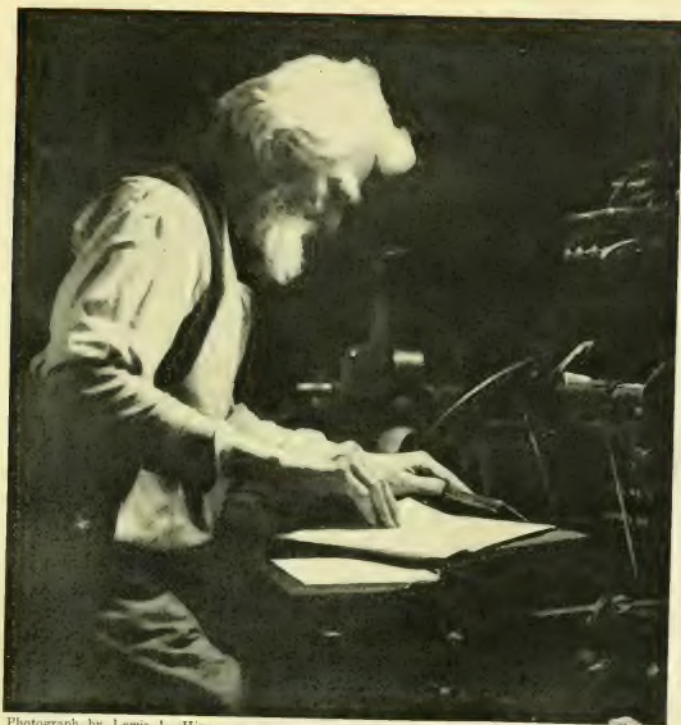


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Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Photograph by Lewis L. Hine

NOVEMBER 19, 1924

15 CENTS A COPY

In this issue

"Why the Farmer Is Now a Better Business Risk" By O. E. BRADFUTE;
"Meeting Price Competition in Industrial Marketing" By ROBERT R.
UPDEGRAFF; "Selling White Space with Trimmings" By NORMAN KRICHBAUM;
"The Passing Procession of Magic Formulas" By EARNEST ELMO CALKINS

The "Advertisers' Market" in Chicago

It is composed of people who read their newspaper more than superficially—who read advertising because they have means to buy and daily need of buying information.

In their evening newspaper—The Chicago Daily News—they find advertising information to guide them in all of their purchases, at the hour most convenient for them to read it. No equal opportunity is offered the advertiser for effective sales promotion in Chicago.

A product advertised in Chicago in The Daily News reaches the buying public at once—and continued advertising in The Daily News maintains any merchandise in the list of Chicago's "best sellers."

In recognition of this fact advertisers place more business in The Daily News than in any other Chicago daily newspaper.

The Chicago Daily News
First in Chicago



A two-minute reading
and a two-minute sale

—but one year of Research made it possible

“What do motorists want to know about lubrication? How do they buy oil—loose or in a container? What brands do they buy and what are the reasons for their preferences?”

One hundred and nine of these questions gave us the facts upon which Veedol advertising is based.

Who answered them? Nine hundred eighty-two dealers from Maine to California. Fifteen thousand motorists located in seventeen states. Twenty-five hundred farmers from both sides of the Mississippi River.

Nothing was left to conjecture. For advertising that is built upon the

foundation of “Facts first” answers the very questions that are in the reader’s mind. It overcomes his prejudices—it wins his approval—and it sells the product. And, after all, sound salesmanship is usually based upon sound facts.

For the executive who is anxious to know how “Facts first” may be applied to his own business, we have prepared a book called “Business Research, The Foundation of Modern Marketing.” Will you write for a copy on your business stationery? Joseph Richards Company, Inc., 249 Park Avenue, New York City.

RICHARDS *“Facts first—then Advertising”*
TRADE MARK REG.

**THE
ERICKSON COMPANY**

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
WELLSWORTH PRODUCTS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
CONVERSE RUBBER SHOES
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Page 5—The News Digest

George L. Dyer Company

New York agency, will act as advertising counsel to the Pyrene Manufacturing Company, Inc., Newark, N. J., manufacturers of fire extinguishers and non-skid tire chains.

Liberty Magazine

Chalmers L. Pancoast has been transferred to the Chicago office of the *Chicago Tribune*. Nelson R. Perry has been appointed Eastern advertising manager of *Liberty Magazine*. He was formerly a member of the New York advertising staff of the Curtis Publishing Company.

Cullen Advertising Agency

Birmingham, Ala., has been selected to conduct the advertising of the North Birmingham Merchants Association.

Keelor & Sittes Company

Cincinnati, has been appointed to handle the accounts of the Crocker-Fels Company, manufacturers of dental supplies, and of the Koehler Candy Company.

G. H. E. Hawkins

Has joined the staff of the Brandt Advertising Company, Chicago, in the capacity of copy and art director.

Hudson C. Grunewald

Formerly with the Grunewald interests in New Orleans, has been appointed account executive by Bauerlein, Inc., New Orleans.

James Wallen

Has moved from East Aurora, N. Y., to 5020 Goodridge Avenue, New York City.

Cross & La Beaume, Inc.

Advertising agency recently organized in New York by J. F. Cross, Jr., formerly in advertising department of Winchester Arms Company, and E. I. La Beaume, formerly advertising manager of Hercules Powder Company, Wilmington, Del.

Architectural Advertising Competition Awards

The jury of awards in the advertising competition conducted by *The American Architect* to improve the general character of architectural advertising has made its report. The competition brought 126 entries. In making the awards the jury, composed of Harvey Wiley Corbett, Bruce Barton, Gilbert Kinney and Benjamin W. Morris, considered each of the advertisements submitted from artistic and copy standpoints. The first and second prizes were won by Carr & Columbia, Inc., advertising agency. Third prize was won by S. H. Maul, architect. There were seventeen honorable mentions.



The Thumbnail Business Review

ELECTION results have increased uncertainty factor from business. Now believed hand-to-mouth buying will give way to trade of more stable character.

☛ Farmers get ten billions in cash for 1924 crops, $3\frac{1}{2}$ per cent more than cash income in 1923. Nearly every section of United States has benefited, except Pacific Coast, which has suffered poor fruit and grain crops and a decrease in dairying.

☛ Steel ingot output in October increased $6\frac{1}{2}$ per cent over September. Pig iron output during October showed average daily gain of nearly 17 per cent, largest since trough period in July. Forward business of U. S. Steel Corporation is gaining. Demands for steel products are more active, the railroads being the largest buyers.

☛ Distribution of commodities is reflected in railroad shipments of miscellaneous merchandise, grain and coal. October freight traffic was largest in history of the roads.

☛ Chain store business for ten months to November indicates increase in public's buying power. October showing of Woolworth is largest for that month in company's existence. Sales for ten months were \$161,095,577, against \$143,525,963 in 1923. J. C. Penney Company sales for same period totaled \$55,003,652, against \$46,518,033 last year. Other chains also show increases.

☛ Automobile output in October, 284,514 trucks and cars, against 288,088 in September and 365,180 in October of 1923. Industry is in excellent shape, however. Building operations are being maintained the country over. Textile industries are faring better; silk trade is prospering.

ALEX. MOSS.

B. F. Provandie

Has been appointed advertising director of *College Humor*, Chicago. He had been with *Life* for more than fifteen years. Since last April he had been associated with *Judge* as vice-president and advertising director.

John Sullivan

Resigns from A. N. A.

Announcement was made at the convention of the Association of National Advertisers at Atlantic City that John Sullivan had resigned from his position as secretary-treasurer because of illness.

A resolution signed by ten members of the board of directors at the annual meeting, November 16, read as follows:

WHEREAS, John Sullivan has held the position of secretary-treasurer of the Association of National Advertisers for ten years and

WHEREAS, during that time he has devoted himself with tireless energy and unswerving loyalty to the advancement of the interests of this association and to the constructive development of all advertising and,

WHEREAS, because of illness he has found it necessary to relinquish his duties as secretary-treasurer, which resignation has been reluctantly accepted, now, therefore

BE IT RESOLVED, that we, the board of directors of the Association of National Advertisers, do hereby express our deep appreciation of the splendid and invaluable service rendered by him to this association, and our sincere hope that he may achieve a speedy and complete recovery.

Eugene A. Richardson

Formerly associated for some years with the Shoe and Leather Reporter Company, has established his own paper in the wholesale shoe field to be known as *The Shoe Buyer*, with headquarters at 113 Lincoln Street, Boston, Mass.

John F. Dalton, Jr.

For the past eighteen months business manager of the *Dairymen's League News*, New York, and prior to that time advertising manager of the *National Grocer*, Chicago, and business manager of the *Iowa Legionnaire*, joins the New York advertising sales force of *The American Legion Weekly* on December 1.

W. T. Woodward

Has resigned as vice-president of Hoggan Brothers, New York, to become sales director of H. W. Gossard Company, Chicago, corset manufacturers.

Roland P. Brown

Formerly with the C. C. Winningham Agency and the Walker Company of Detroit, Mich., has been appointed to succeed Thomas M. Parker as advertising manager of the Detroit Range Boiler & Steel Barrel Company. Mr. Parker has been appointed Central States representative of the company with offices in Detroit.

[ADDITIONAL NEWS ON OTHER PAGES]



The Martin Cantine Company awards cash prizes every month for skill in advertising and printing. The September contest was won by the Joseph A. Richards Advertising Agency and the Charles Francis Press, both of New York, for the 16-page, four-color booklet showing the 1924 advertising campaign of the Nairn Linoleum Company of Kearny, N. J. Printed on Ashokan. The regular prizes of \$100 each were given the winners for skill in copy and in printing, respectively. Enter samples of your own work on Cantine's papers in these contests.

HOTEL, railroad and overhead expenses are the same for mediocre salesmen as for big producers. You save money by hiring good men, even if their salary expense is higher.

Similarly, it is Economy to strengthen your *printed salesmanship* by the use of modern illustrations, harmonious typography, good presswork and Cantine's Coated Papers.

With printed matter that combines these qualities you can increase any man's sales and profitably reach otherwise uncovered territory.

Write for catalog showing samples of papers that meet all requirements of price and quality; also for particulars of our monthly prize-honor contests. Cantine's Papers are sold by leading jobbers in principal cities. Address The Martin Cantine Company, Saugerties, N. Y. Dept. 79

Cantine's

COATED PAPERS

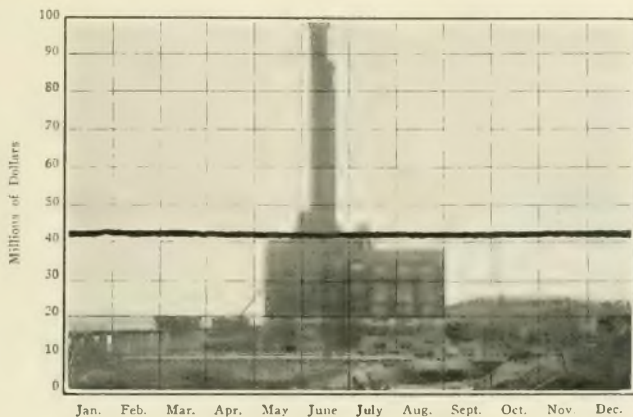
CANFOLD
SPECIALTY PAPER
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
SPECIAL
NO. 2 ENAMEL BOOK

VELVETONE
SEMI-GLOSS - Coat 100%

LITHO C.I.S.
COATED ONE SIDE



Where the buying curve is a straight line

MANUFACTURERS selling to the power-plant market rely on its fundamental stability. Power generation is a basic function of industry. It never stops.

Maintaining uninterrupted power production results in uninterrupted buying of power-plant equipment. Worn-out units are replaced. New power plants are built. Old power plants are modernized.

If the buying of power-plant equipment falls off slightly in one industrial area, it is still active in most other areas. In the aggregate it is uniform and steady—a straight-line buying curve. And the number of buyers in the power-plant field also remains practically uniform.

POWER knows the buying strength of the power-plant field through 40 years of contact with the men who buy. Its circulation is as close to 100-per-cent enrollment of buyers as POWER knows how to obtain without striving for numbers alone. Its subscription salesmen solicit only men of responsible position. These salesmen are paid on a salary basis. They

draw no commissions. They have no incentive to secure mere quantity subscriptions. For ten years POWER'S circulation among buyers in the power-plant field has held practically steady—a straight-line buyer's curve. It is stable, and non-fluctuating.

As the power-plant market is founded on stability, so is POWER. 40 years of service to the buyers and sellers in the power-plant field—40 years of leadership—guarantees POWER'S stability to readers and advertisers alike.

POWER is one of the 15 McGraw-Hill publications serving the following fields:

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-Reading Countries: Ingeniería Internacional.

POWER

A. B. C.—A. B. P.

Tenth Avenue at 36th Street, New York

IS TRUE STORY AMERICA'S GREATEST MAGAZINE?

WHAT is the standard by which a magazine's greatness may be measured?

It is "public acceptance."

Not its publishers—not its advertisers make a magazine great—but those who buy it—those whose reading preferences it fulfills; those who ask for it at the news-stands and will take no other.

This means, not merely the NUMBER of copies sold (though that is a consideration) but also the price paid for each, and the measure of voluntary interest the public exhibits in the magazine.

Let us see how nearly TRUE STORY measures up to this standard.

The print order for the December issue of TRUE STORY—the issue that is now on the stands—is 2,100,000 copies.

98% of this print order is distributed among 50,000 news-stands from Maine to California.

Only 2% is subscription circulation.

We have no fault to find with subscription circulation—we have a trifle more than forty thousand subscribers to TRUE STORY—but we do know that a voluntary, news-stand sale of nearly two million copies at twenty-five cents shows a degree of "public acceptance" that no other magazine in America even approaches.

TRUE STORY Has the Largest News-stand Sale in All the World

* * *

And how much does the American public pay for the privilege of reading TRUE STORY?

Approximately half a million dollars a month; more than the public pays each month for any other magazine published.

Does not this indicate "public acceptance" in all that the meaning of the term implies?

* * *

Steady, consistent growth is another proof of "public acceptance."

It proves that a magazine is a vital, living factor among the publications of its time; that it seeks and finds an ever increasing public.

The growth of TRUE STORY is the marvel of the magazine publishing world.

Year by year, month by month, it has advanced—gaining more than a million and a quarter circulation in one single year—and still growing strong.

Will TRUE STORY During 1925 Add Another Million to Its Present Circulation of Two Million?

That is entirely possible, although we hesitate to prophesy such an unparalleled advance.

We had rather err on the side of conservatism and say that we believe it will add a half million, at least.

Does it not now begin to appear that TRUE STORY is indeed America's greatest magazine?

* * *

The reason for TRUE STORY'S astounding success—like the reason for any other really great success—is plain.

TRUE STORY is closer to its readers than any other magazine. They write the magazine, it is their stories we tell, their stories which dictate the editorial policy of TRUE STORY, their ideals which we reflect in our pages. When their inmost thoughts change TRUE STORY will change. It keeps abreast of its readers' preferences, and achieves a measure of stability and permanency which, together with its impregnable economic position in that each copy is sold at a profit, is unmatched in the magazine publishing world.

Does not this seem like true greatness?

* * *

Add to all this, if you will, the fact that TRUE STORY carries a vast volume of advertising each month—for the most part keyed advertising which must return results to advertisers in dollars and cents.

Further add that TRUE STORY is a real selling force and an influence for moving goods off the shelves among dealers in every line of merchandise and—

We may safely leave to you the answer to the question as to whether TRUE STORY is the greatest magazine in America.

True Story

Magazine

TRUE STORY offers a variety of interest with a unity of attention

Winners In the Advertising Competition

Conducted by

THE AMERICAN ARCHITECT To Improve Architectural Advertising

In order to stimulate a more thoughtful study of advertising to architects and improve its general character, THE AMERICAN ARCHITECT has just conducted a competition for advertisements addressed to architects.

The 126 advertisements entered in the competition showed a wide range of presentation and the selection of the prize winners was not easy. Beside the winners of the cash prizes the jury selected a number for honorable mention.

THE JURY

Architectural Members:

- HARVEY W. CORBETT, President
The Architectural League of New York
- BENJAMIN WISTAR MORRIS, President
New York Chapter, A. I. A.

Advertising Agency Members:

- BRUCE BARTON, President
Barton, Durstine & Osborn
- GILBERT KINNEY, Vice-President
J. Walter Thompson Co.

List of Prize Winners

Name of Contestant	FIRST PRIZE	Company Advertised
CARR & COLUMBIA, Inc., Adv. Agency		Rising & Nelson Slate Co.
	SECOND PRIZE	
CARR & COLUMBIA, Inc., Adv. Agency		Kensington Mfg. Co.
	THIRD PRIZE	
S. H. MAUL, Architect		Indiana Limestone Quarry Men's Assn.

HONORABLE MENTION

Name of Contestant	Company Advertised	Name of Contestant	Company Advertised
F. S. ACKLEY, Adv. Dept.	General Electric Co.	M. F. HOLAHAN, Adv. Mgr.	Indiana Limestone
HARRY NEAL BAUM, Adv. Mgr.	Celite Products Co.	HENRY G. KRAMER, Adv. Mgr.	Ventilouvre Co., Inc.
CARR & COLUMBIA, INC., Adv. Agency	International Casement Co.	A. D. McILVAINE, Adv. Mgr.	U. S. Gypsum Co.
A. E. FOUNTAIN of Tuthill Advertising Agency	National Building Granite Quarries Association	A. D. McILVAINE, Adv. Mgr.	U. S. Gypsum Co.
A. E. FOUNTAIN of Tuthill Advertising Agency	Improved Office Partition Co.	A. D. McILVAINE, Adv. Mgr.	U. S. Gypsum Co.
A. E. FOUNTAIN of Tuthill Advertising Agency	Fish Brick Sales Co.	J. ROY McLENNAN, Adv. Dept.	Pratt & Lambert, Inc.
A. E. FOUNTAIN of Tuthill Advertising Agency	Improved Office Partition Co.	CHARLES P. PELHAM of F. J. Ross Co., Inc.	P. & F. Corbin
		GEORGE C. RAIDT, Architect	Standard Sanitary Mfg. Co.
		DAVID C. THOMAS CO., Adv. Agent	Matthews Bros. Mfg. Co.
		SAMUEL WARREN, Sales Mgr.	Atlas Portland Cement Co.

So that you may see what in the eyes of the architect and advertising man constitutes an appropriate advertisement, we will be glad to send on request the report of the jury and reproductions of the prize winning advertisements.

THE AMERICAN ARCHITECT

Hear Ye Advertising Men!

this notice
is addressed to those
who seek to interest

The Purchasing Agent of the Home



We refer to those women who realize that in becoming Homemakers they have undertaken the world's most important, most difficult job — who have adopted *Modern Priscilla* as their "trade paper" because it deals exclusively with their problems, and makes available to them the help of those who have specialized in the various branches of this many-sided profession.

During 1925 *Modern Priscilla* will be more than ever valuable to over 600,000 of these, your best prospects, by reason of a series of articles written specially for them by the following well-known writers:

January. "Training for Homemaking", S. Agnes Donham; lecturer and author of well-known books on household management.

February. "Partnership in Homemaking", Edgar A. Guest, whose sane philosophy of life has made his writings loved the country over.

March. "The Health of Her Family", Dr. William S. Sadler; prominent physician and surgeon; health teacher of national reputation.

April. "The Management of Her Home", Mrs. Mary Hinman Abel; noted author on Home Economics subjects.

May. "Home and its Food Foundation", Dr. Lulu Hunt Peters, one of the most popular and prominent writers on food, health and diet.

June. "My Ideal Home", Bruce Barton, author of several books; well-known writer of inspirational editorials.

July. "Molding Home's Finest Product—the Child", Mary S. Haviland, author of books on child training; Sec. Nat. Child Welfare Ass'n.

August. "The Social Side of Homemaking", Sarah Louise Arnold; for years Dean of Simmons College; nationally known lecturer.

September. "What the Bureau of Home Economics is Doing to Help Her", Louise Stanley, Chief U.S. Government Bureau of Home Economics.

October. "Homemaking and Citizenship", Edward Elwell Whiting, author of "Whiting's Column" in the Boston Herald, and of several books.

November. "Youth—a Woman's Responsibility", Alfred E. Stearns, Principal, Phillips Academy, Andover; author and educator.

December. "The Spiritual Essentials of Homemaking", Rev. Hugh Black, Union Theological Seminary; well-known author of "Friendship".

In this editorial appeal lies your assurance that casual readers are eliminated and your advertising message presented directly to the Purchasing Agents of more than 600,000 homes.

MODERN PRISCILLA

The Trade Paper of the Home

New York

BOSTON

Chicago

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

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(c) Evring Galloway

FORCES have been at work for a number of years shaping and molding the farmer into a better business man. Not so long ago "crop diversification" and "co-operative marketing" were little understood, and therefore little practiced by those engaged in agriculture. Today the farmer is learning to work in cooperation with his fellows. He is putting to better use and advantage the knowledge gained from the Department of Agriculture, from the State agricultural colleges, from his own associations, and from the farm papers. Slowly but gradually the farmer is lifting himself to a plane of absolute equality with those engaged in other industries. Agriculture's growing effectiveness in the economic world, as pointed out by Mr. Bradfute in his article in this issue, is increasing the farmer's dignity as well as his remuneration, and is making him more of a power in the social world.

M. C. ROBBINS, PUBLISHER

OFFICES: 52 VANDERBILT AVENUE, NEW YORK

Telephone: Murray Hill 3246

J. H. MOORE, Advertising Manager

NEW YORK:
F. K. KRETSCHMAR
A. M. FRANKLIN

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

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

NEW ORLEANS:
H. H. MARSH
927 Canal Street: Main 1071

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

LONDON:
66 and 67 Shoe Lane, E. C. 4:
Telephone Holborn 1500

TORONTO:
A. J. DENNE
217 Bay Street: Elgin 1850

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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. Copyright, 1924, Advertising Fortnightly, Inc.



THE red oval of Beech-Nut is an honorable coat-of-arms which has been borne in the forefront of many a battle for purity and high standards in food products.

If smoking Beech-Nut Bacon a little longer will improve that bacon, Beech-Nut will do it. If broken peanuts roast more quickly and give peanut butter a burnt taste, Beech-Nut will throw out all broken peanuts. And so it goes with spaghetti, pork-and-beans, catsup, jellies, candies and gum.

In the making, the Beech-Nut standard is honesty; in the selling it is fair-dealing, and in the advertising it links perfectly with the McCann slogan of "Truth Well Told".

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

NOVEMBER 19, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Charles Austin Bates Russell T. Gray Alex Moss, *Associate Editor*

Why the Farmer Is Now a Better Business Risk

By O. E. Bradfute

President, American Farm Bureau Federation

FARMERS, when they have the money, are pretty good customers for nearly everything that manufacturers and advertisers have to sell. For this reason, if for no other, it is worth the business man's while to understand the great changes taking place today in American agriculture; which as an industry boasts a greater investment than all the railroads, manufacturing industries and mining enterprises combined. Directly, farming supports approximately 30 per cent of our population, and indirectly as many more are engaged in the transportation and distribution of agricultural products.

In the past the farmer, by and large, has not been a good average business man; often he has not had as much money at his command as some even of the humbler grades of employees in business houses; and consequently the numerically huge agricultural market (represented by more than 30,000,000 people of both sexes and all ages) has not been as productive per capita to the manufacturer and advertiser as other sections of the population. In the last three years the exceptional circumstances following the war led to an especially pronounced condition under which, as the following figures show, the farmer's income was cut almost in half. The gross farm in-



O. E. Bradfute

come in the last five years is indicated approximately in the following:

1919-20.....	\$14,000,000,000
1920-21.....	10,750,000,000
1921-22.....	7,500,000,000
1922-23.....	9,000,000,000
1923-24.....	9,500,000,000

The drastic declines shown here led to a governmental survey of the business of farming which was ex-

haustive and extensive, and the facts discovered have been presented fully in the Report of the Joint Commission of Agricultural Inquiry appointed by the two houses of Congress. From the Report, which was published in 1922, I quote the following:

"The average income received by a farmer for his labor, after deducting the return of 5 per cent on his property investment, is below the average earnings of employees in many other industries. The average reward per farmer for labor, risk, and management, after allowing 5 per cent return on the value of his investment, in 1909 was \$311. In 1918 it was \$1,278, and in 1920 it was \$465. Measured in terms of purchasing power, the farmer's reward in 1909 was \$326; in 1918, it was \$826; and in 1920, \$219. If a farmer in 1918 had been employed in the mining industry, he would have received a wage of \$1,280, or about what he received for labor, risk and management on the farm. Had he worked as an employee of a railway or of a bank and obtained the average wages of an employee in either industry, he would have received more for his labor than he received for risk, management and labor in 1918 on the farm."

Now, the whole purpose and tendency of the most recent changes

and developments in agriculture has been to make farmers, either as individuals or as cooperating groups, better business men, to increase their individual incomes, to make them better economic units, and so—completing the cycle—to make them better customers for all sorts of products. This is naturally a slow process, and there is still a long road to travel. Only the first steps have been taken. Nevertheless, enough has been accomplished already to make it perfectly certain that increasing attention can wisely be given to the agricultural market in the future programs of manufacturers and advertisers.

This is true in the immediate future as well as more remotely. We farmers next year will have between one-quarter and one-half of a billion dollars more to spend than we had last year. Some predictions are greatly in excess of this, but they are erroneous.

In this article I mean to describe principally the direction being taken in the development of better farm marketing, since I assume that side of the question is most interesting to the readers of this magazine, as it is certainly extremely important to the farmers themselves. However, one or two other subjects are intimately bound up with the farmers' welfare, and I will touch on them briefly.

First, farm credits and banking facilities: The farmer's rate of turnover is very slow. He has a crop a year, roughly, if he is engaged in raising grain, fruits and vegetables, cotton, tobacco and the like; but if he is a stock-raiser, the

period of one complete turnover may extend to two, three or even four years.

Now, the banking laws of the United States were not drawn to meet any such situation. On the contrary, they were framed to accommodate business corporations with a rate of turnover ordinarily much faster, and with a correspondingly need for short-time loans.

THE farmer, when he borrows, does not have much use for a short-time loan. He must have credit to carry him from the beginning of his crop season, when he has to buy his fertilizer, his seed, pay for the initial labor of plowing, planting, and so on until such a time as he harvests and sells the crop. A thirty, sixty or even ninety-day loan will not answer his purpose. If he takes such a loan for want of anything better and cannot get his note renewed, he is "busted"; for he has no money coming in. The recent legis-

lative developments in this direction have been aimed to relieve just this situation and nothing more; the intermediate credits banks are now getting into operation on a satisfactory basis.

A second factor tending to bring relief in the same direction is the uniform warehouse act. In the old days, if a farmer incurred obligations in order to plant a crop, his loans usually fell

due some time along in the fall. The result was, he was forced to sell his crop about as soon as he harvested it, because he had to have the cash. In other words, unless he was in an unusually favored position, he was faced with what amounted to a forced sale, and at a time when all the other farmers were bringing their crops to market and the conditions for realizing a reasonable price were the worst possible.

Now if, instead of selling, the farmer left his crop on his own place, he could not borrow money on it to meet his obligations, because the security was indefinite and too likely, from a banker's point of view, to walk away! Yet the warehouses equipped to grade accurately, to insure on moral and financial hazards, to hold the crop until sold, and to certify in the meantime what the farmer actually had so he could borrow against it, were wholly inadequate. The means to remedy this

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© Irving Galloway



COOPERATIVE marketing of farm products is keeping many farmers on the right side of the ledger. The Dairyman's League, for example, provides a market for the surplus dairy products of its members by dispensing milk, buttermilk, butter, cheese, etc., over the counter direct to the consumer. The poultry raisers of the Atlantic coast are gradually eliminating commission merchants handling their products. They have their own distribution system and are building their own storage plants.

Bread and Butter Problems of a Sales Manager

Keeping the Rising Star from Becoming a Falling Meteor

By V. V. Lawless

WILSON was a star of the first magnitude. He breezed into the office looking for a job. He had never sold goods before. He had been a great office boy and a great stenographer in a law office but he knew he could sell things. He wanted a chance and we gave it to him. He was only twenty-two but had the poise and balance and all the earmarks of a man of twenty-eight or thirty.

Wilson absorbed his house and preliminary road training with a snap and vigor that was promising. Within three months we were talking about him and pointing him out as an example of what a youngster can do. He was drawing the pay of men of thirty and thirty-five because he was doing the work of men that age.

We looked forward to Wilson developing year after year. By the time he was thirty, he would be worth and be earning ten thousand a year. By the time he was forty-five, he might be president of the company.

Wilson was with us a year and a half and had headed the sales force for seven months straight. Then he disappeared. Weeks later, we had a letter written from Japan. Wilson was full of kind expressions and apologies. But the fact of the matter was he had had an offer to be the Oriental manager for an office appliance house. It was too good to overlook. It was his great opportunity. It had knocked on his door



" . . . he came to us some years ago, fresh from high school. Within a month he was a star business-getter. He went in where veteran salesmen feared to tread and he came out with orders. Nothing daunted him, and at twenty he was a tremendous success. But we couldn't hold him; success turned his head."

and he had grasped it. The star was gone.

HE reminded me of a youngster who came to us some years ago, fresh from high school. Within a month he was a star business getter. He went in where veteran salesmen feared to tread and he came out with orders. Nothing daunted him and at twenty he was a tremendous success. He was making fifty dollars a week, which was good pay for the work he was doing. Soon he would be entitled to a raise of five dollars a week.

One evening he phoned me that he had something of great importance to talk over. He came to the house. He told me he was engaged to be married. I congratulated him. He asked me if he was making good. I told him his work was satisfactory.

me that he had decided to go into the real estate business on a commission basis.

The next time I saw him he was working for a competitor of ours. He told me he had made a mistake. The commission proposition on real estate had not worked out as he thought, but he was ashamed to come back to us for a job again.

A year or so after that, I was spellbound one afternoon by a youngster who came to sell me an ink eradicator but stayed to sell himself to me and I bought him. He went to work. He was a very, very good salesman right from the start. For six months he was a glorious find. Then he went out on a tremendous "drunk." It was in a small seaport town in Oregon. He was worsted in a drinking bout with a Finnish sailor and a week later he emerged

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Selling White Space with Trimmings

By Norman Krichbaum

ARATHER insistent question has been heard of late, coming principally from newspaper and magazine publishers, as to just what should be sold and delivered under the name of advertising space.

Complex and highly developed as modern advertising is, it presents, in many campaigns, intricate phases of markets, distribution and sales approach, which have to be worked out by preliminary research and fact-finding. Sources of data have to be tapped, surveys of consumption and competition made, experimental sales "rehearsals" staged and studied, actual jobbing and retailing outlets established, coached, and provided with advertising ammunition. All these essentials take someone's time, intelligence and money. It is conceivable that the not unhuman tendency will be to shunt these burdens, wherever possible, to the "other fellow."

Which, in a roundabout way, explains the questioning attitude on the part of our friends of the press, and gives some force to their query—"What do we sell when we sell white space?"

For newspaper and periodical publishers, especially major ones, have been forced, insidiously and increasingly, to bear an alarming proportion of this burden of getting sales under way.

Metropolitan dailies particularly are being asked, and in many instances persuaded, to render services in connection with surveys and with sales of advertiser's goods, gratis, and far in excess of what would appear in the long run good practice, and often far in excess of that contemplated under their rates.

The explanation of this (aside from the admittedly human trait referred to above, namely, the agility in dodging personal exertion and expense) is to be found under two heads.

First, the publications, or those usually called upon for such assistance, have the "dope." Many of them are huge, influential, of national scope and organization, equipped

with morgues, museums and monuments of data. They can tell impromptu (or ascertain with snap and accuracy) how many canned beans are sold in Kokomo between June and September, and whether the Eskimos prefer the hygienic dental qualities of plug tobacco to wintergreen tooth paste.

Second, the publications appear, in the main, to have stood for the practice. With very little hesitancy, up to the present at least, they have acceded to such requests. The anxiety for contracts has led them not only to present the insistent advertiser with the key to their files, but to go out and make maps, charts, reports and what-not to order, at considerable cost to themselves.

Nor would any of these irregularities be so glaring, so doubtful as to ethics, so manifestly unfair to publications, if the advertiser paid *extra* fare for them. But he doesn't. He simply exacts them wherever he can, for good measure, and chuckles.

Extraneous services and assistances of this sort assume a myriad forms. "Cooperation" covers a multitude of demands. Many are the sins committed under its name.

THE blame for the small beginnings of these "free" perquisites of advertising rests, it must be said, with the publications themselves. They begin, in a way, with such details as free art work, free engravings, free copy, furnished by newspapers. The gratuitous nature of these mechanical essentials has no more logical basis, it appears, than precedent. Most trade publications, too, make no charge for copy; a few of them will, on occasion, provide free art and cuts. Why? Other magazines in the same class will charge a service fee even for copy. There is no one standard.

From such minor considerations as copy and plates, the scene shifts to mailing lists, "confidential" reports on new prospects, complete sales plans, "loans" of salesmen, and filled-in order blanks.

Newspapers are asked to set up

market analyses and sales programs that by no stretch of the imagination come within their province.

Trade mediums likewise, partly on their own volition and partly on demand, have made all manner of concessions "on the side" incidental to the sale of space. Preferred positions, extra space, reading notices (all these gratis), flamboyant inserts, return postal cards stuck into magazines, reprints of advertising distributed free—all these are part of the unfair penalty publications pay for some advertisers' business.

TRADER magazines often feature as part of their service, to their own ultimate detriment, a direct mail solicitation to lists of their own compilation, partly or altogether paid for by the publication. One prominent publication, in good standing, recently offered to the writer a continuous monthly service of this sort to a list of many thousands of names, the publication house to meet all costs except printing the folders and broadsides. The value of the mailing list, the postage, the clerical help, all charged off—to whom?

Advertisers and agencies have long discouraged the practice of giving premiums for magazine subscriptions, as invalidating the worth of the subscriptions in an advertising sense, and rightly so. Yet these same advertisers and agencies continue to foster another premium system just as pernicious—the premiums of extra space, better position, editorial "write-ups," and downright sales assistance, which often go with white space.

In their zeal to become known as real merchandising powers, publications have permitted greater and greater liberties to be taken under the guise of cooperation, and have not infrequently gone so far as to prostitute themselves to the rapacity of the advertiser.

Nor have advertisers themselves been the prime offenders in these deprecations; very often it is rather the advertising agency which levies the heaviest and most arbitrary

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When the Pharmaceutical House Thinks of Advertising

What Effect Would Advertising a Household Product Direct to the Consumer Have Upon the Medical Man's Relationship with the Manufacturer?

By Charles P. Pelham

NOT long ago the writer, who was raised in the retail drug business and who knows the "back-stage" feelings of the druggist as well as the average family doctor, undertook to find out which of the many medicinal products made by pharmaceutical houses could be talked about and sold to the Jones family without harming them and without engendering the ill-will of their physician.

Four factors seem to control. They were developed as the result of a thorough study of the pharmaceutical business, the retail druggist and the medical profession. Each of the four factors includes conditions which call for consideration. Some are more important than others, but each has an influence which cannot be disregarded. We will take them up in order of importance.

NATURE AND USE OF PRODUCT—Practically every product made by pharmaceutical houses can be classed in one of the following groups: Household Remedies, Specialties, Pharmaceuticals and Chemicals, and Biologicals and Vaccines.

Household Remedies—These are the simple articles common to the public and to everyday use; for instance, castor oil, sodium phosphate, epsom salts, olive oil, sugar of milk, medicated talcum powders, throat lozenges, tooth pastes, soaps, toilet creams, dusting powders, ointments and salves, lotions, boric acid, disinfectants, antiseptics, etc.

Household products are clearly separated from specialties, pharma-



(© Brown Bros.)

WHERE a pharmaceutical specialty has a simple formula, and is easy to use, it may safely be classed as a household remedy. However, the majority of people either visit their doctors or the free treatment department of the local hospitals in cases where expert medical treatment and advice are indicated. There is a vast difference between asking the public to buy everyday household remedies and asking them to buy pharmaceuticals and chemicals, whose administration requires the specialized knowledge of the medical profession

ceuticals, chemicals and biologicals by reason of their simplicity of formula, or harmlessness of ingredients and use. It is possible, however, for a chemical, pharmaceutical or a specialty to become a household remedy purely through usage.

Specialties—These are usually compounded by the pharmaceutical house from prescriptions which their laboratories have produced or from formulas which they have secured from some good authority.

Such products are originally made for the use of the medical profession who, knowing the formula and the action of the combined ingredients, can intelligently prescribe them.

While most specialties usually have a treatment value, it is also true that many pharmaceutical houses make specialties which have come to be regarded as household remedies, due to their simplicity of formula and use. A few such preparations, all of which were originally introduced by the medical profession, are Listerine, Sal Hepatica, Aspirin, Squibbs Mineral Oil, Unguentine, Antiphlogistine, Glyco-Thymoline, Baumé Analgesique.

Pharmaceuticals and Chemicals—These are the raw materials which the doctor uses in order to treat or correct an ailment. His knowledge of the action of these materials singly or in combination, upon the body and upon disease, enable him to prescribe them intelligently.

Some pharmaceuticals or chemicals are deadly poison.

The combination produces different effects according to proportions. Their use for the treatment of disease, or its symptoms, in one person might be incorrect for treating the same disease for another.

It is clear these products cannot

be used by the public. They are for the hands of the profession only. The pharmaceutical manufacturer exists primarily for the purpose of supplying such drugs and chemicals. Their production is its main function, and the medical profession, therefore, its primary market. Without the physician many of these drugs and pharmaceuticals could not be used. Without the doctor the pharmaceutical house could not exist.

Biologicals and Vaccines—These are rather new additions to the field of medicine. Very few laymen know exactly what they are or what they are supposed to do—prevent or cure. During the recent war, many young men saw and heard of a vaccine for the first time.

No discussion is needed regarding the use or non-use of such products by the public. No layman would

dare inoculate himself against typhoid, pneumonia, colds or other troubles.

* * *

It is evident that the first group—household remedies and products—is the only one possible of development with the public.

The public can safely use castor oil. There is no danger in Mrs. Jones dusting her baby with a slightly medicated powder when the child is suffering from heat. There is little danger in Mrs. Brown giving her boy a dose of sodium phosphate or mineral oil, or other laxative when he has eaten too much cake, or applying an antiseptic solution or healing ointment to a minor cut or bruise. These are everyday ailments which the doctor knows can be taken care of by the mother or father of any home.

But where is the dividing line? At what point do doctors step in and say, "No! That's my job." How far can the household remedy list be stretched?

In most cases a decision can be reached by establishing the nature and use of the product. One can also be guided by the curative or non-curative claims of the product.

A mouth wash, for instance, is a household remedy so long as it is sold as an antiseptic. But if sold as a preventive or curative of tonsillitis, it would immediately be removed from the household class by the medical profession.

A healing powder or salve might be sold as a household remedy for cuts, bites, sunburn or skin abrasions, but if it claimed to be a cure for boils, it would no longer be a household product.

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The Fine Art of Picturizing

By Arthur T. Corbett

SERVICE is one of the sharpest things in business to advertise. Yet service is the main commodity in which many business houses and institutions deal. Therefore, when they advertise, it is their service that they must advertise.

There is one unusually effective way of making service interesting, and of making service advertising stick in people's minds. That way is to turn away from the heroic and philosophical and academic type of advertising and tell one's story in incidents. Picturizing "service" this method might be called. Picturizing in drawings, in photographs and in words—for words can picture as truly as do line drawings or half-tone engravings.

The advertisement reproduced herewith, from the back cover of the house-organ published by the Union Trust Company of Cleveland, is perhaps as fine an example as could be found to illustrate the picturizing method of advertising "service."

The picture creates the proper atmosphere—picturizes the setting for the human incident with which the

A \$12,000 Advertisement?

It is a story well known, but one so interesting that it is worth telling again. The Union Trust Co. of Cleveland has a new method of advertising. A new man from Cleveland secured an order for \$12,000 worth of merchandise in Cleveland. He was a new man. He needed it badly. He had only one chance to get it. He needed it badly. He had only one chance to get it. He needed it badly. He had only one chance to get it.

The Union Trust Co. of Cleveland has a new method of advertising. A new man from Cleveland secured an order for \$12,000 worth of merchandise in Cleveland. He was a new man. He needed it badly. He had only one chance to get it. He needed it badly. He had only one chance to get it.

The UNION TRUST Co.
Cleveland

copy deals. And the copy paints an interesting, convincing word picture in five terse paragraphs, a swift-moving drama of business and banking that is calculated to stick in the reader's mind, and create a picture around which to build an institu-

tional impression of this Cleveland bank.

This same advertisement might have been written without any of the picturizing quality that it possesses. It is not so much the incident that makes it graphic, but the way it is treated, in both illustration and copy.

Its secret lies in the picture-phrases of which it is so largely made up:

"Only a small advertisement"; "some freak of fortune brought it into the hands"; "Chinese concern in Hongkong a few weeks later"; "a Cleveland concern"; "an order from Hongkong"; "\$12,000 worth of merchandise"; "they needed it badly"; "they phoned the Foreign Department"; "within ninety minutes"; "four closely typewritten pages."

A series of pictures of places, things and situations that, together, create a mental picture as definite as the drawing with which the advertisement is illustrated.

Such is the fine art of picturizing in copy, and of making service advertising interesting and unforgettable.

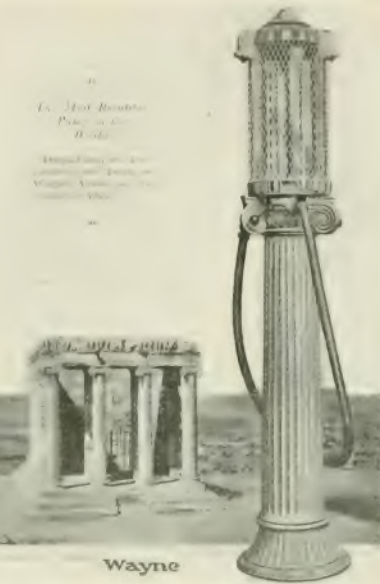
Meeting Price Competition in Industrial Marketing

By Robert R. Updegraff

COMPETITION may be the life of trade, but all too often it is the death of profits, particularly in connection with products, materials, supplies and equipment marketed and used within industry, where price is so often the controlling factor in making the sale. This problem of competition is frequently so acute that, as one industrial sales manager remarked recently, "My job isn't making sales; it's the eternal problem of meeting competition that mere sales arguments can't touch."

Making sales under such circumstances is very different from the sales process of wearing down buying resistance or inertia, as when a life insurance salesman finally convinces a prospect that he ought to carry more insurance, and gets him to sign up; or when persistent advertising finally convinces a woman that she ought to have a vacuum cleaner and starts her to the store to buy the advertised machine; or when a textile salesman keeps at a prospect in the furniture trade until he finally succeeds in getting him to try a new upholstery material. It is different, for one thing, in that often it is a matter of securing for one's concern an order for materials or machinery or equipment that

must of necessity be placed with one of, say, three or four or six or eight concerns. This "must" element is as big a disadvantage frequently as it is an advantage. The competition for "must be placed" industrial orders is intensified by the very fact that it is pretty well known that they must be placed, and the competing candidates for the order know that, when it is placed, that prospect is temporarily, or perhaps permanently, out of the market. This leads often to desperation methods



THERE are hundreds of products and devices and machines being marketed to industry today that could be given an "edge" on competition by studying how to improve their quality or value in some way that could be seen or felt or heard by the buyer. The Wayne pump is an illustration of one way in which a product may be lifted out of the competitive class. It is different from other pumps in that it is a work of art and as such cannot be identified with any of the other devices of its kind.

—cutting of price until there is no profit in the order, service promises or guarantees that are out of all reason, granting of impossible terms, throwing in "extras"—to mention a few of the kinds of difficult competition that the man responsible for the marketing of an industrial product must meet from time to time.

There are three distinct ways of meeting this competition in industrial marketing. These three ways are by better salesmanship, by de-

veloping an "edge" on competition and by taking your product out of competition.

Meeting competition by better salesmanship than the other fellow brings to bear is the most obvious method and, so long as it works, it is satisfactory. But pure salesmanship, whether of the high-voltage type, the seductive social type, or whatever other brand, does not always suffice to land the business in the necessary volume at a profit.

If the business, then, is to be successful, some way must be found, either to get an "edge" on competition or to take the product out of competition.

At first thought perhaps most industrial marketing executives will assure themselves that they have canvassed the situation thoroughly and that there is no way of getting an "edge" on competition that has not already been tried. But, every few weeks, some business concern is discovering some way to do just that, often a way so simple that it should have been thought of years ago.

The sales manager of a concern making a chemical product that is used in large quantities in a certain broad industry, and which has always been sold in bulk, got an "edge" on his competitors when he figured it out that throughout this industry his product was generally used in certain units in the manufacturing process in which it was utilized. The basis of this unit was a pound, two and one-half ounces (as nearly as I can recall the figures). Either this amount or double this amount or treble it was required, depending upon the size of the batch in which the chemical product was to be used. And so he had his product put up in unit pack-

ages of 18½ ounces, instead of in bulk by the keg.

Buyers were quick to see the advantage of this and sales jumped at once. Ultimately his competitors all followed suit, but he had been shrewd enough to keep the plan dark until he was ready with a big sales drive, and so for some time he had an "edge" on competition that outweighed all the super-salesmanship that his competitors could bring to bear. And he will always hold some of the extra business his common-sense unit developed.

Many an industrial product might be studied profitably in connection with this matter of unit of sale. Sales units tend to become standard-

ized over a period of years, whereas in many instances the uses to which products are put may gradually change until the old units are inconvenient. Nobody realizes it until some newcomer in the field or some fresh mind sees the sales possibilities that lie in a revision of the sales unit and proceeds to walk off with the business.

The same is true in regard to the design or form of machinery and equipment. Many are the instances where industrial concerns have gained the upper hand over competitors by re-designing some piece of apparatus or machinery so that it could be made more economically, or so that it operated more effi-

ciently, or was more acceptable to buyers because it was lighter or occupied less space or required less attention or was more nearly fool-proof, or even merely because it looked better.

The president of one very successful industrial enterprise making a certain type of metal-working machinery, in which no great improvement seemed possible fifteen years ago, has succeeded in keeping an "edge" on competition all these years by means of design revision. The minute his organization completes an improved design for any given machine and it is ready to market, he promptly starts his

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Begin Your Letters in the Middle

Dictated by WRB/S

IN London, I am told, is a club composed of a number of very interesting and intelligent men who have made it a rule to dispense with all the hackneyed forms of salutation or greeting and all the conventional conversational bromides. When one member meets another, whether in the club rooms or on the street or at a social function, no matter if they have not met for months, they start talking as though they were resuming a discussion interrupted only a minute before. It may be on a subject that they actually were talking about when last they parted, or it may be that one of them plunges into the middle of some subject uppermost in his thoughts at the moment.

In any event, their conversation among themselves is said always to be exceedingly interesting because *it always starts in the middle*. All the warming-up observations are skipped, and the discussion starts *at the point of interest*.

Now why should not business letters be written in this same way?

Such phrases as "Your favor of the 14th received" and "In response to your request" are in the same category as the meaningless sidewalk greetings, "How are you?" and "How are all the folks?" and "Haven't seen you in a dog's age." No one pays any attention to them. In fact, they merely slow up the communication of intelligence.

How much more interesting and refreshing such openings as these:

Our Head Shipper says your order will go off tomorrow morning.

The artist who made the two pencil sketches was in this morning and wants to know if he shall go ahead, etc.

I called yesterday on Mr. Bowman as you suggested, and he said, etc.

On page 9 of our catalog you will find the No. 20 drill-press you inquire about.

Having hooked the reader's interest on the point, if it is absolutely necessary the letter may go on to mention the date of the letter or inquiry to which it is a response, or to set forth any of the factors which give rise to the writing of the letter, if it is new correspondence. Thus—

Your package of samples has not been received yet, but just as soon as it comes we will substitute the price-list you sent with your letter of the 18th for the old price-list that you say is inclosed with the samples.

We would like more detailed information about your envelope sealing machine. We notice in your advertisement in Brown's magazine that, etc.

Someone may rise to ask, "Why bother to try to apply this start-in-the-middle principle to such letters as this last one?"

Because only by making it a practice to start *all* your letters in the middle and make them crisp and interesting will you keep your correspondence out of the rut and develop that quality that is so effective in business correspondence.

The letters you write in response to letters you receive asking you a definite question offer an especially fine opportunity to open at the interest point in your replies. Contrast these replies:

I have your letter of the third in which you inquire if I will be one of a party to visit your plant next Tuesday afternoon and I am very pleased to advise that I will come. You may be sure I appreciate this invitation and I am, etc.

Yes, indeed; I'll be delighted to join you Tuesday afternoon, and I am anticipating a most enjoyable visit at your plant.

I'm terribly sorry but I can't join your party on Tuesday afternoon because I shall be in Chicago. Some other time I shall hope to have the pleasure of visiting your plant.

Observe how much more personal and spirited either of these last two letters is. They not only start at the point of interest, but they meet the situation more fully and graciously and convincingly than the more common form; and they have that commendable quality, brevity.

Which brings up still another advantage of the bursting-into-the-middle way of opening: nearly always it shortens a letter by almost half. And in this day of voluminous business correspondence and all-too-short office hours and high-salaried stenographers, anything that can be done to cut down the length of letters and make them clearer at the same time is decidedly worth struggling to attain.

Oregon Takes Official Ballot on Advertising Efficiency

By Allan P. Ames

THE manufacturers of nut margarine had just had the unique experience of watching the election authorities of Oregon and Washington count the votes cast for and against them at the general election of November 4, and now they are engaged in gracefully thanking the electors of those two states for indorsing their product by a vote of more than two to one.

The opportunity arose through the operation of the referendum plan which permits the people of Oregon and Washington to review the acts of their state legislatures. Oregon and Washington are dairying states, the dairy interests there being strongly organized through local and state organizations. Last winter they put through the state legislatures bills prohibiting the manufacture and sale of products containing both vegetable fats and milk and designed for use in place of butter. Without using the word "margarine," the measures were aimed at the nut margarine industry since all margarines under the definition of the Federal law contain either milk or milk products. The bills were worded, however, to appear primarily as a defense of the purity of milk products, and as such passed the legislature despite the protests of the margarine manufacturers.

After being beaten in the first round, the nut margarine interests lost no time in getting signatures to a petition which suspended the operation of these laws until they could be passed upon by popular referendum at a general election.



IT is not often that an advertiser has the opportunity to test the appeal of his advertising by a popular voting test participated in by and open to the generality of citizens of his state. Such a test, however, has just been concluded in Oregon and Washington, where the dairying and margarine interests were on opposing sides of a referendum on the question of prohibiting the sales of dairy products containing vegetable fats. Specimen advertising of both factions is reproduced above.

The ensuing campaign was one of the most stirring ever waged in the Northwest on a referendum question. The issue, being a fundamental one, aroused the attention of the dairy and margarine industries throughout the country.

ALTHOUGH the growth of the margarine industry has been marked by a series of battles against the butter producers, these engagements usually are staged in national and state legislatures. The Oregon-Washington referendum presented an opportunity to take the question directly to the consumer and have it answered by the ballot. It was foreseen that a victory by the butter interests would encourage the dairymen of other states to try to rid themselves of margarine competition by similar means. While the loss of the Oregon and Washington markets would have

have been serious, the manufacturers had far more at stake than this sectional trade, important as it was.

The dairy organizations went to the people with the plea that the growing popularity of margarine threatened the very existence of the dairy industry. The farmers' organizations backed the measure to a man. Virtually all the newspapers in the rural communities and many of the city newspapers gave the proposal to outlaw nut margarine their editorial support. The dairymen started their campaign early by organizing a press bureau and flooding the newspapers with mimeographed attacks upon the healthfulness of the rival

product. On the other hand, it did not take the Margarine Campaign Committee long to learn that if they wanted any newspaper space they would have to buy it at advertising rates. So while the Dairy Committee was sending out interviews and statements and getting hundreds of columns of free space, organizing mass meetings and sending speakers through the two states close upon each other's heels, the defense conserved its resources for an advertising campaign during the weeks just before election.

The Margarine Committee decided to take the offensive and began an advertising campaign which included billboards, car cards, newspapers and direct mail. No defensive or negative copy was used. The dairy interests were flatly accused of attempting to banish margarine so as to increase the sale of butter

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XVIIIth Century Design Influences XXth Century Manufacture

Original sources for the design of the silver service illustrated: The top and the urn from the wall paneling; the base of the Wedgwood vase; the Wedgwood oval, and the wave border motif from the bookcase.



PRESENT-DAY manufacture studies and adapts the work of oldtime master craftsmen to attain purity in design for modern products. The silver service, shown above, made by the International Silver Company of Meriden, Conn., derives its inspiration from examples of Wedgwood pottery, a fragment of wall paneling and a bookcase, from the J. Pierpont Morgan and other collections at the Museum of Art, New York City.

I Answer All the Coupons

What One Coupon-Shopper Found Out About Manufacturers' Follow-Ups to Their Advertising

By Frank Farrington

COUPOON shopping will never become a popular habit or practice, or even an indoor sport, but a trial trip down the line has its interest.

From a recent number of the *Ladies Home Journal* all the coupons, 41 in number, were clipped. Of the 41 clipped the following coupons were not used: The Fireside Industries, Adrian, Mich., because it was on the back of the coupon of Berger Brothers; S. C. Johnson & Son, Racine, Wis., because it called for an inclosure of \$3.50 for a floor polishing outfit; Mum Manufacturing Company, Philadelphia, Pa., because it called for 40 cents; Eureka Vacuum Cleaner Company, Detroit, Mich., because it was an order to deliver to the signer a vacuum cleaner for "free" use, and the Curtis Companies Service Bureau, because the Curtis name was confused with the Curtis Publishing Company, and the advertisement passed by as just another advertisement of the publishers. This left 36 coupons to be sent in. Most of them called for no inclosure, though a total of 72 cents in inclosures was sent.

An interesting feature of the returns was the great difference in the time required to get replies. The tabulation on this page shows the returns received in four weeks, what was received, and the time taken by each concern to get the returns back to an address near New York City. It also shows the number of follow-up pieces of mail received within the four weeks from the date of mailing the coupons. Three days means practically an immediate reply, a reply mailed

on the day the coupon was received. Deduct two days from the time given in each case and allow two more days for each day distant from New York City by mail, after the first day, and you have the length of time the cou-

letter where it would not be noticed. Using the valuable space in a little coupon with such address keys as "Dept. 76" and the like leads one to think the advertiser has not always viewed his coupon detached from the rest of his advertisement and noted the extremely limited space sometimes given it. Some coupons contain both a keyed address and a key letter or number.

Most of the 41 coupons gave sufficient space for filling in the name and address if done with care, but some, notably a corner coupon or two, did not give the reader enough space. The average readers, or perhaps it would be better to say a good many readers, are unable to adapt their writing to cramped coupon lines. The spaces, even in single column coupons, however, seemed to be adequate except for corner coupons.

The samples received in reply to the coupons, with one exception, were packed in neat, secure cartons, obviously made for the purpose, the addresses usually typed on labels afterward pasted on. The single exception to the neat package was that of the Corn Products Refining Company, which contained a 10-cent sample of Linit. This was wrapped in brown manila paper with nearly six feet of heavy hemp twine wound around it. The wrapping was secure and the powder, which sifted out of the inner carton, did not come out through the wrapping. The effect, however, was that of a package sent by someone who happened to have to make up such a mail package, not by a concern whose business involved the habitual mailing of that sort of

Name of Firm	Type of Reply	Days to Receipt of Reply	Follow-Ups
Zonite Products Company, New York City	Booklet	3	None
Berger Bros. Company, New Haven, Conn.	Circulars	4	Two
Northam Warren, New York City	Sample	4	None
Woman's Institute, Scranton, Pa.	Booklet	5	Three
Beech-Nut Packing Co., Canastota, N. Y.	Booklet	5	None
Ray H. Bennett Lumber Company, Inc., North Tonawanda, N. Y.	Book	6	One
Rubens & Marble, Chicago, Ill.	Booklet	6	None
Automatic Electric Washer Co., Newton, Inva	Circulars	6	None
Postum Extract Company, Clinton, Conn.	Sample	6	None
Colgate & Company, New York City	Sample	6	None
E. Albrecht & Company, St. Paul, Minn.	Booklet	8	Two
Bernhard Ulman Co., Inc., New York City	Circulars	8	None
Olson Rug Company, Chicago, Ill.	Booklet	8	Three
Martha Matilda Harper, Rochester, N. Y.	Sample	8	Two
The Pepsodent Company, Chicago, Ill.	Sample	8	Two
Pet Milk Company, St. Louis, Mo.	Booklet	8	None
Postum Cereal Company, Battle Creek, Mich.	Sample	9	None
Peace Dale Mills, New York City	Samples	9	None
Gage Bros. Company, Chicago, Ill.	Booklet	9	None
A. P. W. Paper Company, Albany, N. Y.	Doll Cut-Out	10	None
Andrew Jergens Company, Cincinnati, Ohio	Sample	10	None
Postum Cereal Company, Battle Creek, Mich.	Sample	11	None
Cream of Wheat Company, Minneapolis, Minn.	Booklet	11	None
Hoozier Mfg. Company, Newcastle, Ind.	Booklet	12	Two
Andrew Jergens Company, Cincinnati, Ohio (2 coupons)	Samples	12	None
Phillipsborn's, Chicago, Ill.	Catalog	12	None
Postum Cereal Company, Battle Creek, Mich.	Sample	13	None
Postum Cereal Company, Battle Creek, Mich.	Sample	15	None
Corn Products Refining Co., Albany, N. Y.	Sample	17	None
S. Karpen & Brothers, New York City	Booklet	18	None
Radio Corporation of America, New York City	Catalog	23	None
Standard Laboratories, Inc., New York City	Sample	26	None
Lloyd Manufacturing Co., Menominee, Mich.	Booklet asked for but none received.		
Farnshaw Sales Co.	Referred to in follow-up letter.		One
Lehn & Fink	No reply at 4 weeks		
	No reply at 4 weeks		

The tabulation gives the returns received in four weeks by a "coupon-shopper" who sent out 36 coupons clipped from one publication. Three days means practically an immediate reply from the advertiser. The tabulation shows that not one-third of the advertisers sent the information sought in less than a week. Where "Circulars" are mentioned in the tabulation, the term may be held to include a form letter of reply to the inquiry

pon apparently was held before reply was sent.

MANY of the coupons were keyed in a manner that complicated the address as read and added to the trouble of addressing the envelope. These offered no information to the advertiser that he might not have acquired through the use of a slightly different coupon form, or by the insertion of a key

The Passing Procession of Magic Formulas

By Earnest Elmo Calkins

ADVERTISING is such a precocious business that its practitioners have a hard time keeping up with it. Every once and so often some genius arises and says "Eureka," meaning that a final solution of all the problems has been found. He struts his brief period, but advertising goes right on, leaves Archimedes behind, and springs a bigger problem to set the wise ones cudgeling their wits.

I have sat up with advertising since the beginning, and I have seen the whole show—up to now. I have, as Virgil so modestly asserted, seen all of it, and been a part of it. When I began my work thirty years ago, the most conspicuous symbol of advertising was the picture of Old Doc Munyon, with upraised finger, declaring, "There is hope." Since then many a style has become the fashion for a season. Advertising is as much afflicted by changes of fashion as millinery. Jingles, imaginary characters like Phoebe Snow, slogans, coined names, reason why, psychology, double page spreads, market investigations, atmosphere, dealer influence, merchandising, art topography, millines, are among the magic formulas that have had their day, and left something useful behind them, perhaps, but none of them seemed to do away with the original truism that advertising is just a job, like bookkeeping, or bricklaying, or banking. One great underlying principle which has not yet been abrogated or superseded is that the great power of advertising lies in its persistency, in its continuity, and that no matter how you do it, or what your pet talking point, or copy appeal, or keynote, you must keep right on doing it, day after day, every day. There are no short cuts, or royal roads, or northwest passages to the promised land of increased sales, and advertising, like any other living thing, like a bank, or a bay tree, or a baby elephant, is subject to the laws of growth—every



Earnest Elmo Calkins

little added to what you've got makes just a little more.

Many people even to this day do not believe this, and are still seeking, like the angel of the old schoolmen, to go from point to point without passing through the intervening space.

IN the days when I was beginning my work as an advertising man, there was another infant industry which has also become the wonder child of the twentieth century, namely, the manufacture of the flivver. In the beginning it was possible to climb into one of the early forms of this vehicle, one with a door in the middle of the back seat for choice, and drive rapidly about the streets of any large city, faster than a horse could go, in fact as fast as the law allowed. It was also possible for the maker of a worthy article—or even an unworthy one for that matter—to start advertising in a small way, on a shoe string, as the phrase is, and sell goods, and build up a successful business, getting results from a small appropriation, that is impossible in these

high-gear, high-powered days, just as it is impossible with the latest model of a twin-six to drive down Fifth Avenue during the rush hour at a faster pace than a lame man can walk.

Advertising today is as much better than advertising when I was cutting my teeth on "two-inches single," as a new Cadillac is better than the weird contraption that Henry Duryea drove about the streets of Peoria where I was holding down my first job as advertising manager, but it is almost defeated by its own efficiency. Newspapers and magazines get bigger and bigger, with single advertisements running two and four pages an issue, advertisers grow restless and change agents more frequently in the relentless search for a new idea which will make the generous space even more potent in selling goods.

Some products, especially foods and toilet articles, have received such relentless exploitation, one wonders if they are not already scratching gravel from the bottom of consumer demand. The grocer and druggist scratch their heads and look despairingly at their crowded shelves when asked to find place for another breakfast food or a new tooth paste. Two million new customers are born every year, but so prompt is advertising, and so thorough and efficient its methods, that it uses them up faster than nature can supply them. The demand exceeds the supply.

In the early days the only question about advertising was whether it would sell goods, just as the only question about a motor car was whether it would run. Today the motor car is hard put to find a place to run in, and advertising is almost at the point where it must find new worlds to conquer. Almost—but not quite. There is no crisis yet, but anyone who looks ahead in advertising, or in the motor car market, must see that the time is coming when there will be no place to park the advertising.

Much might be said about the

[CONTINUED ON PAGE 64]

Portions of an address before the convention of District No. 1, Advertising Clubs of the World (New England) at Hartford, Conn.

THE · EDITORIAL · PAGE

Mergers That Benefit the Public

IT is altogether likely that 1925 will be a year of mergers and consolidations. Everything points that way. And while it is too much to expect that, next year, the plans of the Interstate Commerce Commission—to combine all the railroads of the United States into twelve or fourteen systems—will take final form, there is every reason to believe that a long step in that direction will be taken during the next twelve months.

Other mergers which are on the horizon are of makers of bakery products and of copper mining companies. The conditions which bring about these and other combinations are similar to those which existed a quarter of a century ago. Then, as now, management faced the fact that factory capacity had outrun demand and that the buyer, not the seller, fixed prices.

With this result:

In 1898, the National Biscuit Company was formed. In 1899, the American Woolen Company, the American Chiclé Company, the American Car & Foundry Company and the United Fruit Company were incorporated.

In 1900, the American Telephone & Telegraph Company, which had, prior to that time, owned only the long-distance lines connecting local Bell Telephone Companies, acquired all the property of the American Bell Telephone Company.

And, in 1901, the United States Steel Corporation, the American Locomotive Company and the American Can Company were organized.

If the combinations which will be launched in 1925 benefit the public as have those listed above, there will be little cause for complaint.

Enlightened Lobbying

THE Calf Tanners Association, comprising the majority of the calf leather tanners of the United States, are interested in maintaining a protective tariff. In the old days they would have worked through a secret Washington lobby; but today they have changed their tactics. They are taking space in boot and shoe journals and other business publications to inform the entire industry of the situation, and to crystallize public opinion in favor of the desired tariff legislation. This is enlightened "lobbying" and it deserves to be as effective as it already promises to be.

Overhead and Cooling Heels

GUY GUNDAKER of Philadelphia, speaking at a recent business men's luncheon, brought out the enormous cost to business of the waste of that most valuable commodity, men's time, due to thoughtlessly keeping men waiting in reception offices cooling their heels, although the man they have called to see all too often has no better reason for this than that he *can* make the other man wait.

"Someone has to pay for that man's time," said Mr.

Gundaker, "and in the end frequently it is the very man who keeps him waiting. For when he finally buys, the salesman's waiting time is represented in the overhead that forms part of the price of whatever the product or service purchased."

Particularly is this true of advertising. It takes a fairly high-priced man to sell advertising space or any of the various products and services that are sold to the advertiser or his agent. An hour of waiting time costs as much as an hour of selling time and must be paid for just as surely by the purchaser in the long run. He is, therefore, helping to run up the price on himself whenever he lets a salesman wait needlessly.

Advertising's Gravest Problem

WE think the gravest problem facing advertising at this time is that of digesting and assimilating the mass of organization and standardization it has swallowed in the past few years without sacrificing the very elements that make for effective advertising, namely, originality and individuality.

A Reprehensible Practice

RECENTLY we listened to a prominent foreigner tell of his first impressions of the United States. He mentioned casually that as part of the publicity program devised to introduce him to American audiences, he had been invited to Arlington Cemetery to place a wreath on the tomb of the Unknown Soldier. His act was photographed for the Sunday supplements—in the name of free publicity!

How long will this debasing of our national shrines continue in order that some individual may gratify his vanity or swell the box office receipts of his tour by being pictured as one who reveres American traditions? It is bad enough to witness fox hunts down Fifth Avenue, as we did some few years since, or be compelled to sift real news from the synthetic news about automobiles, movies, radio, plays, yeast cakes, surety bonds and what not that emanates from the fertile brain of some ingenious press agent.

But when nothing is kept sacred, when hallowed spots like Mount Vernon, Arlington and Roosevelt's grave are used as the stage props for photographic press agency, it would seem to be time for spirited protest on the part of the public.

The Voice of the Consumer

ON Broadway, New York, one night recently, we heard the voice of the Ultimate Consumer. He was standing before the show window of an automobile showroom with a friend, inspecting the new models on display and the price placards pertaining thereto. Turning to his companions he said in a tone of exasperation, "I don't give a damn what it is F.O.B. What is it in New York?"

Marketing Goods in the Balkans

By Clem W. Gerson

Sales Manager, The American Commerce Company, London, England

ETHNIC, economic and social variations present almost insuperable obstacles to the foreign manufacturer seeking a market for his products in the Balkans. Fluctuating rates of exchange, the many different languages and dialects spoken, and the peculiar mentality of the people all contribute their share to the sales resistance encountered by a newcomer. Added to these natural drawbacks is the fact that Germany has an iron grip on the market, a hold which amounts to what is virtually a monopoly when certain commodities are considered. America and Great Britain have succeeded in developing a market in the Balkans for cloths and copper salts, copper sulphate for fertilizer purposes finding a ready sale. The International Harvester Company has met with a degree of success in the sale of agricultural implements, but

when all is said and done, the Germans will be found to be in decided control of what constitutes the Balkan market.

The reason for German predominance in Jugo-Slavia, Bulgaria, Greece, Turkey and Rumania becomes apparent when that nation's merchandising methods are analyzed.

WHAT most European and American manufacturers have for years been characterizing as a poor and "dead market," has by traditional Teutonic patience and thoroughness been converted into an extremely profitable field. When German dye manufacturers decided to open up the Balkan markets for dyestuffs and chemicals, they sent qualified men to the various centers to learn what dyes the natives were in the habit of handling. These experts lived among the peasants, studied their methods, and analyzed the

vegetable and synthetic dyes that were being used.

Hundreds of dialects are spoken in the Balkans. German merchants quickly realized that before they could hope to sell any quantity of their dyes their representatives would have to be familiar with the language. Up to this time all labels, directions and general circulation matter had been printed in Rumanian. German linguists sent into the territory found after a period of investigation and study that the most common languages spoken were Russian, Turkish, Greek and Serbian. Labels were thereupon printed in all four languages. A study of the dyeing methods practised by the natives further disclosed interesting peculiarities that the German dye makers were quick to turn to their advantage. It was not long before Balkan peasants were using German aniline dyes that were in every way identical with the vegetable dyes they had been familiar with for years. These new dyes were packed in neat, square tins with the manufacturer's seal at each end, and had a clean, attractive label printed in languages that the natives could read and understand. Packages were made up in a variety of sizes, and the prices quoted were much lower than those of the vegetable dyes that were being supplanted.

Not content with this, the dye-works in Germany sent other experts to the Balkans, and these men

[CONTINUED ON PAGE 49]



© FIDELITY GALLERY



HALF a dozen nations have left their impress on the Balkans, the population of which is essentially of the soil. Native psychology is hard to understand, but German methods have succeeded in opening up a market that has long been closed to the manufacturers of other countries.

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN 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
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
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
Gilson B. Gray
Winifred V. Guthrie
F. Wm. Haemmel

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

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

Running Advertising Through a Meat Chopper

THE STANDARD CORPORATION,
681 Fifth Avenue, New York.

November 12, 1924.

TO THE EDITOR:

The epistle of Charles Austin Bates in the FORTNIGHTLY of November 5 is truer gospel than most of the revelations of St. John the Divine.

When I hear somebody talk about "hard-headed" business men, I always consider that he means those manufacturers who are solid ivory above the neck—who think when they pay a hundred thousand dollars or a million for advertising space that the space should be filled with what *they* think is good advertising matter.

Those birds would pay Tiffany a hundred thousand dollars to mount an imitation pearl. They would tell Dr. Mayo what was the matter with them, where they wanted him to cut them open, what to cut out, what they should eat afterward and when they should go back making lard again. The only time in their lives that they do the right thing is when they pay ten thousand dollars to buy caskets to hold their bodies when they are dead.

But why buy eight thousand dollar coffins from The Curtis Publishing Company in which to inter the dead bodies of the copy that they emasculate and mutilate?

When Ike Levy hires Charles Evans Hughes to plead his case before the Supreme Court, he doesn't chew up the brief and tell Hughes what to do and say. But Ike Levy would have a thousand times better chance of getting his case intelligently put before the court in his own words and manner than he would have of making the American people buy his clothing or sausage after he had slopped over the copy with his clumsy hands and clumsier brains.

When some mechanical success, often the result of the skill and brains of employees, brings a lot of money to a certain kind of man, it packs the interstices of his ivory dome with super-ego, and what chance is there for any grain of sense to hold its place in such a head even if it did exist there before?

Any man who thinks that his giant intellect makes him a clever doctor, lawyer, preacher, engineer, bookkeeper, furnace man, carpenter, butcher, cook and advertising expert, all in one, is not a jack-of-all-trades; he is, as the estimable Ring Lardner would say, just a cock-eyed jackass!

The big leaguer hires the best brains and skill for each job and lets them do the work. Then he doesn't whittle it and spit tobacco juice on it and then ask the garbage man and snooty Andrew what they would do to it. He is satisfied to direct the end of the business in which he is expert, and work off his asinine ambitions in trying to steal Walter Hagen's stuff.

If some of the blacksmiths, butchers and fodder packers who have done the world a lot of good and themselves much credit would only have the horse sense to tie up their own hands and tongues when they go into an advertising "conference" about their advertising copy and campaign, and let the experts do the work for which they were chosen and for which they are being paid, they would be amazed to see how much greater results the advertising would pull.

I wonder if any of those birds ever tried to pull off and readjust a porous plaster after the person who was back there and saw the whole picture had put it on. That guy would be a Solomon (I wouldn't call him a Solon—he wouldn't know who I meant) to the man who runs his advertising campaign through his own meat chopper before he O. K.'s it.

But, after all, it's the agent who runs away from the dog that teaches him to bite.

W. R. HOTCHKIN,
Director.

Cut Dividend Rates and Promote Advertising

NEW YORK STATE LEAGUE OF SAVINGS
AND LOAN ASSOCIATIONS
New York,

November 5, 1924.

TO THE EDITOR:

We have read with a great deal of interest Mr. Schoonmaker's article in the October 8 issue of ADVERTISING AND SELLING, and believe that Mr. Schoonmaker hits the bull's-eye.

For many years our Associations have been operating with largely gratuitous services on the part of their employees and spending just as little as possible in other directions for operating expenses in order to give to their depositors the highest dividends possible. As a result there has been no money to pay for advertising.

Many of our members believe that we could well afford to cut our dividend rates slightly and still serve our members better by devoting a part of our earnings to active advertising. Your article will give an impetus to this movement, which will be invaluable.

GEORGE E. PALMER,
Secretary-Treasurer.

Retail Stores in Rural Communities

Chicago, November 11, 1924.

TO THE EDITOR:

J. M. McDonald, in his article on the buying habits of those in our rural communities [October 8, page 13], makes the statement that the independent rural store is gradually being put out of business by mail-order and chain-store competition. With that opinion I wish to differ.

There are several excellent mail-

order companies that do an immense business, and there are a few chains (a very few) that are doing well in the rural field. But these enterprises are as a drop in the bucket compared with the tens of thousands of independent stores, big and little, which are doing a prosperous business with farm and small town families.

It is true that many of these stores are not strong financially, but the country store rated at \$5,000 is generally considered about twice as good a risk as the store of the same rating doing business in a large city.

The Association of National Advertisers, the Sales Managers' Association, or some similar group, would do themselves and the country as a whole a real service if they would combine in some united effort to educate these independent rural merchants in modern business practices, especially in going after business.

B. E. CHARLES.

Is the American Business Man a Loafer?

Cincinnati, November 14, 1924.

TO THE EDITOR:

William Feather, in the *American Mercury* for October, states that the American business man is "a loafer without parallel in all the world." However, that is not as deplorable a condition as it seems to be, because this same business man has discovered that for "\$150 a month he can engage a secretary who can do his work quite as well as and often better than he can himself."

That Mr. Feather's statements apply to any considerable number of American business men is unbelievable; but that they are true in a great many cases is beyond question. Equally beyond question is the fact that the practice of "delegating authority"—which up to a certain point is wholly commendable—can easily be carried to disastrous extremes.

C. O. JAMES.

Machinery Production Versus Man Power

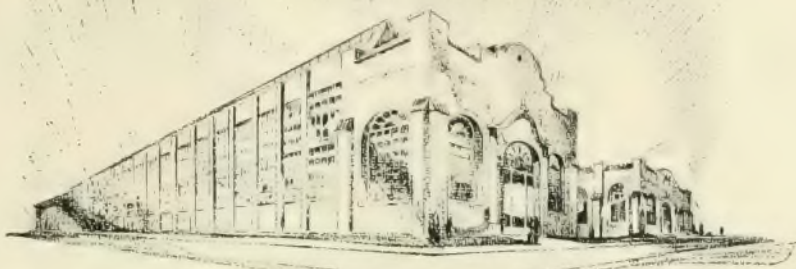
THE INDIANAPOLIS NEWS

November 3, 1924.

TO THE EDITOR:

Possibly George H. Corey was "spoofing" E. P. Cochrane in his letter of September 27, which you published in your issue of October 8. The statistics quoted by Mr. Cochrane are undoubtedly correct, but statistics also tell us that man, as a production machine, has not improved in 2000 years. In other words, labor from a purely physical standpoint has not improved, but the output of labor has greatly increased as Mr. Cochrane pointed out; but this increase is due entirely to the invention of labor-saving devices, improved factory methods, etc., that have nothing to do with purely physical labor.

FRANK T. CARROLL,
Advertising Manager.



Looking Ahead to the Largest Publishing Plant in the South

*31 years of steady
growth*

FROM a small farm paper, established in 1893, Southern Ruralist has grown to a present circulation exceeding 400,000 net paid guaranteed, in homes that reach from Texas to Maryland. Now it contemplates further progress, the first important step in which will be erection of a magnificent new home.

*Equipping for
greater service*

A site has already been purchased, 280 ft. by 366 ft. in size, in one of the best industrial sections of Atlanta. Here will be constructed, within the immediate future, the largest and most complete publishing plant in the South. The building itself will be a beautiful concrete, terra cotta and tile structure of Spanish mission design. The equipment will be of approved modern type, including the largest magazine press owned by any farm publication in the southern territory.

CHICAGO
J. C. BILLINGSLEA
123 W. Madison St
NEW YORK
A. H. BILLINGSLEA
142 Madison Ave
ST. LOUIS
A. D. McKinney
1411 Syndicate Trust Bldg
MINNEAPOLIS
R. R. RING
Palace Bldg

We are proud of this prospective home and the growth it stands for. It tells better than words that Southern Ruralist is going steadily ahead.

SOUTHERN RURALIST



ATLANTA, GA.

Research-Built Copy

How Investigation Pays the Advertiser Through the Higher Credibility of His Messages

By Marsh K. Powers

AS the art of advertising progresses to a point where more and more emphasis is placed on the advertising target, and proportionately fewer advertisers are satisfied merely to advertise, a new copy-source is becoming more frequently evident to the reader familiar with what goes on beyond the scenes in advertising. The average reader probably is not conscious of anything in the new development beyond the fact that advertising is taking on a new credibility. The advertising insider, however, knows that the explanation lies in a more general adoption of market research.

When, for example, Mobiloil reports, "Three thousand four hundred and thirty-seven automobile

owners recently told us how they buy oil. Forty-nine per cent keep a home supply of lubricating oil always on hand," Mr. A. Reader may possibly wonder, briefly and mildly, why the said 3437 rushed forward en masse with the gratuitous information. The seasoned advertiser, on the other hand, says to himself—"Oh, ho—Mobiloil's been making an investigation." Mr. A. Reader, nevertheless, accepts that 49 per cent of 3437 as truth where he would have assumed "half" of "several thousand" as just fiction.

If Packard were to announce that one-half of all Packards are bought by people who previously owned only medium-priced or cheaper cars, Mr. A. Reader would think of his

Buick complacently and never realize that Packard was seriously trying to lift his thoughts Packardward. The copy that Packard actually used, however, is far harder to pass over so lightly, since it is only human nature to look at the definite figures Packard furnishes and find your own place in the data. Notice, too, as you read the quotation, that nothing is left to the imagination as to how the exact figures were obtained—the fact of an investigation is the very first fact announced:

A recent investigation covering 2700 sales selected at random showed:

One out of three had previously owned cars costing less than \$1,500.

[CONTINUED ON PAGE 74]

In an advertising diet that too often consists of page after page of tender adjectives, stewed hyperbole and soft-boiled generalities, served en bordure within a circlet of fluffy superlatives, it is a pleasant relief when one's optical teeth crunch down on a gritty fact or two, as in the above. Old Man Specific has a warm spot in his heart for every advertiser who pays him the compliment of consistently seasoning his assertions with exact facts and figures. Wondering what the Ultimate Consumer thinks about and then transforming that curiosity into investigation can be made a profitable investment for any manufacturer



IN SAN FRANCISCO

THE Granada in San Francisco is a striking example of the new standards which are being attained in the presentation of the motion picture.

Its architecture, its appointments, its lighting, all blend to create that illusion of romance and mystery which motion picture patrons seek. In watching the screen they get new contacts—with all types of people—in a great variety of settings. It is like boarding a luxurious train for a two-hour tour of adventure and scenery and vivid experiences.

Because motion pictures do this at a price within the reach of all, millions have formed

the habit of almost daily attendance. A large number have also formed the habit of buying each current issue of *Motion Picture Magazine*—in order to anticipate what they will see in the near future and to acquire a background of interesting details of the various stars and productions.

At the same time the buying wants of these readers keep increasing, for the more accustomed they become to seeing comfort and luxury, the greater their desire for it. By advertising in *Motion Picture* you can help satisfy their purchasing needs. Valuable facts available.

Brewster Publications, Inc., 175 Duffield Street, Brooklyn, N. Y.

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Backing Up Advertising with Service

By *W. H. Kent*

Vice-President, Weller Manufacturing Company, Chicago

IT seems to me that there is no more significant word in the life of a business man today than the word "Service." Service cannot prevail without truth, character and quality intimately woven into its fabric.

The word "Service" should and must be reflected throughout the entire organization from the office boy on up to the very top. Without the cooperation of each and every one of the employees all along the line, the best laid plans, as can readily be understood, might easily go wrong.

Beginning with the advertising department, it is quite necessary that the responsibility there should not be placed in the hands of an inexperienced individual. Too frequently that is done and the result is inefficient, misleading copy. Advertising must be conceived honestly, with a firm determination to deliver the goods as represented. Otherwise service cannot be given and the advertiser will suffer as well as the customer.

The sales department must do its part as well as the balance of the organization. Many thousands of dollars may be spent on an advertising campaign. Inquiries may flood the office as a result thereof, but of what avail is it all if the office is not organized properly to take care of it?

Suppose the answering of inquiries is unreasonably delayed, or is done in a haphazard, inefficient manner. The prospect's opinion of your service not only dwindles but a desired customer may be lost. Have you ever stopped to figure the cost to your organization of each inquiry received or order booked? If not, it might be an interesting experiment and a wholesome tonic for the bolstering up of service to do so and bring it to the attention of those interested.

The salesman should necessarily understand the product which he is trying to sell. He should know its uses, its limitations, and, knowing all that, he should be imbued with the idea that the interests of his prospective customer are his. If his customer is not satisfied, and does not place his repeat orders with the salesman's house, there must be something wrong with the salesman and it should be the duty of the sales manager to find out just what it is. Certainly, that salesman is not giving service nor is he backing up the

advertising policy of his house, which should breathe service as well as quality.

I can call to mind numerous contracts which were lost to the house which originally had the inside track due to the overbearing, officious manner of its salesman. You ask, "How is that to be stopped?" My answer is that the sales manager should know

thoroughly the makeup of the man he sends out to represent the house.

Furthermore, the sales manager should in some manner try to keep in personal contact with his larger accounts and be assured that the service the house wishes to give is being received by the customer.

You, of course, will have your misunderstandings, as all human beings do, but try to give the customer the benefit of the doubt. Do not feel that he is forever trying to get the best of you.

He is just as honest and desires in his own line to give service. It is in cooperation with him that you are able to help him produce the results which he is seeking.

By doing that his friendship for you is reflected in confidence and when in the market for material in your line he will think of your first, last and always as a house which will give him service in the fullest sense of the word.

A Retailer's Views on Window Displays

By *J. T. Northrup*

Advertising Manager, Smith-Winchester Company, Jackson, Mich.

ALMOST everyone is talking about educating the retailer. I want to offer a few suggestions to the national advertiser. I want to touch on the subject of dealer helps for one thing, and make some references to the matter of window display. Recently I requested a certain large stove company to send me 5000 of their booklets. I intended sending these booklets to our customers and prospects. These booklets are supposed to appeal to the woman who is in the market for a new stove, yet the copy is vague, indefinite and mostly technical, nothing more or less than catalogue copy, a jumble of numbers and letters.

There was not a single word in the booklets about the baking qualities of the oven, the beauty of the porcelain, the economy of the burners. There was not a thing of interest to the housewife, yet I suppose this stove manufacturer imagines I am going to mail these booklets out and throw away fifty dollars on postage.

How many national advertisers ever thought of having someone with the retail slant in their organization? Advertising agencies supply most of the talent required for national copy, but how about displays and dealer helps? How can a man who hasn't the least idea of what a retailer's problems are,

or what the customer thinks about, prepare advertising matter that is intended to reach the dealer and impress him favorably?

The retailer is in business to move stock, get turnover and thereby pay bills and have something left for profit. He is more interested in selling than is the manufacturer. When times get slack the factory can be closed down and most of the overhead eliminated. A retailer cannot shut down without going out of business entirely. He has to dig in harder than ever when times are dull. He has to pay more attention to sales promotion, to advertising, to window displays. He has to follow up every lead in order to stay in business.

Why does not the national advertiser get a good display man, with the advertising instinct, make him a part of the organization and put him in charge of the display material?

An important thing to consider when making up material for use in window displays is the matter of ease in handling. Another thing. I wonder how many companies, before they finally decide on lithography that is to go into a window display, ever set up a specimen window and call in somebody from across the hall—a few stenographers, maybe the scrubwoman and a couple of others, and have them walk by the display. Not employees who are on the payroll, but strangers

Portions of an address delivered before the Chicago Association of Commerce, November 5, 1924.

Portions of an address delivered before the convention of the Window Display Advertising Association in Cleveland, Ohio, October 1, 1924.



THE LARGEST Country- CIRCULATION WEEKLY in AMERICA

HOW TO CUT SELLING COSTS IN THE "FARM-AND-SMALL-TOWN" FIELD

THE sale of many products in rural communities depends not so much on advertising directed to the wealthier one-fourth of our farming population, as on reaching the largest possible number of country homes. *Every rural family* is a prospective user.

Upwards of three-fourths of our twelve million rural families read as much for amusement and entertainment—as little for technical instruction—as city people do. For this reason many products are sold quicker in this big, so-called country market—sold at less expense—through advertising in publications having exclusively a strong family and home, entertainment, amusement appeal.

In the country, just as in cities, not less than three-fourths of the buying is done by women. For ex-

ample, the big catalog houses sell mainly to country people. More than three-fourths of their \$500,000,000.00 annual business comes from women, just as in the cities some 80 per cent of the purchases of all lines are by women.

For this reason, also, many products can be sold quicker in the rural field—sold at less expense—through advertising in publications having exclusively an exceptionally strong women's appeal.

Capper's Weekly is the largest all-family weekly in America published for farm and small town homes. Special human-interest, amusement and entertainment features with exceptionally strong family and women's appeal dominates its pages.

Capper's Weekly is now equipped to give exceptional service to advertisers selling in the rural field.

THESE IMPORTANT FACTS MAY APPLY TO YOUR ADVERTISING:

- 1—In 22 leading farming States Capper's Weekly has more farm and small town circulation total—at lower rate—than any National Farm Paper.
- 2—In these same 22 important States Capper's Weekly has more rural circulation—at lower rate than any other publication in America.

CAPPER'S WEEKLY

WASHINGTON, D. C.

TOPEKA, KANSAS



New York
January 2-10

Show Time

Two great Shows are drawing near—

Two periods of intense interest to dealers—

Two opportunities to turn that interest to your advantage—

Tell your story when this Show interest is at fever heat.

The place to do it is in the Show Issues of Automobile Trade Journal, Motor World and Motor Age.

* * * * *

One hundred thousand dealers eagerly are awaiting the coming of the New York and Chicago Automobile Shows.

Some few thousands of them will be there in person to see the new and interesting exhibits.

The rest must rely on their trade papers bringing the Shows to them.

In addition to the publications named below, the United Publishers Corporation publishes Iron Age, Hardware Age, Hardware Buyers Catalog & Directory, Dry Goods Economist, Merchant Economist and Boot and Shoe Recorder.



The Automotive Division of

The Class Journal Co.
New York and Chicago

[Automotive Industries	Motor World
	El Automovil Americano	Motor Age
	The American Automobile	Distribution & Warehousing

Is Coming



Chicago
January 23-31

For that reason the Show issues of the three great automobile trade papers—Motor World, Automobile Trade Journal and Motor Age—will be read with intense interest by dealers throughout the land. And they will be retained because of the vast amount of Show information contained in them. This affords an unusual combination of reader interest and long life.

These three dealer publications have a combined paid circulation of approximately 80,000. The great bulk of this is in the trade. Duplication is only 10.27%. It is the most complete coverage of automotive quantity buyers it is possible to obtain in subscribed-for publications.

The liberal use of the Show issues of these three publications assures your message getting nation-wide distribution among those who do over three-fourths the quantity buying of the automotive trade, when interest is keenest.

When the stay-at-home dealers see the Show through the pages of the Big Three dealer papers make sure they find there the facts about your product.

Show time is opportunity time—avail yourself of it.



In the panel below you will find the time and the place in which to tell your story most effectively.

SHOW ISSUES	
Automobile Trade Journal	
New York Show Issue.....	January
Chicago Show Issue.....	February
Motor World	
Before Shows Issue.....	December 25th
Chicago Show Issue.....	January 22d
Motor Age	
New York Show Issue.....	January 1st
Annual Show Issue and Specification Number.....	January 22d

United Publishers Corporation

Automobile Trade Journal
Commercial Car Journal
Motor Transpore
Chilton Automobile Directory

The Automobile Trade Directory
Chilton Tractor & Implement Index
Chilton Tractor & Equipment Journal

Chilton Company
Philadelphia



The Courtesy of a Reply

By A. H. Beardsley

THE familiar closing phrase of a letter, "Thanking you for the courtesy of an early reply," appears to mean little to the business world. Often it is ignored entirely. Whether this is due to the frequent use of the phrase, or to the fact that the correspondent himself undervalues its importance, it is hard to say. Nevertheless, refusal to comply with the request has in many instances resulted in misunderstanding, loss of credit, resort to legal proceedings and even bankruptcy.

Let us take an actual case. A regular customer entered the store of a well-known firm in the Back Bay district of Boston. He was to sail in a few days for Europe. He asked for a certain article which was carried generally by all stores in that line of business. The store in question was temporarily out of stock and the salesman expressed his regret. The customer, although he could have purchased the article elsewhere in Boston, requested the salesman to order it for him, provided the article would be on board the steamer before it sailed. The salesman saw no reason why he could not promise to fill the order.

As soon as the customer left the store, the salesman telegraphed the manufacturers to rush the desired article direct to the customer care of the steamer. The manufacturer was asked to let the store know at once if delivery of the article could not be made as specified. If no word was received from the manufacturer, it would be assumed that the article was in stock and would be delivered promptly. Nothing was heard from the manufacturers and, in good faith, the article was billed to the customer.

Several weeks later a letter arrived from the customer in Switzerland to the effect that he would never trade at this store again and that he was subjected to financial loss because the article was not delivered as agreed. Moreover, had he known, he could have bought the same article in any one of several stores before he sailed. When the manufacturer was informed of the matter, he apologized. He claimed that it was "just an unfortunate

oversight" that the store was not notified of his inability to make delivery on time. In this case, a customer could have been saved to the store, and its reputation for reliable service maintained, had the manufacturer paid strict attention to the "courtesy of a reply."

Take a case on our books at the present moment. The firm in question has been doing business with us for nearly ten years. It has always been good pay. About six months ago it did not pay as usual. Another month came around and still no remittance. For a third and fourth month no remittance, although statements were mailed regularly the first of every month. At length a letter was written to call attention to the account. The firm was shown every consideration, and we signified our readiness to meet it half way in the matter of settling the account as conveniently as possible. To this letter there was no reply, nor was any remittance forthcoming. A month rolled around. Another letter was written to ask whether or not the first letter had been received. No answer or even an acknowledgment. By this time we began to feel that we had done our best and that it was up to the firm to do the right thing. At least, they could have replied to our letters.

The case was given to an attorney. In less than a week we received a letter of apology and an explanation of certain disastrous events which had placed the firm virtually "in bad" financially. The letter concluded with a promise of payment at an early date.

WHY was this account permitted to run six months without a word of explanation? What was to be gained by silence? Had some reply not been received within a reasonable time, the attorney—much to our regret—would have proceeded against an old and valued customer. All question of integrity and near-unpleasantness could have been avoided by the expenditure of a few cents for "the courtesy of a reply" and a word of explanation.

A letter at the right time can help also to keep up a good credit stand-

ing. There's one man who does business on a limited capital. In fact, he has to do business on the money which comes in from day to day. He is absolutely honest and would pay all indebtedness at once, provided he had the required money. In his business he is often compelled to purchase supplies in advance. This results in bills for large sums of money which he cannot meet at the moment. To add to his predicament, he has sufficient money owing him to pay all bills when due, but he cannot collect it at the times when he needs it most.

HE pays all his creditors something every month; but in some cases the bills mount up more quickly than he can reduce them. Hence, when a certain bill gets larger and larger, until he wonders whether or not his creditor will stand for it a day longer, he writes a frank, straightforward letter, tells the creditor just how he is fixed financially, what he has paid, what he will pay and when. If the creditor had any idea of writing about the overdue account, he does not do it. Instead he writes a pleasant letter of acknowledgment. The situation is therefore clear and satisfactory to all parties concerned. The right letter at the right time, backed up by the right man who does the right thing, is the corollary of "the courtesy of a reply."

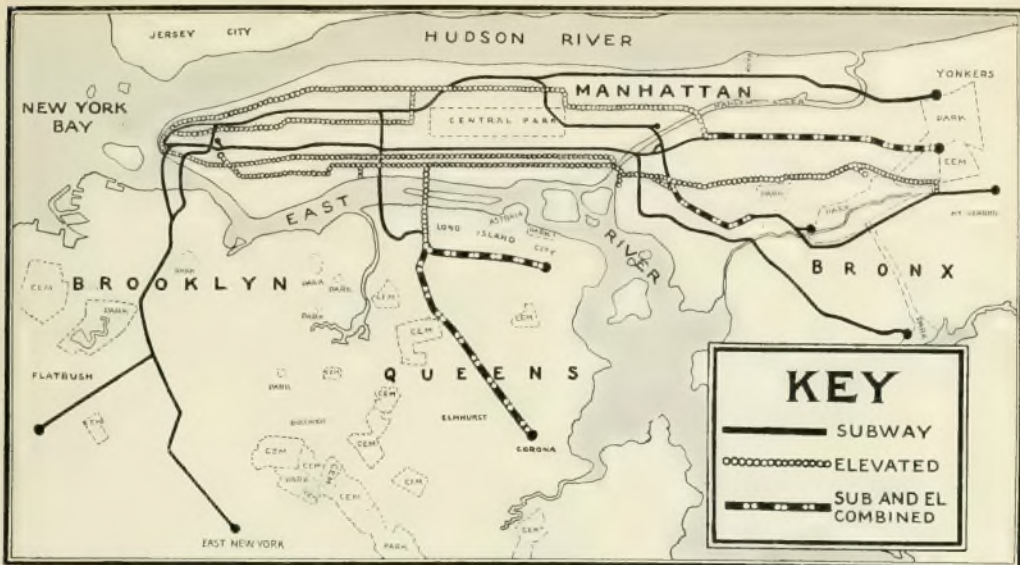
There is absolutely no reason why debtors should not answer letters and state frankly what they could and would do to meet their overdue accounts and *keep their word*. If creditors could know what money to expect and when, it would be easier to carry on business and pay bills.

J. H. Newmark, Inc.

New York, announce the following accounts: Twin High Corporation, New York, maker of the Twin-High transmission for Ford cars and trucks, and the Rawlings Company of America, makers of a patented automobile window lift.

G. M. Basford Company

New York, has added to its staff Alan B. Sanger, formerly with Rock Products. Mr. Sanger will act as specialist in material handling and machinery advertising.



New York City's Arteries of Transportation ~

The Interborough Subway and Elevated Lines,
Through Which Flow 3,000,000 Passengers Daily!

New York City is a giant living thing— pulsating with the activity of more than 6,000,000 inhabitants!

In the city there are four main boroughs: Manhattan, The Bronx, Brooklyn and Queens — with Manhattan as the heart! And through the whole extend the Interborough Subway and Elevated Lines— *Arteries of Transportation*— carrying daily more than 3,000,000 workers, earners and spenders — the life-blood of business in New York City!

This giant "circulatory" system is one of the most essential factors in the daily life of the city's vast population and the progress of business and industry, in general. It *must* be

used by *all* of the people *some* of the time and *most* of the people *all* of the time!



Interborough Elevated Station at 32nd and Broadway in the heart of New York's great retail shopping district

By the same measure that the Interborough is vital to the welfare of commercial and domestic New York, so are the Car Cards and Posters displayed on its lines indispensable sales factors in reaching its legions of well-to-do buyers

"In Sight, In The Light, Day and Night," in *full colors* and occupying prominent, well-lighted positions, this efficient medium is read, *re-read* and *remembered* by more consumers than reached by any other single medium on earth! Let us tell you what it has done for many famous advertisers!

"3,000,000 Daily Circulation!"

INTERBOROUGH ADVERTISING

Exclusively Subway & Elevated

CONTROLLED BY

50
UNION
SQUARE

ARTEMAS WARD, INC.

NEW
YORK
N.Y.

THE 8-pt PAGE

by
Odds Bodkins

I SEE by the picture papers that the personnel director of some cement company has turned the florists' slogan to good account in connection with safety work. Over a railroad crossing at the entrance to the plant is a great banner reading: "Say It with Safety and Save the Flowers."

—8-pt—

Anent the item which appeared recently on this page suggesting that some day some advertising agency would produce some startlingly effective copy by sending its copywriters out into the field to do their writing, this morning comes a letter from a man who has something definite to contribute to the discussion. He writes:

I spent a month "living" with dealers handling a certain line of products. However, they did not know that my mission was to learn their side of merchandising the product I had to put on the market. They supposed I was writing a series of articles on farm conditions. My real purpose was to learn how I could build up a dealer organization for a competitive product, not yet announced. I "lived" with around 80 or 90 of these dealers in Nebraska.

Then I wrote my first page advertisement for the S. E. P. My copy was "rotten," in the eyes of the executives of the company. They criticised the dress in which I had clothed my farmer friends in the illustration. Waterloo was only a few feet ahead of me, but I had the facts; they only their feeling; so I was in the majority, so to speak.

Note that my appeal was solely to build up a dealer organization, which meant to get the best dealers off the product they were then selling. There were about 3000 of these dealers in the United States and Canada. The page appeared in the *Post*, and drew about 2500 inquiries from casually interested parties. It also pulled 1653 letters from dealers, or over 55 per cent of all the dealers in North America!

If that does not come within your "startlingly effective copy" written "on the ground," you have got to show me a better way to do it.

I should say the copy qualifies! Now, who else has a brass-tack experience to contribute?

—8-pt—

Recently I called attention to the phrase "cold, hard, usable facts," which appealed to me greatly. Now E. W. Howe has unearthed another fact phrase by the late Joseph Conrad which he declares to be "the greatest line ever written":

"Every sort of shouting is a transi-

tory thing. It is the grim silence of facts that counts."

Let advertising writers take that to heart when they are tempted to fall back on shouting copy.

—8-pt—

From the middle of a letter from A. J. Samuelson I extract a paragraph which is timely in connection with the recent D. M. A. A. convention at Pittsburgh:

"A very fit comparison, I believe is between the living and breathing salesman and the printed salesman—the sales manager will spare no effort in tracing the pedigree of the live salesman, in noting well his personality and his habit of dress—when it comes to printed salesmanship, any old bum seems good enough to carry the message. Considering that the printed salesman carries an expense account of but two cents a trip, I know that he can almost work miracles if his 'manager' will dress him for the occasion and put a message in his mouth that talks horse sense and convinces the prospect; otherwise, he might as well save the two cents."

—8-pt—

Norman T. Munder says he thinks this picture, printed on a card sent out by the Employing Printers of New



York, is one of the best things he ever saw in the way of a business illustration.

I agree. It might conceivably be appropriate even in connection with certain questions in the advertising business!

—8-pt—

Walter Painter sends me from Chicago an advertising card in the form of a facsimile Police Department "Arrest Notification" card, reading



that the owner of the car is "notified to appear at any one of the Studebaker salesrooms in Chicago on and after Saturday, the 13th of September, between the hours of 8 a.m. and midnight to see the new 1925 Studebaker," etc.

Writes W. P.: "Don't you, every time you find one of these smartalecky notifications on your car door: (1) get a sudden cooling of the spine; (2) swear that the waggish advertiser will never sell you a car; (3) wish some folks would learn that this 'April Fool' advertising is one of the lowest forms of publicity?"

Yes; I do; and so do most people. Refreshing originality is good in advertising, but mere cleverness and ingenuity are dangerous.

—8-pt—

After struggling with the problem of getting the most out of that part of my reading time that I devote to books, and trying various schemes, I have finally worked out a plan that suits me admirably. I keep three books going at all times—one a very old one, one a comparatively recent but seasoned one (say five to ten years old) and one so modern that the ink has scarcely dried.

This plan has many advantages. It satisfies my natural craving to know the old classics, it works in some of the better books of proven worth, and it keeps me abreast of the thought and literature of our fast-changing times. Also by keeping three books going all the time, one of them is sure to fit into any mood I may be entertaining, and I find I get more books read than I used to when I had to be in the mood for the single book I happened to be reading. I commend this plan to any troubled reader.

—8-pt—

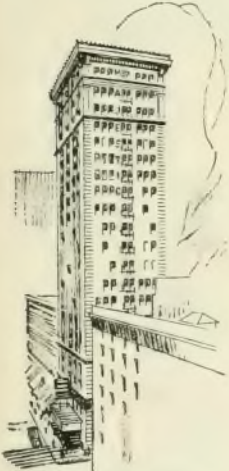
I see by the papers that Sears, Roebuck & Company are advertising in Chicago newspapers and calling attention to a fact that many residents of Chicago and suburbs seem to be unaware of—that they can buy merchandise from Sears-Roebuck through the mail!

MOVING!



OUR NEW HOME
INDIANAPOLIS, IND.

The Indianapolis Chamber of Commerce welcomes the American Legion Weekly to Indianapolis, and invites other publications to locate in Indianapolis, the city of easiest distribution



THE MAJESTIC BUILDING
CHICAGO



THE PRUDENCE BUILDING
NEW YORK

Our advertising headquarters in New York, our western office in Chicago and our representatives in Boston, Los Angeles, San Francisco and Seattle will help you

INCREASE YOUR SALES IN 1925

The **AMERICAN** **LEGION** Weekly

331 Madison Avenue
New York, N. Y.
New England Representative
CARROLL J. SWAN

22 West Monroe Street
Chicago, Ill.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

Why the Farmer Is Now a Better Business Risk

(CONTINUED FROM PAGE 14)

situation has been provided by the Federal warehouse law, and by the passage of laws of similar intent in the various states. To quote again from the Report of the Joint Commission, "the farmer cannot hope to adequately control the marketing of his product or to have influence in proportion to his number and importance in the absence of a warehouse system which will enable him to hold or sell his crops as his own judgment, or the judgment of the cooperative association of which he may be a member, dictates."

WITH such warehouses being established, the farmer will not now be faced with the conditions of a forced sale; he will be able to borrow money against his warehouse receipts until such a time as the market is reasonably favorable. This means that only a part of each crop will be coming on the market at any one time, therefore glutted or under-supplied markets, with the price peaks and depressions that accompany them, should be, and are being, corrected, with great benefits to the farmer and to the rest of the community as well.

Now let me turn to marketing, particularly cooperative marketing, which represents one of the great steps being taken today to improve the economic status of the farmer, and to make him a better customer for all manufactured and advertised products. Statistics (for 1919) show that farm products amounting to \$721,983,639 were sold through farmers' cooperative associations, and 7.9 per cent of all farms in the country made sales through such organizations. It is believed three times that amount was thus sold in 1923.

The individual farmer has usually been better as a producer than as a distributor. Consider one product, apples. The old way was for apples to come to market in carload lots, each carload containing perhaps several varieties and all sizes and qualities within those varieties. The buyer got "a carload of apples"—that was about all you could say. There was no satisfactory guarantee as to quality, and nobody knew exactly how many of

the apples were good, bad, big, little, sour, sweet, red, white, russet or anything else. Consequently, the apple grower received an indifferent price. The buyer had to protect himself. Estimating the quantity of good apples he could probably get out of the carload (and it was only a guess at best), he usually paid a price based on that quantity alone. The culls and inferior varieties, which have other uses more profitable than to be sold at retail as apples, were thrown in for little or nothing. Meantime, freight and handling costs had been paid on them, and that for the grower was sheer waste.

Take another product which I can cite from my own experience. On my farm, which is located in southwestern Ohio, near Xenia, among other things I produce wool. What happened in the old days of indifferent marketing methods?

The wool buyer came around, usually in May after we were through shearing, and looked at the wool. He would go through one pile after another and pick out of each pile the worst fleeces he happened to find. He might discover one that was unusually dirty, one that had burrs in it, one on which the fibers were very short. When his examination was finished, he made his bid on the basis of finding these inferior fleeces; partly that was "good buying," and partly it was justifiable prudence, for you see the wool buyer was guessing, and he argued that he might find a good many fleeces like those bad ones and suffer a loss. I usually had several wool buyers to see my wool and give me bids, but they all judged in pretty much the same way.

TAKE one more product, eggs. The fact is a curious one, but nevertheless important to the egg producer, that in New York City customers have a striking preference for white eggs, and other things being equal, they will pay a preferential price of two or three cents for nice white eggs. In Boston, on the other hand, they want brown eggs, and the situation is just the reverse of that in New York, for they will pay a premium of two or three cents

in order to get nice brown eggs.

Nobody knows exactly why this should be so. But it is so. And lack of organization among egg producers has had the result of sending about as large a proportion of brown eggs to New York as to Boston, and about as large a proportion of white eggs to Boston as to New York, a process whereby the producers lost the preferential rates on the preferred colors.

THERE frequently arises a slightly different situation, which I can illustrate by what happened last year in New York, in the height of the watermelon season. So many melons were shipped in that they could not be disposed of, and whole carloads were dumped into the bay. At the same time, in Philadelphia, only one hundred miles away, there was a shortage of watermelons. The producers in the southern states were not warned in time of these conditions at the two markets, so as to divert shipments from a glutted to an under-supplied city.

As these instances show, the individual farm producer may be a very poor salesman. However, it was felt that in cooperative groups he might become a very good salesman. This has proved to be the case. But in the early stages of the movement, the farm producer was hampered by legal obstructions.

Thus a few years ago the milk producers of Cleveland found the retail price of milk so low that what they received did not cover their cost of production. The more milk they produced, the more money they lost! They got together one day and refused to sell their milk at the current price. They promptly found themselves in jail, and they had to stay in jail overnight! Under the laws then existing, governing the fixing of prices in alleged restraint of trade, there was no way for them to make sure of getting a price for their product that would enable them to continue in the business. The conditions were not analogous to those applying to business concerns, yet the same rules of law were held to apply.

This has been changed. The cooperative marketing of farm prod-



VICTORY DULL COAT

What printers themselves say about this paper convinces us that in *Allied Victory Dull Coat* we have developed something unusual.

From New York comes word that "its clear, white appearance is to be marvelled at" while the next mail brings us a letter from a Chicago printer who says that the clean printing of a job done on this stock—the absence of smashed dots in the halftones, and the absence of dirt pick-up or ink-gathering—"can be attributed entirely to the extraordinary finish of this paper." Artistic Dull Coat printing has been divorced from trouble in pressrooms

the country over where *Victory Dull Coat* is used. Its remarkable printing characteristics—developed in mills noted for their fine coated papers—make possible both beautiful work and profitable production. You have jobs going through your plant that call for artistic printing. Try *Victory Dull Coat* on one of them. We will be glad to send you a printed specimen showing you how beautifully the job will turn out.

ALLIED PAPER MILLS, Kalamazoo, Mich.

In writing for samples please address Desk 2, Office 5
New York Warehouse, 471-473 Eleventh Ave.

Send
for
these
Printed
Specimens



Allied Mill Brands:

PORCELAIN ENAMEL
SUPERIOR ENAMEL

SUPERBA ENAMEL
VICTORY DULL COAT
LIBERTY OFFSET

DEPENDABLE OFFSET
KENWOOD TEXT
A. P. M. BOND

Besides these papers we stock both at the Mills and our New York Warehouse, Menarché 12 Litho, Laid Minograph, French Felt, Standard M. P. in white and colors, Standard Super in white and colors, Index Bristol in white and colors, Litho Blanks, Translucent Bristol and Companion Bristol.

ALLIED PAPERS

10 Paper Machines



34 Coating Machines

15,000 Originators of Orders—

WHAT official is responsible for materials and equipment in the industrial and power plant field? Is it the purchasing agent, works manager, general manager, production superintendent, chief engineer, vice president, or the president?

The real order-originator may have any one of these titles.

The distribution list of Sweet's Engineering Catalogue contains 15,000 names, every one of which has been investigated to determine that it represents authority to buy.

These 15,000 order-originators constitute a specially selected market of unusual buying power—one of the reasons why Sweet's Engineering Catalogue ranks so high as an order-producer.

*Eleventh Annual Edition
Closes February 1, 1925*

**SWEET'S CATALOGUE
SERVICE, Inc.**

119 West 40th St., New York, N. Y.

Note: A printed copy of our distribution list is lent to each client for his confidential use.

ucts is now legally possible, and is recognized by Federal law, also by state laws in a large number of states.

Now let us see what happens in one or two cases of cooperative marketing. I will return to wool and a personal illustration, not because this is necessarily the most remarkable and convincing illustration that could be given, but because it is one I can draw out of my own knowledge.

Ohio, compared with some other localities, is not a great wool producer, so far as quantity goes, but the quality is of the best. Five years ago we formed a state-wide cooperative wool marketing association, and since that time I have marketed my wool through it. I have already explained how formerly I sold my wool crop practically on the basis of *the poorest fleeces* in the lot. Nowadays there is an important difference.

I weigh my wool crop on the farm and send it to Columbus, Ohio, where the warehouses of the association are located. It is weighed in there, as a check on my weight. Then it is graded. I receive, a little later, a memorandum telling me how many pounds of *each grade* of wool I have. Usually there will be a number of grades, perhaps ten or twelve, and that is true even though my flock has been pretty carefully bred. Each grade of wool commands its own price in the market, and the object of grading is of course to realize the best price for the best grade, and the correct price for every other grade, instead of receiving the price of an inferior grade for the entire lot.

THE cooperative association takes care of all business details, and usually I do not know anything about transactions until the wool is sold and I receive my money for it. Furthermore, as soon as the wool is received at the warehouse and graded, I can get an advance on the selling price *before* it is sold. Of course, I pay interest on the advance, the same as for a loan at a bank; but the significant point is that if I happen to be hard-pressed for money, this arrangement makes it possible for me to protect myself, without sacrificing my wool at forced sale at a time when the market is glutted by the offerings of others in a similar fix.

The cooperative association has many other members besides myself, all sending in some wool; and the consequence is, the association is in a position to offer the large manu-

facturers who buy wool, standardized grades in large quantities. To the New England manufacturer it can send word:

"If you want a million pounds of fine merino, come and see it."

And when the price is right, it sells.

What is the result? Since the organization has been operating, as it has been for five years, I have received on the average *five cents more per pound* for my wool than I averaged before. That was not taken out of anybody's pocket, except possibly the pocket of some middleman whose chief qualification and only service was to be a good guesser! Wastes have been eliminated; and the farmer has taken some of the intermediate functions into his own hands and is pocketing the proceeds from doing so.

IN this way, among others, the farmer by collective action is becoming a better merchant, a better salesman. My experience with wool is paralleled in my own case and others with other commodities. I mentioned apples. The practice today in those progressive apple-growing communities where cooperative marketing is in operation is to grade the fruit at home. Instead of sending a nondescript carload of apples and receiving *the lowest price*, the growers send a certain quantity of a standard grade, branded with a trademark, and the tendency is for them to receive the highest price, for the reason that they themselves do the work which they formerly left to others.

Furthermore, instead of sending their poor grades of apples to market—where they are not wanted—they generally keep them at home and make them into cider or apple butter or jelly. They put up these products in the form desired by wholesale grocers; and so once again, instead of getting little or nothing for the tag ends of their crop, they put themselves in a position to realize what these are reasonably worth.

The tendency today is to form not only local cooperative societies, but also to organize these into national associations according to the particular product sold. This has already been done for cotton, tobacco, live stock, fruit and vegetables, and the recently organized Grain Marketing Company, incorporated under the cooperative marketing laws of Illinois for \$26,000,000 and with an elevator capacity of 50,000,000 bushels, is already doing the same for grain. One real service among others that a

Concerning the Use of Sledge Hammers in Advertising

WHEN A TACK HAMMER MIGHT DO

CONSIDER the overwhelming importance of the word "significance" in the vocabulary of advertising. If people can be made to appreciate the *significance* of a product or an event, it will sometimes almost advertise itself into prominence.

BECAUSE THEY FAIL to realize this, men sometimes use great sledge-hammer appropriations to post ideas and messages that could first be put before the public effectually with a tack hammer.

LET US MAKE clear what we mean by two cases from the many which go to make up our experience.

THE FIRST concerns a new electric motor that was ready to be marketed. Before this motor appeared, the only type of alternating-current motor, suitable for more than a very limited variety of industrial uses, was of the induction type. This meant that, to produce the induction necessary to make the motor work, the electric power company must supply to the motor, in addition to the power current, another current for "exciting" or "magnetizing" purposes; and this magnetizing current was often so large as to form a heavy burden on the power company.

TWO MEN, V. A. Fynn and Hans Weichsel, worked many years to evolve a motor which would supply its own magnetizing current, and at last succeeded.

Our client, the Wagner Electric Corporation, was ready to put it on the market. To make it successful involved more than marketing a new motor; the general public must be made to realize the importance of the "motor that corrects power-factor."

THE QUESTION was, What sort of sledge-hammer blow would be required to arouse the public and the electrical industry to the importance of this remarkable invention?

BEFORE going ahead we asked ourselves, "But is a sledge-hammer blow really necessary?"

"THE NEW MOTOR must be advertised, of course—in large space and with persistence. But can we not find a tack hammer that will start the job, and conserve the appropriation so that there will be enough to cover a long period of consistent advertising, rather than spend so large a share of it in one spectacular splash? Can not our client in some way "herald" the new motor and develop active curiosity regarding it?"

WE STUDIED this problem, as we study all industrial problems, in the light of our long experience and intimate acquaintance with the industry which forms its background. We knew that for years electrical engineers had been arguing over the possibility of the evolution of such a motor as this. We knew

that in 1921 the National Electric Light Association, the greatest and most influential body in the electric power field, had gone so far as to pass a special resolution urging manufacturers of electric motors to concentrate upon this problem of developing a motor that would "correct power-factor."

TO PRESENT the Fynn-Weichsel Motor first to this Association would not only be an act of courtesy, but it would serve also to post the news on the very wall

where it would attract the attention of the men who were most vitally interested in such a motor—the men of the electric light and power industry.

ACCORDINGLY, the Fynn-Weichsel Motor was first presented to the Association which had asked for such a motor at its convention in 1921, in the form of a paper read before the National Technical Section of the Association at its October, 1923, Omaha meeting by the Wagner Company's Chief Engineer.

Achieving Fame in a Week

BEFORE the week was out the new motor was being talked of all over the country. The Associated Press and the editors of popular magazines, as well as electrical journals, at once grasped the significance of a possible annual saving of \$100,000,000 in the nation's power bill (the potentialities of which saving we had worked out in cooperation with our client, and which have since been certified as extremely conservative by disinterested engineers.) Such a motor was good news for the general public as well as the electrical industry.

IN BRIEF, the simple tacking up of a well conceived technical report, bringing out the significance of the new motor, in the right place to attract the attention of the right men, gave the Fynn-Weichsel Motor the impressive introduction its importance as a scientific invention warranted, and earned for it a far more impressive introduction than conventional methods would have secured. The foundation had been laid for a substantial advertising campaign, and month after month the Fynn-Weichsel Motor is now being featured in forceful double-spread advertisements.

Another case of Capitalizing "Significance"

SEVERAL years ago a client of ours, a brass manufacturer, successfully applied electricity on a large scale to the melting of brass, thereby revolutionizing an art of seven centuries.

SHOULD we start out with an advertising sledge-hammer blow to announce this revolutionary process; or would a preliminary tack-hammer blow serve the purpose?

THE "OBJECTIVE" was to reach every influential man in the industries which are large users of brass, and to make these men conscious not alone of the *fact* but of its great *significance*. Could that possibly be done at moderate expense?

WE DECIDED that it could by means of a comparatively inexpensive book that should give the buyers and the large users of brass the inside story of that



ILLUSTRATION from a series of powerful double-spread advertisements used to make graphic to engineers the overbalancing importance of the Fynn-Weichsel Motor "when power load preponderates." Following a tack-hammer blow of publicity that served to attract attention to the "significance" of this new motor and prepare the way for an effective advertising and sales campaign.

metal (which had never been done before) and make them realize the epochal nature of the adoption commercially of electric melting.

WHILE our Editorial Staff set about the preparation of a technical but exceedingly readable book, another branch of our organization was fine-tooth combing Industry to collect the names of those men who influenced not only purchases of brass, but also engineering thought and practice, that a copy of the book might be placed in the hands of each.

IT TOOK many months of most painstaking work to complete both tasks, but when the job was done the result was to put this brass company years ahead of competition in the minds of the men who counted most, and at a very moderate cost.

INDEED, so effectively was the *significance* of the new process brought out, and so interestingly was the book written and illustrated, that the entire text was reprinted as contributed matter running into six installments in each of the two leading technical journals reaching the

major brass-consuming industries (*Iron Age and American Machinist*), and the editor of one was gracious enough to characterize it as the best illustrated industrial article ever published in his journal.

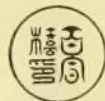
IT IS NOT OFTEN that clients develop new products with the attention-compelling qualities of the Fynn-Weichsel Motor, or that revolutionary industrial processes offer the opportunity presented by electrically melted brass. But the point we are making is not confined to such incidents. It is this: that in approaching any marketing or promotion problem for a client, we always aim to select tools (either mediums or methods) that will do the job effectively *without waste*.

AMONG the responsible executives to whose attention this message may come there are doubtless some who would like to know more about the Lillibridge "objective" method of working and the Lillibridge fee-and-budget system of compensation. 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

national association can render is to alleviate the condition of simultaneously glutted and "starved" markets—as in the case cited where watermelons were being thrown into the bay in New York while Philadelphia did not have enough to satisfy the demand. Such an organization can similarly regulate the shipment of kinds of eggs, so that the kind buyers want reach each market in the required quantities: white to New York, brown to Boston.

Through such means as these, then, the farmer in the United States is becoming, and increasingly in the future will become, a sounder economic unit through fuller and more intelligent control of the conditions that affect his economic welfare. There has been a great deal of idle and thoughtless gossip about the "farm bloc," and what the farmers are trying to get for themselves in a legislative way. This may have frightened some sections of the population. But the smoke has been bigger than the fire. The farmers have not been trying to get special privileges which they would deny to others, but *equal privileges which hitherto were denied to themselves.*

AS I have shown, many of the laws affecting credits, banking facilities, trade combinations, and other matters of vital concern to farmers, were drawn originally to the measure of the business corporation, particularly the very large corporation; and such corporations in essential respects are different from farm producers. We farmers know perfectly well that we do not make progress, because of laws; nobody does. But hampering laws can hinder our progress, and have done so, and that is why for a time we turned our attention to getting legislation that would enable us to progress under the conditions of our calling.

"The well-being of agriculture has lagged behind other industries," says the Report from which I have already quoted. And so long as it lags behind, manufacturers and advertisers will find a relatively poor market in a place where, by right, they ought to find a very good market; but in the degree that agriculture catches up and puts itself on a sound economic footing, to that degree will manufacturers and advertisers find their own markets improved and enlarged.

To bring about such improvement is a very big job. But it is being done, and I think I can say that the outlook is very hopeful, and that all will profit by it.

RADIO

NOW TWICE A WEEK

EVERY Sunday our big Radio Section is in magazine form.

EVERY Wednesday a department giving all the latest news and features in the Radio World.

—Put 'em both on your schedule to get complete and active coverage in the Cincinnati market—the coverage behind which is Cincinnati's real buying power.

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

Higher advertising rates and good advertising results

High returns from advertising can only come when readers regularly and intensively study the editorial pages of the publications carrying your advertising.

You Must Have Reader Interest

Low reader interest in a publication automatically brings failure even to the best advertising copy and most skillful display.

It is high reader interest that makes for low advertising rates and low reader interest can only make for high rates.

* * *

A Giant-Size Industry

A big industry means not only big editorial problems—it demands big men to handle those problems. Narrow-gauge editorial men cannot attract and hold the attention of men of big affairs. Broad-gauge editorial men must be paid good salaries in order to prevent them from entering the employ of the very industry for which they are writing. The man who can arouse and hold the interest of the leaders of the oil industry is a man who can make good in the industry itself.

The oil industry is peculiarly characterized by this factor of huge size.

It extends from ocean to ocean, and beyond.

In order to keep pace with the automobile and industrial consumption of petroleum products, it is being forced to make terrific strides.

As a business, it penetrates to virtually every county of every state. Its products go wherever civilized man goes.

Its leading units are huge corporations whose individual purchases of seemingly insignificant items actually run into hundreds of thousands of dollars a year. The control of these purchases is centralized, in each instance, in the hands of able men whose word is law on operations often hundreds of miles away.

Where "Little Fellows" Deal in Hundreds of Thousands

The smaller units of the oil industry handle a volume of business which is well calculated to astound the man who has not realized the scope of the demand to be filled by petroleum products and the size of the nation's consumption.

An inquiry even from one of the smaller oil companies—producing, refining or marketing—often means an immediate sale of many thousand dollars and a potential connection running over many years and piling up on the first order

NATIONAL PET

hundreds of thousands of dollars in goods or equipment from the single advertiser.

* * *

A Giant-Size News-Getting Problem

It is self-evident that a small paper, necessarily limited to a small editorial investment, cannot, by the wildest stretch of imagination, make any appeal or

establish any bond of constant interest with the decisive individuals in such a business. "Small stuff" does not interest the oil world. The result is that no publication which derives its income from a low advertising rate can hire the right type of editorial men or pay the editorial traveling expenses which are necessary if the live news and the important technical developments of this giant coast-to-coast industry are to be adequately written up on the spot, while it is still hot, by men qualified to talk man-to-man with those leaders of the oil industry who are making the news.

National Petroleum News editors spend half of their time actually on the road. Their average trip is 1000 miles. This condition is a sheer necessity.

The advertising rate of *National Petroleum News* for many years has been the highest in oil publishing.

So, also, has been its total of paid-in-advance individual mail subscribers.

So, also, has been its standing in the oil industry, as determined by the questionnaires and reports of impartial, outside investigators.

So, also, have been the returns it has obtained for advertisers, which have been the determining factor in bringing it, for many years past, the largest dollar-volume from advertising among all oil publications.

The New N. P. N. Rate

The new rate in effect August 1, 1924, maintains this policy. The old rate was based on an A. B. C. circulation of 5,386 on June 30, 1920. June 30, 1924, showed 12,856 subscribers on our books, every one net paid, not a single one even one day in arrears. ***The new rate, therefore, still represents a better buy than we were able to offer four years ago and a better buy, measured by page-rate-per-thousand-readers, than is standard in many other basic industries.***

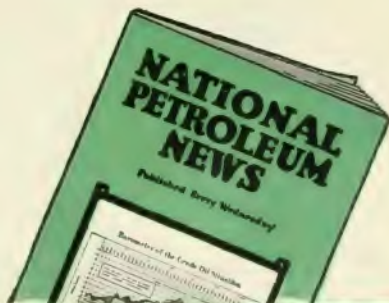
* * *

Some industries necessitate a higher advertising rate — and, by their purchases, justify it. The oil industry is such an one and the emphatic proof lies in the result-getting records made by advertisers in *National Petroleum News*.

National Petroleum News

812 Huron Road Cleveland, Ohio
District Offices:
TULSA, OKLA. 608 Bank of Commerce Bldg.
HOUSTON, TEXAS 614 West Building
CHICAGO 360 North Michigan Avenue
NEW YORK CITY 342 Madison Avenue

Members: A. B. C.; A. B. P.



ROLEUM

NEWS

How Reactionary Conservatism Slows Up Business

By Harry R. Wellman

Professor of Marketing, Amos Tuck School of Administration and Finance, Hanover, N. H.

TIMES have a way of changing rapidly and almost imperceptibly. The weapons of today are obsolete tomorrow. The tallow candle gives way to the Mazda and the barber shops cease to sell bay rum. The curling iron returns from storage and they tell us of a "hair-pin dump" in New Jersey covering three acres!

Obviously, our sales and advertising methods in New England, as elsewhere, must change to meet these rapidly changing conditions or they must dominate to the extent of actually making conditions. The sale of a plow used to be accompanied by dinner on the farm, a reasonable amount of gossip and the exchange of a modest amount of good, bad and indifferent tobacco. Today, the sale is made in about five minutes, without a demonstration and equally without tobacco, gossip or food.

Our sales and advertising methods have been responsive, but not responsive enough. Our New England conservatism in business, particularly in finance, has served as a check on the more visionary sales and advertising department. Wisely, too. But, if the same checks are imposed from now on, heaven help business!

We in New England must awake to the fact that merchandise of all sorts is manufactured west of the Hudson River; moreover, that the increased costs of distribution have made it extremely profitable for Middle-Western manufacturers to adopt and operate the zone system of distribution, and we should learn to appreciate the significance of the fact that Middle-Western business executives go to work in the morning and work all day.

Sales are concerned with distribution. Distribution depends upon means of communication and information. In these two fields we have made epoch making strides—

Portion of an address delivered before the convention of District No. 1, Advertising Clubs of the World (New England District) at Hartford, Conn.

and we seem to be unconscious of it. When the last spike was driven into the rails connecting the Atlantic and Pacific, the event was celebrated as epoch-making. It was, too, but now alongside the train, trucks rumble, rapid transit lines parallel both, and overhead the transcontinental mail plane drones tirelessly on. Distance has practically been eliminated. Further improvements in transportation have made possible the successful distribution of perishables even, from east to west and from north to south. Refrigerator cars, automobile cars, furniture cars and grain cars are now bettered by detachable truck bodies which permit loading on flat cars for the long haul on the railroad, and unit unloading by crane from the flat car to the waiting truck chassis. We can deliver anything, anywhere, any time.

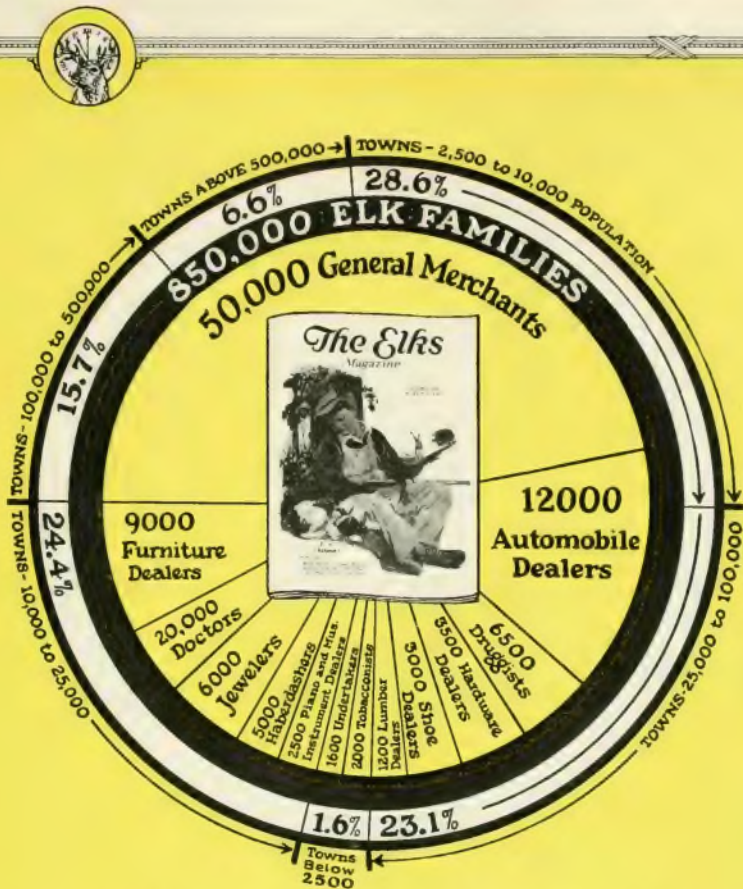
WITH these improvements in all methods of transportation have come even more spectacular improvements in methods of communication of ideas. The movies blazon a style message across the country with every new release. The illustrated magazines, dailies and special Sunday supplements carry the message of the Prince of Wales' latest accident—and the picture of what he was wearing! Keokuk knows as soon as Chicago; Schenectady's shop girls, mill hands and Four Hundred, knew as much about King Tut as did Fifth Avenue—and knew it at the same time. The corn belt no longer supports pegtop trousers!

Then, of course, there is our newest child, radio. Broadcasting advertising is, to my mind, utterly foolish and absolutely defenseless on the basis of any reasonable code of ethics. The supreme insult to a prospect consists in having him spend his good money for a machine from which he hopes to secure entertainment and worthwhile information, and then pour into his defenseless ears a lot of blah having to do with the origin, welfare work or other propaganda regarding some

noble manufacturer or merchant who is doing all these things for his dear public. Blah and again blah! If common, garden variety decency doesn't stop it, legislation should. But as a means of spreading worthwhile information, as a means of keeping the nation informed and as a further link making us one whole, undivided nation, radio is invaluable. Without using it for advertising purposes in any sense, it is a tremendous new force in uniting our common interests and in creating new habits and desires. When the motorman, the preacher, the janitor, the lawyer and the banker, are all discussing the President's latest speech—the morning after—and discussing it intelligently *because they actually heard it*, it means something new in American history, something new and vital to business. A great new medium for the exchange of information, for the spread of culture and for wholesome enjoyment, has been born. It is more epoch-making than the railroad, the airplane and all the other improvements combined. And sooner or later, it will be used properly.

WITH all of these changes in transportation and communication, some of us are still doing business with the methods in use in stage coach days. Our sales plans and methods are as fixed and permanent as Plymouth Rock! The flexibility of our advertising schedules is reminiscent of the laws of the Medes and Persians. It is still common, or garden variety, practice to run our mills on schedule and trust in God that someone will want the product. That sale you saw yesterday and will see tomorrow is just the washing-out of merchandise created with great optimism, but very little sense.

There was a time when New England said what was to be sold. Unfortunately, that time is past. Today—fortified to some extent by its successful strike—the public tells us what it wants and if it can't get it



There are Two Markets in The Elks Magazine

- 1—850,000 Identified Readers—
- 2—122,300 Identified Dealers—

The chart above shows:

Outer Circle—The six divisions of population arranged on the Government Census Plan.

Outer White Circle—The percentages of circulation of The Elks Magazine in the above divisions.

Black Circle—850,000 Identified Readers.

Inner Yellow Circle—122,300 Identified Dealers.

The Elks

Magazine

50 EAST FORTY-SECOND STREET

NEW YORK CITY



FIRST IN ERIE

The daily average circulation for six months period ending September 30th, 1924, was

26,353
Net Paid

This gives the Dispatch-Herald the lead in Erie with the largest circulation—city and suburban.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston

Getting Student Trade Is Mainly a Matter of Knowing How

For a logical product to gain admission to the student market it is only necessary that its manufacturer advertise it in the student papers—at the same time merchandising it in the right way. But in order to find this right way, a prerequisite is an intimate knowledge of all the necessities, customs, buying habits and oddities that enter into the commercial side of student life. This specialized knowledge we have—greater, we believe, in scope and in power to apply it, than any other source in the country.

Ask us anything you want to know about the student market.

USAA

Established 1913

COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.

503 5th Avenue, New York City
37 B. Wabash Avenue, Chicago
311 Berkeley Bank Bldg., Berkeley, Calif.

from New England, gets it somewhere else. This fact has been apparent for years. There have been decided points of emphasis, too, notably the slow removal of the shoe business to St. Louis, the rubber business to Ohio, the corset and other similar businesses to New York and New Jersey, and the final removal of much of our cotton business to the South. Up to 1915 it didn't take much of a business man to be a successful manufacturer. Goods were sold before they were made. Demand exceeded supply. In 1924, goods have to be sold and it won't help New England business any if our captains of industry continue to remain supinely bleating for the return of the good old days. "Them days are gone forever," and the new truth must be accepted—namely, that it doesn't matter what we can manufacture, the important fact is what can be sold and how much can we sell, individually.

IF we accept this point of view, we must at once recognize the necessity of having complete and accurate information regarding our markets. Fortunately, this information is available. Reasonable and continuous research as the foundation of all sales and advertising plans has long passed the experimental stage. The facts are available; moreover, the facts can be secured and kept up to date without adding an unreasonable charge to the business. Fortunately, too, the same mediums that carry information, radio, movies, illustrated papers, magazines, etc., also bring information if we are alert to receive it.

But this information must be used while it is still information. In New England we have the habit of incubating information "in conference" and then letting it set. In the opinion of many of our best executives, these conferences have successfully killed many good ideas by talking them to death, and have delayed action on others until they have painlessly died from neglect.

We must make what the people want and have it ready when they want it. It ought to be easy to remember that the war left us enough general surplus in production possibilities to care for the normal wants of a hundred and fifty million. If we in New England do not make this wanted merchandise, there is plenty of manufacturing space elsewhere that will welcome the chance.

New England is constantly faced with the bogey of saturation. It will continue to be faced with this

bogey unless it discontinues some of its Civil War models and develops its various plants to take care of the present wants of the people. We have quality, prestige and reputation of fair dealing, but we value our own opinions of our own products so highly that we fail to take advantage of our obvious assets. It doesn't matter if our grandfather did design it; it doesn't matter if forty doddering directors sit around the board and make a new design of utmost excellence in quality and workmanship, if the public wants something else. The old, unsalable models and designs must be eliminated even though it uproots tendrils extending under "the Rock" itself! New models—new merchandise even—with careful attention to standardization in model and merchandise, will put the saturation bogey out of commission. Standardism will make the bogey a fact.

Let us remember that west of the Hudson our fellow executives go to work an hour earlier and work an hour later; that they haven't yet learned to hold the majority of their meetings at noon—they hold them after office hours or not at all; that these people are competitors of ours in every sense of the word; that they are now using plans and material that we haven't even heard of!

IT ought not to be necessary to argue preparedness for taking advantage of the increased credit that the Dawes plan will give Europe. In the last two months, Germany has paid creditor nations \$30,000,000. In the full year she will pay \$250,000,000. This means nations formerly bankrupt will again be in the market for American merchandise, and because of the infiltration of American customs and habits, these countries will be in the market for manufactured goods not previously sold there.

At the same time, let us remember that while the Dawes plan is a most excellent remedy for Europe's ills, it will have the later effect of greatly increasing competition here in the United States. The cotton that we sell them will return in the form of shirts and other textiles and at a lower price. This means the gradual lowering of certain commodity prices here. It means, too, a further deflation of labor. But let us remember that while labor deflation is going on here, labor inflation is going on abroad and that the first prices of imported commodities will be the lowest prices. This added competition is good for us if we are alive and ready to go.

466,900 Automobiles

are owned by our subscribers

264,348 Fords — 202,552 Other Makes

The Small Town is the Automobile Market

There are twice as many Automobiles in small towns per hundred families, as in large cities or on farms.

The small town is a big, uniformly prosperous market, not only for automobiles—but for everything which makes for home comfort and enjoyment.

Reach the Small Town

This year of all years, through the Responsive Pages of

People's Popular Monthly

Des Moines, Iowa

Circulation 850,000

Carl C. Proper
Editor

Graham Stewart
Advertising Director

Marketing in the Balkans

[CONTINUED FROM PAGE 26]

by degrees taught the peasants how to use dye baths and various fixing agents, and initiated them into the mysteries of modern dyeing technicalities. Gradually the peasants learned different ways of dyeing silk, wool and cotton. The result of all this trouble and expense meant a considerably broadened market for colors, chemicals and intermediates, all of which at the present time are being supplied by German firms.

It is impossible for one not acquainted with the Balkans to comprehend the enormous market that the Germans have created there. They have also, by identical methods, cornered the sale of dyes in the Turkish, Persian and Indian carpet industries. The significant lesson in all this is that Germany has discovered that advertising, such as we understand it, is practically worthless in the Balkans. Ever so much more is accomplished by salesmen and representatives who live on the spot and form intimate contacts with the natives.

IN contrasting the methods used by the Germans and the attempts made by dye manufacturers of other countries to enter the Balkan markets, it at once becomes apparent that so-called aggressive methods are lost on the natives. Certain foreign manufacturers sent salesmen into the territory to sell the peasants hundred pound bags of dye, c.i.f. some such port as Ragusa or Trieste. In the first place the peasants never bought dyes in such large quantities at one time. The Germans knew that, but the foreign manufacturers evidently did not. Most of the natives purchased their dyes as they needed them, in quarter-kilo, half-kilo and one-kilo tins. They did not understand the avoirdupois system of weights. Secondly, the majority of the peasants had not the slightest conception of what c.i.f. meant, and neither had they heard of either Ragusa or Trieste. The foreign dye makers made the added mistake of trying to introduce into the Balkan market dyes that had never been used there before. Instead of endeavoring to cater to a need that already existed, they wasted considerable sums of money on a futile attempt to sell dyes that the natives did not understand and did not want at any price.

The same thoroughness has marked the introduction of other German products in the Balkans, so that any manufacturer who really is earnest in his attempts to enter the market will find it a task of no mean magnitude. In addition to the other advantages that the German enjoys, the Teuton can ship his goods direct from his factory to their Balkan destination, whereas American merchandise, for example, has to go by a long and circuitous



STANFORD BRIGGS INC.
ADVERTISING ART
392 FIFTH AVENUE, N.Y.C.

*Layouts, designs, and illustrations for every
purpose in every practical technique.*

Something worth Tying to

AT times we are asked to handle exceptionally hard jobs. For instance, a single ad to be published in a large list of newspapers all on the same date.

In addition to manufacturing the Plates, there's the question of delivery. Every Plate to be packed, wrapped, addressed, routed and sent out.

When our Service Department is working for you, you can depend upon your Plates being in the publishers offices on time. Bear in mind, we are the largest producers of Stereotype Plates and Mats in the world, we have a good reputation to maintain—we must give you Service.

Let us prove it! We might mention many advertisers whom you know, but we'd rather convince you by action.

Send us a trial order. Any size, as difficult as you wish to make it. We'll make the Plates or Mats and deliver them as you want them, when you want them.

If Gagnier Plates and Mats don't give 100% satisfaction—don't pay us.

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 STEREOTYPE FOUNDRY The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard



AFFILIATED ARTISTS, Inc.

Art for Advertising

TWO WEST FORTY-SIXTH STREET
NEW YORK - TELEPHONE BRYANT 2329

route to various Adriatic and Black Sea ports. Here are encountered customs formalities and various delays, the result of negligence or unfamiliarity with port regulations. Delivery of consignments under the circumstances is accomplished, if at all, with a great deal of difficulty. It is by no means an unusual occurrence for entire shipments to be stolen from the docks where they have been dumped by the carriers.

Another factor that militates against the success of foreign manufacturers in the Balkans is that of exchange, which in most instances is on a parity with German money. This enables the German producers to undersell the manufacturers of other nations.

There is a market in the Balkans, however, for those products which the Germans cannot supply. In the main this consists of agricultural machinery, fertilizers, fruit drying forms, glycerine, and certain oils. Even in the sale of these products the exporter must make a close study of his customers' likes and preferences if he is to be successful. The mentality of the average Balkan peasant is low. The vast majority are engaged in farming and kindred pursuits. They see very little money. It is obvious, therefore, that there is very little opportunity for the introduction of specialties.

RUMANIA is about the only Balkan state which offers worthwhile marketing possibilities, but the people are hard to understand. Germany, Russia; Hungary, Turkey and Bulgaria have from time to time made their influence felt, so that no definite mass selling approach is possible. The country has many fine cities, chief of which is Bucharest, the capital, with over a million population. Rumania's chief ports—Braila, Galati and Constanta—are clustered around the mouth of the Danube, while many thriving towns are found to the north where lie the famous Transylvania oil fields.

Turkey affords a market for certain types of goods, especially among the large European population. As an individual the Turk is a most interesting character. Contrary to the prevalent belief, the average Turk is kindly and well disposed toward mankind generally. He has no keenly developed financial sense. If a manufacturer bills a Turk for one hundred dollars' worth of merchandise, payable in a year's time plus 10 per cent interest, the Turk has no conception of the manufacturer's meaning. If the bill states that the sum payable at the end of the year is one hundred and ten dollars, the transaction becomes clear.

Products not controlled by the Germans in the Balkans are largely handled through three old-established firms that have been acting as agents in the Near East for more than a century and a half. They are all located in Constantinople. Any foreign manufacturer desiring to enter the Near Eastern market would do well to consult with one of these concerns before taking any further steps.

The O.I. Guide Co., N.Y.

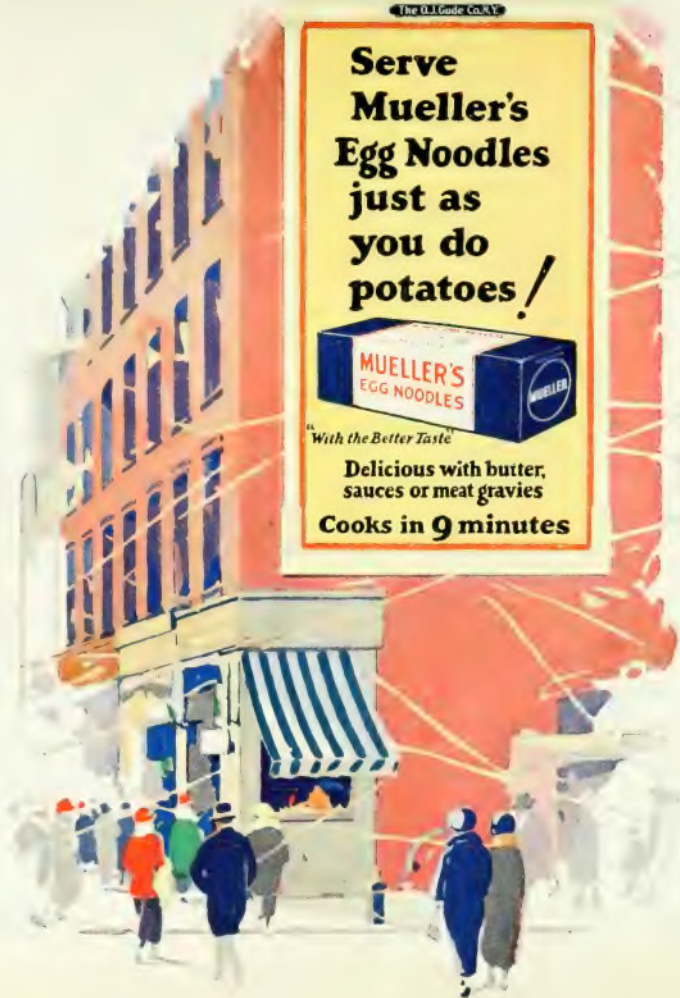
**Serve
Mueller's
Egg Noodles
just as
you do
potatoes!**



With the Better Taste

**Delicious with butter,
sauces or meat gravies**

Cooks in 9 minutes



**Serve
Mueller's
Egg Noodles
just as
you do
potatoes!**



With the Better Taste

**Delicious with butter,
sauces or meat gravies**

Cooks in 9 minutes

If
miss
tonigh
turn bac
to it.

Chicago
at 10 1/2

10 1/2

An Ideal Combination

IN these days of keen competition, two factors are of vital importance—the intensive cultivation of markets and the full value received for every advertising dollar spent. The C. F. Mueller Company believes in localized hard-hitting advertising that will assure them of complete coverage.

This is a splendid example of the power of Outdoor Advertising and Newspaper Advertising, each with a separate function to perform, working together in harmony and by their co-ordination adding new strength to both mediums.

The O.J. Gude Co. N.Y.

550 WEST 57th STREET

Chicago Atlanta Richmond Akron Philadelphia Wilmington
Cincinnati Pittsburgh St. Louis San Francisco London, England



*In Bagdad in the
IXth Century--
Rhazes, a Persian
physician, took a
length of gut from
a lamb and used
it as a Suture in
the performance
of an operation.
Rhazes was one of
the earliest sur-
geons to use gut
for Sutures.*

One of a series of photographic illustrations for trade papers made for Davis & Geck, Brooklyn, N. Y.

THE most powerful selling medium in the world is a vivid illustration to create a sales impression that lasts long after the rest of the copy is forgotten.

It has been a genuine pleasure for us to assist advertisers to lift themselves out of the mass of trade paper copy by discovering unusual ideas back of their products and dramatizing them with successful illustration.

We will be glad to show you what we can do for you without obligation.

LEJAREN à HILLER STUDIOS

461 EIGHTH AVENUE, NEW YORK CITY

Chickering 6373

Newspaper Advertising Expenditures

THE Bureau of Advertising, American Newspaper Publishers Association, has issued the first of its estimates showing newspaper advertising expenditures in 1923 by a number of prominent national advertisers.

In deciding to undertake the work, the Bureau was actuated by the constantly growing demands of advertisers and agencies for data of this character. The total volume of national and local newspaper advertising has been estimated with reasonable accuracy, but the amounts spent by individual companies have remained something of a mystery.

The estimates given are believed to be generally accurate, although it must be remembered that they represent only a small portion of the big list of national newspaper advertisers. While ten advertisers who spent \$1,000,000 or more in 1923 are listed, there are many others in this class whose names do not appear.

There are scores of others whose expenditures fall between the \$100,000 mark and the minimum of \$10,000, and then beyond this group there is the vast army of national or sectional advertisers who spend less than \$100,000.

American Tobacco Company.....	\$1,700,000
Lever Brothers Company.....	1,500,000
Standard Oil Co of Indiana.....	1,500,000
Victor Talking Machine Company.....	1,500,000
Corn Meal Baking Powder Company.....	1,200,000
Dodge Bros.....	1,200,000
United States Rubber Company.....	1,110,000
Literary Digest.....	1,080,000
Liggett & Myers Tobacco Company.....	1,000,000
Wm Wrigley, Jr & Company.....	1,000,000
Corn Products Refining Company.....	900,000
Pepsodent Company.....	800,000
Buick Motor Company.....	600,000
B. F. Goodrich Company.....	600,000
H. J. Heinz Company.....	600,000
Clicquot Club Company.....	550,000
Hupp Motor Car Corporation.....	530,000
Goodyear Tire & Rubber Co., Inc.....	500,000
Firestone Tire & Rubber Company.....	500,000
General Cigar Company.....	500,000
Hart, Schaffner & Marx.....	500,000
Sun-Maid Raisin Growers Ass'n.....	500,000
Kellogg Company.....	450,000
Armstrong Cork Company.....	430,000
Colgate & Company.....	430,000
Packard Motor Car Company.....	400,000
Procter & Gamble Company.....	400,000
Quaker Oats Company.....	400,000
Chevrolet Motor Car Company.....	325,000
Atchison, Topeka & Santa F ^e R. R.....	300,000
Cheek-Neal Coffee Company.....	300,000
Portland Cement Association.....	300,000
Union Pacific R. R. System.....	300,000
Franklin Automobile Company.....	285,000
Borden Sales Company, Inc.....	250,000
Autostrop Safety Razor Company.....	250,000
International Magazine Company.....	250,000
Pompeian Laboratories.....	250,000
Southern Cotton Oil Trading Co.....	240,000
New York Central Lines.....	240,000
California Fruit Growers Exchange.....	240,000
Coca-Cola Company.....	225,000
Eastman Kodak Company.....	225,000
Anheuser-Busch, Inc.....	220,000
Simmons Company.....	205,000
Johns-Manville Company.....	200,000
Andrew J. Fen's Company.....	200,000
Hurley Machine Company.....	200,000
Alfred H. Smith Co. (Djer-Kiss).....	200,000
A. Stein & Company.....	200,000
Fonds Extract Company.....	200,000
Vick Chemical Company.....	200,000
American Radiator Company.....	175,000
Famous Player-Lasky Corporation.....	165,000
Kuppenheimer & Company.....	150,000
Northern Pacific Railroad Co.....	150,000
Metropolitan Life Insurance Co.....	125,000
Edison Electric Appliance Co.....	115,000
Van Ess Laboratories, Inc.....	115,000
Vacuum Oil Company.....	100,000
McCall's Magazine.....	100,000
Washburn Crosby Company.....	100,000



The Furniture Dealer!

WHEN men discuss the various lines of retailing, they invariably give the furniture dealer a black eye. He's accused of everything from piracy to being asleep at the switch.

And, yet, a recent investigation found the average trading profit for the retail furniture and homefurnishings stores to be but 17.72 per cent. Approximately one-fourth less than the profit of the average retail firm.

Many manufacturers whose goods should be—but at present are not—sold through the furniture store have a wrong idea of actual conditions in this great retail outlet.

The present day furniture dealer is neither a high-binder nor asleep

at the switch. His credit system can sell you merchandise at an increased volume. He virtually dictates style of furnishings to his community. He's the important factor you may be searching for now, when you wish to push your sales curve higher.

For a quarter of a century our organization has served the furniture and homefurnishings field. You'll find many stores take several business papers, but you'll generally find them reading one. That's *The Furniture Record*. We're proud of the fact that of the advertisers in our initial issue, 75% are still *Furniture Record* advertisers.

May we tell you more about this publication and the potential sales opportunities in the field it serves?

The Grand Rapids Furniture Record

Published by The Periodical Publishing Company

GRAND RAPIDS

MICHIGAN, U. S. A.

Also publishers of The Furniture Manufacturer and Artisan, American Funeral Director Within the Home, Home Furnisher, Homes Charming, Better Furniture, and books for the furniture industry.

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



Trade Marks and Trade Names

Our Washington correspondent enables us to keep our readers posted on important trade marks and trade name decisions.

WESTERN ADVERTISING

564 Market St., San Francisco
6 months' trial subscription with Big January Annual \$1

Change of Address

Request must reach ADVERTISING AND SELLING FORTNIGHTLY one week before date of issue with which it is to take effect. Be sure to send both your old and your new address.

Independent Marketing Counsel

WILL make an intensive survey of the marketing possibilities of your product and furnish you with a written report covering all phases of the merchandising problem.

The determinations arrived at in such a report are based on *all* the factors relating to the particular product in question and may be followed with complete confidence.

This organization has no advertising agency affiliations, and is in a position to render a service that is entirely unbiased.

We want to hear from executives who are anxious to reduce to a minimum the spread between the manufacturer and consumer and who are interested in marketing their products the one best way.

FREDERICK A. HANNAH & ASSOCIATES
32 West 40th Street, New York

Sales Agencies in the Orient

AN American manufacturer who attempts to secure an agent by correspondence alone in a highly competitive Oriental market such as Japan is inviting disaster, states an article in a recent issue of *Commerce Reports*. Peculiar trade conditions, language difficulties, tremendous distance and consequent delay in communications, inadequate credit information, lack of knowledge of competing lines, lack of personal familiarity with the field, and of personal contact between manufacturer and agent all combine to prevent the American manufacturer from securing proper representation.

He may inadvertently give his line to a company that already handles several competing products or one that has taken on more agencies than it can handle. His agent may be excellent in certain lines but poorly equipped to handle his particular product, or may be fully able to cover a portion of the field but unable to secure proper distribution for the rest of the country. The manufacturer can never be sure that he has obtained the best possible distribution by these methods. In fact, "postage-stamp agencies" are apt to be worth little more than what they cost.

There is no fundamental difference between foreign and domestic business. It would be foolish to appoint a domestic distributor for an important section of the United States without complete and adequate information on his equipment and ability and complete knowledge of local conditions. It is even more foolish to attempt the same thing in a foreign market.

If one wishes to place an agency for Japan, all the large general trading companies that maintain offices in this country must first be canvassed. These companies are fully equipped to cover the Japanese market, provided they are not already handling competing lines.

If the companies are not interested, a fully qualified representative should be sent to Japan to place the agency. He should be given authority to settle all questions that may arise, have full power of attorney and all the necessary credentials to establish fully his position and authority.

Unnecessary restrictions should not be placed on a representative's expense account, or the duration of his stay. Business moves slowly in the Orient and haste is viewed with suspicion. Six weeks is none too long to complete all details. Personal contact and the social amenities are of paramount importance. Much of the business of Japan is done over the teacups. Considerable expensive entertaining is absolutely necessary.

The expense of placing the agency should be considered as an investment and not be charged against the first three months' profits.

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.

HOTEL ST. JAMES

109-13 West 45th Street, Times Square
NEW YORK, N. Y.

CAN 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

STATEMENT	
A Manufacturer and Advertiser New York, N. Y.	
To Advertising	
1923	\$50,000.00
Your Appropriation	7,500.00
Agent Earned	
1924	\$75,000.00
Your Appropriation	11,250.00
Agent Earned	
1925	
?	

If you were our client
the less you spent
the more
we would make!

By

MORTON EARL HIDDEN

THE chief told you, in the last issue, how this organization grew out of a fundamentally right idea.

But, with all due respects to him, I don't think he did justice to the real story of our success, and what it could mean to you—if you were our client.

Fees vs. Commission

Most advertising agencies work on a commission. You pay them nothing. They get theirs by making a percentage on what you spend.

For them to make more money, you must spend more.

Now, with us, the case is just reversed: the less you spend, the more we make!

Here's why: our clients pay us a definite fee per month, regardless of the size of the appropriation.

The fee is based on the amount of work to be done—which is the only fair way to compensate anyone—from your office boy up to the general manager.

YOU know, and I know—and everybody in the advertising business knows—that it costs just as much to create a good campaign for Iron Age as it does a campaign for the S. E. P.

The Iron Age pays no commissions, but the agency can earn \$1,050 on a page in the Post.

Decisions Made Without Bias

It takes a stout heart, in the agency business, to recommend the right kind of a campaign in business papers or of direct mail

when it is known that every cent spent must come out of money that otherwise might be used in publications that pay commissions.

But—with us, decisions can always be made without bias—we recommend to our clients what is right for them. We cannot make more, by getting them to spend more.

The only chance we have to make more money out of an account is to make each dollar of a client's appropriation work so hard that at the end of the year not only have his sales and profits increased but he has spent less than the amount he originally appropriated to get the results.

THEN—as a reward for services rendered—he voluntarily increases our fee or cuts into his bonus.

In other words, we earn the increase for our clients before they give it to us. We do not con-

tinually peck away at them for increases in appropriations.

Of course, you would like to know how this idea works out. Well, just ask me to come over and lay the facts before you.

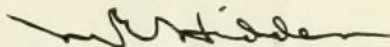
I can prove to you,

in a few minutes at your desk that our system gets results for clients. For example—one company, doing a business of \$180,000 in 1920, when we took over the account, will do \$1,000,000 next year, and in no year have they spent over \$16,000 for advertising!

OUR clients don't like us merely because of the color of our mustaches—they stick to us because our copy, our plan, our system gets sales at less cost.

And we can increase your sales and spend less doing it. You can't lose anything by asking me to come over and give you the detailed facts.

Sincerely



Vice President.

The PRATT & LINDSEY CO. Inc
Sales and Advertising
PRINTING CRAFTS BUILDING
461 Eighth Avenue—at 54th Street.
New York.

¶ This is one of a series of straight-from-the-shoulder messages by Pratt & Lindsey executives. Next issue Mr. Pillard tells how we handle client contact.



Intense Interest in Food Subjects

Mr. Emery, President of the American Food Journal, leader in its field, writes us:

"We are exceedingly gratified with the results we have received from advertising our magazine "Food and Health Education" in your paper. "Normal Instructor."

"It has shown us very conclusively that teachers are not only careful readers of your publication, but also that they have a very intense interest in subjects relating to food. We are very sure that if the food manufacturers generally realized this, you would be one of the outstanding publications on their lists.

"With every teacher having a very definite influence on the countless families with which she comes in contact, the value of your type of advertising cannot be overestimated."

Food manufacturers are coming to realize the great possibilities of the school field. The Good Food—Good Health Movement in the schools makes this market worthy of the most careful consideration.

Normal Instructor covers the Educational Market more intensively, effectively and economically than any other educational publication. It reaches not only 160,000 Elementary School Teachers, but through them the school lunch and the cooking classes, and 5,000,000 school children—the buyers of tomorrow—coming from millions of American homes.

Our new booklet, "A Survey of the Educational Market" gives important facts you should know. Write for it today!

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

CHICAGO: 1018 So. Wabash Ave.

C. F. Gardner,
Advertising Manager

NEW YORK: 110 West 34th Street

George V. Pumase,
Eastern Representative

NORMAL INSTRUCTOR

Member **and** PRIMARY PLANS Member
A. B. C. A. B. C.

FOR TEACHERS of ALL THE GRADES and of RURAL SCHOOLS

Selling White Space with Trimmings

[CONTINUED FROM PAGE 16]

tribute. Agencies are in a position to know from experience the cost involved in extensive preliminary research and in the initiation of a product through the proper sales channels. They figure, quite logically, that any such expense which can be "wished" on the newspaper or the magazine is just so much velvet—for advertiser or agency, or both.

But such a mode of calculation is, in the last analysis, hasty and ill-considered. Such ephemeral economies will, in the end, work more damage to the advertiser and agency both than they can possibly offset by the savings involved.

Let us consider the inevitable outcome of the continuance of this grab-bag, predatory system of "cooperation" with publications. What are the fundamental dangers which underlie it, and which will, sooner or later, all crop out on the surface?

To begin with, irregular and unwarranted "services" thrown in with advertising space, presuppose a different rate for every man who buys that space. No two advertisers who receive these gratuities want the same thing, or receive them in the same amount. Some of them do not want any "frills" or extras at all. Others buy the space, possibly, more for the "side-show" of merchandising help than for the space itself. The injustice is patent: all advertisers pay for it, because all presumably pay the same rate—but not all of them get it.

Further, the paper does not sell its space and stand on its merits as a producer from advertising in its columns alone, but as a producer from sources other than advertising prestige and power. The ordinary guideposts of circulation, lineage carried, reader interest, etc., are no longer conclusive. The ordinary criteria by which space is weighed and judged are circumvented, undermined and wholly untrustworthy. They are untrustworthy especially in reference to the rate-card, because the rates are and must be based on white space plus.

Finally, the practice of making encroachments on the good nature of the publisher is suicidal because there is no limit to it—there is no stepping-off place. The aim of each space-purchaser seems to be to ask for more than his predecessor—to see just how much mulcting the publisher will stand for. It is the old fable of the camel who put his nose in his master's tent, then his head, then his neck—and finally altogether dispossessed the tenant. The tactics of the "cooperation" hound are disillusioning—he asks only a little more each time, and precedent is in his favor. The conclusion of the whole matter means that the thing, in its present career, will be run into the ground, and

\$23,160,537—

Is being spent this year by the Young Women's Christian Association for foodstuffs, building materials, furniture, home, office, gymnasium and many kinds of equipment. The spending of this sum is actively in the hands of the 2946 local and 254 national Y.W.C.A. secretaries, every one of whom reads "The Womens Press," official monthly magazine of the Young Women's Christian Association.

Advertising rates are moderate.

The Womens Press

Member A. B. C.

600 Lexington Avenue

NEW YORK

the publisher must throw up his hands at the mere mention of "cooperation."

The effect of the disease, even in its present virulence, is easy to be seen. It tends to make the average advertiser look askance at *any* rate-card, because he has it in the back of his mind that some other space user may be getting something "under cover" which he himself is in a measure paying for and not receiving.

The liberality of the publisher in this respect has undoubtedly proved a boomerang, the sharpness of which is just beginning to make itself felt. It has turned some advertisers skeptical of all rate-cards, and even more skeptical of those from publishers which are most agreeable on the subject of "cooperation." The more the publisher offers in the way of features grafted-on, the more the advertiser is likely to hesitate. The liberality of the publisher is costing him confidence. It is, in fine, to a degree invalidating his rate-card.

It is true that some few farsighted publishers, justly incensed and alarmed at what they conceive to be a menace constantly gathering head, have already called a halt. Just as the majority of better class mediums everywhere have long ago put a stop to free publicity on the side ("news" items and "editorial write-ups") so a certain proportion of the same class mediums have tabooed unwarranted sales assistance to their advertisers. Many other publishers perceive the seriousness of the practice and have declared, in opinion, against it, without taking the surer remedy of direct action.

But the evil persists, and not all publications are yet alive to it. As long as a complete lack of accepted standards exists regarding what publishers *should* offer, and also what they actually *do* offer, under the name "white space," just so long will the danger be virtually impossible to combat as a whole. More rigid conformance to a set standard on the part of periodicals would give the monster one head which might be struck off at one blow.

From another angle, the danger and the injustice do not exist for the periodicals alone, but for the agency, which defeats its own economy by encouraging higher and higher rates in exchange for a very doubtful and shifting value received, and last but by no means least for the advertiser himself, who always pays the bill and who has got to put a question mark after his "space dollar" when he knows it is paying for something besides space.

Des Moines Newspapers Consolidate

The Des Moines News, evening paper, has been bought from the Scripps-Howard Newspapers by The Register and Tribune Company, publisher of the *Herald and Tribune News*, published for more than forty years, will be merged with the *Tribune*. The combined paper, the *Tribune-News*, will be published evenings.

We Kept The Mill Running

During the boom a big woolen and worsted mill telegraphed us that they needed 3000 bars of filling box chain so that they could run all of their looms and begin to ship goods on a particularly large order within two weeks. They had tried all of the loom builders and second-hand machinery people without result. They were stumped, could we help?

We immediately began to call up mills who might be willing to loan this filling box chain. This was during the boom—mind you—and mills were averse to loaning equipment of this sort.

In the middle of the night we drove to the home of the man who had the sale of the second hand machinery of the American Woolen Company and he helped us a little. We got a little more from a big cotton blanket mill and little by little accumulated the required amount.

Then the question of getting the material to the mill four hundred miles away came up. We couldn't depend upon the railroads or express companies—so we hired a touring car and sent it over the road. In that way we kept the mill running.

Anyone could have done the same thing, but it is to the American Wool and Cotton Reporter that the manufacturers turn for service.

The same kind of service goes to our advertisers. We can start their stuff moving in the textile industry and keep it moving.

We not only want to carry the advertising that the American Wool and Cotton Reporter deserves and the industry warrants, but we also want to give a personal service to every advertiser.

Standard 7x10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized organ of the great textile manufacturing industry of America.
Largest net paid circulation of any textile publication.
The oldest textile paper of continuous publication in the United States.

Boston

530 Atlantic Avenue

Greenville S. C.

229 E. Stone Avenue

Direct Mail Plans

Direct mail advertising is profitably applicable to every business. It is the most certain of all forms of advertising.

When the plan and copy are right, the results are quick, direct, perceptible, adequate, sure.

If you are curious to know how it can be used in *your* business I will tell you—without obligation of any sort on your part.

Charles Austin Bates

33 WEST 42ND STREET, NEW YORK.

95%

of the advertising carried in RADIO MERCHANDISING is placed by advertising agencies. There is a reason for this agency recognition. We have a brochure that tells why. Write for a copy.

RADIO
Merchandising
THE MEDIUM OF THE RADIO TRADE
 342 Madison Avenue
 New York City

Youthful Star Salesmen

[CONTINUED FROM PAGE 15]

from a spell of deathly illness. He felt disgraced and he quit his job.

Some time later, we discovered that among our young men stenographers we had a great potential salesman who was wild to go on the road. He went out. His sales were satisfactory and he wanted to buy an automobile to cover his trade. He told me he had half the price of a Ford and he wanted the company to loan him the balance. We agreed to do so, taking fifteen dollars a month out of his pay.

A few weeks later, we found him the proud possessor of a second-hand Cadillac. He had taken the price of the Ford and used it for the first payment on the second-hand Cadillac. It was too late to remonstrate and within a few weeks the crash came. It cost much more to run the big seven-passenger Cadillac than it could have cost to run the Ford roadster. It also developed that the Cadillac did not possess fine, new tires; in fact, he had to buy three tires the first month and they were big and costly. Then it was found that the Cadillac had not had its valves ground for months. His auto upkeep was beyond all bounds. He borrowed money from dealers and he owed his board bill. He borrowed money from other salesmen and he was thoroughly tied up financially.

ONE night he drove the Cadillac over the edge of the road and into a gully and the next day the garage man advised him it would cost seven hundred and fifty dollars to repair the damage. The youngster owed hundreds of dollars on the car and it was a wreck. He owed another couple of hundred on the territory. He was a confused and puzzled youngster.

We brought him back and gave him his stenographer job and showed him how, by practising economy, he could sweat it out. He stood up under the strain for six weeks and then disappeared. Poor boy! But it was our fault. We had allowed his enthusiasm to carry us away. We let him go in over his depth.

A year ago, a chap of the same type came to us and we recognized him the proverbial mile away. "Now, son!" we began, "we've seen your type before. You're one of those boy wonders. Here is how you will probably react." And we told him of all the boy wonders we had met.

So we went on: "If you are willing to be a regular human being and not a precocious child, we'd like to have you with us. With your apparent ability, if you can keep your feet on the ground, by the time you have added poise to your other qualifications and added the mellowing qualification which comes from actual experience, you should be a great success for your-

self and the company. But—I'm not going to clutter up the force with you only to have you react as the rest of your type have done. I'm willing to take you on and put you through the regular course of sprouts, but, if you figure that you are going to have a chance to be head of this company next year, don't start."

I have found over a period of years that the boy wonder is more bother than he is worth. I'd rather take my chances on the average boy with the faults of the average boy—even with the average youngster just out of college. Nine out of ten fizzle out before thirty. They are good, but not as good as they think they are and their own estimation of themselves is generally so overly enthusiastic and optimistic that it spoils their viewpoint. They rapidly become impossible to handle. They do not regard themselves as part of the organization, but rather as individuals endowed with a special gift from heaven. That is because one bump on their head is overdeveloped, but there is a compensating undeveloped bump.

RIGHT now, I have three boy wonders and I flatter myself that I am having better success handling them. I hope to bring them along to be successful men with us, but it seems that the only way to do that is to "beat them to the punch" and assure them frequently and regularly that, after all, they are precocious brats and should keep that fact in mind.

Obviously, the young man of more than average ability is a most desirable addition to any sales force, but there is one big underlying factor to keep in mind, that is that he is not of necessity hard to handle but he does need different handling from the average man. The average man of twenty-two or three has average intelligence and average reasonableness. You can figure on him. The boy over the average generally has more than the average intelligence, but he is underdeveloped in reasonableness. One reason for that is generally that he has been successful as a boy of eighteen or twenty. His parents have patted him on the back. He has been made much of in high school or college and he has been told that he is a coming business giant and he has come to admit the fact to himself. He is carrying a halo with him and it is a hard job to carry a halo.

But if the boy wonder, with all his peculiar traits, has just one thing in his make-up, namely, a sense of humor, he is worth working with and on. Murphy is such a youngster and I am working with him right now. He is the typical precocious child salesman. I have had him in tow for nearly a year and I hope he will make good. I



OFFICE OF
THE UNION TRUST CO.
CLEVELAND

WE are proud of the fact that one of the photographs we made for the Union Trust Co., was awarded a silver medal at a competitive exhibit at the National Convention of Photographers of America for 1924.

We specialize in magazine illustrations, catalog work and architectural photography.

The PHOTOCRAFT COMPANY
 Commercial Photographers
 Card Building
 CLEVELAND, OHIO



Pittsburgh Plus Is Dead.

Its passing has stirred the iron, steel and metalworking industries more than any event since the United States Steel Corporation was organized.

Consumers and producers alike are confused. Deprived of the Pittsburgh yardstick, they find difficulty in solving the existing enigma of conflicting prices, multiple basing points, and varying methods of quoting. They must have facts—prompt, complete and authoritative—such as can be found only in a business paper with a highly developed market information service.

Iron Trade Review presents this and much other business news weekly to 28,000 executive readers, who are studying its pages more intently than ever before. Moreover, they are looking forward to the *Annual Statistical Number*, which will appear January 1, 1925. They realize that this annual number, which in recent years has come to be known as the "Yearbook of Industry," will be of extraordinary value this year because of its information pertinent to the conditions created by the passing of Pittsburgh Plus. *Iron Trade Review's* executive readers will consult this issue frequently throughout 1925.

By virtue of its high appeal as a reference volume, the *Annual Number* offers exceptional opportunities to advertisers who want to deliver a message to the executive heads of the metalworking industry. New ideas incorporated in the plans for this number will make it editorially and in an advertising way the most remarkable issue of a business paper ever published. Write for details.

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

IRON-TRADE REVIEW

Cleveland
New York
London



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, think of the 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 81.

realize that I owe him much care and watching. But with all the faults of the he-flapper, he has a wonderful sense of humor. When I ask him how the boy wonder is, he grins. He does not assume a dignified attitude. His feelings are not hurt. I have told him about previous experience with boy wonders. I have told him he is a boy wonder. I have told him about the common mistakes of the garden variety of boy wonder and have prophesied that sooner or later he would commit the usual nuisances. I hope that bringing these things out in the open in a humorous way will help Murphy over the rough spots.

Every sales force sooner or later gets a boy wonder. The sales manager owes it to his house to try to get the benefit of the rising star. But while the reward may be great if the boy wonder becomes the well-rounded out man, nevertheless there is a terrible responsibility devolving upon the sales manager who finds himself with said boy wonder on his hands.

I feel that the reason the first half-dozen boy wonders I found on my hands all failed to make good with our house was largely due to my own lack of proper appreciation of their mentalities. I did not bring them along properly because I did not know how.

The boy wonder is like the wonderful thoroughbred colt. It takes more than just good potential factors to make the great colt into a great horse. It takes wonderfully skilled training and handling to develop the boy star. It doesn't call for maudlin sentiment but it does call for a real liking for the job of bringing out the best that is in the youngster.

And therein lies one of the great compensations of sales management.

W. H. Potter

Formerly with the Kenfield-Davis Publishing Company, has been appointed to succeed Alan B. Sanger as eastern representative of Rock Products.

Barton, Durstine & Osborne

New York, announce the acquisition of the account of the Oshkosh Trunk Company.

World Traveler Magazine

Announces a change in ownership and management beginning with the November issue. New officers include Charles P. Norcross, formerly editor of *Cosmopolitan*, editor and president; Eugene D. Miller, vice-president; Bruce Edwards, secretary; George R. Martin, treasurer; F. F. Douglas Williams, consulting editor; and George Agnew Chamberlain, associate editor.

Klau-Van Pietersom-Dunlap-Younggreen

Milwaukee, have been appointed to handle a campaign for New Revelation Saxophones, made by Frank Holton & Company, Elkhorn, Wis.

Oregon Takes Ballot on Advertising

[CONTINUED FROM PAGE 21]

and enable them to raise butter prices. The consumer was asked, "Do you want dollar butter?"

Realizing that the margarine advertising campaign was getting results, the dairy organizations also began to buy newspaper space, but made the mistake of taking the defensive and denying the possibility of a rise in butter prices.

The argument used was a logical one, but the voters, especially the housewives by this time were in no mood to be influenced by a negative appeal.

The victory of the vegetable margarine people was a decisive one. The anti-margarine referendum was snowed under by a vote which ran from two to one in the country districts to five to one in Multnomah County containing Portland.

In addition to saving an important market the nut margarine people feel that they have demonstrated a principle that will prove useful if their product is similarly attacked in other parts of the country. While the advertising used in the final stages of the campaign undoubtedly was an important factor in the result, disinterested observers believe that the referendum vote proves something that will apply to any similar contest involving a staple article.

Winter Tournament of Advertising Golfers

Annual tournament of the Winter Golf League of Advertising Interests will be held at Pinchurst, N. C., Jan. 10 to 17, 1925. Committees are now engaged in perfecting plans for the event, which this year has been designated "The Mirthquake."

Frank Finney is president of the league; M. C. Meigs, vice-president; Charles W. Hoyt, treasurer; W. R. Hotchkiss, secretary. Following are the various committees and their membership: *Trophy*—Dr. A. R. Gardner, chairman; A. C. G. Hammesfahr, W. A. Curley. *Transportation*—W. E. Conklyn, chairman. *Hotel Reservations*—Arthur Sachtleben. *Tournament*—R. Murray Purves, chairman; W. Roy Barnhill, Roy S. Durstine. *Entertainment*—Rodney E. Boone, chairman; Charles E. Murnan, C. I. Putnam, Elmer Rich, H. F. Harrison. *Membership*—Graham Patterson, chairman; S. Wilbur Corman, George C. Dutton, Eliot D. Moore, Guy C. Pierce.

G. A. McClellan

Publisher of the St. Joseph (Mo.) Gazette, died Nov. 5 as the result of an automobile accident.

George Batten Company

New York, has been appointed to handle the advertising of the Green & Green Company, Dayton, Ohio, manufacturers of biscuits.

Telling It to the Boy Scouts



Co-operative radio set in headquarters of Troop 5, Providence, R. I.

WITH Boy Scouts, radio is more than an individual fad. It is rapidly becoming a definite part of their troop entertainment and instruction—as witness above illustration. This fine radio apparatus is not only used at local headquarters but loaned to hospitals and charitable organizations—an excellent example of the Boy Scout Community spirit.

"Regular courses of instruction, and buzzer code practice will soon be started. I believe that radio is becoming as much a part of Scout signalling as the semaphore and wig-wag are at present," writes a Scout-

master to The Radio Tower—the wide-awake, authoritative radio page conducted in BOYS' LIFE by Zeh Bouck.

Each community has one or more troops. This gives you an idea of the national purchasing influence of BOYS' LIFE readers. Every troop is a unit which can purchase equipment too expensive for the individual—yet each such purchase becomes an active advertisement of great sales power. In a similar way boats, sporting supplies, etc., are often purchased.

Shall we tell you something of the splendid sales opportunity this vast army of boys offer?

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

A thoughtful Christmas remembrance for all the folks on your staff



The members of any organization treasure a Christmas remembrance from The Boss, no matter how modest it may be. Few things are as suitable for such a purpose as a book, for a book is at once personal and a permanent reminder of the giver. And in the case of an advertising or sales organization, few books are as happily appropriate to the purpose as Robert R. Updegraff's little classic, *Obvious Adams*. For it is both a thoughtful remembrance and a business inspiration in story form. Every member of your staff would treasure a copy with a little personal message from you written on the fly leaf.

A handsome little volume (4 1/2 x 7 in.) of 60 pages, bound in cloth, with gold-stamped cover. Ten copies, \$5.00; 25 copies, \$12.00; 50 copies, \$23.00; 100 copies, \$41.00; 500 copies, \$200.00. Sample copy, 5c.

Kellogg Publishing Co. 28 Lyman Street
Springfield, Mass.

The Advertiser's Weekly

The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its developments.

Subscriptions \$5 annually, post free.
Advertisement rates on application to
New York Office
52 Vanderbilt Avenue N. Y. City
or
New England Office—c/o Mr. Frank E.
Willis, 148 State St., Boston, Mass.

For Statistics Covering All
Branches of the Gas Industry

BROWN'S DIRECTORY

of

American Gas Companies

A complete, up-to-date mailing list. Gives every gas company, the names of the officers, manager and purchasing agent, together with number of consumers, meters, etc. Also gives the capitalization of every gas company, amount of capital stock, bonds and dividends paid.

Now Ready for Distribution

\$10.00 a Copy
\$7.50 to Gas Companies

ROBBINS PUBLISHING CO.
52 Vanderbilt Ave., New York

I Answer All the Coupons

[CONTINUED FROM PAGE 23]

thing. I mention this, not critically, but knowing that this individual package might be an exception to the rule in mailing Linit samples, and to call attention to the fact that such a sample package does not create a good impression when it comes. The feeling at once is that it has come from a small concern unaccustomed to mailing samples and perhaps not expecting or prepared for many inquiries. The average inquirer might know no differently. A neatly packed sample, with carton to fit, seems to say: "Here is the sample you sent for. Everybody is sending for them. We are doing a big business and like to send samples."

THE Postum Cereal Company's Grape Nuts sample was particularly liberal, comprising four individual packages of Grape Nuts. The Instant Postum package contained three tins, each said to be enough for seven cups. Regular individual packages of Bran Flakes and Post Toasties were sent. As a bargain the coupon shopper certainly gets the biggest value from Postum Cereal Company, the four coupons netting almost a meal—of a sort. Singularly, the four samples from coupons mailed simultaneously came at 9, 11, 13 and 15 days, no two simultaneously.

Taken as a whole, the samples for which a price was sent were received no more promptly and in no better condition than those which involved no remittance. And the matter of follow-up, or attempt to cash in on the inquiry, seemed not to be influenced by the payment or non-payment for samples. The paid-for samples were no more liberal in size than the free samples.

No particular effort seemed to be made by any manufacturer sending samples to tie up with the local dealer. The only noticeable efforts in that line were the folder with Post's Bran Flakes, which bore the title, "A prescription your grocer can fill," and the slip with Jergen's Lotion on which was printed:

Thank You—for sending for this sample. We hope you will like it well enough to purchase a full-size bottle from your druggist or toilet goods dealer. If he hasn't stocked Jergen's Lotion, ask him to get it through his jobber.

Martha Matilda Harper includes, with a liberal sample bottle of the hair tonic, a booklet which contains a list of agencies authorized to use the "Harper Method" of scalp treatment, but one is told in a follow-up letter that the product can be obtained from drug and department stores.

As for the other samples, there seemed to be no effort to remind the recipient of the dealer's stock, trusting simply to the known general distribu-

tion of the products to take care of the resultant demand.

The Zonite booklet suggested so well the value of the product that an early purchase was the result. The promptness with which the booklet came secured attention for it while the subject of the advertisement was still fresh in the sender's mind.

The letters and information in the Spencer Corset advertising (The Berger Brothers Company) warranted a better setting than the brown, uninteresting, No. 10 legal size window envelope that was not at all of such appearance as to arouse anticipation in the window recipient.

Beech-Nut inserts in its booklet of recipes a card which reads as follows: Please accept this Menu-Book with the compliments of the Beech-Nut Packing Company.

Should you happen to be in the vicinity of Canajoharie some time, located in the beautiful Mohawk Valley in the State of New York, it is requested that you visit the Beech-Nut plant. Courteous guides are always in attendance.

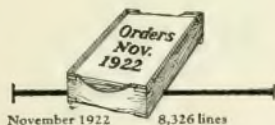
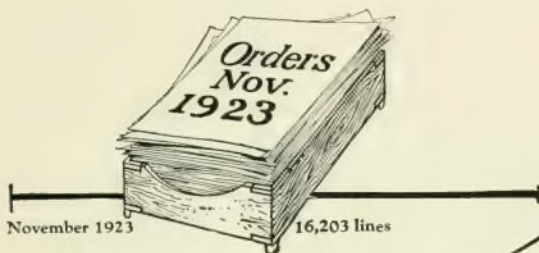
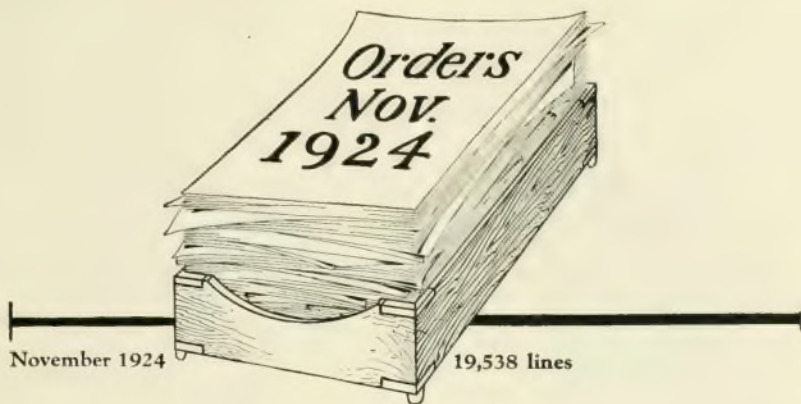
Rubens & Marble's booklet, "Baby's Layette," contains on the inside of the cover this jingle, which somehow reminds one of the Brothers Bohunkus and Josephus in the old college song:

*When baby comes he travels light,
In mother's arms he huddles,
And there with love he is bedight
And wrapped around with cuddles.*

*But later baby is inclined
To garments more specific,
And here of these a list you'll find
Correct and scientific.*

The Pet Milk Company includes with its booklet a slip on which can be filled in the names of friends to whom one wishes similar booklets sent. Rubens & Marble and Cream of Wheat Company use similar plans.

WITH its catalog booklet the Olson Rug Company includes a 36-inch tape, making it easy for the housewife to measure rugs or floors. With its first follow-up letter are inclosed two samples of yarn, attached to the letter by a gilt paster bearing the word "Compare." Over against this is a typed paragraph which urges the reader to compare one of the samples, designated by color, and said to be of standard department store grade, with the other sample made by the Olson Patented Process. The second follow-up contains a "Color Guide" in a special pink envelope. This color guide is a folder bearing colored cuts of two types of rooms, with the paper cut so that different rug cuts, also sent, can be slipped into place to get the color effect. Twelve different color schemes are possible. The third follow-up bears the imprint on the outside of the envelope, "Office of the President," in the



The logical outcome
of producing results
for advertisers whose
message appeals to
the highest type of
circulation . . .

INTERNATIONAL STUDIO

A · M · CAREY · Advertising Mgr.

Member of the A · B · C ·

75 cents the Copy

encl

49 West 45th Street · New York



TAME THE WOLF AT THE DOOR

There *are* ways of making a household pet, so to speak, out of this well-known menace.

(Just to pursue the simile—)

You can so thoroughly train, domesticate, housebreak and boss this noble animal (if taken young) that he will much prefer ornamenting the hearth-rug to howling outside the door.

We have a plan for income protection that keeps you from worrying about the wolf, and gives you a lot more action. It has the kind of plain, honest, good sense about it that you like.

J. Mickel

George S.

THORSEN & THORSEN

Representatives of the Insured

52 VANDERBILT AVENUE

Vanderbilt 2813

This advertisement was written by H. B. HARVEY of Williams & Cunningham, and is his idea of the way to interest you in income insurance.

upper left corner. The letter is written in the first person, with the President's signature in facsimile.

Of the twenty-six products on the list that are sold through the retail trade, the manufacturers of only nine refer the prospective purchaser to the retailer. The Hoosier Manufacturing Company gives the name of the dealer and the name on the coupon was forwarded to that dealer who followed it up with a price list and a personal letter. S. Karpen & Brothers attached to their catalog a letter giving the dealer's name, inserting the letter in a first-class mail inclosure integral with the large catalog envelope. The Automatic Electric Washer Company and the Lloyd Manufacturing Company give dealers' names in their letters.

The follow-up letter from the Lloyd Manufacturing Company, Menominee, Mich., arrived some three weeks after the coupon was sent, and it referred to a booklet; but at four weeks' time the booklet had not come. Nothing at all had been received at the end of four weeks from Lehn & Fink, New York City, and from the Earnshaw Sales Company, Chicago, Ill.

The time required in getting the first response to the coupon sender, as shown in the tabulated list, is worth studying. Note that not a third of the advertisers put into the inquirer's hands the information sought in less than a week, and none were far enough away to require more than a week for mail to go and come under ordinary conditions. In some instances so long a time elapsed that the prospect would not recognize the mail as a reply when it was finally received.

How many of the letters that came in reply in sealed mail looked like letters instead of circulars? Only one or two. Practically everything that came back from the thirty-six inquiries looked on the outside like advertising, and, to tell the truth, like rather cheap advertising instead of like a response to an inquiry.

In spite of the fact that the experiment was undertaken with something else than a real interest in all the products, results profitable to the advertiser may be credited to ten of the thirty-six instances.

"Oral Hygiene"

Published by the Oral Hygiene Publications, Pittsburgh, Pa., has purchased the good-will of *Dental Facts*, publication of which will be discontinued with the December issue.

New Technical Group

A Technical Advertisers Division has been organized at the New York Advertising Club, under the chairmanship of A. W. Shrage.

H. W. Thompson

Formerly sales manager for Bardons & Oliver, has been elected a vice-president of the George T. Trundle Engineering Company, Cleveland. He will be in charge of promotion.

Said Carl Byoir, President, International Consolidated Chemical Co. to the Des Moines Ad Club:

"If your copy is right nothing can make your advertising campaign a failure, but if it is wrong, nothing can make it a success."

Is YOUR copy right? Who writes it?

(See Berrien's Big Black Book)

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

"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."



Drawn by Garth Jones for Pears Soap

IF your advertising message is to take full advantage of the big circulation purchased for it, it must be so presented that it can be quickly and easily read.

Fortunately, by an appropriate illustration you can put clearness and speed into any message. Even the


most difficult and elusive of environmental and idea-impressions can be graphically compressed into a "single glance."

For the understanding reproduction of such illustrations you will find our superior engraving service an important help.

The EMPIRE STATE ENGRAVING COMPANY
 ~ 165-167 William Street, New York ~

Magic Formulas

[CONTINUED FROM PAGE 24]



among other things,
Lobel makes quaint
Christmas drawings
Lobel - 135 Macdougall St.
Spring
6972

BOOT AND SHOE RECORDER BOSTON

"The Great National Shoe Weekly." The indispensable authority on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Topeka Daily Capital

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

Topeka, Kansas



Vic Dwyer

Professional Letter Writer

Copy for Sales Letters
Minimum Charge \$25

WauTankservice Bureau
Mail Advertising
446 Wood St., Pittsburgh, Pa.

Advertise Knit Goods

in the only two papers that cover the knitting industry completely.

UNDERWEAR & HOSIERY REVIEW
SWEATER NEWS & KNITTED OUTERWEAR
321 Broadway, New York

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.

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reached contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years.

Member A. B. C. and A. B. P.
239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

National Miller

Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W JACKSON BLVD., CHICAGO

public—the consuming public as it is affectionately called in the bright lexicon of advertising. We realize that the public has changed, is changing all the time. Hordes of lynx-eyed young men with pencils and questionnaires go out and look at it from time to time, and ask it questions and jot down what it has to say for itself. This is what is known as business research, and the lynx-eyed young men are disrespectfully referred to as "trained seals." Not the least of the many improvements in the practice of advertising is this disposition to take nothing for granted, but instead to take a good long look at the public before firing advertisements at it. But one aspect of that public has so far escaped notice—an aspect which is bound to have a marked effect on future advertising.

The attitude of the advertising man toward his job is highly important just now, with advertising under fire, with congestion foreshadowing the time of diminishing returns, with a highly trained critical public sitting in judgment, with a horde of self-appointed critics shooting it full of holes. Some of the young intellectuals are having a lot of fun painting the picture of the advertising man and his client. They need not disturb us much. Their portraits in such books as "You, Too," "Bunk" and "Lottery," are no more typical than the stage farmer with a bunch of whiskers on his chin, a straw in his teeth, and his pants tucked in his boots. That is, they need not disturb us except wherein they are true.

THERE is certainly an amount of bunk in the way advertising is practiced—not in advertising itself. There are even those who believe a certain amount of charlatany and claptrap is necessary, and their affectations and poses make fair game for the cartoonist. Just so sure as sacred cows are foddered among us, just so sure as we take ourselves too seriously and forget that advertising like every business is largely common sense and no more a mystery than bootlegging or baking, even if we fool the advertiser, the man who pays the bills, we cannot fool this growing advertising public, which gets its dope from the inside and forms so large a part of the consuming public which is our court of final appeal.

Articles advertised may be roughly divided into two classes—those that have some distinct, demonstrable advantage—a monopoly as it were—and those that differ from their competitors so slightly that the difference cannot be conclusively stated in words. The latter are by far the larger class because they comprise nearly all the staples of existence. In the beginning of advertising this was not so apparent

because each line was represented in advertising by only one or two examples, but as an advertiser of any given line became successful, others making that same article became advertisers and soon it was realized that they were all telling the same story. The net result of such advertising was not so much selling the advertiser's individual product as making a market for that kind of goods.

Out of this situation has grown cooperative advertising, which is one of the significant signs in the advertising world and will be heard from in the future. At present inherent selfishness and vanity hold it back in spite of noteworthy successes where it has been tried.

MEANWHILE what is that advertiser to say in his advertising who has nothing to say? How can he interest a bored and sated public without a fresh and vivid story? Isn't it true that while everyone should use a toothpaste, there is no convincing reason why he should use Pebecco? Isn't it true that while everyone should use Portland cement, there is no specific reason why he should use Atlas? Isn't it true that every owner of a flivver must have tires, but no specific reason why he should use United States?

A year ago the volume of tire advertising approached staggering totals. Last year there was a noticeable falling off in the volume of tire advertising. Why? Perhaps the tire manufacturer has followed some such reasoning as this:

He doesn't need to spend any of his advertising energy making the tire market bigger. The tire market is limited to and co-extensive with the cars and trucks in existence. It increases only as more cars and trucks are made and sold, and the increasing of the tire market is entirely the concern of the auto manufacturers—at present.

But you can't sell a man tires until he has a car, and when he has a car he becomes a tire customer automatically. He is bound to buy some tire, once in so often, just as long as he runs his car. Every car owner is a tire customer. He has no choice.

Recognizing this, no tire manufacturer has ever tried to increase the tire market. No tire manufacturer has ever tried to sell cars. The whole effort is expended trying to make this existing market buy and equip with given brands of tires. The result has been a large volume of tire advertising, of which the size and the volume have been more noticeable than any other feature, and the biggest advertisers sell the most tires.

Some manufacturers evidently believe they have an exclusive story. They think their tires have features not found in other tires. They try to

put this belief into their advertising. But the result is negligible. The feature is not sufficiently dominating and arresting to prevail against the car owner's state of mind.

The tire buyer—the car owner—believes that tires are all alike, that they are all made in about the same way, of about the same materials, and sold at about the same price. They all make the same claims, give about the same mileage, and every now and then he strikes a bad one, and all companies strike about the same adjustment.

No other commodity is bought that way. That same man would not spend an equal amount of money for anything else without more discrimination. But he does not believe that there is much difference in tires. He believes that any one of a dozen makes will answer his purpose. And if he does so believe, it must be because he is right, and that the tire makers have not yet been able to put forth compelling sales reasons because there aren't any.

The same thing has happened to tire advertising that has happened to tire manufacture. A fixed market, a standardized demand, a price level, the absence of any novel and compelling process, or improvement or invention, has influenced the manufacture of tires until they are all practically alike—just as has happened in other great commodities—Portland cement, for instance. And the tire manufacturer has not had the opportunity of other manufacturers of closely competing articles, of devoting his advertising to creating new markets, by devising new uses for his products, as the cement and paint, and talcum and soap manufacturers are doing. So the unintentional result has been the standardizing of the advertising. The advertising is as much alike as the tires. The advertising is like a file of soldiers, when the officer says, "Right dress." Each advertisement finding itself a little out of line has promptly adjusted itself.

WHAT is wanted is for one of these neatly groomed, almost perfect advertisements to get out of line, let out a war-whoop, put a dent in its hat, and march off in a different direction from the rest.

I cite tires as an instance simply to make the presentation specific. I might have taken motor cars themselves, or any other large, widely advertised line. The details would have been different, but the result would have been the same. But no one would admit that tires ought not and cannot be advertised. It merely indicates that we are pursuing certain lines of thought, certain methods of work, until they have become threadbare. It means that where there is no individuality in the goods, there must be that much greater personality in the advertising. It means that the English language, the vehicle that you use, is bigger and wider, and deeper, than the needs of all the advertising of all the products that the world can produce. It means, in short, that our work has just begun.



*Instilling Life Into Still Life
Through the Art of Photography*

Dana B. Merrill

TWENTY-FIVE WEST FORTY-FIFTH STREET, NEW YORK
Bryant 1207-8

WILL YOU CONSIDER THE CHURCH FIELD

In Your 1925 Advertising

— ? —

The Church Must Have Building Material
Furnishing Equipment

for

Auditoriums—Parish Halls—Parsonages
Gymnasiums—Schools—Garages

The Minister Buys From Advertisers in

The **EXPOSITOR**

His Trade Journal Since 1899

Let us send you a sample copy, our rate card and the Building Bulletin which we send monthly to our Advertisers

F. M. BARTON COMPANY
301-308 Caxton Building
CLEVELAND, OHIO

Chicago:
37 S. Wabash

New York:
17 W. 42d St.

I can supply some of the many needs in the Church field. Send me Sample of **EXPOSITOR**, Rates and Bulletin.
Name _____
Address _____

Meeting Price Competition in Industrial Marketing

[CONTINUED FROM PAGE 20]

engineering staff at work on the problem of re-designing that machine to simplify it, or give it more speed, or to reduce the cost of building it. This man realizes what many business men seem not to realize, that there is nearly always a simpler or an easier or more economical way of doing anything that is done by machinery, and that to find that way requires: first, that you keep looking; second, that you turn your back on tradition and deal in principles and result-requirements. He does not make the mistake of constantly bringing out new models; and he is very particular that the sales department shall not know of the new developments in the engineering laboratory lest the men lose their enthusiasm for the type of machine they are selling. But he keeps working, working, working to simplify and improve, and the result is that he is always ready to bring out an improved machine when competition begins to press.

EVEN the matter of appearance is important in connection with industrial products, particularly of a mechanical character. If a piece of equipment looks more efficient or more workmanlike, or even is merely more handsome than its competitors, it often starts with something of an "edge" on its competition.

It is a fact that the mere re-designing of some concern's machines or equipment from the standpoint of lines or form or looks would do much to put them in a more favorable position to meet competition.

However, this is not to be taken as counseling rash or constant changes. The point to be made is that it is up to the responsible sales executive in every industrial enterprise to keep constantly before him the thought that his job is not only to sell the product as it is made or designed, painted or packed, but also that his responsibility is to meet competition and make money in spite of it. To do this he must sometimes climb on top of his job and remind himself that, after all, his responsibility is to market the potentialities of the plant as an enterprise and that if it cannot be done profitably one way, some other way must be found.

The methods or experiences of other lines of business will often supply valuable ideas. For example, the lesson the ten-cent-store buyer has learned might be applied. In the early days of the "five-and-ten," manufacturers found price the strongest argument in selling the buyers for these chains. But today the same buyers

tell a man who offers a special price: "We are not interested in your special price. We pay so much per gross for a ten-cent item. Instead of making it to sell below that figure, take your sample back and see where you can put the extra profit you offer us into *improving the product in some way that will show.*" While the industrial buyer is primarily interested in quality and performance and results, he is, nevertheless, also influenced markedly by improvements that "show."

STILL another way to get an "edge" on competition is to make only those products or sizes or styles or units that you can make most economically, and resolutely turn your back on products that keep your overhead at such a high figure that even your best products are placed in an unfavorable position as regards competition. This is nothing but the familiar doctrine of simplification; but familiar or not, it is one of the most effective weapons against competition—and one yet to be discovered by a very large number of industrial enterprises.

And now let us briefly consider methods for "taking a product out of competition," a phrase borrowed from an article by Harry Tipper, which appeared some months ago in the FORTNIGHTLY.

There are as many ways to do this as human resourcefulness can devise. One way is to refuse to compete: to make your own selling rules.

About two years ago the sales manager of a certain concern making a material used in a number of industries, who had grown desperate over the month-to-month battle with competition, decided that something drastic would have to be done or he would be out of a job. One evening at home a vagabond train of thought came rolling into his mind, something like this: Why should we play everybody else's game? Why should we try to compete with all our competitors, and dance to the music of all your customers and prospects month after month? Why should we sell on a month-to-month basis anyway? Why shouldn't we sell by the year?

All that evening this sales manager figured, and the next morning he went to the office with a new sales plan carefully worked out. After a conference with the president, who, he discovered, had been worrying greatly over the situation and had himself reached the desperation point, he sent his men out with a twelve-month proposition based on regular monthly deliveries, with an

attractive special price, guaranteed against advance for the life of the contract. This was old in other industries, but new in connection with this particular line.

At first sales were slow. Buyers tried to duck the new plan and throw the product back into competition with its old competitors on an immediate order basis; but the company felt that it had everything to gain and very little to lose, so stuck it out. "Let others compete with us, if they will," declared the president. "We will not compete with them." In the end a number of the largest users were signed up and before competitors got around to competing, the company was well established in the new sales plan and making money once more. They had taken their business out of competition.

Another concern, a maker of certain industrial equipment, which was in a serious way because of its competition, took its equipment out of competition, in a measure, by means of a very different scheme. The head of this business became interested in a retail store as a stockholder. He had never paid any attention to retail buying or selling methods before, but he now began to study them. He observed that the buyer for one important department bought practically all of his stock from one manufacturer.

"Why do you do that?" he asked the buyer. "Why don't you shop around more?"

THE buyer spent half an hour telling him. He showed him the advantage of carrying a complete standard line with which the store organization was thoroughly familiar; the saving of time in ordering and of expense in shipments; the advantage in profits secured by placing all of his business with one company, on account of a profit-sharing plan offered by this company; the avoidance of accumulating many odd lots which might have to be worked off at a loss; and so on.

That afternoon the president sent for the sales manager of his own business. "Smith," he said, "why can't we sell our equipment in department units instead of by individual pieces? Why can't we make an attractive proposition—a substantial reduction in price and a free-service agreement, and a number of other special features on the basis of a complete departmental equipment?"

The result of that talk was that the business began to sell the same old equipment on a new basis that lifted it

ACME QUALITY
Cabinet Enamel

ACME QUALITY
House Paint
(New Era)

For Beautifying and Protecting
all kinds of Structures

ACME QUALITY
Decorators' System

ACME QUALITY
Interior Enamel

A. ACME WHITE LEAD AND
COLOR WORKS
Waterproofing

ACME QUALITY
Car Finish

Foldwell
TRADE MARK
Coated Paper

is used by

ACME WHITE LEAD AND COLOR WORKS

Much of the direct advertising of the Acme White Lead and Color Works requires a coated paper that will stand hard handling—a coated paper with the strength necessary to protect the high quality so carefully worked into all Acme Sales Literature. The Acme people use Foldwell for their pieces because, to quote them, “on

tests it has stood up splendidly under the unusual handling and use which color cards and paint literature receive.” Here again Foldwell was selected on test. Its value is known; it can be definitely counted upon to perform—and for this reason it has the confidence of well-informed printers and advertisers everywhere.

CHICAGO PAPER COMPANY • Manufacturers

801 South Wells Street • Chicago

NATIONALLY DISTRIBUTED

Facts:

Besides possessing strength, and remarkable folding quality, Foldwell Coated has the exquisite surface necessary for the finest printing.



Nationally Distributed

By the Country's Leading Paper Merchants

BALTIMORE, MD.
The B. F. Bond Paper Co.
Hanover and Lombard Sts.

BOSTON, MASS.
John Carter & Company, Inc.
407 Atlantic Avenue

BUFFALO, N. Y.
The Alling & Cory Company

CALGARY, ALTA., CAN.
John Martin Paper Co., Ltd.

CHICAGO, ILL.
Chicago Paper Company
801 S. Wells St.

CINCINNATI, OHIO
The Cincinnati Cordage & Paper Co.

CLEVELAND, OHIO
The Pittsburgh Paper Co.
1226 W. Third St.

CONCORD, N. H.
John Carter & Company, Inc.
57 Franklin St.

DALLAS, TEXAS
Glanville-Kirk Company

DAYTON, OHIO
The Cincinnati Cordage & Paper Co.
Carpenter Paper Company of Iowa

DES MOINES, IOWA
Carpenter Paper Company of Iowa
100 Seventh St. Union

DETROIT, MICH.
Chapin-Stevens Paper Co.
1914-1926 Ford Street, West

EDMONTON, ALTA., CAN.
John Martin Paper Co., Ltd.

HARTFORD, CONN.
John Carter & Company, Inc.
555 Main Street

INDIANAPOLIS, IND.
Cresway Paper Co.
301 Kentucky Ave.

KANSAS CITY, MO.
Kansas City Paper House
Seventh and May Sts.

LINCOLN, NEB.
Lincoln Paper Company
Cor. 14th & P Sts.

LOS ANGELES, CALIF.
Blake, Moffat & Tourn
512 So. Los Angeles St.

LOUISVILLE, KY.
Louisville Paper Co.
Third and Market

MILWAUKEE, WIS.
Altman-Christiansen Paper Co.
121 Michigan St.

MINNEAPOLIS, MINN.
The John Ledit Paper Co.
301 South Fifth St.

MONTREAL, P. Q., CAN.
McParsons, San & Hodgson, Ltd.

NEWARK, N. J.
Lash & Lathrop, Inc.
20 East Pettit St.

NEW ORLEANS, LA.
E. C. Palmer & Co., Ltd.
453 Camp St.

NEW YORK, N. Y.
Lash & Lathrop, Inc.
29-35 Lafayette St.

NEW YORK, N. Y.
Wichard & Altger Co.
11 Thomas St.

NEW YORK, N. Y.
The Alling & Cory Co.
115 W. 27th St.

OKLAHOMA CITY, OKLA.
Kansas City Paper House
27 E. Grand Avenue

OMAHA, NEB.
Cresway Paper Co.
9th and Harvey Sts.

PHILADELPHIA, PA.
A. Haring & Company
516-522 Race Street

PITTSBURGH, PA.
The Alling & Cory Company
River Ave. & Mill St.

PORTLAND, ORE.
Blake, McFall Company
East 3rd and Anteny

PROVIDENCE, R. I.
John Carter & Company, Inc.
28 Fountain St.

ROCHESTER, N. Y.
The Alling & Cory Company
Jones & Dean Sts.

ST. LOUIS, MO.
Acme Paper Co.
112 South 9th St.

ST. PAUL, MINN.
Nelson Paper Company

SALT LAKE CITY, UTAH
Carpenter Paper Co.
124 State Street

SAN DIEGO, CALIF.
Blake, Moffat & Tourn

SAN FRANCISCO, CALIF.
Blake, Moffat & Tourn
41 First St.

SEATTLE, WASH.
American Paper Co.

SPOKANE, WASH.
Spokane Paper & Stationery Co.

SPRINGFIELD, MASS.
John Carter & Company, Inc.
22 Lyman Street

TACOMA, WASH.
Tacoma Paper & Stationery Co.
1732-1739 Jefferson Ave.

TOLEDO, OHIO
The Columbus Paper Co.
40 St. Clair St.

WASHINGTON, D. C.
Stanford Paper Company
1414 "C" St., N. W.

WINNIPEG, MAN., CAN.
John Martin Paper Co., Ltd.
216 William Ave.

CHICAGO PAPER COMPANY, Manufacturers
801 South Wells Street, Chicago



Folding Coated Book

Folding Coated Cover

Folding Coated Writing

out of the normal zone of competition.

Consider the American Radiator Company's coup in changing the entire appearance of residence steam and hot water boilers, and the name as well, and bringing out the at first revolutionary, but now accepted, "heat machine." By so doing it has made competing heaters, and even its own old boilers seem obsolete. This plan might well be adopted or adapted by manufacturers of machinery or equipment in a number of industrial lines. The result would be to lift the machines or equipment out of competition by making them so different that comparison would be difficult and the machine would face the market more nearly on its own merits.

Changes for the sake of changing are bad; experiments for the sake of experimenting are costly. On the other hand, competition must be met, and if it has been established by a fair and adequate trial that salesmanship alone will not suffice, then the executive responsible for marketing must add to his product or his plan of marketing something of imagination or ingenuity or vision. And if he will look outside of his own narrow field and study the methods and discoveries of other men who make or market other products, whether they be chewing gum or toilette requisites or food products or writing paper or grand pianos or real estate, he may find some idea or plan that he can adapt to his own business and develop an "edge" on competition or take it out of competition.

Harry J. Walsh

Space buyer for Evans & Barnhill, New York, will join the national advertising staff of the New York Daily News.

Roland G. Smith

Of Industrial Publications, Inc., Chicago, has been appointed manager of the Cleveland office of the company. Mr. Smith was formerly advertising manager of the American Blower Company.

Ethridge Company

New York has added Wolf Rothband and Lawrence H. Flynn to its art staff.

Frank M. Comrie Company

Chicago, announces the following accounts: Cooper-Carlton Hotel, Chicago, and the Excel Electric Company, Muncie, Ind.

MacLean Publishing Company, Ltd.

Ontario, Can., has appointed M. H. Arends as New York representative.

Institutional Advertising Service, Inc.

New York, announce the following officers: L. F. Mowrey, assistant superintendent of the department of colonization and development of the C. P. R., chairman of the board; Jules R. Arbocz, vice-president; Conrad Lang, Jr., treasurer, and George W. Hincley, secretary and counsel.

Multigraphing prices knocked silly!

\$1 per 1000

**\$5 for 5,000
\$10 for 10,000**

A dollar per thousand for beautiful, clean-cut, typewritten reproduction sales letters that will go right out and bring you in the bacon. Letters that would cost you—any place—from \$3 to \$6 per thousand.

And 24-hour delivery if requested, too! Get our samples; you don't need to compare these prices with others! Who ever heard of multigraphing before at \$1 per thousand? Cheaper than you can do it in your own office, even if you have automatic machines like ours.

There are no "strings" to this offer. Straight dealing. Clean work. Promises kept. We're busy!

Or—

10,000 Sales letters, complete;

including the paper stock, printing your letterhead, processing the letter, signing your name,—any color, any style.

for **\$3.50**
per M.

[Less than you now pay
for letterheads alone!]

Write, wire, phone or come. Lackawanna 8230. We'll send a man for copy and your order, or to show samples. *Let's go!*

The BLAIR PRINT SERVICE

Process Letters • Addressing • Mailing • Printing

Four Sixty-One Eighth Avenue
Printing Crafts Bldg. — at 34th Street
NEW YORK

Better Letters Accomplish Instant Results

What chance does a manufacturer stand today to introduce a new product into a crowded market? What are the most strategic first steps to take? How can the element of time in breaking down dealer and consumer indifference best be shortened? In the next issue Roger F. Davidson answers these questions in an absorbingly interesting article entitled "What Chance Has a New Article Today?" Your copy will be ready December 3.

Things are
Booming in

AKRON

Akron People Have Money to Spend

Their annual payroll totals \$79,934,400. They live well. They are good spenders. Reach them through their home evening and Sunday newspaper—the Akron Times. Now being read in most Akron homes.

AKRON EVENING AND SUNDAY TIMES

"Akron's Ablest Newspaper"

They can be reached in no other way than through the columns of the Evening and Sunday Times.

National Advertising Representatives

CHAS. H. EDDY CO.

New York, Chicago, Boston

Using the Advertising Argument in Selling

By Cedric B. Smith

Chicago Bridge and Iron Works

THE salesman for a certain type of heater which is applied to various machines walked into the office of a prospect one morning and tried to interest him in the product. It was obviously the prospect's busy day and he wasn't interested enough to listen to the salesman's presentation.

Finally the salesman said, "You know, Mr. Jones, this heater is controlled by a thermostat; and a little red tongue in the thermostat protrudes out of a slot when the heater reaches the temperature at which the operator must exercise caution."

"Oh, yes," interrupted the buyer, with the first evidence of interest he had shown. "He sticks out his tongue when he's hot. Look here," and he opened that familiar right-hand top drawer of his desk and pulled out a mailing piece, which showed a picture of the heater and bore at the top in flaming red the same phrase the prospect had just quoted.

From then on things moved. The prospect was interested in the heater he had seen described in the circular. Apparently he hadn't remembered the name of the company, or much about the heater, except that the red tongue appeared and indicated a critical heat.

The trouble with the sales talk was that the salesman hadn't tried to cash in on his firm's advertising. He hadn't started in where the advertising left off. His actions would have been different had he known that his prospect had been sent the mailing piece a few days before. He would then have opened his talk with reference to the heater that "sticks out its tongue when it's hot."

Few products in the industrial field can be sold by mail. In almost every instance there must be personal sales work before the prospect places an order. One reason why a salesman doesn't appreciate how advertising may be made one of his tools and may be used to make his selling easier and consequently greater in volume is the fact that he has not been taken into the confidence of the advertising department. There must be more to a campaign than just advertising, and even more than advertising plus some sales effort. The two must be planned to concentrate on one selling talk, using the same illustrations and examples.

One of the hard things a salesman has to do in talking to a new prospect is to identify himself. The prospect may have heard of his company, but it is probably pretty vague. The name may seem somewhat familiar to him,

but unless there is some concrete thing that has stuck in his mind that the salesman's company has done he is pretty likely to feel that the representative is a total stranger.

It is very valuable for a salesman to know just what advertising his company has done in his territory and who has been reached by it.

The advertising department must be a real partner of the salesman. Industrial advertising isn't designed to sell goods, but to make it easier for the salesman to sell them. There are some collateral advantages to advertising which are important, but the most important of all is to increase sales. To this end it would seem most logical for the salesman to help plan the advertising, so it will do the things he knows must be done to help him. In addition, he should use the advertising matter so it will work for him most effectively.

Granted that it is difficult to coordinate personal and mass efforts in such a way that the right kind of a campaign results. However, it can be done. Here is one case which was actually worked out.

THE company sells an incinerator for hospitals. Formerly the product, which is not the principal one of the company, was sold largely as a result of work done among architects.

Plans were adopted to intensify this work and, at the same time, to make a concerted effort to reach and sell those hospitals where the architects were already in touch with the company through its other products.

The plan provided for informative advertising pieces to be sent to architects about the product, and for salesmen to cover the entire prospect list of architects at least twice a year and personally go over the informative data previously sent out and point the good features and urge inclusion in specifications for all new hospitals. Mailing pieces were sent to all hospitals of the class that would be interested, pointing out the sanitary features of the product. Nothing was said about cost, and the first pieces were not at all technical; they simply appealed to the hospital authorities upon the basis which would be most likely to interest them. Later advertising pieces were sent out to the hospitals giving more information and suggesting as a "clinger" appeal, "Consult your architect." Salesmen called upon the hospitals who replied directly to the company, but the strongest part of the plan was the mer-

PHOTOSTATS for economic and effective — VISUALIZATION

of
Campaigns, layouts, suggestions, borders, illustrations, booklets, charts, diagrams, maps, sketches, reports, letters, books, checks, testimonials, lettering, blueprints, advance plans.

Within a few hours of the time the material to be reproduced leaves your office, you can have your reproductions, enlarged or reduced—and in any number of copies.

Give our photostat service a trial. Ring John 3697 and a messenger will call.

COMMERCIAL PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproductions

chandising, if that term may be used, of the advertising to the architects. Salesmen pointed out to the architects that they were referring the hospitals to them and that this was an opportunity for the architects to render a real service in advising the hospitals whether or not they could profitably use the product.

Naturally there were very few hospitals which attempted to get in touch with an architect. Some did, but they were hospitals which had recently been built; presumably the hospital authorities knew the architect who had designed the building and equipment. But a later series of letters gave the hospitals a list of the architects in their own city who specialized in hospitals and similar buildings, and this gave the salesmen an excellent opportunity to sell the architects on the company's work to see that the hospitals got the benefit of competent authority in considering the purchase of the product.

The next step will be for salesmen to call on the larger hospitals which did not reply to the mail matter and arouse interest by personal contact. They will be preceded by advertising matter showing pictures and describing installations of the product in other hospitals in the salesman's territory.

There is a plan which is confidently expected will bring results. And if there really is a market for the product it probably will, because every one connected with it is working together and they know just what each one is to do and how and when it is to be done.

"Success" Enlarges Staff

Ray C. Smith, formerly with *Good Housekeeping* and more recently with *Thrift Magazine*; Jack McCall, formerly with *The Condé Nast Publications* and the *Crowell Publishing Company*, and George Baxter, formerly with the *New York Times*, have joined the advertising staff of *Success*, New York. Mr. Smith will cover New York State, Mr. McCall will handle Philadelphia and the South, while Mr. Baxter will be in charge of financial and mail-order advertising.

C. H. Billipp

Has become a member of the staff of *Joseph Richards Company, Inc.*, New York. He was formerly an account executive with *Frank Seaman, Inc.*, same city.

Edward C. Wright

Has joined *Macfadden Publications, Inc.*, New York, as automobile manager. For the last nine years he had been with the *Hearst organization*, as business manager of *Motor* and as automobile manager of the *New York American*.

Byxbee Publishing Company

Chicago, will publish *The General Merchant*, with free circulation among general stores in the country with a credit rating of over \$5,000. O. F. Byxbee, formerly of *National Grocer*, will be editor and general manager; W. N. Emerson, formerly of *The Mailbag*, will be his assistant, and S. M. Goldberg, New York, eastern representative.

Intensify Your Direct Mail

—And get results!

Success in Direct Mail Advertising demands definite knowledge of markets, products and follow-up. We are advocates of "talking turkey" at the point of purchase—which is the weak link in the selling process in most organizations.

We believe in traced result advertising! To no small degree the success of this organization in producing profitable results for its clients is due to our twenty years of experience in planning, studying and applying the principles of selling and merchandising in Direct Mail Advertising.

If this seasoned experience and our financial standing count with you, Mr. Manufacturer, we would welcome an opportunity to discuss our service and its application to your business.

Complete
Departments in

MERCHANDISING
SURVEYS
COPY
ART AND PLATES
PRINTING
IMPRINTING
MAILING LISTS
PEN ADDRESSING
TYPEWRITING
FORM LETTERS
MAILING



BUCKLEY, DEMENT & CO.

DIRECT MAIL ADVERTISING
PLANNED—PRINTED—MAILED

General Offices and Plant
1308 JACKSON BLVD., CHICAGO

Eastern Sales Office
247 PARK AVE., NEW YORK

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices.

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

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

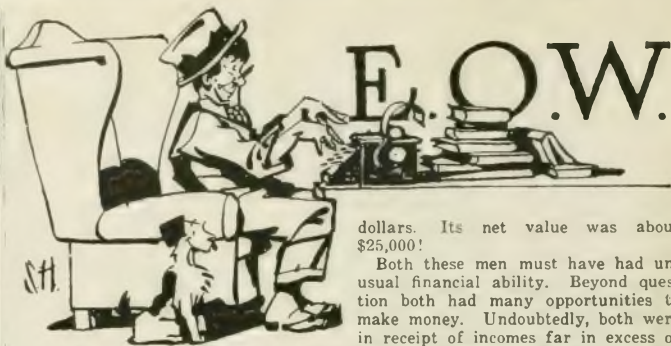
American Lumberman

Est. 1873 CHICAGO, ILL.

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday: \$6 yearly. Member ADP and ABC.



dollars. Its net value was about \$25,000!

Both these men must have had unusual financial ability. Beyond question both had many opportunities to make money. Undoubtedly, both were in receipt of incomes far in excess of the general run of mankind. Yet they left behind them extremely modest fortunes—much smaller than many a man whose name is known only to the people of the little city in which he lives.

What Would You Do?

What would you do if you awakened some morning and found that your income instead of being seven or eight thousand a year was ten times that much? And that it came, not in the form of a salary paid you by a "soulless corporation," but from a trust fund which had been created for your benefit?

That is precisely what has happened to a friend of mine. A bachelor, on the shady side of fifty, he has worked hard all his life! Suddenly, through the death of relatives, he finds himself a very rich man.

A good many of us who knew him when his salary was \$150 a month are watching him. We want to see just how he will adjust himself to his new environment. He has not done so yet. For though he has given up his position with the company with which he has been connected since he was a boy, he is as interested in it as ever. In fact, to my knowledge, he is not very much interested in anything else. He is like the driver of a London bus who after years of continuous service, decided to take a day off—and spent it on top of his own bus, not as a driver but as a passenger.

"No Wonder the Election Is Uncertain"

At Sixty-sixth Street, two "flappers" boarded the subway train which carried me downtown the day before election. They found seats directly opposite mine.

One of them, in arranging her skirts, exposed a considerable section of her anatomy. By "considerable," I mean 8 or 10 inches; and by "anatomy," I mean leg. You understand?

A man who sat alongside me, and who saw what I saw, turned to me and said, "Ain't that a hell of a way to dress?" Then he did some more "looking." Again he turned to me and, shaking his head sadly, said, "No wonder the election is uncertain."

JAMOC.

Repetition Plus Variation

Successful advertising men are successful chiefly because they have an almost uncanny understanding of mass psychology—that is, they come pretty near knowing what, under given conditions, the masses are likely to do and how they will react to certain "appeals."

Successful auctioneers, it seems to me, are successful chiefly because they have an equally uncanny understanding, not of mass psychology but of the psychology of the individual—that is, they come pretty near knowing what, under given conditions, this man or that woman is likely to do and how he or she will "react."

It would appear, then, that selling by auction and selling by advertising are about as far apart as any two methods of selling can be. And in a way they are. Yet both methods have this in common—repetition is vitally important; but there must be variation as well.

I had this made quite clear to me recently. Accompanied by a friend who is a veritable auction fan, I visited one of the art galleries where, when bidding is lively, they think nothing of disposing of \$30,000 worth of stuff in an afternoon. A hand-carved reception set was being sold. The bids had fallen off. This is the way the auctioneer handled the situation:

TWO hundred dollars for the set!

(Pause.)

Two HUNDRED dollars for the set!

(Pause.)

Two hundred DOLLARS for the set!

(Long pause.)

Two hundred dollars for the SET!

Repetition plus variation!

You Never Can Tell

Not long ago the treasurer of one of the biggest railroads in the country died. He left an estate of gross value of between two and three hundred thousand dollars. Its net value was considerably less than thirty thousand dollars!

A few months ago the president of a new York financial institution died. He left an estate of a gross value of between one and two hundred thousand



CRAM CUTS

READY? for booklets, house organs and advertising.

\$1.00 each

THE CRAM STUDIOS,
B-109, Muskegon, Mich.

REMOVAL

The Independent Studios

Respectfully inform the advertising agencies and those who have patronized their establishment and the public in general that they have changed their quarters to

22 West 49th Street
Bryant 1476



The Only Denne in Canadian Advertising
Our General and Service on your CANADIAN ADVERTISING
is based on years of successful experience in the Canadian field. Before choosing your Canadian agency, write
A-J-DENNE C. Company Ltd.
217 Bay Street, TORONTO.

The Standard Advertising Register

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

National Register Publishing Co.

Incorporated

15 Moore St., New York City

R. W. FERREL, Manager

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

THE JOHN IJELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT - FINANCING
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

A Retailer's Views on Window Displays

[CONTINUED FROM PAGE 32]

who will give their real opinions when asked. These people should be directed to walk by the window and asked, "What do you think of that? Does that make you want a toothbrush? Does that make you hungry for food? Or, does that make you want a new belt or a new pair of shoes?"

If it doesn't, then that particular display is no good. It hasn't any sales value if it does not make anybody want the goods it is supposed to advertise. In other words, the same test should be applied to window displays as is applied to advertising. Advertising is directed to a so-called John Doe. He is assumed to be that person who best represents the class of people which the advertiser thinks will be most interested in his product. The copy is directed toward that individual, and every effort is made to convince him that he ought to have the merchandise offered. He is made to want it. Why shouldn't the same thing be done with window displays?

Before sending display material to the retailer, the manufacturer should first take steps to learn whether the retailer wants it. And then the displays should be made so good that the dealer will use them as intended and not throw them away the moment they are received.

"Supply Buyer"

Published by the Merriam Publishing Company, Cleveland, has appointed Wheeler & Northrup as western advertising managers, with headquarters in the Wrigley Building, Chicago. Frank Lindquist, Allston, Mass., has been appointed New England representative.

Robert T. Heed

Of Albert Frank & Company, Chicago, died Nov. 3. Mr. Heed had formerly been employed in various capacities in the railroad business and also rendered conspicuous service to the government in Liberty Loan and Red Cross campaigns during the World War.

Street & Finney

New York, will handle the advertising of the Dwinell-Wright Company, Boston, roasters of White House Coffee.

Churchill-Hall, Inc.

New York, have been selected to direct advertising for Adams-Morgan, Inc., manufacturers of radio equipment, Upper Montclair, N. J.

Thomas H. Child

Of the Thomas H. Child Advertising Agency, New York, died October 13, 1924, at the age of sixty-three.



Made for Smart Set Mfg.

Photographic Illustration
Hi. Williams

Fashion Camera Studios
Penn. 1225-6

243 West 39th Street
New York City

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 and copy for display arenduck Company appear in the Dec W. North Ave. Chicago, Ill. reach us not later 26th. Classified ad be accepted up to November 29th.

A.P. 11-19

personal use. Please give me quantity prices on handle. I understand that I incur no obligation.

Firm

State

Applying Research Data to Specific Problems

By C. E. Haring

WHEN faced with the problem of making an analysis of a given industry the first question to be answered is, Shall the analysis be quantitative or qualitative? Does one wish to know how many industrial concerns use products of the kind under consideration, or how and under what conditions such products are used? Does one wish to know how many are prospects for the particular product, or what the users and non-users of the product think of it?

If a quantitative measure of your market is desired, probably the best way to obtain an answer is from the statistical departments of the business papers, from the U. S. Census, and from other published statistics.

On the other hand, if the desire is to learn something about the quality of a market; who uses a certain product, and how; how the product compares with that of competitive products; what is thought of the salesmen and the advertising; who controls the buying, and hundreds of other things that have to do with the quality of a market—then one must make not a quantitative, but a qualitative study. And that means a field survey.

Two methods are commonly used in conducting field surveys of this kind. The first method uses a very few leading questions and relies entirely upon the field men to so question the persons interviewed that the desired information will be obtained. The result is generally a running story of each interview. The second method uses more or less detailed and lengthy questionnaires, and the task of the field man is completed when he has obtained answers to these questions.

Each of these methods has its strengths and its weaknesses. The running story method of reporting is especially valuable when the flavor of the interview is more desired than the facts, when local color and copy leads are the chief consideration. The questionnaire method reaches its greatest value when definite facts and statistical data are desired.

A combination of both methods is oftentimes desirable. The tabulated answers to the many definite questions give the statistical information required to reach proper conclusions, and the running stories reported on each field report give the flavor and local color which are so valuable in preparing advertising. If then the two sets of results are viewed with an open mind

and studied with analytical honesty, the answer to a problem will almost write itself.

Making a qualitative analysis is like preaching a sermon, according to the old colored preacher who said, "Fust I tells 'em what I'm goin' to tell 'em, when I tells 'em, and then I tells 'em what I'se tole 'em." It must first be decided what one wants to find out, then find out, and then see what has been found out. Then, and then only, is reached the point of applying what has been found to any particular business.

Unfortunately, no one can tell you in advance how to apply *your* findings to *your* business. It may possibly help, however, for me to tell you what use we have made of some of the findings in a few surveys.

A number of years ago we obtained from automobile owners in every State in the Union the date when their cars were purchased, and if their storage battery had been replaced, the date of this replacement. From these two dates it was easy to compute the storage battery life in months. The average for several thousand batteries was 23 months. Further analysis of these figures showed considerable territorial variation. For instance, the average for Minnesota cars was 27 months, and that for Texas cars 18 months. These were interesting facts, and if they were not applied to the business of our client, they would remain just that—interesting facts.

HOWEVER, our client based his sales quotas upon what he termed "car population" or the number of cars registered in a given town, county, or district. That would seem to be a perfectly fair basis for quotas on the sale of replacement batteries. The figures just given, however, show that batteries last 50 per cent longer in Minnesota than in Texas, and therefore a service station in Minnesota did not have the same potential market per thousand cars as did a service station in Texas. Naturally the survey results were applied to the sales problem.

More recently we made a rather thorough study of the stores of 647 retailers of Mazda lamps. One part of the questionnaire used in this instance was a series of questions answered by our field men from observation, while the other part was answered by asking questions.

In the observation portion our reporters indicated whether or not the retailer had an outside sign telling the passerby that Mazda lamps were sold within. Sixty-nine per cent of these

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

THE JOHN IGLSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

FREDERICK A. HANNAH
AND ASSOCIATES

BUSINESS MANAGEMENT - FINANCING
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

Portions of an address delivered before the Technical Publicity Association, New York.



6 Reasons why you will find the Fortnightly your most valuable business magazine.

1. Long, tiresome introductions to articles delight you with their absence. Articles are packed with interest instead of being merely crowded with words.
2. The Fortnightly never has a "write-up" of an advertising campaign until it has proved out.
3. The Fortnightly does not "glorify" advertising. It doesn't believe that advertising is super-anything. It doesn't believe that it can accomplish the impossible.
4. The Fortnightly has its own personality. It is not a machine-made publication. Each number grows out of the daily happenings and contacts and correspondence with business executives.
5. The Fortnightly is written by authorities. When an article needs to be written, the Fortnightly goes to the best man in the field and gets him to write it.
6. The Fortnightly is not afraid of an idea because it's new. It is out for new ideas—good ideas.

stores had no such sign! Interesting and true, but of little value if not applied. A campaign to correct this condition was immediately instituted, and that is why today you see a Maxfield Parrish bracket sign on the front of the stores of so many Edison Mazda lamp dealers. And now that the signs are up, we are telling you lamp buyers in the pages of the *Saturday Evening Post* what the signs mean and why you should look for them.

I have mentioned asking the right questions in the right way. Your questions are important, but your method of approach is more important. If this be right you will usually obtain a successful interview. There will be failures, of course, but they will be few. I recall one hardware jobbing house in Birmingham where we have never in five years or more obtained a successful interview. The first man I sent there had so little success that I tried it myself on the next survey. I was even less successful. Since then I have sent the best man we ever had to this jobber on two different occasions. Both calls were failures. But this is the exception, and to give you some idea of how helpful can be the comments on a successful interview, I would like to read what one jobber says:

Every new tool goes through an identical experience. First there is a certain volume of orders, a sort of rush to try it out. Then follows an ebbing of business, which will continue until the maker injects new energy into the sales, to revive the first flood of interest. If he does this, it attains a permanency; if he does not, his tool becomes merely one of thousands that sell, but not of conspicuous volume.

I suppose the new tool faces about what one of us rangy Texans faces when he moves East, say into the town of Greenfield. We are subjected to tests and we are weighed by standards that they never apply to themselves.

A mechanic takes a new tool like that wrench and he tries it for every hard job he can find. He uses it for a sledge; he extends the handle with a length of pipe until the strain is ten times what it should be. Let anything go wrong, and he is quick to remark that he knew he didn't want that old thing in the first place, and that it was no good.

On the other hand, should he do the identical thing with Stillson, he would be surprised that it broke and would quickly remark that that was the first time a Stillson had ever broken, forgetting that he is buying parts and new ones all the time.

The new tool must overcome this condition by renewing the introduction two or three times, until prejudice is borne down by repeated good experiences.

It is not enough to know the number of your prospects and where they are located. You must also know something about them; how they think, how they buy, and how you can appeal to them in your advertising and selling. This makes it necessary for you to know them. And you cannot know your customers and prospects if you stay in your office.



Mfg. Exclusively by
The Greenduck Co. Chicago

Pat. Pending
Western License

For Christmas Give

RAZO-NIFE

"NOT A DULL MOMENT"

A real good-will gift that your friends and customers will appreciate and use for years. Made of solid jeweler's grade, mirror polished, nickel silver with a neat design etched on the handle. You can get them plain, as shown above, or with your advertisement etched on the handle.

Uses Cast-Off Safety Razor Blades

No trouble or cost to keep it sharp. Just take one of your old safety razor blades and slip it in Razo-Nife. No screws or fasteners—just snaps into place. It will do anything that can be expected of any pocket knife, and a lot more. The hole in the knife handle makes a clever cigar cutter and the keen blade gives you a smooth clip without tearing the wrapper.

Like the finest watches, this versatile little knife is made as thin and unobtrusive as possible—only $\frac{1}{8}$ of an inch thick—the proper thing for the end of a watch chain.

Give Razo-Nife this Year

A matchless good-will builder for your business. It will be carried and used for years. We can make them up in any quantity with your advertisement, trade mark or special lettering etched on the handle. Give Razo-Nife to your customers at Christmas time—it is one of the most distinctive good-will items ever produced.

Get a Razo-Nife for your own use

You'll be immensely pleased with it; you'll find dozens of uses for it; you'll thank us for calling it to your attention. Fill out the coupon, pin a dollar bill and mail it today. At the same time ask for quantity prices.

The Greenduck Company
1725-1741 W. North Ave. Chicago, Ill.

The above illustration showing a few Razo-Nives etched with special designs gives some idea of the attractiveness of the Nife and the faithful reproduction of emblems or designs.

We are the world's foremost manufacturers of advertising novelties of all kinds; badges, buttons, metal specialties, etc.

Ask for our catalog showing a complete line of good-will builders for the man at the desk. A large assortment with a wide range of prices.

THE GREENDUCK COMPANY,
1725-41 W. North Ave., Chicago, Ill.

A.F. 11-19

Gentlemen: I enclose \$1.00 for Razo-Nife for my personal use. Please give me quantity prices on Razo-Nife with and without special design etched on handle. I understand that I incur no obligation.

Name..... Firm.....

Street.....

City..... State.....

ART ON A BUSINESS BASIS



Technique

Lengacre
6327

ALFRED B.
STENZEL
INCORPORATED
110 WEST 40th ST.
New York City

Hotel
Belleclair



Only a Few
Minutes from the
Shopping and
Theatrical
District

The Highest Class and
Most Conveniently
Located Hotel on the
West Side.

Room and bath, \$4.00.

Writes for Booklet.



**BROADWAY at 77th ST.
NEW YORK**

Research-Built Copy

[CONTINUED FROM PAGE 30]

One out of three had previously owned cars costing \$1,500 to \$2,500.

One out of three had previously owned cars costing more than \$2,500.

This greater credibility of the exact figure is well illustrated again by a recent La Salle Extension University advertisement. Correspondence schools have long orated on the increase in salaries wrung from an at-last-responsive world by their mail-order graduates. La Salle punctures the jibe of the skeptic with definitely stated statistics, in this fashion—

During only three months' time as many as 1193 members reported definite advancement which they were frank to attribute to home study training under the La Salle Problem Method. The total salary increases so reported amounted to \$1,248,526, an average increase per man of 89 per cent.

Facts like that don't just grow, Topsy-fashion. Someone must dig them out and, to do so, that someone must start well ahead of closing date.

A recent Olorono advertisement carries the Packard type of copy-getting methods an amusing step further. The following bit of copy undoubtedly brought an understanding grin to the face of many an advertising man. Here the research behind the copy was sponsored not by the advertiser but by two houses which had something to sell him. All is grist to the live copy-man's mill, however, and the gratis data thriftily becomes copy as follows:

One Man in Every Five Has Acted on This New Knowledge

Two well-known national magazines have just secured from 387 men, picked at random from among their readers, a statement on excessive perspiration.

Twenty-two per cent of the total—one out of every five—have weighed the conclusive evidence on this subject and are regularly controlling moisture in the limited areas where it gives them annoyance.

The fact of an organized research is also emphasized in a recent two-page advertisement of S. F. Bowser & Company which, by chart, tells the retailers of gasoline and oil what influences their patrons to trade with them. To ascertain the relative numbers of customers attracted by brand, service features, convenience, habit, acquaintance, type or make of pump and "happstance," the entire Bowser sales force was utilized, each man reporting for the locality in which he both lived and worked. An interesting point in connection with the findings of the Bowser representatives is the frankness with which the low appeal of "type or make of pump" is admitted, inasmuch as the majority of investigations are aimed to disclose the high

appeal of the product of the investigator. This advertisement illustrates another value which is often found in research-built copy in that it has since been reprinted in folder form under the title "Why Folks Come to Your Gas Station." Copy built on carefully collected data in nearly every instance can be counted upon for a more lasting value than copy which is inspirational only.

From the earliest days of advertising, testimonials have been popular copy-fodder. Somewhere in almost every normal advertising program one testimonial or many show up. If not used in publication space, then they are almost certain to find a place in booklets or circulars. Fleischmann's Yeast, however, has, it might almost be said, lifted the testimonial to a new dignity by the way it is using them in its present magazine advertising. Instead of doling them out with niggardly, one-at-a-time thrift, it is using them half-a-dozen at a clip, lending each the added verisimilitude of a photograph which illustrates, where possible, an incident told in the testimonial. The effect is shrewdly calculated to break down a reader's usual instinctive doubt on the whole subject of all health tonics. Where the manufacturer's self-made claims would be easy to discount, the reader cannot so easily label this overwhelming mass of evidence as "advertising bunk."

THIS Fleischmann policy, of attacking-in-force and demanding belief by sheer weight of the number of willing witnesses, is worth the serious study of the copy-man who contends that one-idea-to-an-advertisement is the only right practice. The consistent, prodigal recklessness (from a copy-man's standpoint) with which copy-material is being consumed is the conviction-carrying strategy of the Fleischmann program. Needless to add, it obviously demanded careful preparation to place this wealth of material—both verbal and pictorial—on the copy-man's desk. Such material does not drop fortuitously from the skies.

A parallel policy is indicated in the advertising of the National Paving Brick Manufacturers Association. The message centers on the slogan "Vitri-fied Brick Pavements Outlast the Bonds" and, in proof thereof, the association submits this paragraph:

Springfield, Ill., is using a 35-year-old brick pavement. Lincoln, Neb., owns a 34-year-old veteran. Clearfield, Pa., and Bucyrus, Ohio, profit by 33-year-old brick streets. Lynchburg, Va., points to 32-year-old brick surfaces in good condition—so do Winona, Minn., and Clinton, Iowa. Tonawanda, N. Y., has several brick-paved streets with 31 years of faithful service be-

5 Expert Salesmen Outsold By a \$100-a-Month Girl

—that's the experience of one sales manager who realized the added power gained by regularly using genuine typewritten letters.

Operating 3 Hooven Automatic Typewriters, the girl put out 9 to 10 times as many sales letters a day as she could write on a hand-operated machine.

The letters were as individual and effective as though hand-written—but they cost only a fraction as much.

“I don't know of any other way to make so much profit from one \$100 salary,” says the enthusiastic user.

Whether Hooven-written letters are used to **replace** salesmen or to **assist** them, the result is a big increase in effectiveness and a big decrease in typing cost.

Hundreds of successful sales executives find that intimate Hooven-written letters enable their organization to sell **more**, sell **easier** and sell **faster**.

Ask us how a carbon copy follow-up can be used to still further increase sales. Write us today.

The Hooven Automatic Typewriter

Clip this
coupon
NOW!

Hooven Letters, Inc.
387 Fourth Avenue
New York City

Hooven Automatic Type-
writer Corp.
General Offices and Factory
Hamilton, Ohio

Hooven-Chicago Company
531 So. Dearborn Street
Chicago, Illinois

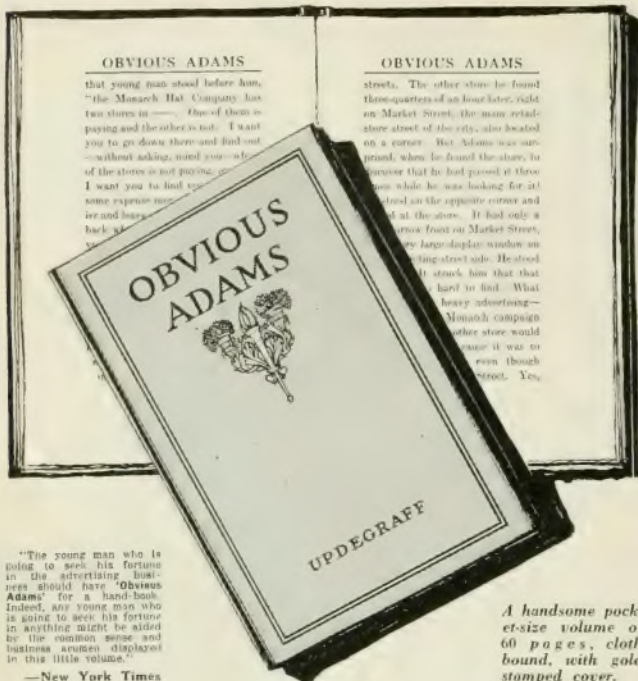
Schwabacher-Frey Co.
609 Market Street
San Francisco, California

Address Hooven Company nearest you.

GENTLEMEN:
I'm interested in cutting letter costs.
Please send complete details—have repre-
sentative call.

NAME

ADDRESS



"The young man who is going to seek his fortune in the advertising business should have 'Obvious Adams' for a hand-book. Indeed, any young man who is going to seek his fortune in anything might be aided by the common sense and business acumen displayed in this little volume."

—New York Times

A handsome pocket-size volume of 60 pages, cloth bound, with gold stamped cover.

New edition of "Obvious Adams"

FEW business stories have made such an outstanding impression on business America as has Robert R. Updegraff's inspiring tale, *Obvious Adams*. The Kellogg Publishing Company announces the publication of *Obvious Adams* in a pocket-size cloth-bound book (4½ x 7 in.) at a price that will enable business men to buy the little volume in large numbers to give to the men and women in their organizations, and perhaps also to hand to customers or clients as a little expression of goodwill.

So real does this remarkable story make "Obvious Adams" that he has taken his place as one of the recognized characters of modern business life. To know "Obvious Adams," to absorb his simple but profoundly practical philosophy, is to add something of definite value to any man's business equipment, something that will serve him use-

fully in his work every day in the year.

To add this something to the equipment of those upon whose work and judgment the success of your business depends, by placing a copy of this volume in their hands, is to multiply the effectiveness of your organization by the number of copies you put to work for you!

Certainly every agency executive and contact man ought to have the book. And as for copywriters, Prof. George Burton Hotchkiss says in his latest book, *Advertising Copy*: "The immortal *Obvious Adams* of Robert Updegraff contains a wholesome lesson for every copywriter. For it was sheer common-sense, the feeling for the practical and the suitable, that enabled Adams to succeed where more gifted copywriters had failed."

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies,	55c postpaid

KELLOGG PUBLISHING CO., SPRINGFIELD, MASS.

(Fill out this order coupon, detach and mail with check or purchase order.)

KELLOGG PUBLISHING COMPANY
Springfield, Massachusetts

Date.....

Enclosed find Check Purchase Order for \$..... for copies of *Obvious Adams*.

Firm Name

Address

Name and title of individual ordering.....

hind them—so has Cleveland, Ohio. In the 30-year class are Joliet, Danville and Carlinville, Ill., Meridian, Miss., East St. Louis, Williamsport, and Sewickley, Pa. And the foregoing list represents no effort to make an exhaustive search for old brick pavements. (Holland, by the way, is using brick-paved roads laid a hundred years ago.)

It is very apparent that the association does not intend to let any reader assume that a long-lived brick pavement is a freak and an accident and that, with this goal in mind, it has taken the precaution of collecting generous evidence to the contrary, rather than rest its case on unsubstantiated claims.

There are three types of investigations which supply useful copy-material, two of which are suggested by the foregoing quotations. One is the investigation aimed directly at gathering copy-material. The second has the deeper purpose of checking up on present sales methods and markets to determine whether sales efforts are being rightly directed. In the collection of the needful data, it almost always reaps at one and the same time a crop of copy-topics.

The third, in order to differentiate it from the "advertising" and the "sales" types, might be termed the "engineering investigation." In this third group falls the investigation aimed to disclose just what a market believes it desires as the characteristics of some particular commodity. From the facts thus gathered a new article is evolved and the new product enters the market with as nearly a guarantee of ready acceptance as human ingenuity can hope to attain.

When this latter policy is followed in the preparatory work on a commodity, it is obvious, of course, that the investigation thereafter automatically becomes a dominant sales-argument since it embodies a double-barrelled appeal to merchants (or other distributors) and to the consuming public. The engineering investigation, therefore, furnishes ready-made copy-material which needs little more than straightforward narration.

A recent Bond Bread advertisement illustrates how simply such material can be utilized to make effective double-angle copy.

4873 Detroiters Put Their Skill into Bond Bread

In the fall of 1917, the Y. W. C. A. in Detroit welcomed thousands of Michigan's most skillful home-bakers with their best home-made loaves. They came, at our invitation, to show us the kind of bread they wanted us to make for them.

The committee of women judges selected the finest-flavored, closest-textured, tenderest-crust, best-baked loaves as models for Bond Bread.

Today, Bond Bread is the most asked-for loaf in Detroit. And its 4873 Michigan sponsors now join with the rest of its 43,040 godmothers throughout the country, in an enthusiastic agreement that Bond Bread is

still made as the housewives showed us.

Palmolive Shaving Cream tells a parallel story of development and prints the outcome of the votes which 1000 men registered as to their desires in a shaving cream. At the top of its space appears this brief table:

Abundant Lather	1000
Quick Action	1000
Durable Lather	965
Strong Bubbles	661
No Irritation	972

From that introduction the text matter goes on to narrate the story of 130 formulas made and discarded in the effort to match the market's desires.

The maker of Boone Kitchen Cabinets—whose name design carries the secondary line "Designed by 369 Women"—tells the story of more than 1000 women who answered an advertisement asking for kitchen cabinet suggestions and of 369 who furnished ideas which were accepted and embodied in a new model. Thirteen of the features claimed as exclusive are listed and explained in the closing paragraphs.

To my way of thinking there is small opportunity to question the soundness of any of the types of "investigation" copy, so long as the copy supplies the reader with definite facts, informative figures and specific instances disclosed by the research. Its strength rests not alone in its inherent credibility—the information which it furnishes is usually of a nature that abides far longer in the memory than do the labored exhortations of the advertiser who submits his claims and generalities without pretense of substantiation and thus, too often, arrives at a net result of "sound and fury signifying nothing."

If your copy is a chronic sufferer from over-frequency of "scores of," "hundreds of," "everywhere," "thousands of dollars," or any of the other forms in which *I-don't-know* betrays itself in advertising copy and in the conversations of your salesmen, investigation is a ready-made prescription.

As a seasoning for lifting copy out of the insipid class, it is hard to surpass.

Edward A. Tracy

Has rejoined the staff of Barnhart Brothers & Spindler, St. Louis, after a ten years' absence at the Chicago branch.

Merrill Rogers

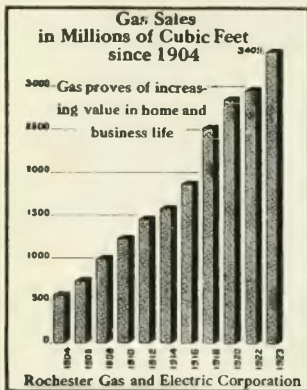
Formerly of the Patterson-Andress Company, has joined the copy department of the Harry C. Michaels Company, New York.

Carl Reimers Company

New York, consisting of Carl Reimers, Charles H. Bauer and Boyden Sparkes, announces its recent formation.

IMPRESSIVE GAS INDUSTRY STATISTICS

**Rochester Gas Company
Prosper—a sixfold
increase in gas sales from
1904 to 1923**



IN the same period the population of Rochester practically doubled—which signifies that this big increase in demand for gas is largely due to an intensification of the use per consumer.

The Rochester Gas and Electric Corporation sells gas to 87,121 consumers through 560 miles of gas mains. In manufacturing this gas, 204,832 tons of gas coal and 3,834,872 gallons of gas oil are used.

Mighty figures, these—particularly when you realize there are over a thousand gas companies in the country.

Ask us for data on the application of your product to 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"

Keep your finger on the pulse of your business through graphic statistics

Dean Donham, of the Harvard School of Business Administration, recently said: "In my judgment, statistical methods will, within a comparatively few years, develop to a point where the progressive business man attributes as much importance to the subject as he does to accounting."

How to make effective charts and how to use them.

What the business man has been looking for is a clear, practical, business-like book on graphic statistics that will give him the essentials of the subject and an explanation of how to organize and use statistical data in his own business.

Smith's Graphic Statistics in Management

Just Out

360 pages, 6x9; 242 illustrations; \$4.00 net, postpaid.

Read any chapter of this book and it will give you a whole group of ideas for securing better executive control, for enabling you to formulate more surely future policies, for making effective analyses of your advertising and sales activities, etc. This book is a complete and thorough, yet simple and clear explanation of the whole subject of the effective use of statistics in business management.

It emphasizes the fact that graphic statistics form a management tool of the greatest practical value in keeping in close touch with every phase of your business activities.

It shows how others are using graphic statistics to good advantage in various departments of management.

It clearly explains

- What kind of statistics you are most likely to need in your business;
- how to secure them;
- how to organize them for your purpose;
- how to select the proper graph form to present them;
- how to construct correct graphs;
- how to use graphs in management, in advertising, in sales work, in purchasing, etc.

See this valuable book FREE for 10 days

McGraw-Hill FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York:

You may send me on 10 days' approval Smith's Graphic Statistics, \$4.00. I agree to return the book or to return it postpaid within 10 days of receipt.

Signed

Address

Official Position

Name of Company

(Books sent on approval to retail purchasers in U. S. and Canada only.)

A. P. 11-18-24

Proprietary Advertising

[CONTINUED FROM PAGE 18]

If, therefore, the nature of the product, its composition or ingredients, uses and claims come within the foregoing brackets, it may be safely classed as a household remedy.

METHODS OF INTRODUCTION—There are three, one or more of which is usually employed in the original introduction of such products. We will not attempt any discussion as to the efficiency of each method as we are only interested in the effect the method of introduction has upon any future development.

Medical Profession—The pharmaceutical house, realizing its dependence upon the medical profession, is often forced to introduce through the doctor products which in all fairness should be sold direct to the public.

THE process is about as follows: Samples are left with the doctor and some "in the course of God's good time find their way into the hands or stomachs of the doctor's patients. The patient is supposed to tell his friends who suffer from something that looks like what the party of the first part took the samples for and he, in his turn, passes along the torch of knowledge."

Whether the product be prescribed or recommended is of little importance. It is usually introduced by both means. Quite often such products are prescribed by the profession until the public learns they can be bought without a prescription and afterward only recommended by physicians.

Medical Profession and Druggist—This method of introduction differs only in that doctor and druggist assist in the introduction to the public. Products introduced in this way are more of the household remedy variety while those introduced through the profession are usually the specialties of pharmaceutical houses.

Druggist and Advertising to Laity—The usual method employed by most proprietary products. Seldom do the makers of such products attempt to secure the backing of the medical profession. They realize that such a method of selling is too slow and that to convince the profession as to the value of their product and secure their approval under the "present monarchical system of ethics" would be an impossible job.

Because these products are not usually prescribed by the profession does by no means indicate that they are worthless. Many of them, after having proved their value and use, are indorsed and in some cases even prescribed by broadminded doctors.

What Effect Does Each Method Have on Future Sales Policies?—If the product has been introduced by the first method, the medical profession, or by the second—medical profession and druggist—then any change in its sale

to the public is going to receive notice from the profession.

The third method does not interest us because such products stand on their own merit from the beginning and do not look to the doctor for introduction or sales help. But what will the medical profession do even though the product be a household remedy, simple in ingredient and use? The answer is, "Doctors are going to use the product if it is worthy."

Supporting this statement are answers from druggists to the question—"Would doctors continue to prescribe a product of general household remedy value, but which is now mainly sold on prescription or recommendation, if it were advertised and sold direct to the public?"

Sixty per cent of the druggists answered "Yes," and gave as their main reason—"because doctors prescribe and recommend such products now" and "because pharmaceutical houses have a reputation which the individual doctor cannot break down nor even afford to attack."

In answer to another question, "What effect has the advertising of Squibb had upon the prescribing of their products by the medical profession?" Ninety per cent of the druggists answered "None," the others answering "Don't know."

Several years ago, the Thos. W. Leeming Co. sent out 700 letters to leading physicians over the country, soliciting opinions on the matter of consumer advertising; 570 replies were received from these doctors and in all but two instances, strong approval was expressed of the new direct sales policy with Baume Analgesique. This preparation was introduced through the medical profession and drug trade.

MUCH the same sort of an experience was had by the makers of Unguentine. For years this preparation had been prescribed by physicians. Only after considerable inquiry and deliberation did the Norwich Pharmaceutical Company decide to advertise Unguentine to the public. While consumption increased 100 per cent in the first year through direct sales to the public, no ill-feeling has been expressed by the medical profession toward the company nor any of its products.

This attitude might or might not be taken by the American Medical Association. Their action would largely depend upon the nature and use of the product and the claims made for it. The regulations of the Council on Pharmacy and Chemistry of the association are as follows:

Direct Advertising—No article that is advertised to the public will be accepted or retained; but this rule shall not apply (a) to disinfectants, germicides and antiseptics, provided that the

advertising be limited to conservative recommendations for their use as prophylactic applications and provided they are not advertised as curative agents; and (b) to non-medicinal food preparations, except when advertised in an objectionable manner.

Indirect Advertising—No article will be accepted or retained if the label, package or circular accompanying the package contains the name of diseases in the treatment of which the article is said to be indicated. The therapeutic indications, properties and doses may be stated. (This rule shall not apply to remedies with which self-medication is altogether improbable, to vaccines and antitoxins, or to directions for administering or applying remedies where similar immediate heroic treatment is indicated.)

Unwarranted Therapeutic Claims—No article will be accepted or retained concerning which the manufacturer or his agents make unwarranted, exaggerated or misleading statements as to the therapeutic value.

Druggist—If the product is generally prescribed by the profession, and is also sold over the drug counter, even though it is not advertised to the laity, the druggist would be inclined to regard it as a proprietary article.

If, in addition, the product was by nature and use a household remedy, he would, no doubt, regard it as one of the many worthy products that hover on the fence of ethics between limited sales through the profession on one side, or broad sales direct to the laity on the other.

MUCH depends upon the classification given the products by the three factors—profession, association and druggist—and their opinion on these questions should be thoroughly established.

TYPE OF MANUFACTURER—Who makes the product will have much to do with its acceptance by the profession should it be sold and advertised to the public.

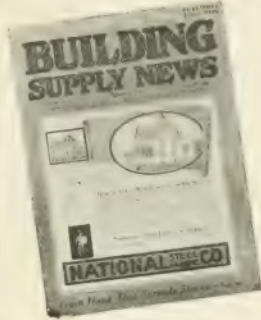
Pharmaceutical and chemical houses are recognized by the profession as fundamental to the manufacture of pharmaceuticals, chemicals and therapeutic preparations. They have supplanted ancient methods with modern laboratories where the purest assayed and standardized drugs and compounds are prepared. The good will and respect of the medical profession can be claimed by most pharmaceutical houses.

This brings us to the importance of the ethical part of a pharmaceutical house's business as against the part that includes proprietary articles and household remedies. Most of the large pharmaceutical houses have a line of proprietary articles, household products and remedies. Usually, most of these are of minor sales importance in comparison with the purely ethical products because they have been kept in the dark.

The question that arises is—What influence would advertising and selling direct to the public of a household remedy have upon the pharmaceutical or ethical part of the business?

In answer to the question—"Do oc-

A Few Pertinent Facts—



1. **BUILDING SUPPLY NEWS** is not a building paper. It is the dealer paper of the building field;
2. Its Market Report—original and exclusive—is an essential service to these dealers;
3. As a **WEEKLY**—with a \$4 subscription price—it has made its greatest progress;
4. Its **NET PAID** circulation amongst building supply dealers (June 15, 1924) is more than double that of any other dealer publication in this field.

There are many more reasons why Advertisers and Advertising Agencies are choosing this—"The Dealers' Own Paper"—exclusively to establish and maintain contact with this important factor in the distribution of all kinds of building supplies. We will gladly send you full details and some recent issues on request.

BUILDING SUPPLY NEWS

407 So. Dearborn St.

CHICAGO

Member—AUDIT BUREAU OF CIRCULATIONS, ASSOCIATED BUSINESS PAPERS

WHO IS THIS FELLOW?

He's a man of **YOUTHFUL SPIRIT**—Rotary demands it; a spirit in which ambition is still high; in which the desire to serve is quickly expressed in action.

Consequently, Rotarians are young men; their average age is forty; and as a natural corollary, their interests are young.

They keep up with things. They are radio fans, sportsmen, students. They are quick to appreciate anything that bespeaks progress.

He's a fellow worth talking to.

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

THE
ROTARIAN
The Magazine of Service

Mid-West Representative:
Howard I Shaw
326 West Madison Street, Chicago

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, CHICAGO



Bound copies of Volume III are now ready for distribution. The price is \$5, which includes postage. Each volume is complete with index, cross-filed under title of article and name of author, making it valuable for reference purposes. Address Circulation Manager, Advertising & Selling Fortnightly, 52 Vanderbilt Avenue, New York.

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tors generally prescribe products made by recognized manufacturing pharmacists who advertise their products?" 58 per cent of the druggists interviewed answered "Yes," 17 per cent answered "No," and 25 per cent answered "Some do—some don't."

No pharmaceutical manufacturer wants to endanger the biggest part of his business—pharmaceuticals and chemicals—for the sake of one or more household products, even though one of these alone might produce a fortune for him.

It is also true that such manufacturers chafe when they think of the many household products in their line which are receiving only a half-baked sales opportunity due to their fear of ethics and "what might happen if we advertised."

But it would seem that the legitimate sale and advertising of a household product to the laity would not hurt the pharmaceutical part of such a business. No better proof could be had than the successful experience of Squibb & Co.

In reality, the fact that the product is made by expert manufacturing pharmacists should cause it to receive the recognition of doctor, druggist and public, and it is safe to say that it will as long as the advertising is in keeping with the dignity, accurateness and ethics of the pharmaceutical house. Any advertising or selling which smacks of the ballyhoo type will of a certainty bring down upon the head of the pharmaceutical manufacturer the wrath of the medical profession and so it should.

* * *

Probably the most important development of this study is the fact that there are many conditions which must be considered when the pharmaceutical house thinks of advertising a household product.

While the influence of ethics upon the profession, the druggist, and the manufacturing pharmacist is the most important of all, it has been shown that a sound analysis would not stop at this point.

It would not be amiss to check the character of the product, the producer and the market, which includes the medical profession, druggist and public, against a tabulation of the preceding factors whose importance we have seen.

Window Display Advertising Association

Will shortly issue a complete report of the proceedings at its recent convention under the title "Talks on Window Display." The national headquarters of the association have been moved to 8 West Forty-seventh Street, New York.

Edward W. Young

Cleveland, formerly of the Boston Sunday Advertiser, has joined the staff of Success Magazine, of New York, as manager of the plan and promotion department.

Advertising Calendar

NOVEMBER 23-25—Fourth District Associated Advertising Clubs of the World, Nashville, Tenn.

DECEMBER 11—Anniversary banquet to celebrate the thirty-fifth year of the New York Business Publications.

JANUARY 10-17—Annual tournament of the Winter Golf League of Advertising Interests at Pinehurst, N. C.

JANUARY 15-16—National Advertising Commission, Detroit, Ohio.

MAY 10-15—Associated Advertising Clubs of the World, Houston, Texas.

MAY 10-15—Association of Newspaper Advertising Executives, Houston, Texas.

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

L. R. Philips

Has been appointed advertising manager of the *Morning Star*, Wilmington, N. C. He was formerly with the Johnson-Dallis Company, advertising agency, Atlanta.

MacGibbon & Watson Advertising Agency

Oakland, Cal., announces the following accounts: Pacific Coast Borax Company; Pioneer Baking Company and C. Swanton & Son, packers, both of Sacramento, Calif.

Keelor & Stites Company

Is the new corporate name of the former Keelor & Hall Company, of Cincinnati. L. S. Stites becomes president of the corporation which will continue at its present address without any other change in executive personnel.

Hicks Advertising Agency

New York, will conduct the advertising for Berentsen & Hermes Carpet Company, importers of Oriental rugs, New York.

Allan T. McKay

Recently with the Joseph Richards Company, Inc., New York, has become a member of the staff of Calkins & Holden, Inc., same city.

Gardner Advertising Company, Inc.

The Chicago office of this agency, whose headquarters are at St. Louis, will direct the 1925 advertising for The Timken Roller Bearing Company, Canton, Ohio. The New York and St. Louis offices of the Gardner agency will service the account in the industrial fields.

George L. Dyer Company

Will serve as advertising and merchandising counsel to the Best Foods, Inc., of New York, manufacturers of margarine and other food products.

Glaser & Marks

Boston, Mass., will direct advertising for the New York Mattress Company, same city.



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 \$1.60. Forms close Saturday noon before date of issue.

Position Wanted

SALES MANAGER

On Commission and profit-sharing basis; proposition must be established three years and properly financed. Box 195, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

SALES MANAGER'S ASSISTANT

Am now employed in similar capacity but due to limitation of field desire to change. Have been in present connection five years. Experienced in sales, advertising, correspondence. Well educated, 33 years old, married. Box 208, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING MAN

27 years old; six years' experience. copy, layout, type, printing, engraving, original ideas and executive ability. Samples submitted. Address: A. P. L., 410 W. 115th St., New York City.

FARMERS WILL BUY

This winter, but it will be a mistake to explore the "farm market" without an experienced guide. I have had the requisite successful experience in advertising and selling to farm families and rural merchants, and I am in a position to help one or two Eastern advertising managers or agencies with their plans and copy for this field. I will work only on products of high grade. You pay only when you're satisfied—and pay only for what you get. Box 200, care Advertising and Selling Fortnightly, 52 Vanderbilt Ave., N. Y. C.

ART MANAGER

Presently employed on big national campaign; excellent visualizer and layout man, with advertising ideas; broad experience. Box 202, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

SECRETARY-STENOGRAPHER

Woman desires position in Advertising Agency, Direct-Mail establishment or Publishing House; able to accept responsibility; experienced in detail work; can handle correspondence without dictation. Address: Box 204, care Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

COPYWRITER

Desires position with manufacturer. Have had four years experience with advertising agency. Forceful writing and layouts. 26 years old. Box 206, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

SALES AND ADVERTISING EXECUTIVE

with nine years experience desires change. Three years with manufacturer and six years with large advertising agency. At present account executive. American; college education; age 33; married. Box 205, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING—Young man desires position with progressive newspaper, periodical, association or business organization—experienced executive management of editorial, advertising, business, promotion, publicity, rotogravure and syndicate departments of newspaper and class and trade journal work; can write successful sales promotion advertising copy and sales letters; thoroughly understand mechanics of newspaper and trade paper publishing; have travelled for large organizations selling and promoting wire news services and syndicated features. Enjoy confidence of editors and publishers. 30 years old, married, university trained; available immediately; excellent references. Box No. 203, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

ADVERTISING solicitors for trade paper, real opportunity for producers; liberal commission; basis to start with, drawing account to men who prove ability. Apply "Retail Jeweler Bulletin," Suite 724, 154 Nassau St., New York.

ARTIST WANTED

A large lithographing company desires the services of an artist with executive ability. Must have plenty of originality and be able to portray these ideas in a pleasing and colorful manner and also be capable of handling a figure in a masterful way. Please give complete information including salary expected and when available. If application is favorable we will want to see specimens of work but do not include these in first letter. Box 207, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Advertising salesman wanted on well established successful trade paper published in New York. Man of experience in selling space, 30 to 40 years of age. Ability to command the goodwill of the friends of the paper—to suggest effective "copy"—to maintain constant, persistent, energetic effort—determined purpose to secure the maximum volume of business that the accounts can yield—are more useful qualifications than brilliant high powered salesmanship. Life position for capable man. Box No. 201, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.



CONFIDENCE!

EVERY great business enterprise, that has endured over a span of time, has been founded upon—and, has prospered through—the confidence of those comprising the market to which it sought to sell its merchandise or service—*Confidence in honor, intelligence, appreciation and good will.*

During the short span of five years **Standard Rate & Data Service** has done what it has taken other successful institutions many years to accomplish.

A Record!—In the Number of Publishers' Advertisements

July 1919.....	2	July 1922.....	120
July 1920.....	33	July 1923.....	154
July 1921.....	106	July 1924.....	255
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Standard Rate & Data Service is an *exclusive* publishers' advertising medium—it is the advertising medium of the *Publishers of the United States*. Never before, in the history of advertising and journalism, has any publication sold so many publishers on the idea of promoting, through advertising, their own product—*white space*—as has **Standard Rate & Data Service**.

Its subscribers—agencies and advertisers—are your customers and prospects for advertising business. They take the **Service** so seriously that they frequently refer to it as their "Bible."

Agencies and advertisers use it to make up advertising schedules. What more opportune time could you pick to tell them your story?

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive

NEW YORK

CHICAGO

SAN FRANCISCO



AURORA—BY GUIDO RENI—FROM ROSPIGLIOSI PALACE, ROME

The Life of Man is Governed by Pictures

A SERMONETTE BY JAMES WALLEN



Look for this Emblem

Nature provides two great pictures for Mankind. The glorious enlivening panorama of day and the slumberous, soothing canvas of night.

The daytime aspect of the world inspires the humblest to action on the sunlighted stage. Night brings repose to all those "who labor and are heavy laden."

The lesson to the advertiser is as obvious as the high hills. Utilize the pictorial principle of day and night in your publicity

Spread before your readers a daytime portrait of your product with all its stimulus to aspiration and desire. Awaken the inquisitive instincts of your readers.

Make your prospects want to live more abundantly through the possession of what you have to sell. Make the advantage of such ownership clear as the day at noontide, by using photo-engraved pictures. "Your Story in Picture Leaves Nothing Untold."

The members of the American Photo-Engravers Association, with plants in every center, are awaiting the opportunity to assist you. The Association engravers are pledged to undeviating quality and fidelity in their work

"The Relighted Lamp of Paul Revere" is a booklet devoted to the ideas and ideals of this craft. The Association engraver in your community will gladly present you with a copy, or you may ask Association headquarters.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

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Public Library,
Kansas City, Mo



The Keystone of the biggest advertising campaign in North Central States

THE Standard Oil Company (Indiana) is spending \$3,000,000 this year for advertising in the states where it operates—Illinois, Indiana, Iowa, Michigan, Wisconsin, Minnesota, Missouri, Kansas, North Dakota, South Dakota

The keystone that strengthens all the separate units of this huge program and binds them into one powerful structure is a schedule of 13 full-page advertisements in four colors in the Picture Section of The Chicago Sunday Tribune.

Every Polarine salesman takes full advantage of the dominating influence of The Chicago Sunday Tribune throughout Zone 7. He carries an advertising portfolio that gives its impressive circulation in each of the 48 districts of Chicago, in each county of Illinois, Indiana, Michigan and Wisconsin, and in 1,064 towns of these states where one family in five are Tribune readers.

No matter where the Polarine salesman calls, he gives exact Tribune circulation figures for

that county, town or Chicago district. He doesn't need to rely on circulation of national scope and vague local influence.

Most advertisers attempt to blanket the entire United States with an appropriation much smaller than the Standard Oil Company (Indiana) spent in 1923 in the five states of The Chicago Territory. Yet with unequalled advertising experience behind their judgment, they added to their appropriation this year in the same territory.

Could there be more definite evidence that no manufacturer has yet plumbed the sales possibilities of this rich area? No one, to date, has found how much money can be profitably spent within the limits of these five great states.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER