

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by K. Fayerweather Babcock, of "The Artists' Guild"

JUNE 18, 1924

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CAPITALIZE CHICAGO'S BUYING HABITS

The bulk of department store advertising—"upstairs" and down, in the "Loop" and out of it—is available to the Chicago shopper in one medium—The Chicago Daily News.

That's convenience!

The bulk of local advertising—shop news in general—is always available in the same medium—The Chicago Daily News. That's business—capitalizing convenience!

The majority of Chicago merchants—from department store head to neighborhood grocer—prefer that the manufacturer's advertising of products they carry appear, as their own advertising does, in The Chicago Daily News. That's consistent merchandising policy.

Therefore the general advertiser who follows the lead of the department stores and local merchants in Chicago, and places his advertising in the medium that is read for necessary day by day shopping news eliminates chance in securing a reading for his copy, and obtains the dealer co-operation he needs. That medium is

THE CHICAGO DAILY NEWS

First in Chicago

Page 5—The News Digest

Richard Kolyer, Jr.

Recently with the De Vinne Press, is now associated with James F. Newcomb & Co., New York, recently removed to 330 Seventh Avenue, that city.

John Wesley Barber

A member of the advertising profession since 1866, and founder of the J. W. Barber Advertising Agency, Boston, died June 12 at his home in Newton, Mass. There will be no change in active management or personnel of the organization.

R. M. Miller

Has resigned as advertising manager of the Ternstedt Manufacturing Company, Detroit, and will be associated with the Meinzing Studios, same city, commencing July 1.

Ensign Conklin

Won the championship trophy of the American Golf Association of Advertising Interests at the tournament held at White Sulphur Springs, W. Va., June 7-14. At the annual dinner the following officers were elected for the coming year: President, Arthur Hill, New York; first vice-president, Frank Soule, Chicago; second vice-president, Ensign Conklin, New York; secretary and treasurer, Clair Maxwell, New York.

Dorland Agency, Inc.

New York. Has been appointed advertising counsel to the Brillo Manufacturing Company, Brooklyn.

Affiliated Artists, Inc.

An advertising art service, has recently been organized in New York. President, Thomas R. Megargee; vice-president, George Dannenberg; treasurer, John Rosenfeld; secretary, Arthur Walker; chairman of the board, Edwin Megargee, Jr.

House of Swansdown

New York. Manufacturers of Swansdown coats, has opened a Canadian branch in connection with R. J. Miller Co., Ltd., Toronto. The Hicks Advertising Agency, which directs advertising for the New York end, will handle the Canadian account.

John C. Hindle

Resigned as secretary-treasurer of Groesbeck, Hearn & Hindle, Inc., New York, to become vice-president and general sales manager of The Rader Appliance Company, Inc., West New York, N. J.

The Mayers Co., Inc.

Los Angeles. Received the cup awarded at the Fresno Convention by the Pacific Coast Advertising Clubs, for the best exhibit of direct mail advertising produced on the Coast.



The Thumbnail Business Review

ABOUT the only way to characterize the present industrial and business situation is to say that "it is marking time." Every unfavorable factor having been discounted, a turn for the better can be expected in the not too-distant future. This sentiment is strong in iron and steel circles, the trade records for that particular industry showing that the present rate of buying is below the rate of consumption.

☐ The automobile industry as a whole is working on a reduced production schedule. It is interesting to note, however, that 1,742,832 cars of all kinds were turned out by the makers in the first five months of this year, an increase of 91,000 over the output of the like period in 1923.

☐ In fact, an analysis of the output of some of our basic industries for the first quarter of this year does not show the startling differences one would expect from the exceedingly pessimistic utterances that have received wide dissemination. The combined iron and steel output for the first quarter was only 800,000 tons less than the output for the first quarter in 1923. Oil production for the same period was 171 million barrels against 157 million last year. The output of electrical energy in the first quarter last year was 13.8 billion kilowatts. This year it was 15 billion.

☐ Building operations continue at full force, and the volume of new permits issued and contracts entered upon remains large. A revised government report on wheat would justify the prophecy that \$1.25 wheat is by no means a remote possibility for late fall.

☐ Trade in many localities has been dull, owing to unreasonable weather. On the other hand, sales of mail-order houses and chain stores are greater.

ALEX. MOSS.

Story, Brooks & Finley, Inc.

Have been appointed national advertising representatives of the *Intelligencer and News Journal* and the *Sunday News*, Lancaster, Pa.

Death of Horace M. Swetland

Horace Monroe Swetland, president of the United Publishers Corporation, New York, died of pneumonia at his home, Upper Montclair, N. J., June 15. He was 70 years of age.

At the age of 17, Mr. Swetland became a teacher in the public schools in Chautauqua County, New York. In 1881 he came to New York to represent the Boston *Journal of Commerce*. Two years later he was appointed Boston representative of the magazine *Power*, which publication he purchased in 1888. This was the beginning of a most active career in business paper journalism.

In 1911 the United Publishers Corporation was formed, bringing together publications in the iron and steel, textile, automotive and building fields. Mr. Swetland was elected president, which office he held until his death.

Throughout his business career Mr. Swetland was a great supporter of organizations in the publishing field. He was for a time president of the Associated Business Papers; for two years president of the National Publishers' Association; author of "Industrial Publishing"; president Swetland Realty Company and the U. P. C. Realty Company, and a director of the Commercial Trust Company of New York and the Federal Printing Company.

Advertisers Club of Cincinnati

Elected the following officers at its annual meeting: R. T. Kline, president; Gordon Small, first vice-president; A. H. Apking; second vice-president; Ben Roth, treasurer; Albert R. Riggs, recording secretary. Joseph Tomlin was reelected to serve his twenty-first consecutive term as financial secretary.

C. E. Lawrence

Recently secretary and sales manager of the Winget Kickernick Company, Minneapolis, has purchased the controlling interest in the Earnshaw Press Corporation, Boston, which will henceforth be known as the Lawrence Press, Inc., with Mr. Lawrence in direct charge of the sales and advertising service.

Joseph B. Polonsky

Formerly with the U. S. Committee of Public Information, Washington, D. C., has been appointed manager of the Foreign Language Advertising and Press Service, which has recently removed to 419 San Fernando Building, Los Angeles, Cal. Ellis Ranen is assistant manager.

Green, Fulton, Cunningham Co., Inc.

Chicago. Have been selected to direct advertising for the Kalamazoo Stove Company, Kalamazoo, Mich.

[ADDITIONAL NEWS ON OTHER PAGES]



Board Room, American Society of Civil Engineers Building.
Courtesy of the Mahogany Association.

Not Until The Final Authority Says "Yes"

Recently 250 salesmen for a large corporation were called together for their annual sales conference. A session was given over to the all important question of how to get at the man higher-up. For this group of salesmen no question was more important. How to locate the hidden resistance—the thing they all feared. How to bring understanding into that last final buying conference from which all salesmen were shut out—and where, under a few moments of misunderstanding, or unexpected opposition, the order seemed to fade.

The problem is a common one. It gets serious consideration, because it probably accounts for more lost sales than any other.

And in solving this problem *The Nation's Business* is being used by advertisers with telling effect. It will take your sales messages behind closed doors to 150,000 business executives in this final authority group. It will spread understanding and acceptance among the kind of men who have the final say. It will mow down the hidden resistance in advance of your salesmen, and in advance of this last important half-hour conference which determines the sale. It will get an okeh on the order when, after weeks of negotiation, the recommendation comes up for final consideration.

More than 37,000 Presidents of Corporations read Nation's Business
More than 17,000 Vice Presidents of Corporations read Nation's Business
More than 16,000 Secretaries of Corporations read Nation's Business
More than 7,000 Treasurers of Corporations read Nation's Business
More than 11,000 General Managers of Corporations read Nation's Business
More than 117,000 Major Executives in 88,016 Corporations read Nation's Business

You will find of interest a detailed analysis of our 150,000 subscribers. Let us tell you how other advertisers are using this magazine to make their advertising expenditure more productive. Get an executive "yes" when the order hangs in the balance.

THE NATION'S BUSINESS

WASHINGTON, D. C.



MORE THAN 150,000 CIRCULATION.

MEMBER A. B. C.

Three men who spend many times what they make



The three men indicated in this group are maintenance men. These men receive good salaries. They spend many times what they make. They buy the equipment, repair parts and maintenance supplies used along the path of power service, i. e., from the point where finished power is delivered to the point where this power is applied to the production machine. The requisitions which these men send to the purchasing department are the little slips of paper which say "yes" or "no" to the salesman who sells your motors, your line of safety switches, your belting, or your make of welding outfit.

IN every manufacturing plant there is always one man, usually two or three men, and sometimes five or six men who are responsible for the operation and maintenance of electrical and associated mechanical equipment.

These men are generally known as maintenance men. Usually they carry specific titles, such as Works Engineer, Maintenance Engineer, Master Mechanic, Chief Electrician, Construction Superintendent, etc.

Sometimes the maintenance man has no title.

But, whether he has a title or not, he is the man who keeps the wheels turning; the man who keeps the equipment running smoothly and economically; the man who prevents costly interruptions to production; and the man who has complete charge of the buying of all equipment, repair parts and maintenance supplies used in his department of the plant.

How he buys

The maintenance man is a buyer in the sense that each purchase of equipment, repair parts and maintenance supplies (for use along the path of power service) originates with him. On his requisition he specifies what he wants.

The purchasing department invariably follows his specification to the letter. No one in the purchasing department wants to take the responsibility of "going over his head" without first consulting him. When consulted he usually "stands pat." Right or wrong he

is sure of what he wants and why he wants it.

How to reach him

Month-to-month contact with the maintenance man is the surest

men in all branches of industry need not be expensive. Indeed it can be accomplished at low cost by telling your story each month in the maintenance man's own and only paper.

This monthly paper of the maintenance man is *Industrial Engineer*.

More than 13,000 maintenance men read *Industrial Engineer* each month.

Does *Industrial Engineer* reach maintenance men in all branches of industry? To answer this question, 40 per cent (picked at random) of the more-than-13,000 readers have been identified as follows:

1,607 in	1,068	miscellaneous manufacturing plants
1,036 in	766	iron and steel working plants
701 in	608	coal and metal mines
389 in	250	steam railway repair shops
366 in	185	chemical plants
347 in	289	textile mills
270 in	182	paper, pulp and printing plants
223 in	177	food product manufacturing plants
217 in	144	cement, pottery and glass works
202 in	164	saw and lumber mills

Your advertisement in *Industrial Engineer* penetrates all industrial markets.

way to make him your customer, or to keep him sold on your product if he is already your customer.

This month-to-month contact with thousands of maintenance

Each one of the fifteen McGraw-Hill Publications is the working tool and buying guide of the executive who buys in the field it serves.

These fields and the publications which serve them are—

Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

Construction and Civil Engineering: Engineering News-Record.

Mining: Engineering & Mining Journal-Press, Coal Age.

Transportation: Electric Railway Journal, Bus Transportation.

Industrial: American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering.

Engineering in Spanish-Speaking Countries: Ingenieria Internacional.

Industrial Engineer

A.B.C. A McGraw-Hill Publication A.B.P.
Old Colony Building, Chicago, Illinois

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"IS THERE any democracy quite as free as the advertising pages? Almost anyone can get in, anyone can talk to everyone in the same tone of insistence, anyone can get out, any time. Sometimes Demos, the crowd, throws someone out, which is the very distilled spirit of democracy. You and Shakespeare may employ the same words—do, in fact, though with different effects; you and Calvin Coolidge may covet the same brand of hat because I said it was pretty good. And the good survive."—and
Now Concerning Copy in Advertising Fortnightly.

No. 8 [If you have not seen numbers 1 to 7, we will gladly send them.]

Doubt Replaced With Assured Results by Advertising in Woman's Field

By J. A. CULLISON

Adm. Mgr. Nat'l Fireproofing Co.

Several years ago, when we were first approached by you with reference to using Good Housekeeping, we were very dubious as to whether the woman's field would be a profitable one in which to advertise such a material as Narco Hollow Tile. The returns, especially during the past two years, have been so satisfactory both in quantity and quality that we consider Good Housekeeping at this time practically indispensable in making up our list of general magazines.

We do not find these returns coming in at one time as is the case with a number of the other publications on our list, but instead, find an advertisement say, run in your November issue, to pull very noticeably in February and March and later issues, which proves to our mind that it is retained by a great number of your subscribers and not thrown away when the next month's issue is received.

—GH—



Within the range of Good Housekeeping's influence, it is conservatively estimated that the women 21 years old and over wear out 8,840,000 pairs of stockings a year, and 3,120,000 shoes. About 1,560,000 corsets annually are required to supply them, and they can get along on approximately 3,000,000 waists. Nearly 2,300,000 hats are used by them during the year, and the purchasing of underwear in general may be estimated by the 5,000,000 vests used by Good Housekeeping women, who spend for clothing alone close to \$500,000,000 yearly!

—GH—

Why isn't more furniture trade-marked? Manufacturers and advertising agencies please advise.

—GH—

The outstanding difference between magazine circulations lies for the most part in the responsiveness of the readers to the advertising therein. Good Housekeeping confesses to have both quality and quantity circulation; but besides these, there is a dependable response from the greater part of the 1,000,000-and-over audience which proves a boon to any advertising campaign designed to reach the home shores.

In page No. 3 of this series, we related that the manufacturer of a non-electric dishwasher selling for \$15.00 ran \$4 lines in Good Housekeeping and received 1060 inquiries. Since that page appeared, about 400 additional inquiries have been received, and 200 additional direct orders. And the advertisement appeared in December!

—GH—

In a recent advertisement of a large West Coast newspaper, the publisher, in putting double force into his message, said of the standards set forth by his household service department, "It is much the same as getting the Star of approval of Good Housekeeping Magazine."

—GH—

Speaking of cars, it is interesting to note the prominence that women are given in automobile advertising, both in illustrations and copy. It is evident that the manufacturers value the woman's influence in buying the family car. To speak in figures, 50% of pleasure car sales in America are influenced by the woman. We wish points to the opportunities of advertising automobiles in women's publications.

—GH—

Says Robert R. Updegraff: "It is safe to say that all advertisements, like all stories, are interesting to one of two people—to the writer or to the reader. The big trouble is that much advertising is interesting only to the writer. It does little but reflect his anxiety to sell; to sell his merchandise or his service or his ideas."

—GH—



In the July number of Good Housekeeping begins "The Beauty Prize," by George Weston, who has combined love, mystery and humor in a highly interesting story. Forget your business long enough to read the first installment and we'll guarantee you won't miss the remaining chapters. July issue out June 20th.

Gas Appliances

Economical distribution depends most of all upon locating your definite market within the general market.

The Gas Appliance manufacturer, for example, needs to know that there are only 4182 cities and towns supplied with gas, and that more than 50% of the country's population lives in these places.

Obviously a general market survey is of little or no value to the manufacturer whose products depend for their consumer value upon local territorial divisions, such as the gas supply.

Knowledge of conditions such as these make marketing questions simpler. The Marketing Division of Good Housekeeping will be glad to confer with you on your problems.

—GH—

A recent issue of Printers' Ink carried a list of the 75 leading magazine advertisers. Out of this group, 44 used Good Housekeeping in directing their message to the American home.

—GH—



A "Winchester" store out in Arizona sent a letter to its customers saying that it had in stock 17 lines of merchandise which had been tested and approved by Good Housekeeping Institute, adding, "that means an absolute guarantee of the quality for you." The items were then listed and the letter concluded with a repetition of the guarantee. The printed slogan at the bottom of the letter reads "The Merchandise of Three Guarantees—The Manufacturer, Good Housekeeping Institute and Our Own." That is just one example of the kind of cooperation the advertiser in Good Housekeeping is always getting from his dealers.

—GH—

Someone recently said—and it is a good thing to remember—advertising takes time as well as money.

This page, appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 West 40th Street, New York



Editor V. E. Carroll bidding *bon voyage* to Editor D. G. Woolf, Atlantic City, May 28, 2 P. M.



Editor D. G. Woolf delivering copy and photographs to Editor W. B. Dall at 4:45 P. M. at Albany, N. Y. where TEXTILE WORLD'S printing plant is located.

“To consider, first, the interests of the subscriber”

These two photographs help to visualize a recent bit of reader service performed by TEXTILE WORLD'S editors.

On May 27th and 28th there was an important meeting of Cotton Manufacturers at Atlantic City. Friday, May 30th, which is the day TEXTILE WORLD ordinarily would have been published, was a national holiday. This meant that to maintain the promptness of service which TEXTILE WORLD'S readers are accustomed to and require, the paper had to be mailed on Thursday.

Five and a half hours could be saved by airplane over railroad running time. This would save a day in mailing TEXTILE WORLD and also make possible the publication of photographs.

The trip was made by airplane. TEXTILE WORLD was mailed to readers ahead of regular schedule.

It was all done as a matter of routine in the fulfillment of the first standard of practice of the Associated Business Papers, Inc.

“To consider, first, the interests of the subscriber.”

Textile World

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Ave., New York



Are you satisfied with your sales in small towns?

There are more people buying at small town general stores than there are people living in the 429 largest cities* in the United States.

Through the columns of the Christian Herald your goods can be introduced to the cream of the substantial small town families at a very **LOW** cost.

*All cities of over 15000 population.

CHRISTIAN HERALD
BIBLE HOUSE, N. Y.

Circulation June 1923 - 189,416 - - - June 1924 - 220,000

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media

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© U. S. U.
Edward W. Bok

LAST fall Edward W. Bok, formerly editor of *Ladies' Home Journal*, founded a series of eight annual awards "to stimulate improvement in advertising." The prizes are known as the Harvard Advertising Awards, and will consist of a gold medal and \$8,500 in cash. The Jury of Awards appointed for the first year is announced on page 15. All manuscripts or advertisements submitted must be received at the office of the Secretary of the Harvard Business School by noon, October 10, 1924. Announcement of the awards for the year October, 1923, to October, 1924, will be made during the first week of January, 1925.

M. C. ROBBINS, PUBLISHER

OFFICES: 52 VANDERBILT AVENUE, NEW YORK

J. H. MOORE, Advertising Manager

NEW YORK:

F. K. KRETSCHMAR
A. M. FRANKLIN

NEW ORLEANS: H. H. MARSH
527 Canal Street; Main 1071

SAN FRANCISCO:

W. A. DOUGLASS, 320 Market St.
Garfield 2444

TORONTO: A. J. DENNE,
217 Bay Street; Elgin 1350

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

CLEVELAND: A. E. LINDQUIST
405 Sweetland Bldg.; Prospect 351

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

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*

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

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New York
Uptown and Downtown
Cleveland
Chicago
Denver
San Francisco
Los Angeles
Toronto
Montreal

Personal contact
with clients' branch
offices and distribu-
tors is but one of
the advantages of
our nine operating
offices " " " "

THE H. K. McCANN COMPANY
Advertising



JUNE 18, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Wilbur D. Nesbit William R. Basset Alex Moss, Associate Editor

The New Consuming Public

By Roger F. Davidson

EVERY man engaged in selling to the public ought to make quite sure that he grasps the vital, immense changes that have come about since the war. *The new consuming public* is a very different public from that of 1913. Failure to understand both its new size and its peculiarities may lower the chances of success. The changes have occurred with such immense rapidity that very naturally we are somewhat slow to grasp the situation.

Although we all know wealth has increased, we do not realize the extent of its far wider distribution. There are about twenty million bank depositors today—an increase of nearly 100 per cent since before the war. Then realize, too, the immense increase in volume of business. The bank clearings for 1913 were 73 billion dollars, whereas in 1923 they were 111 billion—considerably more than 100 per cent increase; and quite out of proportion to the decreased purchasing power of a dollar.

The money in circulation per capita in 1913 was \$34.56, whereas in 1923 it was \$42.51. The stock of money in the United States increased

from 3720 millions to 8603 millions. Naturally, the question of the purchasing power of a dollar enters into this. Taking 1913 as 100 for an index figure, the U. S. Bureau of Labor Statistics indicates that the 1923 figure for food prices is 147. In other words prices are 47 per cent above pre-war levels. But, as we

have seen, we are considerably above the 47 per cent which the war added to pre-war levels. Our national wealth per capita is today about \$3,000; about \$350,000,000,000. It was only \$187,000,000,000 in 1912, so that the per capita wealth in 1913 was probably about \$1,800.

There are only two other interesting statistical angles to this subject, and then we will have done with statistics: (1) the income tax figures, and (2) automobile ownership. In 1914 there were 357,515 people with taxable incomes over \$3,000; today there are about 2,000,000. This is a most significant figure, but even so, does not describe all the facts, because the greatest changes have taken place in the classes with incomes below \$3,000. There were in 1921 (latest year available) 4,662,575 people with income returns between \$1,000 and \$3,000. This class had grown from 2,479,465 in 1917—almost doubled in four years. This is the really great change we face: the millions of people of the workman classes who rose enormously in wealth and purchasing power since the war.

Now, for a moment, the automobile registration



© Brown Bros.

CONSUMPTION standards that prevailed before the war will never come back. Wages are up on a new level and will stay up—due to the immigration restriction laws and the new plane of living enjoyed by the masses. Quotas for new arrivals have regulated the influx of foreign labor to such an extent as to tighten our unskilled labor market in normal times. In that condition is the best answer to those who believe that workmen's wages can be subjected to drastic liquidation.

change. In 1913 it was 1,258,062; whereas in 1923 it was 15,092,177—a perfectly stupendous change—a 1200 per cent increase! These great statistical changes spell great changes in habits and points of view, in their relation to selling merchandise.

It is of course a very foolish person who would contend that the consumption standards prevailing before the war will gradually come back. Labor will not permit it. Capital does not want it. And, the man who thinks constructively for America's future certainly does not want to see such a result. America has never gone backward, and those who believe in the temper and the character of her people are sure she never will. Wages are up on a new level and will stay—upheld by both the immigration laws and the new conception of living standards for the masses.

The matter of food is perhaps the most striking item in the new consumption standards. The tremendous rise in the cost of meats during the war forced changes of dishes and diet. The new wealth of laboring classes resulted in its demand for the choicest cuts of meat, which it had in past years not been able to afford. During the war, the Government definitely aimed to fix upon America permanently, if possible, the habit of eating less meat. This has had its effect: giving many new foods a place in the American diet, and old foods a larger place.

We have been in the habit of eat-

ing a good deal over two billion dollars' worth of meat of all kinds (except poultry and fish); and during the war we went after no less than a reduction by one-half of the per capita consumption. It is a fact that we had been spending more for meat than we have spent for clothing of all kinds. When you realize that America is the best dressed nation in the world you will grasp the stupendous meaning of the fact that our meat bill is greater than our clothing bill. People have as a rule fed themselves more expensively than they have clothed themselves.

TO make some more vivid and educational contrasts, we have spent five times as much for our meat as we have spent for our public schools; and over ten times as much for meat as we spent for our churches. The conclusion must be that, however gradually, one shall be forced to spend less for meat and more for other kinds of food. With

cattle declining and per capita demands increasing we would soon face an *impasse*.

Then there are the great changes in consumption habits which have already come as a result of prohibition. We had been consuming over two billion dollars' worth of intoxicating liquors. As a matter of fact our meat bill and our bill for intoxicants were about alike, and together they totaled considerably over one half of what we put into our mouths. Every time a year rolled by we had spent nearly five billion dollars at the butcher shop and at the saloon. For this same expenditure we could have built five times as many colleges and universities as we now have, and we could have paid the cost of running the postoffice system for twenty years with one year's expenditure for these two things. An now suddenly liquor is a disappearing commodity! Or, let us say, gradually disappearing commodity

[CONTINUED ON PAGE 30]



© EWING Galloway

BEFORE the war, the United States spent more for meat than for clothing of all kinds, notwithstanding we are considered the best-dressed nation in the world. Prohibitive cost of meat during the war forced changes of dishes and diet that have had a lasting habit upon the consumption habits of the people. In the future more of our food will come from the truck garden and the orchard, and foods which up to the present time have found little favor are going to be more widely appreciated. This tendency can already be noticed so far as rice, macaroni and spaghetti are concerned, foodstuffs which now enjoy a greatly increased market, compared with their consumption a few years ago.



CONDE NAST

Born New York, March 25, 1874; A.B. Georgetown University, 1894; A.M. 1895; LL.B., St. Louis University, 1897; president and publisher *Vogue*, 1895; also *Yankee Fair*, *House and Garden*, and *Le Costume Royal*.

E. W. PARSONS

Advertising department *Chicago Tribune*, 15 years; first work selling want ads at 18 a week; in six years advertising manager; became advertising director of all Tribune publications.

BRUCE BARTON

Born Hobbs, Tenn., August 5, 1885. A.B., Amherst, 1907; managing editor *Home Herald*, Chicago, 1907-9; managing editor *Housekeeper*, 1910-11; assistant sales manager P. F. Collier & Son, 1912-14; editor *Every Week*, 1914-15; now president Barton, Dursline & Osborn, advertising, New York.

STANLEY RESOR

Born Cincinnati, Ohio. Graduated Yale, 1901. Bank work, manufacturing (selling experience), advertising; agency work 28 years; with J. Walter Thompson since 1908; head of company since 1918; president of A. A. A.

H. K. MCCANN

Born November 4, 1880, Westbrook, Me.; graduated Bowdoin College, 1902. A.B.; advertising manager New York Telephone Co. and later for Standard Oil Co.; now president H. K. McCann Co.



O. C. HARN

Born Dayton, Ohio. Attended Ohio Wesleyan; graduated Cornell. Reporter, editor, with Hetz Co. Originated Dutch Boy trade mark. Helped organize A. N. A.; second president. President T. P. A. two terms. Non advertising manager, National Lead Company.

DR. DANIEL STARCH

A.B. Morningside College; Ph.D. Harvard University, 1898; Professor of Psychology, Wisconsin University, 1918; now Associate Professor of Business Psychology; graduate School of Business Administration at Harvard.

DR. M. T. COPELAND

A.B. Bowdoin College, 1906; Ph.D. Harvard, 1910; instructor New York University, 1911; instructor Harvard Business School, 1912-1915; Assistant Professor Harvard Business School, 1915-1919; Professor of Marketing, 1919; Director Harvard Bureau of Business Research.

P. L. THOMSON

Graduated Union College, 1900. A.B. Harvard A. B. 1902. Twenty-nine years Western Electric Company; publicity manager twelve years. Five years, director, three years vice president. Now president A. N. A.

Judges Announced for Harvard Advertising Awards

THE jury to determine the best advertisements submitted for the Harvard Advertising Awards, founded last fall by Edward Bok to encourage merit and stimulate improvement in advertising, has been selected by the Har-

vard Business School, administrator of the awards. The nine men appointed by Wallace B. Donham, dean of the Harvard Business School, are shown above.* All of these men have been active and prominent in the fields of advertising and marketing.

The Harvard Advertising Awards provide for three types of award. First, a gold medal will be given to the individual who is considered by the Jury of Award to have done most to raise the standards of advertising during the year.

Second, three prizes of \$1,500

each will be given for the national campaign most conspicuous for the excellence of its planning and execution, for the best local campaign and for the most noteworthy advertising research of the year.

Third, there will be four prizes of \$1,000 each for the advertisement most effective in its use of English, for the advertisement most effectively accomplishing its purpose in a few words, for the advertisement most effective in its use of typography, and for the advertisement most effective in use of illustration.

*HARRY DWIGHT SMITH, whose photograph is not available for publication, was graduated from Western Reserve University with the class of 1897. He started editorial work on the *New York Journal*, afterward taking charge of sales promotion and advertising for the Sherwin-Williams Company. He was with that company as assistant to the president and general manager until 1908, when he resigned to establish the advertising agency of Fuller & Smith in Cleveland.

Tim Thrift Goes Across

By Alex Moss

WHEN the American delegates to the London Convention of the Associated Advertising Clubs of the World gather at Royal Albert Hall in London the night of July 12, to listen to Lord Mayors and lesser civic dignitaries bid welcome to advertising men from all quarters of the globe, among them will be the familiar face and figure of Tim Thrift, advertising manager of the American Multigraph Sales Company.

And thereby hangs a tale.

In these days of strenuous competition and contracted markets—a time when most sales managers are at their wits' ends to maintain quotas, preserve enthusiasm and keep the sales force on their toes—the Multigraph field force in April last increased the volume of sales more than 17 per cent over April, 1923. This not only established a new all-time record for the month of April, but caused five offices to beat their previous high mark for any month, and led to nineteen others hanging up new April records.

All because of Tim Thrift—and a trip to the London Convention.

Close and intimate contact between the advertising and sales departments of an organization in this age of scientific merchandising is nothing



Tim Thrift

Advertising Manager,
American Multigraph Sales Co.

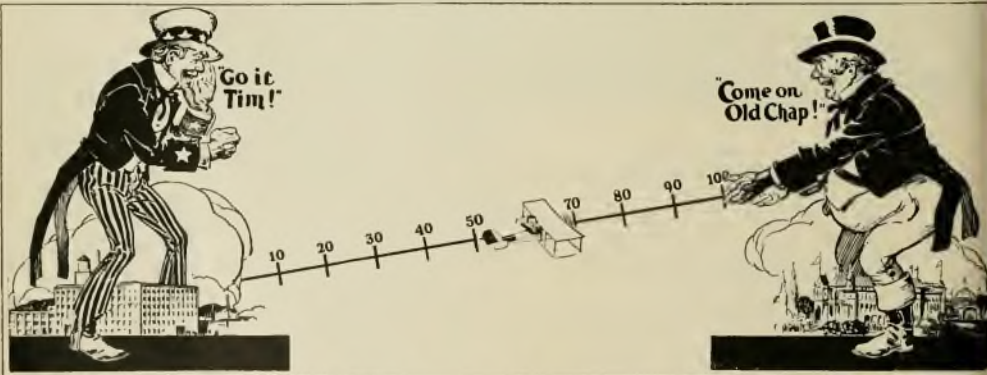
to point a finger at and wonder about. The fact is generally accepted that without the whole-souled cooperation and coordination of all the units that enter into manufacture and sales, no company can hope to reach any permanent degree of success. It is doubtful, however, if

many organizations can boast the degree of comradeship and cooperation that exists between the advertising department of the American Multigraph Sales Company (personified by Tim Thrift) and the field force (made up of the hundreds of Multigraph salesmen in offices all over the United States).

It was the recognition that this spirit existed to the nth degree in his organization that served as the peg upon which W. C. Dunlap, Vice-President in Charge of Sales of the American Multigraph Sales Company, hung an April, 1924, quota that was 20 per cent above the volume of sales in April, 1923. The manner in which the field force put the task over is a revelation of the extent to which men will go when an appeal is made to human emotions and sentiments. It would seem to posit that we are too prone to believe the majority of our fellows can be reached only through appeals to the selfish impulses.

Tim Thrift has been with the Multigraph company for more than thirteen years. In his capacity of advertising manager he has evolved sales aids that have made the task of the field men easier as time went on—merchandising campaigns, direct-

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How Tim Thrift's proposed trip was dramatized in the American Multigraph sales offices. In order to get Thrift's airplane across from the home office to the exposition grounds at Wembley Park, London, each office had to increase its gross sales in April, 1924, twenty per cent over the April, 1923, record. As the quota was built up, Thrift's airplane was advanced across the prolynie, the total distance marked off representing the increased percentage of quota. The stunt proved an interesting means of keeping a daily record of sales progress

What Is the Answer to Hand-to-Mouth Buying?

By Kenneth M. Goode

ALL trade is transacted in the human mind—and nowhere else! Some day that fact is going to explode itself into business consciousness. Trade psychologists will then begin to displace our statistical economists. The flurry and fluctuations of the aggregate public mind will be watched and reported by a new kind of U. S. Bureau as carefully as the weather is today.

"Bad" business will be diagnosed in advance, rather than mourned over two months too late. And the new generation of advertising men will administer the proper remedy with the confidence and accuracy of trained engineers.

Secretary Hoover fingered the edge of a great truth when he stated, "Business goes by fits and starts; just now we are in one of its fits."

Had the Chicago murders come eight weeks earlier; if May had enjoyed ordinary April weather; were the surplus in the U. S. Treasury a lot less or a great deal more; we might very easily have missed the present "fit" and glided gracefully into the slow summer of a Presidential year.

Business is bad this June, chiefly because everybody insists on it; a million good right hands that might be digging up business and digging down into trousers pockets are, for the moment, devoting their entire energies frantically to feeling each other's pulses.

Nevertheless, people, as a whole, haven't stopped buying. If you will imagine every man, woman and child in the United States walking into a 5-and-10-cent store for a two-cent stamp, you will have an idea of how much more business Woolworth did this May than last.

Or, looking at it another way: compare the cars loaded by the railroads this year with those in 1923. Last year's figure for the last week of May was 1,013,000; for the same week this year, 918,213—almost a hundred thousand cars fewer.

This looks bad enough to cheer any crepe hanger. But in the last week of May, 1923, are counted some

120,720 cars of coal, coke, ore, lumber, more than were loaded the same week this year.

Therefore, had this year's shipments of this bulky raw material held their own with last year's, the car loadings for the final week of May, 1924, would not only have been the greatest of any May but would have come within seventy cars of beating the record loadings for all time. Merchandise and less-than-carload lots of freight increased, meantime, up to 20 per cent. Building permits in 157 cities for this May are 10 per cent higher—\$25,000,000 more than in May last year.

On the other hand, the unfilled, forward, orders of the U. S. Steel Corporation are lower than at any time since November 30, 1914—real pre-war stuff!

A new rhythm in trade has been set up—call it piecemeal buying, hand-to-mouth, or what not—executives cannot ignore it; advertising men, least of all. They must make up for lost time with a prompt and radical readjustment of 1924 plans.

AT the request of Mr. Kendall and myself, a jury—Grand, not Coroner's—of twelve men prominent in carefully assorted industries were courteous enough to render a prompt verdict on the question raised in my previous article, "Has Hand-to-Mouth Buying Come to Stay?"

Please note that these twelve represent the combined judgment and experience of a silk manufacturer, a chain of department stores, a tea wholesaler, a men's clothing manufacturer, a maker of a famous food product, a business information house, a manufacturer of kitchen cabinets, a hosiery house, a trade paper publisher, a large textile factor, and a distributor of first-aid equipment.

Of the twelve, all agree that we are in the midst of hand-to-mouth buying. A thirteenth letter not counted says ingenuously:

"I can say, not for quotation, we are contending with this tendency in our business to a considerable degree, and

one reason I can't write anything for you on the problem is because we are too busy trying to find a solution."

As to the permanence of the present condition, six think it will last; three think it won't last; three look for some happy medium, especially in those lines of goods where the price trend may turn upward.

For the first six, William C. Alexander, president Alexander & Irwin Company, outlines the case thus:

"There is a very strong tendency at present to buy from hand to mouth. We are encouraging quick turnover. We have a big chain organization that formerly bought in quantities sent to their factory for distribution, and now they are sending us their orders daily to be distributed from here as needed. We had a recent experience with a large department store. At about 9 o'clock they ordered 100 dozen or more silk stockings, and between 9.30 and 1 o'clock we were called on the phone three times to know why they hadn't got the merchandise."

John Poncet, of Cheney Brothers, makes an excellent spokesman for the second three. He says:

"I do not believe that there is a change in the buying habits of the retail merchants. Thirty-five years ago I used to write to manufacturers whom I represented in this market that buyers were buying hand-to-mouth. This is a stereotyped phrase which I have seen used ever since I have been in business. It might just as truthfully be said that Wall Street is permanently bearish. It is true that retail merchants are endeavoring by every possible means to force the manufacturer to carry their stocks for them, and their efforts in that direction are perhaps stronger than they have been; but they could not succeed in the attempt, except in isolated cases."

For the third three, F. S. Fenton, general sales manager Coppes Brothers & Zook, presents his idea of what constitutes a happy medium:

"Most assuredly the time has passed when manufacturers can through forceful methods unload their merchandise upon the retailer without going further than that—in giving the dealer material help toward selling the consumer. In line with the ideas expressed above, our sales policy underwent a radical revision some eighteen months ago, to the point that we are now maintaining at our own expense a very large intensified organization of

retail salesmen for the purpose of helping the dealer resell our merchandise to the ultimate consumer. That fact is responsible for the very satisfactory condition of our business today."

E. H. Downes, of the Terry Textile Corporation, writes a whole new article in a few words when he suggests that the "future probability of hand-to-mouth buying should be considered from the standpoint of three possible situations:

"First, where the market for that particular commodity is downward; second, where it is likely to be stable; and lastly, where it is likely to be upward. . . . In the first case I am afraid all indications, in our line at least, point to a continuous effort on the part of the retail merchant to turn over his goods more often than the same merchant turns over in his bed when he thinks of the income tax he paid in 1912 and the one he is going to pay now."

In the third of Mr. Downes' classes—that where the manufacturer's price range is likely to be upward—he feels, as I imagine we all do, that "the question of transportation or customers' style knowledge would have slight bearing on the possibility of losing a profit on a rising market." This rescue by a rising market, by the way, is the last stand of those Customers who will not concede the possibility of any permanent change on the part of the retailer.

This position is firmly, but very intelligently, expressed by a friend in a great national textile distributor, who will not allow me to disclose his literary activities:

"At the bottom of the decline in the volume of manufacturing, which is resultant on a decline in price and the high price of raw materials," he writes, "is the lack of confidence in values which pervades trade today. This matter is a peculiar one, and I have seen it change overnight radically and see no reason why this change cannot occur again. There will, however, be no change in this condition which is now prevalent until the conviction becomes fairly widespread that prices and the volume of business have stopped falling and have started upward. The bulk of the buyer herd will then adopt a different point of view and come into the market for contracts. As usual, the herd will be somewhat late. The careful merchant today is the one who will very critically examine the wisdom of hand-to-mouth buying at present. I do not mean by this that I believe it is wise for any merchant to plunge into the market and buy his full requirements for next season or six months ahead. I do believe, however, a farseeing merchant is the one who will not be without a certain part of his requirements ahead."

Like the man who argued that his ninety-five-year-old grandfather would live safely through the coming winter because he "always had," these conservatives feel that rising prices have always brought the re-

tailer back in the past, and so will in the future. They discount the power of motor truck, store-door freight, motion picture, radio and more scientific merchandising some day to alter the old customs.

There is, however, certainly not much encouragement for that viewpoint in the report by W. C. Hellmann, of the A. B. Kirschbaum Company:

"Retailers are taking lessons in budget and control systems, in improved accounting methods, in better storekeeping practices. One prominent Chicago manufacturer has installed a special department, under the direction of a budget and control specialist, to enable his customers to master and put into practice approved budget and control doctrines. The National Association of Retail Clothiers & Furnishers is spreading the same gospel with a staff of field men, headed by an expert who is credited with being one of the best informed men in the country on the subject. Fractional buying is the spirit and tissue of all budget and control systems. The very name implies it—purchases by budget—stocks under control. If the budget allowance permits of only a five-hundred-dollar stock advance, then certainly a larger purchase of stock can not (must not) be made."

The other hope of those manufacturers who don't intend to be stamped by an unproved tendency is that the retailers will lose so much

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MET last week in Columbus, Ohio, Association of Newspaper Advertising Executives in conjunction with Association of Newspaper Classified Advertising Managers. Frank T. Carroll of the *Indianapolis News*, was reelected president of the Newspaper Advertising Executives. Harvey Young of the *Columbus Dispatch*, was named vice-president.

The board of directors, in addition to Mr. Carroll and Mr. Young, is composed of A. L. Shuman, *Fort Worth Star-Telegram*, ex-officio; Joseph W. Simpson, *Philadelphia Bulletin*; Battle Clark, *Nashville Banner*; George W. Preston, *Little Rock Gazette*; A. J.

McFaul, *St. Paul Pioneer-Press-Dispatch*, and Carl P. Slane, *Peoria Journal-Transcript*.

The convention adopted a code of ethics to regulate the handling and selling of newspaper advertising in an effort to put its standard on the highest possible plane.

Among the resolutions adopted at the concluding session was one favoring use of the term "advertising salesman," instead of "solicitor."

Selection of the 1925 convention city was left to the favor of the new administration. St. Louis and Columbus have extended invitations.

Applying Quotas in Sales Practice

By E. P. Cochrane

THE merit of the quota plan and territory valuation is now pretty well admitted. But the practical application of it after compilation is a matter of very decided sales management skill. The first Rubicon to be crossed is selling of the sales force on both the plan itself and its method of compilation. If the salesmen receive it as a goal set beyond their capabilities, or as haphazardly and unjustly compiled, or as another bit of useless "red tape," then the quota system either does not work out successfully or it involves a tremendous lot of

hard work on the part of the company and its officials. The value of the quota, from the point of view of the sales force, is easily demonstrated. With complete figures as to any salesman's territory, he is in less danger of being asked to attain the impossible, and he has the advantage of working for something definite rather than just working. If he knows that the other salesmen have been given the same relative goal, he will make a greater effort to attain his. Furthermore, he has the satisfaction of knowing that all salesmen are on a level, fairly set.

It is usually the best plan to make an elaborate presentation to salesmen of the work done on quota setting or territory valuation, permitting them to question it and receive the education they usually lack in such statistical material, and to get rid of prejudices against it, or ideas of discrimination. Once salesmen are sold on the data, the benefits are very noticeable in the feeling of fairness and opportunity engendered.

The next step is to make the data graphic and to shape them into workable use. The general territory valuation material may be extremely useful to salesmen, if properly handled, for the tables of statistics provide ammunition to use on dealers in educating them as to the possibilities of trade in their territory.

A dealer who is shown that there

IN the first of his two articles on quotas (see issue of May 21, page 21), Mr. Cochrane described a comprehensive method of ascertaining the facts needed to establish quotas. He developed the principle that for the country as a whole, the county unit is an excellent basis for apportioning territory into sales districts. The starting point is population. Just how population figures are to be used was detailed, and other factors which serve as guides for the determination of prospects were enumerated. The particular point emphasized was that all data must be handled with research understanding, to give the best results. When used intelligently the quota serves as a yardstick by which the territory and the man who is working it can both be measured. It takes the guess out of selling and furnishes a means whereby merchandising can be controlled by scientific principles. The first article in essence told where to get the facts to set quotas. This instalment tells how the facts that have been found may be applied.

is a logical possible volume of business in his territory of ten times the volume now being sold cannot help but be impressed and stimulated. If he sees that many other cities or counties of this size are doing two and three times the volume of his own territory, he may appreciate his own neglected opportunity.

WHEN territories are to be cut, the quota data are especially vital. In fact territory often requires to be cut, coincident with the presentation of the new data, and the figures are then the only reliance a concern has to lean upon to put the thing over with salesmen. Cutting down territory is always a racking, unpleasant job, sure to get on salesmen's nerves; often stirring up extremely violent opposition. Most salesmen have a delusion that in order to get plenty of sales they must have lots of territory; yet it is a fact that in almost every case where territory has been cut, and cut again, the sales always increase. An analysis, such as quota research develops, usually shows how it is that salesmen stray about their territories so loosely. Even good salesmen develop certain habits and set ideas which make them "pass up" possible prospects and buzz around only the more attractive flowers.

In city territory it may be the height of wisdom to make an in-

tensive quota survey so that the basis may be found to cut the city into logical zones for salesmen to work, and keep them in these zones. In so many city sales organizations, salesmen insist on criss-crossing into other parts of the city, even if zones are already established, in order to follow customers who move. To hold salesmen to their zones, quota data constitute a most effective device, especially when revised yearly, and frankly discussed with salesmen. A study of the buying capacity of the dealers or other customers in a zone is reassuring to the salesman who wants to follow customers who move because he fears his earning capacity will fall because of the supposedly declining purchasing power of his zone.

Salesmen's morale is decidedly affected by a belief that they are suffering an injustice, in comparison with other salesmen. Quota data, judiciously handled, develop a sense of being treated with mathematical, even justice and greatly stimulates competition as well as destroys "territory delusions"; a sort of infection disease that assails salesmen.

THE use of the point system in applying quota data to actual operations is by all means the best method. It permits of the use of factors in the figures which accurately balance with sales strategy. Sales should be rated in terms of points; with a different point valuation for different items (according to profit and sales desirability) and other things than sales may be credited with points—such as new accounts opened; low percentage of credit loss; high average of order; advertising or missionary service; and kindred divisions.

The progress of each salesman toward his established number of points can be shown in various graphic ways. If a house organ or sales bulletin is sent to the sales force, it is the natural medium in

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FRENCH DRESSING

On a salad of lettuce, fruit or cold vegetables —FRENCH DRESSING is the simplest—and at the same time the most sophisticated—of all dressings.

One spoonful of vinegar
Salt and pepper to taste
Three spoonfuls of Wesson Oil
Mix well!

Add a little chopped onion or crumbled cheese or the yolk of a hard boiled egg, or chives, or mustard, or Worcestershire Sauce or any seasoning, to give this dressing a new relish when you want a change.

Wesson Oil—choice salad oil—light in color and delicate in flavor



FRENCH DRESSING

One spoonful of vinegar
Salt and pepper to taste
Three spoonfuls of Wesson Oil
Mix well

Take a pint of canned tuna fish, add one-third cup of diced celery, two sharded pimientos, one-third cup of french dressing, and chili for twenty minutes. Then mix in sufficient mayonnaise to blend and serve with a garnish of any salad greens and corn dressing. If desired, one chopped hard boiled egg may be added.

FISH SALAD

Tuna fish salad is one of the many suggestions you will find in the new Wesson Oil salad and salad dressing recipe booklets. We would like to send you a copy with our compliments. Just write your name and address on a postal and send it to Wesson Oil, 117 Market Street, San Francisco.



FRIED FISH

Wesson Oil is a choice salad oil—light in color and most delicate in flavor. Use Wesson Oil in salad dressings, of course, but use it, also, for shortening and frying.

You'll soon know how good a fried fish can taste—use a chicken—or an egg—until you have used frying in Wesson Oil. You need a fat as good as Wesson Oil to make fried foods as good to eat as fried food can be.

WESSON OIL RECIPE BOOKLET

Almond Fruit Mayonnaise
To one cupful of Wesson Oil Mayonnaise add two spoonfuls of almond paste, strained through one tablespoon of cheesecloth. Mix with any simple fruit salad.

Tuna Fish Mayonnaise
To one cupful of Wesson Oil Mayonnaise add one spoonful of finely-chopped, canned tomatoes, crumbled lettuce which have been blanched before mixing. Serve with a cold salad of fish and lettuce.

Salmon Tartar
To one cup of Wesson Oil Mayonnaise add one spoonful of finely-chopped, canned salmon. Add one tablespoon of finely-chopped, canned tomatoes. Mix with any simple fruit salad.

FRENCH DRESSING
Wesson Dressing is the simplest—yet, at the same time, the most sophisticated—of all salad dressings.

To one spoonful of Wesson Oil, two spoonfuls of vinegar or lemon juice, one spoonful of salt, a few slices of pepper, and one egg. Mix well. People who like to dress their salads in quantity this dressing can be kept in a covered jar in the ice box, and is thoroughly shaking to break up the oil and blend it with the acid.

This dressing is always ready for use plain, or as a base for many delicious variations of French Dressing.

May we send you a copy with our compliments?

The little booklet contains many suggestions for salads and salad dressings that you will find very helpful—particularly now when fresh fruits and vegetables can be had so plenty.

We would like to send you a copy with our compliments. Just write your name and address on a postal and send it to Wesson Oil, 117 Market Street, San Francisco.

ORIGINALITY of ideas, simplicity of treatment and perfect reproduction qualities combine to make notable this series of newspaper advertisements for Wesson Oil. The advertisements themselves are large enough to dominate the page, but coupled with a judicious use of white space they stand out refreshingly in contrast with the customary crowded attempts at display.

What Are the Boundaries of Agency Service?

TO THE EDITOR:

I LIKE the way the FORTNIGHTLY is willing to throw the limelight on debatable subjects, even when those topics may possibly tread on a tender toe or two. Hence, I am selecting you as the target of this letter—I'd like to see you print it and, perhaps, draw some replies. Quite possibly I'm unutterably wrong in my viewpoint. If so, I would honestly like to be straightened out.

My question is this: What is an advertising agency's province—and where do its clients' responsibilities begin? I have served on both sides of the fence, yet I can't answer that question.

For the past ten years we have seen a startling enlargement of an agency's functions. We have seen agencies gradually take over more and more of the type of work that we formerly, perhaps mistakenly, thought that the client company's president, general manager, sales manager and other officials were employed to perform.

We have seen agencies dig out the facts to prove that a concern was justified in staying in business, or, perhaps, needed a complete redirection in order to prosper.

We have seen agencies evolve for clients entirely revamped sales and management policies.

We have seen agencies realign client organizations.

We have seen agencies work out territorial sales quotas.

We have seen agencies make the studies that proved a need for re-designing of products.

We have seen agencies educate sales forces.

And we are seeing these and similar jobs shouldered off on agencies more and more every year. *What are the men doing who formerly accepted those vital, basic responsibilities?* And where is this evolution going to end?

Are advertising agencies some day

going to shoulder the major portion of policy management of concerns employing advertising?

If so, what about the agency's primary function?

Again and again, recently, I have read, or heard placidly stated, that the responsibility for the message is actually the least of the agency's

up to the client for a deficit of managerial brains in his own organization.

Yes—and I'd like to make a prophecy—that the general needlessly low average of copy quality and physical appearance today will remain low as long as agencies are called upon to be Jacks-of-all-trades—and will shoot rapidly upward when they are once more released to give their major attention to their primary function.

There are several very direct questions that follow logically from the foregoing.

Have agencies been fore-sighted in encouraging this extension and ramification of the tasks which are being delegated to them?

Have advertisers actually gained very greatly by letting their own executives surrender to agencies these functions and duties, thereby cutting down the time devoted to the actual study and creation of effective advertising?

Is or is not an agency's first duty to its client to give whatever is necessary (within the limits of its compensation) to the creation of the most effective advertising—and, as a corollary, to avoid other forms of service when its income from an account is sufficient to give both adequate, expert creative service and the other forms of activity that may be asked of it?

I know the answers which I would submit if called upon.

I would say that advertising agencies have not greatly increased their actual *pocketable* profits by the tactics of enlarging their functions. They have, I recognize, increased the size of many individual accounts by such extraneous functions and strategies, but they have spent the added income on larger salary rolls and larger overhead. More and larger agency organizations are made necessary by the present policy of taking on side functions, but agency stockholders do not materially benefit. The narrowing margin on agency

What Is Your Idea?

A PROMINENT correspondent, whose name would register instantly in national advertising circles if we were permitted to publish it, addresses the accompanying letter to ADVERTISING AND SELLING FORTNIGHTLY. It represents his viewpoint on the important question of the practical limits of advertising agency service, and it brings up some pertinent questions in connection therewith, some of them questions that have occasionally been discussed privately, but have seldom found their way into print.

We publish this letter, not as representing our views, but for the purpose of expressing the views of a man who has done considerable thinking on the subject and has personally arrived at some very definite conclusions in regard to agency service. We will be glad to publish letters from other of our readers, either advertisers or advertising agents, setting forth their ideas. Whether they agree or disagree with our correspondent makes no difference, so long as they represent honest convictions based on experience or thoughtful consideration.—THE EDITOR.

worries—that "merchandising," or "coordination of sales and advertising," or "sales-counsel" or "business guidance" or "research" is the Big Service an agency must render.

Now I know one thing—that whenever an agency must spend its energies in assistant-managing a client's business, a greatly reduced attention is (out of sheer necessity) given to the creation of that client's advertising. An agency's 15 per cent is not inexhaustible, and there must remain some margin of profit. That profit must come out of cheapening the creative service if an agency's compensation must make

Where Are We Headed in Business?

By *Floyd W. Parsons*

THE gossip of the day is made up largely of discussions concerning the perils that now confront business. The truth is that business in the United States has always been confronted by serious difficulties, the only difference being that when the current feeling is optimistic, the dangers that threaten our progress are given only passing notice. When fear prevails and pessimism flourishes, each menacing factor is trotted out for the closest kind of inspection.

It is times like the present when we become engulfed in a flood of loose talk. Prominent industrial leaders often exercise but little caution in expressing views that influence the lives of millions of their fellow citizens. It would be bad enough if our host of careless prophets included only our business-cycle advocates and stock-market gamblers, but it is a regrettable fact that many of our well known captains of industry lose no time in adding their voices to the wail of pessimism that bursts forth the moment any evidence of a slackening of business is disclosed.

It would be a good thing if all of us could get clear in our minds that the so-called successful men of this and other countries do not possess infallible judgment. There is no graveyard more interesting than the one where are buried the famous predictions that went wrong. The astute Pitt prophesied that the end of the papacy was "in sight." Napoleon said that within a generation "Europe would be either cossack or republican." Disraeli remarked in 1864, "Prussia is a country without any bottom and could not maintain a war for six weeks." In 1760 Rous-



Floyd W. Parsons

"PEOPLE who believe that all business must be good before any can be good, and that an economic balance must be struck before prosperity can return, are chasing a delusion that will cause them grief in the months to come. Instead of wasting time and energy asking 'What's the matter with business?' change the inquiry to 'What's the matter with us?'"

seau said, "Twenty years hence England will be ruined and furthermore will have lost her liberty." Michel Chevalier predicted that the development of the railway system in Europe would "remove hereditary animosities and firmly cement nation to nation in a lasting peace." One hundred years ago the best seller of the day was a book which predicted the burning and total destruction of Rome in 1847. In fact, the literature of all ages is literally filled with predictions that never came true.

LEADING statistical and financial papers in the United States predicted while the war was in progress that there would be a fall in prices at the end of the conflict, due to the fact that the people of Europe would work harder than ever, and manufacturers would compete more zealously than ever before for trade. After the war prices went up rapidly instead of down. Every swing

or reversal in the course of business brings forth innumerable forecasts from prominent executives, and the end of the industrial movement frequently discloses that many of the prophets were not only wrong, but predicted quite the reverse of what actually came to pass. There is nothing more true than that few men are consistently and continuously supermen. That's why so many worthless securities are found in safety boxes of rich and famous people after they die.

At present our army of rumor-mongers are unusually busy. The arrows on the charts of our cycle exponents have been moved well along into the quadrant indicating a business depression. Stock-market gamblers are doing everything possible to undermine confidence so they can buy back at low prices the stocks they sold short. We are being told to dispose of what we have and keep our money liquid. Attention has been attracted to every weak link in the industrial chain. The pessimists are clever enough to be sure that their dire propaganda contains a mixture of truth, and in this way they add a host of converts to the gospel of impending woe. The unfortunate fact is that while people can be held responsible for libeling the character of an individual they can remain free of any penalty when they libel the character of the nation's business as a whole.

That there has been a slowing down of industry and commerce no one will deny. An unsatisfactory situation prevails in the textile, coal, leather, automotive and other important industries. But the effort to find a precedent for the present period of industrial contraction has

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The Editorial Page

To Reduce Dealer Advertising Waste

ONE way to reduce dealer advertising waste is to charge the retailer for advertising used or distributed by him. This has the two-fold effect of preventing its promiscuous distribution and insuring its use.

P. L. Thomson, advertising director of the Western Electric Company, recently mentioned that six members of the Association of National Advertisers paid \$1,400,000 in 1923 for material given away to the dealer, of which they estimate 75 per cent was wasted. At the semi-annual meeting of that body fifteen members stated that they charged the dealer for advertising material; twenty members did not charge; three members have tried out the plan of charging for advertising, but have abandoned it.

Following a discussion in which these facts were presented: National Lamp Works of General Electric Company charge the dealer \$5 for a window trim service (3-panel frame changed every month); Bradley Knitting Mills during 1923 distributed 3,000,000 style books in addition to 14,500,000 other features at cost, also special Easter, Hallow'en and Thanksgiving displays at \$1.25 each; Armstrong Cork Company sell a clerk's correspondence course at \$2 per set; Ralston Purina Company charge a mailing cost of 1 cent for booklets and 2 cents for letters sent to dealers' customers; and pay one-half the cost of local newspaper advertising where an authorized campaign of ten insertions is used.

Many manufacturers have found that the dealer is not averse to paying a portion of local advertising costs, when the reasons for it are presented properly. In fact, there seems to be a noticeable trend toward letting the dealer participate in local advertising costs, especially where he has exclusive representation for trademarked merchandise.

The Harvard Advertising Awards

ELSEWHERE in this issue we publish the names of the judges for the first series of Harvard Advertising Awards. The men selected are men of experience, vision and integrity. Advertising may rest assured that the awards will be made conscientiously and impartially.

When the Harvard Business School announced Mr. Bok's plan last fall, there was some criticism that since it was impossible to determine which advertisements were "best," the awards would be ineffectual. One prominent critic even went so far as to label Edward Bok "an amateur advertising man"—despite the fact that Bok himself wrote many of the first *Ladies' Home Journal* advertisements, which were largely responsible for the tremendous growth in circulation of that publication.

In our opinion these criticisms were unwarranted. While we appreciate the difficulty of selecting the prize-winners, and realize that each year the basis for the awards will have to be adjusted in the light of experi-

ence, we believe Mr. Bok's generous endowment will act as a distinct stimulus to better advertising. Bok was one of the pioneers in the fight against quack medical advertising. Now, when he is turning his thoughts and his resources to the constructive job of raising the standards of advertising art, copy and research, it seems to us ungracious, to say the least, for anyone to pry open the mouth of a gift horse hoping to find a loose filling.

When Fuller Began to Advertise

PRIOR to 1919, the Fuller Brush Company spent practically nothing for advertising. During that year they increased their budget from \$6,000 to \$18,000, with the result that sales jumped from \$791,000 to nearly two and a quarter million. In 1920 the budget was increased to \$56,000, with the result that sales jumped to approximately \$4,000,000.

G. H. Abercrombie, executive sales manager of the company, recently made public the following significant figures:

	Advertising	Sales
1912	None	\$129,000
1913	None	185,000
1914	\$3,000	257,000
1915	4,000	290,000
1916	5,000	414,000
1917	6,000	720,000
1918	6,000	791,000
1919	18,000	2,277,000
1920	56,000	4,000,000
1921	219,000	8,000,000
1922	320,000	11,000,000
1923	352,000	15,000,000
1924	500,000	*18,000,000

*Estimated.

We publish these figures as an example of what can happen when advertising is hitched to a business soundly financed, soundly organized, and making a product used almost universally.

Business Barnacles

IT was stated recently by E. W. McCullough, of the United States Chamber of Commerce, that the movement for the elimination of excess varieties in industry now extends to more than 350 lines of commodities. To date the greatest economies have been effected by the makers of paving brick, beds, metal lath, milk bottles, asphalt, woven wire fence, hollow tile, brass plumbing traps, bed blankets, steel barrels, and forged tools—certainly an imposing and diversified list of merchandise.

We think this is one of the sanest movements toward the reduction of waste in business. It is one, too, in which advertising can be called upon to play a major part. Buyers are not so likely to request special sizes, shapes and colors when emphasis is placed, through advertising, on standard lines.

"Specials" are business barnacles which should be scraped off every once in a while, unless yours is a business devoted to specials.

Why Should Industrial Copy Be Technical?

Spherical Tanks May Be Terribly Technical, But This Advertiser Has Made His Story Newsy, Natural and Interesting

By William Dunn Barrett

THE instructor of an evening class in advertising once gave his students as an assignment all the facts in connection with the development of a certain technical product. He explained the product simply, told how it came to be developed, what its uses were, and its advantages. From this information each student was to prepare a page advertisement for a technical journal.

The following week, when the papers were turned in, the instructor experienced a surprise in the form of a very valuable lesson in copywriting. The treatment given the material by the different students varied from a blueprint style drawing with specifications all the way up the scale of interest to a superdramatic story of the inventor working far into the night on the invention of this product—a story that would have brought a cynical smile to the lips of any technical man.

But along about the middle register was the paper of one of the students who was also taking an evening course in shorthand and using every opportunity to practise taking dictation. At the top of this paper was the following notation: "When I came to transcribe the shorthand notes I took when you gave the facts about this product, I couldn't see how to improve on them as an advertisement, so I have merely made a layout and suggested a heading for the copy, as per attached."

The instructor read the "copy"—



This is a Natural Gas "Holder"

Two years ago the natural gas gasoline manufacturers were trying to develop a tank which would hold their highly volatile products.

Pressure storage for these liquids has long been recognized as the most logical solution. But pressure storage before the days of the Hortonsphere had its shortcomings, because cylindrical pressure tanks were too small.

The flat-bottom tank solved the size problem, but it would not stand pressure. Even though men knew that the edges of a flat bottom tank tend to rise from the ground when pressure was applied, they anchored ordinary storage tanks and tried to adapt them to pressure storage. But to their sorrow they by inside pressure found this solution impracticable.

The fact that a pressure vessel tends to take a globular shape led our company to develop an elevated tank with an elliptical bottom and roof. The Phillips Petroleum Company was persuaded to build such a tank and it was so successful that we were encouraged to suggest an entirely spherical design. The success of the Hortonsphere is now history. It is recognized in the oil industry as the only wholly successful means of storing large quantities of volatile liquids under pressure.

We recount this story because it is typical of the eleven our engineers take in applying their own experience to the problems of the industries we serve. You may also appreciate from the picture that an organization that can build this most difficult structure is usually well equipped to build the more standard tank forms, such as gas holders, oil tanks, water tanks and so on.

CHICAGO BRIDGE & IRON WORKS

Chicago, Ill. St. Paul, Minn. St. Louis, Mo. Dallas, Tex. New York, N. Y.
 Philadelphia, Pa. Portland, Ore. San Francisco, Cal. Los Angeles, Cal. Houston, Tex.

HORTON HOLDERS

his own simple explanation of the previous week, and was amazed to discover how easy and natural and convincing it was. Hardly a change would be required to make it suitable for publication.

While the Horton Holders advertisement reproduced on this page was not the product in question, it might well have been. For it tells the story of the recently developed Horton spherical tank in that same easy, natural, convincing way.

The copy is now studying paragraph by paragraph.

successful that we were encouraged to suggest an entirely spherical design." Observe how the introduction of the name of the customer gives reality; how the expression "was persuaded" heightens that sense of reality; and how "we were encouraged" lends a natural human touch that is completely disarming because it is so different from the cocksureness of so much copy.

The rest of the paragraph definitely establishes the practicability of the new holder without even a raising of the voice, as it were.

[CONTINUED ON PAGE 64]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
Bennett Bates
G. Kane Campbell
H. G. Canda
Bertrand L. Chapman
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
W. Arthur Cole
Francis Corcoran
Margaret Crane
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
A. R. Fergusson
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Douglas Grant
Gilson B. Gray
Winifred V. Guthrie

F. Wm. Haemmel
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Robert C. Holliday
P. M. Hollister
F. G. Hubbard
S. P. Irvin
D. P. Kingston
Wm. C. Magee
Robert D. MacMillen
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Gardner Osborn
Leslie Pearl
L. C. Pedlar
Harford Powel, jr.
B. Kimberly Prins
T. Arnold Rau
T. L. L. Ryan
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
J. Burton Stevens
William M. Strong
Spencer Vanderbilt
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
230 BOYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

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

Helping Newspaper Advertisers Use Space Profitably

By *William A. Thompson*

Director, Bureau of Advertising, American Newspaper Publishers Association

ADVERTISING men have a much bigger job ahead of them than merely creating more advertising and making new advertisers. Newspaper competition is keen and leads inevitably to oversolicitation. Too often we see the advertiser merely as someone who has some money to spend rather than a man with a problem to solve. If the successful solution of this problem has a direct bearing upon the future of advertising, it behooves us to remember that the advertiser and ourselves have a mutual interest. We must give some thought to what the advertiser gets out of what we sell him.

Advertisers tell us they are often embarrassed in making a selection of newspapers in a given market by pressure which is brought to bear by competing publications through retail dealers. Each newspaper has its strong retail advocates and sometimes when these advocates are lined up to demand that the campaign run in one newspaper instead of another, the advertiser tells us he is often faced with the proposition of splitting a campaign and thereby robbing it of some of its effectiveness, spending an undue amount in a market or losing the good will of some of the stores.

Those of you who follow the work of the Bureau of Advertising of the A. N. P. A. which is being conducted in behalf of all newspapers on one hand and all national advertisers on the other, may have noticed that our recent literature and promotional efforts have been along the lines of helping the advertiser use newspaper advertising profitably.

Based upon a great deal of faithful study, we have reached the conclusions that there is a right way and a wrong way to use newspaper space. We have carefully analyzed all reports of unsuccessful newspaper campaigns that have come to



Alm  Dupont Studio

William A. Thompson

us and have found almost invariably that these failures were due to a wrong use of our medium.

One of the commonest mistakes made by advertisers who do not use newspapers properly is the mistake made in the matter of schedules. The newspaper is published every day and is read every day by people who buy every day. If nothing is as dead as yesterday's paper, nothing is quite as alive as today's newspaper. For this reason the thirty-odd million copies of newspapers which are sold each day in this country and Canada, and the twenty millions that are sold each Sunday are eagerly scanned by readers who want the news. Thus every new newspaper carries with it a distinct opportunity for the national advertiser.

IN the face of this there are still advertisers who use the newspaper once a week, once in ten days or twice a month. It is in this class of advertisers that failures are most frequently reported. "Flash campaigns" that are rigged up to in-

fluence the trade are seldom conceived in good faith and the advertiser cannot expect the support of the retailer who sells his goods unless he makes a bona fide effort to create a consumer interest in these goods.

ADVERTISERS often assert they cannot afford to advertise frequently and to have schedules of long duration. This statement is usually based upon the assumption that a newspaper advertisement must be big in order to be effective. Naturally we do not advocate the use of small copy unless an advertiser is obliged to consider it on the score of economy. But we do strongly advocate small copy if it is necessary for the advertiser to use it to insure frequent insertions.

A lot of us still persist in selling space based upon the things we like to know about our paper rather than upon the things the advertiser ought to know about the paper and its relationship to the market. We keep on advertising lineage claims when the advertiser wants to know what his chances are for doing a profitable business in our town.

I don't believe any statement of a newspaper's influence in a community is worth much without a further statement showing opportunities for selling goods in the community. The many analyses of market conditions made by newspapers all over the country have been big factors in building the large volume of national newspaper advertising. But I wonder whether or not we cannot make these analyses go further.

Suppose, in analyzing our market, we tackle the job with a view of finding undeveloped opportunities for national advertisers. Let us assume, for the sake of argument, that we are not carrying any advertising from a national candy manufacturer. Can't we put our trade investigators to work to ascertain in conclusive fashion the opportunity for the sale of a good candy?

From an address made before the Association of Newspaper Advertising Executives, Columbus, Ohio.

You Shouldn't Be Surprised At A Big Increase In Railway Purchases

SAMUEL M. VAUCLAIN, President of the Baldwin Locomotive Works, was quoted recently in the "Wall Street Journal" as saying,

"We started in June on a 40% capacity rate and expect to go up to 50% on July 1 and to increase 10% a month thereafter. I expect that the Baldwin Works will be operating at 100% by January 1. There will be considerably more new business in the second half of the year than in the first half."

Railway officials are now talking about the probability of a heavy peak traffic this fall and are making preparations to handle it.

There is still a good chance for railway purchases in 1924 to exceed those of last year.

Simmons-Boardman Publishing Company
"The House of Transportation"

30 Church Street

New York

Chicago:
608 S. Dearborn Street

Cleveland:
6007 Euclid Avenue

New Orleans:
927 Canal Street

Washington:
17th and H Streets, N. W.

San Francisco:
74 New Montgomery Street

London:
34 Victoria Street



The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively and without waste.

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

Limiting the Size of Advertisements

NEW YORK ADVERTISING AGENCY
New York

June 11, 1924.

TO THE EDITOR:

That article of Ray Giles, in the April 9 issue, has recently come to my attention. It is a gem. I am particularly interested in seeing the Leviathan stage of advertising brought to an end.

Last year Jason Rogers, then publisher of the New York *Globe*, paid good money for a page of advertising space to tell the enclosed story,* which I hope you will find room and courage to reprint—but nobody paid any attention to him. This year the newspapers shriek all the more loudly with their stories of increased lineage.

While the newspaper mergers in some of the cities are causing jumps in rates, the big advertiser is paying less for the combination rates than when the papers were separate—and he can therefore afford to run ever larger ads.

Jason Rogers opens the door to the solution—increase the rates enough to maintain the publisher's profit when the size of the ads are cut to 'way below what they are today. But first must come a definite cooperative move on the part of the department store advertising men and the large national advertisers to reduce the size of their advertising.

One thing that Mr. Rogers says I want to emphasize—"The use of smaller space to better advantage would be equally satisfactory in most cases." The universal use of smaller space should, in fact, prove more advantageous than the present use of Leviathan space, if only for the reason

*At a time when many newspapers are printing enormous lineage, and newspapers, so large that no one can possibly read them through, are boasting vaingloriously over the volume of advertising printed as the proof of their dominance, it is well to stop, look and listen, instead of being carried into a competition which leads to the expenditure, in many cases, of more money than the traffic will justify.

At the present moment many advertisers are complaining of the cost of advertising and are asserting that their advertising is not as productive as in recent years. If we could all be brought to fuller realization that the cost of advertising is not half as important as the producing of a profit on the money spent for it, we would be a long way farther on the road to prosperity.

Smaller space at slightly higher rates would save the merchant many dollars in the course of a year, and the use of smaller space to better advantage would be equally satisfactory in most cases.

The constant demand for more and more space is threatening the prospective supply of wood for news paper production, thereby stiffening the price of paper to the publisher and increasing his overhead enormously, at the same time making it more difficult for him to talk common sense to union labor.

The cost of 100,000 lines at seven cents a line is \$7,000, while 200,000 lines at five cents a line costs \$10,000. If all of those using 200,000 lines a year would cut down to 100,000 lines at slightly increased rates much of the anguish in the present situation would be eliminated.

that smaller space will mean smaller papers, more thoroughly read.

A general reduction of space means that an ad costing \$1,000 today will be reduced to half size at \$700—and will more than likely receive as much if not more attention than the big one today; that at a cost of \$700 the ad can pay a profit, but at \$1,000 it has a hard time of it; that the advertisers will then be forced (in order to make half the former space tell the same story) to do the poking, pricking and tickling required to produce such better advertising.

MARVIN SMALL.

To Perpetuate the Fight Against Dishonesty

NATIONAL VIGILANCE COMMITTEE
Associated Advertising Clubs
of the World

June 3, 1924.

TO THE EDITOR:

I want to thank you for noticing my remarks at the Philadelphia Convention and for the authoritative manner in which you indorsed them.

I cannot escape the belief that if we agitate the question enough, sooner or later we shall be able to develop an endowment fund, the income of which will carry on our work, at least the fundamental part of it. Surely there are enough men in the business world who have fortunes which they owe in large degree, or at least some degree, to advertising, to back up this idea—and why not? When Mr. Baker, of the First National, gave Harvard \$5,000,000 for its business school, claiming that he made his money in business, why shouldn't advertising men who have made their own money in advertising perpetuate their own names and permanently support this work in which they believe and which has contributed to their success?

The amount I have in mind is \$2,500,000, the income from which, at 5 per cent, would be \$125,000 a year—a sufficient sum to maintain the essential basic organization and work of the National Vigilance Committee.

HARRY D. ROBBINS,
Chairman.

"Filling the Air with Paid Propaganda"

BAKELITE CORPORATION
New York

June 2, 1924.

TO THE EDITOR:

Radio should not be used for broadcasting advertising. If the popularity of radio reception is to be sustained the programs should be so arranged that the "listener-in" can choose between entertainment, educational talks or news of the day, and not be forced to tune-in on various stations only to find long advertising discourses which are not to his particular interest.

I think that radio advertising can be

put in the same category as "movie" advertising or outdoor advertising that mars the scenic beauty of the countryside. Anything that can be done to discourage it will tend to promote the future success of radio broadcasting.

ALLAN BROWN,
Advertising Department.

ACME APPARATUS COMPANY
Cambridge, Mass.

June 10, 1924.

TO THE EDITOR:

I believe that public opinion will regulate radio just as it has regulated newspapers. The success of a newspaper depends on giving the public what it wants, and radio must follow suit. If the public want advertising in the air they will get it; and if they don't want it, they won't listen to it. If they don't want it, the fellow who tries it first loses; and if they do want it, the fellow who tries it first will get something. Personally I believe they don't want it. CLAUDE F. CAIRNS.

Ben Franklin's London Residence?

WORLD TRAVELER PUBLISHING
COMPANY, INC.
New York

June 9, 1924.

TO THE EDITOR:

I notice in your current issue (June 4) on page 50, a note to the effect that: "Many of the delegates have arranged to make a pilgrimage to No. 36 Craven Street, Charing Cross, once the home of Benjamin Franklin."

In editions of Baedeker's "London" up to 1905, this note appeared: "Benjamin Franklin lived at No. 7 Craven Street, denoted by a memorial tablet to the W. of the station."

More than twenty years ago, when correspondent for the New York *Herald* in London, I lived, for a year, at No. 7 Craven Street, which was more or less faithfully described by Baedeker, and bore the tablet, and the landlady, a buxom Yorkshire woman, acquired a considerable American patronage on the strength of it.

It seems to me that a few years later research established that it was doubtful whether Franklin had ever lived at that address, and if my memory serves me correctly, the tablet was taken down. I would like to inquire whether it has been fully established that Franklin really lived at No. 36.

A. S. CROCKETT,
President.

It seems that in the confusion that came about as a result of renumbering the houses on Craven Street at least twice since Franklin lived in London, the tablet mentioned by our correspondent for a time was affixed to the wrong house. However, this much is certain: The delegates to the Convention who desire to visit Franklin's former residence in London will be taken to the right house, regardless of whatever its number happens to be at the present moment.—EDITOR.

"Pick Your Audience"

With the permission of The Best Foods, Inc., Nucoa Building, Fourth Avenue at 23rd Street, New York City, we reproduce the following letter:

May 23, 1924

The Christian Science Monitor,
21 East 40th Street, New York City.

Dear Sirs:—

Two months ago, when it was decided that we would discontinue newspaper advertising on Nucoa and go into national magazines, I made a special request that The Christian Science Monitor be kept on the list, because we have gotten more direct returns from your paper than from all the others put together. Then, too, the Monitor is really not only a national but an international medium, and I have gotten replies from England, Canada and Mexico, as well as from everywhere in this country.

The president of American Linseed Company backed up my request and it passed the Committee, being the only newspaper retained.

The returns from the Monitor are simply astounding. Literally hundreds of unsolicited letters have come in, saying that the writers had begun using Nucoa because of their absolute confidence in any product advertised in your paper. Many of them mention that they have continued to use Nucoa year after year because they have found it absolutely satisfactory.

The letters are all from intelligent people, both men and women, and prove very conclusively that if you want to sell anything, the best way to do it is to pick your audience for its intelligence. Then, too, with Monitor readers there is always the money to buy whatever they consider best.

I hope some day to be able to reproduce many of these letters in your paper, and certainly intend to have a scrap book made of them.

Thanking you for your service, co-operation and courtesy, I am

Sincerely,

(Signed) LOUISE FRANCIS,

Advertising Manager, The Best Foods, Inc.

The Christian Science Monitor

An International Daily Newspaper

PUBLICATION OFFICE, 107 FALMOUTH ST., BOSTON, MASS.

BRANCH ADVERTISING OFFICES

New York.....	270 Madison Ave.	Kansas City.....	502 A Commerce Bldg.
Cleveland.....	1658 Union Trust Bldg.	San Francisco.....	625 Market Street
Detroit.....	455 Book Bldg.	Los Angeles.....	620 Van Nuys Bldg.
Chicago.....	1458 McCormick Bldg.	Seattle.....	761 Empire Bldg.
London.....	2 Adelphi Terrace,	W. C. 2	

The New Consuming Public

[CONTINUED FROM PAGE 14]

It can readily be seen therefore that merely on meat and drink our change in consumption habits is bound to be quite radical. The two and a quarter billion dollars spent for drink will be spent on something else; and such a huge sum even if distributed among many other items, makes many changes. Our today purchases at retail are 35 billions; therefore, the drink item is around 6 per cent of the total. This is as much as standard interest on the total sum! Of course sugar has and will receive (in the various forms it is used) the great proportion of this expenditure.

The soft drink volume is mounting upward very rapidly and so is the candy consumption, which has about doubled in a few years.

It is a well-known medical fact that when the appetite for liquor is suppressed or eliminated, the appetite for sweets develops.

The family menu will show many special changes in consumption habits and no doubt there will be a good deal of dissatisfaction among those who hate to give up their old habits. Many splendid foods which have never had a chance, in competition with other items, are now going to be more widely appreciated. This has already happened to rice, macaroni and spaghetti, for which there is now a very greatly increased market. Such articles of food as the lentil, and the entire pea and bean family are going to get greatly increased patronage. We are also likely to develop more into a fruit-and-vegetable-eating nation; at which the food specialists nod their heads in agreeable approval. The American housewife will have to get out of her very bad habit of frying some chops and steaks very quickly and often very poorly, and instead do some real cooking and planning of meals, after the fashion on the continent.



© Brown Bros.

HIGH prices for clothing and other necessities can no longer be imposed upon the buying public without rhyme and reason. The so-called "buyers' strike" of a few years ago demonstrated that beyond all cavil. If the consumer believes he is being imposed upon, he has at his command a weapon that he will not hesitate to use—the refusal to buy. Used collectively for any length of time, it must result in the stagnation of trade for the distributors affected. It constitutes a psychological reaction that must be taken into consideration seriously by all divisions of manufacture and selling.

Substitutes for animal fat are also having a tremendously increased vogue already and will continue to have a still greater usage. Lard substitutes made out of cottonseed oil, peanut oil, and cocoanut oil, are already strongly in favor; and a spread for butter which really does not deserve to be deprecated by the words "butter substitutes," made from cocoanut oil, is going to be very widely and increasingly used. Denmark uses 33 pounds per capita of margarine, and England nearly as much, whereas we use but 4½ pounds.

But food is only one item of the consumption changes that we are to experience. Both men and women are reacting against the enormous prices which clothing sold at during

the spring of 1920, which were 175 per cent above normal. A rebellion—you remember the overall strike—appeared; and clothing had to come down. But the public was awakened and will stay awake to a more sane attitude on clothes. Women have rather come out of their slavery to whimsical fashion. Both clothing and shoe manufacturers are blaming the automobile today for the fact that per capita expenditure for these items appears not to be the same as formerly.

The greater soberness of expenditure which the war and the inflation of after-war prices brought to America is going to change our consumption habits in one very great and splendid particular. It is going to make the American buyer of any and all kinds of goods more desirous of really good quality than ever before. It has often been said slightly of this country that we bought a greater amount of worthless merchandise of poor, nonlasting qualities and of no esthetic beauty than almost any other country of high grade. The war's experience in making commodity purchases has taught us that quality pays because it lasts longer and has a greater quality of beauty and pleasure both for the wearer and the beholder.

Furthermore, the ambitions of manufacturers are being veered from mere quantity standards toward quality standards, with the result of development of new esthetic standards. The era of cheap, unbeautiful clothing, furniture, etc., is waning.

Consumption standards reflect the spirit of a people—you can tell a people's character by what they buy; and it is apparent in all directions when the consumption test is applied that both by choice and by necessity we are changing our habits and our ideas.



President's Office



Sales Department



Vice President's Office N.Y.

A specialized organization trained to the highest degree of accuracy

STANDARD RATE & DATA SERVICE

The National Authority

*Chicago
New York
Los Angeles
San Francisco
London*



Secretary and Treasurer's Office



General Office



Editorial Department



Composing Room

THE 8-pt PAGE

by
Odds Bodkins



I NEVER had an active desire to get hurt until last week. But when I found myself confronted on every hand by those Safety Week posters reading

DON'T GET HURT

I felt a strong urge to throw myself in the pathway of an oncoming trolley car, or do something that would land me in the hospital!

Of all the asinine copy ever written, I consider "Don't Get Hurt" about the most asinine. As if people deliberately planned to "get hurt"!

—8-pt—

Just in case you failed to read Harry Tipper's article, "Fighting It Out in Print," in the April 9 issue of the FORTNIGHTLY, I want to repeat one paragraph which appeals to me as being one of the most important statements on the philosophy of advertising published in many a day:

"It is well perhaps to restate the fact that the final purpose of advertising is not to prove the comparative superiority of the article in competition. The object of this advertising is to take it out of competition, so that it will no longer be compared but will be accepted by the buyer."

—8-pt—

My friend William P. Lindsey, former president of the Technical Publicity Association, told me this story at luncheon today.

One morning he (Lindsey) got caught in the rain when starting for the Lackawanna station at South Orange. Hurrying back home, he changed to dry clothes, grabbed an umbrella, and dashed off to the station again. When the conductor came around, Lindsey discovered that he had left his commutation ticket, his pocket-book, and even his loose change, in his wet suit.

He sketched his predicament to the conductor, a man by the name of Nelson, who explained that the law would prohibit him riding free, but that he personally would advance money for the fare, and that Lindsey could return the money the next morning.

Five minutes later Conductor Nelson hunted up Lindsey again. "Say," he said, "you're going to have a dickens of a job getting to your office without any money. Take this dollar and pay me back when you square up for the fare tomorrow morning."

It is hard to say whether this is Lackawanna spirit filtering down from

above, or whether it is this helpful attitude, rising from the hearts and minds of the Lackawanna rank and file, that forms the Lackawanna spirit. Whichever it be, Conductor Nelson's dollar loan will pay handsome dividends as an investment in goodwill, for it is such experiences that give the public its impression of a corporation.

—8-pt—

Every spring the boys at Yale take a hand at writing the advertisements for an issue of the *Yale News*. Not in the conventional way, you understand, but their idea of what ads should read like. They get the permission of all the local merchants who patronize the advertising columns of this publication to burlesque their copy for this one special issue, and the result is—well, judge for yourself:

Shyster and Co.

*Kampus Kut Klutzes for the
Kuslewe Kullgum*



**LOOK!
LOOK!**

Should you get
nothing better at
\$3.95, ain't it?

*"I—Do you like skating?"
"No—No I got these damn things at Shyster's."*

WINCHESTER

*After Golf School
You make the personal appearance of
SARGIS O'NEALEY
Invariably packed at the West End
17 Church St., New Haven, Conn. Be seated at
the West End Bar.*

DAMPEST SHOP AND GRILLE

WE WILL GLADLY LET YOU PLAY WITH
ONE OF OUR EGGS FOR BREAKFAST. IF
YOU HAVE A PARTICULAR ATTACHMENT
FOR A SPECIFIC EGG OR ARE MAKING SOME
PROGRESS ON IT MERELY LABEL IT AND IT
WILL BE RETURNED TO YOU THE NEXT
MORNING.



PICTURE SHOWS CUSTOMER AT DAWN
OF FOURTH DAY. NOTE THAT GRIM FAC-
E-CARD APPEARANCE. YOU, TOO, WILL
HAVE IT.

—8-pt—

This I ran across in the *American Mercury*, and I find myself unable to resist the temptation to spread it on the record:

I bought a \$280 time-clock from a

salesman the other day. As we closed the transaction he said, "Mr. Feather, I don't want to sell you just a piece of machinery—I want to do you a great Service."

He was a dapper young man, trimly dressed, his upper lip decorated with a smart moustache. He smiled easily, and spoke incisively.

"I'm in business for Service and only 'Service,'" he continued. "You couldn't buy a clock from me if you didn't need it. But you do need it, and I'd be shirking my duty to you, to my conscience and to this great free Republic of ours if I didn't use all the eloquence at my command to make you one of our satisfied users."

And so we both knelt down and prayed and when we arose and had sung "The Star-Spangled Banner," I looked into his honest blue eyes and saw that they were filled with tears. Then I called to the bookkeeper to bring me a blank check, which I signed and handed to my friend with these words: "Take this, brother! Fill in the amount yourself. Send the time-clock by airplane. How can I begin to thank you for what you have done for me? May the splendid Service of your wonderful company go on forever. Amen."

—8-pt—

According to a story that J. H. Bragdon of *Textile World* tells me, the airplane now threatens to become as much an editorial necessity as the paste pot and shears once were.

It seems that the annual meeting of the American Cotton Manufacturers Association is an event of considerable importance, and an editor is naturally anxious to get the complete story, with pictures, in the hands of his readers with the first available issue.

This year Memorial Day got in the way of publication day and forced the editor to close his forms a day earlier. To go to press without the convention report and pictures was editorially unthinkable, so the editor hired an airplane and an aviator. Leaving Atlantic City, where the convention was held, at 2 p. m., the plane delivered its grist of "copy" at the printing plant in Albany at 4:35, in time to catch the issue. Aviation papers, please copy.

Black Diamonds or Gold Nuggets?

FOR every dollar's worth of gold that is mined in the United States, there are thirty-three dollars' worth of coal taken from the ground.

For every millionaire made by gold, there are thirty made by coal.

Everybody needs coal, from the great manufacturer who uses fifteen thousand tons daily to the tenement house dweller who buys it by the bushel.

But if you were to ask the average man what business he would rather be in—the gold business or the coal business—his instinct would probably lead him to choose gold.

The average advertiser asked which he prefers, class or mass, turns instinctively to class when he asks not how much circulation have you, but how many "worth while" people do you reach.

THE advertisers who use the largest schedules—which run into the hundreds of thousands of dollars, and even the millions—have coined slogans which have become household words by reaching the masses.

They, the masses, do not buy Gobelin tapestry or Louis XIV furniture, but they do buy, in great quantities, that which they need or desire to make life more comfortable or more worth while.

Income statistics once considered valuable as an index to purchasing power are now looked upon by shrewd buyers of advertising as fallacious.

Many a man wears a silk shirt who never owned a motor car—and many a motor car

owner spends more on his car than he does on his table.

In these changing times, it is no longer possible to classify people with respect to what they earn or what they have.

The statistician, like the census taker, never goes past the threshold.

TRUE STORY has mass circulation.

In it there is some class—how much, we do not know because nearly every copy is bought at a news-stand, and the purchaser is lost in the crowd.

But we do know that ninety-eight per cent of True Story's readers buy the magazine at any one of fifty thousand stands where magazines are sold, and pay a quarter a copy for it—and take it home and read it from cover to cover.

And because the latest government reports give each family four and three-tenths members it may be assumed that a single issue of True Story is read by at least eight million people, or one out of every thirteen persons in the United States.

If you manufacture and advertise a product that only a few people can afford to buy, or which few people have the inclination to possess, then do not use True Story. You are in the gold business, and there are plenty of good magazines which reach the limited audience to which your appeal must be made.

But if you manufacture and advertise something which appeals to the man in the street or to the woman in the home, use True Story, and reach through it the most potential audience in the magazine reading world today.

True Story

Magazine

NEW YORK, CHICAGO, BOSTON, LOS ANGELES, SEATTLE, SAN FRANCISCO

*The race is never to the swift
nor the struggle to the strong—*

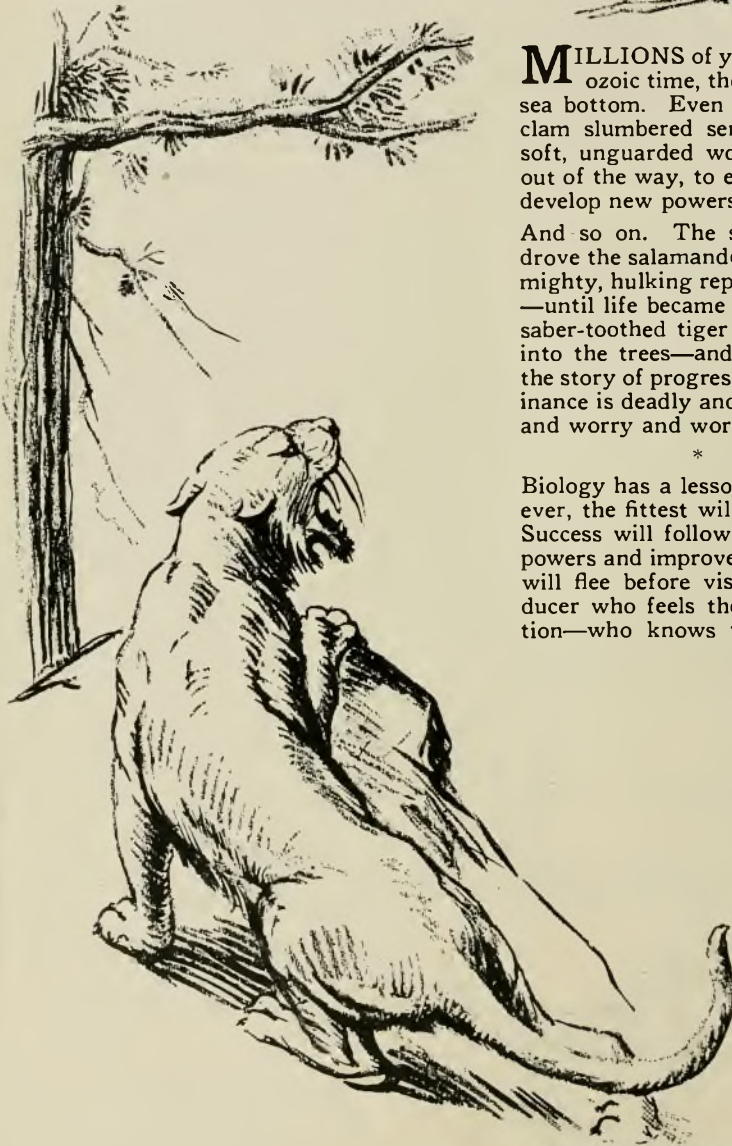


MILLIONS of years ago, far back in Palaeozoic time, the cuttlefish was king of the sea bottom. Even then the armored, perfect clam slumbered serenely on. But the poor soft, unguarded worm was forced to wiggle out of the way, to explore new regions and to develop new powers.

And so on. The swift, death-dealing shark drove the salamander into the marshes. Later mighty, hulking reptiles were lords of creation—until life became all too easy. The terrible saber-toothed tiger chased the chattering ape into the trees—and became extinct. Always the story of progress has been the same—dominance is deadly and only the types that suffer and worry and work find higher levels of life.

* * * *

Biology has a lesson for business. Today, however, the fittest will surely survive and grow. Success will follow those who cultivate their powers and improve their possibilities. Sluggards will flee before vision and vigor. The producer who feels the fatal danger of satisfaction—who knows that standing still means



ADVERTISING OPPORTUNITIES

The "dry" country area has a hundred million people. Nine out of ten and more stores' output. This is more than you need. The Economic Commission visits 45,000 in 35,000 in over 100 75% of the dry goods market.

IT IS EASIER BY FAR FOR A



back—who makes every month beat
 the month last year or else switches
 going very fast to correct the defect—he,
 only, is destined to advance.

For example, a maker of cheesecloth found a
 new market when he tried a special
 cloth in five and ten-yard lengths. A con-
 crete slow, staple lines the push of pro-
 motional sales were "never better." Many
 manufacturers have been prospering be-
 cause of a dubious outlook caused them to think
 they had to develop more pressure, to create
 new orders.

For dry goods merchants generally report sales
 up. In the face of various hunches to
 the contrary, despite climate, Congress, crops
 and conventions, the people are buying. The
 upward curve of our hundred-odd million
 consumers steadily rises. Business is and will
 be good for good business men.

The answer is effort, right-directed effort. In
 going through the department or dry goods
 promotion via the Economist Group has
 been the first big step ahead. Its contin-

uance when "all is lovely" is likewise almost
 an obligation to hard-thinking hard workers.
 Naturally. Here are readers who control com-
 munity buying and selling, in nine cases out
 of every ten pre-deciding the purchases of their
 customers, spending many billions of dollars
 annually to procure right values in wanted
 goods, backing what they have chosen with
 more advertising than that of any other figure
 in any industry—the most aggressive and
 progressive sales force in the world.

The Economist Group is definitely part of
 their business life, serving the great majority
 of great stores in the field, the stores that do
 three-quarters of the total business done in
 this country! These are business papers in
 the true sense—definite directors of thought
 and action, creators of more and better profits
 all along the line, universally respected and
 put to hard use.

The dry goods and department store system
 is a pretty powerful organism—its favor a
 pretty good assurance of selling success. Cul-
 tivate that favor in the most direct way.

The ECONOMIST GROUP

DRY GOODS ECONOMIST (*National Weekly*)
 MERCHANT-ECONOMIST (*Zoned Fortnightly*)

New York - Boston - Philadelphia - Chicago - Cleveland - Greenville - St. Louis - San Francisco - London - Brussels - Paris

*These other business papers, also the leaders
 in their various fields, are published by the*

UNITED PUBLISHERS CORPORATION

The Iron Age—Hardware Age—Hardware Buyers Catalog
 and Directory—El Automovil Americano—Automobile
 Trade Directory—Motor Age—Automotive Industries—
 Motor World—Motor Transport—Distribution and Ware-
 housing—Boot & Shoe Recorder—Automobile Trade Jour-
 nal—Commercial Car Journal—Chilton Automobile Direc-
 tory—Chilton Tractor & Equipment Journal—Chilton
 Tractor & Implement Index.



STORES TO INFLUENCE A MILLION PEOPLE THAN VICE VERSA

What Is the Answer to Hand-to-Mouth Buying?

[CONTINUED FROM PAGE 18]

trade by insufficient stock that they will eventually be driven back to carrying their old lines. Rutledge Davis, president of the First Aid Specialty Company, is one of many of these, but he suggests a rather startling alternative:

"I feel that the retail merchants throughout the country by their 'hand-to-mouth' buying—by their lack of sound business management in the maintenance of thin, but adequate stocks—are driving the public to buy direct from the manufacturer, where it obtains better service.

"The general advertising of the manufacturers of today is assisting in this—bringing their names and their products before the public as never before. Ask any large consumer, and he will say that he deals with the manufacturer direct. The small consumer is beginning to appreciate the value of this direct buying—let the retailer watch his step."

The only difficulty with the thin stock solution and the rising market solution as well is, as I ventured to suggest in the first discussion, that the war vastly overdeveloped production while it allowed the selling machinery to fatly degenerate in the soft years of a sellers' market. Spurred by a desire to continue something like capacity production, the more aggressive manufacturers are already making concessions to the new manner of buying that will at least postpone any return to the old.

As to thin stocks, hear Earl Allen, of Michael Stern & Company:

"There is, however, a trend toward hand-to-mouth buying and in order to meet that demand we must carry some merchandise in stock, sending out samples to our customers so that they may know at all times what is being carried in stock and on which, therefore, they may look for immediate delivery."

And in quite another line, but with equal efficiency, Frederick W. Nash, of Jones Brothers Tea Company:

"So far as our business is concerned, we are now and have been for some months working toward more standardization, simplification and concentration of lines and organization in order to meet competition, reduce expense and insure a proper foundation for future operations."

And J. E. Knox, vice-president of the Knox Gelatine Company:

"In Knox Gelatine sales we have

always had a policy of delivering ten gross and making this small quantity the unit of sale to the jobber. Although we have many accounts who take many times this quantity, we give no concessions for orders greater than ten gross, as we long since learned that this is a quick turnover for the jobber."

Or, hear the stern admonition of J. George Frederick, of the Business Bourse:

"Personally—I believe sales managers should keep dealers' assortments full, but stop whining about 'hand-to-mouth' buying," which is here to stay—that is, reasonably small stocks, adjusted wisely in relation to turnover. Manufacturers' real jobs consist of getting more demand from consumers. Work with the turnover science of today, not against it, is my advice."

And the practical optimism of E. L. Fairchild, of M. H. Fairchild & Brother:

"The manufacturer cannot dictate to the retailer through consumer advertising; the retailer must be included in his plan. His trade paper, good will, cooperation and fair share of profit assured, all must be reckoned with; and once this is done the stone wall of resistance (lack of retailers' cooperation) that has killed 75 per cent of all national consumer advertising campaigns will vanish and no hand-to-mouth buying bugaboo will ever trouble retailer or manufacturer. Cooperation and advertising and your solution is clear."

One of the recognized authorities, if not the outstanding authority, on the subject in discussion is my friend, Dr. Paul H. Nystrom, of the Retail Research Bureau. Here is how he sums up the situation:

"On any comparison of retail buying today with retail buying as it was conducted during the war or at any time before the war, there is certainly a more intensive application of the hand-to-mouth principle. But in comparison of 1923 and 1924 with 1921 and 1922, using the figures compiled by the Federal Reserve System, the stores seems to be slipping and are carrying a greater amount of stock in proportion to sales than they did. Probably following the slump of 1920 they went too far in attempting to do business without adequate stocks and are now finding their way to a more sound merchandising plan.

"I would not be surprised if many retailers have gone too far in attempting to get a high turnover. In other words, there is such a thing as having a turnover so fast as to wipe out all prospect of net profit. The retailers

are undoubtedly working toward the happy goal, but I am sure that this golden line is as far from being at the same point as it was in 1923. In other words, hand-to-mouth buying is here to stay."

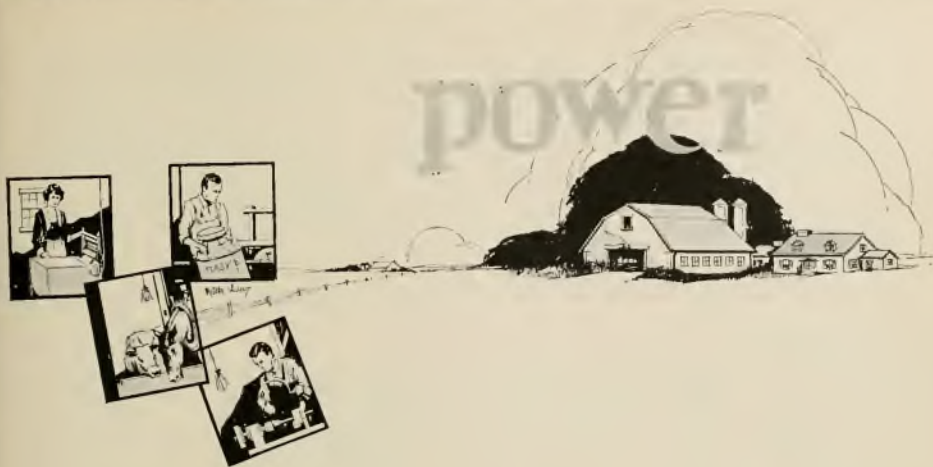
That closes the verdict of the volunteer jury. I cannot, however, refrain from tacking on what seems to me an admirable paragraph stolen from the financial columns of the *New York Evening Sun*:

"In recent years," says the writer, "there has been a quiet revolution in business methods. Frequent purchases and rapid sales have gradually replaced few but heavy purchases and long periods of gradual selling. The turnover has doubled, trebled and frequently has quadrupled in many lines of business. This has made possible the conduct of business on smaller margins of profit, but as it has done away with the need for heavy borrowings at banks and made possible not only more economical methods and less risk of market fluctuation it has operated to keep average profits at a fair level. It has eliminated much of the element of speculation. It has given the ultimate consumer a fairer deal.

"Satisfactory as this appears to have been for many distributors of goods, many manufacturers and producers have not yet geared their machines to the new motor with perfect precision. Consequently there are grinding noises and occasional industrial breakdowns, which, added to the inequalities always present as between one industry and another, has made an unsatisfactory state of affairs for those accustomed to the old way of working at capacity so long as unfilled order books were written up several months ahead. This situation will no doubt in time be ironed out."

"Many distributors of goods . . . have not yet geared their machines to the new motor with perfect precision!"

How precisely has advertising geared its machine to the new motor? Are advertising men, *planners* of business, ahead or behind of financial writers, *reporters* of business? How many advertisers, how many advertising managers, how many advertising agents, have rebuilt their 1924 plans since early April began to demonstrate beyond question the arrival of a new set of business conditions? How many were far enough ahead to anticipate these conditions and plan for this year advertising activity radically different from the plans of three and four years ago?



Complete Electrification of the Farm

POWER! More power! is the farm demand. Farmers are learning the time saving, drudgery saving, money earning abilities of power. More products are being produced with fewer workers, and the workers labor fewer hours.

In the house, in the barn, in the fields, farm women and men are using power for pumping, clothes washing, churning, milking, cream separating, wood sawing, feed grinding, and dozens of other uses.

More and more the trend is toward that most convenient form of power—electricity. Already half a million farms have electric current. Thousands more are planning installations, either of their own plants, or connecting with central stations.

They realize that if the 35,000,000 farm

folk hope to have the conveniences and comforts and pleasures of city people they must increase the efficiency of their labor as the workers in other industries are doing—by utilizing power wherever possible.

The 6,500,000 farms offer an enormous potential market for electrical equipment—a market daily expanding and ripe for cultivation. The farm is a home, an office and a work shop combined—it has the needs of all three.

In The Farm Journal you can reach over 1,200,000 farm families—farmers who are responsive, who will read your message and have confidence in it. They constitute the greatest single market reached by any farm paper in the world. And they can be reached through The Farm Journal at the lowest cost per prospect in the farm paper field.

We will gladly send on request our new series of dot maps which visualizes the location of farm wealth.

The Farm Journal

first in the farm field

Tim Thrift Goes Across

[CONTINUED FROM PAGE 16]

mail publicity, general advertising, plans to uncover new prospects—all dominated by Thrift's personality, which to those who know his work is sufficient to classify it. But the story of Tim Thrift's work is quite another tale.

The month of April to the American Multigraph Sales Company is known as "Thrift Month." During this particular month the sales force piles up as large a quota as they can, Tim Thrift's personality and efficiency serving as the stimuli for intensive selling on the part of each man on the force. This year Sales Manager Dunlap promised Thrift a six weeks' trip to Europe, all expenses paid, on the condition that the sales organization show an increase in sales of 20 per cent over April of last year. The trip was to include attendance at the convention, and then a visit to some of the company's more important offices and agencies abroad.

Tim Thrift was flattered at the offer, and appreciative; but when all was said and done there was nothing that he, personally, could do to make it a reality. That was out of his hands entirely. It was up to the sales force. To insure that Thrift got the trip meant that each office had to increase its April, 1924, business an average of 20 per cent over last April. Each salesman would have to set an even higher mark, and then go after it.

It was stated just a brief instant ago that there was nothing Tim Thrift could do personally to get the drive across, but perhaps that should be somewhat amended. For the first thing that he did was to sit down and write one of his characteristic letters to every division and branch manager and salesman. In it he told of Mr. Dunlap's proposition, his closing paragraphs making the most human of personal appeals in the following language:

For thirteen years I've tried to be of help to the sales organization. I believe any man in the field will grant

me that. How well I may have succeeded you know through experience with our sales aids. Now I want you to help me get something for myself—a sort of super prize for a period of earnest effort. The award is within my grasp, but nothing I personally can do will give it to me. Whether or not I get the trip to Europe is something for you to decide. It becomes, in fact, if won, your personal gift to me, a sort

your April record—that it's London and Europe for mine in July.

Yours, thrown on your mercy,
TIM.

Knowing the kind of spirit that exists between Thrift and the sales force, only one result could be logically expected: the sales force could be relied upon to do their utmost to send Tim Thrift across—and they did. As was revealed earlier in the story, the results proved astonishing. More so when it becomes known that the field force in the last three days of April more than doubled the month's sales, and finished in second place in all the company's history. With only two more days to go, one office made total sales of over \$9,000.

Enthusiasm among the sales force was kept at high pitch during the month that was to decide whether Tim Thrift went abroad or not. Upon receipt of Thrift's letter, sales managers and individual field men hastened to write to him their assurances of support. In essence, these communications constitute the most valuable sort of appreciation of the advertising department's work.

Each office kept abreast of the progress it was making in the drive in an ingenious way. From headquarters there were sent two placards, one of Uncle Sam, the other of John Bull. These were mounted either upon beaver board, or against a blackboard, while between the two was plotted a line divided into percentages whose total represented the office quota. As the sales mounted, a movable airplane, with Tim Thrift in the cockpit, was advanced along the line, the completion of the journey indicating that so far as that particular office was concerned the quota had been attained. (A reproduction of the stunt will be found on page 16.)

In *The Ginger Jar*, the weekly newspaper published by the company for distribution to the sales force, the entire field was kept familiar with the position of Thrift's



"The Ginger Jar," the weekly newspaper sent by the American Multigraph Sales Company to the men on the firing line, kept the field informed of the progress being made in the drive to send Tim Thrift abroad

of "Here's something we're presenting to you, Tim, because we like you and because we like the way you work with and for us." And, believe me, when I accept it on that basis, it will be with the utmost gratitude of which I am capable, for I will know that it represents extra work, extra effort, extra time, and trouble that was given freely to me, for my benefit, as one man gives to another whom he likes.

So here's my story, fellows. I get my trip or I don't get it. You're to be arbiters of its destiny. But I'll confess this now—I'm so sure you'll do this job for me—the first personal one I've ever asked—that I've gone ahead and made a tentative reservation on the "Lancastria"—one of the convention boats—which sails July 3.

Now write and tell me you're with me; that I can count on you for the sales achievement that will make this trip a wonderful reality. One way I don't need your assurance because I'm so sure of you; but the other I do, for I'm going to be on pins and needles until this matter is decided and I know beyond a question of a doubt—through

Tell It to SWEENEY!

—and remember Marya



Extract from a letter:

HERE is an incident for your Sweeney series.

We have a new maid, Marya, nineteen years old, brought to this country by illiterate Russian parents when she was five, and reared in squalid poverty on a truck farm near Chicago. Her utter ignorance of how to cook even oatmeal or make toast is almost incredible.

In the course of showing her around, Buddie pointed out our stock of Palmolive, and told her to help herself when she needed toilet soap.

"Ah, no! I buy my own soap," said Marya.

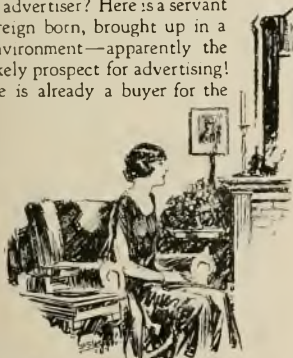
Buddie insisted that there was no necessity for buying her own, that she was welcome to all she wanted of anything we had in the house.

Marya smiled, still superior and unimpressed, and explained, "I never use anything but Woodbury's Facial."

And there, as Coolidge said to Daugherty, you are! Incidentally Marya has four young men who compete for the privilege of driving from forty to sixty miles to take her out in their cars. So it must pay to have The Skin You Love to Touch!

* * *

WHAT do you make of this, national advertiser? Here is a servant girl, foreign born, brought up in a bad environment—apparently the least likely prospect for advertising! Yet she is already a buyer for the



Tomorrow

advertised article, a customer made by advertising.

Think a little further,—of Marya tomorrow, matron and probable mother of a family when she accedes to the inevitable and eventually marries one of the automobile-owning chaps who now seek her company. Education—chiefly a capacity for it. Tastes—few, but forming. Convictions—changing. Future—fabulous, when you remember where she started. You may yet meet Marya in your own house, in your own club, among your own friends—advanced pupil of life, time, opportunity, and advertising. Marya already is a proof and a prophecy that it pays to Tell It to Sweeney, the average man, woman and family, the common people!

* * *

REMEMBER Marya when you plan your New York advertising appropriation and campaign. Six million people in this greatest American city—six million on the make, with more wealth, more earning power, more unsatisfied ambition, more consumption capacity than any other market in the world.

And remember The News, New York's own kind of newspaper, with the Largest Daily Circulation in America—over eight hundred thousand copies each weekday; a proven medium that covers more of this mammoth market more thoroughly than any other publication; doing the biggest and best advertising job in New York today, and at the lowest cost. Get the essential facts!

TELL IT TO SWEENEY has been issued in folder form. Write for the series on your business letterhead.



Today

THE NEWS

New York's Picture Newspaper

25 Park Place, New York

7 South Dearborn St., Chicago

791,663 Daily Average for May, 1924

LARGEST DAILY CIRCULATION IN AMERICA

"Hardware Age Leads the Field" What a manufacturer found from personal investigation.

ARTHUR S. HARDING CO.
48 GROVE STREET
WEST SOMERVILLE, MASS.

April 16, 1924.

Mr. C. P. English,
New England Hardware,
HARDWARE AGE,
422 Park Square Bldg.,
Boston, Mass.

Dear Mr. English:

I was very much pleased on returning the other day from a four weeks' trip, to find that during my absence Mr. Harding had made arrangements for a year's advertising contract with **HARDWARE AGE** beginning with the April 24th issue.

While I was away, I called on the wholesale hardware and mill supply trade in Buffalo, Cleveland, Toledo, Detroit, Chicago, Milwaukee, St. Louis, Minneapolis, St. Paul, Des Moines, Omaha, St. Joseph, Kansas City, St. Louis, Indianapolis, Louisville, Cincinnati and Pittsburgh.

The purpose of this trip was primarily to secure information, and one of the questions I asked particularly of the hardware jobbers was, which of the trade papers we might use for advertising to the greatest possible advantage of both the jobber and ourselves. With very few exceptions the paper mentioned first, by men in all of these cities, was **HARDWARE AGE**.

I thought you would be pleased to learn that the results of my investigation checked with your statements to me in the past.

Very truly yours,
ARTHUR S. HARDING COMPANY.

ASA:MF

A. S. Harding
Sales Manager.

HARDWARE AGE

239 West 39th Street

New York City

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

For Advertising Designs

Telephone
Madison Square 7267
HAROLD W. SIMMONDS
37 East 28th Street
New York City

Posters, Magazine & Newspaper Illustrations

airplane across the skyline. Captions and legends in each of the five issues that appeared during April played up the trip strongly. In the April 5 number, for example, the headlines were "Beat March During April and You'll Help Tim Fly." A legend read: "Every day in every way, Tim is on the job for you, paving the way and telling the Multigraph story to millions. Upon you and your 20 per cent increase depends his trip. You cannot disappoint a true friend."

That was the spirit throughout—"You cannot disappoint a true friend."

The April 12 issue was headlined "Ready to Hop Off!" And an accompanying legend read: "Latest reports indicate that sales closed to date are slightly less than one-third of the amount required to assure Tim his trip. Since some of this is held over from March sales, we've got to put more punch into our sales to —"

The May 17 issue of *The Ginger Jar* told the complete story. The field force did not disappoint a friend. Tim Thrift goes abroad, and the American Multigraph Sales Company has hung up new sales records for future drives to aim at.

Between the lines of the foregoing paragraphs one can read of a degree of intimate contact between the sales force and the advertising department that is a model to pattern after. It bespeaks the possibility of both these indispensable adjuncts to merchandising so cooperating as to make for a homogeneous organization that strives but for one purpose—sales, more sales, and still more sales. It shows that there is no definite limit to sales quotas if the proper incentive is put forth. The promise of added financial reward is not always sufficient. The surer way seems to be to appeal to some strongly defined human sentiment.

Philip J. Gray

New Chicago agency is directing advertising for Crescent Steel Company, steel sash, St. Louis, Mo.; St. Louis Seed Company, same city; Plymouth Foundry & Machine Company, farm implements, Plymouth, Wis.; Green Manufacturing Company, auto accessories, Milwaukee, Wis., and Red Arrow Products Company, automobile pumps, Milwaukee, Wis.

McCconnell & Fergusson, Ltd.

London, Ont., appointed advertising counsel to W. A. Mackenzie & Company, Ltd., financial underwriters, Toronto. Toronto branch of agency will direct advertising for the De Forest Radio Corporation, Ltd., Toronto.

Austria as an Advertising Market

IN an article that recently appeared in *Advertiser's Weekly* (London), a correspondent writes that trade in Vienna is being carried on with almost normal activity. Shops in that city, he states, and also those in the large towns, are well stocked with goods and flourishing. Everything, he believes, points to a steady revival of industrial and business activity. Austria, however, he makes clear, is still poor. Her middle class folk, particularly the professional classes, are living in abject poverty. He emphasizes several facts about Austria in the following manner:

Her handicap is that Vienna, her capital, has a population of 2,000,000, as against the total population for the country of 6,000,000. Austria is macrocephalic. Her body cannot nourish her too large head. Nevertheless, Vienna remains the great industrial and trading center of Southeast Europe.

Her principal manufactures, many of which are once more flourishing, are silk, velvet, shawls, silver lace, cottons, woollens, ribbons, carpets, leather, porcelain, mathematical and musical instruments, watches, fine cutlery, carriages, gloves, lace, straw hats, paper, etc. She is, therefore, once again in the market for the machinery to manufacture these articles. At present most of her supplies come from Germany, but this is largely on account of the unsettled state of the mark. Any cessation of German industrial activity would immediately send her into British and American markets for such goods as she could not herself supply.

Apart from machinery, the products Austria is most likely to purchase at the present time are soap, dentifrices, toilet articles, small tools, tobacco, cheap novelties, cotton, textiles, and so forth. Austria's railways are to be electrified, and work on this has already begun. This means a potential market for electrical supplies.

The chief form of advertisement in Austria is the street poster, which is usually full of sharp contrast, solid blacks being used as a background to vivid color. The lettering, when it is not the authentic German blackletter, has a rather trying angularity of outline, and is not always readily legible. The silhouette is used much more often than in this country, and sometimes very effectively. Restraint in form or coloring is not much in evidence, and the tendency is rather to startle than to give aesthetic pleasure. Nudity is employed with a daring that would be considered reprehensible in England, and sometimes this employment borders very closely on vulgarity.

There are very few advertising agencies in Vienna. Copy is mostly designed and written by the firms themselves, and set up with the assistance of the journal's staff, if this is considered necessary. In the case of foreign advertisers, the copy is translated into German by some competent person before being sent to the publication.

NOT only in the luxuries and refinements of life, but in the every-day essentials, we produce results for our advertisers.

This is due to the enormous buying power of the circulation of *The Enquirer*: The big, strong middle class that consumes with healthy appetites not only the luxuries but the essentials besides.

The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

I. A. KLEIN
50 E. 42nd St.
New York

I. A. KLEIN
76 W. Monroe St.
Chicago

R. J. BIDWELL CO.
742 Market St.
San Francisco

Elected

As the Big New American Market The Small Town

Is a greater trading center than ever.

Gets business by good roads rather than loses it.

Is more than holding its own with the big cities.

Is the steadiest outlet for nationally advertised goods.

Is in line for the next big building boom.

Is prospering with the growing buying power of the farm.

Is full of contented, optimistic citizens.

Is almost a third of the nation's population.

Is responsive to the printed sales message.

Get This Business

*by Advertising in the
Best of Small Town Magazines*

People's Popular Monthly

*Des Moines, Iowa
Circulation 850,000*

*Carl C. Proper
Editor*

*Graham Stewart
Advertising Director*

Applying Quotas in Sales Practice

[CONTINUED FROM PAGE 19]

which to show a chart of the relation of each man to his quota. If the salesmen meet at regular intervals the chart may be displayed at these meetings. Merchandise or cash prizes are sometimes offered for specified attainments in relation to quotas, and are of value if handled carefully. Quotas, in fact, may be placed for the year, quarter, month, week or even day.

The sales manager, with quota data at hand, can determine with accuracy and fairness the extent of each salesman's territory, the length of time needed in each locality, the number of calls to be made and many other facts of vital importance. He is able, in many cases, to uncover many instances of carelessness or partiality which had escaped his observation. Sometimes one or two products are unconsciously being favored or neglected. If the points have been adjusted carefully this shows up quickly and can be corrected with the assistance of facts. Or the salesman is taking the "easy prospects" and omitting the difficult ones. The Burroughs plan of valuing each class of business shows up the latter. The salesman may be sending in a fine business in some districts by confining his work to calls on one or two classes of consumers. With a quota set on each class, this shows up and a more equitable canvass can be insisted upon.

ADVANTAGES of scientific quota selling to the company are numerous. This method gives the company a definite plan for production and advertising. It also gives continuous records which enable the company to continue to expand and build according to its possibilities and probabilities instead of taking a chance. The advertising appropriation can be made to fit the needs with fair assurance that business will be maintained. Financing can be arranged profitably. With knowledge of past performances and an accurate basis for estimating future ones, the financial needs cannot only be determined more easily but also secured more readily.

Outside of the work involved, which is not only complicated and painstaking but must be done and handled by someone with an understanding of and a fondness for it and its purposes, there is everything for and little against the quota plan. It is cumbersome if not done with

Let These Clients Tell You—

about our good work, prompt delivery
and reasonable prices:

Hupmobile Co.
Associated Business Papers
Advertising Fortnightly
Jewish Tribune
Ice Cream Trade Journal

RIEVIEW PRESS, Inc.
Complete Printing Service
404 East 36th Street
Telephone: MURRAY HILL 9438

an eye always on the individual needs of the company and its product, however. There is no cut and dried plan of establishing quotas for everything from soap to ships, but there is some sound and effective procedure which will fit almost any company, large or small. It is the erroneous idea of some that only large firms can use quota data. The quota is sales insurance and has the same value as any other type of insurance to any business. It may be a guarantee or return on advertising or salesmen's salaries. It can serve as a basis for such salaries which, as an argument, is unanswerable. The figures, if well trained and carefully handled, will serve faithfully and well. It eliminates, as nearly as anything can do, the vagaries of human relationship in selling than which nothing is more important to a company's future and its prosperity.

Buchanan-Thomas Advertising Co.

Omaha, Neb. Will remove, July 1, to the Grain Exchange Building, 412 South 19th Street, same city.

Charles C. Crosby

Recently manager of the *Harlem office of the Telegram-Mail, Herald-Tribune, and The Sun*, New York, is now classified advertising manager of the *New York Evening Bulletin*.

Carlisle Company

New York. Has been appointed advertising counsel to the Hoffman Watch Company.

A. B. Pearson

Recently in charge of creative production and analytical work for the Dando Company, Philadelphia, has been appointed manager of sales of James F. Newcomb & Co., Inc., New York.

George Batten Company

New York. Will direct advertising for the Fiberloid Corporation, Indian Orchard, Mass., effective August 1.

D. M. A. A. Convention

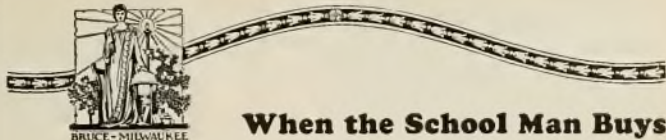
Program committee consists of Chairman Charles R. Wiers, of the DeLong Hook & Eye Company, Philadelphia; J. C. McQuiston, director of publicity, the Westinghouse Electric & Mfg. Company, East Pittsburgh; and John C. Sweeney, of the International Correspondence Schools, Scranton, Pa.

George L. Dyer Company

Has been selected to direct advertising for the Schutter Johnson Candy Company, Chicago.

Abbott Kimball

Formerly associated with the Curtis Publishing Company and the Condé Nast Publications, has been appointed manager of the New York office of Lyddon & Hanford Co.



When the School Man Buys

NUMBER FOUR

What Is Quality

In the School Field - Ask Bruce

The buyer and seller will never quite agree on a final standard of quality for every known product. No school buyer could ever begin to know all about every product offered for school use. This makes the demand for the "SCHOOL SPECIALIST."

And even the school specialist will debate in his mind a complete definition for quality. And yet we recognize a quality product. We know quality, and the school buyer knows quality whenever he sees it.

The school specialist is today the great missionary for quality school goods. He must know his product and every technical part in its production. The quality is in the product and the selling is in the justification of the price.

Quality so frequently sells itself. Everything in and about the manufacture of quality school goods tells its own story. Like "quality folks" you feel it in your bones and yet it's hard to explain just why.

Even the advertising in the AMERICAN SCHOOL BOARD JOURNAL and the INDUSTRIAL-ARTS MAGAZINE tells the story of quality. The buyer is sold unconsciously, and the seller has made another friend for quality. Today more and more manufacturers are being judged by the quality sales messages in Bruce Publications than ever before. But it's the school specialist who buys and sells.

THE AMERICAN SCHOOL BOARD JOURNAL
A Periodical of School Administration.

THE INDUSTRIAL-ARTS MAGAZINE

Published to Promote Industrial and Vocational Education.

The Bruce Publications maintain a complete merchandising service covering the school market for the benefit of the buyer and seller of material, equipment and supplies necessary in the construction, equipment and operation of schools. Complete information covering "Bruce Service" sent on request.

THE BRUCE PUBLISHING CO.
Established 1891
30 Church St., New York
2341 Montgomery Bldg., Milwaukee

Frank Bruce
Publisher.

Member A. B. C., A. B. P.



Not only to ILLUSTRATE and DESIGN, but to illustrate and design in a better way, is our aim on the smallest as well as the largest consignment passing through our hands.

CAVANAGH & BENSINGER INC.

120 WEST THIRTY-SECOND ST.  NEW YORK-Phone Penn.1760.

Art for Advertising

When Your Trade Name Travels Abroad

By Val Fisher

IF, when you visit London for the advertising convention, you ask for "Pall Mall" cigarettes in the average tobacco store, you will be handed a box of well-made and advertised cigarettes of Virginia tobacco, as different in taste to the "Turkish" Pall Malls you may smoke in the United States as are the two packages in appearance. To you, "Pall Mall" means an excellent Turkish cigarette — "A shilling in London and a quarter here" — but to the London dealer, except in a few hotels and stores catering specially to transatlantic visitors, it means an English brand he has handled for years. To him, your "Pall Mall" would be as foreign as "Herbert Tareyton," in spite of your preconceived ideas on the subject.

You would be surprised if you knew the number of cases in which even prominent advertisers of both the United States and Europe have found themselves unable to carry out international campaigns as originally intended, by reason of some flaw in their registration of the prior, but not illegal, use of their trade name. Shortly after the close of the war, a national advertiser in the United States decided to go into European markets and discovered that not only was the name, upon which he had spent millions for advertising to the American public, unusable abroad, but was even not safe in his home market.

In the choice of a trade name for an article which is likely to enter foreign markets, it is not sufficient merely to know that the title, as applied to your products, is protected. It is business wisdom to be sure that advertising has not given the word another significance to local consumers. It is equally wise to avoid choosing any word with a localized meaning, or one which is dependent upon local custom, grammar or pro-

nunciation for its value in connection with your products.

Several United States manufacturers have adopted trade names or slogans consisting of some play upon the letters E and Z, pronounced as "easy."

One of these firms finds it necessary in their Canadian advertising (in view of the fact that 54 per cent of the residents of that country are of British birth) to incorporate the legend "pronounced easy." In Britain, or any of the British colonies in the Eastern Hemisphere, the trade names in question would be valueless because the final letter of the alphabet is pronounced "zed."

"Sanitas," in Britain and many countries in the Eastern Hemisphere, has, by virtue of the advertising done, come to mean to the public in general a disinfectant made by the Sanitas Company. Some months ago, in a publication having an international circulation, a United States firm commenced to advertise wall coverings under the name "Sanitas." I do not suggest for one moment that this was infringing the rights of any other firm, or that it was in any degree unethical, but I do question the wisdom of it just as I do

the wisdom which prompted a local company to introduce "Lifebuoy" rubbers.

"John Hancock" seemed to me to be an excellent name for a fountain pen in the United States, but it means nothing to the average reader of the advertisements for it which are now appearing in the London newspapers. "Gasoline," spelt in various ways, is purely an American word; its English counterpart is "Petrol." An enterprising United States oil firm has registered the word "Petrol" to distinguish its products, but the name would be of little use to them outside their own country.



Not the well known "A shilling in London—a quarter here," but the Pall Mall package that is most familiar to British cigarette smokers

ANIMATED SIGNS



MOTION-COLOR ILLUMINATION WITHOUT MECHANISM

Photographic-Illuminated Signs of distinction;
Window and counter displays;
Unusual sales aids at the point of purchase.

Something New

The "Mystic Mirror" Sign with a direct message.

Look into this.

ANIMATED PICTURE PRODUCTS COMPANY, INC.
19 W. 27th St. New York.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telephone.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
799 Broadway, New York City
Tel. Stuyvesant 8346

Quite recently in the United States I have seen a line of goods branded "Anzac," and a line of toilet articles branded "Red Cross." While these may be excellent names in the United States, they would be valueless in a general export trade and for perfectly legitimate reasons. The word "Anzac" came into world use in the early days of the war. It was made up of the initials of the "Australian and New Zealand Auxiliary Corps," and was used to describe that body of men (coincidentally it was also the name of a tiny village in Salonika occupied by these forces). After an engagement in which many thousands of Anzacs were killed, the British Home and Colonial Governments refused to allow the word to be used as a trademark. For equally sound reasons, they have reserved the sole right to the use of the words and the sign "Red Cross" to the organization of that name.

Harold F. Smith

Formerly on advertising staff of *Town Topics*, has joined the advertising staff of *Mid Week Pictorial*, rotogravure picture magazine published by The New York Times Company.

Gordon Hoge

Has advanced from the post of eastern advertising manager to that of advertising manager of *The American Legion Weekly*.

Metropolitan Advertising Golf Association

Will hold its second 1924 tournament at the Garden City Country Club, Garden City, Long Island, on June 19.

C. C. Winningham

Detroit. Has been appointed advertising counsel to the R. C. Mahon Company, manufacturers of metal specialties and fireproof doors, Detroit, Mich.

Charles A. Rose

Formerly with *Scribner's Magazine*, and *Doubleday, Page & Company*, has joined the New York advertising staff of *Current History Magazine*, published by The New York Times Company.

Street & Finney

New York. Has been selected to direct advertising for The House of Silz, Inc. Diplomat Chicken in glass jars is to be advertised.

J. F. Jenkins

Formerly representing *The American Fruit Grower Magazine*, has been appointed Western Manager of *Columbia*, published by the Knights of Columbus Supreme Council.

R. B. Gray

Recently advertising agent of the Illinois Central Railroad, and formerly assistant advertising agent of the Union Pacific, has been appointed advertising agent of the Union Pacific System, with headquarters in Omaha, Neb.

Who is Gagnier?

AN organization starting in 1911 with two men in a small room with three pieces of machinery, no capital and a big idea.

In those days, the demand for plates was small. As the demand grew, the two men grew and so did the little factory, until today, the Gagnier factory is the largest Stereotype Foundry in the country.

Substantially proving the quality, service and intelligence of Gagnier.

Try us out. Let us prove that Gagnier Plates and Mats and Service are all and more than we claim for them. And more than that you'll save money.

If you advertise in newspapers we can show you how to save time and money on your Plates and Mats. Outline your requirements. Let us quote prices. No obligation.

GAGNIER STEREO TYPE FOUNDRY

The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard

Advertising and Selling FORTNIGHTLY

Markets, Merchandising & Media



Illustration of a storefront with people standing outside. Below the image, it says '10 CENTS A COPY' and 'In this issue' followed by a list of names: 'Hawthorne, Whittier, Emerson, Lowell, and Longfellow'. Below that, it says 'By American Classics, Chicago, 1924. See "Laughing" by the New York Tribune, which is shown in this issue. By Paul H. Paine.'

If you don't receive the Fortnightly regularly

Advertising and Selling Fortnightly
52 Vanderbilt Ave., New York City

Please enter my subscription for one year (26 issues). Send no bill for \$2.00 when first issue is mailed.

Name

Address

Company

Position

Big advertising result for small advertising dollar—if that's your aim, we can help, for we know how to inject immediate sales urge into sane publicity.

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
McCORMICK BUILDING
CHICAGO

Oral Hygiene

He ought to know

Mr. L. V. Slight, president of the Dentinol & Pyorrhocide Co., says that *Oral Hygiene* is "the greatest advertising medium in the dental field." He ought to know. His company has used every issue since O.H. started in January, 1911.

34 Imperial Power Bldg., Pittsburgh, Pa.

W. Linford Smith, Chairman: Rea Proctor McGee, D.D.S., M.D., Editor; Charles Petersen, Treasurer; Merwin B. Maasol, Business Manager.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Tel. Harrison 8448.

NEW YORK: Stuart M. Stanley, Flatiron Bldg., Tel. Ashland 1467.

ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Tel. Olive 43.

LOS ANGELES: E. G. Lenzner, Chapman Bldg., Tel. 826041.

Where Are We Headed?

[CONTINUED FROM PAGE 22]

not proved an easy task. The panic of 1906-1907 resulted from a strained money situation and high interest rates. The depression of 1914 was caused by the war and the dislocation of foreign trade. The dullness of 1920-1921 was brought about by a bad credit situation caused largely by abnormal inventories. Today inventories are not inflated, credits are not frozen, and money is plentiful and cheap. In 1910 there was a slackening of business with easy money prevailing, but the period of dullness was short-lived and the subsequent recovery was rapid.

Of course, we have a number of serious industrial and economic problems at the present time that must be handled with great care. Our congressional halls are filled with lawmakers who appear to consider their personal political fortunes before their country's welfare. They assume to believe that every business ill can be cured by legislation. Artificial conditions created during the war caused an enormous expansion in our country's productive capacity. The war-shortage that existed in most lines has been made up. Even the housing shortage is approaching a state of normality. In many lines markets have not been developed sufficient in size to absorb full-time production. In the decade just ended our total wealth increased 74 per cent while our investment in manufacturing machinery increased 162 per cent. The agricultural situation in many states is unsatisfactory because of low prevailing prices for farm products.

WHEN we add to these adverse conditions the further fact that wages are out of balance, it would seem that the situation generally is filled with an excess of disease spots. However, if we will only throw away our blue glasses and pursue a course of original thinking, it will be evident to everyone that our country's business prospects were never so bright as they are today. I will not take time to set forth statements concerning our record wealth in property, trade and manufacturing facilities and gold reserves. I will not write of our unequaled natural resources, unparalleled climate, and wide diversity of products. Such facts are well known to all. In

truth, one would experience no difficulty whatever in reciting many overbalancing virtues and advantages for every present national deficiency that might be mentioned.

Our trouble today comes more from babying ourselves, from giving way to fear and from exercising short memories, rather than from irremedial industrial and economic ills.

We go to a foolish extreme in trying to cover up our own shortcomings by attributing the business curtailment to the tendency of Congress to raid the nation's treasury and assassinate commercial enterprise.

Not a few of our ills result from the failure of management to recognize the mote in its own eye. Too many of our executives have set themselves above criticism or correction.

WHAT we need as much as anything else is a recognition on the part of managements that the present time of curtailed business provides an opportunity to consider the advisability of cutting out some of the superfluous system that exists and making an honest effort to get back to first principles. We went in for efficiency so earnestly a few years ago that now many of our businesses are swamped with too much system. Each management expert that is employed to investigate the methods of a company seldom discards anything, but always adds to the complexities of existing operating methods.

We need to bear in mind that the problems which menace business never disappear. Even when times are prosperous, industrial ills are all about us, but they look different when we view them through the bright glasses of happy optimism. We need to know that there never has been any perfect economic balance in wages. At no time has there been a day when the scale of just deserts failed to show some workers getting too much and others too little. We need to remember that even in boom times we may find great basic industries struggling hopelessly to attain a plane of profitable operation. People who believe that all business must be good before any can be good, and that an economic balance must be struck before prosperity can return, are chasing a de-

usion that will cause them grief in the months to come.

The growth of our population, whether times are good or bad, goes on at the rate of 1,500,000 per year, and here we have a constant factor that is working all the time in the interest of the producer. In a short time confidence will return and business will be all the better for the cleaning-up process to which it has been subjected.

Managers and responsible officials will check up inventories in the shops and warehouses rather than the card indexes in offices. The idea will become prevalent that slack business is due just as much to under-consumption as to over-production. The idea will grow that deflation does not necessarily imply a reduction in output, and that the correct way out of industrial depression is not to increase idleness but to set every unemployed person to work.

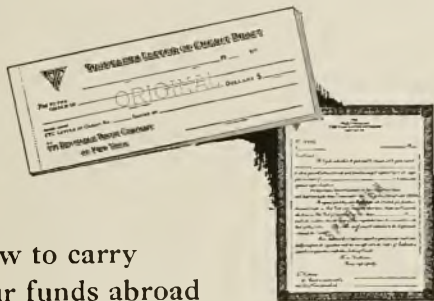
The present time of curtailment should be looked upon as an unequalled opportunity to analyze practices with the idea of bettering quality and cutting costs. While our timid managements are cutting down their forces, the farsighted executive will recognize that the present moment provides an opportunity to secure men of high ability who have been unfortunate in their connections. The same sound principle underlies buying stocks or hiring employees—get them when nobody seems to want them.

OUT of every time of business depression there has come a flood of useful discoveries. When industry is active it is only natural that practically the entire attention of executives is directed to increasing production rather than to inventing new methods and machines. When a company is making money the management usually is satisfied to let well enough alone. But when the figures turn to red the viewpoint is nearly always changed.

When business is bad the common custom is for the individual also to slow down in his effort and patiently wait for times to pick up again. The more sensible plan to pursue when markets are dull and orders hard to get is to work longer and move faster. Let the daily program include an earnest effort to widen the field of customers by developing new uses and new markets for each product.

Finally, instead of wasting time and energy asking, "What's the matter with business?" let us all change the inquiry to, "What's the matter with us?"

To all who are going to the London Convention A. A. C. of W.



How to carry your funds abroad

BEFORE you sail, purchase an ETC Letter of Credit for the amount of money you will need abroad. This may be obtained at any New York Office of The Equitable, or, if you are living out

of town, through your own bank.

The ETC Letter of Credit represents the safest, most convenient way to carry funds, especially if you plan to visit the continent.

It enables you to obtain cash at any well-known foreign bank; and the book of drafts, issued with it, saves time and trouble in encashment.

The ETC Letter of Credit also enables you to convert your dollars into pounds, francs or any other foreign currency at the prevailing rate of exchange.



An American bank in London

THE HEADQUARTERS of the Convention of the A. A. C. of W. in London are in the Bush House.

In the Bush House also is one of the two London offices of The Equitable Trust Company of New York.

This offers all American visitors to the Convention not only a cordial welcome from an American bank, but also complete

American banking facilities. It also affords special conveniences to holders of the ETC Letter of Credit.

In Paris, too, you will find an office of The Equitable—at 23 Rue de la Paix—with a Travel Service equipped to do many things to make the visit of holders of the ETC Letter of Credit more pleasant and enjoyable.

THE EQUITABLE TRUST COMPANY OF NEW YORK

NEW YORK OFFICES
37 Wall Street
Madison Ave. at 45th St.
247 Broadway

EUROPEAN OFFICES
LONDON: 10 Moorgate, E.C.2
Bush House, Aldwych, W.C.2
PARIS: 23 Rue de la Paix

Total resources over \$400,000,000

**Brown's Directory
of
American
Gas Companies**

—
\$10.00 a Copy

\$7.50 to Gas Companies
—

WILL BE READY IN AUGUST
—

*Your Order Should Be
Placed Now*
—

Robbins Publishing Co.
52 Vanderbilt Ave., N. Y. C.

Advantages of Building an Export Trade

By Walter F. Wyman

Sales and Export Manager, The Carter's Ink Company

EXPORTING is a straightforward method of making profits otherwise unobtainable. Direct profits are the simplest form of export profits. They are those arising from sales outside the United States which show a margin over cost plus overhead. Remington typewriters, with export sales of six out of every thirteen machines, show the possibilities of volume in direct export profits. A small manufacturer of oilcloth in Maine, with 50 per cent export sales, proves that volume possibilities of direct profits are open to all who make an exportable article.

Lowered production costs should be credited to the profit side of exporting. Gillette Razors, through its sales of millions of its razors abroad, has cut production costs to the bone—and increased its profits by the amounts of the savings. A small manufacturer of toilet preparations in New York, by reason of its export sales, was enabled to operate a cartoning machine. The lowered cost of production which resulted as against high hand-labor costs has meant profits—dollar profits—because of exporting. The lowered cost of production on the entire sales—not merely the foreign sales—should be credited to exporting.

Lower material costs due to the greater purchasing power arising from export sales result in dollar profits. Thirty thousand manufacturers in the United States paid less for their raw materials in 1923 because of their export sales volume.

Overhead costs are reduced through export sales. The seasonal and semi-seasonal industries of the United States must have foreign outlets in order to balance production and keep down overhead costs. Export sales fill in the valleys between the peaks of greatest domestic demand.

Surplus production to the extent of 10 per cent, or even as low as 5 per cent, over domestic demands has led to destructive price-slashing and unwarrantedly low domestic price levels. This deplorable condition in an industry can be remedied by the development of export trade.

In times of domestic depression the profits from export trade makes possible continued dividends. The enterprise which fortunately has export trade outlets forges ahead, while its competitors are forced to a part-time working schedule. The steady stream

of collections from foreign sales supplies capital for the payroll and for raw material purchases. It makes possible the securing of cash discounts.

It has repeatedly been estimated that a 20 to 25 per cent volume of well-balanced overseas sales is insurance against the menace of a depressed domestic market. When the home market is on the decline those who sell abroad make inroads in competitive domestic strongholds. For they capitalize their earned position by sales investments in the domestic field at a time their non-exporting rivals must retrench.

The United States is a manufacturing nation. But it is not the only manufacturing nation. Greater profits come to the exporting manufacturer because he is in competition with the products of other manufacturing nations. Our high tariff wall may well bar foreign competition and leave a non-exporting manufacturer in ignorance of worthy products which are of a type he could well make and increase his profits in our home market. The exporting manufacturer knows, and frequently adopts and adapts, the containers, packing, styles and methods of his foreign competitors.

ONE New England manufacturer has, since 1912, saved over a dollar a gross on one of his packages by improving upon a container which he first met in seeking sales in Australia. His dollar profits on this one saving have more than paid the entire expense of his export department.

Greater profits frequently come to the exporting manufacturer through the development of products to meet climatic conditions overseas. Rigid tests in dry and moist, hot and cold, climates have resulted in most profitable discoveries. The paint and varnish industry has repeatedly profited through development of its products due to the exacting conditions met in foreign markets. From insecticides to toilet preparations, rubber footwear to men's hats, greater profits at home and abroad have come to the manufacturers whose market-places reached every extreme of climate.

The Carter's Ink Company in the development of its foreign trade found a need overseas for an adhesive which possessed the merits of white paste but which would not crack or dry out in warm, dry climates. Three years of laboratory and field tests led to the discovery of Cico—the liquid paste. Today, it is the largest-selling desk

Selling value of color

AN advertisement dressed in blatant red invariably attracts attention. But it merely dazzles. It doesn't hold the eye.

The softer tones and hues—the blues, the grays and the greens—will charm and hold the eye. But they lack the arresting power of red.

By skillful application, your advertisement can combine the dazzle of the red with the charm of the softer hue. Hence—attract and hold the eyes of your audience.

Let us show you how to make effective use of color for profitable advertising results.

**SUPERIOR
COLOR COMPANY**

CARL F. SCHWENKER, INC.

Makers of Superior Printing Plates

200-210 West 38th Street
NEW YORK

From an address delivered before the eleventh National Foreign Trade Convention, Boston.

hesive. The sales of Cico are greater than the combined sales of mucilage and white paste, not only abroad but also in the domestic market.

The exporting manufacturer possesses a potential profit which at any moment may become an actual dollar profit. By meeting foreign competition overseas he comes to know of the methods, policies, products and service of his rivals in manufacturing countries. Thus he is ready to meet any invasion of the domestic market—an invasion which may come at any moment, either through tariff changes or through the desire of competitors overseas to test out the United States as a profitable field for their merchandise. Forewarned is forearmed!

THE domestic sales force can make greater profits through part-time export duties. More and more manufacturers are using their domestic salesmen to cover Newfoundland, Bermuda, Bahamas, Cuba, Porto Rico and border cities in Mexico. It is frequently possible to arrange for these trips so that they synchronize with non-buying domestic seasons. This is the equivalent of adding experienced salesmen at the mere cost of their traveling expenses. Literally thousands of American manufacturers, without increase in selling price, make greater profits overseas than at home. This is because so many American articles are made, in part or in whole, from imported materials on which duty is paid. When these articles are sold in the domestic market, naturally the duty paid on the imported materials becomes a part of the cost of manufacture. But when these identical articles are exported, it is possible to secure a refund or "drawback" of 99 per cent of the duty paid—100 per cent in the case of imported alcohol. There can be no more striking proof of the greater profits possible through exporting than these cases involving "drawback."

One of the latest developments of profits is inventory control through export trade. It is the one scientific method of disposing abroad of actual and potential surpluses. Without it the purchasing and production heads of the non-exporting manufacturing enterprise either must purchase from hand to mouth, with consequent danger of poor service, or run the risk of over-crowded inventories. If an endeavor is made to dispose of these surpluses in the domestic market, the result is either a lowering of price levels—most difficult to regain—or the use of intensive sales efforts which lead to abnormally high sales expense and competitive reaction forcing the continuance of abnormally high sales expense.

By placing upon the export executive the dual duty of developing markets at normal sales expense and maximum profit and also the preparation of fields abroad for the distribution of inventory surpluses at sound prices even at high salary expense, the problem is adequately solved.

The enterprise which protects itself



Automobile Service in England

A fleet of 300 six passenger Daimler cars costing over \$10,000 each, with liveried chauffeurs, gives you luxurious comfort at a reasonable cost and a service built up on courtesy and efficiency.

For full particulars apply to the New York Office of
DAIMLER HIRE LTD., 244 Madison Avenue
 Caledonia 8850 Telephone



By Appointment to H. M. KING GEORGE V.

A luxurious car for just as long as you need it

DAIMLER HIRE LTD.

243 Knightsbridge

LONDON, ENGLAND



"CUTLETS" (Trade Mark Reg. Applied For) like those reproduced above, add new sparkle to house-organs, sales letters, circulars, newspaper advertisements, etc.—

\$1.25 for one-inch size
 \$2.50 for two-inch size

In quantities of twenty, a 20 per cent reduction. Mats furnished at special rates.

Proof sheets on request

CUTLETS: 1718 Tribune Building, New York

Will You Be in Business in 1934?

Before a meeting of advertising men in Chicago on February 7th Henry S. Chapin, Editor of "Educational Foundations of New York" said:

"If you expect to be in business for at least ten years more get your trade mark in the mind of the child. It will live there and your article will be a classic in the next generation."

"Children are just five times as bright as adults. The youngster who makes daily trips to the grocery for his mother is the one whom advertising men should centralize upon. His running errands to the store makes many sales and the impressions he gets influence his parents."

Many national advertisers are asking the School Teachers of America to help them get their messages into the classroom. Each Teacher is in close daily contact with the pupils (an average of 30) under her charge. Her word on all subjects bears great weight. Children make mental notes of what she says, of what she does and uses. They talk over at home what occurs at school. The schools of today presage the world of tomorrow. Impressions made at this age on tractable young minds stay forever.

Normal Instructor is a wide and busy channel reaching through more than 160,000 School Teachers almost 5,000,000 children coming from several million American homes.

Let us explain how other advertisers are getting into this market. We will gladly outline a definite plan for your product without obligating you.

F. A. OWEN PUBLISHING COMPANY DANSVILLE, N. Y.

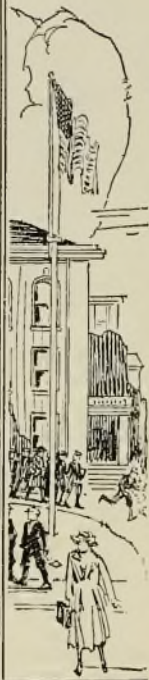
CHICAGO
1018 So. Wabash Ave.,
C. E. Gardner,
Advertising Manager

NEW YORK
110 West 34th Street,
George V. Rouage,
Eastern Representative

NORMAL INSTRUCTOR and PRIMARY PLANS

For Teachers of All the Grades and of Rural Schools

Applicant for Membership in the A. B. C.



by inventory control through export trade saves many thousands of dollars in carrying charges. It also avoids tremendous losses due to unjustifiable lowering of prices or sales methods which result in continued abnormal sales expense.

It is possible to list scores of other definite proofs of greater profits due to exporting. For with the establishment of markets overseas each sales idea is multiplied; the cost of records is reduced per dollar of sales; the elasticity of the inside clerical force is increased, and openings are provided for the disposal of standard merchandise when desirable immediately to introduce in the domestic market new type of label, container or packing.

A product of merit in the market here at home, but with a limited market, finds its greatest value in the world trade with many markets, large and small, in which its peculiar qualifications will be welcomed. Exporting frequently leads to desirable import contacts. Many American manufacturers found during the war years that their foreign travelers, agents and branch houses were able to secure materials at a time when their domestic and non-exporting competitors were unable to offer standard merchandise.

"Press Representation" Session at London Convention

A list of the speakers for the "Press Representation" Session of the Departmental Section scheduled for Tuesday afternoon, July 15, Associated Advertising Clubs of the World Convention, London, has been announced. The meeting is to be a joint one with the Fleet Street Club of London, which will act as host at a luncheon preceding the session. Sydney D. Nicholls, advertising manager *Sunday Pictorial* and president of the Fleet Street Club, will preside at the luncheon and welcome the overseas delegates.

The program of speakers for the newspapers is as follows:

W. F. Rogers, chairman, Bureau of Advertising of American Newspaper Publishers' Association, "Outline of Our Plan of Work."

F. St. John Richards, Eastern representative, *St. Louis Globe Democrat*, "Selling Newspaper Advertising Space."

The following will speak for the magazines:

James O'Shaughnessy, secretary, American Association of Advertising Agencies, "Magazine Advertising in America."

George French, "Some Sidlights on Magazine Advertising."

Paul Block, newspaper publisher and advertising director *Pictorial Review*, "The Advertising Salesman."

Representatives of newspapers and magazines attending the London Convention who are interested in the foregoing program are requested to communicate with Dan A. Carroll, 110 East 42d Street, New York.

The George L. Dyer Company

New York. Has been selected to direct advertising of Pettijohn's breakfast food.

The Architectural Record

119 West Fortieth Street, New York
Established 1891. Net paid circulation in excess of 11,000 per issue including 6128 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. B. P. Inc.
ON REQUEST (Sample copy, A. B. C. report, rates, 15 page booklet, "Building the Architect," building statistics, etc.

\$63,393 from One Letter!

\$63,393.00 worth of merchandise sold with a single one-page "form" letter at a total cost of less than \$100.00. Send 25c. for a copy of *Postage Magazine* and an actual copy of this letter. If you sell, you need *Postage* which tells how to write Sales-Promoting Letters, Folders, Booklets, House Magazines. Subscriptions \$2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail.
POSTAGE—18 East 18 St.—New York, N. Y.

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

THE JOHN IJELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

We draw comic characters to fit your business? \$32 each. Also hundreds of sales helps & ideas in proof form.

What are your needs?



Exclusive Cartoon Service 1443 Prospect Ave CLEVELAND

The Story of an Advertising Agency that was ahead of its time

AND A PROPHECY CONCERNING TOMORROW

TWENTY-FIVE years ago this year the head of our agency opened an office in New York and set out hopefully to secure customers for his services as an advertising agent.

HE HAD A BACKGROUND of several years of successful experience as an advertising manager, and a deep-seated conviction that painstaking "follow-through" was as important as it was then rare in connection with advertising. The principle upon which he began business was that the advertising agent should share the responsibility for this "follow-through" as well as for the more spectacular phases of his clients' advertising.

OF WHAT AVAIL was it to spend large sums to attract people's attention and stir their interest if this interest was not followed up systematically, persistently, intensively? If the advertising impulse was not followed *through*?

IN THOSE EARLY DAYS of advertising the agency business was pretty much a scramble for "billing." With a few shining exceptions advertising agents acted largely as space brokers. "Copy" was usually thrown in, but agency service as we know it today was yet

to be taken up generally as an agency conception.

RAY D. LILLIBRIDGE believed that he could expect a certain income from agency commissions, but he knew that in many cases commissions on his "billing" would not pay for the kind of job he wanted to do for his clients. At least not in the early stages of his work for them. He realized that in a sense he would have to be independent of "billing."

THERE SEEMED to be just one way to make certain this independence. That way was to charge every client a substantial fee as the basis of his remuneration, regardless of the amount of advertising to be done or the methods or media to be employed.

* * *

SOON after obtaining his first accounts a new conception of agency service confronted him—a conception that was to develop a number of years later in the agency field into the high-sounding terms "Market-Research" and "Product-Analysis."

HE DID NOT THINK in capital letters of this new phase of what he regarded

as a good working principle for an agency. He did not even realize that he was ahead of his time. To him it seemed simply common sense to find out everything he could about a client's market, and how his product or service met the needs of that market, before starting to advertise.

THAT SOUNDED simple enough. But he soon discovered that it took a great deal of time—time that had to be taken from more profitable work. And presently he came to a realization of the cost of this intensive research and "follow-through" that he applied to his clients' advertising.

IN SHORT, he learned, as every advertiser and advertising agent was to learn later—that market study in advance of advertising and "follow-

through" in continuation of advertising involved a great deal of work not contemplated by the commissions earned by the account, or even adequately covered by a fee that seemed justifiable.

HE FACED *an important decision*. Should he essay to raise his clients' fees? Or should he blink the importance of market study and "follow-through," and become a space broker like most of the other agencies of that day?

* * *

HE MET THE SITUATION by adding a budget plan to his fee system and creating what is now known as the Lillibridge "Fee-and-Budget System," a system under which our agency has operated successfully for many years.

What is the LILLIBRIDGE *"Fee-and-Budget System"?*

THIS system is a combination of the fee system already described [we charge a minimum retainer of one thousand dollars per month] and the sound business practice of making out separate budgets covering every phase of an advertising program *before* it is undertaken.

WHEN WE PREPARE such a set of budgets we figure definitely on market study, on the preparation and placing of advertisements, and on the necessary "follow-through" plans and materials. For example, our budgets in-

clude in addition to the cost of publication space: the carefully estimated cost of art work, type composition, engravings, copy, printing, postage, booklets, catalogs, mailing, etc. To these items we add a moderate service fee to cover the time and labor involved in the details of creative and production work and the mechanics of thorough-going "follow-through."

WITH SUCH carefully worked out budgets a client knows *in advance* not only the amount of his advertising bills, but also *where every dollar he appropri-*

ates for advertising is going and what it is expected to accomplish for him. And because we are assured of a fair return for our time and skill and labor, irrespective of whether the expenditures are made where the commissions are considerable or where the commissions are nil, the relationship is ideal for every dollar of the client's advertising appropriation producing every dollar's worth of results that his and our combined skill and experience can make it produce.

THE QUESTION sometimes arises: How do you reconcile this "Fee-and-Budget System" with the agency commission system? The answer is that it logically complements the commission system.

We work a bit differently

OUR way of working is to crystallize our clients' needs and problems, whether they pertain to distribution, sales, good-will or prestige, and set up "objectives." We then formulate plans for reaching these "objectives" in the most direct way and by the most economical methods possible, and carry these plans through to the last detail, after they have been approved by the client.

• • •

As you will have gathered by now, by "to the last detail" we mean more than the usual details connected with the production, placing, and checking of advertisements. We mean the de-

COMMISSIONS earned by a client's advertising are credited against his fee up to the total amount of that fee—which incidentally is larger in some instances than the minimum retainer heretofore mentioned. Beyond that point they are retained by us, for we neither split nor rebate commissions.

THE "Fee-and-Budget System" has enabled us to take on clients whose promotion work had to be largely of a development nature during the first years, with little opportunity to employ publication advertising space, and to give these clients the same quality and measure of service we have given those clients who were thoroughly established advertisers, using a considerable volume of space.

tails of research; work with the trade or profession; preparing dealer literature, sales bulletins and direct-by-mail advertising; editing house organs; compiling and printing catalogs; writing technical treatises, popular articles and books; compiling accurate mailing lists for special promotion purposes—in brief, all those "mean jobs" that are generally considered as unprofitable nuisances around an advertising agency [and indeed often around the advertisers own offices] but which must be carefully worked out and dovetailed with the more spectacular part of any advertising program if anything like the measure of success possible is to be realized.

OUR BUSINESS *has grown steadily for 25 years.*

OUR DESKS *and our minds are free from unprofitable accounts.*

OUR BOOKS *show no losses resulting from carrying speculative accounts and we have no credit risks.*

WE HAVE PROVED *the soundness of our "FEE-AND-BUDGET SYSTEM."*

WE HAVE PROVED *the effectiveness of the "objective" method of tackling advertising problems.*

AND REPEATEDLY we have demonstrated our ability to achieve remarkable results with very modest appropriations by virtue of well-planned and carefully executed "follow-through," handled as an integral part of the advertising program.

And now we hazard a prophecy —

WE believe that the next big step in agency service is going to be the realization of the importance of "follow-through."

IT TOOK MANY YEARS for the advertising agents of the last generation to discover the importance of market research and analysis and to screw up their courage to the point of charging for this work on a proper basis.

NOW SIGNS are beginning to point to a similar awakening to the importance of "follow-through" and we be-

lieve many of the advertising agents of *Tomorrow* are going to consider "follow-through" as important as market-analysis has come to be considered.

MEANWHILE, among the responsible executives to whose attention this message may come there are doubtless some who will be glad to know of an agency that has been doing business successfully on such a basis for 25 years and can refer to a fine clientele. It would be a pleasure to explain our service in greater detail to any such.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899



Incorporated 1909

111 BROADWAY

New York

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

ROPE.—An order from the Commission prohibits a distributor of rope to obbers and dealers, located in New York City, from representing itself as a manufacturer of the rope it sells, when the fact is the rope is made by another concern.

GUARANTEEING GROCERIES AGAINST PRICE DECLINE.—The officers, directors and members of a wholesale grocers' association, with headquarters in Milwaukee, Wis., have been ordered to discontinue the practice of inducing, influencing or coercing manufacturers to guarantee their goods against price decline.

UNION MADE.—A Philadelphia concern manufacturing overalls has been informed that it is unlawful to label or stamp the words "union made" on its product unless made in a union shop by persons who are members of a labor union.

BISCUIT COMPANY UPHOLD.—The order of the Commission, commanding the National Biscuit Company to cease and desist from refusing to recognize pools for purposes of discount, has been reversed and set aside by the United States Circuit Court of Appeals in New York. The court found that the discount policy as applied by the National Biscuit Company between chain stores and individual retailers was fair and lawful.

PRICE MAINTENANCE ON MUSIC ROLLS.—One of the leading companies producing and selling player-piano rolls, with headquarters in Chicago, has been ordered by the Commission to stop the practice of fixing standard resale prices in cooperation with dealer customers and others. The company has been ordered to stop also the making of agreements by which dealers undertook to deal exclusively in player rolls made by it, even if the roll desired was not being made by the company. It was found that the company controlled practically 50 per cent of the player roll business of the country, and that by its methods it virtually forced dealers to agree to its plans or else cut them off from its list of customers.

PREMIUMS.—A firm in Baltimore, Md., has been ordered to discontinue the practice of combining with retailers and others in giving articles of merchandise of unequal values in connection with the sale of equally priced packages of tea and coffee by means of coupons. The company sold teas in hundred package lots and agreed to furnish to retailers 100 pieces of assorted chinaware with each 100 packages of tea purchased. The impression was that the company was giving the chinaware free of charge to the retail dealer, and that the retail dealer in turn was giving the chinaware without extra charge to his customers. The Commission found, however, that the wholesale price of the packages of tea or coffee was fixed at an amount which covered the total cost of 100 pieces of chinaware and the 100 packages of tea or coffee, and at the same time gave the company a reasonable profit.



What has My Home to do with Your Business?

IT used to be the ownership of an automobile that determined the social standing of a family.

Today everyone from George, the ashman, to Mr. Jones, the banker, has a car. There's no distinction in that.

But, comparatively few people can boast an attractively furnished home. That is the mark of distinction these days—and you and I are just beginning to realize it.

Merchandisers predict that following this present trend of interest in the home as a mark of social standing, sales of housefurnishings will increase rapidly.

A mighty good time NOW—to do the necessary missionary work among these well-rated retail furniture stores. They are the merchants from whom I buy not only furniture but rugs, stoves, vacuum cleaners, washing machines—all that goes to make my house a real home.

The Grand Rapids Furniture Record has a complete retail merchandising plan that has proved its value to manufacturers. May we tell you about it?

The Grand Rapids Furniture Record

(Periodical Publishing Co., Grand Rapids, Mich.)

Members The A. B. C.—American Homes Bureau—Members The A. B. P.

NEW YORK CHICAGO CINCINNATI PITTSBURGH LOS ANGELES
WASHINGTON, D. C. MELBOURNE, AUSTRALIA

On an 8-INCH golf course -- somebody's BRAIN -- every advertisement you put out plays to win or lose your money. But no game is ever played on home grounds! Without help sent against tremendous competition, your printed word has got to upset the equilibrium of a thousand minds and ----* Are you sure you know the course?

*See Berrien's Big Black Book.

Goode & Berrien,
Advertising Counsel, 19 West 44th Street, New York.



Your Eagles are MY Mosquitoes

NOTHING of yours ever seems half so important to me as it does to you. Millions of advertising dollars are wasted every year because what I want to hear has nothing to do with what you want to say. People will read only what interests them. And there are only five things that interest everybody! It is cheaper to change your advertisement than to change human nature.

K. M. Goode

When you think of advertising - among straight simple scientific lines - think of Goode & Berrien, Advertising Counsel. Why not ask Mr. Berrien to show you his Big Black Book?



Men, ideas, business opportunities and services meet in The Market Place. . . . An economical introduction between men and jobs, jobs and men. This issue The Market Place appears on page 69.

Helping Advertisers Use Newspaper Space

[CONTINUED FROM PAGE 26]

Armed then with facts and figures and statements from retailers all leading up to definite sales opportunities, may we not then solicit very impressively a list of candy manufacturers with the proposal to come in, use our newspaper with its easily proved influence to capture a market at a fair price?

It seems to me the advertiser, constantly looking for opportunities to advertise and constantly facing the growing cost of doing business, would jump at a proposal to enter a market if it were shown by simple mathematics that he had not yet reaped a genuine harvest of business. In this way we should be soliciting business with the advertiser's welfare strongly to the fore, but with our profit just as well assured in the background.

IN traveling about the country, we seldom find the manufacturers of a community advertising in the town where their goods are made. This, of course, is in line with the well-known belief that distant pastures are attractive. I have been in many places where newspaper people were unable to tell me what they made in a certain factory, whose big chimney reared itself above the horizon on the outskirts of the town. In other places I found fairly comprehensive information about the manufacturers, but this was due to the fact that these factories were called upon by newspaper solicitors only when the paper got out a special edition.

What's wrong with making a survey of the town for the special benefit of these local manufacturers to see how much distribution they have in their own city, and perhaps to show them a market right at their doors that they are overlooking? The whole gospel of national newspaper advertising is the development of logical markets and if a manufacturer has a profitable sales opportunity in his front yard which he is overlooking in favor of another market a thousand miles away, he should be your everlasting debtor if you can bring it to his notice.

What's wrong with making the unfinished business of every solicitor on our paper the development of a worthwhile advertising account from a local manufacturer? Why not hang up a prize or a bonus, not for the man who increases a depart-

ent store account from 500,000 lines a year to 750,000 lines, but for the man who makes a three-times-a-week advertiser out of the X. Y. Z. Machinery Company, that makes good checks but has not yet got the people to its bailiwick to understand this act?

If the day ever comes when we can say as an industry that we are not committing commercial murder in the name of cooperation, that our columns are closed to press agency of all kinds and that our retailers shall not be exploited with our help by advertisers who deal in pure dealer bunk advertising, national advertising in the newspapers will grow by leaps and bounds.

And many an advertiser will be amazed to find that a real consumer campaign in the newspapers without strings or trimmings attached to it, will return him profits that he does not dream of today.

M. Beach

Coincident with the removal of the Westinghouse Lamp Company from 65 to 150 Broadway, New York, E. M. Beach was advanced from the post of assistant advertising manager to that of advertising manager. Prior to joining Westinghouse, three years ago, Mr. Beach was associated with the Erickson Agency.

"Better Homes and Gardens"

Will be new name of the Meredith publication, *Fruit, Garden and Home*, commencing with the August issue.

Joseph Richards Company, Inc.

New York. Has been selected to direct advertising for the Standard Envelope Sealer Manufacturing Company, Everett, Mass.; and the Ground Gripper Shoe Company, Inc., and Ground Gripper Stores, Inc., New York.

The Chambers Agency, Inc.

New Orleans. Has been selected to direct advertising for the Humble Oil Company, Texas.

Charles C. Green Advertising Agency, Inc.

New York. Is preparing a newspaper campaign for The Coffee Products Corporation, same city.

Charles Hope Provost

Has resigned the art directorship of The Wrigley Engraving Co., Atlanta, Ga.

George K. Gauff

Recently representative of *International Engineering*, a McGraw-Hill Company publication, in Cleveland territory, and formerly associated with *Dun's International Review*, has been appointed manager of the Cincinnati territory of the *Manufacturers Record*, Baltimore.

Specific Data

is now available covering lumber, prepared roofing, wallboard, motor trucks —the buying habits, volume and value of sales, and many other facts covering the 5000 dominant dealers who read

BUILDING SUPPLY NEWS

The Dealers' Own Paper

If you are handling an account which includes anything in a building, ask us for the facts regarding the possibilities for it. Our merchandising editor will also be glad to give you the benefit of his long experience in the business of retailing building supplies.

There is no reason why you should have to guess about anything in this field, when a 2c stamp will bring you the information.

BUILDING SUPPLY NEWS

The Dealers' Own Paper
407 So. Dearborn St., Chicago, Ill.
A. B. C. A. B. P.



Confidence

¶ *Confidence* has no substitute. Money cannot buy it. Distance and time cannot shatter it. Business *Confidence* is no different than the other kind, for both are born of human trust.

¶ THE ROTARIAN, like the Association which it represents, is built on a solid foundation of *Confidence*. It has earned the *Confidence* and respect of its readers and of the advertising world through a strict adherence to the principles of fair dealing—in no other way could it have gained its present enviable position.

Advertising Manager
Frank R. Jennings
221 East 20th Street
Chicago

THE
ROTARIAN
The Magazine of Service
CHICAGO

Eastern Representatives:
Constantine & Jackson
7 West 16th Street
New York

Member Audit Bureau of Circulations

Subscription price: \$1.50 in U. S., Newfoundland, Cuba and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2 in all other countries.

Published Monthly by Rotary International



Concerning Booklets!

The Black & Blue Book will shorten your search for the unusual mailpiece

Complimentary to Executives

GUY W HODGES, INC.
130 WEST 42ND ST.
New York

GIFTWARES

Booklets

110 WEST
40th STREET

STENZEL

"Art on a Business Basis"

Tomorrow's Sales Force

By A. E. Warfield

General Sales Manager, Peaslee-Gaulbert Co., Louisville, Ky.

IN an address before the Paint and Varnish Sales Managers' convention held in Detroit, Mich., on June 4, Mr. Warfield in the course of his remarks made several suggestions that are of particular importance to sales managers in every field of endeavor, although they were directed specifically to those in the paint and varnish industry.

THERE are still 50 per cent of the paint and varnish salesmen on the road today who know little or nothing about the goods they are selling. How can these men help select a stock of paint and varnish that the dealer can sell at a profit in his town or community?

If 50 per cent of the present sales force of the manufacturers is not sufficiently posted on the line they are selling, you and I, as sales executives of this industry, are to blame for it; and I don't believe any one of you will take issue with me on this statement.

As I see it, the first step along educational lines is among our own sales force. How should we go about this? There are many ways. First and foremost is to fill every available gap in your office and factory with young men just out of high school or college; let these young men replace the innumerable females that are to be seen nowadays in every business office. Begin immediately to train these young men when placed. Don't leave them to shift for themselves; watch them; gain their confidence; show them you are their friend; promote those who deserve it as quickly as possible, and change them constantly from department to department both at the office and factory; but in doing this, whatever you do keep them satisfied. If you will do this, by the time these young men are old enough to start out on the road they will know your line and your policies, and most of them will make valuable salesmen.

You might say that such a policy would be hard to carry out. No one knows this any better than I do. You will have a great many disappointments, and the work that these young men will do to begin with will be very mediocre compared to the work of the average office woman, because young men are more careless and are harder to train in detail work which is so essential to the well regulated office. If, however, we would take the pains that we should in training these boys, they will bring us big dividends in the way of valuable men later on.

I know this for I have tried it out,

and the most valuable men on our sales force today are the ones who have gone through our organization along the lines I have mentioned.

One of our great troubles is that many of us have grown too fast and want to grow still faster, and it has been my experience that the more we expand the more money we waste on inefficient salesmen. If each one of us would go away from here tomorrow with a full determination not to send out any more salesmen (regardless of how badly we might need representation in any certain territory) until we secured men who knew our line thoroughly and in a way that would enable them to impart what knowledge they have to the dealer, his clerks, or the master painter that they sell, it would be the biggest step forward that we, as sales executives, have made in the last twenty-five years.

If we would only see to it that our whole sales force is efficient, and insist upon each and every one of them taking enough interest in the dealer, dealers' clerks, and master painters that they sell, to make them as good paint and varnish men as they are themselves, our constantly increasing cost of distribution would stop; so would a good many of our other troubles that now exist in getting proper distribution.

OUR greatest stumbling block today is the lack of interest that the average dealer takes in his paint and varnish stock. Why is that? Nothing but lack of profit which is brought about in several different ways, principally:

First—Ignorance displayed by both the dealer and the manufacturer's salesman in the stock selected.

Second—Not enough stock of any one kind or manufacture.

Third—Over-stock in unsalable goods; not enough turnover.

Fourth—Too many different lines; lack of turnover.

Fifth—Ignorance of the line on the part of both the dealer and his clerks.

There are possibly other reasons for lack of profit to the dealer, but the five mentioned are the main ones, and if we can eliminate them in time, it will go a long way toward putting our industry where it rightfully belongs.

We should educate and train our own salesmen and not try to fill our sales force with salesmen who have already been educated by our competitors, as so many of us have done. If we did this, we would save a great deal of money that is annually wasted by those who pursue the latter practice. I don't mean by this that we should never consider an application from a salesman

HOTEL ST. JAMES

109-113 West 45th Street, Times Square
NEW YORK, N. Y.

AN hotel of quiet dignity, having the atmosphere and appointments of a well conditioned home. Much favored by women traveling without escort.



Rates and Booklet on application
W. JOHNSON QUINN

May our Advertising Composition have an opportunity to talk for you?

Wienes Typographic Service
Incorporated
203 West Fortieth Street
New York

For 15 years the leading best equipped business research organization.

Surveys and special investigations—dealer questionnaires anywhere in U. S. \$1.50 per dealer, 75c consumer.

Industry researches on over 300 lines available at \$150 and upward.

BUSINESS BOURSE

J. GEORGE FREDERICK, President

15 W. 37th St., New York, N. Y.

American Lumberman

Published in CHICAGO

Member
A. B. C.

READ wherever
Lumber
is cut or sold.

who has been previously in the employ of any one of our competitors, but the point I would like to make is, that when we do consider such an applicant, endeavor to get all the facts about him before employing him. Those of us in whose employ these men have been should tell our competitors frankly when we are asked the good and bad points of any such of our ex-salesmen. Too many of us are prone to give these men a good "send-off" when they do not deserve it.

As I see it, this whole subject can be worked out in time by closer cooperation among ourselves. We should put our whole force and ability into the further development and education of our own salesmen and insist upon their putting the same effort into every branch of their re-sale force, whether it be jobber, retail dealer or master painter.

Orange Judd Illinois Farmer

Is the new name of the *Orange Judd Farmer*, Chicago.

Publicity Club of Springfield

Massachusetts. Has elected the following officers: President, M. A. Pollock, assistant sales manager of Rolls-Royce of America, Inc.; vice-president, A. E. Hobbs of the Springfield office of Charles W. Hoyt Company; secretary, E. W. Stack; assistant secretary, C. F. Norton; treasurer, H. L. Bradley. Directors: J. E. Welch, David R. Osborne, Frank Weschler, Percy O. Dorr, Alfred S. Robinson and Albert E. Steiger.

Women's Advertising Club

Chicago. At annual meeting elected the following board of directors: President, Laura Alta Johnson; first vice-president, Anna Schaaf; second vice-president, Florence Odell; recording secretary, Lois H. V. Donaldson; corresponding secretary, Marguerite Heinrichs; treasurer, Ora V. Johnson; historian, Lucina E. Judd. Chairman membership committee, Hilma K. Benson; chairman program committee, Anita E. Simpson; chairman publicity committee, Verna O. Ward; chairman vocational committee, Edna M. Runner; chairman social committee, Frances Hewett Crouse; chairman finance committee, Anna V. Ahsens.

Harvey W. Madara

Has been appointed classified advertising manager of the *Philadelphia Record*.

Saturday Review of Literature

A new weekly to be published by Time, Inc., New York, publishers of the weekly news magazine *Time*, will be edited by Dr. Henry Seidel Canby, recently editor of the "Literary Review" of the *New York Evening Post*. Associated with Dr. Canby, as contributing editor and columnist will be Christopher Morley, formerly of the *Post*, and William Rose Benet and Miss Amy Loveman, who also come from the same paper.

"Putting Life Into Still Life"



DANA B. MERRILL
25 West 45th St., New York
Telephone: Bryant 1207-8

TO PRODUCE A BETTER PRINTING PLATE AND GIVE A BETTER SERVICE HAVE BEEN THE AIM AND INTENTION OF THIS COMPANY SINCE 1871.
"YOUR STORY IN PICTURE LEAVES NOTHING UNTOLD"

THE MOSS PHOTO ENGRAVING CO.
ROBERT HORNBY INC.

PHOTO ENGRAVING
ELECTROTYPING

LEAD MOULDS
COLOR PLATES
RETOUCHING

PHOTO-ENGRAVING
ELECTROTYPING

438-448 WEST 37TH ST. N.Y. TEL. CHICKERING 0970-0971-0972

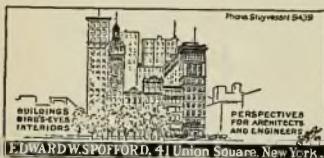


PROVE IT! SHOW THE LETTER

Your salesmen should show skeptical prospects testimonial letters received from satisfied customers—it supplies proof and gets the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales thru their use. Successful salesmen want and will use them.


Write for samples and prices.

MAX PHOTO PRINT CO., 31 W. Adams Street, Chicago



Bakers Weekly A.B.C. - A.B.P.


NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.



A TAYLOR THERMOMETER
ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend Taylor Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.
Write for catalog and quantity prices.
Taylor Brothers Company
100 CHESTER ST., N. Y. N. 38
(Division of Taylor Instrument Companies)



MULTIGRAPH RIBBONS RE-INKED
Our process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.
Send 2 Ribbons to be Re-Inked at our expense.
W. SCOTT INGRAM, Inc.
Dept. C., 65 West Broadway NEW YORK CITY



CRAM CUTS—
for booklets, house organs and advertising.
\$1.00 each
THE CRAM STUDIOS,
B-109, Muskegon, Mich.

Advertising's Next Step

By *S. A. Weissenburger*

Publicity Director, The Halle Bros. Co., Cleveland, Ohio

WHEN the searchlight on the cost of doing business begins to play on the economic value of advertising, who will be in the spotlight? People do not discuss any problem very long before they bring into it the personality of a man. The public would rather talk about men than about theories or practices. When they start to discuss the wisdom of spending huge sums of money on advertising, they will start to consider the type of man who is responsible for the spending of that money.

Some people do not think well of the advertising manager. If you have never had the experience of hearing hard-headed business men criticize advertising, advertising men, their alleged malpractices, their foibles, their weaknesses, their inability to grapple with business problems, you have one of the most startling experiences yet ahead of you in this vale of tears.

A publisher of one of America's most aggressive trade papers says he rarely bothers to confer with the advertising managers among his clients. He goes straight to the front office and talks with those who are in authority.

A retail merchant, one of the most successful in a large mid-western city, said the other day in talking to another merchant, "I never ask my advertising office what to do. I have to tell them."

Recently an executive who is the president of one of America's greatest industries said he had no representative of the advertising department on his executive board. He said a vice-president who was in charge of the marketing of his product was supposed to represent the advertising angle. The president said he did not consider his advertising manager a big enough man to sit at the same table with his financial adviser, his production manager, his merchandise manager, or his personnel director. Is it time for divorce proceedings, and who should be the plaintiff?

No real advertising man will work in this kind of organization. And, personally, I believe that every business, to paraphrase Disraeli, has exactly the

kind of publicity department that it deserves.

Where publicity is respected; where the business is not continuously in search of a miracle man; where competent men are employed; where they are paid well; where the publicity office given the privileges that go with responsibilities; where you will find professional mourners who sigh about advertising and advertising men.

If we advertising men want to qualify for the important chair that is now vacant at so many executive boards, we want to convince business men that we understand business men themselves. We have to know enough about general business problems that we can confront business men to speak and act intelligently.

It is not enough that we be expert in the production of advertising. It is not enough that we can write the very best copy. It is not enough that we can

pick good art work. It is not enough that we can buy circulation intelligently. We cannot afford to be so vitally concerned with just the production and placing of our advertising; that we cannot give an intelligent, sympathetic viewpoint on the problem of business in its entirety.

If we can meet business men on their own ground with a mutual understanding and respect for the everyday problems of a business, and we can both truthfully and logically take them along mentally past the points that can be proved, we are beginning to break down the resistance toward those things which they must take partly as a matter of faith.

Advertising is much in the same position these days as engineering was forty or fifty years ago. And it is up to each one of us to do something either in word of mouth instruction or in any way we can to see that the principle we believe to be right are taught to the younger men who must follow us.

Business is coming to know that advertising has become too great a force is too expensive, has too many contacts with other divisions of business to have advertising administered by amateurs and the poorly equipped.



S. A. Weissenburger

Arnold W. Rosenthal

Promotion manager, *Good Housekeeping*, died June 6, at his home in New York. After graduating from the University of Pittsburgh, Mr. Rosenthal conducted an advertising agency in Pittsburgh, his home city; later, he took charge of circulation promotion in *Good Housekeeping*, left to conduct an advertising and sales promotion service for a number of magazines, and returned as promotion manager, in 1921. Was chairman of the program committee of the Civic Club, a member of the University of Pittsburgh Club, and one of the founders of the Pittsburgh Dramatic Club.

Cleveland Advertising Club

At its annual meeting elected Thomas Hendricks, sales and advertising director of the A. L. Englander Motor Company, to succeed George A. Rutherford as president. Three new directors were elected: Trenton C. Collins, advertising manager, the Higbee Company; John S. King of the John S. King company; and Brewster P. Kinney, vice-president of the Kinney & Levan Company. The following nine directors were re-elected: T. V. Hendricks, Jay Klauer, R. J. Izant, C. W. Mears, Charles E. Percy, George A. Rutherford, Frank Strock, Paul Teas and Tim Whrift.

Special Libraries Association

Announces that in addition to the general sessions to be held jointly with the American Library Association, at the Fifteenth Annual Convention at Saratoga Springs, June 30 to July 6, there will be group meetings of special interest, such as financial, technical, law, insurance and commercial-industrial librarians. Source lists on market analysis and statistics, advertising, sales management, etc., will be presented by librarians of the Harvard Business School, Bureau of Railway Economics, New York Federal Reserve Bank; William T. Grant Company; Barton, Durstine & Osborn; the Kipinger Agency, Washington.

Minneapolis Daily Star Company

Newly organized, has acquired the former *Minnesota Star*, now known as the *Minneapolis Daily Star*. The business staff remains unchanged; the officers and directors are: President, John Thompson; Vice-President, Thomas A. Lear; Treasurer, A. B. Frizzell; Secretary, H. D. Bratter, and H. Stanley Hanson.

DeWitt Hill

Associated with the H. K. McCann Company since its inception, has been elected treasurer and director, to succeed J. P. Hallman, recently deceased.

Evening Bulletin

A new daily newspaper for New York, will be published by the New York Examiner Company, a new corporation, June 18. Frederick W. Enright, published by the Boston *Evening Telegram*, and the *Telegram-News*, Lynn, Mass., is president and treasurer; Frank P. Flaherty, at one time general manager of the *New York Herald* and the *New York Evening Telegram*, is secretary and business manager; John Gallagher is advertising director.



A GAS EXHIBIT IN A BANK

—how one gas company tells its consumers of the increasing importance of gas in industry.

ILLUSTRATED is a display of the Providence Gas Company made in a prominent place in the lobby of the Rhode Island Hospital Trust Company. The story of gas was told by means of transparencies, which could be seen on either side and in the background.

The show case contained samples of articles made by twenty-seven different firms using gas for some heat process in their making. These consisted of soft metal products, dyes and chemicals, refined gold and silver, artificial pearls, roasted coffee, jewelry, heat treated steel, newspaper stereotypes, jewelers' enamel, cork tiling, singed silk yarns, soldered tin containers, fused glass heads on mop pins, confectionery, soldered silverware, singed textiles, bread, annealed automobile radiator tubing, japanned buttons, sprinkler heads and accessories, annealing, core baking, heat treated tool steel, brass and aluminum castings, babbitt bearings, ice-cream cones.

Permanently illuminated was the following: "IF IT'S DONE WITH HEAT YOU CAN DO IT BETTER WITH GAS. Gas as a fuel plays an important part in the manufacture of many Providence products. We show a selection, there are, of course, many others."

This is typical of the educational promotion work gas companies the country over are doing and explains in part the extraordinary expansion now going on in the gas industry.

You are urged to ask for data on the market for your products in this important industry.

Gas Age-Record, 52 Vanderbilt Ave., New York

The only A. B. C. & A. B. P. paper serving this field

We also publish *Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.*

Gas Age-Record
"Spokesman for the gas industry"

Turn the Spotlight on Your Markets

THIS book will prove a helpful guide for all who are interested in the scientific analysis and organization of markets. It gets right into the very heart of the subject. It enables the executive to turn the spotlight upon his marketing problems—it tells him how and where to get the facts he needs—how to analyze them—how to use them profitably.

Market Analysis Its Principles and Methods

by

PERCIVAL WHITE
Research Engineer

340 pages, 5 1/2 x 8, 52 charts and diagrams, \$3.50 net, postpaid

White has made MARKET ANALYSIS a real "How" book. It is practical from preface to Index—filled to the covers with specific advice and workable ideas. The book has "use" written all over it.

Fifty-two charts, diagrams, sample letters and questionnaires are given to show you how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own.

One feature that will instantly appeal to the executive is the very thorough outline at the beginning of each chapter of the contents of that chapter, arranged in question form. Many a problem will clear itself up simply by the application of these questions to it.

The book explains

- what market analysis is
- what it does
- how to approach market problems
- how market research work is carried on
- how to make a market survey
- how to obtain the desired data
- how to make up the data questionnaire
- how to assemble and analyze data
- how to study the ultimate consumer in the aggregate
- how to compute potential markets
- how to determine chief limitations of the market
- how to determine best channels of distribution
- how to determine advertising appeal
- how to analyze the foreign field
- how to present market data—form, style, illustrations, etc.
- how to make a preliminary analysis from known facts

Chapter Headings

I—How Market Surveys Are Made. II—Methods of Securing Data. III—Assembling and Analyzing Data. IV—Presenting the Data. V—Organizing the Market Survey. VI—Determining the Problem. VII—The Preliminary Analysis. VIII—The Product to be Marketed. IX—The Company. X—The Industry in General. XI—Competition. XII—The Company's Customers. XIII—The Ultimate Consumer. XIV—The Nature and Size of the Market. XV—Potentialities and Limitations of the Market. XVI—Distribution. XVII—Sales and Advertising. XVIII—Foreign Markets. XIX—Applying the Market Survey to Business. Bibliography. Index.

See it free

Send just the coupon for a copy to examine. Apply some of the material to your own work. This is a book really worth working.

McCRAW-HILL FREE EXAMINATION COUPON

McCRAW-HILL BOOK CO., Inc.
370 Seventh Ave., New York

You may send me for 10 days' examination White's Market Analysis, \$3.50 net, postpaid. I agree to pay for the book or return it post-paid within ten days of receipt.

Signed

Address

Position

Company

A.F. 6-18-24

—and Now

Concerning Copy

WHY MEN'S SHOES, as shown in some magazine advertisements, must look like a badly-focused effort on the part of a frightened Brownie camera to catch the tail of a retreating beaver, is something the shoemakers will have to answer for in another world where people go barefoot.

LISTEN to Alexander Woolcott, in "Enchanted Aisles": "It is one of the customs of the parvenus among the *intelligentsia* to extol the art of Mr. Chaplin in one breath and to use the next for the purpose of deploring the boisterous comicalities in which he indulges." He might have been writing about the same parvenus who (1) call advertising a "very psychological game," though they (*personally*) are uninfluenced by advertising, and (2) want to tear down all the billboards though their incomes are somewhat derived from tire stocks.

"THE saw-tooth-pointed bristle tufts dig in after tartar germs like a dog digging in for a rabbit," advises a Prophylactic advertisement. Such a goings-on, and inside the mouth!

AFTER an exhaustive field survey of printed advertisements, it is possible to report without breach of confidence that a great many of them consist in plain bad writing.

UNDER THE ARRESTING headline "Immortality," the Tobey Studios depose like this:

In the Tobey Studios patient hands, skilled in the arts of woodcraft, lovingly breathe their old-world magic into forms of immortal beauty.

And so on. What this world needs is more patient hands writing copy, hands that breathe some of their new word magic into forms of unimixed metaphor.

There used to be a pair of those breathing hands out in Berkey & Gay's factory in Grand Rapids, belonging to a twelve-syllable Dutchman. In answer to interviews regarding his art, he replied, uniformly, "Yaa." But when his hands began to breathe with a wood-carver's chisel, he cut clear grammar.

THE OTHER DAY I sent out an invitation. I asked 250,000 people to meet me at a certain point at a certain time, to hear something to their advantage. I knew they would be there, because it was on their regular beat, and it wouldn't interrupt the habit of their lives. I had a tall rostrum put up,

and magnifiers installed, so that no voice would reach all parts of the crowd. I determined to dress well, so that even if the sound of my voice was lost, or its quality was (as I am often told) unpleasant, they would not leave without some trace of favorable impression. I tried to write my message tersely and in the common language, and I rehearsed my gestures a some pains.

In other words, I wrote a piece of copy for insertion in a city newspaper.

IT WOULD BE EASY to dismiss the following paragraph of copy as purgatory, but it would be unfair to dismiss it:

"THE COLUMBINE ODOR is a bouquet of all the love-making wiles of the winsome stage character, COLUMBINE. But it is much more, for there is put in it a wholesome freshness which never stales, never tires, and grows more illusively subtle as it lingers for days after. It gives the very best for beauty and grace and sweetness, just as Columbine on the world's stage for centuries has been the winning love-making character of all the wiles of feminine romance."

Mebbe so. But it would be unfair to dismiss it, as we said, for pure gurry. For the copywriter here has had a battle royal of sensational language and out of it has come something almost like a genuine sensation. A sensation of something, we aren't sure what, and a sensation with all the sense left out.

Look at the words he used: romance, feminine, wiles, love-making, winning world's, sweetness, grace, beauty, best lingers, subtle, illusively, freshness stales (enter by rear door), winsome stage, bouquet.

That's a pretty formidable collection of goo with which to build a short paragraph. The wonder is not that after he had shaken it all up in the hat, what came out was not sense, but there was left even pseudo-sensation.

(Of course *milady, toilette, genteel woman, complement and luxury* appeared here and there.)

"WHAT'S WRONG with this picture?" inquires the headline of a Keyston Watch advertisement (p. 211, S. E. P. 5-10-24). In answer would say: nothing much is wrong with the picture except the suspicion that some of Norman Rockwell's figures have once more wandered over into somebody else's signature, just as now and then one sees legs that would be Coles Phillips (if they were a little more shapely) and blue skies that would like to be Mr. Parrish's.

"Oooh! but I'm wild
about —
Oh Henry!



10¢

IT'S **SOME**
"CANDY"

The Williamson Candy Co., Inc., Chicago, Ill.



Recent 24-sheet Poster
produced by
Edwards & Deutsch Lithographing Company
Chicago — Milwaukee

*This magazine insert printed by E & D
special offset process of reproduction.*

E&D

L C

LINCOLN

*Service - Wherever
the Road Leads*

LINCOLN MOTOR COMPANY
DIVISION OF FORD MOTOR COMPANY, DETROIT, MICHIGAN



Recent 24-sheet Poster

produced by

Edwards & Deutsch Lithographing Company

Chicago — Milwaukee

*This magazine insert printed by E & D
special offset process of reproduction.*

Some Responsibilities of Advertising Clubs

By Don Francisco

President, Pacific Coast Advertising Clubs Association

IT is well to remind ourselves that advertising associations have been formed not for us, but by us, for advertising. They fulfill their real mission to us only when they serve business. We form local advertising clubs to do for advertising and business those things which we cannot accomplish single-handed.

We should be advertising clubs in fact as well as in name, and by our constructive work in the field of advertising win and hold the respect and support of advertising men as well as others in our respective communities.

Advertising clubs need not devote their primary attention to civic boosting, jazz and light entertainment. Why encroach upon the work of the chamber of commerce? Is there either a need or a place for another Rotary, Kiwanis, Lions or other similar club? Don't most people look to the theater, the concert hall, the cabaret or the dance floor for the kind of entertainment they prefer? Why should an advertising club try to compete with all these splendid organizations?

Advertising clubs were formed to serve advertising. Advertising needs study and exploitation. Men and women engaged in advertising work want to find out how to do it more effectively. The public needs to be taught what advertising is and does. The counterfeiters of advertising need to be weeded out.

Surely, here are enough jobs to keep any advertising club busy, and at the same time interesting. And no organization will do this work unless advertising clubs do it. None pretends to even attempt it.

Advertising is a vital, social and economic force in modern life and business. It touches everyone, at some point, whether he be buyer, seller, merchant, manufacturer, printer, publisher or advertising man. It exerts a powerful influence in every community.

The influences of good advertising are so far-reaching that if a club serves advertising it serves its members and its community, and in a way that no other club can.

Every advertising club with a large membership should have a Round Table or Study Circle. Otherwise the day will come when it will not have the support of the advertising men of the community and will be an advertising club in name only.

To make advertising better understood, to make it more effective, to make it more honest, to make it perform a greater service—these should be the aims of every advertising club.

From the president's report to the members of the Pacific Coast Advertising Clubs Association, at its annual business session, Fresno, Cal.



This Changing of Agencies Is it Sound Practice?

THE agency that has just lost an account says, "no." The one that secures it says, "yes." An agent's viewpoint is seemingly a bit biased. Therefore, I'll not venture a view point, but cite an instance.

Two years ago we first called on one of New York's big lighting fixture concerns. Last August the account was finally placed with us. The President, however, took pains to make it plain that he had absolutely no fault to find with his former agent, of long standing. He changed, simply because in the broadened stage of their business, we as specialists in the building material field, had a knowledge, an experience and a proven service, that particularly met his Company's expanded needs. Furthermore, he liked the idea of the personal service, which, as a so called "small agency," he was convinced we could give.

To this instance let us add that a number of our accounts have been with us 14 years. Two for 17 years, which is the number of years we have specialized in the advertising of building materials.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

DISPLAY Advertising forms of Advertising and Selling Fortnightly close one week preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations for display advertisements to appear in the July 2nd issue must reach us not later than June 25th. Classified advertisements will be accepted up to Saturday noon, June 28th.

Letters That Come In The Morning's Mail



EDW. T. HULL, Secretary,
Ralston Purina Co.

"You and your editors are rendering a fine service in giving a different viewpoint which one can grasp at the first glance without reading columns of irrelevant matter. . . . You are getting out a cracker-jack publication."

Edw. T. Hull

Advertising and Selling FORTNIGHTLY

Why Should Industrial Copy Be Technical?

[CONTINUED FROM PAGE 24]

The concluding paragraph is the only "advertisy" paragraph in the advertisement, and even it is pitched in a natural conversational tone from its opening expression, "We re count this story," to its close, "water tanks and so on" (instead of "etc. etc. etc.>").

Such an advertisement, technical in subject though it must be, is nevertheless human in treatment and because of that fact calculated to interest the prospective buyer not only as an engineer or technical man but also as a *man*, interested in news of what other men are doing and how they have overcome obstacles.

Instead of being technically stuffy or advertisingly boastful, it tells the story much as the president of the company might have related it for the benefit of the man who had to write the copy.

In a recent article on industrial marketing a writer in this publication observed: "Too much industrial advertising is prepared to fill a certain space in a business journal or some other medium of advertising whereas the end required is not to fill white space with words or pictures, but to fill the minds of a certain group of prospects with a sales stimulating *idea* about the product or service."

Certainly this Horton advertisement measures up to that rather difficult requirement.

Power, Alexander & Jenkins

Detroit. Recently secured following accounts: Velie Motors Corporation Moline, Ill.; Westcott Motor Car Company, Springfield, Ohio; Frost Chicago, Cleveland, manufacturers of a solid drink dispenser; Hargreaves, Inc., Detroit, automobile and truck tires; Oil King Burner Sales Corporation, Detroit, manufacturers of oil burners for house furnaces.

Jarvis A. Wood

Senior member of N. W. Ayer & Son, Philadelphia, has been elected president of the Poor Richard Club of that city, and will represent the club at the London Convention.

Advertising Club of Bridgeport

Elected following at its annual meeting, May 27: Hoyt Catlin, advertising manager the Bryant Electric Company was reelected president; vice president, Miss Esther Lyman; secretary and treasurer, Hollis Stevensot who was also elected to represent the club at the London Convention.

The Trademark Clinic

(Letters that are addressed to Roy W. Johnson, Trademark Editor, Advertising and Selling Fortnightly, 52 Vanderbilt Avenue, New York, asking specific trademark questions, will be answered promptly by mail)

By Roy W. Johnson

The long drawn-out controversy between the Beechnut Packing Company and P. Lorillard Company over the use of the word "Beech-Nut" as a trademark for cigarettes has culminated in a decision by the District Court in favor of the tobacco concern: the Packing Company's complaint being dismissed chiefly on the ground that the trademark had not been technically abandoned by Lorillard during the period between 1911 and 1915 when it was allowed to lie dormant. Both concerns had acquired the trademark from predecessors, and in each case use had been more or less continuous since sometime in the 1890's. There is probably a good chance that an appeal will be taken, and the decision may be reversed by the higher courts, but the story for the time being rests with the Lorillard Company in spite of the fact that the words are identical, and the designs superficially similar.

The case is worth watching, in case an appeal, for the reason that there are numbers of instances of like character in which the same word is used as a trademark for different kinds of goods, and a reversal of the District Court's opinion would probably lead to any other concerns to attempt to revive themselves from embarrassing confusion. The generally accepted doctrine is that unless the goods are "of the same descriptive properties," the trademark can legally be used by one or more concerns. The Circuit Courts have already broadened this doctrine somewhat, by enjoining the use of "Aunt Jemima" as a trademark for syrup (Aunt Jemima Co. vs. Rigney, 7 Fed. 407), and the word "Overland" as a trademark for tires (Akron-Overland Tire Co. vs. Willys-Overland Co. 3 Fed. 674). Those, however, were cases in which the goods were commonly used together, and ordinarily associated in the popular mind. If the doctrine can be still further extended to a reversal of the lower court's opinion in the Beechnut case, involving products as different as food products and bacco, it will be a matter of considerable importance to a great many concerns in other lines.

Some time ago the statement was made in this department that trademark infringement is a two-edged sword that cuts both ways; that the holder of a mark must not only guard against invading the rights of others, it should avoid giving others the opportunity to invade his rights. Judging from some correspondence received on the subject, the significance

of that remark was not altogether clear, and it seems worth some additional comment.

What business men should remember, and what they are very likely to forget, is this: that the practical value of a trademark depends, not upon what the courts have to say about it, but upon what the general, uninformed, and uninterested public thinks that it means. It is the housewife who orders her groceries over the telephone, the man who dashes into the haberdashery on his way to catch a train, the youngster who passes his nickel or dime across the counter, that determines the effect of a trademark, be the legal technicalities what they may. If these people in the aggregate have an absolutely clear-cut and definite idea as to the goods they want, and if they clearly recognize those goods when they get them, the trademark is effective. If their ideas are hazy and confused, so that they are not positively certain that they want "Bond" Bread instead of "Warranty" or "Certified" Bread, they are apt to accept any one of these brands in place of another. It does not cut one way exclusively, be it noted, but all three ways at once.

The manufacturer who is contemplating the adoption of a trademark sometimes finds that it is similar to a mark already in use by a competitor, or that it suggests a similar idea to the mind of the customer. Shall he take it, or leave it? What is the test? Well, the test that is most frequently applied, unfortunately, is the legal test. He asks his lawyer to dig up the precedents, and tell him whether he can get away with it in case the competitor brings suit against him. In other words, what can the competitor do to him in the courts? The important point, however, is what the competitor can do to him in the public mind. If he wants to use the trademark merely as a competitive weapon, all well and good perhaps, but if he intends to establish something definite in the minds of the people with the trademark as a firm foundation, a little elementary psychology will tell him more than all the citations his legal department can dig up for him.

The courts, be it noted, are bound by precedent, and must of necessity be so if there is to be any stability in the law. The public, however, is under no such restrictions, and nobody is at all likely to change his understanding of a word in accordance with a court decision that he never heard of.

Want more sales?

One of our clients recently wanted to stimulate business in a certain industry. Our test produced 10% inquiries and by the end of 1924 it is estimated that sales to this industry will be double that of any previous year. And yet some people say that business is bad. Of course business will not respond to ordinary sales methods any more than a very sick man responds to the ministrations of an ordinary physician. If you are wise you will get the best Sales Specialist you can find to promote more sales for your business. Tell us your sales problem and we'll submit rough suggestions.

Edward H. Schulze, Inc.
Direct Mail Advertising
Woolworth Building
New York

keith & shaw
advertising art

14 EAST 4TH ST.
NEW YORK CITY
MURRAY HILL
8 6 1 5

GEORGE G. LAWRENCE, Associate

Irresistible Convincing Sales Letters

\$5 each; series three \$12.50. Broad experience has taught us the points that sell. Also furnish complete sales service. Outline your proposition fully.

LEBRECHT, WACO, TEXAS

A.J. DENNE & Co. Company Ltd.
217 Bay Street, TORONTO.

The Only Denne in Canadian Advertising

Our Counsel and Service on your CANADIAN ADVERTISING is based on years of successful experience in the Canadian field. Before choosing your Canadian Agency, write

ALL UNDER ONE ROOF



Our literature does the talking and
selling for you

SALES LETTERS BROADSIDES
HOUSE ORGANS BOOKLETS
CIRCULARS ADVERTISEMENTS
LEAFLETS PROSPECTUS

Written :: Illustrated :: Printed

ADVERTISING SERVICE CONCERN
829 Marbridge Bldg. New York

Phone File: Roy 0246

FREDERICK A. HANNAH
AND ASSOCIATES

BUSINESS MANAGEMENT
MARKETING COUNSEL

32 WEST 40TH STREET : NEW YORK

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 of this country. Circulation 13,422 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

ONE PHOTO WILL SAY MORE THAN A THOUSAND WORDS

Fifty thousand striking photos for display ads, house organs, general illustrating, taken in U. S. and 50 foreign countries.

EWING GALLOWAY

118 E. 28th St. Dept. G New York

Everything
in
Papier
Mâché

Old
King
Cole,
Inc.



CANTON, OHIO

Our Customers' List is an
Advertiser's Blue Book

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A B. C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

Retlaw

VISUALIZATIONS

"Putting Ideas into Picture Form"

"A Good Idea in the
rough is worth two
ideas in the frame."

Telephone ASHLAND 6949

Metropolitan
Tower
N.Y.



© Wide World Photo

The royal cortege leaving the Wembley Park exposition grounds after the formal opening of the Great Empire Exhibition, London

Going to London

A JOINT PROGRAM of the Business Papers Departmental and the National Industrial Advertisers Association Departmental has been prepared for the London Convention. It will be participated in by The Periodical, Trade Press, and Weekly Newspaper Proprietors' Association, Ltd., the Associated Business Papers, Inc., and the National Industrial Advertisers Association. The complete program is as follows:

GENERAL SESSION

Tuesday Afternoon, July 15

Chairman, Fritz J. Frank, president Associated Business Papers, Inc. (president Iron Age Publishing Company, New York).

Addresses will be made by the following:
Jesse H. Neal, secretary-manager, Associated Business Papers, and secretary of the A. A. C. of W. Subject: "The Business Paper—The Main Highway to Specific American Markets."

Philip C. Gunion, advertising manager, The Hyatt Roller Bearing Company, Harrison, N. J. Subject: "How the Hyatt Roller Bearing Company Uses Business Papers." Harry Tipper, secretary, The Class Journal Company, New York. Subject: "Industrial Cooperation in the United States, and the Business Papers."

Sir Ernest Benn, Bart., C.B.E. (Benn Bros., Ltd.).

J. C. McQuiston, manager, Department of Publicity, Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa. Subject: "Factors to Be Considered in Writing Advertising Copy."

SECOND SESSION

Wednesday Morning, July 16

General Subject—"Industrial Markets." Chairman, Julius S. Holl, vice-president the National Industrial Advertisers Association (advertising manager Link-Belt Company, Chicago).

Addresses will be made by the following:
Malcolm Muir, vice-president McGraw-Hill Company, New York, illustrated with charts and lantern slides. Subject: "Industrial Markets of America."

Bennet Chapple, director of publicity, the American Rolling Mills Company, Middletown, Ohio. Subject: "Some Industrial Advertising Achievements in the U. S. A."

Rt. Hon. Lord Riddell.
G. W. Morrison, publicity manager, Ingersoll-Rand Company, New York. Subject: "Mechanics of Industrial Advertising and Today's Practice."

Ewan S. Agnew (Punch).

Bern W. Clark, advertising manager, Clark Tractor Company, Buchanan, Mich.

Subject: "The Use of Direct Mail in Industrial Advertising."

E. P. Blanchard, advertising manager, The Bullard Machine Tool Company, Bridge-

port, Conn. Subject: "Advertising and Marketing to the Machine Tool Industry in the U. S. A."

THIRD SESSION

Wednesday Afternoon, July 16

General Subject—"Trade Markets." Chairman, Sir Edward Illiffe, G.B.E. (Iliffe & Sons, Ltd.).

Addresses will be made by the following:
A. C. Pearson, vice-president United Publishers Corporation, New York. Subject: "Distribution in American Markets."

M. P. Gould, M. P. Gould Company, advertising agents, New York. Subject: "The Place of Dealer Papers in American National Advertising Plans."

Captain A. U. M. Hudson (Morgan Bros Publishers), Ltd. Subject: "Distribution to British Markets."

Keith J. Evans, advertising manager, Joseph T. Ryerson & Son, Chicago, Ill. Subject: "Cooperation Between the Sales and Advertising Departments."

Colonel Hutchinson (The London Press Exchange). Subject: "Advertising in Relation to the Distribution of Merchandise to British Markets." * * *

DELEGATES to the London convention who wear glasses are advised to take along an extra pair, or else carry their prescription with them to avoid possible inconvenience. * * *

GOLF WILL PLAY an important part in the post-convention program. Lord Riddell, British publisher and golf enthusiast, has invited all the delegates who are devotees of the game to be his guests at the Walton Heath Course near London on July 18. A medal-play competition will be held in the morning, the winner of which will receive *The News of the World* Gold Cup which is to be competed for annually at the conventions of the A. A. C. of W. In the afternoon will be held a four-ball competition against par. Lord Riddell has also promised prizes to winners in the various events.

Delegates who intend to play at Walton Heath should send their club handicap, as well as the par or bogey of their course, and state whether they are handicapped on the par or bogey of their course, as soon as possible to Richard R. Manlok, chairman American Golf Committee, A. A. C. of W., 883 Madison Avenue, New York City.

What Are the Boundaries of Agency Service?

[CONTINUED FROM PAGE 21]

operation amply indicates the truth of this.

Furthermore, I assert that *well-managed* concerns which advertise have suffered from the development of side functions in agency practice. Agencies are today definitely organized to service concerns which require these various forms of outside management—the side functions are built into established agency practice at the cost of the creative function. Agencies expect to be called on to give managerial assistance. Firms which are, in themselves, adequate to their managerial needs must, therefore, use agencies organized to furnish crutches to ineptly managed concerns. As a result, the well-managed concern actually gets either less or a lower grade of creative service than it is entitled to. It is helping to pay for the crutches it does not need.

FOR the answers to the first two questions I would, therefore, argue that there has been a monetary loss to agency stockholders on the one hand and a service loss to *well-managed* concerns on the other. The single gainer from the development is the concern which lacked adequate management and was able to make up for its deficiencies through its agency's helping hand. (It is also true that some sellers of advertising commodities have gained, as have also many people who now augment agency organizations—the more capable of the latter, however, would be the advertisers' payrolls if agencies had not so kindly assumed the responsibility for their pay checks.)

To the third question I would say unqualifiedly, "Yes—the job of an agency is first and foremost and, when necessary, *nothing else but*, the formulation of the most effective advertising plan and the creation of the most effective advertising." Until an agency has handled that responsibility to the maximum of its possibilities, it has not fulfilled its major function. If it does that and still shows a too-generous profit margin, then, and then only, should it be privileged to play at sales managing and general managing or anything else that the client suggests and the agency will undertake.

Right there, in my opinion, lies the real peril in the development which we see today.

The message is being sacrificed. The emphasis is on accessory services at the cost of the one thing which the buying public sees.

The public is being fed underpowered copy and second-rate displays, and advertising as a whole is suffering. The advertising pages aren't up to their possibilities in appeal, in interest, in effectiveness—and the same holds true of all other forms of advertising. Advertising, as a whole, is not as productive as it should be.

Somebody may be able to reply to this in a manner that will crushingly refute every contention that I have made, proving me wrong, en bloc and in toto, on every point.

Nevertheless, I still know one thing—that when my present proposition is ready for and needs the services of an advertising agency. I will look to the agency I select for one major ability and will blindly ignore all embroidery—and that will be its *advertising* ability, which I take to mean its capacity for effective advertising planning and creation. That's quite enough to ask of 15 per cent. The agency which offers me more, that suggests it is equipped to business-manage my company, will be viewed with sincere distrust. I'll hire *my* agency to get *my* message before the buying public in its most forceful form and in the right places—that will keep it plenty busy.

I thank you.

J. Ward Craukshaw

Sales manager of the Bethlehem Gas Company, Allentown, Pa., has been elected president of the Advertising Club of that city.

The Six-Point League

New York. Elected the following officers and committees at the annual meeting, June 5: President, Joseph F. Finley; vice-president, F. P. Motz; treasurer, W. D. Ward; secretary, M. P. Linn. Executive committee, Ralph R. Mulligan, George R. Katz, John Budd, H. G. Halsted, John O'Mara, F. St. John Richards, W. H. Lawrence, M. D. Hunton, G. A. Riley and A. W. Howland. Representative advertising bureau A. N. P. A., T. E. Conklin.

The Advertising Copy Contest closed June 15th. Watch for the announcement of the prize winner. The winning advertisement will appear early in July.

They all say

"It's a great book."

Advertising managers, agency executives, copy writers, teachers of advertising, and advertising publications unanimously endorse

ADVERTISING COPY

By

Prof. George B. Hotchkiss

Chairman, Dept. of Advertising and Marketing, New York University

Its unusual value is due to the fact that Professor Hotchkiss combines the viewpoint of the teacher and that of the practical business man. His book contains the results of twelve years of study and practical experience in writing copy and training copy writers. It helps not only the novice, but also the expert advertising man.

Opinions That Count

Associated Advertising says: "This is a book which ought to be in the hands of every advertising man who has any interest at all in Advertising Copy. It is for the expert as well as the student." A well-known agency executive says: "It fills a very definite need and fills it 100%." A professor of psychology remarks: "The element that impressed me particularly was the adherence to psychological principles which you preach and practice throughout."

The Consensus of Opinion

of those who have examined it is that it is a standard working tool for every advertising man who has any interest in copy. We want you to examine it and judge its value for yourself. Send us the coupon below and we will mail you a copy immediately. If you are not well satisfied with the investment you can return the book and the purchase price will be refunded. Mail the coupon today.

**Harper & Brothers
Publishers**

HARPER & BROTHERS, A. P. 6-18-24
49 East 33rd Street, New York City.
Gentlemen:

Please send me a copy of
ADVERTISING COPY
By Prof. G. B. Hotchkiss
 I will pay the postman \$3.50 when he delivers the book.
 Send it to me with a bill and I will remit immediately.

Name
Concern
Address
City State



Sales Managers

What Are Your Problems?

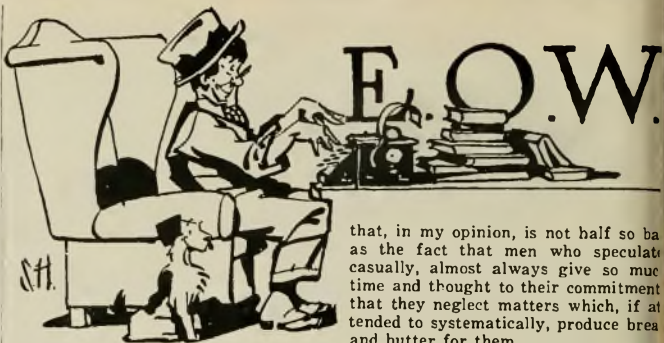
Mr. V. V. Lawless, general sales manager of a nationally known company, has had the following articles in the Fortnightly:

- Sept. 26, 1923 "When the Salesman Asks for a Raise."
- Oct. 10, 1923 "The Salesman's Expense Account."
- Nov. 7, 1923 "Getting the Free Goods Deal Back to Regular List Prices."
- Nov. 21, 1923 "The Salesman Who Wants to Be an Executive."
- Dec. 19, 1923 "The Salesman Who Always Breaks the Rules."
- Jan. 2, 1924 "Getting the Credit Man Into the Sales Department."
- Jan. 16, 1924 "The Salesman Who Gets Into Financial Difficulties."
- Jan. 30, 1924 "The Glad-Hand Buyer Who Places No Orders."
- Feb. 13, 1924 "When Salesmen Ask for 'Impossible' Advertising."
- Mar. 12, 1924 "The Salesman with Too Much Territory."
- Apr. 9, 1924 "Teaching the Salesman How to Close."

There are a few copies of each issue available at 15c. each.

Check those desired and mail now to

Advertising
and Selling
FORTNIGHTLY



Prices!

THIS MATTER OF prices "gets" me. I cannot make head or tail of it. Take pretty much any article of food you can think of; the difference between the price asked for it in one grocery or delicatessen store and that asked in another is almost beyond belief.

For example: At Blanks (a large department store with a correspondingly large grocery department) the price of Roquefort cheese is 69 cents a pound. At uptown delicatessen stores it is \$1 a pound; or more. At a cut-price meat store on upper Broadway they offer it at 59 cents a pound.

Here is a "spread" of 41 cents a pound—a difference of nearly 70 per cent.

Is the cut-price store doing business on too small a margin of profit or are the delicatessen stores taking advantage of the fact that they are open when competing stores are closed?

As to Speculation

LAST FRIDAY I sold at a loss of several hundred dollars a hundred shares of stock which I have been holding for four years. Twice, since I bought this stock, I could have disposed of it at a substantial profit. I did not do so, once because I was out of town and, another time, because I thought it would "go higher."

This is not the first or the second or the third time I have had similar experiences. I have no complaint to make in regard to them because my losses have been offset, in part at least, by sales which have yielded profits.

But, for some reason or another, this particular transaction has led to my doing a little thinking in regard to speculation in stocks, and it may interest readers of this column to know what conclusions I have reached.

Here they are: Speculation is a business—as much so as advertising or selling shoes or anything else. It is, moreover, a business for which relatively few men are qualified. It is, once more, a business to which one must devote oneself wholly and entirely. If one cannot do that, one should leave it severely alone. To take an occasional "fyer," as most business men do, from time to time, is to invite disaster. But

that, in my opinion, is not half so bad as the fact that men who speculate casually, almost always give so much time and thought to their commitment that they neglect matters which, if attended to systematically, produce bread and butter for them.

If men who have surplus wealth to invest would stick to first mortgage bonds, yielding ordinarily not more than 5½ per cent, or the preferred stock of well-managed industrial concerns engaged in the manufacture of the necessities of life, they would, in the long run, be very much better off. I know. But I am not complaining.

His Turn to Tell a Story

SOME MONTHS AGO, I referred to the case of a man, a former business associate of mine, who was endeavoring to find the position in the business world for which his qualifications an experience fitted him; but who was continually confronted by the fact that he was "too old." He's 48!

During X's enforced idleness, I did what little I could—it was not much to help him.

At one stage in the course of his campaign to make a satisfactory connection, he wrote to the presidents of several advertising agencies, outlining his experience and suggesting that I might be of service to some of the clients. To these letters, I am glad to be able to say, he received in the majority of cases, a prompt and kind invitation to call.

When he did so, he was received courteously and with every evidence of a desire to be of service to him.

However, in the case of three advertising agencies, he was treated in a way that left a very bad taste in his mouth.

Two months or so ago, X "landed" He has the best job he ever had, bigger salary and greater authority. Furthermore, he is the factor in the sales and advertising activities of one of the largest industrial enterprises in the country.

Call it coincidence if you please, but it is a fact that representatives of two of the three advertising agencies which "treated him rough" have called on him. He received them with a smiling face, offered them a cigar from the customers' box and listened to the stories with all the interest they could ask. When they finished, he told them a story. You are allowed to guess as to what it was.

The moral? There isn't any.

JAMOC.

Recently Published

BY THE FARM JOURNAL, New York.—“Year Book for 1924.” Contains 216 pages of indexed statistics relating to farm markets. \$1.

BY CONCRETE-CEMENT ACE PUBLISHING Co., Detroit.—“What is a Cement Plant?” Illustrated booklet containing detailed table of costs and facts about various factors involved in the erection and maintenance of a cement plant.

BY HARPER & BROTHERS, New York.—“Advertising Copy,” by George Burton Hotchkiss. Principles of copy writing. Illustrated. Price, \$3.50.

BY NEW YORK AMERICAN, New York.—“The Facts about the Summer Slump in Business.” An interesting research by Freling Foster, which discloses in 6 charts that contrary to general



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. When larger type is used charge is based on 6 pt. line space basis. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. Harris-Dibble Company, 345 Madison Ave., New York City.

NEW YORK REPRESENTATION

All round, reliable advertising man with own offices and banking references wants to represent a reliable publisher or agency. Box 147, Adv. and Selling, 52 Vanderbilt Ave., New York City.

\$10,000.00

Will buy controlling interest in \$25,000.00 Advertising Agency Inc. Business in 1923, \$111,921.16. Half cash, remainder over 10 year period. Address “Business,” Box 423 Roanoke, Va.

Position Wanted

ADVERTISING

A young woman with five years' advertising experience, a college education and unexceptionable references; lucid and convincing writer; practical experience in market analysis and investigation; good executive. In replying please state salary. Box 143, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

TYPE AND LAYOUT

Young man well trained in typography and layout seeks position leading to specialization; can handle minor copy assignments; 5 years' publishing experience, partly assisting trade journal editor as stenographer; past 2 years assisting machinery advertising manager; Christian, 26, married; available now or Sept. 1. Box 148, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

I HAVEN'T ANY DESK

due to a consolidation of two newspapers. Eleven years experience in newspaper work; five years as business and advertising manager. I can furnish the references and reputation. Address Box 150, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

WELL KNOWN ART MANAGER

Can start as one-man department and build. Creates ideas, makes layouts, finished drawings every kind. Has economically managed 20 to 40 artists. Is also good copy writer and contact man. His splendid record convinces. Pay own fare anywhere. Salary right. Provost, 2114 Maryland Ave., Baltimore, Md.

SECRETARY—ASSISTANT

Young Woman thoroughly experienced to cooperate with executive and relieve him of detail. Have worked with—and can refer you to—men well known in advertising field.

Have taken full charge of exhibitions and assisted with campaign and publicity work.

Desire position where my experience and background will be valuable.

Box 149, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

PRINTING production man available for advertiser, agency or printer; age 34; Gentle, college graduate with practical experience; served as purchasing agent and assistant shop superintendent; recently participated in typography campaign of manufacturer serving printers and advertisers; knows technical details; can plan and supervise to secure a complete product. Box 144, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING SALESMAN

Have wide acquaintance agencies and advertisers in Eastern Territory. Am now N. Y. representative of a Western paper but find it does not need all my time. Can handle one more paper efficiently on a straight commission basis. Exceptional references. Box 151, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

ART AND ENGRAVING

One whose training qualifies him for important position with large publisher. Must have original and practical ideas, as well as a complete knowledge of color value and retouching. Prefer man about 30 to 35 who can produce highest character references. Write in full detail. Box 145, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

SALES PROMOTER

Preferably with some experience in public speaking. Must be capable of training a staff of assistants as well as supervise advertising. Prefer married man willing to locate in medium-sized town in Pennsylvania. In your letter give all information and state when available. Box 153, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

WOMAN COPY WRITER

Preferably a woman between twenty-five and thirty-five whose past experience qualifies her for an important position in a small agency which specializes in advertising to women. Ability to write original copy on a wide range of subjects is of primary importance. Write, giving all necessary details. Box 152, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Miscellaneous

Reference Album—Lays flat when opened—binds quantity of clippings, papers, etc. on gummed hinges. Convenient sizes. Other up-to-date filing devices. Zeta Be Company, 30 East 42nd Street, New York.

New York American
Monthly Variations
SAVINGS DEPOSITS
30 Savings Banks
NEW YORK CITY
1921-1922-1923

SOURCE: Federal Reserve Bank, New York City
Average Month's City

YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1921	100	100	100	100	100	100	100	100	100	100	100	100
1922	100	100	100	100	100	100	100	100	100	100	100	100
1923	100	100	100	100	100	100	100	100	100	100	100	100

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pinion there is little or no decrease in business in New York during the months of July and August. The actual fluctuations in the principal branches of business have been plotted graphically, each chart being devoted to a particular trade or activity.

By U. P. C. BOOK COMPANY, INC., New York.—“Advertising the Retail Store,” by Benjamin H. Namm, with foreword by Arthur Brisbane. Illustrated and instructive description of methods employed by A. I. Namm's department store in Brooklyn, New York. Price, \$2.50.

By COMMERCIAL ENGRAVING PUBLISHING COMPANY, Indianapolis, Ind.—“Commercial Engraving and Printing,” by Charles W. Hackleman. A manual of practical instruction and reference covering commercial illustrating and printing by all processes. Anyone having occasion at some time or other to come in contact with the printing and allied trades will find this voluminous work an excellent book of reference, covering as it does 35 related subjects. 840 pages, over 1500 illustrations; \$15, postpaid.

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Advertising Calendar

JUNE 18—Annual golf tournament, Western Council of American Association of Advertising Agencies, Midlothian Country Club, Chicago, Ill.

JUNE 23-26—Convention, International Association of Display Men, Buffalo, N. Y.

JUNE 24—"Open Meeting," New York Business Publishers' Association, White Beeches Golf and Country Club, Haworth, N. J.

JUNE 26-28—Twenty-eighth Annual Convention American Photo-Engravers Association, Sinton Hotel, Cincinnati, Ohio.

JUNE 30-JULY 2—Annual Convention, Southern Newspaper Publishers' Association, Grove Park Inn, Asheville, N. C.

JUNE 30-JULY 6—Fifteenth Annual Convention, Special Libraries Association, Saratoga Springs, N. Y.

JULY 4—Detroit delegation to London Convention sails from Montreal on Canadian Pacific Steamship *Montcalm*.

JULY 5—New England delegation to London Convention sails from Boston on Cunard Line Steamship *Samarra*.

JULY 13 to 18—Annual Convention A. A. C. of W., London, England. S.S. Republic sails from New York July 2; *Lancastria*, July 3; *George Washington*, July 4; *Leviathan*, July 5.

AUGUST 18-23—Milwaukee Graphic Arts Exposition and Annual Convention International Association of Printing House Craftsmen, Auditorium, Milwaukee.

SEPTEMBER 22-25—Advertising Specialty Association Convention, Chicago, Ill.

SEPTEMBER 29-OCTOBER 1—First Annual Convention, Window Display Advertising Association, Cleveland, Ohio.

OCTOBER 12—Financial Advertisers' Association Convention, Richmond, Va.

OCTOBER 14—Meeting of Executive Board, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 15, 16—Annual meeting, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 16, 17—Annual Convention, Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 27-28—National Convention, Mail Advertising Service Association, Pittsburgh, Pa.

OCTOBER 29, 30, 31—Annual Convention of the Direct Mail Advertising Association, Pittsburgh, Pa.

NOVEMBER 10—Second Advertising Exposition, New York.

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

Lorenzen & Thompson, Inc.

Publishers' representatives, New York, have been appointed national advertising representatives of the *Evening Bulletin*, New York.

A. W. Kohler

Succeeds Eugene A. Smith, resigned, as western advertising manager of *Current Opinion*, New York. Will operate from Chicago.

John C. Freund

Editor and one of the founders of *Music Trades* and *Musical America*, published, respectively, by Music Trades Company, Inc., and Musical America Company, Inc., of both of which he was president, died June 3.

A.B.P.

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



Dental Advice from a Garage Mechanic

You may welcome the garage man's advice on a sick carburetor, but you do not seek his ideas on a peevish molar, yet you may be "reached" by such a man daily.

Different people mean different things to us—they "reach" us in different ways and with varying degrees of influence.

In dealing with people, you turn instinctively to the one best qualified to render the service you want.

The human mind works no differently in dealing with publications. The degree of "reader interest" you have for a publication depends upon the place it fills in your trade, profession or industry, and your respect for its authority.

And "reader interest" is what you buy when you buy space in any kind of a publication.

Because it SPECIALIZES in the business of its readers, you can buy the maximum of "reader interest" in a Business Paper, especially if it measures up to the exacting requirements of membership in the A.B.P.

When you advertise in a Business Paper, you are linking your message to a powerful ally—an essential working tool—not something that your prospect uses only as his fancy or whim dictates. The Business Paper concerns the most important thing in a man's life—his business. It's a business necessity, and the reader consults it regularly, eagerly, with intense "reader interest."

Specialized copy, in specialized mediums, offers you the most effective, wasteless, and economical sales force known to modern advertising.

THE ASSOCIATED BUSINESS PAPERS, INC.

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

Headquarters, 220 West 42nd Street - New York



We Receive a Complaint

A member of the advertising profession, whose name you would recognize if we were at liberty to give it, registers this protest:—

“EVERY time I pick up a copy of National Petroleum News it costs me a lot of time.”

“I get a real adventurous thrill out of your wildcatting reports, mighty interesting and to the point merchandising news and suggestions from your news articles and editorials, a good grin or two from your humor page and a chance to check over some very effective advertisements. I rarely lay down a copy without clipping two or three items for my own reference or to pass around my office. I can easily understand why your renewals are high and your circulation grows so steadily.”

The live, timely and dependable reading pages of National Petroleum News obviously make an ideal accompaniment for advertising messages.

NATIONAL PETROLEUM NEWS

MAIN OFFICE: 812 Huron Road, CLEVELAND

TULSA, OKLA.

618 Bank of Commerce Bldg.

NEW YORK

342 Madison Avenue

DISTRICT OFFICES:

CHICAGO

350 North Michigan Ave.

HOUSTON, TEXAS

614 West Building

MEMBERS: A. B. C.

MEMBER: A. B. P.

NATIONAL PETROLEUM NEWS