

In Two Sections—Section One

Advertising and Selling

FORTNIGHTLY

Markets. Merchandising & Media



Photograph by Mattie Edwards Hewitt for the International Silver Company

APRIL 22, 1925

15 CENTS A COPY

In this issue

“How Radio Broadcasting Is Being Used as an Advertising Tool” By ALEX MOSS; “What One Man Means by Quality Circulation” By EARNEST ELMO CALKINS; “Should a Salesman Be Petted?” By NORMAN KRICHBAUM; “Collecting Money by Mail”; “Importance of Human Relations in Foreign Trade”

That's Tellin' 'em in Chicago!

Advertising consists in telling potential buyers the alluring story of your merchandise.

Telling your story effectively—lining them up before your sales counters—means reaching them through a medium that they read with interest and confidence. And that medium is **THE CHICAGO DAILY NEWS**.

THE CHICAGO DAILY NEWS is demonstrably the most effective sales medium in the vast and prosperous Chicago market. The proof of its effectiveness is in the fact that year after year it leads all other Chicago daily newspapers in the volume of display advertising carried.

BECAUSE IT PAID THEM advertisers bought 15,099,486 agate lines of advertising space in *The Daily News* in 1924—the greatest volume of display advertising ever published in any Chicago daily newspaper in any single year. The next highest lineage record for 1924 was 11,774,440 lines.

Behind this lies the great and responsive “character circulation” of *The Daily News*—400,000 daily average net paid—approximately 1,200,000 daily readers in the financially competent homes of Chicago and its near-by suburbs.

These are the buyers of this great market—and the medium that they look to for buying information and guidance is

THE CHICAGO DAILY NEWS

First in Chicago



BACK in the Nineties, when the bicycle ushered in a new transportation era, Indianapolis was as completely dominated by one newspaper—The Indianapolis News—as it is today.

Year after year since it was founded in 1869, The Indianapolis News has registered a gain in prestige, in circulation, in reader affection.

In 1924, The Indianapolis News carried *more* advertising than all other Indianapolis newspapers *combined*—and did it in less than half as many issues. Not unusual; The News made the same record in 1923.

The INDIANAPOLIS NEWS

DAN A. CARROLL,
110 East 42nd Street,
NEW YORK

FRANK T. CARROLL
Advertising Manager

J. E. LUTZ,
The Tower Bldg.,
CHICAGO

A book about *your* business



*by the folks who
buy your goods*



In a long experience, we have compiled many "Books of Facts" for individual manufacturers. They cover many industries and many channels of trade: groceries, drugs, furniture, shoes, etc.

HOW often have you thumbed hopelessly through books on marketing only to lay them aside because they did not apply to your particular problems? How often have you wished that somewhere you might turn to a volume and find answers to the intricate questions of your own business?

There is such a book. Its name is the Richards Book of Facts. Your copy of this book does not exist as yet, because, unlike any other book, a Richards Book of Facts is prepared for the individual manufacturer. It presents a study of that manufacturer's product and marketing methods as disclosed by a field survey in which hundreds, sometimes thousands, of consumers, retailers, and wholesalers are interviewed.

When your Richards Book of Facts is made, you will find in it, not theory,

not out-of-date accounts of someone's else business, but trustworthy information to guide you and us in the making of advertising and sales plans.

As one manufacturer says about his Richards Book of Facts, "We feel that it insures our money will not be spent until results are certain."

We will gladly tell you how a Richards Book of Facts may be prepared for your business and used as the basis of the advertising which we do for you.

A copy of our new booklet entitled "Business Research," which describes the place of research in modern business, will be sent free on request. Address

JOSEPH RICHARDS COMPANY, INC.
253 Park Avenue 4E New York City

An Advertising Agency Established 1874

RICHARDS *"Facts first—then Advertising"*

TRADE MARK REG.

Page 5—The News Digest

Peck Advertising Agency, Inc.

New York, has been appointed advertising counsel for "7-11," a confection manufactured by D. Auerbach & Sons of the same city. Stanley H. Chambers, formerly secretary of the Dave Bloch Company, is no longer associated with the Peck agency.

Hicks Advertising Agency

New York, will direct advertising for the Bijou Dress Company, same city.

Re-Sale Division, the Ronalds Company, Ltd.

Montreal, will direct Canadian merchandising activities for Brandram-Henderson, Ltd., paint and varnish manufacturers, of Montreal, and Moirs, Ltd., chocolate manufacturers, of Halifax.

George Batten Company, Inc.

Will act as advertising counsel for Wilson Brothers, Chicago, manufacturers of men's shirts, hosiery and other haberdashery.

A. G. Crane Associates

Publishers' representatives, Chicago, have been appointed western representatives of the *American Directory and Buyers Guide in the U. S.*

Klaw-Van Pietersom-Dunlop-Younggreen, Inc.

Milwaukee, will direct advertising for the Pere Marquette Line steamers of the same city.

Wood, Putnam & Wood

Boston, will act as advertising counsel for the Boston statistical organization of the American Institute of Finance.

James E. D. Benedict

Formerly connected with the advertising of Colgate & Company, with Frank Seaman, Inc., and with Thresher Service, Inc., has joined the Metropolitan Life Insurance Company in connection with their advertising.

Miss Ruth Pearce

Has been appointed advertising manager of the First Wisconsin National Bank of Milwaukee. Miss Pearce was recently elected president of the Woman's Advertising Club of Milwaukee, which club she represented at the London Convention last year.

New York Times

Announces the addition to its advertising staff of Marvin S. Knight, formerly with the *Richmond* (Va.) *Times-Dispatch*, the *Retail Ledger* of Philadelphia, Street & Finney advertising agency, and the Ronald Press Company of New York.



The Thumbnail Business Review

DESPITE a comparative letdown in industrial activity, the basic elements of our national prosperity are unimpaired. In the steel industry, the volume of turnover is at about 60 per cent of capacity, which is a great deal better than has been expected. Figures at hand show that steel production during the March quarter was the largest for any quarter in the history of the industry. Most orders for fabricated steel call for prompt delivery, which would seem to indicate that no great stocks of steel are in the hands of jobbers and manufacturing consumers. Prices are being fairly well maintained.

Weakness also characterizes the metals, textiles (with the exception of silk) and shoe and leather. The silk industry continues to prosper. Some of the mills are reported to be almost a month behind on orders for printed fabrics.

Crop prospects, for the country as a whole, are excellent, although drought conditions in the Southwest at this writing are having their sectional effect on business.

Retail trade holds up well, though profit margins are narrow. Competition is keen, and the consistent advertiser in the long run gets the greater share of the consumer's expenditures. Credit conditions are good, and the fact that there is no overbuying is an advantage rather than the reverse.

Our foreign trade for March has proved to be the largest in the history of the country. This is true of both exports (of a value of \$452,000,000) and imports (\$385,000,000). Russia has come into the American market for a great deal of electrically driven mining machinery.

ALEX. MOSS.

Dorland Agency, Ltd.

London, has been appointed to direct a campaign in the interest of the leading German hotels with a view to interesting tourists.

Carl Reimers Company, Inc.

New York, will direct advertising for the Emerson Shoe Manufacturing Company of Rockland, Mass., and the Emerson Shoe Stores Corporation, operating a chain of Emerson stores. The Carl Reimers Company will also act as advertising counsel for Brown's Physical Culture Farm, Garrison, N. Y., and the Dexter Rubber Manufacturing Company of Goshen, N. Y.

J. W. O'Meara

Formerly publicity manager for the B. F. Goodrich Rubber Company of Akron, Ohio, has been appointed eastern sales manager of the Electrograph Company, Detroit, Mich.

Charles C. Green Advertising Agency, Inc.

Will direct advertising for Pickwick Candy Company and Tarrant's Seltzer Apertient. The following additions to the staff of the Philadelphia office have been announced: Stuart R. M. Thompson, formerly with W. Atlee Burpee Company and N. W. Ayer & Sons, and Russell K. Carter, formerly with the George F. Ingraham Advertising Agency of the same city.

Rickard and Company, Inc.

New York, will act as advertising counsel for Fafnir Bearing Company of New Britain, Conn.

Lyddon & Hanford Company

New York office, has been appointed to direct national advertising for the Durant Motorcover Company.

Stanley V. Gibson

Formerly advertising manager of *Heart's International Magazine*, western manager of *Cosmopolitan Magazine* and advertising manager of the Butterick Quarterlies, has been appointed advertising manager of *Charm*, published by L. Bamberger & Company. John Rutherford, until recently with the Butterick Quarterlies, and George Alpers, former special publisher's representative, have also joined the staff of *Charm*.

Lord & Thomas

Los Angeles office, has been appointed to direct a special institutional advertising campaign for the Pacific Electric Railway.

Frank W. Rostock

Has been appointed business manager of the *Cincinnati Post*, oldest and largest of the Scripps-Howard newspaper group, to succeed Maurice Levy. Mr. Rostock was at one time editor of the *Cincinnati Post* and later business manager of the N. E. A. Service, Inc.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES, MONDAY, OCTOBER 27, 1924

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JOHN MCCORMACK SINGS IN PRIME FORM
Responds to Many Results in His Luck Followings and Other Ballads.

"ARE YOU FOR BIG BUSINESS OR FOR THE PEOPLE?"

A reader asked this question. His letter was dated at Oberlin, Ohio. The editor of NATION'S BUSINESS wrote to him in reply: "Before answering, we should like to ask you a question in turn. We don't know the size of your business; we don't know if it is \$10,000 or \$50,000 a year. We don't know if you are satisfied with it, or whether—in common with most normal Americans—you are putting forth greater efforts to attain greater things.

"But, as you go ahead, where is the dividing line that marks the danger to society?"

"Where does your honorable business become dishonorable on account of its bigness? At what point does success become sinister?"

"Just west of Oberlin is a farmer named Jones, crippled by paralysis since a baby, who made such good sausage that today he ships it into every State. Just east of Oberlin, a Mr. Davey took such good care of his neighbors' trees that the nation heard of him and his work, and beat a path to his door. And to the northeast, a poor candy-maker named White, in Cleveland, observed us chewing sticks and straws, capitalized this idiosyncrasy, and built up the chewing gum industry.

"At what point did Mr. Jones leave off being a good citizen—was it when he extended his business outside his village, his county, or his State? At what point did Mr. Davey become a menace—when he started to doctor trees outside of Kent, or outside of Ohio? And Mr. White? As he peddled his gum from store to store, he was not a pernicious Big Businessman. At what stage of his way to international trade and a necessary financial office in New York's

Wall Street district did he lay aside his virtue and fair dealing?"

"What are we fathers to tell our small boys, who are already dreaming big dreams of accomplishment, spurred on by everybody to 'get ahead,' 'be successful'? Must we say to them, 'Thus far you may travel, and no farther! If you go beyond, you will suffer the slings and arrows of outraged public sentiment. You and yours will be crucified as undesirable; politicians will find your most worthy acts have a sinister motive.'

"If you still insist on an answer to your question: Are you for Big Business or for the People? we shall have to say: 'We are for both.' And we are for Small Business too—the small business which sees a shining goal, and strives to attain it. Don't take this away from America, please, because it is the opportunity of the individual, and individualism is the very heart and soul of America."

NATION'S BUSINESS is a magazine founded on the belief that anything which is not for the public good is not for the good of business. It is published in Washington by the largest business organization in the country, and it voices authoritatively the relationship of one business to another and of all business to government.

THE NATION'S BUSINESS

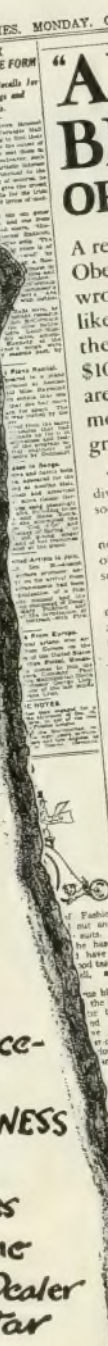


MARIE THOMPSON, Editor

PUBLISHED MONTHLY BY THE CHAMBER OF COMMERCE OF THE UNITED STATES, WASHINGTON, D. C.

This is the first of a series of newspaper announcements being run by NATION'S BUSINESS in the —

*New York Times
Chicago Tribune
Cleveland Plain Dealer
Kansas City Star*



Here's a Southern City That Is Certainly "Stepping on the Gas"

Facts About Birmingham

Population.....	223,507
Weekly Payroll.....	\$4,000,000
Area (Miles).....	52
Telephones.....	28,188
Water Consumers.....	39,692
Electric Meters.....	40,221
Number of Banks.....	21
Number Coal Mines....	236
Number Iron Ore Mines	44
Number of Families....	53,800



Business Section of Birmingham from the Air

BIRMINGHAM can make iron cheaper than any other city in the world. In 1924, the district produced 2,762,188 tons of iron and 2,000,000 tons of steel.

BIRMINGHAM bank clearings for 1924 totalled \$1,367,180,826.71 as against \$43,980,488 in 1900. The resources of banks for those years were \$100,729,050.86 and \$7,522,070.20 while the deposits were \$85,810,037.10 and \$7,006,000.

BIRMINGHAM handles more freight cars than the entire state of Georgia. Nine trunk lines enter the city.

BIRMINGHAM has 804 factories and mines in operation which manufacture 1,640 different articles.

BIRMINGHAM is the largest yellow pine lumber market in the world.

BIRMINGHAM has the largest sugar mill machinery manufacturing plant in the U. S.

BIRMINGHAM'S gas comes from the largest by-product gas supply in the country. More than 12,000,000 cubic feet of gas is considered "surplus" at one of the plants supplying city mains.

BIRMINGHAM affords national advertisers one of the best markets in the country—a market that is easily won through advertising in its dominant newspaper, *The News*.

Net Paid Circulation Greater Than
81,000 Daily 92,000 Sunday

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago

Boston Proves Its Place Among the Leading Advertising Centres of the Country

—and the *POST* Proves Its Place in Boston

In the April issue of *Printers' Ink Monthly* a new feature is inaugurated under the title

Summary of National Newspaper Advertising in Twenty-Seven Cities

This analysis gives the national advertising lineage for the month of February in each of the twenty-seven cities grouped under various classifications. From this tabulation the following facts are taken, showing the relative standing of Boston compared with other leading centres.

The statement as to the Boston Post's leadership is verified by the report of the Boston Newspapers' Statistical Bureau for the three months—January, February, March, 1925.

Boston Is Second In Total National Display Advertising

Boston, with six papers, is in second place for the cities of the country, being preceded only by New York, where eleven papers in New York and three in Brooklyn are included as one group in *Printers' Ink* tabulation.

The Boston Post has led all other Boston newspapers in Display Advertising for 17 consecutive years.

Automobile Advertising

Boston is preceded by New York, Chicago and Philadelphia

—**and the Post is First in Boston**

Food, Groceries and Beverage Advertising

Boston is preceded only by Philadelphia and New York

—**and the Post is First in Boston**

Household Furniture Advertising

Boston is first among all the cities

—**and the Post is First in Boston**

Men's Clothing Advertising

Boston is second only to Cincinnati

—**and the Post is First in Boston**

Shoe Advertising

Boston is first among all the cities

—**and the Post is First in Boston**

Radio and Electrical Advertising

Boston is preceded only by New York and Philadelphia

—**and the Post is First in Boston**

Toilet Articles and Medical Preparations

Boston is preceded only by New York and Chicago

—**and the Post is First in Boston**

Musical Instrument Advertising

Boston is preceded only by Cincinnati and Chicago

—**and the Post is First in Boston**

Cigar, Cigarette and Tobacco Advertising

Boston is second only to New York

—**and the Post is First in Boston**

Hotel and Resort Advertising

Boston is preceded by Philadelphia, Chicago and New York

—**and the Post is First in Boston**

Railroad and Steamship Advertising

Boston dropped down in this classification in February

—**but the Post is First in Boston**

By adding Classified (which Boston Statistical Bureau does not include in National Advertising) the Transcript leads all Boston papers in total Hotel and Resort and Transportation Advertising.

Net Paid Circulation for Six Months Ending March 31, 1925

Daily Post **372,872**

A Gain of 1,748 per day over previous six months

Sunday Post **359,335**

A Gain of 7,808 per Sunday over previous six months



A Delineator
House—

Built by a Delineator
Reader—

From a Delineator House-
Plan in—

THE DELINEATOR

Founder of

BETTER HOMES IN AMERICA

Buffalo the Wonder City of America

Let Your Sales Grow in Growing Buffalo

"The growth of Buffalo within the NEXT FIFTEEN YEARS will be the outstanding feature of municipal development in America."

*W. R. HOPKINS,
City Manager of Cleveland, O.*

BUFFALO now is one of the ten major markets of America. It is growing rapidly in population, in industry and in commerce. There are 130,726 homes in Buffalo. 38.6% are owned by householders.

Buffalo has gained 472 new industries in five years—a gain greater than that of any other city, excepting New York.

Buffalo industries are widely diversified—61% of all industries recognized by U. S. Census Bureau are in Buffalo. Diversity of industries is a check against depression.

Buffalo offers advertisers a responsive market where products, once established, will gain in sales with the assured growth of the Buffalo territory.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

*A.B.C. Sept. 30, 1924
124,468*

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

*Present Average
133,839*

Marbridge Bldg., New York, N. Y.

Lytton Bldg., Chicago, Ill.



The Quickest, Most Resultful and Constructive Sales Force the Business World Ever Has Had

Newspaper advertising now, more than ever, demonstrates its immediate availability, its instant adaptability, and its speedy responsiveness. You may talk to every nook and corner of this broad land tomorrow if you like, or you may select your spots and sections, a score, a hundred, a thousand cities and towns, as you desire, or as manufacturing and transportation conditions advise.

We are the National Advertising Representatives of Twenty Progressive Newspapers in that many fine cities of the United States.

Our several offices are the offices of each of those publications, where complete files and data of all kinds concerning both field and publication are in readiness for anyone interested. Our traveling representatives are thoroughly familiar with the publications and the fields in which they circulate.

We are at all times prepared—in conjunction with their respective service departments—to provide valuable and useful merchandise surveys and information reports that will assist the manufacturer of any commodity, either in opening up the territory, or in extending trade already under way.

We bring to the advertising agency an intimate, complete and down-to-the-minute knowledge of market conditions and possibilities and of publicity outlets in the fields we cover, that will enable it to act with the decision, speed and assurance so largely contributing to satisfactory and successful service to its clients.



THE JOHN BUDD COMPANY

National Advertising Representatives of Newspapers

9 East 37th Street
NEW YORK

Tribune Tower
CHICAGO

Chemical Building
ST. LOUIS

Healey Building
ATLANTA

Sharon Building
SAN FRANCISCO

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S. E. Thomason
President A. N. P. A.

Program, Annual Convention of A. P. and A. N. P. A.

April 21, 1 p. m.—Annual Luncheon, A. P., Waldorf-Astoria.
 April 21, 7.30 p. m.—"Cabinet Lark," M. Keonigsberg, King Features Syndicate, Friars Club.
 April 22, 23, 24, 10 a. m. and 2 p. m.—Annual Convention, A. N. P. A., Waldorf-Astoria.
 April 22, 7 p. m.—Annual Banquet, Bureau of Advertising, A. N. P. A.
 April 23, 6.30 p. m.—Annual Dinner and Meeting of Directors, North American Newspaper Alliance.
 April 24, 10.30 a. m.—Annual Meeting of Members of the North American Newspaper Alliance, Sun Parlor, Waldorf-Astoria.

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J. H. MOORE, General Manager

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Telephone: Caledonia 9770

NEW YORK:
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A. M. FRANKLIN

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

LONDON:
66 and 67 Shoe Lane, E. C. 4:
Telephone Holborn 1900

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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. Industrial Selling absorbed 1925

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

Copyright, 1925



STICKING to plain facts about modern motor fuel and motor oil has been the policy of Standard Oil Company of Nebraska since the automobile displaced top buggies, democrat wagons, buckboards and mule teams.

Extending distribution to the far corners and sparsely settled portions of a state as large as all New England, with New Jersey and Delaware thrown in, Standard Oil Company of Nebraska has pioneered with the pioneers.

Informative advertisements that make clear the fundamentals of economical motor operation, advertisements that feature dramatic incidents in Nebraska's colorful history, that broadcast to her citizens the giant strides of peaceful, prosperous Nebraska in agriculture and industry, are some of the elements of this twelve year campaign. It has heightened the prestige of the Company and favorably affected its business. It is another illustration of The H. K. McCann Company's practical application of "Truth Well Told".

THE H. K. McCANN COMPANY

Advertising

NEW YORK

CLEVELAND

SAN FRANCISCO

DENVER

CHICAGO

LOS ANGELES

MONTREAL

TORONTO

APRIL 22, 1925

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, *Managing Editor*

How Radio Broadcasting Is Being Used as an Advertising Tool

By Alex Moss

PREPARATORY to going into any extended discussion of the why and how of radio broadcasting as an advertising tool, it seems best to take time to define the term "radio advertising" in the interest of clarity. As it will be used in this article, and as it is understood and exemplified by those advertisers who are consistent users of the medium, "radio advertising" consists of sponsoring an entertainment or educational program with merely an incidental reference (or credit line) to the contributing source. This particular form of "radio advertising," which generally implies renting the use of one or more broadcasting stations, is also commonly referred to as "toll broadcasting." Radio advertising is advertising of the most extreme kind, and it is not to be confused with its abuse, which takes the form of the crying of wares or the making of special pleas on behalf of any company or any product. Broadcasting of the latter type is but a passing phase. It is doomed to die a natural death for

reasons that will become apparent later on in this article.

With this brief but necessary preamble, we may proceed to a discussion and consideration of what advertisers hope to achieve by the use of the air lanes, what certain of

them have achieved, and how the successful advertisers go about gaining the maximum value for the sums they expend to reach the ears of the listeners-in who nightly don the ear phones or congregate around the loud speakers. Radio broadcasting, in its present stage of development, is but the outgrowth of radiotelephony, which received its greatest impetus during the World War. Remarkable as has been the expansion of the industry within the past few years, it is still in the throes of formation and experimentation; and it is from this point of view that its accomplishments and limitations must be judged and criticized. It is for this reason that the statements of those who are using toll broadcasting as an adjunct to other forms of advertising will form the basis of this discussion, rather than a recourse to conjecture or guess. Those who are assisting in the building up of the medium are assuredly best qualified to talk of its effectiveness. What follows, is therefore the essence of talks had with a number of radio adver-



© Brown Bros.

ONE of the astonishing things in connection with radio is the fact that it has attracted every element of the vast population. Its appeal can be said to be universal. Outlying sections of the country are through it brought into close, intimate contact with the large cities, and families that would not under ordinary circumstances stir from home in the evening are ardent listeners-in to the diverse programs that are daily broadcasted from dozens of stations the country over



tisers and officials of broadcasting stations, placed against a background that has been painted by typical listeners-in from various cross-sections of the radio public.

"Why are you using toll broadcasting?" is a question I asked of practically every advertiser interviewed. The answers can be boiled down to this:

"We are using radio advertising because we believe it is an effective medium for the upbuilding of goodwill and prestige. It has an element of novelty and newness that is possessed by no other medium to a like degree, and comment from listeners-in tend to bear out our belief."

A strange sentiment made itself manifest in the very early stages of my investigation. Those officials who are responsible for their respective companies "going on the air" were most enthusiastic in a general way. They had no specific reasons for being sanguine so far as I could see, and sometimes I felt that their very enthusiasm was born of a desire for vindication. Lest this be taken as adverse criticism on my part, I hasten to add that these men are literary pioneers in an uncharted and undeveloped territory. Everything new, unknown and untried comes in for its due share of criticism and vituperation. Radio advertising has not furnished the exception.

It is my belief, after sifting and analyzing the mass of data accu-

mulated in the search for facts and results, that *radio broadcasting is an advertising medium*. This opinion is based upon two major premises: First, if inquiries are to be accepted as the measure of effectiveness of any advertising medium, then radio advertising, in the instances that have come under my notice, has proved itself a

tiveness when it is used indirectly, as a complement and supplement to other forms of advertising. This truth has been learned by advertisers who believed that toll broadcasting furnished them with an opportunity to shout their wares from the rooftops in tones so stentorian that they would reverberate and re-echo from the Rocky Mountains to the Adirondacks. The reverse proved to be the case. The more emphasis placed upon sales talks, the less resultful has the medium turned out to be in nearly every case.

Like every other advertising medium, toll broadcasting can be used properly or improperly; it can be abused, and is. There have been outstanding failures in radio advertising, just as there have been unsuccessful campaigns in other media. Advertisers that thought they could "go on the air" and startle the entire universe at one séance were disappointed when the effects were nil. Advertisers that broadcasted from stations where no degree of censorship or control is exercised over the nature and quality of the program wondered why their beautiful selling talks did not start an avalanche of orders. Many companies that broadcasted once or twice because they felt it was a good stunt, and because it seemed that everybody was doing it, let it go at that. They expected nothing in return and got just what they expected.

Early attempts at commercial broadcasting were so chaotic that the leading interest in the field of intercommunication undertook to establish a standard for broadcasting that would meet with public approval. The very foundation of the radio business at the present time—every single branch of it—rests upon the quality of the programs. If these possess merit, are well balanced, give enjoyment and pleasure, and do not nauseate by reason of innocuous talks and out-and-out selling propaganda with nothing to relieve or redeem them, then the public will listen in. If not, then the public interest in radio is doomed. This knowledge is directly responsible for the existing technique of radio broadcasting (if technique it can be called) that has been developed by the leading factor in the industry. In its operation, radio broadcasting is handled by this station about as follows:

In an opening announcement the speaker or particular feature is in-



successful medium because of the interest it has aroused in radio audiences and the responsiveness it has succeeded in eliciting from them. Second, if it is the mission of advertising to make friends for a company or a product, then toll broadcasting is advertising. This opinion is offered with a due recognition that toll broadcasting needs a great deal of stabilizing and fundamentalizing; in other words, the medium would be benefited immeasurably if it were possessed of a code of ethics that would enable it to take its rightful place in the social and business structure.

AT the present time toll broadcasting is being employed successfully to develop prospect lists, build prestige and goodwill, and create confidence in the mind of the consumer for various products and services. But, and a very important but indeed, the medium has been found to work best and with the most effec-

What One Man Means by "Quality Circulation"

By Earnest Elmo Calkins

*I*N the following, Mr. Calkins replies to the questions asked by Charles Austin Bates in the article published in the April 8 issue of the FORTNIGHTLY—"What Do We Mean When We Talk About Quality Circulation?"—EDITOR.

WHEN Charles Austin Bates has anything to say and says it in his own inimitable way, it is so full of good sense and good humor that one (this one, at least) is liable to be fooled into accepting his conclusions without question. I had to read over twice his answer to his own question, "What do we mean when we talk about quality circulation?" before I was sure I did not agree with him.

And somehow it seems a pity not to let his conclusions stand as a warning to those publishers who think their circulations must be "quality" because they are so small—that quality is merely a negative condition due to inability to attract enough readers to get into the mass class. But that seems a little unfair to other publishers who have successfully sifted out from mere population those men and women who have developed the art of living to the point where it requires a vast and complicated paraphernalia to practice it. Supplying that paraphernalia is a business by itself and quite different from selling chewing gum and Stacomb to *hoi polloi*, Tom, Dick and Harry and the Sweeneys.

When Bill Nye said he was going to start a weekly at two dollars a year, some one asked:

"Is your paper intended for any particular class?"

"Sure; it is intended for the class that has two dollars."

And if he had made it for the class that has one dollar, the circulation would have been larger.

What, asks Mr. Bates, is quality? Is it brains, or money? And having decided that it must be one or the other, he proceeds to demolish both. Millionaires read the *New York American*, while as for brains, a man may be learned enough to read *The*



Earnest Elmo Calkins

Dial without a key and still not have money enough to buy a second-hand Ford. Yes to both contentions. We do know millionaires with champagne incomes (bootlegger tariff) and *Snappy Stories* taste. We do know highbrows whose trade wouldn't interest even Mr. Woolworth. But quality circulation is not concerned with either.

I beg to amend the sentence with which Mr. Bates sums up his entertaining paper—"buying power combined with ability to read the English language is all the advertiser need consider"—with the notation that it is "all some advertisers need to consider."

For that characteristic which makes people good customers for certain kinds of goods is not the money of the newly rich nor the brains of the over-trained intelligentsia, but rather the art of living a varied, colorful and complicated life, with means to pay for the scenery and properties called for by the stage directions. For lack of a better word let's call them sophisticated. They live in a world which has its own technique. They are worth no

more to Coco Cola, Camels, or Doc Eliot's sixty inches of literature than the Sweeney family, but they are of special concern to sellers of Lincoln Cars, Crane's Linen Lawn, Estey Organs, Coty Perfumes, Steuben Glass, Elco Houseboats and Burnham Greenhouses. They read *Vogue*, *Vanity Fair*, *Town and Country*, *House and Garden*, *Harper's Bazar*, *The Spur*, *Life*, *Arts and Decoration*, *Country Life*—publications that do not appeal to the old lady from Du-buque, but do appeal to the man who lives alternately in country and city, drives a good car, belongs to a country club, runs over to Europe occasionally, spends a few weeks in Florida, has his clothes made by a good tailor, buys an occasional print, a painting or rare book, and knows something about rugs, wines, cigars, polo ponies and preferred stocks.

If I were going into a manufacturing business and could pick and choose, I would certainly make something everybody wanted and everybody could buy, such as chewing gum or breakfast foods. Then every human being is a prospective customer, and the problem is to reach the greatest number of homo saps for the least money. Every degree above this universal demand and universal buying power increases the problem of selecting mediums, until we reach the stratum of Duo-art Steinways, Estey Pipe Organs and Rolls-Royces. To this Mr. Bates would retort, "A *bas* with your pampered rich! Let me supply a nation's Fords, and I care not who rolls its Royces."

IAM not quoting his exact language. He would put it better than that, meaning there is more money in selling volume to a lot of people than a few things to the favored few. Assuredly, and Mr. Ford is richer than either Mr. Rolls—or Mr. Royce, as the case may be—but some of us have to find ways to sell the ten-thousand-dollar articles, and even the ten-dollar articles bought only by ten-thousand-dollar people. Hence what we mean by quality circulation is merely a publication which

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Collecting Money by Mail—I

Compiled by

Lawrence Campbell Lockley, M.A.

University of California, Southern Branch

In Collaboration with

Sylvester B. Hoffman

SINCE more than 85 per cent of all business in the United States is conducted on credit, most of the money a business house takes in comes through its collection department. Some of it comes willingly; some of it comes only after the most persistent effort at collection; some never comes.

The collection manager, then, sees the revenue of the firm passing through his hands. If he does his job well, the firm will prosper; if not, the firm will suffer. If he is a collection man of the past generation—tight-skinned, unelastic, enslaved to routine and precedent—he will collect the money.

But if he is of the newer school, he will see a little more to his job. Coming in contact with a great many customers, usually at least once a month, he will take advantage of his opportunity to maintain cordial relations, to build up the credit structure of his firm's customers so that they will be in a position to expand and, in turn, to become better customers.

The task our friend of the newer generation sets himself to is certainly desirable of achievement. But preliminary to its accomplishment is a thorough analysis. No man is able to uncover all of the factors that make up the economic background of his job. The more, though, he can discover, the more intelligent will be his effort.

We must, then, try to see why the collection problem exists. Economically, the credit system appears sound and feasible. The delinquent, the slow-pay, is not typical; he is a fester in the otherwise smoothly working system.

Why doesn't he pay?

1. He may be laboring under a misunderstanding as to terms.

THIS study of modern collection practice has been prepared from material assembled by the Better Letters Association of Los Angeles. It is an attempt to analyze current collection letters in order to learn what is being done by many representative firms to collect money due them. To gather the data for this study, the Better Letters Association communicated with more than a thousand collection and credit managers. Rather than being intended for an exhaustive survey of the subject, this report, which is to be published in the "Fortnightly" in two installments, aims to tell just how credit men are meeting the problem. The articles should serve to stimulate thought and direct it toward a more analytical consideration of the task that confronts credit men and collection managers, and to emphasize its relation toward sales and the good will of all the parties concerned

2. He may be dissatisfied with the goods or services.

3. He may be simply overlooking or neglecting the bill.

4. He may be on pretty thin ice and require extension.

5. He may be financially lost and headed toward bankruptcy.

6. He may be a dead beat—either financially sound or otherwise.

There are, of course, other reasons for withholding payment of a bill, but most delinquents fall into one or another of these classes.

AN analysis of the collection practices of only a few hundred business houses will hardly uncover the underlying fundamentals of collection practice. Such an analysis must be fragmentary: it cannot take into consideration varying conditions. But it will be of great value to the collection letter strategist who can bring to bear on the rather bleak statistics an intimate knowledge of his own collection problem.

Although the percentages given in this analysis are based on a fairly small number of collection attempts—252—yet corroborative investiga-

tion does not indicate that our conclusions would be greatly changed by the addition of other collection series.

The first point of interest is the development or neglect of a collection system. Of the present subjects of inquiry those making use of a three or more letter follow-up system are in the majority. The figures are:

	Per Cent
Organized follow-up system	62
One letter or several letters not organized into a system	32
Collections entirely handled by salesmen	1
No collection effort needed	5

These averages are far more significant when considered in the light of the firms represented. Because

most of the information on which these conclusions are based was given confidentially, we cannot identify the firms who have cooperated with us in this investigation. They are all nationally advertised and nationally known concerns, and their businesses follow many different lines. With very few exceptions, the firms who sell over a large field, and to a good many dealers, representatives, or individuals, have long ago been forced to develop fairly complex and fairly automatic collection follow-up systems. The firms that rely entirely on individually dictated letters and treat each as a separate problem, are firms that sell in large units or have a special sales franchise arrangement with a fairly few houses. But that is a self-evident conclusion.

A different aspect of the situation, and one far more significant, is the qualitative comparison of the letters. All letters were classified as *good* (those actually exerting a pull for money, and at the same time building up goodwill); *bad* (those that would lose business); *usual* (letters that do not offend, will not deter the

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The Small City Department Store—II

What the Manufacturer Can Learn from the Retailer

By James M. Campbell

IN the last issue of the FORTNIGHTLY, I said that the Caldwell Store has thirty-six departments; that its sales are a little less than a million dollars a year; that it turns its stock about 2½ times a year; that its cost of doing business is a fraction over 24 per cent—6 to 10 per cent less than in larger cities; that 40 per cent of its business is done on credit; that it does not sell groceries, pianos, radios, tires, automobile accessories or books, and that it has about 125 men and women in its employ.

I also said that Ernest C. Hastings, who "runs" the Caldwell Store, is a practical department store man and that his ideas about buying and selling and managing are not ready-made.

Mr. Hastings believes, for example, that the trend of commodity prices is downward; and that it will continue downward for the next twenty or twenty-five years. "That was the case after the Civil War," he says, "and after the Napoleonic

wars, too. I see nothing that makes me think it will not happen again." It is because of this belief—a downward trend in commodity prices, extending over a period of a quarter of a century—that Mr. Hastings is convinced that "hand-to-mouth" buying will continue. "If a merchant believes that a shortage of goods impends and that prices are more likely to advance than decline, he has some justification for ordering in liberal quantities and weeks or months ahead of the time goods are actually needed. On the other hand, if he believes there will be a surplus of goods and that prices are more likely to go down than up, he should buy only what he knows he can sell."

Mr. Hastings is confident that in all but a few lines

there will be no shortage and that, as much because of improved methods of manufacturing as for any other reason, the price-trend will be downward.

Other factors that tend to encourage hand-to-mouth buying are (1) greatly improved transportation—goods shipped by fast freight from New York are delivered in Washington five days later—and (2) the fact that the element of "style" is becoming more and more important, not merely in the matter of women's wear but in most other lines, as well. This subject will be referred to later.



WASHINGTON is a home town. It is old as American cities go, dating back to 1768. The city's population at the present time is estimated in the neighborhood of 24,000. This, when added to the populations of two adjoining municipalities actually but not legally a part of the city, gives a total of some 50,000 persons who do the bulk of their buying in Washington retail stores

Mr. Hastings believes that while commodity prices will slowly but surely approach prewar levels, wages will not fall proportionately. "As a matter of fact, ten years hence labor will be better paid than it is at present for, while its reward in dollars and cents will probably be no greater, it will actually buy more in the way of food, clothes and shelter than now."

The explanation of this seeming anomaly, Mr. Hastings went on to say, is that manufacturing methods will be tremendously improved in the years to come—not so much in the matter of machinery as in the matter of management. "Manufacturers are beginning to realize that very great economies are possible through the elimination of special sizes and styles and by concentrating on the lines they are best equipped to make."

To support this statement, Mr. Hastings told me what had happened in the case of a large hosiery mill

in the South. It had, he said, about a hundred machines in operation. Not always, but often, no two of these machines were turning out hose of the same size, style, color or material. Almost everything was a "special." With this result: the output per machine was far less than it should have been. Operatives' wages were likewise less than they should have been. There was, moreover, wastage in material out of all proportion to factory output. It was, Mr. Hastings said, a retailer—not the factory's managers—who put his finger on the trouble and suggested a remedy. "Concentrate!" he said. "Specialize on a few lines. Refuse orders for 'specials,' unless they are big enough to keep a machine going continuously. Do that and you'll increase output 20 per cent and cut manufacturing cost by as much more." It did.

It is in just such ways as this, Mr. Hastings claims, that costs will be lowered.

In another respect, Mr. Hastings believes, a great many manufacturers who sell through department stores are under a great handicap—they are not fully informed as to what the public wants; nor do they keep in touch with the changes which have been brought about by the changed and changing conditions for which, to a large extent, the war is responsible.

"Ten or twelve years ago," Mr. Hastings said, "nearly every middle-class family had a servant or at least a laundress or cleaning woman who came in once or twice a week. That is no longer the case. Furthermore, people are not so firmly attached to their homes as they were. They move much more frequently than they used to. Home, as they say in California, is the place where you park the family while the car is being repaired.

"There is not the incentive there once was to beautify the house one

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Introducing the "Family" to the User of Industrial Products

THE criticism that most industrial advertising is without the quality of humaneness that characterizes advertising in other fields, is quite generally true. For this traditional treatment of industrial advertising several more or less tenable reasons are advanced, the most frequent being that it is difficult to get human interest into mechanical illustrations, and that the necessity of explaining to the technical mind points of superiority and structural differences implies the use of lengthy text. Be that as it may, the fact remains that many advertisers, notably the manufacturers of automobiles, succeed in investing their messages with a great degree of human interest because of the manner in which they utilize photographs and art work.

It is interesting to note that in the specific field of industrial adver-

tising some advertisers no longer find it necessary to depend solely upon words to tell the story of their complete line. The "line" was usually incorporated in the signature, along with the district offices and the rest of the last-minute data that wind up so many advertisements. Now along come at least two national industrial advertisers who have adapted to their own use the "family of products" in pictures, a

these respective concerns, it remains true, nevertheless, that these little product strips succeed in placing the line before them in a manner that they cannot forget.

Ideas like this are worthy of adaptation by any machine tool manufacturer who makes a line of products and who wants to feature one machine or tool at a time and yet impress his entire line on the reader of his advertisement.

"Shepard" started in foundries

Clear the Floor for "Action"

SHEPARD

Bartlett & Snow
SAND HANDLING EQUIPMENT

feature probably first used by food product and toilet goods manufacturers.

It works! As can be seen by the reproductions, the entire line is pictured in miniature, while the body of the advertisement hammers home a point or two about a single piece of equipment. Familiar as many readers of industrial publications undoubtedly are with the types of equipment made by

Bread and Butter Problems of a Sales Manager

Should a Salesman Be Petted or — ?

By Norman Krichbaum

CERTAINLY the general feeling expressed almost everywhere, that sales representatives should not be "babied," is one to be concurred in. Unduly coddling a man, giving in to his whimsies, weaknesses, and unproductive excuses, never yet made a salesman out of him.

Yet there is clearly an equal danger in the opposite direction. The policy of some business houses savors so little of co-operation, and is based so piously on the "self-made" notion, that these concerns undoubtedly alienate from themselves many potential salesmen, and often ruin them eternally for any sales work. It is for this reason that you will find among most seasoned monitors of sales recruits a precautionary attitude against putting new men unequivocally "on their own," and a distinct tendency to employ a "safety-valve" of watchful cooperation, for their own sakes as well as for the salesman's.

The principal reasons why some of these "paternally inclined" sales executives are so minded may very well come in for some consideration here.

First to theorize a bit. Granted that a concern has a clear reputation, a meritorious product, and a market, there still usually remain, one may say, three conditions of successful sales contact: 1. A well-planned, coherent program of sales



OFTEN in a real crisis in a salesman's career, brought about by illness or bad luck, his superior officer will turn around and give him merry hell. Instead of having the desired result, such a course often will root out the last vestige of fight in the man, where a little of the "buck-up-we're-all-with-you attitude on the sales manager's part might have accomplished wonders

promotion, which may include advertising. 2. Salesmen of the right character and capability. 3. Continued direction and cooperation of the home organization. With the first of these essentials the attitude of a sales director toward his men is not at all concerned. But upon the second, and more especially upon the third, it has a direct bearing.

A great many salesmen are, of course, their own worst enemies. Very often energy and brilliance of a high order will avail a salesman nothing, in the end, against his own business deficiencies, moral aberrations, or economic turpitude. Some measure of outside guidance, some-

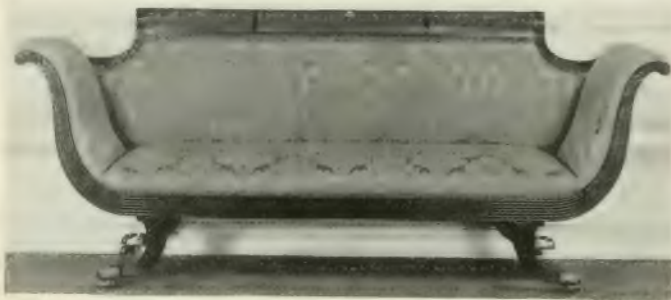
thing as a stabilizer, is necessary to the success of such a man. He may have the makings of a good man, but some one has to help make him. Furthermore, this need of a balance-wheel exists as a permanent necessity in the case of many mature and experienced salesmen.

In the case of a comparatively raw recruit, the need for supervision and co-operation from higher up is still more imperative. There are a thousand little tricks and turns he can be taught, which are axiomatic to the old-timers, and which will help to smooth his path. He can be coached to avoid innumerable small but arresting pitfalls. For the difficulties of contact with his prospects at the start are legion.

The "in conference" bug-bear will be, for instance, less of a drain upon his productive time if he understands at the beginning that he will encounter many prospects who will have utterly no consideration of his time, even to the point of making, in common courtesy, a later appointment. It may take a month of heel-cooling before he learns not to be too thoroughly intimidated by that "in conference" bromide.

The "won't see you" complex is also one to be reckoned with in the calendar of difficulties of any verdant "peddler." His acceptance of this come-back means that he will not even have any definite impression of sales possibilities from that par-

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THE artistic progress of American manufactured products is demonstrated in an exhibition of various objects now on view in the Metropolitan Museum of Art, New York City. The exhibition is the ninth annual showing to be made by American manufacturers, and includes specimens of furniture, glassware, jewelry, lace, leatherwork, metalwork, porcelain and pottery, rugs, silver and goldsmiths' work, textiles and wall coverings. Originally, the exhibition was inaugurated for the purpose of emphasizing the value of museum collections in current design and manufacture, and for seven years the exhibits consisted of objects and designs whose conception, motive and color were based upon pieces in Museum collections. For the past two years, however, the objects shown have represented the regular work of the makers, regardless of the source of inspiration.

Why Some Letters Lose Out

By *Richard W. Freeman*

Advertising and Sales Manager, Frank E. Davis Fish Co., Gloucester, Mass.

BEHIND every letter that fails to produce the hoped-for result lies a reason for failure. So often does it happen in the case of sales letters that the lack of results is due to conditions within the letter itself, that in my office I maintain a file of letters that from my point of view are "weaklings." A study of these letters reveals many things that are of interest and value to the person whose job it is to write letters that win.

Fit Letter to Prospect

HERE is a letter that starts off with "The store that sells your goods," and continues with arguments to show me why *Blank Magazine* will sell my goods to merchants when as a matter of fact my goods are and have been sold exclusively for the past forty years direct to the consumer—never through stores. The person who wrote this letter should have been aware of this fact. He probably was. As the letter was a form letter, it was simply a case of lack of care on the part of the individual who made up the list to whom the letter was sent. Right results cannot be produced unless the letter fits the prospect.

Use a Sincere Appeal

HERE is a letter that begins: "I cannot conceive of any better way of impressing upon you the great value I attach to your patronage than to write you personally when I have something of unusual interest to offer you." As an opening paragraph this is all right if I happen to be a customer of the writer, but as I have never bought a dollar's worth from the concern in question, the letter shows insincerity of purpose and therefore fails to arouse the interest as intended. Another letter written to sell cigars says: "I would like very much to receive your order for 100 of the brand you tried last." I have never smoked any of the brands of cigars made by this concern, so the appeal made by this writer to me is all wrong. If he had ad-

dressed me as a prospect and built his letter around the pleasure and satisfaction his cigars would give me, I might have ordered.

First Impression Counts

SOME letters because of their physical appearance fail to produce results. Poor typing, "blotchy" multigraphing, too narrow margins—all these repel rather than invite reading. Too much care cannot be exercised in the actual production of letters after they are dictated, as the first impression produced upon the mind of the reader determines in a large measure his mental reaction to your message. Just recently I received a letter from a national organization inviting, or rather soliciting, my application for membership. A multigraphed letter, it consisted of forty-two lines of small, closely set type on a single page with only half-inch margins. I could not bring myself to read it—the mental effort was too great.

In the same mail there came a letter from a manufacturer of national renown that was so poorly filled in with my name and address, and so careless in its general makeup and appearance, that instantly it brought the thought that if that manufacturer cared so little about the dress of his message to me he probably would give less care to my order. The letter failed in its effort to arouse my favorable interest.

First Paragraph Is Important

THE mental picture that is called up in the reader's mind at the very beginning of a letter often determines the fate of that letter, and for this reason the opening paragraph is all-important. What sort of a picture do you get from the following: "Would you hire a stenographer with one hand? What would you think of a typist who had to turn halfway around to bring her one good eye into use? Don't laugh. It takes an outsider to show you that you are daily doing something equally as foolish as having a one-handed or half blind secretary." The

thought conveyed by the foregoing is unpleasant—uninteresting, improbable; it is repulsive, decidedly ill-chosen, and an example of the negative appeal carried to an extreme.

In another letter that I have before me there is too much of what I call the "We, We, stuff," and too little of the "You, You, idea." This letter is a short one, only thirteen lines, but each and every one of its five sentences begins with "We." This writer evidently thought so much about his product that he overlooked the importance of presenting it in such a way that the reader could easily grasp it and sense the benefits to be derived from a purchase.

Another angle of this lack of approach from the reader's standpoint is evidenced by the following sentence in what purported to be a "sales letter": "I am giving you this information so you may give us the order." A very poor reason, I call it, for giving information. The writer would have done better had he expressed the thought in a manner which would have indicated his interest in his reader.

Give Necessary Particulars

WHEN the very face of a letter shows care in makeup and general appearance, and offers something you have a more or less conscious need for, and yet fails simply because it does not give definite fundamental information, it is to be regretted by everyone.

The letter I have in mind offers a piece of office equipment. The phrase is stressed, "Priced for Economy—Built for Permanence." It says, "get your order in," but there is no hint of the actual price in the letter, no accompanying price list, no indication as to where the order is to be sent or where to buy. See what a little care and foresight might have done in this case. Just the name of the agency where the article is sold or a simple order blank or return card would have made this letter a "winner" instead of a "weakling"—and it could have been done so easily!

Importance of Human Relations in Foreign Trade

By Saunders Norvell

Chairman of the Board, McKesson & Robbins, Inc., New York

THE foreigner, from the American point of view, possesses an astounding number of peculiarities. What constitutes good salesmanship in this country does not always prove effective abroad; in fact, it very seldom does prove effective. Probably the largest single factor in selling foreign trade is the factor of human relations.

Let us liken Uncle Sam to a barber operating his own shop. Trade is slack and a foreigner comes in to get a shave. Half way through the operation, there is a sudden rush of domestic business. Domestic business is easier to handle; it pays bet-

From an address before the dinner session of the 1925 Annual Get-Together meeting of the Export Managers Club of New York.

ter and affords a quicker turnover. Is Uncle Sam for that reason to turn the foreign customer from the chair half shaved in order to make way for the lineup of local trade which is waiting? Or will he work all the more carefully upon him, being careful to shave around all the warts and moles which usually clutter up the face of the visitor? Exaggerated personal dignity, a great deal of pride, highly developed nationalism—these are some of the warts and moles upon the face of the foreign trade and they must be treated with the utmost care if the customer is going to return for another shave. And he is not particularly interested in barbershop conversation that flaps the wings of the American eagle.

One Y a n k e e may be able to lick ten foreigners but he does not care to have it told to him. Across the street are other shops—

English, French and German shops—where they do not cut moles and where conversation is guided only in the most pleasant channels.

I remember well my first trip to England. I had an appointment with a certain manufacturer but upon my arrival was kept waiting for an hour or so in the anteroom. At last I was ushered into the office. We sat down before the fireplace within easy reach of the sideboard and its refreshing contents, after the manner of English business men, and talked.

At length my host somewhat hesitantly called attention to my clothes. "You have a top hat?" he inquired. I shook my head. "A long coat? A stick?" Again I shook my head. "You must get them," he declared. "I am sorry you were kept waiting here today, but the people in the outer office didn't know who you were. You wore a bowler hat and a short coat, so they naturally thought that you were a clerk."

The next morning I bought myself the outfit mentioned and was never

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© Ewing Galloway

LONDON and Havana do not look like New York or Chicago, and business men in those cities do not do business by the same method used by their American prototypes. The foreigner possesses an astounding number of peculiarities, and what constitutes good salesmanship in this country seldom proves effective abroad. To deal successfully with foreign trade we must meet the foreigner on his own ground



THE · EDITORIAL · PAGE

Thirty-Six Millions for Good Will

THE recent purchase of Dodge Brothers by Dillon, Read & Company affords a graphic illustration of the enormous value of goodwill. The total assets of the Dodge company were placed at \$90,000,000. The purchasers paid \$146,000,000 for the business. The difference of \$36,000,000 between the assets and the purchase price must be credited to the company's goodwill.

It seems that General Motors also bid on the Dodge business and that their bid was lower than the Dillon-Read bid by \$21,350,000. This difference throws an interesting sidelight on the market value of goodwill. Because General Motors has an abundance of goodwill on its own account, the Dodge Brothers goodwill meant less to this corporation; whereas to the new interests, which must compete with General Motors, the goodwill is naturally one of the most important elements of the business, and well worth the additional \$21,350,000. In a word, the transaction brings out the difference between the absorption value and the competition value of that intangible asset which exists in the public mind in the form of friendliness and confidence.

It would be difficult to estimate how much of the value of Dodge Brothers goodwill should be credited to the Dodge product and service, and how much to this company's familiar advertising; but we are convinced that of that portion which has been earned by advertising, no small proportion must be attributed to the sincerity and restraint which have been leading characteristics of this firm's promotion over a period of years.



Selling Freight Trains

WE notice by the papers that the Pennsylvania Railroad proposes to give its through freight trains names instead of numbers, just as it does its crack passenger trains. The wonder is that no road has thought of this before. On any railroad the regular freight trains are as definite entities to the operating force as are the passenger trains. They are scheduled on the printed timetables carried by employees, and their schedules are strictly maintained. In short, through freight moves with much greater dispatch and regularity than the general public appreciates.

By naming its freight trains the Pennsylvania System will create a new conception of its freight service which should be exceedingly helpful in furthering the sale of freight transportation over its lines.

How many other industries are neglecting opportunities as obvious as this, and as promising?



The Test of Truth

AFTER all, it is easy for any advertiser to test the truth of his advertising. John Hertz, president of the Yellow Cab Company, prescribed a simple method of checking up truthfulness in his recent article in this publication when he wrote:

"There you have the basis for testing the truth of

an advertisement: does it mean exactly what it says? Is the company standing behind it with all four feet on the ground and ready to fight its weight in wildcats in order to back up every statement? Or—and here is where much 'bad' advertising comes from—does the advertisement say one thing while the general manager silently thinks *another* thing? And when it comes to the showdown, will the general manager's idea or the advertisement's phrases prevail in settling with the customer? The answer to that determines almost wholly whether there is truth or falsity in a concern's advertising."



"Cuts and Copy" by Wire

ON Tuesday, April 7, there appeared in *The New York Times* a Goodrich Silvertown Balloon Tire advertisement which had been telephotographed from Chicago the previous afternoon. The telegraphing of copy to a publication is quite a commonplace event, but so far as we know this is the first time hand-lettered copy and the illustration to go with it have been sent by wire.

It was a "stunt," but in this marvelous age the "stunts" of today have a way of developing into regular practice tomorrow!



The Most Constant Thing

ONE sentence culled from the President's inaugural address might be considered a foundation stone upon which to build any advertising and sales program: "We must realize that human nature is about the most constant thing in the universe."



Owen D. Young Starts Something

AT a conference in Albany of companies interested in hydroelectric development in New York State, Owen D. Young, chairman of the board of the General Electric Company, launched a project to mobilize 1,000,000 horsepower to electrify the 193,000 farms of the Empire State to "lighten the farm's exhausting drudgery."

It seems to us this is the most practical back-to-the-farm idea yet proposed. If the farm can be electrified and the farmer can purchase current cheaply enough to use it freely for power as well as for light and cooking, the country will begin to compete seriously with the suburbs for population, even as the suburbs are now competing with the cities. And when that time comes a vast new market will be opened up to the manufacturers of many things that today can be sold only to our urban population. It is no longer isolation that is driving the farmers and, particularly, their sons and daughters, to the city; for with periodicals and the automobile and radio, there is no isolation any more. It is the long hours of "exhausting drudgery." Once that is lifted from the farmer's shoulders he will look less longingly city-ward.

"Breaking In"—An Advertising Man's Autobiography

When Outdoor Advertising Was In Its Teens

By John Lee Mahin

ON January 14, 1925, I embarked on the Canadian Pacific Steamer "Empress of France," which carried over three hundred passengers paying an average sum of \$5,000 each for a cruise around the world. I wanted to talk with as many of these people as I could and get first-hand impressions of the effect of the advertising that had been done for this particular cruise.

My plan contemplated leaving the steamer at Monaco on January 29. The evening before, while at dinner, I received a wireless message from my longtime friend, O. J. Gude, asking me to lunch with him next day at Ciro's at Monte Carlo.

The visit with Mr. Gude was one of the most delightful events of my seven weeks' trip to Europe. Mr. Gude was spending the winter at Cap Dial—ten minutes by motor from Monte Carlo. We recalled many interesting events which had happened during the twenty-three years we had known each other.

Mr. Gude showed me many telegrams and letters in which he had been consulted, prior to the merger of the "Gude," "Cusack" and "Poster Advertising Company" interests into the General Outdoor Advertising Company on February 10, 1925.

The wonderful growth of the advertising business in general—and outdoor advertising in particular—since Mr. Gude and I first met furnished much to discuss.

I reminded Mr. Gude of one of his earliest remarks to me as indicating the basis on which a big business should appeal to "the man in the street." Mr. Gude said to me over twenty years ago: "The average man



O. J. Gude and John Lee Mahin meet abroad to talk over old times and swap experiences

likes to boss his nickel. He likes to be asked to spend it in a way that indicates that the one who asks him expects him to decide whether he will do so or not. The average man is bossed in his everyday job by a foreman, when he goes home he is bossed by his wife and his educated children, so when he goes out on the street and sees alluring, attractive displays inviting him to buy Wrigley Gum, Owl Cigars and Cliquot Ginger Ale, he has a friendly feeling toward the manufacturers who have taken the trouble to remind him that his money belongs to him and they do not expect him to spend it unless they have made him feel that they offer him something more enjoyable than retaining his nickel in his pocket. He also likes to go into a store and ask specifically for a brand. It makes him feel that he has knowledge and the possession of his hard-earned nickel gives him the authority to assert his knowledge."

It was in 1902 that James B. MacMahon, the general manager of the N. K. Fairbank Company, told me that the Mahin Advertising Company should be able to place bill posting. He claimed that his advertising agency should be in a position to handle all kinds of advertising media without prejudice.

Acting on his suggestion, the only thing I could think of doing was to approach the man I thought to be the biggest man in the business, and tell him frankly what my largest client had suggested to me.

O. J. Gude was the man I selected. I had met him once socially. I wired him from Chicago, asking him to lunch with me two days later in New York at the Aldine Club, and he promptly telegraphed back his acceptance. I explained to him that I hoped he would turn down my request to put me in position to represent the outdoor interests, but I wanted to be able to convince Mr. MacMahon that I had done everything I should do to show the outdoor people why they should put the Mahin Advertising Company on as official solicitors.

I had only talked a few minutes when Mr. Gude interrupted me by saying: "Personally, I would welcome people like you in the outdoor field, and I will do all I can to help you, but I can help you more by telling you how to proceed than by anything I could do myself to assist you." He then explained in considerable detail that as president of the O. J. Gude Company he was one of the largest plant owners of painted bulletin boards, and also one of the

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
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
Charles D. Kaiser
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
John C. Sterling
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

largest solicitors of and contractors for painting of dead walls throughout the United States.

The O. J. Gude Company were also official solicitors for the National Association of Billposters, which only had one member in each city and town. The New York member was Van Buren & Company, of which Samuel Pratt was president.

Mr. Gude was also president of the New York Billposting Company, a direct competitor of Van Buren & Company, and was an "outlaw" as far as membership in the Bill

Posting Association was concerned. Mr. Gude explained to me that Mr. Pratt was a director of the National Billposters Association, and that he and Barney Link, who controlled the Brooklyn and Pittsburgh billposting plants, and R. J. Campbell of Chicago, were all for "paper" as against "paint." He also told me that men like Donnelly of Boston, Walker of Detroit, Bryan of Cleveland, Varney and Green of San Francisco and Los Angeles, and Foster and Kleiser of Seattle and Portland, handled both paper and paint.

Paper at that time was sold by the sheet for a "tested and protected thirty days showing" running from seven cents a sheet in small towns to sixteen cents in New York City. Paint was sold by the square foot or by special location on yearly contracts with one or two repaints during the year. The advertisers usually used eight-sheet posters. There were comparatively few using 24-sheet posters, which now is the standard and only size posted by the National Association.

[CONTINUED ON PAGE 52]

Effect of Installment Selling on National Morale

By *F. S. Fenton, Jr.*

General Sales Manager, Coppes Brothers & Zook, Nappanee, Ind.

TO THE EDITOR:

IN your February 11 issue there appeared an article by J. R. Sprague entitled "Is Installment Selling Breaking Down National Morale?" While the title is in question form, the article itself assumes a very emphatic condemnation of all forms of installment selling, and shows a woeful lack of knowledge of the subject on the part of the author.

First, Mr. Sprague states that the most extreme efforts are now necessary to force merchandise on an apathetic public. As a matter of fact, the public is not apathetic, but only in the position of not being able to buy in quantities many luxuries, and indeed necessities, without the aid of the installment plan of purchase.

An analysis made two years ago of a cross-section of our population in the densely populated belt from Boston to Chicago, from the Great Lakes to the Ohio River, conclusively proved that for the purchase of an article costing \$75 or more, after house rent, groceries and clothing are taken care of, only 10 per cent can pay cash; 30 per cent, because of slightly larger incomes, are entitled to standard credit terms of open account accommodation on a thirty to ninety-day credit basis, and 60 per cent must have four months to one year to pay.

Ninety-five per cent of all automobiles are purchased on a time-payment basis—the same applies to

pianos and phonographs; 80 per cent of radio apparatus; 75 per cent of vacuum cleaners, electric washers, stoves and ranges, refrigerators and kitchen cabinets.

The great growth and prosperity and wealth of this country are due in large measure to our credit system. The very fact that the merchandise moved through to the consumer on a time-payment basis has enabled the building up of great manufacturing institutions, employing great numbers of people at high wages. This earning capacity is an indication of our prosperity.

Who can say that making it possible for the multitudes to own, for instance, the labor-saving and health-insuring devices enumerated has been detrimental to the best interests of the individual family and the country at large?

As to the saturation point. Our author evidently has given but little study to the subject. There is no saturation point. The per capita sales in 1924 on kitchen cabinets, for instance, was 17 cents, or 85 cents per family. The average retail price of a kitchen cabinet is \$75. Gas ranges per capita was 42 cents, while the average retail price remains the same. Vacuum cleaners per capita was 30 cents, average price is \$60. Radio per capita (a comparatively new industry) was \$3. And the average life of the kitchen cabinet and gas range is ten years, with five as the average for a vacuum cleaner.

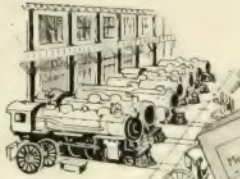
Perhaps on automobiles we do more closely approach the saturation point, but even there the replacement is so frequent that the industry in general is certainly healthy.

The incident quoted in the article mentioned is far-fetched: "I have to buy things to keep people from worrying me." The average merchant doing an installment business has a well organized credit department, usually affiliated with the local credit association, and the average percentage of bad debts and repossession is negligible. In the kitchen cabinet, gas range, vacuum cleaner industries, it is a meager 1½ per cent.

This would certainly seem to prove that national morale is in no danger.

The present day salesman does not oversell. Even were he so minded, his activities are closely checked by his credit office, and merchandise is not forced on people who cannot pay the bill. Our great working population through good advertising has been educated to the desire for better things, more conveniences, a better mode of living—and all of that is for our general good.

Installment selling is good for our people—and national morale is in no danger. Savings deposits are higher per capita than ever in our history; business becomes more stable and closer to normal every day, and the clear-thinking American manufacturer and merchant can be safely trusted to preserve and protect the best interests of our great country.

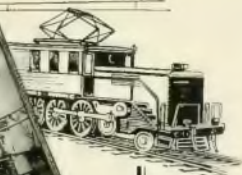
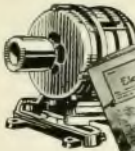
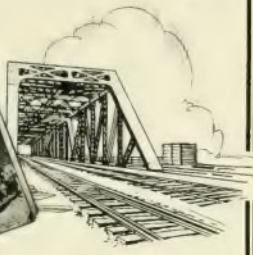


Reaching the Right Men

Getting your sales story before the railway men who can influence the purchase of your products is an important phase of your railway sales efforts.

These five departmental railway publications which constitute *The Railway Service Unit* can aid you materially for each one is devoted exclusively to railway problems from the standpoint of a distinct branch of railway service.

Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officials who influence the purchases of your products.



Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street, New York, N. Y.

Chicago, 609 S. Dearborn Street; Cleveland, 607 Euclid Avenue; Mandeville, Louisiana; Washington, 17th and H Sts., N. W.; San Francisco, 74 New Montgomery St.; London, 34 Victoria Street.

The Railway Service Unit

Members of the A. B. C. and A. B. P.

Written by Our Readers

More Discussion on Toiletries Advertising

FLORENCE MANUFACTURING COMPANY
Florence, Mass.

April 16, 1925.

TO THE EDITOR:

I have read with a great deal of interest the article entitled "What If the Beauty Bug Gets Us?" and I am not surprised that this is being taken up in this way. Personally, to my mind it has always been about in the same class as patent medicine advertising, over which such a fuss was made a number of years ago. The outlandish claims that are made for some of the beauty advertising are so ridiculous that it would almost seem that the public would pay no attention to it whatever. It is apparent, however, that the use of many of these beautifiers has, to some extent, done away with at least the regular Saturday-night bath!

WILLIAM CORDES,
President.

LERoy FAIRMAN
New York

April 4, 1925.

TO THE EDITOR:

In your issue of March 25 there appears, under the title "What If the Beauty Bug Gets Us?" an article which views with alarm the growth of the toilet goods business and the amount and nature of advertising done in its behalf.

The writer states that the total wholesale cost of domestic toiletries in 1923 was \$117,000,000, and by guessing at the amount of foreign importations, and guessing at the "illegitimate" profits of jobbers and retailers, arrives at the conclusion that the people of the United States spend from \$250,000,000 to \$300,000,000 a year upon toilet requisites—a circumstance which he evidently believes to be sufficient cause for deep dismay and dismal forebodings.

As a matter of fact, the entire volume of toilet preparations business in the United States, both domestic and imported (not domestic alone, as stated) was \$117,000,000 in the year 1923; and as the retail price of toiletries does not exceed an average of 50 per cent over the wholesale price, the correct figure for the consumer expenditure for toilet requisites for that year is about \$176,000,000, instead of \$300,000,000.

As toilet requisites are absolutely essential to health, cleanliness, hygiene and that immaculate daintiness and attractiveness which civilized society demands of its women, these figures are a sad commentary on the habits of our people, and a proof that the toilet goods manufacturers, instead of being perniciously active, have been asleep at the switch. For, as a few moments with a lead pencil will show, a national toilet goods bill of \$176,000,000 provides, for each American family, per year, nine small tins of talcum, one-half dozen tubes of dental cream, one

half dozen tubes of shaving cream, and two boxes of face powder. That's all! Not a penny left for face creams, hair tonics, shampoos, mouth washes, compacts, toilet water, manicure supplies, perfumes, rouge or lipsticks!

If the writer of the article—assuming that he is a smoker—should sternly deny himself such luxuries as cigars and cigarettes, and limit himself to two packages of cheap smoking tobacco a week, his annual tobacco expenditure would be more than double that of the average American family for toilet requisites of every description. Doubtless he would be grieved if somebody wrote to the papers about him.

He is disturbed by the fact that last year the toilet goods people spent \$8,000,000 in advertising in 36 magazines, and by the deceptive nature of some of that advertising. It is true that \$8,000,000 is a lot of money, but it represents only about 33 cents per American family. When it is considered that magazine advertising is the predominant feature of most toilet goods campaigns, and that every family is a logical prospect, a magazine appropriation of 33 cents per family seems ridiculously inadequate.

The article supports the contention that toilet goods advertising is deceptive, and therefore likely to undermine public confidence in advertising and nullify the "Truth in Advertising" slogan, by quoting a number of extracts from advertisements which the writer regards as misleading. The statements made in some of these extracts are justified by the nature and character of the products advertised; some are objectionable and some are absurd. A few advertisers in the toilet goods field, as in other fields, are guilty of verbal extravagances and exaggerated claims. They follow bad examples set in the bad old days; they will do better when they learn better. Meantime, it is hardly fair or wise to damn in toto the great and useful industry of which they are a small part.

We are also told that "tons and tons" of advertising, and "then more tons," are responsible for the tremendous increase in the use of toilet articles. This, if true, should go on record as one of the most important and most valuable reforms which advertising has effected.

Exactly what happened is this: Rosie O'Grady became sick and tired of hearing that her only resemblance to the Colonel's lady was subcutaneous, and resolved to be the sister of that charming personage in exterior aspects as well as under the skin. In the magazines and newspapers she learned the secret of the lady's beauty, and followed her to the drug store.

As a result, the Rosie of today is clean from hair to heel; she is fragrant as a flower; her hair is a cloud of adroitly contrived and alluring disarrangement; her skin is fair and clear; her hands are smooth and her nails perfectly kept. She is as well groomed, as difficult to look away from, as the Colonel's lady, and as

dainty and fastidious in her personal habits. If modern toiletries and their advertising are responsible for this transformation in the sloppy and slatternly Rosie we knew in past years, more power and greater glory to them both!

Aided by Rosie's excellent example, modern toiletries and their advertising will proceed to effect a similar reform in the personal appearance and habits of mother, Aunt Belinda, Sister Sue and the twins, and the neighbors on both sides of the street—and the toilet goods business, now in its infancy—will show some real speed.

LERoy FAIRMAN.

TUTHILL ADVERTISING AGENCY, INC.,
New York

April 9, 1925.

TO THE EDITOR:

The article on "overdoing the beauty building business in advertising" decidedly stirred my interest. I went to one of the largest advertisers in the so-called "reducing field" and called him all kinds of names. All of which he blandly accepted, and said, "Yes, you're right, and yes, you're wrong."

Then he brought out a phase which you and I may think on its surface is purely a by-product and so incidental as not to be considered. However, I believe there's something to it.

This reducing man said that there wasn't a thing in his bottle that could possibly harm anybody. Furthermore, there wasn't a single thing that could possibly do anybody any good as far as flesh reducing was concerned. *But*, with the bottle goes a little booklet. In that booklet it tells you the plain, everyday, reasonable things to do, to reasonably reduce. Because people follow the instructions of the little book, the little pill in the bottle does the big job.

From that standpoint, a lot of these so-called beautifiers are really making more healthy, soundly beautiful people. What comes out of the box or the bottle may be called the string that ties the package up.

So much then for that side of it. The other side is, that pendulums have a way of swinging back. Already, there has a very wholesome disgust set in against brazen, public toilet making, and excessive artificiality of present day make-up.

Such things have a way of adjusting themselves once the world will give them time enough.

The excessive use of the lip stick and the powder pad, in place of the currycomb and rub-rag is but one of the back washes of war viciousness. However, shams have a way of knocking their own props out. The laws of compensation are ever working. Tomorrow the lip stick and the powder pater will be up in the Metropolitan along side of Cleopatra's foot stool and other antiques.

L. W. C. TUTHILL,
President.

HANAN

Our National Advertising in The Christian Science Monitor



OUR policy is to place our advertising in local publications, in the cities in which we operate retail stores. Yet we consider *The Christian Science Monitor* much more than a local medium. Through its national circulation the *Monitor* influences the shoe buying of a considerable and desirable public in every Hanan city.

It is a pleasure to publish here our appreciation of *Monitor* readers' patronage.

Hanan Shoes and Hosiery for Women and Men

Spring styles in wide variety are now
on display at all Hanan stores.

HANAN & SON



NEW YORK · BOSTON · *BROOKLYN · PHILADELPHIA
DETROIT · CHICAGO · BUFFALO · *PITTSBURGH
MILWAUKEE · NEW ORLEANS · LOS ANGELES
SAN FRANCISCO · CLEVELAND · ST. LOUIS
*KANSAS CITY · LONDON · PARIS

*These stores carry children's footwear as well

This advertisement reprinted from The Christian Science Monitor

Copy Cub Wants a Kennel—V

Putting the Job Through the Press

[Importance of clear orders . . . proofs and proofreading . . . author's corrections and the charges for them . . . getting the millhands' OK's . . . when to give final OK . . . deliveries and post-mortems]

By Sara Hamilton Birchall

OVER in Brooklyn, the worm has turned. Patience has climbed down from the monument with a sharp squawk. On a little side street there is a large sign: "KICK THE PRINTER." I am not acquainted with Mr. Kick. He never did a job of printing for me. But I know the frame of mind that prompted him to this expression of the world's business relations with him. Everybody kicks the printer. It is always he who leaves out the indispensable comma, alters the English spelling, sets the page the wrong size, uses the wrong face of type, loses the original copy, or furnishes blue-white paper when the president distinctly remembers that somewhere in a two-hour conference he expressed a preference for cream-white.

Ask a beginner anything about any job at any point in its progress and he is likely to begin his reply, "Well, the printer" . . . and then proceed like a Kleagle discussing the Knights of Columbus.

As a matter of fact, at least one-half the beginner's troubles are due to confused or incomplete instructions to his printer, binder, mailing-room or engraver. His hide is saved about once a day by some experienced old hand in composing room, press room or bindery who does what he knows the beginner wants, instead of what he says—or doesn't say. So next time you feel like beginning, "Well, the printer" . . . and ending in a burst of blue flame, stop and reflect. Does the fault maybe lie really with you?

When a job goes to the printer, it should consist of four things—copy, cuts, layout, order.

The copy should be typewritten cleanly, spelled correctly, punctuated properly, marked for type and slugged at the top with space, medium, and date of insertion. It should be complete in every particular. It should not contain illegible pencil or

pen corrections. You should have a carbon copy of it. It is cheaper to correct mistakes in typewriting than in type. It is cheaper to waste a few hundred sheets of manuscript paper yearly on carbons than it is to do an important piece of copy over if the original is lost by a careless messenger boy.

The cuts should accompany the copy. If there is a special rush, you may paste down a photostat of the exact size, or a blueprint from the engraver. But do not put down a pencil squiggle and say "cut to come." The printer cannot allow for it accurately, and may have to reset the whole advertisement.

THE layout should match the copy. Perhaps the layout was made from the first draft of the copy, and changes have been made in it since that alter the layout problem radically. Has the layout been corrected accordingly? Check this point the very last thing.

The order should be exact. If the advertisement is to be inserted in newspapers or magazines it should cover composition, electros, mats, proofs, keys and possibly shipping instructions. If the job is a booklet for direct mailing, it should specify quantity, colors of ink, paper stock, size of type page, size of paper page, folding or stitching, envelopes or containers if mailed by printer, and arrangements for addressing. Delivery dates should always be given. If you are not sure about the mechanical processes involved, call in the printing salesman and have him help you make out the order. But be sure that each point is covered in writing and that you have a carbon of what you have asked him to do.

If there is time, and the job is sizable, get an estimate. Show it to somebody who knows printing if you feel doubtful about it, or call in another printer to estimate. But be sure you give him exactly the same

set of specifications that you gave the first man.

Once the job has gone to the composing room, collect all your material and keep it in one folder in your desk. Make a schedule of actual production and check it against your tentative schedule of production which you prepared when you started the copy (see Article II in this series), so that you know always whether you are ahead or behind your required dates. Do not ask the impossible of the printer; but don't let him sidetrack you, either. It's only human for him to get out first the job that comes through in complete shape and is followed up persistently.

Any advertising job that has been thoughtfully planned, properly OK'd in copy, and intelligently ordered from a printer of ability should not require more than three proofs.

The first proof should show the general shape of the advertisement. If you've underestimated or overestimated your copy for your space, it will show here. Adjust such mistakes, correct typographical errors, verify all technical points like prices and offers and names and addresses and copyrights and credit lines and keys, and send the proof back to the printer, marking it *Revise* with your initials and the date. Send back with it the original copy and layout, always.

THE second proof should be clean. Check it to see that all your first set of corrections have been made. Now take it around for the OK of everybody concerned in the advertisement; your copy chief, the person from whom you got the facts for your copy, the layout man if somebody helped you make layout, etc., etc.

This will take all your patience. Some people don't seem to see an advertisement in copy and layout. They'll have all their brilliant ideas

[CONTINUED ON PAGE 62]

THE FEDERAL METHOD & COPY EXHIBIT

THE Federal Method and Copy Exhibit has been bound in leather for personal presentation to important advertisers. It indicates that, after all, extent of experience, quality of thought, and method of work are the fundamentals of profitable agency service. Your appointment is invited.



FEDERAL ADVERTISING AGENCY, INC.
SIX EAST THIRTY-NINTH STREET
NEW YORK

Costs Less to Keep Old Customers Than Get New Ones

By *Homer J. Buckley*

Manager, Buckley, Dement & Company, Chicago

IT isn't enough to know how to make customers—we must know also how to keep them. Goodwill is the foundation of every successful business. Businesses have succeeded with little stock in trade, or indeed with none at all. Instances have been known of concerns that purchased goods for delivery only after they had already been sold. But no business has ever succeeded in the full meaning of the word without the goodwill of its customers, because goodwill is what brings the customer back, and customers who come back are what make businesses successful.

Creating customers is expensive. One of the largest mail-order houses in the United States estimates that it costs \$10 to put the name of a new customer on its books. In many instances the profit from the first sale, which puts the customer's name on the books, is much less than the cost of opening the account. So the firm realizes keenly the essentiality of retaining the goodwill of each new customer, so that he or she will return through the mails again and again, until the \$10 item in the red has been counterbalanced on the profit side.

One of the largest jobbing houses in Chicago estimates that the cost of creating each new customer is just a little under \$200 in each case. In other instances it runs up even higher than that.

This high cost of creating new customers persists notwithstanding the fact that nearly 90 per cent of all the creative brains and business is devoted to this phase of the work. Only about 10 per cent of these brains are devoted to the handling of orders after they have once been obtained. Most of that 10 per cent is in the credit and collection department, the rest of the routine work being handled by people of the purely mechanical type who do not bring

any creative faculty to bear upon the performance of their daily duties.

If it is worth \$10 to put a customer's name on the books, then it is worth \$25 to keep that customer satisfied and a regular patron. I have not available authentic figures to quote you as to what it costs the average retail merchant to place a customer's name on his books, but I venture to say that the cost will run anywhere from \$2.50 to \$25, depending upon the ramifications of his business, his location, etc.

If you go back to your business and study the purchasing habits of some of your regular customers—analyze the number of them for a period of one year—and then sum up the average total for each individual customer, you have but to compare these figures with the total number of customers who have strayed away from your business in order to realize the staggering amount of sales you are missing.

WHY do customers quit buying in your store? A recent investigation made by one retail store in Ohio, which checked over its ledger of customers' sales for the previous year showed 385 names of people that had not purchased from them for a year or more. A carefully prepared letter was sent out to these names, individually addressed and signed by the president of the company. More than 200 replies were received, and an analysis of these replies indicated the following reasons why they no longer trade at the store: 68 per cent drifted away because of store indifference toward them; 14 per cent had unadjusted grievances and had taken their business elsewhere; 9 per cent bought elsewhere by price inducement or better service; 5 per cent were influenced by friends to shop at their favorite store; 3 per cent moved to parts unknown or more convenient to shopping places; 1 per cent was either dead or unaccounted for.

How many of these are prevent-

able losses? I venture to say the great majority. Yes, 90 per cent of them can be retained as customers of the store if you will extend to them the glad hand of appreciation via the written word.

The customer is a human individual. Competition, personal friends and other factors are ever in his path, to divert him from you and to get his goodwill. If he knows that his business is appreciated and looked up to, he is virtually immune from these attacks.

Through good mail matter, sent out at intervals, you can make your store and your salesmen more solid with the customer; you can make your trade acquainted with you and give your customers greater confidence in you and your methods and your goods. You can economize your salesmen's time and enable them to sell more goods to more people at less cost of selling. More than all that, any buyer respects the firm or a merchant that puts out good and continuous advertising. Probably every buyer, prospect or customer, of your store or your business, is being approached from time to time by different ones of your competitors. Every buyer is having his attention called to the strong points of your competitor's goods. The buyers will eventually award their orders to someone.

YOU cannot afford not to be in the game aggressively—not only holding your present customers but extending out to new prospects. The buyer's money is the money you are out after, even though your competitors have their hooks baited and are out after the same money. Business is sensitive. It goes where it is invited and it stays where it is treated well. Adopt this as a slogan in your own business.

Don't say, "Well, I'll get to this soon." Adopt an aggressive, systematic plan of keeping after your old customers regularly, and a follow-up for getting new business.

Portions of an address before the First State Convention of the Illinois Advertising Clubs at Springfield, Ill.



Do You Pass Over and Around this Rich Market?

To Advertisers:

We have an entirely new set of Market Maps by states, that are well worth your study.

These Maps Suggest a Basis For Checking YOUR OWN SALES MAPS

to see how close you are to a big ready market that many advertisers have overlooked or ignored in their fierce and costly competition to gain or hold the city market.

Our new maps illustrate the situation in every state. Similar opportunities exist for every line.

In this new angle on the market situation you will find the "Next Door" facilities for supplying AMERICA'S BIG SMALL TOWN OF TWENTY MILLION—of which The Household Magazine is your display window.

1,650,539 Subscribers in Homes
103,120 Merchant Subscribers

The **HOUSEHOLD**
MAGAZINE

Advertising Headquarters
608 South Dearborn Street
Chicago, Illinois

TOPEKA, KANSAS
Arthur Capper
Publisher

Eastern Office
120 West 42nd Street
New York, N. Y.

One Publisher's Experience with Agency Cooperation

DURING the course of some remarks made by Robert W. Tinsman before the joint luncheon meeting of the American Association of Advertising Agencies and the Associated Business Papers, Inc., at the Hotel Astor, New York, on April 2, he took occasion to read a lengthy letter from one of the leading publishers in the textile field anent its experiences with agency cooperation in connection with a certain advertiser's account. There is so much of interest in this letter, that we asked Mr. Tinsman's permission to quote parts from it. The story is significant in that it shows there is still a great deal to learn in many quarters before the word "cooperation" really means what it is intended to mean. What follows is quoted from the publisher's letter:

A cotton goods converter that had for years done a little business with us now and then, as it felt the need or the pride, had the opportunity to expand its business. This opportunity rested upon a limited but good reputation, changing conditions in the cotton goods industry and upon an old but important note that had recently been sounded loudly by a competitor.

We tried to convince the advertiser of the foregoing facts and, when we had partly succeeded in doing so, advised three different advertising agencies of the conditions that existed, of the opportunity that was afforded, and our beliefs regarding the line of procedure for the converter's success.

One agent thanked us; asked for no further information, and said nothing further until (as we afterward learned) they had solicited the account on the old grand army basis and had asked the prospect for over \$100,000 with which to create the dealer influence through consumer pressure. They got a hearing and made a dent due to the human tendency of all men—the desire to own a "nationally known product." That agent's plan was based on one fabric with the idea of merely advertising a competitive cloth and reaching the consumer "quick before the other fellow does, and while the other fellow is fooling around with the dealers."

Agent Two consulted with us; got what detailed information we had; apparently recognized the importance of the merchant in the situation; but dis-

carded our suggestion that the whole advertising effort should be pointed toward the introduction of a line of merchandise rather than the emphasis of a specific item of merchandise. Its recommendations called for an amount of money (about \$50,000) that was sound and sensible for the prospect to spend under existing conditions, although quite a strain on his pocket-book and on his advertising faith; and recommended that considerable direct work, trade paper and mailers, should be done on the merchants, but that the "bulk of the appropriation must be spent on the merchant's customers, the consuming women, in order to move the merchandise off his shelves when he has once bought it."

The third agent said to us: "You write the plan as you believe it should be presented; give me every argument that lies behind your beliefs or recommendations, and I will reserve the right to add, subtract or amplify; but I will discuss those changes with you before I put it up."

WE did and he did. We pointed out the requirements based upon our close acquaintance with the real conditions.

The net of it all was a matter of establishing contact, understanding, and confidence with the merchant; and as for the converter making himself a part of retail merchandising procedure—an economic factor in market operation—it pointed to a business paper campaign of about \$40,000.

Agent Three took time to analyze the prospect's business and our recommendations and to analyze the retail situation. He concluded that we had correctly presented the problem and had presented a logical line of action, and that the business paper afforded the power to do that job, which was the most important job to do with the probable amount of money available. He supplemented our recommendations (with our full approval) with the thought that this constituted *phase one* of an advertising campaign; and that *phase two* would consist of a great deal of cooperation with the distributive factors as they grew in number; and that *phase three* should be the phase of national cooperation with all retail distributors after the merchandise contacts had been established widely and deeply enough on their own merits.

Agent Two presented a plan that was neither fish, flesh nor fowl. It was a compromise with the idea of

securing an account by satisfying different conflicting ideas and by spending the money to do a little of everything that seemed good. It was thought out in terms of advertising and not in terms of needed accomplishment or the definite existing commercial opportunity. The agent really did not understand the language in which we were talking to him or else did not want to understand.

Agents One and Three presented plans that approached the problem at absolutely the opposite ends. Agent Three won out despite the prospect's pride because his better judgment sensed the difference between practice and theory, between the tangible and intangible.

Throughout the foregoing operations we maintained our contact with the prospect and preached the gospel in which we believed.

The account is now in its third year. It remains in the hands of the moderate sized agent, Number Three, and the advertiser has extended his distribution, has increased his business, has anchored fast into his merchandise operations thousands of retailers. His relentless presentation to the retailers of this country of the merchandise and the service that he has to offer has brought into his New York showroom hundreds of buyers who never previously visited him. He has for some time been operating *phase two* of the program above referred to, and will probably in another year enter upon *phase three* with big success.

BBETTER marketing methods and lower distribution costs are very definitely the results of combined effort between this organization and an advertising agency in behalf of a customer; and those lower production costs are due to two things; namely, the shared profits of the bigger business, and the high efficiency of the advertising dollar spent.

You have asked for a case on the other side, so I will give you an actual case just as the above is, and will also make it anonymous.

An advertising agency of considerable size has, since we first offered the service several years ago, come to us continuously for information and advice. It has accepted the information—but never the advice. It is a successful organization. It conducts and has conducted some successful campaigns in our field, and without us.

This agent undertook to exploit a general product, made by a consider-

105,819

Paid Copies of Ohio's Greatest Home Newspaper, the
Columbus Evening Dispatch

Are Delivered Daily, All But a Small Fraction Into Responsive Central Ohio Homes

Constantly Growing Public Favor Is Shown by Sworn Government Reports—A Gain of 33,285, or 45%, in Four Years

GOVERNMENT CIRCULATION REPORTS:

April 1, 1922	-	-	-	-	72,534
April 1, 1923	-	-	-	-	86,427
April 1, 1924	-	-	-	-	94,150
April 1, 1925	-	-	-	-	105,819

The homes of these new readers placed side by side on 40 foot lots, would extend 252 miles.

Imagine a city street from Columbus to Zanesville—on over the hills to Wheeling, West Virginia—on to

Washington, Pennsylvania, to Uniontown and over the Allegheny Mountains to Cumberland, Maryland, and you realize the host of homes that four years has added to the Dispatch clientele.

Facts like these partially explain why, by the official advertising lineage measurements made by the New York Evening Post, The Columbus Dispatch, among all evening and Sunday morning newspapers, is

4th
in the Whole World

The \$1,500,000 New Home of the Dispatch Is Nearing Completion

HARVEY R. YOUNG
 Advertising Director

O'MARA & ORMSBEE, INC., REPRESENTATIVES
 New York, Detroit, Chicago, San Francisco

THE 8-pt PAGE

by
Odds Bodkins



MRS. BODKINS has made an important discovery: she has discovered salesmanship. Some weeks since she was appointed to canvass a certain section of our town for a children's charity. At dinner the evening of her first day of soliciting, she explained that before she had made three calls she had discovered that there was one feature of this charity work that seemed to capture the interest of every woman she approached and led to the opening of her purse, if she was at all able to contribute.

"And so," she explained, "after that I just let all the other features of the work go and concentrated on that one argument, and it greatly simplified my job."

It is apt to be so in selling any specialty, as well as many staple commodities; find the argument that opens people's minds and purses, and everything else can be taken almost for granted, or at least relegated to the background.

That form of salesmanship which we call advertising responds to the same rule: find the one argument and hammer on it. Why, then, is our advertising not more effectual?

Because, instead of making it their business to get out and find out exactly what that one argument is before a line of copy is written, desk-bound copywriters with sharpened lead pencils strive to substitute ingenuity, imagination or artifice for definite knowledge of the one big sales appeal.

Two things are to blame: the System which tries to force men to make bricks without the straw of selling experience and personal conviction, and the subserviency of copywriters who let themselves be dominated by this System. Were they to essay to do a bit of selling of the products they must write about, devoting some of their own time to the venture, if necessary, and doing it in their own way, their work would begin to attract notice, not for its cleverness or literary quality, but because it would be discovered that it was selling goods!

—8-pt—

Marsh Powers sends me a clipping—from what publication I do not know—reading: "A business man has remarked, 'The editor of a business paper should not have a desk.' What he meant was, of course, that he should be out mingling with his industry."

I'll go even farther than that. I

am beginning to believe that desks are what is the trouble with marketing.

Suppose sales managers didn't have any desks, nor any chairs to sit on, but simply had to be out on the territory all the time, counseling with their men, selling important customers, and in general keeping things hot along the firing line!

And suppose advertising writers, in agencies and in advertising departments, had no desks, but had to spend most of their time out in the field finding out about things; and, particularly, suppose they had to write their copy standing up! Don't you believe advertisements would be shorter and more to the point?

I do!

—8-pt—

The Northwest Engineering Company was desirous of laying some stress on the fact that a large percentage of its sales came from repeat orders from satisfied customers. A list of repeat buyers was compiled and printed in a solid block of type, over which was lettered the fact he wanted to register, thus:



This page would certainly stop readers as they turned the leaves. And could anyone fail to get the message? Hardly!

—8-pt—

At last, after writing advertising copy for many years, and serving in the capacity of copy chief in one of the

large New York agencies during several of those years, I have discovered how copy should be written and how sales should be made. I stumbled onto the method last night while reading Gareth Garrett's "The Driver." Here it is in a single sentence, lifted right out of the book: "He moulded an argument in the form of a wedge and then hit it a sledge-hammer blow."

That is the way advertising copy should be written, and how selling should be done!

—8-pt—

I ran across this line in a bulletin put out by a well-known bureau which struck me as having possibilities for mail-order firm or retail store direct-by-mail advertising.

"Do not send money; we will charge your account, at your instruction." Convenient, and graciously put.

—8-pt—

Last July, when the convention was on, a small group of us—mostly advertising men from New York and Boston—were shown around London one morning by William G. Halford, European advertising manager for the New York *Herald Tribune*. Mr. Halford was tremendously enthusiastic about the history and traditions of the old city, and just as enthusiastic in his desire to establish a closer relationship between British and American advertising men. As he showed us around London and told us of its history and its romance, he also furthered one of the chief ends of the London convention by creating in all our minds a broader conception of the international aspects and opportunities of business cooperation. Afterward, he and F. M. Feiker and I lunched together at the Cecil, and I shall never forget the intensity of the man as he argued for greater international-mindedness among the business men on both sides of the Atlantic.

What was my sorrow to receive a letter from London telling me of the death of Mr. Halford last November. Aside from my own grief, I feel that International Understanding has lost a real friend and champion.

The 1925 edition of The Farm Journal Year Book is now ready for distribution



A GAIN this year, The Farm Journal Year Book brings a tremendous amount of original research data on the farm market, scores of statistical tables and other invaluable information to sales and advertising executives—all in a handy vestpocket edition.

Many users of The Farm Journal Year Book consider it the most useful handbook they have ever owned. The ability and the organization necessary to its preparation and publishing is generally recognized as beyond any but the *biggest farm paper*.

To the advertisers and agencies using The Farm Journal copies of The Farm Journal Year Book for 1925 have already been mailed. To others who need this book such quantities as they wish may be had at the nominal price of \$1 per copy, postpaid.

The Farm Journal

first in the farm field

PHILADELPHIA

NEW YORK

CHICAGO

BOSTON

SEATTLE

SAN FRANCISCO

LOS ANGELES

WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS BOOKS JAPANS BONDS WRITINGS

THE · EVERYDAY · GROUP

Bay Path Cover

Bay Path Book

Bay Path Imperial

Bay Path Bond
Blandford Bond
Strathmore
Multicopy Bond

Bay Path Vellum

THE · PRESTIGE · GROUP

Alexandra Deckle
Edge Narrow Width
Old Cloister Cover
Rhododendron Cover
Strathmore Munsell
Cover

Alexandra Book
Alexandra Deckle
Edge Narrow Width
Blandford Book

Alexandra Japan

Alexis Bond
Saxon Bond

Alexandra Brilliant
Strathmore Snowdrift
Telanian Extra
Super
Woronoco Damask

THE · DISTINGUISHED · GROUP

Old Stratford
Parchment Cover
Strathmore Deckle
Edge Narrow Width

Old Stratford Book
Strathmore Charcoal
Strathmore Deckle
Edge Narrow Width

American Japan
Parchment
Strathmore Japan

Strathmore Deed
Strathmore
Parchment
Woronoco Bond

Strathmore Script

THE · DECORATIVE · GROUP

Aladdin Cover
Araby Cover
Bannockburn Cover
Parquetry Cover
Strathlaid Booklet
Strathmore Brochure
Strathmore De Luxe

Strathlaid Booklet
Strathmore De Luxe

Aladdin Writings

STRATHMORE EXPRESSIVE PAPERS
ARE PART OF THE PICTURE



THE *New* STRATHMORE 4-GROUP PLAN

Which paper? Which for *everyday* printing? Which for better or *prestige* printing? Which for the best or *distinguished* printing? Which for novel-appearing or *decorative* printing? The new STRATHMORE 4-Group Plan tells. It divides all STRATHMORE Papers into groups—three groups at three price levels and a fourth group of novelty or *decorative* papers. Given a price limi-

tation, the plan points instantly to the right-priced Strathmore papers. Given a quality specification, the plan points instantly to right-qualified Strathmore paper What advertising man doesn't want to create better direct-mail? The 4-Group Plan Card (preceding page) is the new plan in use form. Consider this card an applicant for a job. A stamp hires him. Use the coupon.



WHICH SIZE CARD?

The 4-Group Plan Card has been printed on fine Strathmore paper, in 3 sizes:—Wall, file, desk. Check which you want (or all, if you wish) and mail to us—To lift up your printing, costs only a 2-cent stamp.

STRATHMORE PAPER CO., MITTINEAGUE, MASS.

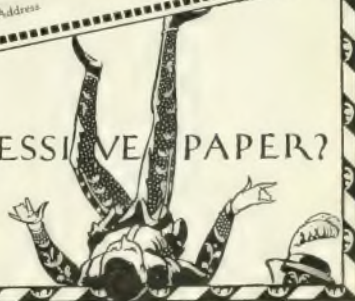
Please send Wall size Desk size File size

Name _____

Address _____

WHICH STRATHMORE EXPRESSIVE PAPER?

The 4-Group Plan tells



How Radio Broadcasting Is Being Used as an Advertising Tool

[CONTINUED FROM PAGE 16]

troduced with the statement that the program is given through the courtesy of the advertiser. Most radio advertising is done by providing entertainment rather than by giving "talks," which in most cases have not proved popular. Where a talk is given, ten minutes is about the average duration. When a talk is finished, the announcer closes the feature with the statement that a booklet or other literature giving further information will be mailed upon request. The speaker is not permitted to say anything about the product or service being advertised beyond the mere mention of the company name in the opening and closing announcements. Many national advertisers

sponsor a musical hour once a week, and the procedure is the same, with the advantage that the name of the orchestra or quartet or duo is featured by the name of the advertising company, thus affording a closer link with advertising in other mediums.

In response to inquiries many advertisers send educational or informative literature, recipe books, calendars, radio logs, and other direct-mail novelties.

Some companies that have been "on the air" for a long time are content to give their programs and do not attempt to tie up toll broadcasting with any other forms of advertising they may be doing. They prefer instead to let the excellence of their offering create a favorable impression on the consumer, in the belief that, everything being equal, the public will think of them when it comes into the market for their particular product.

The consensus of opinion, among both advertisers and listeners-in, is that radio advertising, if conducted



THE radio fan takes a receiving set with him wherever he goes—to camp, his shack by the lakeside, out canoeing, on his motor tours, everywhere. One finds members of the radio audience in the most unlikely places. Public interest depends in great measure on the quality of the programs. If these deteriorate, then radio will gradually lose its interest. Advertisers who pay for "time on the air" may therefore be looked upon as rendering a public service beyond all power to measure

in this manner, with a strict adherence to the yet unstated ethics of the medium, is not objectionable to radio audiences. Advertisers who are broadcasting in this way continually receive hundreds of unsolicited letters stating the listeners' appreciation and gratitude for the programs.

THE attitude of the controlling station in the matter of what it will permit to be sent out over the air is therefore an important consideration. If the station will not permit broadcasting of any questionable material or the dissemination of out-and-out advertising talks, then the public reaction is beneficial. Unfortunately, there seem to be a number of privately owned stations that permit toll broadcasting of offensively direct programs. It is these stations that have brought down a great deal of the shafted barbs that have been directed against all radio advertising. One could with equal justice condemn printed advertising because

some newspapers and magazines run questionable advertising in their columns.

The American Telegraph and Telephone Company, through WEA F, has undoubtedly done more to place broadcasting upon an ethical and businesslike foundation than any other factor that has come to my attention. Through the efforts of this company radio audiences are enabled to listen-in on programs built up on a high standard of merit. Following is a schedule of the charges that are being made by WEA F for "time on the air." It has been deemed best to include them so that those interested may get an idea of what it costs to present a radio program:

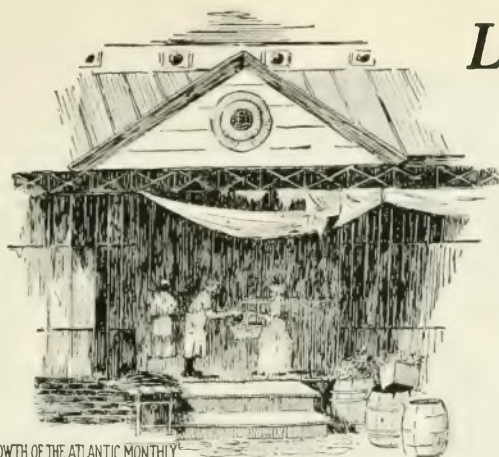
One hour	\$500 00
One-half hour	312 50
One-quarter hour	195 35
Ten-minute talk	250 00
Ten-minute morning or afternoon talk	125 00

The foregoing charges are for broadcasting from WEA F alone, on a one-time basis. Discounts are offered for more frequent broadcasting.

In addition to the facilities of WEA F, the American Telegraph and Telephone Company offers a linked-up system that embraces a network of twelve cities at the present time. In other words, an advertiser can have his program from WEA F transmitted to Boston, Providence, Philadelphia, Pittsburgh, Buffalo, Cincinnati, Davenport, Detroit, Washington, Cleveland and Minneapolis, over a specially engineered telephone circuit, and broadcasted from each of these centers. For one hour a week on this network, the charges are as follows:

On a yearly basis	\$2,052 50
Three months	2,475 00
Six months	2,337 50
Nine months	2,250 00

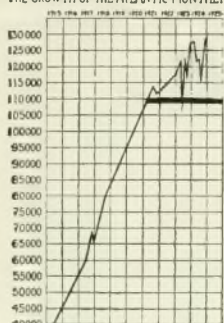
Whether radio broadcasting can be



Like the
Genial Creole
Tradesman of
Historic Louisiana

The
ATLANTIC
MONTHLY
too, gives

THE GROWTH OF THE ATLANTIC MONTHLY



GRAPH SHOWING INCREASE IN NET PAID CIRCULATION FROM A. B. C. FIGURES

← **“LAGNIAPPE”**
 (LANYAP)

When the French housewife of the southern Louisiana coast country buys her day's supplies of the village grocer he often adds an extra item to her purchase, such as an orange or two, an artichoke or other delicacy, as a courtesy bonus, and this he calls "Lagniappe" — "a leetle bit more dan Madame buys — and wid my compliments."

So, too, The Atlantic—for while its rate to the advertiser is based on a rebate-backed guarantee of a net paid circulation of 110,000, it actually gives "Lagniappe" in the form of an additional 20,000 at current A. B. C. figures.

Here, then, is a premium circulation which will appeal to the acumen of the advertiser and space-buyer, because of its actual value in volume and because it is

available in one of America's oldest and highly respected monthly magazines.

The Atlantic's consistent growth is the result of strict adherence to a constructive, sound editorial policy laid down by its famous founders sixty-eight years ago.

The management has never resorted to forcing an inflated circulation. Its increase is normal, healthy and constant.

Advertisers will bear in mind that in figuring The Atlantic's rate per page per thousand, the excess above 110,000 should not be reckoned. Rates, sample copies and full information will be sent promptly on request. Write now, while the idea is warm.

The ATLANTIC MONTHLY

8 Arlington Street

A
 QUALITY GROUP
 MAGAZINE

Boston, Massachusetts



If your logical prospects are definable as to *character, number and location*, you should read the series of articles appearing in THE THREE CIRCLES magazine on the general subject of "Reaching Class Buyers."

To those whose prospects are *definable*, current and other issues of THE THREE CIRCLES will be gladly mailed upon request.

EVANS - WINTER - HEBB Inc. Detroit

820 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis - Plan Copy - Design - Art - Photo-Engraving - Letterpress and Offset Printing Binding - Mailing

accepted as an advertising medium has been answered affirmatively by some of the most prominent advertising agencies in the country. These agents were quick to see that the use of the new medium presages a new era in the relations of a business organization with the public it serves. Not long ago one of the large insurance companies broadcast its annual banquet with the result that expressions of approval poured in from an amazing number of policyholders, who for the first time felt they really were integral members of a living, human organization. Instead of only the comparatively few guests it was physically possible to invite to attend the function, the manner in which the parent broadcasting station linked up with stations in outlying cities enabled at least a million people to enjoy the banquet.

THE most scientific tie-up with radio broadcasting that I know of is that of one of the leading tire companies. This advertiser emphasizes the value of his broadcasting in direct-mail pieces to his dealers, and loses no opportunity to create a favorable impression for his product in an ethical way. To the public he offers a radio log for the tabulation of distant stations for quick reference, and this useful device is offered without strings of any sort. In its newspaper campaign a coupon also offers the radio log and space is left for the filling in of valuable prospect information. The response from this company's radio advertising has been great beyond all expectation. The success is attributed directly to the good impression created by the broadcasting programs.

What an advertiser does in conjunction with his broadcasting is optional. As has been instanced in a preceding paragraph, toll broadcasting can be permitted to speak for itself, or any number of tie-ups may be used. Most advertisers, however, prefer to supplement their broadcasting programs by direct mail. A large meat packer, with a national business, broadcasts menus and sends the printed instructions and recipes to those who ask for them. Another company in the radio parts field sends letters to its dealers calling attention to some special feature on forthcoming programs, backing this up with newspaper advertising to the radio public. With the letters to dealers are sent attractive window posters, printed in colors, announcing the broadcasting feature.

A casual survey of a list of broadcasting advertisers shows that they come from no specific branch of industry. Publishers and bankers, retailers and manufacturers, bankers and insurance companies, department stores and motor car manufacturers, furriers and optometrists—almost every line of endeavor is represented. Some advertisers answer every letter received from the radio audience and make the names serve as the basis for a future follow-up list.

Rather than meriting condemnation,

radio advertisers should be viewed in the light of individuals who are rendering an invaluable public service. Music, health talks, market information, investment advice, domestic science courses—all these and more have been made available to the public through the effort of radio advertisers. This service cannot be procured or rendered in any other way. The question is often asked, "Who is to pay for radio broadcasting?" Who pays for any advertising? If radio broadcasting makes for an increased volume of sales, then mass production takes care of the toll, just as it takes care of the cost of any other form of advertising. "But we cannot measure the results," is another statement often heard. Be that as it may, I have before me any number of letters that serve to show just how results can be measured.

Here, for example, is a letter written by a maker of mayonnaise who went on the air for the first time on April 6, last. He was a newcomer in the field, and I asked him for his reactions. He wrote me, in part, as follows:

The results from this broadcasting have been quite satisfactory. We have received a large number of replies [a recipe book had been offered] of the most personal and appreciative nature. We believe this medium brings us to our new and old consumers at a time when they are in a most receptive mood.

HERE is a letter written to the treasurer of a large flour concern that would seem to prove the far-reaching influence of radio advertising. It was written by a representative of a motor car company, and is doubly effective because the story it tells does not concern either the flour company's product or the product sold by the representative:

In booking up three of my customers yesterday, I gave them the option of selecting the tires which they preferred on their cars. These are all of the very highest standard makes and are very little different as to quality. In every case the customer decided on the ———, stating that they had received so much enjoyment from their broadcasting that they were glad to show their appreciation by buying their tires.

These letters, and hundreds of others that I have seen, not only establish that radio broadcasting is advertising, but that it is advertising with a *fundamental psychological difference*. The listeners-in come to get a sort of feeling for the radio advertiser that no amount of intrinsic merit or printed advertising could succeed in duplicating. Toll broadcasting builds good will, undoubtedly, and to my mind it builds it in a special sense. It humanizes the sentiment by making a friend of the listener-in—in other words, inculcates in him a feeling of gratitude and intimacy that no other form of advertising has yet succeeded in doing.

No advertiser should take to broadcasting in the belief that he will get

[N.B. This advertisement is one of a series appearing in The Enquirer—each personalizing a Cincinnati suburb by describing the type of woman characteristic of this suburb, and giving The Enquirer's coverage of the district.]



Mrs. Clifton . . . Heiress to Millions

Mrs. Clifton's earliest recollections are of a big stone house set deep in a park of elms; and of the wainscotted library where her father, each morning, retired to read his Enquirer.

Today, from her spacious apartment, Mrs. Clifton can see the smart subdivision that has replaced the park of elms. But otherwise there have been few changes. Mrs. Clifton's life is the judicious, sane life her parents led.

One of the family habits which Mrs. Clifton has inherited is that of reading The Enquirer. To it, like her father, she turns each morning. Naturally, such a reader as Mrs. Clifton is prized by every advertiser. She has been trained from girlhood to know the best; she can afford it when she sees it.

How many Mrs. Cliftons are there? In her suburb are 1921 residence buildings; to it, daily, are delivered 1424 Enquirers. A rich market covered thoroughly, economically by one great medium—The Daily Enquirer.



8 A.M.



I. A. KLEIN
New York
Chicago

R. J. BIDWELL CO.
San Francisco
Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

Extension Magazine

congratulates the

AMERICAN ASSOCIATION —OF— ADVERTISING AGENCIES

for the initiation of their great investigation relative to a qualitative analysis of magazine circulation, which is now being made by their Department of Research, under the supervision of Mr. Daniel Starch, the first phase of which will be completed this year.

We offer our sincere co-operation.



ELLWOOD TANSEY

Advertising Manager

General Offices, 180 N. Wabash Ave.

Chicago, Illinois

results from its use alone, although even this statement has been made by one advertiser who used no other advertising medium. His product is sold in retail grocery stores. Advertisers whose programs are well known to the radio audience do not sacrifice any part of their regular advertising budget to carry on broadcasting. One of them told me, when I asked him about results, that the medium was intangible, and that the ratio between listeners and letters received in response to any one broadcasting program is too great to be of any value as a yardstick. He was more than satisfied with what it was doing for him in the way of prestige and expects to increase his broadcasting appropriation steadily.

However, any manufacturer with national distribution who ties up with broadcasting from only one station, no matter where located, makes a radical mistake. Several national advertisers have tried it—and succeeded in stirring up a hornet's nest. Their dealers in parts of the country where the program was not picked up by radio fans protested against the apparent sectional favoritism. To gain the best results, it seems that national advertisers must utilize the facilities of a system that embraces a wide expanse of territory because of its linkage with stations in various parts of the country.

WHAT has just been stated would seem to be in direct contravention of the claims made for various receiving sets now being marketed, the makers of which state that the most distant station may be picked up on the apparatus. That statement is true only so far as it goes, but it needs qualifying. Any expert will testify that *dependable quality radio reception* is limited to a radius of 50 to 100 miles, from broadcasting stations of present-day power. It is possible to tune in on distant stations, of course, but the feat is more or less uncertain and the quality of the resulting reception is often poor. A national advertiser who expends his radio efforts in one small section of the country is therefore wasting money.

If advertisers look upon radio broadcasting as an advertising tool, and subject it to the same test they do other advertising media, then the problem becomes simplified. It should always be remembered, however, that the experience of successful companies has shown that it will not do to use it at the expense of some other form of advertising. If the budget will not permit of a comprehensive program at stated intervals—frequent insertions, in other words—then it is questionable if the results will be worth the money expended.

There is one thought I would like to leave with the reader. Opposition to radio, so far as I have been able to learn, comes from those who believe that it will supplant some older advertising medium. What if it does? If radio broadcasting proves superior to

another medium (which I don't grant for a moment), then it has a right to supplant it, just as the motor car supplanted the horse and buggy, the electric light took the place of candles, and sails gave place to steam. If we believe in progress, then we must view with open mind any effort or idea that makes for the advance of civilization. If toll broadcasting does not prove itself, then why the worry and apprehension? It will then fall because of its very ineptitude.

Hewitt Rubber Company

Of Buffalo, manufacturers of automobile tires, rubber specialties and rubber mechanical goods, has passed from the control of the H. H. Hewitt estate to that of J. H. Kelly and F. V. Springer, both of whom have been in active management of the concern for several years. When the reorganization is complete they will serve in the capacities of president and vice-president in charge of sales respectively.

Illinois Advertising Clubs

Held their first annual convention in Springfield on April 8. The separate clubs of the state were organized into a body and the following officers were elected: President, W. Frank McClure, Chicago; vice-president, S. C. Blair, Peoria; secretary, Miss Minerva Agur, Chicago; treasurer, Charles J. Scheetz, Joliet. An effort was made to prevail upon the State Legislature to pass a statute in the interest of truth in advertising and this will be followed up by the committee appointed at a second hearing in the near future.

Don M. Parker

Has been appointed vice-president of the Hawley Advertising Company, Inc., of New York. Mr. Parker was associated with the Century Company, publishers, for 15 years, as advertising manager of *The Century* and *St. Nicholas*, business manager of the *American Golfer*, and finally as secretary of the company.

John Clyde Oswald

Has resigned as president of the Oswald Publishing Company, publishers of the *American Printer*, to accept the appointment of manager-director of the New York Employing Printers Association to succeed the late William L. Roberts. He will be succeeded in the Oswald Publishing Company by M. J. O'Neill, the present treasurer and general manager.

John Curtiss Company, Inc.

Advertising, moved its offices on April 6 to the Postum Building, 250 Park Avenue, New York.

Adam Kessler

Artist, employed by the Postergraph Company of Cleveland, lost his life in a fire in that city on the morning of March 30. Mr. Kessler was fifty-two years old and had lived the greater part of his life in the Williamsburg section of Brooklyn.

Measure Your Markets!

HAVE you read your 1925 copy of "Greater Milwaukee Facts and Figures?" You will find this book of great value in comparing the sales possibilities in the Milwaukee market with those existing in other national markets. "Facts and Figures" show why buying power is always at a high point in Milwaukee—why this market is one of the most dependable sales territories in America. Everyone interested in building permanent business at low cost should study the up-to-the-minute facts which this book contains.

Copies of "Greater Milwaukee Facts and Figures" have been mailed to advertising agencies. Any sales executive may have a copy on request. Write promptly as the quantity is limited.

The Milwaukee JOURNAL
FIRST - by Merit

HARRY J. GRANT
Publishers

R. A. TURNQUIST
Advertising Manager

OMARA & ORMSBEE, Inc.
National Representatives
NEW YORK CHICAGO
SAN FRANCISCO
DETROIT

Greater Milwaukee
FACTS and FIGURES
1925

Let go of that Dollar!

SWAP it for ideas, facts, figures, suggestions, criticism of direct mail advertising—12 lively, practical issues of—

The MAILBAG

All about Direct Mail Advertising Using

The MAILBAG
624 Caxton Bldg.
Cleveland

Popular Homecraft

Not a new magazine—just a new group name for such departments as:

Fashions Good Foods
Patterns Needlework
Architecture Gardening
Better Furnishings
Entertainment Radio
The Orchard Poultry
Painting and Decorating

This magazine is packed with helpful suggestions in "the fine art of homemaking."

Our subscribers are largely home owners.

You can reach a million Small Town Homes by using the pages of

The Popular Home Magazine

People's Popular Monthly

Des Moines, Iowa

Carl C. Proper
Editor and Publisher

Graham Stewart
Advertising Director



AFFILIATED ARTISTS, Inc.

Art for Advertising

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

Jarvis A. Wood

A Tribute

By *William Edwards Cameron*

JARVIS A. WOOD, senior partner of N. W. Ayer & Son, who passed away on the afternoon of April 9, was, to those who were privileged to know him closely, a friend among friends. For making himself loved, he had a genius which marked him as the apostle of sunshine, good humor and happiness. Becoming acquainted with him was not difficult, and once numbered among those whom he counted as of his flock, one could never swear loyalty to him.

For shepherd he was, and sage. He was poet, artist and philosopher. His wit was as spontaneous as his bubbling spirits were contagious. To sit with him was to laugh with him—while learning from him out of his wisdom and experience. He was a gentleman of the old school—the school which reflects only the good of life, the true and the ingenuous. There was no guile in his brave old heart—which was as youthful as a boy's, at seventy-one.

Mr. Wood's influence upon advertising was outstanding, though his activities were marked by modesty and self-effacement. His way was a silent one in his professional career; but his impress upon his craft was as great as it was practical and as far-reaching as it was original.

As a business writer he was unique and he was the master of selling epigram. Though he had long relinquished the pen for administrative duties, when he put it to paper, all of the old sparkle, logic, magnetism and power crackled in English which challenged the prowess of all contemporaries. The advertising business will miss Jarvis A. Wood, as will the hundreds who called him comrade. There is no one to take his place.

MacManus, Inc.

Announces the opening of a new branch office in Cincinnati. The new office will direct the advertising of the Crosley Radio Corporation, same city.

W. Burgess Nesbitt

Has been elected president of Artemas Ward, Inc., New York. He will continue as president of the Ideal Cocoa & Chocolate Company and of the Listerated Gum Corporation.

Norman M. Markwell

Formerly advertising manager of the American Molasses Company and the Nulmoline Company, has joined Hommann, Tarcher & Cornell, Inc., New York advertising agency, as account executive.

Miss Vera Dooner

For a number of years connected with the advertising department of Sterns' Brothers, New York, has joined the advertising staff of the Bar-net Leather Company, same city.

Complete Coverage *of the* Automotive Field

Manufacturers
Wholesalers
Retailers

*obtained through
the
publications
of the*

**AUTOMOTIVE DIVISION
U. P. C.**



Complete Coverage

of the quantity buyers in the automotive industry and trade can be obtained through the use of the following publications:

To Reach Manufacturers

Automotive Industries

A weekly publication devoted to the interests of manufacturers of complete vehicles, parts and accessories. Its paid subscribers number 7,291, including executives and buyers of most of the important automotive factories of the country. It's the authority of the industry.

The Automobile Trade Directory

A buyers' reference book going to specifying and buying executives in the automotive industry. Issued quarterly. Circulation approximately 5,000 copies per issue. Gives thorough coverage of factory buying power.

To Reach Wholesalers

Motor World Wholesale

Now Motor World. Starting with issue of May 28th will be a weekly publication devoted exclusively to the interests of the wholesalers in the automotive trade, appealing strongly to all wholesalers of cars, replacement parts, accessories, tires, batteries, electrical supplies, shop equipment, radio, etc., and to their executives, travelers and salesmen. Its circulation—highly concentrated and of great value—will also include manufacturers' agents, branch houses and hardware jobbers selling automotive supplies.

Chilton Automobile Directory

A buyers' reference book for automotive wholesalers. Issued quarterly. Guaranteed annual circulation 80,000 copies. In addition to reaching all wholesalers, a copy is sent to practically all worth-while dealers of the country at least once a year. The buying guide of the trade.

To Reach Dealers

Automobile Trade Journal

The leading monthly trade publication of the automotive industry, devoted to the interests of wholesalers and retailers. Has largest paid trade circulation in field, its nearly 40,000 subscribers including approximately 36,000 proved trade buyers.

Motor Age

The leading weekly publication devoted to the automotive trade. Its paid circulation is 21,514, nearly all going to dealers, jobbers, service stations and others engaged in the retail automotive trade.

Truck Dealers

Commercial Car Journal

The authority of the motor truck industry. Published monthly in the interests of manufacturers, dealers and service stations serving that field. Paid trade circulation largest in field, its subscribers numbering 8,243.

Fordson Dealers

Chilton Tractor & Equipment Journal

The only publication devoted exclusively to the interests of Fordson dealers. Paid circulation 4,865. All Fordson dealers are covered every two issues. Issued monthly.

Foreign Dealers

El Automovil Americano

A monthly publication printed in Spanish. Reaches the Spanish-speaking automotive dealers throughout the world. An authority on foreign trade of proved value to American advertisers. Circulation, 5,495.

The American Automobile

A similar monthly publication, printed in English, with a circulation of over 5,000. Devoted to interests of retail automotive trade in all countries outside United States where English is spoken or used commercially.

The use of all, or such of these publications as you may need to cover the particular field you desire to reach, will give you the most comprehensive coverage it is possible to obtain at a very reasonable cost.

Further information and rates will be supplied on request.

Chilton Class Journal Company

Automotive Division United Publishers Corporation

Publishers of

Automobile Trade Journal
Commercial Car Journal
Motor Transport
Chilton Automobile Directory
The Automobile Trade Directory
Chilton Tractor & Equipment Journal

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

Philadelphia
Chestnut and 56th Streets

New York
239 West 39th Street

Chicago
5 S. Wabash Avenue

Publisher and Agency Cooperation

[CONTINUED FROM PAGE 38]

able group of fabric manufacturers. It was a fabric that has practically no sale over the retail counter and can be utilized only by the manufacturers of ready-to-wear. Its rise and fall in sale and in favor are determined almost entirely by style except for a certain small quantity of it that is used year in and year out by one division of the ready-to-wear industry. It had been good several years previous, but its style cycle had waned. There was an opportunity to bring it forward again to a certain extent on account of improvements that had been made by producers, and a slight reaction in style. There was no chance by advertising to do anything to put it *back at its peak*. That time will probably come later. We reviewed this whole situation with two or three representatives of the agency. We held a number of discussions; we conducted a cable correspondence with our Paris fashion office; we charted out the conditions and the opportunity and the limits of that opportunity and the vital time element as it relatively affects the fabric producer, the garment manufacturer, the retail merchant, and the woman consumer.

All this occurred in April and May when fabrics for the following winter's use had been on the market for weeks, and their relative acceptance had been definitely established and initial orders had been placed. A style drive on merchants and manufacturers at that moment with the reasonable cooperation that could have been secured from creators, had in it the elements of probable success within certain limits. *The campaign that was eventually put through* was focused around a couple of fine pieces of literature to the manufacturer when it was too late for him to do anything even if he wanted to. Six pages were ordered in our papers during the summer to tell about the consumer advertising that was going to run in the fall, and \$50,000 or \$60,000 were spent on the women in the fall, urging them to buy garments that did not exist. Of course the proposition was an absolute and flat failure.

When the agent announced his plan in May, we urged its reconsideration and tried to show that it would mean the loss of money for the spenders and loss of prestige for the agent. Their conception of what we were talking about was expressed in the final reply made to us—"You ought to be satisfied. We gave you one page more than we gave the woman's paper."

Rolls-Royce of America, Inc.

Has engaged the Philip Kobbé Company, Inc., of New York, to execute a direct-by-mail campaign on a limited list.

A NEW PICTURE IN THE PRESIDENT'S OFFICE

That big photograph showing the entire plant. It's being removed from the President's office. He isn't worried about production. His factories can supply all demands.

The birdseye view of the factory is being replaced by a group picture of dealers. This is the photograph that the wide-awake manufacturer is studying right now, because his real problem is distribution.

How can he make these dealers better merchandisers of his product? How can he get them to push his goods over competitive lines? How can he make the dealer a working factor in his sales organization?

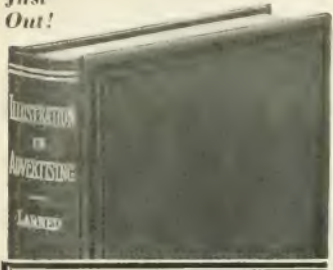
Caxton has the answer to these questions. We can show any manufacturer how he can increase his profits through Caxton dealer to consumer service which gives him full control over his dealers' sales activities.

Ask us to explain this to you direct or to your advertising agency. The whole thing is very simple. The dealer pays for the service.

THE CAXTON COMPANY Caxton Building, *Cleveland*



Just Out!



The first complete treatment of the use of art in advertising

Just Off the Press!

LARNED'S ILLUSTRATION IN ADVERTISING

By W. LIVINGSTON LARNED

Vice-President and Art Director in Chief of the Ehrhardt Company

321 pages, 6 x 9 212 Illustrations \$1.00 net, postpaid

This new book is a fact-packed treatise on the use of art in advertising. It discusses principles, methods, technique, advantages and disadvantages, and psychology of practically every illustrative treatment for practically every advertising need.

Indispensable illustration information

Every important illustrative method is covered. All usual, and many unusual, advertising requirements are considered. The book adopts a two-fold attitude, (1) what will this particular illustrative method do, and (2) what illustrative method will do this particular job?

Copy? Product? Market? Space? Appeal?

Given the copy, what illustration should be used? Here is the product, how can it be pictured best? These are the strongest appeals, what illustrative method will do them justly? These people make up our market, to what pictorial treatment will they respond? These questions, and many others, are answered in this new book.

A few of the subjects covered

Atmosphere	Pencil, Crayon and Dry
Action	Brush
Serialization	Mechanical Shading
Borders and Margins	Methods
Using White Space	Photographic Illustration
Outline Technique	Pen Drawings
Human Interest	Humor, History, Heroics
Woodcut Technique	The Use of Black Areas
Perspective	Hundreds of Others

We invite you to see it—free

Every man in advertising will want to see this book. We will send you a copy for 10 days' free examination with an absolutely free and unequalled privilege to return or purchase as you wish. Send your request now for a copy from the first printing.

FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York

Send me for 10 days' free examination Larned's Illustration in Advertising, \$1.00.

I agree to remit for the book or to return it postpaid, within 10 days of receipt.

Name

Address

Position

Company

A P 4-22-25

Outdoor Advertising in Its Teens

[CONTINUED FROM PAGE 28]

Mr. Gude suggested that I see Samuel Pratt and tell him frankly that Mr. Gude had promised to help me, but that I had been advised by other people that Mr. Gude might do this to make me feel friendly when he really had no power, and that unless Mr. Pratt approved of my application, I might as well abandon the idea.

I did exactly as Mr. Gude advised, and Mr. Pratt did exactly what Mr. Gude said Mr. Pratt would do. Mr. Pratt told me that Mr. Gude was unable to do anything for me, that he had trouble enough to keep himself in the association, and that I had come to the right man when I had given him (Mr. Pratt) my confidence. So I was voted in as an official solicitor at a meeting of the Board of Directors at Louisville a few weeks later.

THE present prosperity of the bill-posters is largely due to the single-mindedness and persistence of Barney Link. Mr. Link started out in life as an advance agent for Buffalo Bill. R. J. Campbell had a similar position with Forepaugh's Circus before taking up billposting. It was better than a vaudeville for me to listen to Link and Campbell recount their experiences in making contracts with bankers who owned vacant lots on which the tents were erected, city officials who granted licenses under conditions of their own and the many other people who looked at the coming circus as a chance to make easy money.

Link and Campbell were bitterly opposed to "paint." They did everything in their power to discourage the development of "paint." Yet both recognized that men like Gude, Gunning, Cusack and O'Brien who were operating large paint plants could very quickly change their bulletins to poster stands and accept "paper."

Link finally persuaded the association to throw out all official solicitors who did not agree to concentrate on "paper" alone. After putting in ten years of development work and building up a large department for handling such work, I felt it was a great injustice to have my solicitorship taken away from me.

Later, when action was brought by United States District Attorney Sims against the association in Judge Landis's Court in Chicago, I ignored Mr. Sims' requests to call on him regarding the suit.

Finally, I was subpoenaed as a witness. I told my attorney, Brode B. Davis, how reluctant I was to testify as I did not want to embarrass my friends Donnelly, Varney, Green, Fos-

ter, Kleiser, Curran, Bryan and others whose property interests would be seriously affected if the association was dissolved. Mr. Davis saw Mr. Sims and explained the situation. Mr. Sims said if I would testify that I was put out of the association against my will and that it was a financial injury to me he would not ask any more questions. This, of course, I was willing to do but I did not want to be put in the position of "squealing" when I had been hurt in a fair fight.

When I was put on the stand I was asked the two questions as agreed by the district attorney and then turned over to the defense. E. Allen Frost, who has succeeded Judge Mayer as the attorney for the association, then started asking me questions which I sincerely believe were intended to show my friends in the association that I had been dominated by the "paint" rather than by the "paper" interests. He evidently wanted to show that one year I had switched a large volume of "paper" used by the Carnation Milk Products Company to "paint." The facts were that M. F. Reddington, who today is generally acknowledged as the greatest salesman of outdoor advertising and is responsible for the wonderful display of Camel Cigarettes and Palm Olive Soap, had convinced Mr. Stuart and myself that the Thomas Cusack Company could paint as fine a picture as the Carnation people were getting in their paper posters.

I TURNED to Judge Landis and said: "Your honor, I hope you will not make me answer that question." The Judge asked me "Why not?" I replied, "I feel that information belongs to my client and I ought not to reveal any information regarding his business without his consent." The Judge quietly rubbed his chin with his fingers and said, "Your relations with your clients are similar to those of an attorney, are they not?" I replied, "You have described them exactly." He said, "I shall sustain you in your position."

After the association was dissolved, Thomas Cusack, who had brought out the Gunning System and many other "paint" and "paper" plants, cultivated the advertising agencies through the Outdoor Advertising Bureau which he established in cooperation with the Advertising Agents Association. Barney Link, after establishing the Poster Advertising Association to solicit billposting exclusively, dropped dead at Palm Beach. He was succeeded by Kerwin H. Fulton, who with his associates later bought the O. J. Gude Com-

Never Before

Never before has a newspaper, making its appeal to the intelligent and thoughtful, without comics, without puzzles or other matter extraneous to news, attained the circulation of *The New York Times*.

The average net paid daily and Sunday circulation of the *New York Times*, for the six months ended March 31, 1925, as reported to the Post Office Department, was 387,934. The circulation for the corresponding period of 1924 was 378,174.

More significant, an achievement unsurpassed and heartening to the newspaper world, is the character of advertising printed by *The New York Times*. It is free from objectionable and questionable "catchpenny" offers; it is subject to censorship to protect the columns of *The Times* from those who misrepresent, raise false hopes and spread nets to catch the unwary.

The New York Times, strictly a newspaper, gathers the news fully, accurately, impartially, with unrivaled enterprise. In *The Times* the daily story of the world, nation, suburb, city; of business, science and the arts, is told in a way to interest intelligent people.

Advertisements in *The New York Times* are informative—clean—trustworthy. When there is pressure on the advertising columns of *The Times*, due to a large volume being offered for a specific day, preference is given to announcements having news value.

In 1924, The New York Times published 26,283,924 agate lines of advertising, 2,182,698 lines more than in 1923 and an excess over the second New York newspaper of 9,425,570 lines.

In three months of 1925 The Times published 6,705,262 agate lines of advertising, 353,670 lines more than in the corresponding months of last year and an excess over the next New York newspaper of 2,624,164 lines.

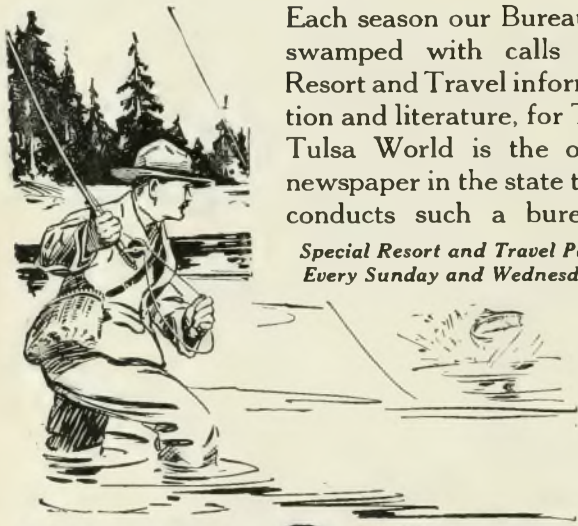
Opens May 1st!

Tulsa World's Travel and Summer Resort Bureau

JUST an additional service The World renders its advertisers. Agencies and Advertisers who wish to take advantage of this Bureau are urged to send in their Resort and Travel literature NOW.

Each season our Bureau is swamped with calls for Resort and Travel information and literature, for The Tulsa World is the only newspaper in the state that conducts such a bureau.

*Special Resort and Travel Page
Every Sunday and Wednesday*



TULSA WORLD

Oklahoma's Greatest Newspaper

pany. Thus the outdoor interests became centered largely in two groups.

At the time of the merger, Kerwin H. Fulton headed the Poster Advertising Company and the O. J. Gude Company. Associated with him were the high-powered business getters and handlers—M. F. Reddington, L. E. La Tour, A. E. Gans, J. P. Gilroy, A. M. Briggs, S. J. Hamilton, Donald Ross, C. P. Narcross, I. Bromley, Arthur Acheson and my brother, H. J. Mahin.

Thomas Cusack headed the other group. Associated with him were George F. Johnson, R. H. Whitton, Charles Wright, W. S. Yerkes, Charles Ruch and F. T. Hopkins. Mr. Hopkins, the manager of the Outdoor Advertising Bureau, handled the outdoor advertising service for over two hundred advertising agencies.

These two groups have now been merged into one large institution. This is undoubtedly a good thing for the advertiser and all concerned. Mr. Cusack is reported to have sold out completely for approximately \$3,000,000. When I met him a few months ago at breakfast at the Statler Hotel in Cleveland, he told me his company was doing over \$20,000,000 annually.

It was only twenty years before when I first met him. He had just then refused a renomination for Congress after serving one term in Washington. He then had a small paint plant in Chicago. He later bought out R. J. Gunning, whose "Peste Gelage" at the Jefferson Hotel in St. Louis during the World's Fair there will always remain in my mind as the most unique entertainment I ever attended in my life.

Then followed a continuous absorption of plants by Mr. Cusack, covering the whole United States, and his invasion of New York City—the stronghold of the Gude interests. This competition was wasteful to advertiser and operator. It is a healthy sign of the times that the consolidation of all these contending interests places in command of the situation the quiet, efficient, broadminded, unprejudiced Fulton.

To my mind he exemplifies in his character and personality the highest type of management—i. e., the ability to see all sides of a proposition and to administer with sympathetic understanding of the rights and privileges of workers, owners and customers.

Ingraham-Powers, Inc.

Of New York and Chicago, publishers' representatives, will represent in the national field the *Palladium-Times* of Oswego, N. Y., a combined newspaper formed by the consolidation of the *Oswego Daily Times* and the *Palladium*.

Edgar T. Bell

Formerly advertising manager of the *Oklahoma Farmer-Stockman*, has been appointed business manager and secretary-treasurer of the Oklahoma Publishing Company, Oklahoma City, publishers of the *Oklahoma City Times*, the *Daily Oklahoman* and the *Oklahoma Farmer-Stockman*.

GET THE 1925 RED BOOK

More than 6,000 names of wholesale grocers, semi-jobbers, and chain store operators in U. S. Financial size, branches, etc., designated.

\$2.50 each, postpaid

at prices on quantities.

ROCER DIRECTORY
Gay St., Columbus, Ohio

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 of business available at \$150 and up.

Business Bourse

J. GEORGE FREDERICK, President
15 W. 37th St., New York, N. Y.

Cantine's
CANFOLD
AND
VELVETONE



The entire \$200 cash award for the February contest goes to Unz and Company, 24 Beaver Street, New York City, advertisers and printers. "Cunard and Anchor Cabin Ships," the prize winning booklet, has cover of Cantine's Canfold and inside pages of Velvetone. Advertising men and printers are invited to enter our monthly Prize-Honor Contests with samples of their work on any Cantine Papers.

WATCH the "frame of mind" in your sales organization. Salesmen need the cooperation that breeds confidence. Keep their customers sold between calls. Build and hold goodwill with well planned sales literature made *effective* with modern illustrations, harmonious typography, good presswork and Cantine's Coated Papers.

For sample book or information on monthly contests for skill in advertising and printing, communicate with your jobber or write direct to The Martin Cantine Company, Saugerties, New York, Dept. 174.

Cantine's

**COATED
 PAPERS**

CANFOLD

STANDARD SIZES
 AND PRINTING QUALITY

ASHOKAN

NO. 1 ENAMEL BOND

ESOPUS

STANDARD
 NO. 2 ENAMEL BOND

VELVETONE

STANDARD - Easy to Print

LITHO C.I.S.

COATED ONE SIDE



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.

Advertising and Selling Fortnightly
9 East 38th St., New York City

Please enter my subscription for one year (26 issues). Send me bill for \$2.00 when first issue is mailed.

Name

Address

Company

Position

House-to-House Selling and the Retailer

By Everett R. Smith

Advertising Manager, Fuller Brush Company, Hartford, Conn.

THE success of certain companies with the house-to-house plan of distribution has led a great many other concerns to try the method. Some of these ventures turn out profitably, chiefly because their lines lend themselves readily to this type of retailing. Other concerns have a short and hectic existence. The nature of their business and other inherent disadvantages should have been enough to doom the idea before it was put to a test.

Many retailers today "view with alarm" the inroads that the itinerant salesman is making on their business. Instead of profiting from the example set by the well organized direct-to-consumer companies, they sit back of their counters and deplore the so-called "illegitimate" methods of their more aggressive competitors. The same attitude prevailed in the early days of mail order, is in evidence as regards the rapidly growing chains, and will always be characteristic of that type of retailer who is just an order-taker rather than a seeker after business.

Where retailers understand what is involved in the proper development of modern house-to-house selling, they recognize it as an inevitable development in merchandising that is seeking and finding a place supplementary to their own. Direct-to-consumer selling is going to continue and grow. If the retailers studied the methods of the successful companies in the field, they would learn a great deal that could be applied with great benefit to their own businesses.

Direct selling, in spite of the odium with which it is looked upon in many quarters, will never fade out of the picture. The only possible way that insurance can be sold is by direct-to-consumer methods. The same applies to the selling of adding machines and cash registers, and very largely to typewriters. It applies to a great mass of commodities where it is absolutely essential that the consumer's need of that commodity be studied and the application of that commodity fitted to the need of the consumer. Under such conditions nothing has yet been devised that can take the place of direct-to-consumer selling. In other words, where a commodity requires a demonstration under the actual working conditions, either in the home or elsewhere, direct-to-consumer selling is justified.

Regardless of the nature of a business, be it retailing through the usual store, or chain-store operation, or direct-to-consumer selling, be it manufacture, or office or home, that business must harmonize with the fundamental law of economics if it is to succeed. Thousands of retailers fail every year because there is no economic justification for their particular method of doing business. In some places there are too many retailers; in other places they are inefficient. The public buys its goods where it can secure the best value and the best service.

Perhaps some of the retail merchants who have been disturbed over the inroads of house-to-house selling do not realize just what it amounts to in the aggregate. The total volume of retail business done through stores in the United States in 1924 was very close to forty billions of dollars. The grand total of all house-to-house selling, of every type outside of insurance and office appointments—in other words, the real house-to-house selling—was less than one-fourth of one per cent of that total.

TOO many house-to-house salesmen will work their own cure. No woman is going to answer her doorbell ten times or more in one morning. The result will be that those direct-to-consumer organizations that have not an economic justification for existence, that do not fulfill a real function in distribution, will fall by the wayside.

Incidentally, the firms to survive will be those that combine service with advertising of the right sort. Advertising cannot be depended upon to maintain an uneconomic method of distribution for long, no matter how much money the concern may throw into the effort. If the method of distribution is sound, advertising will make it go.

As a summary, it might be well to point out a few of the essentials that must be observed by any house-to-house organization, if it desires to succeed and grow and take its place in the economic scheme of things.

These are:

1. An absolute justification for doing business that way.
2. A product that is right.
3. The right type of men and organization—and this is of vital importance.
4. The right principles of service—equally important.
5. Last, but not least, the right kind of advertising.



Andy at Palm Beach

TELL IT TO SWEENEY!

—serious thinker

A CERTAIN merchant of this town broke out into print a while ago with some unusual advertising. He called attention to the fact that like every tradesman, he liked to show his best and highest priced stock in his windows—but had lower priced goods inside he liked to sell as well. The baker, he said, fills his window with cake, but makes his living by selling bread. This business, he reminded, has been built on small sales, and small customers were still welcome. And to give point to such utterances, he closed them with exclamatory captions about suits and overcoats at \$35.



One of our men, who has nursed a few men's wear accounts to new business health in the columns of THE NEWS, read these unusual advertisements. Here, he thought, is a man who is cultivating the Sweeneys—whose advertising would make more customers in THE NEWS.

THE MERCHANT gave him audience and his story reception, courteous, cool, and non-committal. At last he leaved through an issue of THE NEWS, stopped opposite the editorial page, and frowned. That, he said, is what I don't like about

your paper. I want my advertising to reach serious thinkers, and not the type of people who read that stuff.

"That stuff" was the Gump strip. Andy Gump, it is unnecessary to tell anybody in the advertising business, is the caricatural character, synthetic of all human weaknesses and wise cracks, who dominates the best known comic strip in the world.

Andy is circulated in about six million copies of more than two hundred daily newspapers. It is known among publishers as a sure fire feature. It brings the

highest prices ever paid for such a feature, and earns its creator, Sidney Smith, a guaranteed minimum (by contract) of a hundred thousand dollars a year. It has never had a failure—never failed to gain and hold circulation, to make interest and friends. Every publisher who buys it knows that on any blue news Monday, when the world and his copy desk are as devoid of excitement and cheer as an empty slab in the city morgue—that Andrew Gump, Esq. will give the reader his money's worth, will furnish a reason for conning static pages of routine news and advertisements.

For any advertiser to disregard this feature is folly; and to disregard

the people who read it is (harsh word) snobbery.

* * *

ANCIENT GREECE was perhaps the best known hangout for assorted all around serious thinkers. The Greeks hung up new records for philosophy, politics, painting, feasting and fighting; for jurisprudence, ethics, running, democracy, doubting, drama, music, sculpture, speech-making, scoffing, civic conduct and bathing. They advanced every known form of art but one—dress.

Sartorially, they were a total loss.

Socrates, one of their most eminent serious thinkers, spent his whole life in the moral equivalent of a sheet. Diogenes lived in a barrel, but didn't even wear one. All of Greece didn't mean as much to the clothing industry as the Ku Klux Klan. And today, what serious thinker that you know will give a whoop about thirty-five-dollar suits and overcoats—if he isn't too discouraged to think of clothes at all?

* * *

THE ONLY "serious thinkers" who count for anything to any advertiser are those who take your advertising seriously—who take a serious interest in your business, your merchandise, your promises—who think seriously of their own comfort and conveniences and savings and general advancement.



Tell It to Sweeney—serious thinker—the average man and the average family of New York. Tell It to Sweeney who is not too preoccupied or too blasé or too prosperous not to want and be interested in most everything, including what you have to offer. And Tell It to Sweeney in THE NEWS. The largest daily circulation in America now exceeds 800,000; reaches a majority of every type of consumer in every part of New York City; has highest attention value because of its small page; and costs far less than any other medium. Get the facts.

This is Number Twenty-two of the Sweeney Series. If you haven't read the others, write for them.

March Averages

Daily—859,679

(The largest daily circulation in America)

Sunday—1,099,106

THE NEWS
New York's Picture Newspaper

TRIBUNE TOWER, Chicago 25 Park Place, NEW YORK

The Great American Family of K-C



EVERYWHERE throughout the land dwell K-C families. Working and playing, earning and spending, they are representative of that rich and responsive market, the American Home.

As an individual, K-C is an alert, industrious American citizen, swinging briskly along one of the various walks of life, buying for himself and for his family the things that other men buy.

As a Knight of Columbus, he has the traditional loyalty of that splendid American body which unites more than three-quarters of a million men of common faith and ideals.

And K-C and his family read **COLUMBIA** their own monthly magazine.

It is only natural that the enthusiasm of K-C for his publication should inspire in him that friendly attitude which means so much to **COLUMBIA** advertisers.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Circulation **763,978** Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street,
New York City

J. F. JENKINS, Western Manager
134 South La Salle Street,
Chicago, Ill.

Human Relations in Foreign Trade

[CONTINUED FROM PAGE 24]

kept waiting again. We can afford to be careless about those things over here, but foreign standards are different. There clothes and style are taken as an index of character.

Years ago I went to Cuba to sell Simmons hardware. I took with me Frank Baldwin, our star salesman, and we went equipped with letters of introduction to General Wood, then in charge of the island, from no one less than President McKinley. Mr. Simmons had got these for us, being a personal friend of the President. By means of them we were able to get letters from the Secretary of Agriculture, a Cuban, to all the leading hardware dealers in Havana.

How to go about presenting these letters was the next question. Finally I came upon an intelligent interpreter who agreed to undertake the whole operation for us. He started out by outfitting each of us with frock coat, silk hat and stick. Then we drove to our destinations in a Victoria to be received with bowing and scraping. It was more like a visit of state than a business call.

IN one place, however, we were greeted with a coldness which was doubly surprising in contrast to the warmth of the others. Later I discovered that earlier in the same day Frank and I had visited that same shop while we were browsing around the city looking things over. We had bought nothing, neither had we tried to sell anything; we had merely glanced through the place to get some idea of Cuban business methods. We had had our ordinary clothes on at the time and when later we called on the same man in our high-hat regalia, he leaped to the conclusion that we had been spying on him. Foreigners do not like that.

When we finally returned to the States we brought with us orders for a large supply of commodities. A promising business had been started; how was the firm to keep it up? The average salesman sent down to handle the Cuban territory would stick to business just about so long, then take to drink. "Take that interpreter of ours," I advised. "Bring him up here and teach him the business. Then send him back as our representative." That is exactly what the company did, and that interpreter of ours is still the Cuban representative of the Simmons Hardware Company. And he has brought his son up in the business to succeed him. Very often that is the best method to follow: teach a man the business who already knows the country and its peculiarities rather than send an American who knows neither and who is already obsessed by American methods and who may prove worse than useless in the long run.

KEEP YOUR COPIES!
At the conclusion of each volume an index will be published and mailed to you.

All-Metal Adjustable Pantograph



Indispensable wherever a drafting board is used. Quickly enlarges or reduces.

Rent postpaid on receipt of \$3.00. Money refunded if not satisfactory.

DRAWING AIDE CO.
225 Caxton Bldg. Cleveland, Ohio

Investigate Before Investing

Every dollar that is spent for advertising is either a good or a bad investment—the advertiser owes it to the best interests he represents to investigate every publication's claims concerning circulation, before he invests.

It is the advertiser's right to *demand* facts, not theory—superficial information is not the kind on which to build a successful advertising campaign, and unless each copy of the publication used is delivered and read, the advertiser is paying for waste circulation and his advertising dollars *are not* producing proper results.



A recognized standard is available to every advertiser in A. B. C. reports—its methods are uniform and its authority unquestioned.

The Audit Bureau of Circulations places in the hands of the advertiser authentic and essential facts on circulation that are indispensable to both the publisher and the advertiser.

WRITE FOR A COPY OF
“The Measure of Your Message”

AUDIT BUREAU OF CIRCULATIONS
202 S. STATE STREET, CHICAGO



CHALFONTE-HADDON HALL ATLANTIC CITY

Summer Outdoors:

SEA BATHING
BOARDWALK
ACTIVITIES
GOLF
TENNIS
YACHTING
FISHING
AVIATION

Indeed, it's a pleasure to visit *Chalfonte-Haddon Hall*. Along with all the benefits of recreation, sea air and novel scenes, you enjoy also the comfort of not being a stranger. *Chalfonte-Haddon Hall* welcome you to Atlantic City with the hospitality and friendly atmosphere of home.

*American plan only. Always open.
Illustrated folder and rates on request.*



*On the Beach and Boardwalk. In the very center of things
Hear us on the Radio . . . frequent Broadcasting from WPG*

LEEDS and LIPPINCOTT
COMPANY

On another occasion my firm wanted the South American agency for a British manufacturer. I sent a salesman over to interview this manufacturer and get the agency. The salesman returned. "Nothing doing," he declared. "Not a chance."

It happened that shortly after that I was going to England for a different reason. I stopped in to see that manufacturer whom I had known for some time. We had luncheon together and finished off the greater part of the afternoon over long cigars. Not once did either of us approach the subject of business. Finally I chartered a taxicab and drove the manufacturer back to his factory. At the door he turned to me abruptly as though struck by a sudden thought.

"I say, didn't you want our South American agency?" he asked.

"Well, I would like it," I admitted. "All right; you may have it," he said. "But don't ever send any more of these American salesmen of yours over to see me. Come yourself. The thing I like about you is that you don't know anything about selling!"

It was the human element that closed that deal. To him I was a poor weak thing floating about England buying vintage wines. I needed protection. The know-it-all attitude doesn't go over there. It is the personal appeal that they want. They like things their own way and shy at the idea of mass production. Of course, mass production is what they are going to get, but there is no need of emphasizing the fact beforehand. Individuality is their strongest characteristic and each individual is different. No one general method of selling is possible if you are to realize all the vast possibilities that the foreign market affords.

Thomas F. Logan, Inc.

New York, will direct export advertising of the International General Electric Company.

Harry C. Oechsler

Formerly sales promotion manager for the Alcorub division of the U. S. Industrial Alcohol Company, and for the Improved Manufactured Products Corporation, has joined the staff of Charles E. Howell, New York, in the same capacity.

Homer W. Miller

Has severed his connection with the Free Sewing Machine Company of Rockford, Ill., and has joined the Frederick Schafer Advertising Agency of the same city.

MacFadden Publications, Inc.

New York, have purchased *Sportlife*, the national magazine of sports and recreation. The magazine will be enlarged from 64 to 96 pages and the first issue under the new management will appear under the date of July, 1925. Edgar F. Wolf will continue as editor and Charles A. Penn will be director of advertising.

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.

830 W. JACKSON BLVD., CHICAGO

SELL BY DIRECT-MAIL ADVERTISING

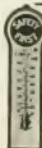
"Anything that can be sold, can be sold by mail."

Back up your salesman. Sell small, tested items without salesman. With one letter a merchant sold \$53,353.00 in 16 days; a retailer sold \$22,886.50 in 38 days. Send 25c for a copy of POSTAGE Magazine and actual copies of these two letters. If you sell, you need POSTAGE. Tells how to make results getting letters, folders, booklets, house magazines \$2 a year for 12 numbers full of usable cashable sell-alike ideas.

POSTAGE, 18 E. 18th St., New York City

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

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



A TAYLOR THERMOMETER
ADVERTISES 24 HOURS EVERY DAY
Agents whose clients' products are in keeping with thermometer advertising recommend Taylor Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.

Write for catalog and quantity prices
Taylor Brothers Company
ROCHESTER, N. Y.
(Division of Taylor Instrument Companies)

“Straws”—in the Textile Field

NOT since the years immediately following the Civil War has the textile industry at large been in such a state of flux as now.

Consumers' buying habits are changing; artificial silk is a factor of great importance having completely upset the balance of cotton products and is now influencing woolens and worsteds; a swing from worsted to carded wool has unsettled production; a wide diversity between manufacturing conditions north and south has raised the question of future tendencies and expansion; the demand for more fancy goods and fewer staples has altered manufacturing conditions; much equipment that paid dividends ten years ago is now obsolete.

Never before has the textile manufacturer been so much at a loss to know what to make and how to make it.

Evolutionary changes which formerly spread out over a generation are being concentrated into a few years. With it all, the volume of business in the textile industry is normal and showing a healthy increase.

Advertisers have never before had such an opportunity. Reader interest in TEXTILE WORLD has never been at such a high pitch. Textile mill men have never been more receptive to new ideas, particularly those which have a bearing on production cost and more accurate control of manufacturing processes.

We would welcome the opportunity to help you translate these conditions into terms which have a direct bearing on your sales problems.

Textile World

Largest net paid circulation in the textile field

Audit Bureau of
Circulations



Associated Business
Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE NEW YORK CITY

Telling It to the Boy Scouts



BOY SCOUTS ARE GETTING READY FOR CAMP!

Summer and the outdoor life beckon now to Boy Scouts. Soon they will be getting ready for camp.

Equipment will be needed. All sorts of things go to make up a Boy Scout's camp kit—from needles to tin cups.

Whose equipment will

be used is in large measure determined by Boys' Life, for it is the official Boy Scout magazine and its editorial and advertising pages are regarded as authoritative.

We will be glad to tell you how your product can be brought before this vast army of boys.

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.

South American Newspapers, Inc.

Agents for advertisements in the leading dailies:
"EL DIARIO NACIONAL" of Bogota, Rep. of Colombia
"EL NUEVO TIEMPO" of Bogota, Rep. of Colombia
Each one reaches a market of not less than half a million consumers of American products.
These papers carry advertising full page colored or daily strip comics, duly authorized by American copyright owners.

No. 5 SOUTH ST., NEW YORK, N. Y. Phone: John 1196

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.

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 complete and prices.

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



The Only Denne in
Canadian Advertising

We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence limited.

A-J DENNE & Company Ltd.
Reford Bldg. TORONTO.

Putting Job Through the Press

[CONTINUED FROM PAGE 32]

when you've got the OK'd copy into type. Some people are nigglers, and will argue by the hour about substituting *a for the* and *that for which* and *attractive for charming*. Some people seem to think they haven't established their importance sufficiently unless they have put a blue pencil mark on something, no matter what. You have to devise a method of your own to deal with each one of them, and decide which corrections are really improvements and which are mere foolishness.

You can learn a great deal from this process, which in our shop we call "getting the millhands' OK's." What has seemed to you crystal-clear copy will be utterly incomprehensible to somebody else. It is very easy to say "Dumbell!" under your breath. But you must remember that your unseen audience is likely to be considerably less intelligent still, and that what has puzzled your co-worker will probably not succeed in penetrating the intelligence of your real public at all. The boneheadedness of John Bonehead is something that the clever beginner does not appreciate for a long time. Moral: don't get impatient, and be willing to make your copy foolproof if necessary.

GET the millhands' OK's in writing. Use extra proofs for this. They'll be sure to make hastily scrawled corrections, or write down an idea which they'll change afterward, or something messy. Collect all your changes from your various superiors, and then transfer the net result, clearly, preferably in ink, to the proof already read by the printer's proofreader and yourself. Again send it back for revise.

The third proof should be final. You should be able to mark it OK without further revisions.

If the job is a booklet or circular, have a dummy ready—a folder or stitched blank the exact size, shape and number of pages of the finished product. Cut out your page proofs and paste them up in the dummy exactly as they will appear. You will discover errors that you might easily miss on the proof-sheets—faults of balance, irregular page lengths, etc.

If it is a big job of composition, you may receive galley proof first and have to page up your booklet yourself. Galley proof consists of long sheets of type composition without running heads, folios, cuts or captions. With it will come proofs of your cuts and captions. You must cut your galley proof into page lengths, and insert your cuts at the proper places, adding running heads, captions and folios as you paste it up in your dummy.

Let me warn you not to cut out page one and paste it, and page two and paste it, and so on to the end. You'll be sure to come out wrong, and

"A working force of 20 employees became one of 1200"



Looking Back Forty Years

In the early eighties—full forty years ago, was launched the business of the MOHAWK VALLEY CAP FACTORY, since become the McLOUGHLIN TEXTILE COR-

PORATION, Utica, N. Y. Meagerly financed, scantily equipped and meanly housed—no business ever had humbler beginning. The very first order was secured from a Jobber whose name has never, to this day, been off the McLOUGHLIN books.

In the early years the facts concerning McLOUGHLIN quality, value and service were spread among buyers entirely by word of mouth. *Later a select list of business papers was used to broadcast the story.*

Order by order—customer by customer—line by line the business grew until a working force of 20 employees is now become 1200—until the yearly volume of a few thousands of dollars now runs into millions.

—and Looking Ahead

A stern, inflexible insistence on a high standard of quality and service has

laid a firm foundation under this business.

Spreading this creed by the spoken word of salesmen and the printed word of advertising is day by day building it bigger.

And now in facing the future the McLoughlin Corporation predicts that a still greater share in the further business building will be placed on the shoulders of business publications.

The problem of adequate jobber and retailer distribution has been solved for many concerns by Business Paper advertising. More and more manufacturers are turning to Business Papers not only to get distribution but to CUT THE COST OF DISTRIBUTION.

The backbone of practically every business paper campaign is made up of publications that are members of the Associated Business Papers, Inc. These are the "Key papers" of their fields—leaders in editorial content and reader interest.

Ask our Advisory Service for facts, figures and market data.

"Member of The Associated Business Papers, Inc." means broad circulation, PLUS the highest standards in all other departments.

ASSOCIATED BUSINESS PAPERS, Inc.

220 WEST 42nd STREET

NEW YORK

McLoughlin Textile Corporation, Utica, N. Y.



Two evolutionary landmarks in the oil business. The appointment of

1. Colonel J. B. Bowles as Technical Editor of Oil Trade and Fuel Oil.
2. Jay Harris as Engineering Editor of Oil Trade and Fuel Oil.

Colonel Bowles was formerly Chief Technologist for the Tidewater Oil Company.

Mr. Harris was Assistant to the Chief Engineer of Henry L. Doherty & Co., Bartlesville, Oklahoma.

This is the first instance in the history of oil publishing that even one engineer served as a full member of an editorial staff. Until Oil Trade, the monthly, proved differently some men thought that news of the oil business was the only thing the industry would read.

Have you seen the April Oil Trade?

The advice and help of both Colonel Bowles and Mr. Harris is available to advertisers and readers.

OIL TRADE JOURNAL, Inc.

350 Madison Avenue

New York City

Chicago

Tulsa

Los Angeles

GOOD PRINTING *need not be* EXPENSIVE PRINTING

LET US PROVE THIS TO YOU, BY GIVING US AN OPPORTUNITY TO FIGURE ON YOUR NEXT JOB—NO MATTER HOW SMALL OR HOW LARGE.

Telephone:
CHELSEA
10480

The WALDINGER PRESS
PRINTERS & BINDERS
121 WEST 20TH STREET, NEW YORK

there is nothing more devilish than pulling pasted proof off one page in a sufficiently whole state to paste it up on another.

Cut your whole galley proof in pages, and attach it to each page of your dummy with clips. Begin at the back and front and work toward the middle. If you have too much copy, you can cut and add a four-page leaf in the middle; if too little, you can pull out a four-page leaf. If you are just a little under, you can make a blank fly-leaf in the front or back of the book.

Check the size of the booklet as compared with the envelope or container before you finally OK it. An eighth of an inch too much may make it impossible to insert it freely in the envelope and spoil or delay the job. Three proofs should be enough, however, on all jobs.

There are exceptions, of course. I recall vividly a full-page newspaper advertisement in which one 200-word paragraph was rewritten nine times—five times in copy, four times in proof. But that was a case where the reasoning temperament of one head and the imaginative temperament of another head were trying to attain a common meeting-ground. It was just luck that they happened to meet all over me. When the page was OK'd I was ready to hire myself out as a ballpark, with experience!

Naturally, author's corrections like the above cost heavily. The printer does not charge for his own errors, which sometimes may be considerable. Watch the slips that he will return with revised proofs showing hours of time spent on corrections that are not his fault, and see that he does not charge you for corrections that would not have been necessary had he followed your instructions in the first place. You may easily save your company the amount of your week's salary on a single set-up by keeping track of such points.

WHEN you have OK'd composition, do not dismiss the job from your mind. Know when it goes to foundry, matmaker, and postoffice. Know when it goes to press, to bindery, and is delivered. A job is never finished till it's done.

Keep your production schedule. When the accounting department discovers there's a big bill for overtime on the job, you will find it excessively convenient to be able to show that the president got the proof on a Monday and gave his OK on the following Friday. Post-mortems are never pleasant, but they're much less pleasant when you have to hem and haw and guess and think that something must have happened so, or so, or so. The copywriter who keeps his production schedule will find that people don't pass bucks to him any more, and his work will be a great deal easier.

[This is the fifth of Miss Birchall's articles on Training the Copy Cub. The concluding installment will appear in the FORTNIGHTLY on April 22.—EDITOR.]

Evidence Of Leadership

The New York Sun published 13,268,308 agate lines of advertising in 1924.

This represents a gain of more than two and a half million lines in total space.

Among the many important classifications in which The Sun led all New York evening newspapers are:—

National Advertising
Miscellaneous Display
Building Materials
Steamship and Travel
Office Appliances

Radio
Automobiles
Financial
Resorts
Periodicals

Schools and Colleges

These records reflect the confidence of advertisers in The New York Sun; a confidence drawn from a consistently large and increasing volume of sales traceable to advertising in this highly responsive newspaper.

The



Sun

280 BROADWAY

NEW YORK

A rigid censorship on advertising is maintained by The Sun.

A partial list of agencies using space in Oral Hygiene

N. W. Ayer & Son, George Batten Co., J. H. Cross Co., Dando Co., Erwin, Wasey & Co., Ferry-Hanley Co., H. C. Goodwin, M. P. Gould Co., Stanley E. Gunnison, Hanser-Churchill Agency, Hazard Advertising Co., Lambert & Feasley, Thos. F. Logan, Inc., Lord & Thomas, Lyddon & Hanford, H. K. McCann Co., Miller, Black & Vanderbilt, Moss-Chase Co., Nelson, Chessman Co., Daniel E. Paris, Porter - Eastman - Byrne Co., Frank Presbrey Co., Redfield Advertising Agency, E. P. Remington, John Ring, Jr., Romaine Pierson, J. Walter Thompson Co., Thompson-Koch Co., Thresher Service, Western Advertising Agency.

Oral Hygiene A Journal for Dentists Pittsburgh, Pa.

Chicago: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
New York: Stuart M. Stanley, 53 Park Place, Barclay 8547.
St. Louis: A. D. McKinley, Syndicate Trust Bldg., Olive 43.
Los Angeles: F. G. Lenzner, Chapman Bldg., Broadway 0103.

South Bend is now the second city in Indiana



SOUTH BEND NEWS-TIMES

Daily and Sunday



Lorenzen & Thompson, Inc.
National Representatives
New York
Chicago San Francisco

"Quality Circulation"

[CONTINUED FROM PAGE 17]

selects its readers along the lines of their interests, ways of living, amusements, hobbies and sports.

When a farmer raises cattle for a living he reads *Hoard's Dairymen*. That is class circulation, but not quality circulation. When a rich man goes in for fancy farming he buys five-thousand-dollar Guernsey bulls, in the same spirit as he might buy a five-hundred-thousand-dollar Rembrandt. The bull becomes an article of *bijouterie* and *vertu*, in the same category with a polo pony or a diamond necklace. *Country Life* is edited for those who practice country living as a sophisticated art, as a means of spending money. It's a small world, this world of those who compose quality circulation, and the magazines that cater to it have small circulations, but there it is, and if you want to reach it you must go where it lives.

It is probably true that all these well-to-do can be reached through the columns of the *New York American* and the *Saturday Evening Post*, but it costs too much to reach them there. As Sam Weller observed after he had learned the alphabet, "it isn't worth while to go through so much to get so little." Of course, if what you sell is used equally by all sorts and conditions of men you can profitably use the mass mediums. The millionaire who chews gum must chew the same plebeian gum as the proletarian. No one has thought of putting out a de luxe cud at a dollar a slab. But to comb a million circulation to find a possible thousand buyers is to advertise the way the hedgehog eats grapes. He rolls over and over in a vineyard, and all that stick to his spines he carries off and consumes.

But there is a better reason for using quality mediums for quality goods than the excessive cost of the mass mediums. Assuming that our millionaire member of the metropolitan club, the interlocking director of many boards, with a string of homes, a fleet of cars, a yacht, a racing stable, a private golf course and a box in the grand tier, reads the *New York American* and the *Saturday Evening Post*, and that his wife, with her French maid, ropes of pearls, and sable overcoat, reads the *Pictorial Review* and the *Ladies' Home Journal*—as why not, for are they not human beings as well as millionaires?—they also read *Vanity Fair* and *Vogue*, for *Vanity Fair* and *Vogue* are trade papers for the job of living in this sophisticated, artificial and expensively unholstered world. It is a matter of background, of atmosphere, of association of ideas. Our rich friends will be more impressed with advertising of the same article in the quality magazine than in the mass magazine. How far do you think Tappé would get if his shop was on Grand Street, or

Black, Starr & Frost at 116th Street?

When it comes to selling goods that are not handed out on the street corners to the passing crowds, a certain amount of atmosphere must be built up around the selling. Yesterday there was a mob around the door of the flower shop in Bloomingdale's that blocked the entire sidewalk, struggling to buy Easter lilies at \$1.69 per pot, and other blooms at correspondingly low prices, while a few blocks west at Thorley's practically the same plants were being sold to a far smaller crowd at from ten to twenty-five dollars a throw. Each place has its own selling technique, and the methods of Bloomingdale's would kill Thorley's. Advertising technique follows the analogy. Expensive things must be sold in an expensive manner. It may be foolish, but it is true. Your ten-thousand-dollar organ, or hundred-thousand-dollar necklace, goes better against the background of the world that buys such baubles than it does lined up with the phonographs and dollar watches of the multitude.

In those days when the Pierce-Arrow was really America's leading car, Fatty Arbuckle bought one. He paid twenty-five thousand dollars to have it equipped with a special body, an obese body, I suppose. I remember with what a wry face the officers of the Pierce-Arrow Company learned that bit of news. Now a sale is a sale, and Fatty Arbuckle's money is just as good as anybody's, but the officers were right. They realized the adverse effect this would have on the prestige of the car. That prestige was one of their assets. It enabled them to get two or three thousand dollars more for a car. This same prestige adds to the price of most things sold between Forty-second Street and the Plaza, prices which purchasers pay because of prestige. To advertise an article of quality, sold at a price within reach of but few, in a medium with a circulation so large that 999 out of 1000 could not possibly be purchasers, rubs some of the bloom off the prestige and cause loss of caste, as it were.

What I started out to say is this: That you can undoubtedly reach a larger percentage of the good buyers of the country, or a given territory, in a newspaper or magazine with a great mass circulation, and reach along with them all the other classes down to the Sweeneys, but not only will you pay a needlessly high price for that circulation, but also you will make less impression on whatever quality exists in this mass circulation than you will if you use the less expensive publication which by its editorial policy, by devoting itself to the chief interests of the class to which it caters, has made itself into a quality publication.

YES

It's the
POST-DISPATCH
 IN
HOUSTON NOW

Rice, Cotton, Cattle, Oil producing, Oil refining, Lumber, Railroad center, Export center, Inland port.

ALL COMBINE TO MAKE Houston with its 200,000 an outstanding market center.

—The Houston Post-Dispatch *Concentrates* on this prosperous market—

. With the *Greatest* Paid, Home delivered circulation of any newspaper in Texas.

In Houston NOW it's the *Post-Dispatch*.

ASK OUR
 National
 Representatives
 The
S. C. BECKWITH
 Special Agency
 New York City
 and Branch Offices

The Houston Post-Dispatch
 HOUSTON, TEXAS

Collecting Money by Mail

[CONTINUED FROM PAGE 18]



LUMBER is generally associated with building activity. Yet—, one of the larger users of lumber in the United States is the furniture manufacturer.

This industry is willing to pay good prices for the right kind of lumber. It not only uses Walnut, Mahogany, Oak, Maple, Birch, Gum and like woods in cabinet making—but it also consumes millions of feet of other woods for crating construction work and such items.

Advertisers in the *Furniture Manufacturer and Artisan* obtain noticeable results from their investment—enough so that they renew year after year. Sometimes they are not backward about saying nice things about this business paper.

What they say will interest you. Just ask us. We'll tell you.

The Furniture
Manufacturer & Artisan
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late payer if he cares to pay, but which do not have a high collecting value); and *stunt* letters, which were classified as good or bad. This classification showed the distribution of quality as follows:

	Per Cent
Good	10
Bad	13
Usual	69
Stunt, good	4
Stunt, bad	4

Less than one out of every seven letters from the entire filing case full of letters was judged a real collection letter:

What was the form of these letters? Most of them were multigraphed and filled in. Many were individually typed. They varied from short one-paragraph reminders to eight-paragraph debates. In percentages:

	Per Cent
1 paragraph	7
2 paragraphs	24
3 paragraphs	38
4 paragraphs	23
5 paragraphs	5
6 paragraphs	1/2
7 paragraphs	1
8 paragraphs	1/2

In other words, most of the letters—of two, three, and four paragraphs—were normally from the early stage of the conventional collection series. Most of the collection letter writers, ardently desirous of collecting the money due, and yet terribly afraid of losing business, stuck on dead center on the collection cycle. That condition undoubtedly accounts for the majority of letters in the "usual" class preceding. The collection manager knew in each case that he ought to keep after his man, knew he did not dare get "hard boiled," and yet knew no way of varying the usual with the effective.

So far, we have been merely counting straws that show which way the wind blows. Let us try to examine the wind itself. Let us try to see what appeals, what reasons are urged for payment of bills. The first group of appeals are simple reminders—or worse.

Why have we received no payment?

(A pleasant story that reminds the writer an account is unpaid.)

May we call attention to this account?

NAG. (A good many letters could not be described otherwise.)

You have involuntarily overlooked this account.

Of course you can pay, but you are busy.

Please make an extra effort.

These are busy days, but when can we expect payment?

We know your delay is not deliberate.

We'll both be relieved by a payment; why not make it?

Many of the letters were—though purporting to be collection efforts—mere outlets for the writers' outraged feelings. However dubious their col-

lection value may be, they cropped up continually. Typical are:

We have shown you every possible consideration.

Maybe we're poor letter writers, because we haven't got an answer.

It's hard to please everybody with collection letters.

We dislike writing dunning letters as much as you dislike getting them.

We feel that you shouldn't make us wait.

Many of the letters attempted to get the debtor to see the side of the firm. If this feat can be accomplished, payment *might* be forthcoming, but men usually pay what they owe not through sympathy for someone else, but with an eye to their own welfare—either remote or immediate.

The small margin of profit does not allow us to grant an extension.

We don't get "hard boiled"; show your appreciation by paying.

We want to close our books. Please help us by paying.

You are not treating us fairly.

Look at our side of the situation; wouldn't you want to be paid?

We, too, have financial problems.

Individual accounts are small, but the aggregate of our outstanding balances is large.

What would you do if you were in our place?

We need the money.

Please help the poor credit man; the boss says "Get 'em in."

You have some of our money.

What shall we do next?

Face the matter squarely.

As it is to be expected, many collections are achieved by an adroit appeal to the pride of the debtor. Likewise, many are spoiled by a pride appeal that does not penetrate the debtor's hide:

Keep up your credit standing.

Was our confidence misplaced?

Your credit rating was satisfactory; why has there been no payment?

We are puzzled—was it an oversight?

You are making a big mistake.

We placed confidence in you; please justify our judgment.

We are disappointed in you.

You have always had a good rating on our books before.

Many of the letters received had no hesitation about treading on toes:

Our policy is to give you a chance to pay before we sue.

A spirit of friendliness prompts us to tell you we're going to sue.

We are not alarmed, but are taking the precaution of drawing.

We will draw.

We are holding a draft pending your reply.

We must limit your purchases.

Many collection writers are beginning to reply on what is probably the strongest aid in collecting—the offer of cooperation. Payment from slow ac-

We take pleasure
in announcing that

DON M. PARKER

has become an Officer
and a Member
of the

HAWLEY
ADVERTISING
COMPANY
INC.

95 MADISON AVENUE
NEW YORK CITY



Not New But Telling About It Was

FOR years, residence heating boilers have been made with grates that shake half at a time. When The Burnham was made that way, the manager merely mentioned it to us as a passing instance.

When we spoke of its many strong selling points, he replied: "Why, there is nothing new in all that."

"No," we replied, "but *telling about it is new*. It's so utterly obvious that no boiler maker has considered it worth the mentioning."

Based, however, on that very utterly obvious thing, the sales of Burnham Boilers were made to increase at a rate never enjoyed before.

It has been our experience, that the homely, every day, common sense thing, is the one that in the long run, best business builds.

We call it the utterly obvious, because it is so utterly obvious.

If you are interested in this sort of long-haul business-building kind of advertising, you may find the methods of this moderate sized, personal service Agency worth inquiring about.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

counts is quite often the by-product of good will:

Possibly our experience may help you; it is at your service.

Pay up overdue account so you can take advantage of cash discount in future.

We suggest a note for a part of the amount.

Let us help you to arrange a schedule of payments.

Mr. Stoney Silence usurps a large part of the thought of most collection men. Many of the letters were written solely to trap him into admitting his existence:

We are writing to you as a last resort.

Write us; we may be reasonable.

Was there a mistake in the account?

Let us know what reason there is for withholding the account from our attorney.

Are we writing the proper department?

Is it good policy to ignore collection letters?

We are entitled to a response.

Don't bother to explain—just pin a check to this letter.

Will you fill out the inclosed questionnaire telling why you have not paid?

If we could call, we are sure we could make you see the matter.

Many of the letters approached the matter of collections from the standpoint of economic necessity. They tried to show the delinquent why he should pay.

Your neglect has caused the account to grow old.

Overdue accounts increase your cost.

Cooperation is the keynote of success.

(The usual attempt to re-sell.)

Your backwardness in settling has deprived us of your current business.

Circulation of money helps business and increases sales.

Your check is necessary to complete the contract you signed.

Business is good; why not pay up?

Many of these appeals sound flimsy—and they are. Many of them, though, are sound reasons for paying.

We have made no attempt to classify or label them. They are simply the messages the collection men of many of the largest business houses in the nation are sending to delinquent customers.

Which are good and which are bad? That is a hard question. Much depends on how the appeal is presented.

Boiling down even the most plausible collection letters to their essences will often reveal why some very likely-looking letters do not bring home the bacon.

Just as the words themselves used in a sales letter shrink to insignificance compared with the merchandising principle behind the letter, so actual collection letters give way to *collection strategy*. All the steps usually taken to bring in reluctant money should be considered a part of the same campaign—a campaign that should be continued throughout the customer's entire relation with the house.

A credit office must walk a narrow

THE WORLD IN PICTURES

A good photograph will say more than a thousand words. I have 150,000 subjects, including Burma Holms negatives. On-approval service. Write us about your needs.

EWING GALLOWAY

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BOOT AND SHOE RECORDER

BOSTON

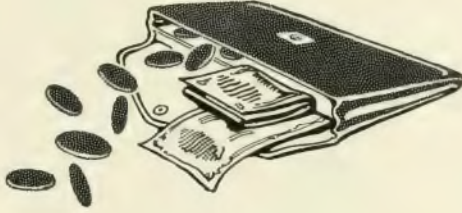
"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 12,422 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

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.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.



The Responsiveness
of more than
A Million Women Readers
is due to the fact that the products
advertised in its columns
are Worthy of their Confidence
and
because their trusted friend

**GOOD
HOUSEKEEPING
SAYS
SO**

“Showing me a lot of architectural journals and asking me which is the ‘best,’” said the architect, “is like asking a carpenter whether a plane is better than a saw.”

But it's fair, isn't it, to assume that the journal with the largest number of architect subscribers is the “best” buy for the manufacturer?

Ask us for the latest statistics on building activity—for a copy of our 56-page booklet, “Selling the Architect”—and for data on the circulation and service of *The Architectural Record*.

(Net Paid 6 months ending December, 1924—11648)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days 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 advertisements to appear in the May 6th issue must reach us not later than April 27th. Classified advertisements will be accepted up to Saturday, May 2nd.

path. Too heavy collection losses are obviously dangerous. Less obvious but fully as dangerous is the too great diminution of credit losses, for eager competition not only justifies but necessitates the reasonable credit risk. Sound new business comes from encouraging new accounts, new businesses, and from building up weak accounts. Hence the collection manager should plan a collection campaign that will allow as liberal a credit policy as possible, and that will yet screen out undesirable credit risks as early as possible.

The greatest utility the up-to-date collection man has is not so much collecting money—collection men have always done that. Possibly 98 per cent of all accounts will be paid anyway—it might be that the percentage is even higher. His task is to bring outstanding money in as quickly as possible without sacrifice of sales effort. If he can reduce the average time of payment by fifteen days, he has in effect added 25 per cent to his firm's working capital.

These generalizations are slight. However, to reassure the reader that the research has not been its own goal, the conclusions the Better Letters Association has drawn are summarized in the following “Ten Commandments for Collections”:

I. Merchandise Your Collections.—Don't just send a series of duns; build your collection series from the point of view of your debtor; sell him the idea of paying.

II. Don't Allow Accounts to Grow Old.—Most dead and slow accounts were “good” when they were opened. Start your collection effort at ten days, rather than at sixty.

III. Be Persistent.—Even the slowest debtor feels the pull of an infallibly regular collection system; even a good account slacks with intermittent collecting.

IV. Don't Be Ashamed to Ask for Money Justly Due.—A firm collection policy not only brings in money quicker but gets the most orders.

V. Don't Whine.—Money is seldom paid because a delinquent feels sorry for his creditor.

VI. Avoid Stunts.—The acrobat may “go over big”; when he falls, he sprains his back pretty severely.

VII. Stand by Your Statements.—You weaken subsequent collection efforts by fruitless threats. The threat is rarely advisable; when made it should be carried out.

VIII. Cooperate as Far as Possible with Your Debtors.—The more constructive advice and service you give the larger will you develop your own business.

IX. Make Your Collection Letters Build Good Will.—Keep ever in mind that an average of 80 per cent of the business of most firms comes from customers already on their books.

X. Know Your Customers.—The more you know about your customers, the easier will it be to collect money from them.

[This is the first of two articles on “Collecting Money by Mail.” The next installment will be published in the issue of May 6.—EDITOR.]

Should Salesman Be Petted or — ?

[CONTINUED FROM PAGE 21]

tical source until such future time as he may negotiate a visit under more favorable conditions. An experienced salesman will usually try to make an engagement on the telephone, before he leaves the anteroom, and very often succeed in getting an interview on the spot.

Another point on which the green salesman must be lessoned, either by himself or some one else, is that it is absolutely vital to get his proposition to the authoritative buying source. He must learn to estimate his man, to evaluate his authority as a purchaser. The salesman is often faced with the necessity of penetrating behind subordinates and assistants (without antagonizing them), before he is convinced that he has an authentic yes or no.

On all these counts, close play between the salesman and his superior is of great value. It is desirable also as a means of acquainting him with the "history" of his customers, and whatever special conditions apply on their accounts. If there has been some ancient dissatisfaction on the part of a certain account, the salesman ought to know that. If there are some data on credit difficulties which are valuable to him, the sales manager ought to see that he is provided with them, and does not go totally ignorant of the customer's point of view.

IN general, it seems reasonable to point out that a lack of contact between the road man and the plant or home office, is no stimulus to intelligence or enthusiasm. It is conducive to anything but sales results. It ought to be cut to the minimum.

Such contact may very well, in many instances, be broadened into a lively interest on the part of the sales executive in the personal affairs of the salesman. This need take the form neither of inquisitiveness nor undue familiarity. Thoughtless and ill-advised as it appears, yet it often happens that, in a real crisis of a salesman's career, brought on by illness or bad luck, his superior officer turns around and gives him merry hell—and thus roots out the last vestiges of fight in the man—instead of administering the indicated treatment, a "buck-up-we're-all-with-you" attitude.

There has been, conceivably, too much study of the salesman-problem that is concentrated on the salesman, and not enough of that concentrated on the sales manager. It may be more profitable for an instant, both for executive and sales manager, to view the thing from the other angle.

What are the qualifications of a real sales manager, and how many sales managers fill them?

The bona fide sales manager must not be without a background of actual

THE capitalization of the manufactured gas industry, with equipment and appliance companies included, is \$4,000,000,000. This is a vast field for sales; it is covered 99.47% by Gas Age-Record. Write for an analysis showing how your product can be utilized in this industry.

Gas Age-Record

9 East 38th Street,
New York

A. B. C. A. B. P.

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



Gas Age-Record

"The Spokesman of the Gas Industry"

"As distinctive as a Theatre Guild production"

The
Guild
Program



LONG, long ago
(all of six years)
the Theatre Guild
had 300 members
(three hundred) and
the Guild Program
had one (1) advertiser.

ON April 13, 1925,
the Theatre Guild,
with a membership
of fourteen thousand,
opened the
new Guild Theatre
and the Guild Program
went to press
with every available
inch of space
Sold
Right
Out.



For reservations after June first, address
Cornelia Penfield Lathrop, Garrick Theatre, 65 West 35th Street, New York City

Six subscription theatre programs with a monthly circulation of more than 30,000 discriminating glauvers

experience in the field. He must never be out of touch with what his men are actually doing. Preferably, he is a graduate from a sales position. Being that, he knows exactly what he is demanding of his men, and what are the average chances of success under the conditions imposed on them. Experience in the field alone makes him appreciate difficulties in the field.

He must be, it goes without saying, an exceptional judge of human nature. He must be able to gage his man—to recognize self-reliance where it really exists, and dependence where that exists. He must govern his cohorts accordingly. He must include in his credo the irrefutable precept that one sales law will emphatically *not* do for all, because no two human natures are identical. Where he perceives independence and initiative, he will welcome them and employ them. Where he encounters weaknesses and deficiencies, he will allow for and correct them, providing they are counterbalanced by other traits of intrinsic worth.

IT is his prerogative, of course, to be figuratively "on the tail" of his men. He will indulge in sales races, contests, and quotas. But in the heat of these obsessions, he will not have too great impatience with the discouraged greenhorn who, if he were third-degree, would confess to an infinite abhorrence of all sales "races."

Yes, he must be a paragon of virtues, this supernal sales director. But—first and foremost—he must at certain times come out of his shell and be a double-distilled human being. He must manage to bridge the gap of distance and isolation. He must and will learn that a high-grade temperamental salesman seven hundred miles away is a delicate mechanism to tamper with.

Let us look at some of the phases on which this worshipful sales director has his subordinates at a disadvantage. He infallibly draws the credit for a high record, a good volume of business. This credit he is sometimes quite loath to pass on down the line. Not so when the staff fails of its quota. When business falls off, the discredit, the censure, is very apt to rest on the men—much more apt, at least, than the bouquets for the big business.

Also, the sales manager may for a time rest comfortably on his laurels, earned with a previous connection. Not so the private in the ranks. His time of trial is usually a great deal more abbreviated.

To that character of sales manager, however, the idea of painstaking co-operation with his men is commonly a total stranger. His policy is a make-or-break policy. The infinite patience, the individual analysis, the unexpected commendation, the tactful reproof—all so essential a part of his real equipment—are not even in his dictionary. His salesmen will have to evolve their own salvation, or go by the board.

I have tried to show here that, to some degree at least, the "paternal" at-

It is logical to assume that specialists in a given field are more familiar with its selling problems than those outside it. We devote ourselves exclusively to industrial clients in the plumbing, heating and engineering fields.

Our new booklet, "Putting the Cart Before the Horse," will be sent on request.

Arthur Henry Co. INC.
Industrial Advertising
1482 BROADWAY NEW YORK.

titude toward salesmen has its merits. Generally speaking, no business house can afford entirely to dispense with it. Generally speaking, no business house should ever get beyond the point where a particularly fine piece of work on the part of one of its representatives calls forth a favorable comment. That same reasoning applies to a myriad other things that eventually make or break salesmen. And salesmen eventually make or break most business houses.

Certain it is that many a salesman may be saved, on occasion, by a little forethought emanating from headquarters, from making his solicitation after the manner of a whipped dog, and leaving with his tail between his legs. Certain it is that appeal to a salesman's ambition, pride, or even vanity, is superior psychology to blunt and unmitigated censure. Certain it is that a salesman needs poise if he needs anything, and that he gains immeasurably in poise from a sympathetic understanding on the part of the people who are back of him and don't hesitate to tell him they are back of him.

Verily, a sales manager has a lot to manage besides sales.

Arthur T. Lewis

Has been elected secretary of Johnson, Read & Company, Inc., Chicago.

Brewster Publications, Inc.

Of Brooklyn, N. Y., publishers of *Motion Picture Magazine*, *Motion Picture Classic* and *Movie Thrillers*, have appointed E. Frank Pascal to the position of service manager.

Philip Kobbé Company, Inc.

New York, have appointed L. Webster assistant treasurer of the company. Alfred Biggs, Walter P. Mount and C. Curtiss Main have joined the staff as account executives.

Ingraham-Powers, Inc.

Of New York, Chicago and Kansas City, publishers' representatives, have secured the national representation of the *Brooklyn Citizen*.

Arthur C. Linge

Has been appointed space buyer for the H. E. Lesan Advertising Agency, Inc., New York, to succeed C. H. Weissner.

Clark Collard Company

Chicago, will direct advertising for the Outers Equipment Company and Theo. Abeles & Company, manufacturing furrier, both of the same city.

W. O. Woodward Company, Inc.

Of New York, will direct advertising for the Dorothy Vernon toilet preparations, manufactured by the Jennings Manufacturing Company of Grand Rapids, Mich.

Uncle Sam Needed and Took Him

Some time ago, we were running a department in the *American Wool and Cotton Reporter*, entitled Bleachery Management. This department was in charge of the best bleachery engineer in the United States. This was the man whom the government took away from us during the war to construct two huge nitrate plants for the United States army and whom the government later sent to Europe as the head of a commission to appraise the damage done by the German army to the textile establishments of France and Belgium.

This department "Bleachery Management" was made up of articles on dyeing, bleaching and finishing, which John Bancroft, the president of Joseph Bancroft & Sons of Wilmington, Delaware, one of the largest and best bleaching, dyeing and finishing plants in the country, said was the best thing ever printed in any American paper.

About this same time, the president of one of the largest dyeing, bleaching and finishing plants in the country wrote us and asked us if it would be possible for him to double up the production of his plant without increasing his equipment, so we sent this same bleachery engineer of ours to that plant to double it up without increasing the equipment—and he did it.

The *American Wool and Cotton Reporter* is noted in the industry for editorial vigor and strength and for process matter that is helpful to every branch of the industry. Practically every bit of advertising is alongside of reading matter, every bit of it gets attention, every bit of it helps the advertiser—and with the advertising goes the Bennett Service to supplement the advertising.

Standard 7x10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
"Largest Circulation of any Textile Publication in the United States"

530 Atlantic Ave.
Boston

518 Johnston Bldg.
Charlotte, N. C.



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

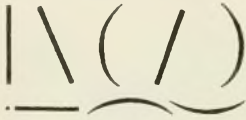
The William Feather Company
605 Caston Building :: Cleveland, Ohio



Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting
HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS



The ELEMENTS of the ALPHABET

Here they are. Used 67 times they make up the twenty-six vowels and consonants—Joining Marks into Letters, grouping Letters into Words, arranging Words into Lines, fitting Lines into Areas—*doing these four things artistically but practically, is our work.*

*Lettering, Decoration and
Figure drawing of distinction*

J. ALBERT CAVANAGH

Art for Advertising

2 WEST 46th STREET New York
BRYANT 6505

HOTEL EMPIRE

New York's newest and most
beautifully furnished hotel—
accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET
\$250

ROOM WITH PRIVATE BATH—
\$350

ALL OUTSIDE ROOMS

keith & shaw
adv. & art



The Value of an Idea

Last year the net earnings of the Fleischmann Company were in the neighborhood of \$11,500,000—about \$1,500,000 more than in 1923.

I do not know what the Fleischmann Company's net earnings were ten years ago, but I am willing to bet a dollar against a dime that they were a good deal less than half as much as in 1924. And I am willing to bet another dollar against another dime that if Fleischmann's yeast were still used only for bread-making, the company's earnings, last year, would have been less than in 1914.

The enormous growth in the sales of the Fleischmann Company is due to the fact that a new use for the company's principal product has been discovered. Figures are not available, but my guess is that many more cakes of Fleischmann's yeast are now bought for "regulative" purposes than for making bread.

With this result: A business which in all likelihood was headed downward is given a new lease of life.

Another illustration of the value of an Idea.

"When in Rome"—

Sitting opposite me, in the subway last night, were four Japanese girls—Barnard students, I imagine they were. The oldest was, perhaps, twenty-five; the others nearer twenty. All wore "pumps," flesh-colored stockings, short skirts, fur-trimmed coats and wrist watches. All had had their hair bobbed; all had hats of the prevailing fashion—you know the kind! Two of them chewed gum!

There Is Hope!

Really and truly, it looks as if there is hope for the motion picture industry. It is beginning to laugh at itself. That is a good sign. When men laugh at themselves it is an indication that they do not take themselves seriously. And when they don't others *should!*

Take one of the latest films, "The Way of a Girl." The story isn't a bit better or a bit worse than a hundred others. Nor are the settings. Nor the photography. But "The Way of a Girl"

sends you on your way with a smile on your face, for it gives you—or seems to give you—a glimpse of what is going on in more than one motion-picture studio. Metaphorically speaking, in this picture, the motion picture industry takes you by the arm, leads you to a quiet corner and says, "You and I, sitting here, will see for an hour or so just how these motion picture people do things."

Now, if they would only go a step farther and—but hold on, that's too good an idea to broadcast. I'll work it out myself. I may go abroad in a month or two and if I do, I can use another thousand dollars.

Which?

Have you noticed the change that has taken place, lately, in what might be called the "trend" of radio advertising? Price is stressed to a much greater extent than was the case only a few months ago. One after another, the department stores are offering radio outfits at substantial reductions—"Only \$179. Was \$240." What does this indicate—that manufacturers of radios are finding it increasingly difficult to make sales or that some change—so great as to be almost revolutionary—in wireless transmission is not far off?

Temples of Economy!

Memphis, Tenn., used to have—and doubtless still has—a chain of grocery stores which were known as "Mr. Bower's Temples of Economy"—No. 2 or 12 or 28, as the case might be.

The arrangement of the Bower stores was unusual. Instead of a long counter, or two long counters, running the full depth of the storeroom, the Bower stores had a short counter *across* the store and only seven or eight feet from the entrance. Back of the counter was a screen, strongly built of wood. Most of the stock, perhaps three-fourths of it, was behind the screen. It might be in wildest confusion, but customers never knew that because the screen hid it from view. All the customer saw was the front part of the store—only about a third of it—and the impression she got was that the Bower stores were extraordinarily neat.

I have not been in Memphis for several years, but I often wonder if the arrangement of the Bower stores is as it was. I wonder, too, why other stores, not only in Memphis but in other cities, have not adopted it, if it is as good as it seemed to be. JAMOC.

Statement of the ownership, management, circulation, etc., required by the Act of Congress of August 24, 1912, of Advertising and Selling Fortnightly, published bi-weekly, at New York, N. Y., for April 1, 1925, State of New York, County of New York, ss.

Before me, a notary public in and for the State of New York, personally appeared J. C. Robbins, who having been duly sworn according to law, deposes and says that he is the Publisher of the Advertising and Selling Fortnightly, and that the following is, to the best of his knowledge and belief a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit:—

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

- Publisher, M. C. Robbins, 9 East 38th Street, New York, N. Y.
- Editor, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
- Managing Editor, Alex. Moss, 9 East 38th Street, New York, N. Y.
- Business Manager, J. H. Moore, 9 East 38th Street, New York, N. Y.

2. That the owners are: (Give names and addresses of individual owners, or, if a corporation, give its name and the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

- Advertising Fortnightly, Inc., 9 East 38th Street, New York, N. Y.
- Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
- Robert R. Undergraff, Scarsdale, N. Y.
- Affiliated Publications, Inc., 9 East 38th Street, New York, N. Y.
- The stockholders of Affiliated Publications, Inc. are:
- M. C. Robbins, 9 East 38th Street, New York, N. Y.
- J. H. Moore, 9 East 38th Street, New York, N. Y.
- F. W. Parsons, 9 East 38th Street, New York, N. Y.
- Margie P. Robbins, 134 Cliff Ave., Pelham, N. Y.
- Florence Pace Robbins, 134 Cliff Ave., Pelham, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for which such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustee hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

M. C. ROBBINS

(Signature of Publisher.)

Sworn to and subscribed before me this 25th day of March, 1925.

JAMES J. DUFFY.

(Notary)

(My commission expires March 30, 1926.)

Letters That Come In The Morning's Mail



CHARLES W. HOYT
President
Charles W. Hoyt Co.

"You are to be congratulated on the wonderful record which you have made. You have produced, from the start, a paper which has been full of interest. You have been particularly fortunate in your selection of writers. If you go along as you have for this first two years I believe the paper can look forward to a long, prosperous life."

Jarvis A. Wood

Senior partner of N. W. Ayer & Son, Philadelphia, and president of the Poor Richard Club, died of pneumonia at his home in Wayne, Pa., on the afternoon of April 9. He was born at Oyster Bay, N. Y., in 1854 and joined N. W. Ayer & Son in 1888, being made a partner ten years later. Mr. Wood was a member of the Manufacturers' Club, the Downtown Club and the Rotary Club.

Heegstra-Marketing

Is the new nameplate under which H. Walton Heegstra is resuming business in Chicago. Mr. Heegstra formerly headed H. Walton Heegstra, Inc., which suspended activities in 1922.

J. Nelson Ramsey

For six years art director of Munro & Harford Company, New York, has joined the service staff of Carl Percy, Inc., same city, producers of window displays.

Advertising and Selling FORTNIGHTLY

Press-Tested Electrotypes

The Test Proof Tells

The Test Proofs of all Reilly electros are printed on Special Test Presses under conditions far more severe than the actual printing on regular presses.

The Test Proof Tells

REILLY Electrotype Co.

209 West 38th Street, New York
TELEPHONE FITZROY 0840

Small City Department Store

[CONTINUED FROM PAGE 20]

lives in. You might not think this has anything to do with the price of curtains. But it has. Women who live in a house they do not own and in which they do not expect to remain for more than a year or two, will not pay as much—or anything like as much—for curtains as they did before the war. Then, \$10 or \$12 a curtain was the ruling price. Today, our big seller in curtains is priced at \$1.95. Yet the very estimable curtain manufacturer whose line we carry gets 'all het up' because we do not sell half or a quarter as many of his \$10 curtains as he thinks we should.

"THE trouble with many manufacturers is that they have an erroneous conception of the retailer's function—his proper place in the scheme of things. They think we can—and should—'create' demand. We can't do that and we shouldn't be expected to. Our province is to *satisfy* demand, not create it. To illustrate: If, on one of my buying trips to New York, I place an order for a hundred red dresses, it is not because I, personally, like red or because I think every woman in town should wear red, but because I have good reason to believe that at least a hundred women in Washington want a red dress and probably will not buy a dress of any other color. The retailer, I repeat, does not create demand. He merely satisfies it."

"How is demand created?" I asked.

"Chiefly through appeal to the sense of sight. In women's wear, the fashion journals are a big factor. Perhaps motion-pictures are, too, though, not being a movie fan, myself, I do not feel that I can speak with authority as to that. But every once in a while something happens that has us all guessing. Not long ago a customer asked one of the saleswomen in our women's wear department if we had any "blazer" coats in stock. The saleswoman did not know what a "blazer" coat was and asked for details. The customer gave them and left the store.

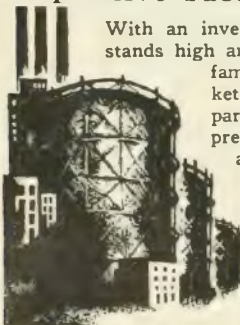
"A few days later, another customer asked if we had any "blazer" coats. The saleswoman was intelligent enough to tell her that while we had none in stock at the moment, we hoped to have some very soon. She was likewise intelligent enough to notify the head of the women's wear department that she had had more than one inquiry for a style of garment which she had never seen and of which she had never previously heard. The next time the manager of the women's wear department went to New York, he located a firm—the only one in the city—which was making "blazer" coats. He ordered a few. We had no trouble disposing of them, but since the last one was sold

"Impressive Facts About the Gas Industry"

With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**



I doubt if we have had a single inquiry for a "blazer" coat.

"I have no idea how the demand for this particular type of coat arose. I have seen no illustrations of it in the fashion journals. The call for it came, almost overnight, and died almost as quickly. I am glad we were able to give our customers who wanted a "blazer" coat what they asked for. I am equally glad we did not buy more than we could sell.

"LET me cite another case which shows the need for a better understanding of the retailer on the part of manufacturers. The Caldwell Store, as you know, handles Blank-Blank's clothes. They are distinctly all right—the best clothes, at the price, that money will buy. Blank-Blank's clothes are intended to be retailed at \$30, \$35 and \$40. They also make a few lines to be sold at higher prices. We carry very few of these higher-priced suits. The \$35 line is our big seller. Perhaps three-fourths of the men who enter our store, intending to buy a suit of clothes, have in mind the thought of paying \$35 for it. We know this. So, when we place our order for clothes, we specify so many suits of the \$30 grade, so many of the \$40—and more than all the others combined of the \$35 grade. Oftener than not, we get a letter from Blank-Blank's sales manager, suggesting that we revise our order. You should have more of our \$30 and \$40 lines. We can make prompt shipment—much more so than of the \$35 line, of which he hints we have ordered an undue proportion.

"Now, I give Blank-Blank credit for making good clothes and selling them at a fair price. That is their business. Why do they not give us credit for knowing our business, which is to buy, as advantageously as possible, goods of merit which we have reason to believe will satisfy our customers and to pass those goods on at prices low enough to attract, but not so low as to give us too small a margin of profit?"

"Is that your conception of the province of the retailer?"

"Yes. And the closer he sticks to that idea, the better for all concerned. A lot of us department store men make what I think is a serious mistake. We regard our stores as community centers and ourselves as community leaders. We provide restrooms and writing-rooms for customers. We maintain restaurants which are almost always operated at a loss. We give concerts and hold art exhibitions. In my opinion, this sort of thing is wrong. It adds to the cost of doing business. It makes fair prices impossible."

"But," I asked, "don't you think that men in your position—heads of important businesses—should interest themselves in movements which are likely to benefit their communities?"

"Certainly," was Mr. Hastings' answer. "And I do. I gladly give both time and money to causes that appeal to me—my time and my money,

You will appreciate the service we render in making advertising photography truly artistic and appealing



FREDERICK BRADLEY
435 FIFTH AVENUE, NEW YORK

Photography for Advertisers
TELEPHONE CALEDONIA 5645

Consider This Market Every Day In the Year

Your church uses and buys—

Adding Machines
Addressing Machines
Automobiles
Cameras and Kodaks
Cement
Clocks
Coffee
Dishes
Envelopes
Files and Cabinets

Hardware and Plumbing
Heating Equipment
Furniture
Fixtures
Kitchen Equipment
Letter Heads
Pianos
Pipe Organs
Paper

Radios
Rugs and Floor Covering
Roofing
Bulletins and Signs
Tires
Typewriters
Vacuum Cleaners
Victrolas
Window Glass

Your Pastor recommends—

Will It Be Your Product?

Place part of your appropriation for 1925 in the magazine best fitted to sell this field

The EXPOSITOR

The Preachers Trade Journal Since 1899

Out of 130 National Advertisers using church papers 70 of them use the Expositor exclusively

F. M. Barton Co., Caxton Bldg.
Cleveland, Ohio

Chicago:
34 S. Wabash

New York:
17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio
Please send Sample Copy and Rate Card
Name _____
Address _____

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you understand, not the store's. My first duty, as president of the Caldwell Store, is to my stockholders. They have first call on my time and energies. How much of either would they get if I devoted several hours a day to community affairs? When I came to Washington in the fall of 1923, I was invited to join many clubs. I was very much inclined to do so, but the more I thought about it, the more convinced I became that it would be a mistake. Figure the thing out yourself. If you are a member of luncheon-clubs and take two hours daily for your midday meal, instead of half that time, you've cut into your working hours to the extent of six hours a week."

"LET'S get back to the manufacturer," I said. "Can you suggest anything that might lead to a better understanding on his part, of the retailer?"

"Yes! I believe that every manufacturing concern which sells through retail channels should have a retailer on its board of directors. How else can its management get the retailer's point of view? My contention is this: The more manufacturers know about retail conditions—not as they think they are but as they are—the fewer mistakes they will make, not only in marketing but in manufacturing, also. If I am correct in my belief that we face a long-continued period of declining commodity prices, is it not reasonable to suppose that manufacturers who do not adjust themselves to conditions will have trouble? I could name more than one manufacturer who is making goods for a market which does not exist—or is headed in that direction."

"I notice," said I, "that much of the goods you carry in stock are those of manufacturers who are national advertisers. Why did you select those lines? Because they are advertised?"

"No! But because we believe they are the best values. The fact that goods are nationally advertised is in their favor but it is by no means a proof of their excellence. "You see," Mr. Hastings continued, "while the Caldwell Store is a fairly representative small city department store, it has its peculiarities, just as every other store has. One of ours is that we have been in business since 1860. Our customers are more than customers—they are friends. They have confidence in us. They would not have, if experience had not taught them that we stand back of everything we sell.

"As I have said more than once, my conception of the province of the retailer is that he should buy, as advantageously as possible, goods of merit which he has reason to believe will satisfy his customers and pass those goods on at prices low enough to attract but not so low as to give him too small a profit.

"I should like to bring out another point that does not get the attention it should. This: That there are a great many college-trained men in re-

tail establishments, nowadays. Standards are higher than they were. I'll venture to say that this store, small as it is from the standpoint of many a manufacturing business, is more intelligently managed than most factories. Buying is 'controlled.' So is selling. And we have the advantage over manufacturers that we are in contact, continuously, with those who buy from us."

"How about competition?" I asked. "Isn't the fact that you are only thirty miles from Pittsburgh a tremendous handicap?"

"No! Our overhead is smaller than that of the Pittsburgh stores. We not only meet their prices—we beat them. We buy as cheaply as they do and sell for less. We keep in as close touch with styles as any store in the country. Of course, every community has a certain number of people who do more or less buying away from home. Some Washingtonians go to Pittsburgh to buy and some Pittsburgh people go to New York and some New Yorkers go to Paris. But most people do most of their shopping at home.

"THERE'S an interesting theory in regard to the location of buying centers. It is that they are about an hour apart. In the old days, when nearly everybody walked, there was along the main highways a settlement, every three or four miles—an hour's walk. Then the stage coach came and it became possible for men to travel twelve miles an hour. The less-fortunately placed settlements shriveled up and died. Those that lived were an hour apart. The railroad and, later, the automobile superseded the stage coach. The distance from one growing town to another was increased from twelve to thirty miles, but the time it took to get from one to another was unchanged. It was still an hour."

"Just one more question," I pleaded. "Isn't it altogether likely that eventually, the chain department stores will injure, perhaps destroy, the small city department store?"

"I do not see why they should. The big thing in merchandising is manpower. The chain stores do not get it. In so far as staples are concerned, they are on a basis of equality with the individual department store. In goods in which the element of style is a factor—and that is the case in 75 per cent of department store sales—the chain store is at a disadvantage. It does not, and in the nature of things it cannot, keep in touch with the changes in fashion which are constantly going on. Nowadays buying is continuous. One of our buyers is in New York today to buy for one department. Another will go tomorrow or Monday to buy for another department. I spend nearly a week a month there. That's the way buying is done. In this day and generation."

(This is the second of three articles on merchandising as it is done by a representative small city department store. The next installment will appear in the issue of May 6.—EDITOR.)



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. It lists publishing properties for sale.
HARRIS-DIBBLE COMPANY
 345 MADISON AVE. NEW YORK CITY

Two live Advertising Salesmen with established office can produce REAL business for one more REAL publication in Chicago territory. State your proposition. Friedman and Peck, Monadnock Bldg., Chicago. Telephone, Harrison 4056.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
 14 West 40th St., New York City.
 Telephone Penn. 3566.

Position Wanted

EXECUTIVES AND MANAGERS

Advertising and Sales Promotional Manager; employed, seeking wider field, more congenial surroundings rather than larger remuneration; 15 years' experience with notable houses; productive record, fine references; prefer Chicago vicinity or Pacific and Gulf cities. Box No. 268, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MANAGER

Forceful copywriter, experienced in all mechanical phases of advertising, seeks position with firm using publication and direct mail. Box 263, Adv. and Selling Fort., 9 East 38th St., New York City.

There is a position in New York with a publisher, advertising manager, or executive, who is keen to secure the services of a woman who has been associated with me in the publishing business for the past three years.

She has had over ten years' experience in two important positions, and is particularly adapted to act as private secretary to one who needs a keen, conscientious, industrious, capable woman, who can be trusted absolutely with business or personal affairs.

Due to the sale of our publication, she is looking for the right kind of permanent connection and is willing to start at \$40 per week where there is an opportunity for real work and advancement. Shall I ask her to call? Box No. 264, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

ADVERTISING SALESMAN

with six years' of exceptional selling in Eastern territory, wants representation of Western or Southern magazine or journal. Now successfully representing a leading trade paper in this territory. Age 31 Married. Box 262, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING AND SELLING ASSISTANT

Thoroughly experienced in market research, dealer contact, and campaign details. Produces sixty bankable minutes every hour. Executive qualities; American; twenty-seven; married. Minimum requirement \$2,500 yearly. Temporarily employed. Box No. 267, Adv. and Selling Fort., 9 East 38th St., New York City.

ASSISTANT TO ADVERTISING

Manager or Account Executive; preferably in, or adjacent, Philadelphia. Young man, 25, well educated, single, Christian; copy layout, typographic, space buying. Well recommended. Box 259 Adv. and Selling Fort., 9 East 38th St., New York City.

A PRODUCTIVE PROMOTION MAN

WANTS TO MAKE A CHANGE
EXPERIENCE—Two years' reportorial work with large New York newspaper; two years advertising work, including copy writing and advertising management, with New York agency; two years circulation-promotion work (now circulation manager) with well known trade publication. **PERSONAL**—Age, 27; dependable; progressive; wishes to connect with large retail organization in, or near, New York City, in advertising or merchandising department; excellent business and personal references. Box No. 266, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

WANTED—Advertising solicitor for a trade journal, with sufficient experience to enable him to build up the advertising department, which as it grows will mean a real future for him. Magazine is entering new field with large advertising possibilities. Box 261, Adv. and Selling Fort., 9 East 38th St., New York City.

Salesman wanted to become associated with a well established business paper of outstanding strength and reputation, which requires a man with experience in selling space and who is qualified to prepare effective copy ideas with merchandising "appeal" to retailers. Permanent position with successful organization is offered ambitious man who through steady, persistent effort and intelligent selling can make good to the full measure of the opportunity offered. To reply give full details of experience and state salary requirements. Box No. 265, Adv. and Selling Fort., 9 East 38th St., New York City.

“To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one’s ideals.”



Book to
BANK or MANSION HOUSE

UNDERGROUND

AN engraving is more than a mere piece of copper or zinc. The product of a series of highly technical operations, it requires, perhaps more than any other process, a completely rounded knowledge of chemicals, machinery, and art.

Thus the difference of quality in the work of various engravers is explained. It is

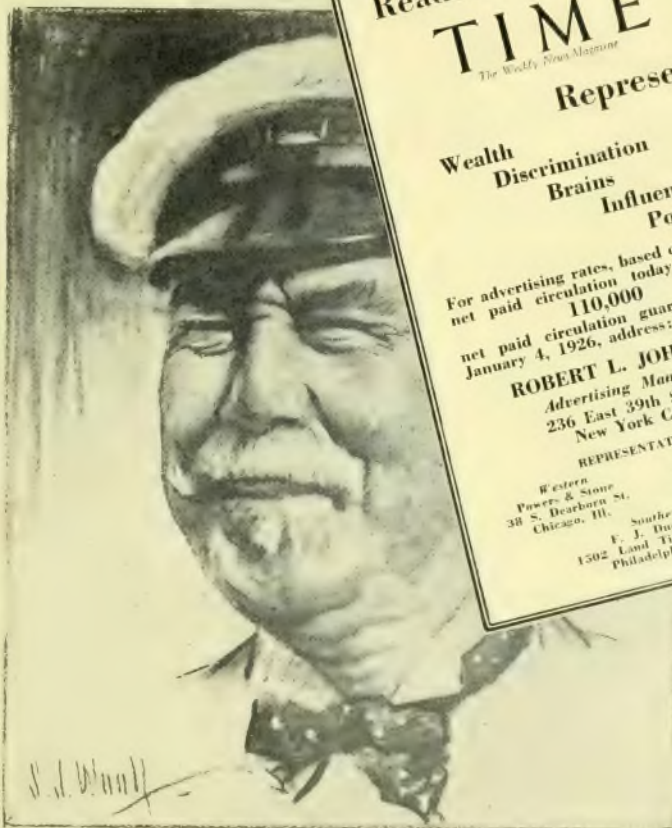
due to differences in knowledge of chemicals, machinery and art.

We have been told that our craftsmanship is of the quality that satisfies the most exacting. If you feel that you are not satisfied with the engraving service that you are receiving, we will be glad to put ourselves on trial.

The **EMPIRE STATE ENGRAVING COMPANY**
165-167 William Street. New York

TIME

The Weekly News-Magazine



Readers of
TIME
The Weekly News-Magazine
Represent

Wealth
Discrimination
Brains
Influence
Power

For advertising rates, based on 70,000
net paid circulation today, and on
110,000
net paid circulation guaranteed for
January 4, 1926, address:

ROBERT L. JOHNSON
Advertising Manager
236 East 39th Street
New York City

REPRESENTATIVES

Western Powers & Stone 38 S. Dearborn St. Chicago, Ill.	New England Sweeney & Peter 127 Federal St. Boston, Mass.
Southern F. J. Duconsort 1502 Land Title Building Philadelphia, Pa.	

*The Fastest Growing
Non-Fiction Magazine
in the United States*

SIR THOMAS LIPTON

"One thing at a time—"
(See Page 24)

Write for a
Copy of Our
TIME Booklet

-and Mr. Stover is no exception to the general rule-

Public Library,
Kansas City, Mo.

“Kindly enter my subscription for the ‘National Petroleum News’ for one year, beginning at once, as I do not want to miss any numbers. Have been reading copies belonging to a company I have been with, but *now starting in business for myself feel that if I don’t get the News I will have to suspend operations until I do get copies regularly.* Enclosed find check. Send to address below.*”

*Original of above letter on file in our Cleveland office.

Very truly yours,

DON A. STOVER

Where reader interest is high, returns from advertising are in direct ratio.

CLEVELAND
812 Huron Road

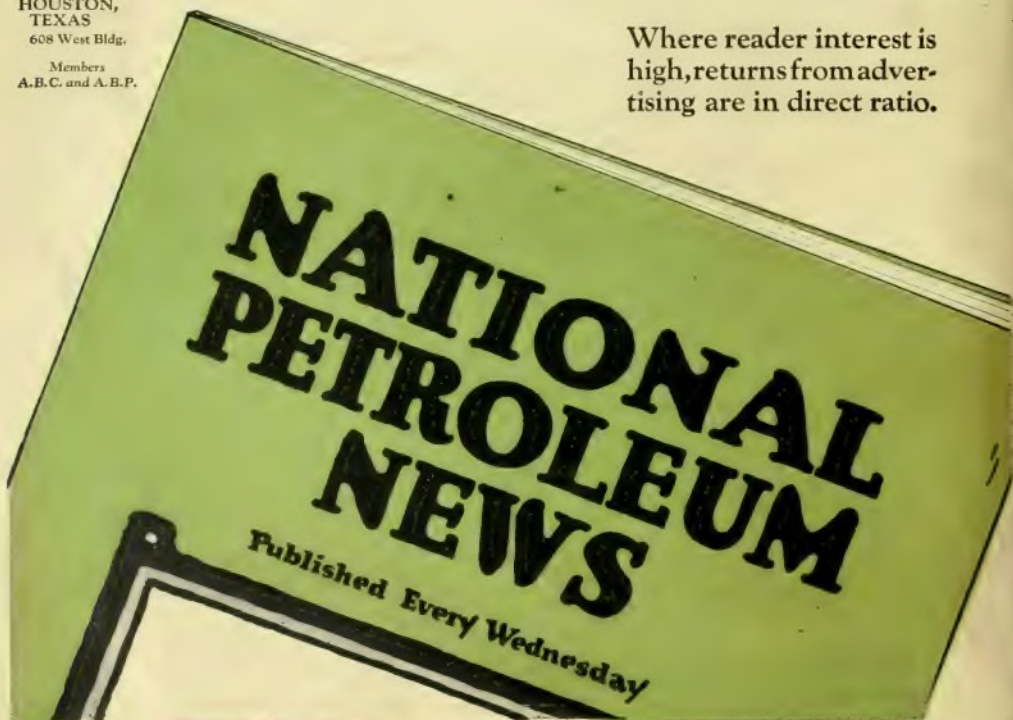
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OKLA.
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Commerce Bldg.

CHICAGO
360 North Mich-
igan Avenue

NEW YORK
342 Madison
Avenue

HOUSTON,
TEXAS
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Members
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