a high-class booklet, or we test and give a report on the product; but most frequently I simply try and find the new talking points which will assist the advertiser and also help the consumer. A case in point is where after a six-months' test of a well-known canned soup I discovered that the product could be used not only as soup but in sauces. This greatly increased the distribution of the product, and it also was a culinary economy for the housewife—the one ultimate person in whom I am, after

all, most interested. The entire advertising of that season was written around this one idea which I gave the company and which it is not egotism to say no man copy writer could have evolved at his desk, for it was an idea which came from practical use and test only on the part of a real housewife.

It was just because I have always stood for the Woman's Viewpoint in advertising, and because I saw the broad and peculiar service which the woman copy writer could render, that I founded the League of Advertising Women of New York. This was the first league or association of exclusively advertising women in the country; and I am proud to say that this group of women has wonderfully increased in members and in organization power, under the splendidly able leadership of its president, our own Jane J. Martin, and has stimulated the formation of women's advertising leagues in other cities.

SCHOOLS FOR HOUSEWIVES

"My ambitions?" "My hobbies?" which the editor of *ADVERTISING & SELLING* has urged me to disclose to

public view—well, one of my ambitions is to found a real school or forum of household arts, where not only students but married homemakers may go and where they shall have the most practical courses on decorating, textiles, cooking and household labor savers—even a short six weeks' Bride's Course, if you please! And in order that such help might be available to all purses, I would subsidize the forum by prominent advertisers of products which should be well demonstrated and brought to the attention of the women attending such a forum or consulting it for information. I might like to call such a place and school "The Woman's House," where not a product asked about, or a question imagined from corsets to carpets, and from dishwashers to doughnuts, but what could be answered and found at this feminized Bush Terminal! I have two hobbies. One is my hubby, that "J. G.," to whose sympathetic help I owe more than can be safely expressed in public print; the other is "just work." Anyway, I do believe I would rather work at advertising and consumer problems than do anything else in the world, unless it is digging clams and arranging beach picnics on our own North Shore, said beach being reached by my own hand at the steering wheel, and said picnic including friends also interested in advertising.

And now, dear Mr. Editor, since you did not ask for "age and previous condition of servitude," or mention of four children, who are the best material for all "copy," I lay my typewriter aside to pick up a letter from some woman in Gulfport, Miss., who asks me to write and tell her mother-in-law not to use kerosene on the furniture!

Briscoe Conducts Localized Campaigns

Waring Sherwood, advertising manager of the Briscoe Motor Corporation, Jackson, Mich., has announced that localized advertising campaigns are planned for the next few weeks in Kansas City, St. Louis, Louisville and Indianapolis. Mr. Sherwood is traveling through these cities to handle the campaign personally. Campaigns have already been put on in Pittsburgh and Chicago.

Dittmer Gear Appoints Sales Engineer

The Dittmer Gear & Manufacturing Corporation, Lockport, N. Y., has made R. H. Bowyer sales engineer of the company.

C. H. Woodruff With Albert Frank & Co.

C. H. Woodruff has become associated with Albert Frank & Company, Chicago office, in charge of service. Mr. Woodruff was formerly chief of copy staff of Poole Brothers, Merchandising Service.

Business Revival With New Year, Sisson Predicts

Bountiful crops, restoration of transportation facilities, increasing efficiency of workers and the liquidation which has been in the foreground of commercial and industrial conditions recently are indications of the absolutely sound fundamental position of the country, Francis H. Sisson, vice-president of the Guaranty Trust Company, told members of the National Industrial Traffic League at the Waldorf-Astoria Hotel, New York, November 18.

"While the readjustment period through which we are passing is necessarily painful, the process is wholesome and beneficial, and, fundamentally, economic conditions in the United States are absolutely sound.

"The crops this year have been bountiful, and so long as our harvests are ample we are sure to have prosperity, for, notwithstanding the fall in the price of grain and cotton, all those directly or indirectly dependent upon agriculture for their livelihood will have tremendous buying power throughout the coming year.

"Our transportation facilities have been vastly improved through increased efficiency under private control, which has been equivalent to adding six hundred thousand freight cars to the railroad service. Such bettering of the transportation service is very vital, for the railroads are the arteries of our economic body and, if we would have credit—the life blood of commerce—circulate freely and strongly, those arteries must not be permitted to harden or deteriorate.

"Another extremely important factor that is gradually but materially effecting a betterment in our industrial situation is increased efficiency per man among our laborers—since jobs have ceased to seek men and men seeking jobs. The drones are being driven from our industrial bee-hives. As a consequence, we are beginning to increase our production at lower costs, which, as I have pointed out, is absolutely essential to preserve our prosperity and maintain our export trade.

"In view of all these factors, it would seem probable that an improvement in credit conditions, with easier money rates, will mark the early part of 1921, and that a prosperous year, with business on a new and more stable basis, is in prospect. We should plan accordingly for the next twelve months, with vision and courage, vision to see realities and courage to face those realities and act."

Plan to Advertise New Antiseptic

A national advertising campaign is planned by a new company organized in Atlanta with \$200,000 capital, for marketing a new non-poisonous antiseptic known as Zonite, which is said to be a concentrated, stabilized form of Dakin's solution, an antiseptic discovered during the war. G. F. Willis, president of International Proprietaries, Inc., is the head of the new corporation and owner of majority of the stock. The advertising campaign planned will include mainly newspapers.

Buying Now for Spring Trade Urged to Keep Up Business

A national movement to prevent business stagnation and encourage employment has been launched by St. Louis merchants and manufacturers, Melville L. Wilkinson, president of the Association of Retailers of St. Louis, announced this week, according to the *New York Tribune*.

The plan was suggested by David May,

head of several large department stores, and was adopted at a recent meeting of the local business men. Mr. Wilkinson said he would appoint a committee to enlist the co-operation of business men throughout the country.

Mr. May explained that the plan was to keep factories operating by retailers making immediate purchases for Spring trade. With the factories working employees would have wages to purchase merchandise, thereby benefiting the retailers.

King Heads Aluminum Manufacturers

Warren P. King, vice-president in charge of sales of the Aluminum Manufacturers, Inc., has been made president of the company, succeeding E. E. Allyn, who has severed his connection in order to take the rest prescribed by his physician.

Campaign of Only Woman in Congress Cost \$2,940

Miss Alice Robertson, of the Second Oklahoma District, who advertised herself into Congress, as reported in this magazine last week, made expenditures of \$2,940 in her campaign, according to a report filed with the clerk of the House of Representatives.

Advertising Adds Addition to Factory

The necessity for building an addition to its factory is attributed by the Carl C. Arwe Manufacturing Company, Brooklyn, N. Y., to a campaign in business papers. The company, which manufactures coffee urns and sugar and fountain bowls, has used publications reaching the hotel, restaurant, institution and soda fountain fields.

"Everybody in Kansas City Reads The Star"

In Greater Kansas City there are:

Telephone Subscribers	79,985
Natural Gas Users	86,250
Electric Light Users	95,718
Water Rent Payers	82,800
STAR SUBSCRIBERS	113,227

(Average city carrier circulation for October)

The count of Star subscribers in this statement does not include suburban circulation, out-of-town readers, street sales, counter sales, or any circulation except that which is delivered direct to the homes of Kansas City people by The Star's regular and exclusive carriers. The total circulation of The Star, including newsboy and news-stand sales, suburban and out-of-town distribution, averaged during October: morning issue 212,275; evening issue 216,230; Sunday issue 217,196.

THE KANSAS CITY STAR

Chicago Office,
1418 Century Bldg.

New York Office,
2 Rector St.

An American Sales Tax Favored

The happy experience of France and Canada with a sales tax strengthens the belief that its merits are not merely theoretical, but it is a mistake to suppose that they are pioneers in that line. The Canadian Premier is quoted as saying, "The sales tax is a path untrodden by any other country in the world." On April 30, 1862, the *New York Times* said of the sales tax of that year: "Among the numerous propositions for a scheme of finance or taxation which shall produce a revenue equal to the greatly increased expenditures of the Government we have seen none that appears to accomplish this end so fully, and to which so few objections can be urged, as a uniform tax upon transfers, or sales of merchandise."

Then as now business favored it, but Congress was divided in opinion and not happy in execution of the idea presented to it. The bill as enacted included a tax of one-tenth of 1 per cent on gross sales of "goods, wares, merchandise, stocks, bonds and other securities." In 1863 the tax was variously amended, and in 1864, expenditures rising to \$35,000,000 above income, an increase on manufactured articles was levied. In 1866 the latter tax was repealed on most articles, and in later years there were changes in the sales tax. The levying of a sales tax on specific articles is familiar. All that is new in the present revival is the making of the tax uniform and universal. There are merits in that simplicity, but also there are objections to levying the tax on farmers or on exchange transactions, the precedents to the contrary notwithstanding. In 1870 the sales tax was repealed, except stamp taxes, as the revenues were then becoming plethoric.

Even more convincing, because more modern, is the experience of the Philippines with its 1 per cent sales tax, levied by wise American administrators. It yielded 14,000,000 pesos, \$7,000,000, on turn-overs which would yield in this country two billions, if the tax increased in proportion to the volume of trade. The tax accomplished this considerable marvel in a comparatively poor and unmercantile country "without a hitch and without a murmur," in the words of Martin R. Bourne, vice-president of the Manila Trading Company, addressing the New York Board of Trade. He further says:

"The Philippines tax rests primarily on the merchants' sales of commodities. It includes a supplementary equivalent tax on common carriers and others, and provides an exemption for farmers, but substantially it is a merchants' tax. Possibly its greatest single advantage from the merchant's viewpoint is its certainty and simplicity. It involves no guesswork. He does not have to figure in graduated profits percentages to know what amount of price reduction is necessary to cover the tax. He does not have to wait a year to know the amount of his tax. At the close of business every day we know the amount of our tax for the day's business. We pay it quarterly. We also feel that we are mere collectors. The tax is a recognized item, which is figured in the selling price."

He further testifies that the Philippines sales tax is "tremendously popular with all, and so far as I have heard has never been criticized either by the merchant or the consumer. One never hears of any effort at evasion. In a sense it both collects and pays itself. No one feels that the Government is taking anything from

him. He is simply collecting for the Government."

Even if a new sales tax developed imperfections or inconveniences, it would be such a blessed relief from the ills we know of that fault-finding would be softened if not disarmed.—*From the New York Times.*

Advertising Is Helping the Business Readjustment

You probably remember from your geography what the Doldrums are—regions of calm near the equator. Sailing vessels running into this area often drift about helplessly for weeks before a chance breeze carries them out. But the steamship under her own power ploughs steadily through.

American business is passing through the Doldrums, says Stavrum & Schafer's "Viking Ship." Proof that we are get-

ting ahead is unmistakable. The rail situation is clearing, labor is becoming more plentiful—and more efficient, bond issues are being absorbed readily, prices of many raw materials are dropping, credit conditions are mending slightly. Even the retailer is beginning to realize that like the manufacturer and jobber he must swallow the bitter pill of mark-down, clear his shelves of high-priced merchandise, and stock up on the new basis.

Advertising is helping in this readjustment, helping by its inviting appeal to break the "consumers' strike" and by its moral support encouraging the dealer to resume ordering.

Advertising isn't the sole remedy for our present-day troubles—but it does aid powerfully—and farsighted business men are utilizing its force to the fullest to help pull them out of the Doldrums.



**Quality?
Quantity?**
Practical answers to these questions have been given to you through A. B. C. reports and investigations.

Influence? The answer to this must come from the subscribers. They alone can tell you what the magazine means to them.

W. H. Gannett, Pub., Inc., Augusta, M

WALTER R. JENKINS, Jr., Representative
New York Office: 1628, Aonhan Hall

FRANK H. THOM
Chicago Office: 16

**Specialty Men For Gross Sales Tax—
Fred Mason Re-elected**

The American Specialty Manufacturers' Association, at its closing session in Atlantic City, N. J., last week, recommended the immediate repeal of the uneconomic and repressive excess profits tax, and in lieu thereof the enactment of a federal gross sales tax collected from a single source and in percentage amounts adequate to provide the essential revenue.

Following the adoption of resolutions expressing admiration and appreciation of his efficient administration during the past year the association re-elected Fred Mason, president of the Shredded Wheat Company.

All the other officers were re-elected as follows: First vice-president, W. W. Frazier, Jr., Franklin Sugar Refining Company; second vice-president, James M. Hills, Hills Bros. Company; third vice-

president, Louis McDavid, Colgate & Co.; treasurer, D. O. Everhard, Ohio Match Company.

The following were elected to the directorate: J. T. Williams, Creamette Company, Minneapolis; R. R. Moore, Diamond Crystal Salt Company, St. Claire, Mich.; J. F. O'Brien, Kellogg Toasted Cornflake Company, Battle Creek, Mich.; Charles Healy, Carnation Milk Products Company, Chicago, Ill.; F. D. Bristley, Royal Baking Powder Company, New York; S. W. Eckman, B. T. Babbitt, Inc., New York; J. G. Gillilan, Genesee Pure Food Company, Le Roy, N. Y.; Newman Hamlink, Corn Products Refining Company, New York; Wm. L. Sweet, Rumford Chemical Works, Providence, R. I.; S. H. Small, Postum Cereal Company, Battle Creek, Mich.; Geo. H. Carter, D. & L. Slade Company, Boston; R. H. Bond, McCormick & Company, Baltimore.

Munsey Buys Baltimore "American" and "Star"

General Felix Agnus, the veteran publisher of the Baltimore *American* and the Baltimore *Star*, has sold these newspapers to Frank A. Munsey, owner of the New York *Herald* , the *Sun* , the *Evening Telegram* , the Baltimore *News* and other publications. The papers will pass under Mr. Munsey's control December 1, when, it has been announced, the *Star* will be merged with the *News* . Publication of the *American* will be continued.

The Baltimore *American*, older than the Government of the United States itself, is the second oldest newspaper in America. Among the many distinctions of its illustrious 147 years were the first publication of "The Star Spangled Banner," the publication in advance of any other American newspaper of news of the signing of the preliminary articles of peace in Paris following the American Revolution and exclusive news of the Boston Tea Party. The first woman in journalism was a success in the management of the *American*, and George Washington was the principal advertiser in the newspaper's first issue. The *American* is a morning newspaper.

The *Star*, an evening newspaper, was started by Gen. Agnus in 1908 and is published in the American Building. It was an immediate success.

In his announcement of the sale of the newspapers, General Agnus recounted the history of the *American* in part as follows:

The Baltimore *American* was born August 20, 1773. Up to that time the newspapers of Philadelphia and Annapolis were the sole media of information for Baltimoreans. William Goddard, then editor of the *Pennsylvania Chronicle*, came to Baltimore on a visit in 1773 and was urged to undertake the publication of a paper here, and the same year the first issue of the *Maryland Journal* and *Baltimore Advertiser* appeared.

Mr. Goddard left the paper in the hands of his sister, Mary Goddard, while he traveled north to establish a postal system, which was the germ of the great postal system of today. She continued in control for ten years.

Early in 1795 William Pechin, of Philadelphia, bought the *Journal* and changed its name to the *Baltimore American and Commercial Intelligencer*. In 1799 it became the property of Alex. Martin, and on May 11 that year it appeared as the *American*. In 1815 the paper was transferred to a firm of publishers, which continued in control until 1853, when the late C. C. Fulton obtained a controlling interest, and under his management the paper prospered.

When he died, in 1883, Gen. Felix Agnus, his son-in-law, became the publisher, and he has conducted the *American* up to the present time. The *American* took a conspicuous part in the Revolutionary War. During the Civil War it was a Union paper and subsequently always a staunch advocate of the principles of the Republican party.

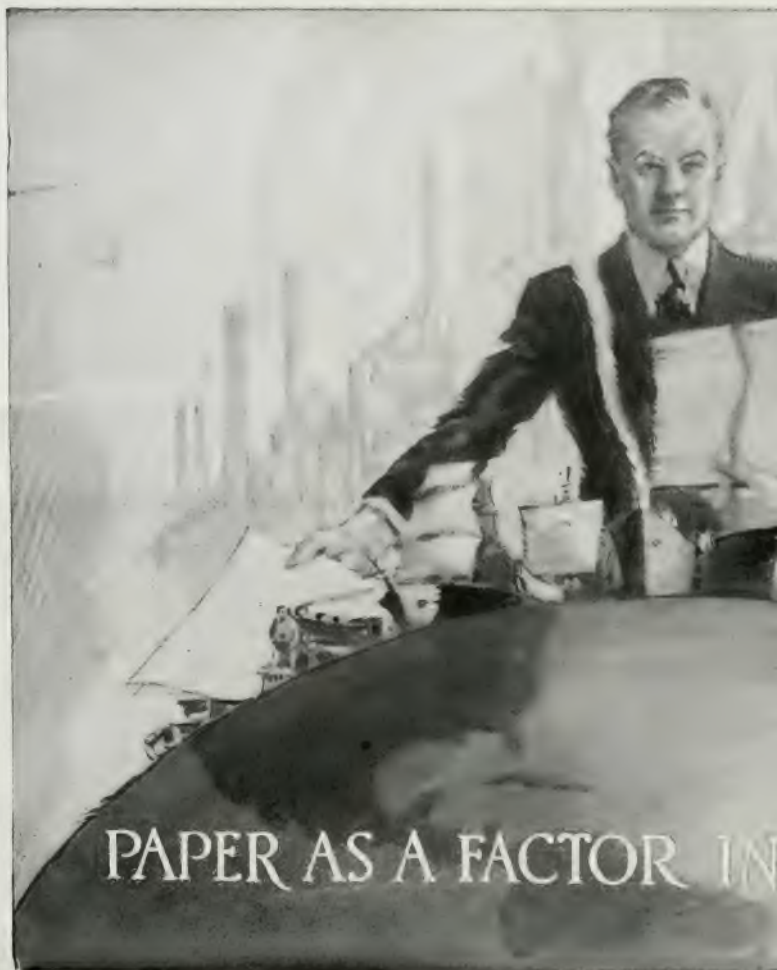
In the November 22, 1919, issue of *ADVERTISING & SELLING*, Strickland Gillilan related the story of General Agnus' remarkable career. General Agnus is 81 years of age.

Albany Advertising Man Dies in New York


Joseph M. O'Hara, 52, who has been engaged in preparing special advertising issues of the *Albany Evening Journal*, died at the Hotel Commodore, New York, November 20.

subscribers, in a series of advertisements which will appear in our issues of Advertising and Selling, will tell in their own letters what COMFORT means to them.





PAPER AS A FACTOR IN



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

FOREIGN TRADE

Squeezing Full Value Out of the Inquiry

How One Company Is Making the Handling of Inquiries an Exact and Profitable Science

By FRANK L. CHANCE,

Advertising Manager, Holcomb & Hoke Mfg. Company

IN MARKETING specialities you are particularly fortunate if you have a field of prospects that is clearly outlined. Before we started in the business of manufacturing and selling Butter-Kist machines, we were marketing a device that was almost an impossibility as a thing to be sold by direct-by-mail advertising. As a result of our experience, we realize the difficulties that confront some manufacturers in their direct advertising.

GETTING SALABLE INQUIRIES

On account of the nature of our present business we have been able to get very gratifying results from direct advertising, and to secure a comparatively large percentage of sales from advertising. The results are due to the proposition itself, and the co-operation that our salesmen give the advertising department.

In 1919 our salesmen sold 46 out of every 100 machine leads. In other words, 46 per cent of our business was directly traceable to leads. About 27 per cent of the aggregate business from advertising was due to direct-by-mail inquiries.

Our problem in direct advertising has resolved itself to this: Where can we get the greatest number of salable inquiries for the money we have to invest?

And to help solve the problem we have found no better advisers than our own salesmen.

We uncover many new and fertile fields by conferring with our most resourceful and successful salesmen. In addition to this we are constantly analyzing the daily sales sheets for new fields of prospects where we can invest our direct advertising dollars to get the biggest returns for our money. There's a bottom to the advertising purse, and it behooves every advertising man to see that every penny in the purse works overtime. To do this is not a matter of inspiration or genius, but a matter of constant hard work. It means that accurate records must be kept. And these records must be consulted and heeded if you propose to get the most value from your direct mail dollars.

Each advertiser has certain questions that he has to answer for himself. And the answer can be found in the record of results.

SELLING SALESMAN ON INQUIRIES

In getting salable inquiries for our business we have found that big smashes are far more effective than small folders as business producers. I am sure that many have had experience exactly the opposite of this. Some firms have found that a general style maintained in a series of mailing prices increases results. We have to change the physical appearance of each piece to get the best results. I mention these instances simply to show that every advertiser has to work out the thing for himself.

Patient work and careful record keeping will soon point out the best method of securing a maximum of salable inquiries. The problem of turning these inquiries into sales then presents itself.

Where the inquiries are followed up by salesmen I believe there is an opportunity for some mighty good work to be done in selling the inquiries to the men in the field.

In our business we work constantly to sell our advertising to our men. We are always on the lookout for an opportunity to drive home the importance of inquiries. One of our salesmen said not long ago, "When I rip open a fat envelope from the firm I look first for checks—then for inquiries."

As long as we can keep our men in that frame of mind, we can expect good returns from advertising. If you do not attach any great importance to inquiries you can't expect your men to wax enthusiastic about leads. We find that an almost certain way to arouse a sluggish salesman is to wire him a lead.

Experience has taught us that it is good business to wire hot prospects to the men. Last year about 80 per cent of the wired prospects were closed.

SEND THE ORIGINAL INQUIRY

Of course the usual inquiries are mailed to our men with complete in-

formation. On every inquiry mailed we attach a slip, giving all the available data regarding the prospect that we have on tap in the office. If possible we give the salesmen the prospect's business, his rating, and the size of the town. We advise the salesman if electric current is available in the town, and go so far as to advise the salesman the exact source of the inquiry. We remind the salesmen that inquiries cost us from \$5 to \$20 apiece, and ask for co-operation in the shape of a prompt report on the prospect. The salesman receives this report slip attached to the original inquiry.

Inquiries may cost you a small fortune, but I am convinced that the original inquiry in the hands of the salesman is worth ten times as much as it is in the files.

An original inquiry serves the salesman a three-fold purpose: First it enables the salesman to "size up" the prospect before he calls. It forms the first step in the investigation. And investigation is all important in selling.

An inquiry will tell a shrewd salesman countless things if he reads between the lines.

Second: The original inquiry is a splendid letter of introduction to the prospect.

Third: The inquiry may help the salesman to land another "cold turkey" prospect in the same community if the representative fails to close the man who inquires.

THEN GO ACROSS THE STREET

Our men are coached to regard every inquiry as an opportunity to make a sale. If the man who inquires is not sold, we say, sell his next-door neighbor, or the man across the street, or around the corner.

We maintain that an inquiry is simply the tangible result of one man sizing up the situation in his community and deciding that there is money to be made in the community with our proposition. Now if the inquirer fails to cash in, it is the duty of our salesmen to call the attention of other business men to the opportunity. Our salesmen are

trained to show the inquiry to the competitor as concrete evidence that one merchant has sized up the situation and thought enough of the proposition to investigate, but did not have enough business courage to go ahead with the proposition.

As a result of working every inquiry intensively, one of our star men declared on the convention floor last year that inquiries played an important part in 95 per cent of his sales.

Our continual campaign to get our salesmen to turn each inquiry into a sale has educated each man to place a high value on every inquiry that he receives. This has helped us to get quick action on leads, and has assisted us materially in establishing a good record of closures.

If salesmen have confidence in your advertising they will co-operate. One of the best ways to gain the salesman's confidence is to keep him informed at all times as to the di-

rect advertising that you are doing in his own territory. That is mighty welcome news to a salesman. Advise him in advance as to your general plans—then the day you mail the printed matter, get a letter or a wire to him, telling him exactly what you have done. This will get him to work with you on the class or classes of trade circularized, even before the inquiries start to flow in. And a salesman's efforts can get results from a poor campaign, or his lack of efforts can wreck a good campaign.

SHOW APPRECIATION OF SALESMEN'S WORK

Our experience has proved to us the worth of giving the salesmen who sell the biggest percentage of inquiry business the praise they deserve. We show them that we appreciate their efforts by thanking them with personal notes and letters—congratulating them upon their

showing when they visit the office—and above all, by giving them lots of publicity in the white light of our salesmen's publication. This keeps the old men sold on inquiries, and is a great help in selling the new men on the importance of giving immediate attention to leads. Consequently it helps us to get the greatest possible return from our direct mail advertising.

To sum up our direct advertising experience, on a proposition sold through salesmen, the net of it is this: Consult your salesmen as to the most productive fields on which to work. Keep careful and accurate records of mailings and results, and be guided by the records. And finally, always bring every possible force to bear in selling the salesman on the importance of giving immediate attention to inquiries—and educate the salesman to work with the intention of making every inquiry result in a sale, either directly or indirectly.

What Representatives Ought to Know

A Space Buyer Suggests to Space Sellers Ways to Serve the Advertiser

By P. L. THOMSON
Advertising Manager, Western Electric Company.

I SHOULD like to set down a platform on which representatives of publishers and buyers of space should together stand.

Mere size, whether applied to the dimensions of the copy, or the size of the campaign of the advertiser on the one hand, or the number of advertising pages or the number of subscribers carried by the publisher, on the other, does not of itself constitute a measure of permanent and abiding success for either. On the contrary, much large space advertising cannot be justified as economically sound, either because it contributes to make a selling expense which is unreasonably high or because it represents an expenditure of profits unwarranted by the condition of the business.

WHAT LINEAGE MEANS

The mere increase in a periodical's advertising lineage, however much we may credit it as a reflection of the publisher's ability to sell his white space, may, on the other hand, point not to the increased value of the publication as an advertising medium, but to a decreased value per dollar of expenditure.

There is a law of diminishing returns which must apply in the advertising pages which a magazine can

carry and retain the reader interest; because, after all, it is reader interest and not white space that you have to sell and we have to buy. Few publishers have seen fit to recognize the working of this principle by limiting the amount of white space they offer for sale. When the subscriber stops reading the advertising pages, either because you've sold too many of them or because we've written poor copy, then the cost of advertising becomes not an economic factor in distribution, but a burden upon it and the public. The interest of the space seller and the interest of the space buyer, therefore, in making the advertising dollar go further is a mutual one. Let's look to it that we're headed in the right direction.

The publishers' interest has seemingly been not to make advertising pay the advertiser, but to corral the greatest possible lineage for himself. It is a healthy thing for both of us that the times are going to force a change.

AFTER THE "ORGY"

We are emerging from an orgy of spending, during which publishers and advertisers alike have followed the false god of mere bigness, as an end in itself, or as a means to dom-

inate their respective fields of work.

Advertising campaigns out of all proportion to the merchandising necessities of the product, or the cost of securing a market, have been launched with little justification nearer than the clear blue sky above. Institutional Advertising—what sin have been committed in thy name!

In the readjustment which is to come, may I suggest that the representative will best serve his customer as he is able to help them to a more intelligent interpretation of what should like to call "the personality of their business" to that portion of the public that it is worth while for them to attempt to reach.

It is my judgment that the highest type of institutional advertising is going to be that which discloses the soul of a corporation rather than its sales—its aims and ideals of service rather than its age and the size of its plant.

It is no new thing for magazine men to be told they must be more than mere sellers of white space. You are already more than that, but, if I may venture a prophecy, it is that the successful representative of the future will have his accounts limited to few enough so that he may gain a far knowledge of the selling and public relations problems of each and thus render service both to advertiser and publisher.

Those of us on the buyer's side of the desk always find time for the visitor who comes thus with some contribution toward the solution of our larger selling problems—or who comes to us in that attitude of mind—while the old-style solicitor of whit-

space gets a cold hand-shake and smile in the anteroom. It is human nature again, you see, to be on the lookout for the fellow who can help. Remember that making up lists, and, for that matter, studying the relative merits of different media, take up a relatively small proportion of the time of the advertising managers I know.

Rankin Agency Holds Golf Tournament

The Annual Golf Tournament of the Wm. H. Rankin Company was held at Skokie Country Club, Chicago, November 18, with Mr. Rankin as host.

The Foursome headed by Wilbur D. Nesbit took first prize. Low gross score for 18 holes was made by W. S. Nordburg and low net by R. C. Nelson. The high gross prize was won by J. A. Meyer, head of the space buying department. The final in the Twosome contest was won by Wm. H. Rankin and J. D. Driscoll. The low medal score for the day and the championship of the Chicago organization was won by Mr. Rankin. Mr. Nordburg was runner up and it took 28 holes to decide the contest. M. C. Perley, secretary, was elected captain of the best Foursome of the Chicago organization to challenge the best Foursome from the New York organization of the Rankin Company. The next meeting will be held at Oak Park Country Club with H. A. Groth as host.

The Second Annual Convention of the Rankin forces and allied companies will be held in Atlanta next June at the Advertising Convention. Representatives will be present from London, New York, Washington, Chicago, Los Angeles and San Francisco.

From Agency to General Managership

J. D. McCauley, until recently with the John L. Clough Advertising Agency, Indianapolis, has accepted an appointment as general manager of the Cyclone Cleaner Company of that city.

Conducts Investigation for Seeds Agency

An analysis of the mid-western merchandising field is being made by Earl Muhlitz, the recent annexation of the Russel M. Seeds Agency, Indianapolis. Muhlitz was formerly in an editorial capacity with the Indianapolis Star.

Frank H. Sawin Returns to Chicago Agency Field

Frank H. Sawin, for many years secretary and sales manager of the Critchfield Company, Chicago, has become associated with the Matteson-Fogarty-Jordan Company. Two years ago Mr. Sawin left the advertising business to enter the rubber and tire industry.

Montgomery, Ala., Plans National Campaign

The city of Montgomery, Ala., is raising a fund of \$100,000 to carry on a national advertising campaign. It is proposed to invest the money in national magazines and trade journals setting forth Montgomery's various advantages. Business men of the city are responding liberally in contributing to the fund. Montgomery is probably the first Southern city to carry on such a campaign.

E. W. Hatch Joins Wm. H. Rankin Co.

E. W. Hatch has resigned as Western manager of the H. E. Lesan Advertising

Agency to become associated with the Wm. H. Rankin Company, Chicago. Previously Mr. Hatch was with the J. Walter Thompson Company, of Chicago, as manager of the copy and service department.

E. W. St. George Returns to Lyon Agency

Edward W. St. George, formerly with the Lyon Agency of San Francisco, has returned to that agency as an executive after four months in the South during the illness and death of his wife.

Joins Emerson Beck Knight Agency

Richard Calkins, for several years connected with the display department of the Indianapolis News, has joined the Emerson Beck Knight Agency of Indianapolis. The Knight agency has secured the ac-

count of the Grocers' Supply Company, and is planning a national campaign.

Stanley Hirsch, Triangle Service Space Buyer

Triangle Service, Inc., New York, has appointed Stanley Hirsch as treasurer. Mr. Hirsch, for the past eight years, has been on the advertising staff of *Women's Wear*. He will also act in the capacity of space buyer.

Colgate Estate \$5,985,163

The estate of Richard M. Colgate, former head of the soap and perfume firm of Colgate & Co., who died in September of last year, has been appraised at \$5,985,163. Of this \$4,246,587 is in common stock of Colgate & Co., and \$100,000 in the preferred stock of that company.

Ask
Luden's
Cough Drops
They Know

Luden's find it advisable to suggest their cough drops to the million and a half men and women who read the magazines of the All Fiction Field. And volume-sales are what count with them.

The ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co.

The Frank A. Munsey Co.

The Ridgway Company

Street & Smith Corporation

1,520,000 A. B. C. Circulation

Cherchez la Femme—And Sell Automobiles

How the Jordan Motor Car Company Has Been Winning Sales by Appealing to Women

An Authorized Interview with

W. B. RILEY

Sales Manager, Jordan Motor Car Company

By WARD GEDNEY

EARLY next spring, just as in all other springs of these—years past the fancies of many a young and old man will turn to automobiling. The first breath of a warm wind will blow into feverish activity the great industry of supplying pleasure cars to the American buyer. Long before Boreas quits the field plans for taking care of the spring demand will have been perfected in factory, branch, sales agency and supply station.

HOW ABOUT THE LADIES?

But there's a good deal of questioning about just how pressing this spring demand is going to be in 1921 and a great deal of hoping that the fall demand of 1920 doesn't answer the question. Consequently, the spring is going to see much experimenting with new ways to swell the number of buyers and to turn the fancies of more men toward automobiling.

How about the fancies of more women?

The school of advertisers in the automotive field which stresses the importance of considering the woman in shaping the advertising appeal is not a small one. With varying degrees of frankness a number of prominent manufacturers have concentrated their publicity on the feminine vote, making technical features play second fiddle to "appearances," fittings, "special features," etc. Some have sought the woman buyer by achieving the "quality atmosphere" in their copy.

Among the automobile manufacturers whose selling motto is "*Cherchez la femme*" is the Jordan Motor Car Company, to whose marked success in appealing to women the attention of executives now wrestling with the problem of putting over the spring copy is directed.

Edward S. Jordan, president of the Jordan Motor Car Company, long a student of advertising, believes that the woman is the main factor in the purchase of the better type of automobile. The man pays, he says, but

the woman chooses, and the automobile manufacturer who does not remember this and keep the woman's point of view in mind at the time might just as well be making wheelbarrows. He must look at everything on his car that shows through the eyes of the woman who is some day going to tell her husband to buy it.

WOMEN LOVE DISTINCTION

A woman loves distinction and hates the commonplace. Her home, her clothes, the places she goes, the people she associates with, all reflect something of herself. She likes to be different—not different enough to be freakish, but just enough to be distinctive.

So when it comes to the automobile she is going to ride in, the car in which her friends are going to see her pass down the avenue, she is going to have something in which she can take genuine pride.

Many months ago, when men long associated with the automotive industry were preparing for the back swing of the pendulum from the excessive buying of motor cars to normal buying, Mr. Jordan, with his usual foresight, was one of those who not only anticipated a slowed-down selling condition in the summer and early fall months but laid plans carefully and methodically to meet this condition.

The company was already carrying on a very extensive newspaper campaign covering all the important centers of the country and a national campaign confined to color space in such mediums as the *Saturday Evening Post*, the *Literary Digest*, the *American Magazine*, etc.

The plus effort was put on top of this. It consisted of a special campaign of eight full page and several five-column advertisements running in the leading newspapers of the country throughout the hot months of summer. Its copy was written for women—and attracted attention from everybody.

Part of this summer campaign was built around the Jordan "Playboy"—a roadster type of strikingly attrac-

tive lines. Listen to this and you will know why the "Playboy" "got across":

The Jordan Playboy is ready.

A spirited companion for a wonderful girl and a wonderful boy.

It's a shame to call it a roadster, so full is this brawny, graceful thing with the vigor of boyhood and morning.

It carries two passengers three if they're friendly—to a place you have always longed to go.

It revels along with the wandering wind and roars like a Caproni biplane.

It's a car for a man's man that's certain.

Or a girl who loves the out-of-doors.

It's true—there's something of the tang of that rare old English ale that was brewed from the smiles of youth and old boxing gloves. How did we happen to think of it?

Why a girl who can swim and paddle and shoot described it to a boy who loves the roar of the cut-out.

We built one and slipped away from the quiet zone.

And stepped on it.

And the dogs barked—and boys stopped to cheer.

And people we passed stopped and looked back—and we were boys again.

The Playboy is built in limited numbers—frankly because we love to do it.

Some people would call that "slap-me-on-the-wrist" copy. Perhaps some men did, though all with whom I talked told me that it was the first automobile copy that they had seen in a long while that really "got under the skin." But it sold the Playboy to the woman reader. There's no question about that.

The Jordan booklet for prospect consumption is crammed full of this kind of copy and in other respects, too, is aimed directly at the woman. The cuts are not technical cross-sections but silhouettes of the different Jordan models done in cream on black, silver-framed backgrounds and little color sketches featuring figures of women stepping into or out of Jordans or driving Jordans. Its foreword preaches from the text, "Economy with distinction," and never was there text better suited to express what every woman wants when she goes shopping, or sends friend husband to do the shopping. The frontispiece is not a car at all but a rich color reproduction of an oil painting showing an interior vista

th beautiful, tasteful furnishings
 d a woman in white negligee in the
 background seated at a table with her
 ck to the reader examining things
 gold and precious stones flowing
 t of a feminine treasure casket.
 e strange caption of this "atmos-
 ere builder" is:

Old money—old treasures—a love for
 ings that really count—old ideals—old
 asures—good taste without display and
 ument that is rare—that's Experience.
Cherchez la femme! It's a good
 ing thought for the automobile
 nufacturer who knows how to ry
 through.

Carl Reiss Succeeds Donald Douglas at Perry, Dame & Co.

Donald A. Douglas, director of sales and
 ertising for Perry, Dame & Co., the
 ndard Mail Order House, New York,
 resigned his position and has departed
 the South. Carl Reiss, who has been
 dling Mr. Douglas' work during his
 y in Europe, has been appointed to suc-
 ed him.

George Batten Co. Secures Cotton Account

The George Batten Co., New York, has
 ured the account of B. B. & R. Knight,
 of New York. Plans are being
 e to advertise "Fruit of the Loom"
 on.

L. Bamberger & Co. Uses Whole "Roto" Section

As part of the Newark *Evening News*
 November 23, L. Bamberger & Co.,
 ark, N. J., department store, issued a
 r-page rotogravure section, the first that
 aper has ever had. The section de-
 ed sixty-four separate gift articles,
 resenting the best merchandise from
 y departments of the store.

Art Helfant Locates

Art Helfant, comic advertising cartoon-
 on December 1 will move his office
 n 37 East 28th street to 1133 Broadway,
 w York.

McLain-Hadden-Simpers Co. Gets Locomotive Motors Account

Locomotive Motors Corporation, Williams-
 t, Pa., manufacturer of four-cylinder
 ors, has placed its advertising in charge
 McLain-Hadden-Simpers Co., Phila-
 delphia.

Fuller Directs Timken Bearing Advertising

Advertising for the Timken Roller Bear-
 ing Company, Canton, O., is now being
 ed by the Charles H. Fuller Co., Chi-
 o. Advertising for Timken-Detroit
 es will remain in charge of Fuller &
 ith, Cleveland, O.

Dorland Places Canned Heat Advertising

The J. Dorland Advertising Agency,
 w York, is placing advertising for the
 eroz" canned heat of the Basic Prod-
 s Company, New York.

Wes Advertises "Indian" Motorcycles

The J. D. Bates Advertising Agency of
 ingsfield, Mass., is now handling the ad-
 ising for the Hendee Manufacturing
 mpany, builders of Indian motorcycles
 bicycles in that city.

Motor Truck Sales Managers Elect

The National Association of Motor
 Truck Sales Managers at its annual meet-
 ing held in Detroit last week elected the
 following directors: A. C. Burch, vice-pres-
 ident, Clyde Car Company; William Ack-
 erman, Standard Motor Truck Company; E.
 D. Hand, vice-president, J. C. Wilson &
 Company; A. E. Schaefer, sales manager,
 Gramm-Bernstein Motor Truck Company;
 E. T. Herbig, secretary and treasurer, Na-
 tional Association of Motor Truck Sales
 Managers; Homer Hilton, sales and adver-
 tising manager, Oshkosh Motor Truck
 Manufacturing Company; J. E. Tracy,
 president, National Association of Motor
 Truck Sales Managers; H. T. Boulden,
 vice-president, Selden Truck Corporation
 and vice-president of the association, and
 W. A. Clare, assistant secretary, Atterbury
 Motor Car Company.

These directors in turn elected H. T.
 Boulden, president, E. T. Herbig, vice-

president and A. E. Schaefer, secretary and
 treasurer.

Albert Frank Obtains Investment Bankers' Account

Cassatt & Co., Philadelphia investment
 bankers, have placed their advertising ac-
 count with Albert Frank & Company, New
 York. National magazines and a selected
 list of Eastern newspapers will be used,
 beginning the first of the year.

Textile and Allied Industries to Meet Dec. 1

A meeting of the Textile and Allied As-
 sociations, numbering twenty organizations
 in all, will meet at the Waldorf-Astoria
 Hotel, New York, December 1, at 2 P. M.
 It is expected that a national bureau, rep-
 resenting textile organizations, will be formed
 to overcome the difficulties arising from the
 cancellation or other breach of contracts
 between buyer and seller.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



The Jobber Listens When You Tell Him About His Paper

Many advertising men have the wrong impression of
 the method shoes are distributed in this country. They
 believe that the shoe sales are largely controlled by fac-
 tory stores or factory representatives. This is true in
 the larger cities. But out in the smaller towns shoes are
 largely bought through wholesalers. The shoe trade in
 the smaller towns in a peculiar egg-shaped section in the
 Central West, is "jobbed" from Indianapolis. And the
 two Indianapolis shoe wholesalers traveling sixteen men
 over this territory are influenced more by The Indian-
 apolis News in their purchases than by any other paper.

You'll be interested in the new booklet, "Seven Studies
 In Distribution". Send for it.

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
 DAN A. CARROLL
 Tribune Building

FRANK T. CARROLL
 Advertising Manager

Chicago Office
 J. E. LUTZ
 First National Bank Bldg

The Paper Situation and the Outlook

What an Expert Believes We May Hope From the Newsprint Future

By E. S. KELLOGG

Secretary News Print Service Bureau

THE present paper situation is world-wide. Publishers in this country who complain of an insufficient supply of news print have an abundance beyond the dreams of pub-

lishers in many other parts of the world. Clippings from the New York City papers of the same recent date are to the effect that:

Large printing establishments in all parts of Germany have suspended and the leading newspapers have reduced their staffs by one-half. Manufacturers of paper have notified the publishers that an additional increase in price is about to go into effect that will make paper cost sixteen times as much as it did before the war.

The cost of paper in Italy is from \$35.00 to \$40.00 per 100 lbs. or ten times as much as formerly, and three times what it was last March. A royal decree has just doubled the sale price of daily newspapers and periodicals.

Leading English publishers are increasing their prices and complaining that no paper is coming from the United States and not nearly enough pulp from Canada, so that they are dependent upon Scandinavia and Finland.

Similar complaints come from other quarters and publishers in Australia say that they are faced with extinction because they cannot get the paper they need at any price.

THE RISE IN CONSUMPTION

Yet there is no shortage of production in North America. In fact, production on this continent is at much the highest point ever known.

The consumption of news print paper in the United States has gone far beyond the limits that would once have been predicted by the most enthusiastic advocate of the newspaper as a source of popular information and education. In 1880 we were able to get along with three pounds per capita of news print paper. By 1894 our requirements had increased threefold to nine pounds and twenty-five years later, or in 1919, the consumption of news print paper per capita in the United States was thirty-three pounds, or more than ten times what it was thirty-nine years earlier. At the present rate the consumption in 1920 will be thirty-five pounds per capita.

The average circulation of the daily newspapers in the United States is over 28,000,000 copies, or one for every family in the country, and a large proportion of these papers are not small ones, either. There are over sixty newspapers with a daily circulation of 100,000 copies or more each, and for the past twelve months these papers have averaged twenty-

three pages on week days, with seventy-nine pages in those publishing Sunday editions. It is most truly a Paper Age, and in the United States at least, a Newspaper Age.

The production of news print paper in the United States and Canada is a common industry with common markets. The total output last year was 2,183,000 tons and 92 per cent of this total is classified as standard news such as is used by the daily papers. In the form of sheet last year's production of news print in North America would cover 10,000,000 acres or belt the earth fifty miles wide. In the form of a standard seventy-three-inch roll it would unwind 13,000,000 miles or little more than seven years' output at the same rate would reach from the earth to the sun.

SITUATION AT THE MILLS

The annual increase in production figured on a compound interest basis has averaged 6 per cent for the last fifteen years. In 1904 the production in the United States was 913,000 tons and practically none in Canada. In 1913 the production in the United States slightly passed 1,300,000 tons and that in Canada amounted to 350,000 tons. Since 1913 there has been little increase in the United States output, but a steadily ascending production in Canada, which in 1919 passed 800,000 tons, while the production in the United States amounted to 1,375,000 tons.

Of the total of 1,800,000 tons of news print produced in the United States and Canada during the first nine months of this year about 70,000 tons came from machines not running on news print during the corresponding period of 1919. In other words, the great demand for paper and high prices offered in the spot market made it profitable for the owners of these machines to transfer them temporarily from their normal operations of making wrapping, tissue and other papers to the manufacture of news print. When the demand slackens these machines will go back to their normal product but it looks now as if the paper they are making, together with the increase in the output of regular news print mills,

High Grade Salesmen Wanted

to sell subscriptions for a well-established business publication. The type of man we want must make a good appearance and be able to talk intelligently to the heads of big businesses. Straight commission, but please do not apply unless you feel you are worth at a minimum \$7500.00 a year.



Publisher, Box 285
c/o Advertising & Selling

which amounts to about 8 per cent over last year, would carry the total 1920 production to nearly 2,400,000 tons.

For the last fifteen months the newspapers and trade journals have devoted much space to the discussion of the so-called shortage in news print supply, but it has been due entirely to greatly increased consumption. The mills have been producing more news print than ever before in history and the stringency in the market has come about through the efforts of the publishers to use more paper than has been produced. This, of course, has been caused by the tremendous increase in advertising, while there is less than 2 per cent decrease in circulation from the high levels reached in the time of great demand for news during the war. For the six months' period ending March 31, 1920, newspaper circulation increased 5 per cent over the preceding six months.

Newspaper advertising in the eighteen leading cities was 40 per cent greater in 1919 than in 1918, and during the first nine months of 1920 it was 19 per cent more than in the same period of 1919.

CHEAP WHITE PAPER GONE FOREVER

Notwithstanding the increase of 185,000 tons in news print production in 1919 over 1918, new machines to come into operation in 1920 should turn out 40,000 tons of paper and four of them with a daily capacity of 200 tons are already running. The total capacity of the machines scheduled for installation in the United States and Canada in 1920 and 1921 amounts to 1,200 tons of paper daily. The machinery manufacturers are filled with orders for many months ahead and if the plans now actually under way are consummated, as most of them are certain to be, there should be an ample supply to take care of the requirements of the publishers if it is used in any reasonable fashion whatever.

But the day of cheap white paper is gone forever. The labor cost per ton of paper manufactured is now nearly three times what it was in 1913. The cost of wood per cord is about two and one-half times what it was seven years ago and the cost of paper making machines has increased in equal amount. Coal is costing the mills from two to three times what it did in 1913 and it takes a ton of coal for every ton of news print manufactured. There is no reason to think that there will be a substantial decrease in these costs any time in the future. In the last analysis the problem of the paper supply is the problem of the timber, for the manufacture of paper is but one of the many methods

of forest utilization and the total demand for timber for other purposes exceeds many times that for the manufacture of paper.

FOR A FOREST POLICY

No method of Government control for the manufacturing industry nor for the publishing industry offers a panacea for the situation that the publishers are complaining about. Legislative cures for economic ills have never proved efficacious although many times advocated by quack specialists. Publishers themselves have it entirely within their power to make

reasonable use of the available supply of news print and they are taking steps to do so. The manufacturers of paper are increasing their facilities fully as much as conditions warrant the investment of new capital in hazardous enterprises. The public at last is beginning to show some signs that it may be willing to get behind a real national forest policy which will eventually give us an adequate and permanent timber supply. The right solution of the problem can come through no other means than these.

Address delivered at a recent Group Meeting of the National Association of Advertising Specialty Manufacturers.

WHAT BOYS WANT



is very emphatically made known during the weeks preceding Christmas.

The tremendous response to their special holiday announcements has led more and more advertisers to profitably exploit the Boy-field *throughout the year*, with increasing success.

As a result many 1920 issues of THE BOYS' WORLD, including December, carried their maximum of advertising space. Our immense circulation (nearly equaling the combined total of all other Boys' papers) literally doubles the effectiveness of any campaign in this field where the Boy's buying-influence in the home counts for so much.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WBSLEY E. FARMILOR, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
 Chas. H. Shattuck, People's Gas Building, Chicago
 Sam Dennis, Globe-Democrat Building, St. Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Advertising and Our Export Future

“Rightly Directed Advertising in Sufficient Volume”
Our Best Asset in Foreign Trade

By JAMES CARSEN

Chairman, Pan-American Division, A. A. C. W.

IT is the belief of a number of prominent manufacturers, merchants, exporters and publishers of the United States that rightly directed advertising throughout Latin-America will be one of the most important factors in the fight which will have to be made by us to maintain the trade supremacy which came to us in a large measure through the accident of the war. Although most of Europe is at this date still in a deplorable economic state, signs of reviving competition are not lacking. The very high premium on the American dollar in nearly all of these markets in a measure neutralizes our advantage over Europe in productive capacity, raw material, money resources, labor supply and shipping facilities. Unless we fight, and fight hard, to maintain the great lead we have acquired in Latin-American trade since 1914, we shall again find ourselves crowded uncomfortably. In this trade war, for it will be such, *scientific advertising* in all that term implies, including proper distribution and efficient marketing methods, will be one of America's most powerful weapons.

EUROPE'S LEAD

Europe has been in the exporting business for a century. She has learned the technique of the game from the hardest of teachers and best of schools—experience. America is an apt pupil and will learn quickly and benefit by Europe's experience, but not until the country in general

and the mercantile community in particular fully comprehends the importance of foreign trade to our domestic well being. Only the quickening stings of economic necessity will bring this home to the many. Ad-

Our liabilities would, of course, be the converse of the above and in our resource column might be listed: (1) Advanced advertising methods; (2) initiative; (3) plant capacity and quantity production; (4) money; (5) willingness to learn.

ADVERTISING BEST RESOURCE

To those who have thought the matter out it is not an exaggeration to say that *rightly directed advertising in sufficient volume* may have made one of the most valuable of our resources in our trade efforts in those southern fields. It is the one phase of this coming sales campaign in which the United States far outdistances her European rivals. They have never even approximated us in the efficient use of advertising as an adjunct to scientific merchandising. The German and to a lesser extent the British and the French, have depended upon the personal contact of the trained salesman who has traveled through the various countries well equipped with language

Mr. Carsen's Message

SPeAKING before a representative gathering of members and their friends at the annual meeting of the Pan-American Division of the Associated Advertising Clubs of the World, Mr. James Carsen, newly elected chairman of the Division, clearly outlined the obstacles that must be overcome in the course of successful American foreign trade expansion in Latin-America.

What Mr. Carsen introduced as essentials are not alone confined to Latin-American fields, but should be observed minutely in our relations with every foreign country.

Mr. Carsen succeeds as Chairman of the Division the Hon. John Barrett, former Director-General of the Pan-American Union in Washington. Mr. Barrett is credited with having accomplished more in the interests of United States enterprise with our neighbors in the South than any other American.

THE EDITOR

vertising can be of the greatest help.

An inventory of Europe's advantages over us in Latin-American fields includes the following resources: (1) Preponderance of invested capital; (2) better banking facilities; (3) cheaper and more extensive transportation means; (4) more efficiently trained salesmen; (5) ability and willingness to manufacture according to the specifications of the particular markets; (6) generally lower prices.

a knowledge of the people, the wants and their peculiarities, and an extensive line of samples.

The war thrust the United States to first place in this trade race. The ubiquitous German salesman was early knocked out of the game, and the British and French traveler also later disappeared. Two years after the armistice we still hold first place. Our banking facilities have been improved; we have a greater number of ships carrying our own good

more of our salesmen are traveling through the territory, speaking the language of the people, and we have made some little progress in bowing to the dictum that we must manufacture for the special requirements of the trade. Whether we are right yet, insofar as prices are concerned, remains to be seen. We know that, with the exception of Mexico and Cuba, we are yet far off on the proposition of investments, but with the gains we have made in other of the six points mentioned in the list of Europe's resources we will always continue to hold the whip hand if we utilize to the fullest the possibilities of advertising. We are pioneers and past masters in this phase of merchandising. If Europe is ten years behind us in this respect, the Latin-American countries, with four possible exceptions, are thirty years in the rear. We are not utilizing this great advantage possessed by us through the machinery is at hand with which to do so.

THE TRUTH DOCTRINE

We should teach and preach, and practice, more especially in Latin-America than in any other part of the world, the doctrine that truth in advertising is of the supremest importance. This is so because for twenty years our European rivals have painted a picture which is flashed in the Latin-American mind by the two words "Yankee Bluff." For the German, Frenchman, Italian, Spaniard, and even our English cousin, this has been a favorite and all-embracing weapon which has been worked unceasingly and unfairly to the disadvantage of the United States merchant. The war helped to stamp out a part of this, but American advertising can totally erase the prejudiced concept if it is remembered that while advertising is one of the biggest business getters, yet, if carelessly used, it can do more harm than almost any other feature of selling. We should weigh every word of our messages to the Latin-Americans and thus be fair to them as well as ourselves. In that way we will reach the great goal, which is to establish "confidence." Our British rivals have won in this to the extent that when one Latin-American wishes to impress another with the truth and seriousness of his proposition or promise he says "palabra inglesa" (the word of an Englishman). May the time come when he can repeat "palabra americana."

Confidence is the one thing which our foreign trade needs more than anything else at this time, and inas-



Where Accuracy Meant Victory



Accurate maps are as necessary in the business office as on the battlefield.

Business executives continually rely on RAND McNALLY MAPS as an effective means of simplifying their sales and traffic problems.

RAND McNALLY MAPS are made in all sizes to fit into the needs of any kind of business, from the largest corporation to the one-man concern. The smallest as well as the biggest map maintains the RAND McNALLY standards of accuracy, completeness and durability.

Hundreds of sales managers have told us why RAND McNALLY MAPS are an invaluable aid in getting the best results out of the territory. The experience of these men is presented in the three following booklets. They will suggest many helpful selling ideas to every man in business.

Write for one of these booklets:

- "The World at Your Finger Tips"
- "Getting the Most Out of Wholesale Markets"
- "The Banker's Right Hand Man"

Generals gathered at Staff Headquarters planning a campaign. The fate of men and nations dependent on the accuracy of a map. Here, if ever, a sure test! The result is history.

RAND McNALLY maps have never rendered more valiant, more vital service than in The World War.

Pershing chose them because of their accuracy, simplicity and quick readability. For the same reasons, they were used by practically every other nation in the war.

There was nothing accidental about this success. It is unusual only in the gravity of the circumstances. RAND McNALLY Maps and Atlases are accurate because we make very definite and sincere efforts to keep them so.

You may never plan a battle or lead a company to the attack. Yet somewhere—*some time*—you will have need of an accurate map.

Think, then, of RAND McNALLY and the tremendous scope of its business. Practically every conceivable kind of map for every conceivable purpose is made here at Map Headquarters.

Political maps, Biblical maps, physical maps, climatic maps, historical maps, classical maps, language maps, globes, atlases and Map Systems—these are just a few of the classifications of more than 6000 different kinds of RAND McNALLY maps and atlases.

All of them—each and every one of them—is as accurate and as up-to-the-minute as it is possible for a map to be. RAND McNALLY has thousands of correspondents in all parts of the world—checking up—seeing to it that not even the least of the world's changes is overlooked.

When you buy a map, buy a good map—a map you can depend on—a RAND McNALLY!

RAND McNALLY & COMPANY
Map Headquarters

536 S. CLARK STREET, CHICAGO 42 E. 22ND STREET, NEW YORK

Write to us on your letterhead for one of the above booklets

much as advertising can be one of the most important links between our producers and the customer in the southern republics, it must be used intelligently and persistently. Buyers in these far-off lands are sitting in judgment upon us. Whole countries are forming their concepts of American business men and ethics. Do you not see the tremendous part advertising can play in all this? One advertisement which gives a wrong idea can do more harm than a dozen can correct.

THE NEW LATIN-AMERICA

We must realize that the Americas, both North and South, have come to take on a new significance since the great war. Europe is looking to us as the only hope, and in extending to her succor in the form of food, money, raw materials and moral support, Latin-America, along with the United States, has been thrust into a position of leadership in world affairs which will mean much in commercial importance to our section of the world.

Remember also that Mexico, the jewel in Latin-America's crown, has at last witnessed the arrival of the longed-for day of peace. I have expressed my views on Mexico a score of times from many platforms and after many luncheons. After ten years of struggle it appears that the right men have finally been forced to the surface. I believe that under their guidance an era of prosperity will ensue in that very rich country such as never has been witnessed in the hundred years of its history. These things all mean a growth of Latin-American trade, which will make the two billion dollar total of today, now seemingly so large, small indeed to what will be recorded ten years hence if we, the advertising men interested in that part of the world, utilize to the fullest extent the power which is in our hands.

You and I are engaged in the most wonderful business of modern times. There is no power in the world that excels publicity. We have not yet begun to show how the world can be affected by right and broad advertising methods. Let us make the beginning. Let us wake up all of the interested elements to the real splendor of the future of this force. It is even our work to help make the government see our vision. The time is now here when besides selling goods we must sell ideas.

Advertises a Liquid Antiphlogistic
Steinger Clark and Associated Artists, Kansas City, Mo., are advertising Tholo, a liquid antiphlogistic, made by the Tholo Chemical Company in that city.

Helping the Retailer

1921 Will Be the Time to Cement Dealer Relationships

By GLENN GRISWOLD

MANUFACTURERS have many problems to solve—inventories, wages, trade conditions, sales force and consumer demand.

The key to this situation, now more than ever, is the retail dealer.

The manufacturer, the salesman or the man who works in the factory cannot prosper or go ahead unless the retail dealer sells the manufactured goods.

Therefore it behooves every manufacturer to plan more systematically than ever to help the retail business and get the consumer back in the frame of mind to buy. One of America's leading manufacturing concerns, which has built its business very largely because of the co-operation and the help it has given in every way to the retailers who sell its goods—Hart Schaffner & Marx—is setting an example worthy of emulation by other manufacturers whose inventories are large and whose dealers are stocked.

Hart Schaffner & Marx persuaded their dealers to exert their full powers of salesmanship to sell goods at a time when other dealers spent their time grumbling about business conditions, poor sales and bad weather.

Hart Schaffner & Marx advertised bigger and better than ever before in their history 3-column ads, 6-column ads and full pages—all with only one idea in view, and that was to get a larger percentage of present business for their retailers. This institution did not wait for cold weather—it advertised winter suits in September and October, when we still had summer weather. This made the dealers feel that if Hart Schaffner & Marx could afford to advertise to help them sell clothes in a backward season, the least they could do was to meet the advertising half way and make every attempt to cash in on this wonderful and unprecedented newspaper advertising campaign.

What is the result? Hart Schaffner & Marx are in better condition today and have a smaller inventory than they had a year ago—and their dealers' stocks are below normal.

Such is the power of advertising when you do it judiciously and at a

time when your competitors are waiting for conditions to improve!

Nineteen twenty-one is going to be the test year for many large manufacturers. Many may retrench in nearly every department, but there is one department of any business today that should be expanded—in 1921—and that is the advertising department. The retail dealers will appreciate advertising help now—especially local newspaper advertising—more than any year during the past ten. Local newspaper advertising will be the card of introduction and the key to more new orders for 1921 than any other means. And rightfully so. Nineteen twenty-one will be the time to cement dealer relationships, and those manufacturers who send their salesmen out to sell goods without an adequate plan in definite form to help that dealer sell the consumer might as well keep their salesmen off the road—they will not sell enough goods to pay their railroad fare.

* * * * *

But beware of the flash in the pan—three months out of twelve advertising campaign! Dealers are wise and know that many of those campaigns succeeded in the past because of oversold condition, but will not do so now.

Twelve months' advertising, in season and out, insures successful retail sales for the retailer. Manufacturers like Hart Schaffner & Marx know this to be true, and as a result are building their plans in that direction instead of advertising three months in spring and three months in the fall.

The department stores know the value of all-the-year advertising—and when business is dull then they redouble their advertising effort and use more space to bring customers to their stores in dull times than they do during the busy seasons.

National advertisers of automobiles, tires, packing house products, food products of all kinds, hats, shoes, household goods of all kinds, stocks, bonds, insurance, railroads—all can advertise profitably in dull times and advertising can be used as a business tonic to tune up sales departments and sales forces, and they

in turn can use it as their best weapon to overcome the present buying vacuum.

And the lesson we may all learn from the experience of the most successful business houses of America is that the time to go five years ahead of your competitors is in an off year when they are waiting for business to get good before they advertise. The expense of such an advertising campaign for 1921 could well be charged proportionately to the next five years—as an investment in good will to help the retail dealer when he needs help most.

The advertising of a house like Hart Schaffner & Marx is paid for by the competitor who does not advertise in dull times. It takes ten times as much electricity to start an electric car and get up momentum as it does to keep it going—and the same is true of advertising.—*Chicago Journal of Commerce.*

Senator Capper to Start Daily at Kansas City, Kansas

For the first time in its history, Kansas City, Kan., a city of 100,000 population and the largest city in the State, is going to have its own representative newspaper. Senator Arthur Capper, owner of the Capper Publications, Topeka, will be the publisher. The new publication will be both evening and Sunday. The first issue will appear about February 1.

The starting of the new Kansas City daily was rather unique. So anxious were the merchants, the Chamber of Commerce and the citizens generally for Senator Capper to enter the Kansas City field that they voluntarily raised \$210,000 in advertising contracts and a subscription list of 6,000, a list that represents four-fifths of the homes in the city. The merchants of Kansas City have had no enviable position for many years. Any merchandising campaign has been fraught with many difficulties. Most of the more progressive merchants have resorted to direct mail advertising, such as house organs, folders and flashes.

The drive to obtain the necessary advertising contracts and number of subscribers was put over in five days with all the enthusiasm of a Red Cross or Liberty Loan campaign. The pastors of the churches devoted their sermons to the subject, almost every business man spent his entire time, and even the school children turned in 3,000 subscriptions.

On Monday morning of last week every bottle of milk delivered in the city, and Tuesday morning every loaf of bread carried a sticker bearing the words:

"I wanta paper." "Uwanta paper." "We-wanta paper."

Automobiles carried pennants with the same legend and a wide variety of other publicity methods were employed to secure the daily for the city.

The new Kansas City daily will make the tenth individual publication published by Senator Capper. He is the owner of the *Topeka Daily Capital*; the *Household*, a woman's magazine; *Capper's Weekly*, and six separate sections of the *Capper Farm Press*. These sections are *Capper's Farmer*, *Kansas Farmer & Mail* and *Breeze*; the *Missouri Ruralist*, *Nebraska Farm Journal*, *Oklahoma Farmer* and *Field and Farm*.

Chicago "Tribune" Editors Found Journalism School

Through the generosity of Colonel Robert R. McCormick and Joseph Medill Patterson, editors of the *Chicago Tribune*, the Joseph Medill School of Journalism has been founded at Northwestern University in memory of their grandfather, Joseph Medill, the founder of the *Tribune* and one of the most famous journalists.

DuPont and Morgan Acquire Control of General Motors

Acting through J. P. Morgan & Co., the DuPont Securities Corporation, recently formed by Pierre S. DuPont and associates, has taken over approximately 3,000,000 of the new shares of the General Motors Corporation common stock from W. C. Durant. The consideration was

partly cash and partly stock in the DuPont Securities Corporation, and Mr. Durant will, therefore, retain an interest in General Motors through the controlling company. This is the largest transaction recorded in the history of the industry.

The gross business of the company for this year, it was estimated some time ago, will approximate \$1,000,000,000.

Montreal "Star" Publisher Donates \$100,000

Lord Athelstane, publisher of the *Montreal Star*, has donated one hundred thousand dollars to McGill University in connection with its centennial endowment campaign for five million dollars. This contribution is said to be the largest newspaper benefaction ever made to a Canadian University.



AN AID TO DESIGNERS OF CATALOG COVERS

IN the daily grind of commonplace printing, it is a welcome relief to the printer to receive a catalog order that calls for LEVANT Covers. However practical and prosaic he may appear, the worth-while printer is an artist at heart, and he worships the spirits of those ancient craftsmen who wrought such marvels in print.

The use of Levant Cover Paper guarantees to any printed production, the marked distinctiveness and dignity, which are so desirable both from an artistic standpoint, and from the angle of profitable sales promotion.

Know LEVANT Cover Paper better. Request a Sample Folder that will fit your letter files. A copy of Dexter's XTRA, edited by Marcus, will also interest you.

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

Advertising or Sales Manager—Which?

More Views on the Subject

WHILL the Advertising Manager absorb the Sales Manager's job or will the Sales Manager outlive his colleague?

It has been suggested by a member of the staff who has read some of the letters commenting on Gilbert Evans' article in the November 13 issue of *ADVERTISING & SELLING* that the most definite answers to his question of "Advertising or Sales Manager—Which?" have said, "Both and Neither."

This member, who has a fondness for speaking in paradoxes, referred to those letters in which it was suggested that, as the merchandising science develops, both Advertising and Sales Manager will bow before a new super sales executive who will oversee both and combine the broader executive functions and the aptitudes of both.

Those who read Mr. Evans' article and who are following the letters commenting upon it will be interested in *ADVERTISING & SELLING's* series of articles on Sales Promotion by T. J. E. Brown, Sales Promotion Manager of the United States Tire Company, the first of which appeared in the November 20 issue and which will be continued in alternate issues. Mr. Brown's exposition of the importance of sales promotion work has a vital bearing on the question raised by Mr. Evans.

—THE EDITOR.

By **W. N. Gillett**

Vice-President, Chicago Paper Company

IN my judgment, the question as to whether the duties of the sales manager should be absorbed by the advertising manager or vice versa, is

entirely a matter of the size and character of the business.

It would seem to me impossible in a large business for any one man to have the time, experience or ability to handle both positions effectively.

My understanding of a sales manager's duty is that he should be accurately informed as to potential possibilities in territories, conversant with the market and competitive conditions, in the case of the jobber know where the goods can be obtained to best advantage, be in close touch with the sales force and in every way have a thorough knowledge of the sales, to extend the greatest co-operation to the salesmen and the house.

In my opinion it is just as necessary that the advertising manager should be thoroughly familiar with all of the angles of the advertising game as applied both to magazine and direct advertising.

Of course it is vitally important that both should work in complete harmony with each other, without which the results would not be satisfactory.

In some lines of business or in a small business it might be possible for one man to do justice to both jobs, but I cannot see how it is safe to establish any set principle on this point, but rather let the circumstances determine the best method.

By **Warner Bates**

Advertising Manager, The H-O Company

I BELIEVE that both views are more or less in error. The functions of the sales manager and adver-

tising manager are distinct in a sense and yet they are both one and the same thing. The objects of both are the same—to sell goods—yet they work in different ways.

The sales manager's job is to be able to understand and manage men who represent the company. The advertising manager's job is to understand and be able to use effectively the various media for publicity. Each must be very familiar with the market, the product and general business conditions. Each must understand human nature and the psychology of selling.

In a very few cases one man is in charge of both departments, but even then it is usually customary for him to have an assistant in each department who can execute his policies. In the cases where the two departments are distinct, some higher official of the company is usually found who understands and is familiar with the details of both sales and advertising management so that he really acts as the official head of both departments incorporating their work.

In our own business both the sales and advertising departments work very closely together. We both recognize that our job is to sell. We keep constantly in communication so that nothing of any importance goes on in one department that is not known in the other. We are constantly finding new means and methods of increasing the efficiency of communication. Some of our records are now kept co-operatively so that both departments have reference thereto.

Salesman Wanted—

A splendid opportunity is open for a salesman of advertising.

The work will be in New York City.

Write, giving age, past experience and salary desired.

Box 100, A & S

I cannot conceive where the sales manager or advertising manager becomes extinct. I can, however, readily visualize a closer co-operation between the two departments in some businesses and believe that this consolidation of effort is bound to result in increased efficiency.

By Vern C. Divine

President, Standard Advertising Co.

Gilbert Evans' article in ADVERTISING & SELLING of November 13 opens a subject of vital importance to the management of all business concerns.

It seems to me that any business is an "eternal triangle." Speaking broadly, there are really but three departments: Production, selling, finance. And there should be a strong over-executive for each of these departments, usually an officer of the company.

Assuming that we are considering large concerns such as are referred to in Mr. Evans' article, these three executives must be broad-gauged men who know, most of all, something about what are the greatest possible results to be produced in their departments of the business. They need not know a great deal about the technique of the work of the various divisions of their department, but must be able to know what results should be obtainable. They can leave it to the heads of the various divisions of their departments to work out the details of *how* to get the results.

SHOULD BE SALES HEAD

Thus there should be a "Sales Manager" or "Director of Distribution." Call him what you will, but "Sales Manager" strikes me as best unless there is reason to shroud this executive's object in life; namely, to increase sales. Under the Sales Manager there will be the Director of Salesmen and the Advertising Director.

The Director of Salesmen may have several vice-directors, such as Field Managers, to train and work with the salesmen in the field, District Sales Managers responsible for the sales in given districts, or Division Sales Managers who are expected to work with the salesmen to increase the sales of certain lines if the house sells a number of products. (For instance, an "Office Furniture Sales Manager" for a factory making both household and office furniture.) Or there may be Vice-Sales Managers responsible for sales to certain industries such as, for instance, the selling of furniture for the outfitting of hotels, schools, churches, etc., by a

furniture factory also manufacturing furniture sold by retailers.

The Advertising Director may in a like manner have several vice-advertising directors such as National Publicity Manager, Direct Mail Manager, Dealer Helps or Localized Advertising Manager, etc.

The ideas barely touched upon above may not have been sufficiently elaborated upon to make my ideas perfectly clear, but the main thought I wish to convey is that there always will be in 95 per cent of all large businesses both personal selling and mass selling and that the work accomplished by both of these methods is

in reality *one* branch or department of the business and not two.

Any sales manager who doesn't see that advertising is as important to the business as personal selling simply discloses his narrowness and inability to properly fill the sales manager's chair. In a like manner any advertising manager who thinks that advertising is more important than personal selling shows himself incapable of really big things. Such sales managers and advertising managers need, in my opinion, a sales boss over the two of them—a man with a much broader conception of what the sell-

(Continued on page 40)

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"



GOOD WILL

There are few better ways of creating and preserving good will than with your correspondence.

The recipients of your letters very often read between the lines and the words. If you have Systems Bond between the lines and words of your correspondence, it will be a valuable asset to your firm in creating and preserving that desired good will.

The toughness and crackle of Systems Bond are due to its rag fibres and its loftseasoning. And yet, with all its firm body, its close-knit texture and its pleasing finish, Systems Bond is sold at a business man's price.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

American Traveling Representatives in the Near East

In the coming struggle with experienced and capable national competitors, the most important single element in the promotion and extension of American trade interest lies in the selection and training of high caliber foreign traveling representatives of unquestioned American ideas and ideals. Nowhere is this factor of such decided value as in the Near East and those other world areas practically unknown at the present time to the rank and file of American foreign trade enterprises.

The two great mistakes now being made are the general choice of a foreigner of local origin or of a foreigner who merely speaks any language other than English irrespective of its use in the particular locality. Regarding the latter, Trade Commissioner Mears met in Greece more than one American commercial traveler who was obviously selected because of his ability to speak Spanish. Spanish, however, is not understood in Greece except by the important commercial Jewish element in

Saloniki, which speaks, in addition to a peculiar Judeo-Spanish, also Greek, Turkish, Italian, French and often German and English. More striking still was the number of Russians sent to Constantinople, who strangely enough did not speak either French, Greek, Armenian or Turkish.

An Armenian or Greek or Jew or Turk, irrespective of whether he has been naturalized or whether he represents a bona fide American company, is never regarded in commercial circles abroad as an American. He is still a Levantine, and business negotiations with him are conducted on that plane.

A Chain of 100 Music Stores

With an object of opening a chain of music stores in the largest cities from coast to coast, about one hundred stores in all, the National Music Stores has been incorporated under the laws of the State of Delaware with \$1,000,000 capital. Offices of the new firm are located at 1200 Stock Exchange Building, Philadelphia. James Callans is president.

Fritz J. Frank New President of Iron Age Co.

Fritz J. Frank, vice-president of the Iron Age Publishing Co., New York, publishers of *Iron Age* and *Hardware Age*, has been elected president of the company to succeed William H. Taylor, who has been president and general manager for more than ten years. Ill health has caused Mr. Taylor to resign and leave for an extended stay in Florida.

Mr. Taylor came to *The Iron Age* as general manager in 1909, after a group of publishers had acquired the ownership from David Williams. Previously Mr. Taylor had been connected with various trade and engineering publications over a period of fifteen years, having been for a time vice-president of the McGraw Publishing Company and later president of the Taylor Publishing Company, Chicago, which consolidated the *Engineer* and *Steam Engineering*. He and his associates, on acquiring *The Iron Age*, separated what long had been the hardware department of this journal and established it as *Hardware*, which has had a vigorous growth alongside the parent publication.

The progress of both *Iron Age* and *Hardware Age* under Mr. Taylor's administration has carried them far beyond the expectations of those so long responsible for their conduct under the previous regime. The number of employees of that company is nearly three times that of ten years ago. It has been the decade of the largest development of these journals in all their sixty-five years—a result in great measure due to Mr. Taylor's broad-minded policies and the building up of effective organizations in all departments.

Mr. Frank's business career has been a continuous connection with publishing and his knowledge of the industries represented by both *Iron Age* and *Hardware Age* has been intimate and of long standing. His school training was taken in Florida, to which state his parents removed from Pennsylvania in 1884, when he was a boy of twelve. He graduated from Rollins College, Winter Park, Florida, with the degree of A.B. in 1896. His chosen work began in 1896, when he became western business manager of the *Colliery Engineer*, a Scranton, Pa., publication of national circulation in the coal mining field, Mr. Frank's headquarters being in Chicago. It was impressed at that time, when American manufacturers were doing relatively little in the export trade, with the importance of cultivating relations with foreign buyers, and in 1902 and 1903 he made a tour of the world investigating possible markets for American mining machinery. In 1906 he left the *Colliery Engineer* and became the Chicago representative of the *Mining and Scientific Press*, that relation continuing up to 1910, when he came with *The Iron Age* as advertising manager in the New York territory. In 1911 he was made secretary of the David Williams Company, predecessor of The Iron Age Publishing Company, and since 1918 has been vice-president of the latter company. He has a wide acquaintance in the iron and steel and machinery trades, is experienced in business journalism and is thoroughly committed to the traditions and standards of the Iron Age Publishing Company, among which are complete independence of editorial expression and making the reader's interests paramount to all other considerations.



FRITZ J. FRANK

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the
AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

THE AMERICAN ARCHITECT, New York

Member A. B. P. Inc. The weekly business newspaper of the architectural profession subscribed to at \$10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York

The world's largest export journal. Carries 1,400 continuous advertisements. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York

National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York

The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City

Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York

Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York

The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 3 1/2 x 1 1/2. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York

Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago

Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A.

B. P. Eastern office, 56 W. 45th St., New York. Telephone, Vanderbilt 3695

HARDWARE AGE, New York City

Iron Age Publishing Company, 239 West 39th Street, New York City; established 1855; published weekly on Thursdays; forms close ten days preceding; type page, 7x10; one time rate, \$145; \$2 pages a year, \$96; subscription price, \$3.00; charter member A. B. C. and A. B. P. The national market reporter paper of the hardware industry and for 65 years an inspiration to better hardware merchandising, anticipating the changes, recording the achievements and cooperating in the success of hardware merchants from the Atlantic coast to the Pacific coast. Read on paid subscription, as a business service, by practically every worthwhile hardware retailer and wholesaler, North, South, East and West, as well as their traveling salesmen, retail clerks, department managers, etc. Branch offices: Chicago, Boston, Philadelphia, Cleveland, Pittsburgh, and San Francisco.

THE IRON AGE, New York

"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6 1/2 x 11 1/2; one time page rate, \$128; \$2 pages a year, \$100; subscription price, \$6; charter member, A. B. C. and A. B. P. The Iron Age serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices: Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York

Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston

Published monthly—subscription price \$3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

MOTOR AGE, Chicago

The Weekly News and Service Magazine of the Automotive Trade. Editorially it is devoted to the interests of the automotive trade as a dealers' paper specializing in service and maintenance problems. Circulation over 35,000, of which at least 70 per cent are dealers in cars, trucks and tractors or operate Garages, Service Stations, Repairshops, etc. Member A. B. C. and A. B. P.

MOTOR WORLD, New York

Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.

The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a

CLASS TRADE AND TECHNICAL

high-class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919, the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at \$5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER, with which is consolidated THE SHOEMAN and Boots & Shoes Weekly.

circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York

The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contracts. Member Associated Business Papers, Inc. One Time Page rate, \$100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.

130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia, \$1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication.

FARMER AND BREEDER, Sioux City, Iowa

Devoted to the interests of the capitalist farmers and breeders of the Golden Egg Territory—southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,

A magazine designed for thrifty womanhood. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate \$4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

**Ayer Takes Litscherlite Account
December 1**

N. W. Ayer & Son, Philadelphia, will take over the account of the Litscherlite Corporation, Grand Rapids, Mich., December 1. R. B. Harvey, who recently resigned from the Westinghouse Electric & Mfg. Co., East Pittsburgh, to become general sales manager, will direct the advertising until a manager is appointed.



The
**Underwear & Hosiery
Review**
320 B'way New York

Some Advertisers and agencies realize the need of

THE WOMAN'S VIEWPOINT
backed by a long experience in all branches of ADVERTISING

Other Advertising still needs it, does yours?

Service Copy Booklets

MINNA HALL SIMMONS
15 West 38th Street, New York City
Room 1205 Phone Fitz Roy 5596

A PRACTICAL advertising and merchandising woman, who has counseled largest concerns in the United States on distribution, wholesale and retail—is ready to act as your counsel—anywhere, anytime, any product. A real service—that will prove a money maker. E. V. Maguire, Suite 216, Middle City Bldg., 34 S. 17th St., Philadelphia, Pa. Phone, Spruce 1858.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Order 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

A. B. C. Audits and Clean Business

By **L. B. JONES***

Retiring President, A. B. C.

THERE can now be but one reason for a publisher refusing an A. B. C. audit. It is because he thinks he can get more business without an audit than he can with it.

When a man buys a piece of real estate, he has his own lawyer, not the other man's lawyer, examine the title to make sure that it is clear.

When a man buys a horse, he has his own veterinary, not the seller's veterinary, examine the animal to see if it is sound in wind and limb.

When a business man buys out another business concern, he has his own auditor, not the seller's accountant, look over the inventories, the accounts, and make the fullest inspection of books, physical and book values, and determine accurately for him, the buyer, whether or not he is getting what he thinks he is getting, and whether or not the concern he is buying is making profits or only paper profits.

When a concern buys goods, it has its own receiving clerk, not the shipper's clerk, check up the goods to see if there is full weight, full measure, and full count.

When an advertiser buys white space, he has his own auditor examine the books and the physical evidence to see whether or not he is getting the circulation for which he is paying, when and if he goes by A. B. C. audit—and not otherwise.

All of which means two things. It means that the advertisers must be kept in numerical control on the A. B. C. Board if the A. B. C. is to have the full confidence of advertisers; also it means that the advertiser who uses mediums which do not give him an A. B. C. audit has in his composition no sand, except, perhaps, that infinitely small quantity that the sandman sifts into his eyes.

When a publisher can sit down and figure in two minutes where there is a quarter of a million of dollars' worth of clean business that he could get provided he had an A. B. C. audit, and provided, also, that such audit would practically substantiate his present circulation claims, and then refuses such audit, what are we to surmise? Or, should I say, suspect?

As Mr. Post said, "There's a reason."

"I have my reasons for not giving an A. B. C. audit," says Mr. Publisher, "but you can have the records examined at any time by a certified public accountant."

Here is the reply I give him: I have never employed a veterinary to examine a title nor a lawyer to examine a horse. I would not employ the A. B. C. to do the work of a certified public accountant in passing upon a business that I might be buying. It isn't booked up for the job. And I would not think of trusting any firm of public accountants to verify a circulation statement.

This is not a reflection on publishers. It's just good business. I do not believe that there is any line of business having higher ethical standards than the publishing business. That is not even meant to be a reflection on any publisher, inside or outside of A. B. C.

But I am perfectly willing to turn the searchlight upon those advertisers who, believing in A. B. C. audits and following them to a certain extent, have not the sand to refuse business when they do not get them.

I want the searchlight turned on those advertisers who, because they are afraid of losing a few dollars' worth of business in some locality, are buying unaudited circulation.

I want to see a particularly bright spotlight on, and a close-up of, the advertising agent who has not the nerve to expostulate with a client or the sand to tell a publisher, who threatens to withdraw discounts, just where he can go.

I want to see a whole battery of searchlights turned on those agents and advertisers who selfishly "let George do it."

They know what the A. B. C. has done for advertisers and publishers. They know that, while not infallible, it is highly efficient; they know that most of their fellow advertisers have given, and are giving, of their time and money in the interest of clean and known circulation; yet they have not the sand to stand by their guns and give business only to A. B. C. publications.

*A portion of Mr. Jones' address at the A. B. C. luncheon in New York on November 15, when he handed over the president's gavel to O. C. Harn, of the National Lead Co.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Among the Better Books on Business

History of Journalism in the United States. By George Henry Payne. 382 pages and appendices. Appleton, New York.

This volume fills a long-felt gap in our book-shelf row of American special histories. The fruit of many years' study of the press as a factor in national development, it sets forth the history of the American press from the first newspaper to the present day, concluding its appendices with a note on the *Sun-Herald* merger. Mr. Payne has taken up the most important newspapers in chronological order and has followed through with clarifying comment the reciprocal influence of American newspapers and American history. It will interest three classes of readers: newspaper men, students of journalism, and those who, like Theodore Roosevelt, feel that their understanding of their country is incomplete unless it comprehends an understanding of their country's newspapers and newspaper men.

Traveling Publicity Campaigns. Education Tours of Railroad Trains and Motor Vehicles. By Mary Swain Routzahn, Dept. of Surveys and Exhibits, Russell Sage Foundation. 114 pages and reference appendix. Published by the Russell Sage Foundation.

This volume, dealing with educational tours, for the most part in the interest of government or community service, offers many valuable suggestions to the advertiser contemplating the setting on tour of motor vehicle exhibits demonstrating his commodity to the prospect. The writer tells what has been done in the United States in the way of traveling "publicity" and describes how it has been done. The principles deduced will carry over into the advertising field and the facts given have an interest for the advertiser.

Personnel Administration—Its Principles and Practice. By Ordway Tead and Henry C. Metcalf. 520 pages. The McGraw-Hill Book Company, New York.

With the purpose of setting forth the principles and the best prevailing practice in the field of the administration of human relations in industry, this book has been addressed to employers, personnel executives, employment managers, and to students in personnel administration. The whole treatment may be accepted as a working program in handling men. It explains principles and suggests policies. Of as much importance for the employer seeking a "way out" of the murk that surrounds labor problems these days it shows what plants—big and small—throughout the country are doing to increase their workers' interest in the job, and their loyalty to the house—and thus to increase production.

The New Merchant Marine. By Edward N. Hurley, former Chairman of the United States Shipping Board. 274 pages and appendices. Illustrations. The Century Company, New York.

The latest volume in the Century Foreign Trade Series takes its information from the fountain-head. Few men are so well qualified as Mr. Hurley to discuss the subject in hand. Because he discusses it throughout in relation to the overshadowing subject of foreign trade, it is a book which will be read by many who have less interest than perhaps they should have in the story of the Emergency Fleet and the work of the Shipping Board, which takes up several chapters. Mr. Hurley's viewpoint is summed up thus epigrammatically

in his preface: "There are only two kinds of civilization: that of (say) England or Switzerland on the one hand, and that of Afghanistan and Thibet on the other. The difference between them is ships."

On Setbacks—And Other Inspirational Fragments of a Cheerful Philosophy for the Business Man and Woman. By David Leslie Brown, Manager of Export Advertising, Goodyear Tire and Rubber Company. 93 pages. McCann Company, New York.

A good little book to read on a train, or in the noon hour or at any other time of relaxation. Short inspirational essays of epigrammatic terseness about the *fundamentals* of living that may help the reader

to handle the *details* better. Not "Pollyannaisms," and can be put into the hands of the salesman without apologies from the salesmanager.

Employers' Magazine. For Factories, Offices and Business Organizations. By Peter F. O'Shea, Consulting Specialist on House Organs. 122 pages. Numerous illustrations. H. W. Wilson Company, New York.

A primer on the internal house organ. The work of a specialist in this field who follows up his exposition of principles with brass tacks data on how the house organ can be used to improve plant morale and with valuable information on methods and costs.

To Sub-Let

Space 50 x 65 feet at
471 Fourth Ave. between
31st and 32nd Streets. Now
occupied as business offices.
Has plenty of light, eight
windows in front and six in
rear. Present lease has five
years to run from February
1st, 1921. These offices
would be very desirable for
an advertising agency or a
publication office. Apply
Mr. Clarke, Fifth floor,
471 Fourth Avenue.



Advertising or Sales Manager?

(Continued from page 35)

ing end of a business involves than either of the two possess.

I believe that in every really successful concern there must be a chief selling executive over the sales manager who handles the salesmen and the advertising manager who produces the advertising. Of course, some sales managers are so big that they are exercising these functions today, and in some concerns there are advertising managers so big that they have or are gravitating to the over-responsibility for the entire selling end of the business.

It depends, of course, upon the man.

But many a concern will accomplish more when the responsibility for all phases of the selling end of the business are put in one man's hands. Divided authority divides the results. It can't be otherwise. That's why I say there should be only three departments of a business, although there may be, of course, numerous divisions in each department. We need more Managers of Selling—salesmen and publicity under one head.

By Alan C. Reiley

Advertising Manager, Remington Typewriter Company

BOTH views described are one-sided and, in my judgment, both views are wrong.

True, the functions of sales manager and advertising manager are sometimes combined, but only, so far as my observation goes, in the smaller concerns where the combination is a practical necessity. With the growth of any concern, the natural division inevitably occurs.

Broadly speaking, the function of the advertising manager is to create the desired attitude in the public mind. The function of the sales manager is to "cash in" on this attitude.

There may be sales managers big enough to exercise both functions, but such sales managers are always the first to recognize the value to themselves of an efficient advertising manager and a well-organized advertising department.

I could write reams on the proper attitude of the sales manager toward the advertising manager and vice versa, but in the end it usually comes down to the personal equation—and there you have it.

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Calendar of Coming Events

November 29-December 4—International Advertising Exhibition, White City, London.	January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.
December 1—Meeting of the Textile and Allied Associations, Waldorf-Astoria Hotel, New York.	January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.
December 2-4—Annual Meeting, Taylor Society, Engineering Societies Building, New York.	January 17-21—Fourteenth Annual Convention, National Cannery Association, Atlantic City, N. J.
December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.	



THE HIND TEATS ARE FULL

Just because advertising to city and town people has yielded you a pailful of profits is no reason why you should leave the farm market untouched.

You can't get the milk out of the hind teats of a cow by pulling on the front ones, and you can't get the farm trade by advertising to city people.

The farmers of the Great Food Producing Heart of the Country have faith in Successful Farming. They make use of our service. More than 800,000 of them pay us an annual fee for the help we have to offer.

SUCCESSFUL

E. T. MEREDITH, Publisher
Des Moines, Iowa



FARMING

T. W. LeQUATTE
Advertising Manager



¶ If Senator Harding had confined his speeches to a quality circulation, Governor Cox would have been elected.

¶ The only way to succeed in politics or publicity is to travel with the crowd!

¶ There's safety in numbers!

USE THE
AMERICAN
WEEKLY

*Read every Sunday by TWO and a HALF MILLION families.
"If you want to see the color of their money—use color"—A. J. K.*

The American Weekly is a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. A. J. Kobler, Mgr., 1834 Broadway, New York. W. J. Griswold, Western Representative, Hearst Building, Chicago.