

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Walter Vanderburgh, student, Illustrators' School for Veterans

JULY 30, 1924

15 CENTS A COPY

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ments on the Use and Abuse of Business Charts" By MARSH K. POWERS

What Your Chicago Buyers Read

IF you sell any sort of legitimate merchandise in Chicago and its nearby suburbs, the majority of your customers are regular readers of *The Chicago Daily News*, because—

The 400,000 circulation of *The Daily News*, concentrated 94 per cent in Chicago and its suburbs, is largely a homeward bound circulation, and that means, at a conservative estimate, that *The Daily News* has 1,200,000 daily readers.

In the great majority of financially competent households of Chicago, where English is read, *The Daily News* is an established habit—a part of the family life.

It is read with zest and trusted with full confidence by the young and the progressive as well as the older and more conservative citizens, because it renders the most efficient newspaper service to its readers that they can buy. It gives all *today's* important news *today*—12 hours earlier than the same news appears in any morning paper, and more comprehensively and dependably than in other evening papers.

And its readers read it not only for its news and editorial features, but for advertising information and guidance. It is the advertising directory and guide of one of the largest, most compact and most diversified markets in the world.

Consequently in its field it leads all its competitors in volume of advertising carried. In the first six months of 1924 it carried 7,945,765 agate lines of display advertising, as against 5,989,555 carried by the Chicago daily newspaper having the next highest score—a morning newspaper.

Thus, reader interest and reader confidence react in advertising effectiveness and advertising leadership as "cause and effect." These elements of journalistic efficiency combine to make

THE CHICAGO DAILY NEWS

First in Chicago

Page 5—The News Digest

S. Goldsmith

New York agency, will direct an advertising campaign for Freed-Eiseann Radio Receivers.

Music Trade News

On July 15 became the new name of *heet Music Trade News*, and will be devoted exclusively to the musical merchandise, small goods and sheet music industries. Personnel remains unchanged.

John Schaefer

Resigned from the Class Journal company to open an advertising agency at 303 Fifth Avenue, New York, where he will specialize in automotive advertising.

The Henry B. Flarsheim Co.

Cincinnati, selected to direct advertising for the Key Publishing Co., New York, and Huth & Co., bankers, New York and London.

Educational Advertising Co.

New York, appointed exclusive advertising representatives in the United States for *The Scholastic*, a national high school magazine.

Laurice L. Crowther

Former business manager of *The Oklahoma Farmer*, appointed business manager of *The Oklahoma News*. Oklahoma City.

Campbell-Ewald Company

Will direct for the Blaw-Knox Company, of Pittsburgh, Pa., the advertising of its standard steel buildings. The Chicago offices of Campbell-Ewald have been moved from 1811 Mallers Building to London Guarantee & Accident Building, 360 North Michigan Avenue. Four new members have been added to the staff: Guy J. Housley, copywriter, formerly with *Chicago Evening Post*; E. W. Boynton, artist, and N. Eckliff and N. J. Lewinski.

MacManus, Incorporated

Coincident with the completion of an addition to its building at 82 Hancock Avenue, Detroit, announced appointment of Lee Anderson and Warner H. Jenkins, Jr., as vice-presidents. These, together with Arden Yinkey, Theodore MacManus and Eugene J. Steiner, comprise the company's officers.

Andrew Geyer, Inc.

New York publishers, have purchased the monthly magazine *Gifts and Greeting Cards* and the directory, "Where to Buy It," covering the same field. *Gifts and Greeting Cards* will be absorbed by *The Gift and Art Shop*, one of the present Geyer publications, and the combined magazine will appear under that title. "Where to Buy It" will be continued as a separate Geyer publication.



The Thumbnail Business Review

BUSINESS shows decided signs of improvement. Government reports of a decreased wheat yield at home, followed by advices that conditions in other wheat-growing countries of the world are unfavorable, have had the effect of sending prices of agricultural products to the highest point they have reached in four years. In the past six months a billion dollars has been added to the agricultural wealth of the nation, and the purchasing value of farm crops is still rising.

☐ Betterment in the farmer's buying power must ultimately benefit all business. Mail-order houses and manufacturers of agricultural implements will feel the effects first. In the Northwest, the source of distressing reports last year, farmers are rapidly paying off their debts. Surplus wheat is being moved out of the storehouses at good prices.

☐ Increase in automobile exports is helping the automotive industry out of a bad slump. Sales of vehicles at home are also increasing. Steel mills report better demand for iron and steel products. Freight traffic is picking up.

☐ Many individual industries still seek betterment in their business, and the consensus of opinion is that this is not far off. The building industry is active and there is no great amount of unemployment. Money and credit are plentiful.

ALEX MOSS.

A. A. C. of W.

Elected Lou E. Holland president for the third consecutive year. Jesse H. Neal was reelected secretary-treasurer. Ethel B. Scully was chosen to represent the women's clubs on the executive board, and Mrs. Bernice Blackwood was elected chairman of the Women's Advertising Clubs of the World. The 1925 convention of the A. A. C. of W. will be held at Houston, Tex.

Midland Advertising Agency

Cincinnati, will direct advertising for E. Kahn Sons Company, meat products, same city.

Rufus T. French

Founder of the advertising and publishing firm of Rufus French, Inc., New York, died July 21.

Ohio School of Commercial Art

Newly organized at 1715 Euclid Avenue, Cleveland, under the direction of D. Blake Battles. The instructors are S. Gordon Barrick, Frank Brenza, Carl W. Broemel, Howard M. Duff, Clayton M. Hoff, Joseph W. Jicha, George Juja, Victor E. Klippert and Don Woodton.

F. G. Yaniz

Formerly with the foreign department of Frank Seaman, Inc., New York, appointed advertising manager of *Revista University*, Spanish publication printed in New York and distributed as a Sunday supplement by Latin American newspapers.

Lyddon & Hanford Co.

New York office has added Norman Clifton Reeves to its art staff.

D'Arcy Advertising Company

St. Louis, will direct advertising for William R. Compton Company, investment bonds, with headquarters in that city.

Homer M. Kerr

Sydney, Australia, recently removed to the Manchester Unity Building, that city, and Stuart Reid, London artist, has become associated with the organization.

Street & Finney

Are to inaugurate a newspaper campaign for The Largman, Gray Company, manufacturers of women's hosiery, Philadelphia.

Jacksonville Advertising Club

Newly organized, has elected George S. Lowman, president; Noble Engle, vice-president; Harry E. Burns, secretary-treasurer. A special committee named to confer with the city council relative to Jacksonville's advertising plans and appropriations for 1925 is headed by Frank W. Norris, chairman.

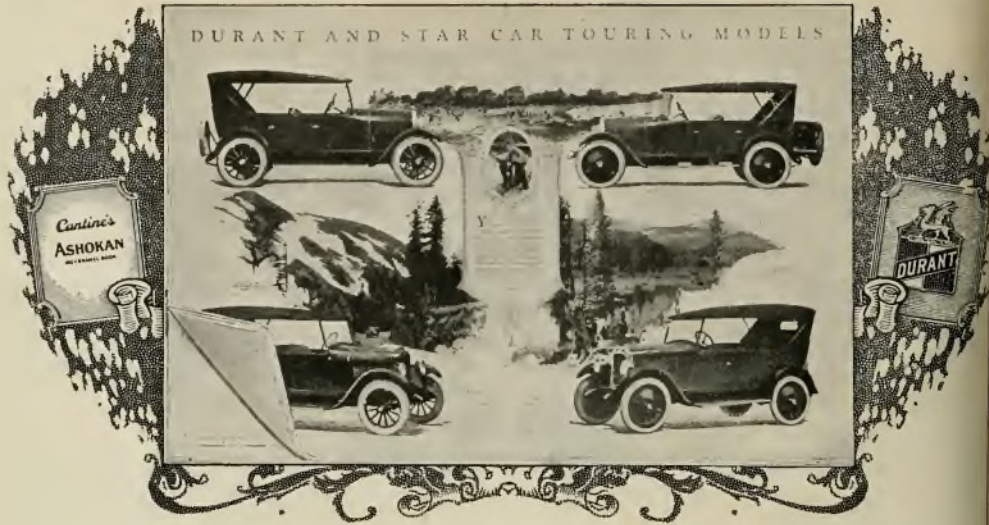
Crook Advertising Agency

Dallas, Tex., will direct advertising for Trinity University, Waxahachie; Baylor College for Women, Belton; Terrill School, Dallas, and Meridian College, Meridian; all in Texas.

Fuller & Smith

Cleveland, has been selected to direct advertising for the Chemitex Products Company, manufacturers of window-shade cloth, Barberton, Ohio.

[ADDITIONAL NEWS ON OTHER PAGES]



Every month the Martin Cantine Company offers cash prizes to the advertising man and the printer who jointly produce the best work on Cantine's Coated Papers. The May contest was won by The Arrow Press and staff, New York City, for the beautiful Touring Number of Durant's "Standard." This house organ is printed in colors on Cantine's Ashokan, the No. 1 Enamel Book Paper.

YOUR problem today is not how to get an output, but how to sell it.

Good coated paper on which to print your house organs, catalogs, illustrated letters, folders, broadsides—the foundation of your selling—is more vital to your success now than raw materials for your production or concrete for your walls. It is a matter to which the highest executives in your company may well give attention.

By specifying Cantine's Coated Papers, you make certain that your *printed* salesmanship will be as effective as paper can make it.

Cantine's Coated Papers for all requirements of quality are sold by leading jobbers in principal cities. For catalog and full particulars of monthly contests, address the Martin Cantine Company, Saugerties, N. Y., Dept. 75

Cantine's

COATED PAPERS

CANFOLD

BEST OF COLOR AND PRINTING QUALITY

ASHOKAN

NO. 1 ENAMEL BOOK

ESOPUS

NO. 2 ENAMEL BOOK

VELVETONE

NO. 3 ENAMEL BOOK

LITHO C.I.S.

COATED ONE SIDE



Both look alike on the order book

Two kinds of dealers sell electrical appliances.

One of these two is the *electrical dealer*—who sells nothing but electrical goods.

The other is the *non-electrical dealer*—who sells electrical appliances along with his regular line of department store ware, housefurnishings, hardware, furniture, or sporting goods.

But both of these dealers are electrical appliance dealers.

Both look alike on the order book of the electrical appliance manufacturer who goes after their business.

These *electrical dealers* and jobbers read *Electrical Merchandising*—15,000 of them.

These *non-electrical dealers* (who sell electrical appliances along with department store wares, housefurnishings, hardware,

furniture and sporting goods) read *Electrical Retailing*—30,000 of them.

Through both of these publications the electrical appliance manufacturer can reach 45,000 electrical appliance dealers.

?

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

These fields and the publications which serve them are—

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

Construction and Civil Engineering: *Engineering News-Record*.

Mining: *Engineering & Mining Journal-Press*, *Coal Age*.
Transportation: *Electrical Railway Journal*, *Bus Transportation*.

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

Engineering in Spanish-Speaking Countries: *Ingenieria Internacional*.

ELECTRICAL MERCHANDISING ? ELECTRICAL RETAILING

Tenth Ave. at 36th St., New York : Old Colony Building, Chicago

McGraw-Hill Publications

The average monthly net
paid sale of

True Story

for the first six months of 1924 as compared with the first six months of 1923 was as follows—month by month—

	1924	1923	INCREASE
January	1,298,505	490,291	808,214
February	1,542,848	543,984	998,864
March	1,589,748	619,819	969,929
April	1,618,604	641,335	977,269
May	1,706,095	645,538	1,060,557
June	1,564,729	653,038	911,691

or a monthly average of

1,553,421

for the first six issues of the year 1924

The October print order is

1,900,000

THE INCREASING MARKET FOR TOYS AND GIFTWARE



Showing the Toy Floor in an Ohio Furniture Store, story regarding which appears in the September Furniture Record.



Satisfied With Sales for 1924 ?

NOT when you know that one of the most important toy markets, second only to the Spring Toy Fair, will be active in September.

It is then that the thousands of furniture buyers purchase their toys and giftware. Especially heavy stocks are ordered at this time because of the coming holiday season.

For, in addition to the all-year-round toy departments that are being opened in more and more stores, practically every furniture dealer of consequence sells toys at Christmas time.

The Toy and Giftware edition of *The*

Grand Rapids Furniture Record will be published September 1st. It will contain a Special Toy and Giftware Section from which thousands of furniture dealers will make selections for their holiday stocks.

Forms close August 10th. Final forms go to press August 18th. Your advertisement in this edition will place your sales story before this great body of retail buyers at the exact time when they are ready to buy.

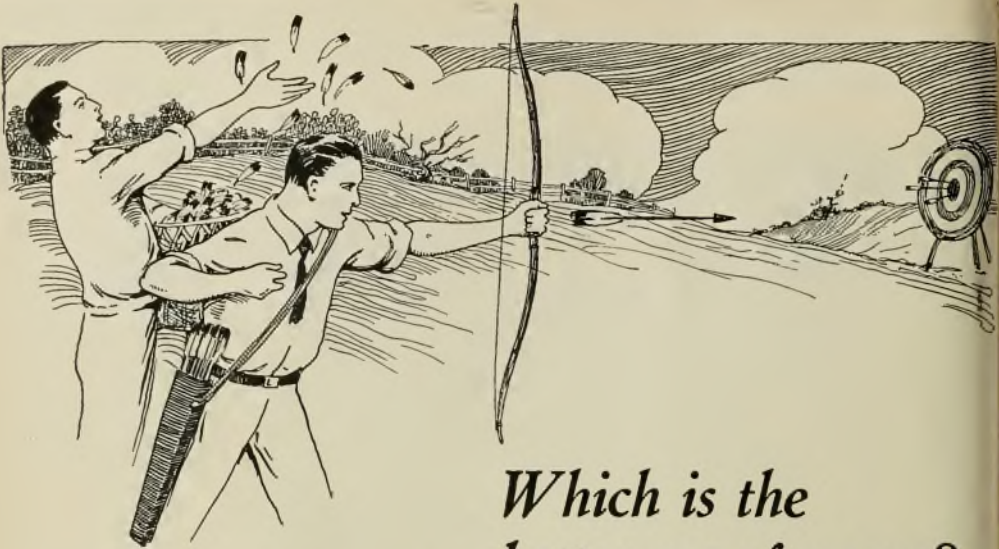
Please make space reservations and forward copy at once. This will help us to give you good position.

The Grand Rapids Furniture Record
GRAND RAPIDS, MICHIGAN

A.B.C. Audited Circulation

Members of the A.B.P. Inc.

THE INCREASING MARKET FOR TOYS AND GIFTWARE



Which is the better way for you?

There are two ways of directing your magazine advertising to women—one, the broadcast method to reach large numbers; the other, an intensive drive upon a selected market.

The difference between the two is the difference between standing on a hilltop with a basket of feathers, throwing handfuls of them into the air—and that of using fewer feathers, fitting them to arrows and aiming at a target.

Pursue the first method and many of your feathers *may* reach the hoped-for destination. But choose the second; and certainty that you will hit the mark replaces hope that you may.

If you are selling a household commodity, the homemaking woman is your natural target, and *Modern Priscilla* will carry your advertising straight to the bull's eye—

Because, being editorially devoted to home making and home management, its circulation is automatically limited to the very women you want to reach—a compact, "hand-picked" market of more than 600,000 women who can and do buy everything they are convinced they need to help them make better homes.

MODERN PRISCILLA

The Trade Paper of the Home

New York

BOSTON

Chicago

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media

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SYMBOLIZING the union of British and American advertising bodies, a bronze statuette was presented by the American delegation to the British advertisers who acted as their hosts at the London convention. The trophy is the work of Grace Pruden Neal, of New York. It shows Columbia and Britannia upholding the torch of "Truth in Advertising." The group suggests international cooperation in a common cause by two of the greatest nations of the earth.

The trophy was presented by Lou E. Holland, president of the Associated Advertising Clubs of the World, and will remain the property of the British advertisers.

[Articles indicated by an asterisk are portions of addresses delivered before the London Convention of the A. J. C. of W.]

M. C. ROBBINS, PUBLISHER
OFFICES: 52 VANDERBILT AVENUE, NEW YORK
J. H. MOORE, Advertising Manager

NEW YORK:
F. K. KRETSCHMAR
A. M. FRANKLIN
NEW ORLEANS: H. H. MARSH
337 Canal Street; Main 1071

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

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

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

CLEVELAND: A. E. LINDQUIST
405 Sweetland Bldg.; Prospect 361

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

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

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

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



SELLING THE CUSTOMER IS NOT ALWAYS ENOUGH

A MANUFACTURER of established reputation felt that new competitors in the field were making greater inroads into his sales than were normally to be expected.

There was unquestioned consumer response to the advertising, yet sales were not up to designated quotas.

A careful investigation disclosed that the demand created by the advertising was being largely offset by greater dealer activity in favor of competing products; that competitors were more active in educating the dealer in the merits and selling points of their lines.

There was immediately inaugurated a special campaign of dealer education, which is already justifying itself by results.

Good advertising is often handicapped by a weak link in the chain.

THE H. K. McCANN COMPANY
Advertising

JULY 30, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

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

A Progressive Policy for Industrial Marketing

Writing a Five-Year Ticket That Puts an End to Aimless Drifting and
Protects the Future of an Industrial Enterprise

By Robert R. Updegraff

AN article such as this may well start with a brief philosophical prologue to establish a background for the discussion: Most men would not have the heart to remain in business, with all its discouragements and perplexities, if they were not working and hoping toward some Promised Land, to be reached in some vague tomorrow. Yet the majority of business men never arrive at their Promised Land, as is proved by the figures published by the commercial agencies, and also by our own observation.

There are, of course, many factors which keep men out of their Promised Land—factors of ability, temperament and circumstances, often beyond their power to control. But there is one factor which is common to the majority, regardless of ability, temperament or circumstances, and that factor is the almost universal neglect to set a course and write a ticket.

Just what a difference this makes is demonstrated by two famous historic pilgrimages. The Children of

Israel wandered around for forty years in a wilderness said to be no larger than the State of Texas before they reached their Promised Land, because they failed to chart and follow the only direct path that led to that land—the path of obedience to their God.

They insisted on taking side-trips to the shrines of other years that led away from their destination and kept them lost.

Whereas that other famous pilgrim of history, Christopher Columbus, reached a Promised Land in just two months and nine days. Columbus had a direction and a destination in mind, and he sailed steadily in that direction toward that destination. The fact that another and richer continent than India got in his way is aside from the point; yet it has an important bearing, too, as we shall see; for unknown continents, in the form of unsuspected opportunities or developments, often loom up in the path of the man who is steering a straight course and has a definite destination in mind.

AS compared with the broad market which spreads out before most makers of popular articles used by the masses, the reach of the market available to the majority of the producers of those products which move only from industry to industry is but a small state within a great country. In point of volume or worth of product, their annual output may many times exceed that of the average maker of popular commodities or

merchandise, but the number of their possible customers is limited generally to hundreds or thousands, as against the hundreds of thousands or the millions which form the market for popular products.

This being true, there is much less excuse for the aimless, drifting marketing policy of many concerns making products consumed by industry than there might be for the maker of a popular product with a practically limitless market. (Though

there is little excuse for him, either.)

The purpose of this article is to discover how the aimlessness can be taken out of industrial marketing, and pretty definite assurance of progress substituted.

The quickest way to get at the heart of our subject is to jump right into the middle of it. Let us begin, then, with the experience of a now very successful company making an industrial product, which must remain unnamed for reasons which

will become obvious as we progress. This concern, an old established one, had not been doing well for several years and the board of directors prescribed a new general manager, the president being too old a man to step into active control again, though it had been his energy and vision which had built the business up in its earlier days.

A new general manager was engaged, a man without experience in the industrial field but with a reputation for adaptability and sound business judgment. For the first few months this new man quietly studied the business. His attention was attracted particularly to its marketing methods and potentialities.

Finally one morning he went to the president of the company to outline the results of his study and make certain recommendations.

"The trouble with this business centers largely around its marketing policy—or lack of one. It is industriously going around in circles," he told the president. "We have three branch offices, which have been plugging along a little better than earning their rent for several years. We have a sales force which travels around calling on our customers and prospects, just as it has been doing for ten years. Our advertising is reasonably good and reasonably generous. Our product is satisfactory and our service at least up to the average. *But we aren't making progress.*"

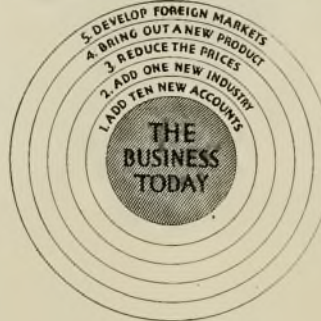
"I know it," replied the president. "That's why we hired you, to find out why we aren't and how we might. Do you know that yet?"

YES," replied the general manager, "in a general way. The trouble is that we aren't headed for any destination. If you or I were to start out for San Francisco we'd buy a ticket for San Francisco. We wouldn't go to the station and jump on any likely looking train and trust to luck that it went in the right direction and would land us in the right place. But we're doing just that in a marketing way. I have yet to find a man in the organization who has any idea of where we should be as a business five years from now. Nobody seems to have given any thought to planning for progress; they're too busy working to look up, and no one except you seems to have realized that the whole organization has been working in busy circles."

The president nodded. "That's true; but what can we do about it? Our product is a technical one and our market pretty circumscribed,

and also pretty definitely limited as to volume."

"There are two ways of making progress," replied the general manager. "One is by breaking away from the circle and steering off in some promising new direction, and the other is to widen the circle year after year—make progress in cir-



A "Five-Year Ticket" used by one industrial concern to end its drifting and protect its future. The five years are not up yet, but the business is traveling ahead of schedule

cumference, as it were. In the case of this particular business the latter seems to be the only feasible course. Of course, that's what the whole organization has been trying to do, but it hasn't succeeded because there has been no definite planning for this 'progress in circumference.'"

The president nodded again. "But what are you proposing to do about it?" he asked.

The general manager unfolded a sheet of paper. "I've written out a five-year ticket," he explained, and handed the paper to the president.

ON the sheet was a gray circle labeled "The business today." Around this was a slightly larger circle labeled "Add Ten More Accounts." Outside of this was a second and larger circle labeled "Add One New Industry." A third and still larger circle bore the legend "Reduce the Price." A fourth circle, "Bring Out a New Product." And a fifth, "Develop Foreign Markets."

This simple diagram outlined a five-year program of market development, only part of which has so far been accomplished because less than three years have elapsed since this conversation between the president of the company and the new general manager

This "five-year ticket" is worth detailed study as representing five ways in which this general manager proposed to go about it to increase the business by 50 per cent in five years. They represent some of the ways in which many other industrial enterprises might make definite, tangible progress from year to year over a given period of time.

In effect this was a coupon ticket—one coupon for each year, each coupon carrying the business or station nearer its destination.

The first coupon, "Add Ten More Accounts," would seem ridiculous in its simplicity of accomplishment to the maker of a popular product; but in an industrial line such as the one under discussion, where the possible customers are numbered in hundreds rather than in thousands or millions, and where each account represents a minimum of several thousand dollars in purchases, it represented quite an undertaking. It means that in some way an average of one new account would have to be added every month for ten months, with perhaps another each month for the remaining ten months to make up for the almost inevitable two old accounts which might fall by the wayside during the year. And the general manager's "ticket" meant finishing the year with "Ten more accounts," not merely ten new accounts.

FOR the first year the entire organization was called upon to concentrate on the job of finding one new account each month. "This doesn't mean merely stealing accounts from competitors either," the manager explained at a general marketing conference attended by all the salesmen and every office plant executive. "Of course, it's fair enough to take accounts away from competitors where we can, but our aim ought to be to work out some way to show concerns how to utilize our product to better advantage, or in some new way. And we should be on the job ready to capture the business of any new concerns requiring our product that may start up during the year. This is a job for the whole organization to get under, with constructive rather than merely competitive sales tactics. The one-a-month idea should be right up front of all our minds all the time—when we're selling, or writing advertising copy, or dictating letters, or meeting people. Whatever we are doing or wherever we are we should be thinking all the time of 'one more account this month.'"

Chance-Taking in Business

By Roger F. Davidson

ONE of the most fundamental changes that have ever come to American business is today occurring in America. I refer to the elimination of speculation and reckless chance-taking. And it has a very significant relation to advertising, for it is my opinion that the "plungers," and the encouragers of plunging among advertising men, are of the same ilk, and have done advertising more harm than good. No intelligent, well-informed man can deny that a considerable number of "gambling" advertising campaigns have dotted the path of advertising with graves.

So long as there were "plungers" in industry, there were naturally to be found advertising men succumbing to the temptation to urge plunging in advertising, which by its very nature is as enticing to gambling as the stock market if you look at it from that point of view.

But the thing that has been occurring is the dropping overboard by business of the gamblers who have steered business ships. Beginning with the deflation period after the war an astonishingly large number of executives of the plunger type have been dropped—plunging presidents, vice-presidents, general managers, sales managers. In an ascending market the plunger "got away with it"—but the deflation period proved a day of reckoning, and the reins were turned over to more conservative hands. Bankers insistently saw to it, because they, principally, had been left to "hold the bag" by these plunging business men.

With what result? Well, to a trained economist the thing is strikingly evident at this moment, in the steady manner in which industry is taking the easy money, plentiful

credit, high gold reserve situation. For some months bankers and economists have feared that an inflation period was coming as soon as the present slackened period was over. They reckoned on a reaction such as they had always reckoned on from the average business man. Finding

simple. Today, fortunately, we have little of this; but more steady, unexcited planning.

With immense increases in gold reserves of the country it used to be certain that prices would rise. Today the tale is different, although in the last year, half as much gold as

England possesses has been added to our gold reserves, and prices have actually *dropped*. What usually happened with easy money and credit was that business men borrowed money to go out and buy and expand—with the result that such active buying bid up prices, starting the familiar inflation cycle. *Not so today*; the volume of business is deciding the use of credit; instead of, as before, the reverse—the available credit deciding the volume of business.

The speculative evil, as I call it, is therefore passing out of American business. It was never a good thing for business or for advertising. Something of the adventure, something of the piratical as well as the human that inheres in modern business is reflected in the speculation which men in certain industries arbitrarily mix into their enterprises in a manner often gravely against their fiduciary responsibility to stockholders.

Engineers, research men and accountants who (like bees) hop from factory to factory and field to field in industry and thus have special facilities for comparison and dispassionate observation, can testify not only as to the facts but as to the principles involved. A considerable number of concerns, large and small, in many lines of business—but especially in the cotton and woolen fields, in basic raw materials and in produce—not only make little or no profit on the regular transaction of business, but do



© Irving Galloway

TONY, quite like "bigga American man," gets the speculative fever. He dopes it out that next month oranges and lemons will be higher, and buys four or five weeks' supply and stuffs them into the back of his shop. Of course, he practically always loses. The California Fruit Growers' Association recently had a special lecturer travel from coast to coast addressing fruit stand owners individually and in groups, and teaching them the facts as to turnover, depreciation and interest, and the error of speculation in business. Many a fifty-thousand-dollar president of a manufacturing corporation could profit by the same sort of education.

money cheap and easy, loans pressed upon him by banks and a period of forward progress due, the business man has always gone out and "plunged," with the idea of "beating the other fellow to it."

REMEMBER the kind of talk that was frequently heard five, ten years ago—talk about how an advertiser should have "nerve," "faith," etc.? We know now that campaigns built on nerve and faith and nothing else are gambling risks, pure and

not center their interest in it. Their chief interest lies in speculation in their materials, whether cotton, wool, vegetable oils, sugar, flour, hides, grain, live stock, produce or what-not. Even grocery wholesalers frequently prevent their distributing function to speculate in sugar, flour, etc.

It has been true in the past and may be true now, that a concern like the American Cotton Oil Company pays its dividends not out of true operative profit but out of speculation; some of them very furtively so. Many textile mills, for instance, apparently operating most conservatively a manufacturing business, "play the market" in cotton or wool through a broker or other factor, while keeping off the company's statement, in the contingency account, any hint of their speculative ventures. The recent organization of a large cotton and wool merger to be headed by President Wood of the American Woolen Company is

said to be an effort to give strength to a group of mills which have been mixed in speculation to their considerable cost. The American Woolen Company undoubtedly speculates as much as any of the textile companies, but it is admitted that Mr. Wood possesses an "uncanny" instinct for it. His ability to have his company show a profit is therefore ability to speculate successfully as well as merely his executive capacity as a maker and seller of goods.

THE situation is comparable somewhat to the job of a university president, who often is elected more for his ability to influence endowments than for his direct capacities as an educator. But with this difference: the securing of money is admittedly a necessary, fair process for continuing a college, whereas speculation in materials by a manufacturer is admittedly an extraneous and even reprehensible operation. I say admittedly, which means that

the technicians of business admit it but it does not mean that the executive heads and directors admit it. Few of them do; but some are frank enough to confess the blunt, human truth, which is that the game of routine manufacturing and selling in such lines as have been mentioned would be intolerably unexciting and dull, and too narrow in profit with out also engaging in speculation.

The executive of a cash register or an adding machine or a breakfast food manufacturing concern has plenty of excitement in marketing his goods. It is a superb adventure with almost a military organization and a lively tilt with competitors where brains and merit usually win. But the textile weaver, the basic raw material manufacturer—sugar, oil, flour, etc.—the produce man and others selling staples which fluctuate considerably in an organized market can get little adventure out of the selling phase of their business.

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(© World Wide Pict.)

Delegates to the London Convention on board the Lancastria. "All on board are enjoying themselves," writes one of the staff of the FORTNIGHTLY. "Deck sports during the day and entertainments at night. The Cunard officers and men are a cheerful lot. The entire trip seems like a family excursion"

How Hyatt Roller Bearing Uses the Business Papers

By Philip C. Gunion

TO tell you how the Hyatt Roller Bearing Company uses business papers I must first tell you where we use business papers. Our sole product is the Hyatt roller bearing, an engineering specialty whose function is to eliminate friction, reduce lubrication costs, and promote durability and dependability of machinery of all kinds. These bearings are made in all sizes and types to function properly in every type of machinery. We market at the present time about 50,000 complete bearings a day.

The primary market for our bearings consists of the manufacturers of motor cars, farm tractors, textile machinery, road building equipment, material handling equipment, machine tools, steel mill equipment, electric motors, coal and metal mining equipment, railroad equipment and many others. These manufacturers build our bearings into the machines they sell and thus they form the keystone to the distribution of our bearings to thousands of machinery users. Our secondary market is of course the machinery user, and to a certain extent he too must be sold on the advantages of our bearings, so he will accept them in his machines and so he will, in many cases, actually specify that the machinery he buys be Hyatt bearing equipped.

To reach these two markets, which of course closely overlap one another, we employ a corps of expert bearing engineers who interest manufacturers in the use of our bearings and who are capable of re-designing the bearing portions of the 'respects' machines. The work of these men is concentrated upon about ten major industries, those that offer us the greatest potential and that can be developed in the shortest time. Our men interest the users in the acceptance or specification of our bearings and the manufacturers incorporating them into their designs. Usually after a manufacturer has changed his designs to use our bearings he includes Hyatt bearings as a standard part of all



Philip C. Gunion

Advertising Manager, Hyatt Roller Bearing Company, Harrison, N. J.

"Much of the healthy growth of our company in the past thirty years, from the production of a few hundred bearings a week to many thousand a day, can be credited to our advertising in the business papers. I can safely forecast that the major portion of our advertising appropriations will always be expended in business papers."

the machines he builds and then of course our only work with the user is to tell him the advantages of owning and operating machinery equipped with our bearings.

OUR advertising closely parallels our sales work and to reach the general managers, the engineers and the designers of companies manufacturing machinery we use the business papers. For our purpose there are two classifications of business papers, one the specific papers going to definite industries such as textile papers, steel mill papers, motor car papers. In the other classification are those papers that cover the problems common to every industry, such as management, material handling and the generation and transmission of power.

The use of business papers enables us to tell our story to both our primary and secondary markets, for they are read alike by the manufacturers of machinery and by the users of machinery.

MANY of our advertisements feature the Hyatt equipped machinery of manufacturers and are really advertisements for them, telling why their machinery is equipped with Hyatt bearings and what the advantages are to the user. These advertisements have a triple value. They give the manufacturers advertising space in addition to their own series of advertisements, they present our story to the users coupled with the name of other well known manufacturers and they indicate to manufacturers who are not using our bearings that their competitors are building a product superior to their own. These advertisements, therefore, are effective in producing prestige, good-will, and like all our advertisements carry a true technical story.

To carry our message interestingly and convincingly to technical men it is necessary that our copy be technically correct, conceived by engineers and prepared by engineers, with a liberal admixture of human interest, for engineers are as human as anyone.

Whenever possible we use complete engineering data about actual machinery in named plants, telling just how their operation has been improved by the use of our bearings. These data are secured from the manufacturers and users of Hyatt equipped machines and therefore carry an atmosphere of reality and truth as a message from one engineer to another and from one company to another.

All of our copy is specific. In the textile magazines the advantages of Hyatt equipped looms, spinning frames, cards and other textile machinery are presented. In steel mill papers we discuss steel mill equipment, etc. And so forth for each industry. The nearest approach to

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IMAGINATION lends charm to the advertising of Exide batteries. To most of us, a battery is a black wooden box with a handle at each end, out of which, in some mysterious way, comes the power to start and light our automobiles and perform various other services. Viewed through the eyes of the artist, we commence to see in it something of the poetry and symbolism of a modern Pandora's box that embodies beneficent and wonder-working forces, awaiting but the beck of man to invest prosaic, matter-of-fact accomplishment with the mantle of inspiration and genius.

Comments on the Use and Abuse of Business Charts

By Marsh K. Powers

RECENT years have seen the rise and rapid increase in popularity of a new factor in business management—the business chart. These charts emanate from reporting services, from trade associations and from business publications, and too much praise cannot be given these agencies and the Department of Commerce for their efforts and attempts to give business executives accurate, complete and up-to-date facts on which to base sound business decisions and formulate profitable policies.

Whether prepared and sold by the statistical organizations, bulletined to association members or printed in the columns of business publications, these charts and their accompanying comment are intended primarily to give executives a visual picture of the ebb or flow of current business conditions. Some by direct statement, others by unspoken inference, go further, however, and attempt to forecast the future. Out of that prophetic feature grows a real peril.

Unpopular as the effort may be, it is high time for someone to emphasize this danger and erect a danger-sign for the attention of adherents of the chart-and-statistic habit.

My own observations indicate that here are scores of executives who would profit by instantly wastebasketing every such chart and tabulation which approaches their desks!

The publishers of the charts mean well, but their efforts have, nevertheless, bred an expensive by-product.

Personally I would be the last to criticize the business man who makes a serious and consistent effort to base the management of his business on accurate information and actual facts rather than on hunch and "guesstimate." Too many ex-

ecutives, however, read into these charts and statistics certain things that are not there.

The system is sound enough—it is the application that is too often faulty. The most serious accusation

or an industry's business. It does not necessarily in any degree represent any individual company's business. Too many chart-readers fail to grasp that second truth.

The fact that the total combined volume of all the competing manufacturers in a given line is headed for an inevitable slump does not in any way force the corollary that each individual manufacturer in the group must also go down-hill. Some can—and will—go up. Too many chart-followers forget that latter fact.

The truth of it came out again and again in 1921. While the black line of every business chart dove deeper and deeper, accurately picturing the general slump of our national commerce and industry, here and there individual concerns drove aggressively on to increased volume and maintained profits.

While the great majority of concerns coasted down the drooping curve, some into complete bankruptcy, others into virtual insolvency, others were still finding a way to climb upward in spite of the

general depression. This is a kind of history which will repeat itself every time a slump threatens until the right use of charts and statistics is more widely and wisely grasped.

For instance, as long as the president of The BJones Corporation is a chart-slave (rather than a chart-master), whenever the line starts to drop The BJones Corporation will pull in its horns, withdraw support from its curtailed sales force and proceed to make its sales chart coincide accurately with the "valley" in the general business curve while BJones, Senior, pats himself complacently on the back as a shrewd executive.

And over in the next county some rude competitor, a skeptic on curves, will take his concern through to a profitable net result.

Chart-Worship

THE idea of business trend charts is fundamentally too sound to be assailable. Nevertheless, out of the business charting idea have come harmful by-products. It is with these by-products that this article is concerned. As the author points out, chart-study seems to have a tendency to grow into chart-worship. The charts themselves are blameless. Rather the fault rests with those business men who read into charts and statistics things that are not there. Even if an industry be in the doldrums, it does not necessarily follow that the descending curve which so poignantly indicates this fact in any degree represents any individual company's business. Some concerns would be better off if business trend charts and statistical organizations had never been developed. Then, instead of executives who give up in times of depression as if confronted by the inevitable, we would have instead business men who at such times would redouble their energies and make every effort toward greater progress.

against the "chart habit" is this—that a good proportion of the men who began by trying to master the charts end up by flabbily allowing the charts to master them. Chart-study seems to have a tendency to grow into chart-worship.

The charts themselves are guilty parties to this only as accessories in that they have hypnotized so many chart-enthusiasts into believing that it is useless to struggle against the trends which the charts disclose.

THE truth of this becomes especially evident when a slump is prophesied by a drooping line and an "area of depression" appears imminent.

The saw-toothed black line on a chart represents a nation's business

I know today of concerns where "chart worship" is so extreme that the charts have taken over virtual management! Instead of taking from the charts material out of which to build sound and constructive management policies they let the charts tell them what their business will be.

Suggest to such concerns an aggressive policy in a period of uncertainty and you will be blandly referred to the chart to prove to you that activity would be footless. Whenever the line levels out or threatens to droop, all that their executives can see in the chart is pessimism and discouragement, stifling all progressive effort—never the reasons why redoubled energy is demanded by the emergency if dividends are to be protected. Such concerns would probably actually be better off if business trend charts and statistical organizations had never been developed. They would have fought blindly, but at least they would have fought—and fought without costly intermissions in the struggle.

Not only individual concerns, but

American business as a whole suffers from the type of halfway thinking exemplified by the alibi-furnishers. That kind of management is the kind that tends to go wild on the bases in a period of inflation, hastens the need for a deflation period, and then contributes to make the deflation-depression needlessly severe.

TO those who are masters of the chart idea—and not slaves to it—the charts are a continual spur to intelligently directed action. To these a falling chart-line says, "There's going to be less business in your line—*get out and work harder!*"

To too many executives, however, a falling chart-line says, "You might as well stop struggling—business is going to be the bow-wow." By acting on the principle thus established they thereby hasten the speed and depth of the slump.

The managers who quit say (in spirit) to their sales forces: "It's tough, fellows, but there's no business to be gotten. Just struggle along on lean pickings and we can't

blame you." Their lessened sale effort is soon reflected in their curtailed purchases for production and in the workers dropped from the payrolls. Thus they hasten the very depression they fear.

The aggressive managers, on the other hand, say: "It's going to be hard fight, boys, but we know you can turn the trick. We know there's some business to be pried loose and we're backing you to monopolize a lion's share of it. Here's our advice—*using to prove our faith. No alibi—let's go.*"

Charts may accurately forecast heavy current against business, but they don't prove there can't be fish to swim up against it while the dead ones float downstream.

Finding out why business is difficult is child's play—making a success against odds is something quite different. Chart worshippers are a lot not to relish the effort involved in the latter act.

It is considerably more dignifying to sit in a swivel chair quietly reading an academic eye over a jagged

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Prince of Wales Makes Opening Address at the London Convention of the Associated Advertising Clubs of the World



© Kufel & Herbert

FULLY 5000 persons crowded into the great Conference Hall at Wembley to hear the Prince of Wales make the opening address at the International Advertising Convention. His welcoming speech, abstracts of which appear alongside, was enthusiastically received by the delegates. The Right Hon. Viscount Burnham acted as chairman. On the platform were Frank H. Kellogg, the American Ambassador, Sir Eric Geddes, Harold Vernon, John Cheshire, Lou Holland and Harry Tipper.

In the closing days of the convention many resolutions of thanks were tendered to the Prince of Wales, and to many of the other dignitaries who had made the convention the most successful held in the history of the advertising profession. A most important peace resolution passed amid a scene of the wildest enthusiasm, called upon the Associated Advertising Clubs of the World to fight against war and its effects until the battle for a lasting and perpetual peace was won. The resolution was passed by acclamation of the convention and was signed by representatives of England, United States, Holland, Ireland, U.S.S.R., France, Germany, India, Canada, New Zealand, Australia, Hawaii, Belgium, Sweden, Switzerland, Denmark and Scotland.

INTRODUCED by Lord Burnham, the Prince of Wales, with a characteristic nervous fingering of his tie, made the opening address at the London Convention of the Associated Advertising Clubs of the World.

"You have come," he said, "From every corner of the British Empire, from all parts of Europe, from the great Republic of North America, from the republics of South America, and even from distant Asia. Your presence is recognition of the good which must follow higher efficiency in business matters. You realize the principle of each for all and all for each.

"Little as I know of the science and the art of advertising, I appreciate that it will mean the elimination of strikes, the reduction of unemployment, and the reduction of prices. If you succeed, you will go far toward solving the great economic and social problems of our day."

He ended by expressing the hope that the convention might result in many lasting friendships between the business men of all countries which would tend to a permanent increase of international accord.

Direct-Mail Advertising as an Aid to Sales

By *Homer J. Buckley*

President, Buckley, Denient & Company, Chicago

Ten Ways Direct-Mail Can Increase Sales

☞ **Keep before all customers regularly, aiming to make every customer increase his orders each year and to retain the good-will of all.**

☞ **Reach prospects by mail—systematically—at regular intervals. Seek to bring back inquiries or orders or build good-will. In this way get leads for salesmen; put new names in the ledger.**

☞ **Support salesmen by mail in territory covered by salesmen.**

☞ **Get orders by mail from towns not made by salesmen.**

☞ **Encourage ordering by mail.**

☞ **Circulate enclosures with buying suggestions in outgoing envelopes, packages, etc.**

☞ **Arrange dealer aid plans that will bring people to dealers' stores and help dealers sell more goods.**

☞ **Support national and trade paper advertising with "hook-ups" to dealers—merchandising the general advertising efforts.**

☞ **Efficiently follow up inquiries and arrange plans so that efficient local dealer follow-ups can be secured.**

☞ **Harmonize the departments of business in support of mail sales promotion; and develop efficiency of salesmanship in correspondence.**

whom it is working. He can watch it, train it, develop it intelligently. Its operations are visible when properly systematized.

You can get prompt action under the most favorable conditions—your proposition is placed in the hands of your prospect, with order blank, return envelope, post-card or other means of reply.

Most important of all, perhaps, you can build up an intimate, personal acquaintance and good-will among your prospects and customers, of immeasurable value, and at less expense than by any other means.

Direct advertising can be applied in many ways. Customers and prospects may be appealed to as often as may be desired. Any territory may be combed for orders or inquiries. Through direct advertising the sales force can be enthused and helped. This method of selling can be employed in securing "leads" to be followed up and sold later, or to influence the favor of the list, to develop good-will of the trade, or to promote greater efficiency in co-operative action.

Properly prepared direct-mail literature, based on your selling needs, will tell your story attractively, simply and clearly, and successfully present your arguments and do excellent missionary work. It will save time and effort on the part of your salesmen and bring inquiries and orders that would otherwise escape you.

Another advantage of the direct-by-mail plan is the force of its repeated suggestion—the hammer and nail principle—that drives your identity, your argument and the knowledge of your product clearly into the minds of the men you are endeavoring to sell.

Through the more personal appeal of direct advertising the advertiser can bring to bear a different kind of force from that derived from general advertising. He can hook this up to national, class or trade advertising in many ways.

Your sales strategy is hidden from competitors. You don't have to show your hand.

It permits you to key results. There is no big element of gamble when proper tests are made and results noted. Direct advertising has the one great advantage of remaining under the eye of the one for

WHILE direct advertising methods can be applied daily in hundreds of ways to increase the volume of sales and reduce the cost of selling, some of the more practical features that should have the attention of advertisers are briefly suggested here.

Every firm selling a product or advertising a service to classes or groups of prospects can segregate prospective customers into lists and appeal to these lists by mail, or indirectly, with printed matter. This makes it possible to place an appeal before large lists at nominal cost in a few hours' time.

An analysis of the practical features of direct advertising suggests these ten advantages for advertisers:

By using good lists of logical prospects there is practically no waste—each given prospect receives your appeal. You can reach any and all prospects in a field in a few hours' time. Thus you can divide the lists into natural units and go after each unit separately.

Your mail advertising can secure business direct or assist men in the field by doing missionary work.

You can get quick action in reaching any given list. Timely advertising can be released at the psychological moment. You can take advantage of opportune market or business conditions or circumstances to your advantage.

There is an intimate and personal touch in direct appeals—especially in letter mailings—that is an advantage. It "gets under the skin." An advertisement in a publication is a speech to a crowd; a letter or a mailing folder is a talk to one man in his easy chair at home, after dinner, or at his desk during the day.

Why the Famous I. C. S. Coupon Wasn't Used

By Paul V. Barrett

Director of Advertising, International Correspondence Schools

FOR a long time we at the I. C. S. have felt that for the man or woman not familiar with the aims, ideals and accomplishments of the International Correspondence Schools, our institution did not exist. And it was in an effort to enlarge our clientele, particularly among certain classes, that an institutional, or informative, series of advertisements was planned and written.

This first series embraces twelve advertisements, none of which carries a coupon. In itself this constitutes a radical departure from I. C. S. advertising tradition as, prior to September, 1923, no piece of I. C. S. copy ever appeared without this familiar cornerstone.

The idea for the series was suggested early in 1923. For more than twenty years we have been advertising continuously and, on the average, profitably. This advertising on a direct-return basis has obtained its objective, which has been inquiries from individual prospects regarding training in particular subjects; and it has, at the same time, made the name of the International Correspondence Schools well and favorably known.

But the fact remained that the great bulk of our advertising had been *inspirational* and not *informative*. Thus the only part of the public which became to any extent familiar with the International Correspondence Schools was the student body that had experienced a direct contact.

We realize that the inquiry type of advertising must always continue. It is not our intention to reduce it

What becomes of the fifth grade boy?

Some of the most interesting and profitable advertising copy that has ever been written is that which is written for the purpose of informing the public about the International Correspondence Schools. This is the case with the advertisement which is being published in this issue of *Fortnightly*. It is a copy which is so well written that it is sure to attract the attention of every reader who comes across it. It is a copy which is so well written that it is sure to attract the attention of every reader who comes across it.

The International Correspondence Schools are the only schools in the world that offer a complete course of instruction in all the subjects of the high school and college. They are the only schools in the world that offer a complete course of instruction in all the subjects of the high school and college.

The International Correspondence Schools are the only schools in the world that offer a complete course of instruction in all the subjects of the high school and college. They are the only schools in the world that offer a complete course of instruction in all the subjects of the high school and college.

INTERNATIONAL CORRESPONDENCE SCHOOLS
Scranton, Pennsylvania
Offices in leading cities of the United States and Canada, and throughout the world.

First of the series of I. C. S. institutional advertisements to appear in media of national circulation without the familiar coupon

in volume or to depart from the general character of the successful inspirational copy that can be depended upon to provide continuously a large number of prospects for our sales organization.

And so a special advertising appropriation was set aside to so inform the general public about the schools that it would be easier for the field organization to develop business from sources other than direct magazine leads. Our inquiry-producing copy is now creating almost the maximum number of advertising prospects that can be secured at a profitable figure. Increased business must, therefore, come from other sources. One certain way to promote the develop-

ment of such business is by so informing the public about the I. C. S. that a definitely favorable impression regarding the schools will be implanted in the public mind, thus paving the way for the salesman no matter whom he may approach, saving his time and making the matter of securing enrollments easy.

One of these advertisements told of the origin and growth of the International Correspondence Schools and of the opportunities they bring to men and women who, for some reason, have been denied the advantage of sufficient schooling to enable them to rise above mediocrity.

There was an advertisement on the work of the Encouragement Department and the service it renders the student in keeping alive his interest in his lessons, thus enabling him to accomplish what he set out to accomplish when he enrolled.

In a single year this department wrote over 827,000 letters to students.

Progress reports to employers and letters of recommendation featuring the activities of the Students' Aid Department formed the theme of another advertisement.

The achievements of I. C. S. students, stressing particularly their contribution to American inventive genius, has been emphasized. In this connection prominent student their inventions and their present positions in the industrial world were mentioned.

Another advertisement dwelt on the faculty and on the men who write and illustrate I. C. S. texts.

Another told of the I. C. S. representation

The Editorial Page

A Retrospect of the Convention

THOSE who profess themselves as "bored" by conventions should have gone to London! If the dominant theme of the convention was international good-will, its most striking characteristic was an expression of public hospitality which we in this country do not always succeed in giving. The machinery for the reception and the entertainment of the delegates was thoroughly organized down to the minute detail of fresh flowers in the rooms on arrival, but so perfectly was the organization machinery concealed that it never obtruded itself upon the consciousness. Never did one feel that he was being "entertained by main strength," so to speak, as is too often the case on this side of the water. The machinery functioned smoothly and efficiently, yet left the individual free to indulge his personal tastes and preferences without the sense of obligation to do otherwise. A real tribute is due to the organizers and managers of this side of the convention, as well as the thanks of those who were privileged to enjoy this evidence of traditional British hospitality.

On the score of international good-will, with international peace as a corollary, there is no doubt that advertising can do much to promote the mutual understanding on which alone it can be based. But it is gatherings such as these which really bring peoples by degrees into contact, and bring to advertising a responsiveness which would otherwise be impossible. More than ever before, the convention at Wembley was entitled to assume the dignity of an "international" gathering. We hope that the tendency will continue, and that the organization will go on living up more and more definitely to its title of Associated Advertising Clubs of the World. Therein lies what is perhaps the best assurance of bringing the nations ultimately into concord through the medium of advertising, and making a reality of what is as yet only a hopeful possibility.

Shall the Medical Profession Advertise?

THE old question, Shall physicians advertise? has bobbed up again. This time it is raised by a medical publication, *Medical Economics*. But on a new and broader basis.

"Is the public health purchasable?" asks the editor of this publication. "Is it possible to increase the span of life?" To both questions he answers "Yes. . . . How? By the use of printer's ink—by preaching it from the housetops—by advertising."

We quote further:

" . . . The laity is commencing to learn that public health is purchasable. And laymen are in the market for that commodity in wholesale quantities.

"Are we, as physicians, going to sell it to them, or are we going to sit supinely on our haunches as we have done before and permit some untutored and unlettered cult to do for the people what they have every right to expect of us?"

" . . . The value of periodic health examinations cannot be better shown than in the report of the study of 17,000 ex-

aminations for the Metropolitan Life Insurance Company which demonstrates that people who have a periodic health examination and follow the advice given have a death rate of 28 per cent less than people who are not examined and advised.

" . . . How can the mass of the people learn of the absolute necessity of being thoroughly examined once a year?"

"By the judicious application of large doses of printer's ink in the form of advertising in the public press.

"Where shall such advertising appear?"

"In daily and weekly papers, in special publications going into the home, like the farm papers, women's journals, *Saturday Evening Post*, *Collier's* and other periodicals which are read by the people.

" . . . Who should prepare the advertising copy?"

"A committee from the society paying for the publicity, with the aid and assistance of an advertising agency, so that the proper selling arguments could be discriminatingly advanced."

ADVERTISING AND SELLING FORTNIGHTLY believes that the old ethical question as to whether doctors should advertise as individuals is one for the doctors to decide for themselves. But when it comes to a broad social program, such as the one just outlined, there can be no question as to its ethics or its desirability. By all means let the doctors advertise health!

When Fortunes Are Made

THERE seems to be a widespread belief that it is only in time of great prosperity that fortunes are made. That is not the case. Whether times are "good" or "bad," people must be clothed, housed and fed.

Always "prosperity" is a relative term, concerned more with national psychology than with actual conditions.

People may sometimes "feel poor" and "talk poor"—but all the time they continue to eat three meals a day; they travel; they read magazines and books and newspapers; they go to the movies; they ride in automobiles; they fall in love, marry, set up homes and bear children.

Out of these fundamental human needs and habits of life fortunes are being made continually, in spite of business cycles, by men with the perspicacity to keep their wares or their services before the public in season and out.

Licked in Advance

WE know a number of sales executives who are extremely reluctant toward employing salesmen who have actually sold goods for competitors. Instead of a recommendation, personal experience in the same field is likely to be regarded as a drawback, and must be sharply overbalanced by marked ability in other directions, if the man is to win consideration. Perhaps this is going too far. Certainly it can be overdone. But there is a basis of common sense in the statement that the man who has worked the same trade knows too many things that "can't be done." Success in a big way oftentimes means tackling the "impossible" and getting away with it, and the man who knows in advance that it is "impossible" is simply not likely to try.

Practical Psychology and the O. K.

By *W. A. Wolff*

Publicity Department, Western Electric Company, New York

THOSE to whom we look for our copy O.K.'s may be divided into two groups: The kind that immediately reaches for a lead pencil, and the kind that doesn't. The latter presents no particular difficulties. He is as a rule reasonable and open-minded. If he dislikes your copy he will tell you and tell you why. He will offer you an opportunity for rebuttal, and there will usually be found a simple, logical way for reaching an agreement. If copy must be rewritten he will not attempt to do it for you—as a rule. Unfortunately that type occurs all too infrequently.

It is the man with the habit of reaching for a pencil who will give you a wonderful opportunity for practical psychological research work. He subdivides into several distinct types.

First, there is the type that indulges in mental sadism. He browbeats and makes changes for the pleasure of inflicting mental distress—if he can get away with it. Sometimes he is just bluffing to overcome an inferiority complex. What he really wants you to do, and what he will respect you for, is to fight back with all the fervor that will be instilled by having a just cause to fight for. One good, sincere scrap in which the amenities are observed is all that is usually needed to cure the sadistic tendency.

Second, there is the variant of the first type. The man who makes an affectation of never approving anything without insisting upon some change. Subconsciously this type is fearful that he may not be asserting his authority, and further that he may be likened to the man who is silent because he has nothing to say. Having classified this chap, there is a simple way of circumventing his little habit. If signs of disapproval appear on the horizon, pick out some unimportant part of your copy before the pencil gets in its deadly work. Ask him if it would not be better to say "thus and so," and nine times out of ten his attention will be diverted permanently—unless of course there is a basic policy or a technical inaccuracy at fault.

This may sound like sophistry. It is not. It is merely practical psychology.

Third, we come to the man whose other duties do not ordinarily bring him into contact with the buying end of business. He may be a chief engineer, a sales manager, or a production man. Very often he is not a man who reads the business paper advertise-

ments with the buyer's attitude of mind. In other words, when he reads a proposed advertisement, he cannot readily, and as a rule does not try to put himself in the other fellow's place, the place of the man to whom you are trying to sell.

The chief engineer may say that you are not dilating enough on the tremendous amount of research work that

made possible the wonderful machine that is being featured. The sales manager may, and probably will, say that there is not enough punch and pep in the copy. The production man—and while this may sound hackneyed, it is as true today as it was ten and twenty years ago—wants a picture of the factory and much talk of manufacturing processes.

How can you please them? You probably can't. The advertisement might lose all its pulling power were you to attempt to follow out all their wishes. What you can do may strike some as being rather an adventurous course on which to embark. But it works, as several personal experiences have proved.

Sit yourself down with your subject. Explain gently and politely that you are afraid he has not been looking at

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Essentials of Advertising Progress

By *O. C. Harn*

Advertising Manager, National Lead Co., New York

ADVERTISING as an art is only a few years old. Two hundred years ago the art indeed was being practised, but it was an unconscious art. It was unrecognized even by its practitioners. Advertising of the 17th Century had the virtues of directness and simplicity. What it lacked was imagination. We are not greater masters of language today than were Shakespeare, Johnson, Voltaire, Addison, Fielding, Balzac, Goethe, Hugo, Dickens, Irving. We are no greater persuaders of men than were Burke, Pitt or Webster. We cannot make pictures tell a story with greater power than Franz Hals, Van Dyke, Gainsborough or Turner.

While probably there are more of us who can write persuasively and well now than 200 years ago, it is fair to assume that the men who penned the simple advertisements of that day could have composed good advertisements on the 1924 model if it had occurred to them to do so.

The simple advertisement of yesterday had naught for its object but to announce. Today we go further. We seek through our advertisements to arouse desire, to create demand. When this change came—when we awoke to the possibility of using literature to excite the minds of men in the interest of commerce, modern advertising had begun.

But advertising is not just the writing of advertisements. Advertising is influencing minds. We have to reach those minds. It is in these purely modern aspects that our greatest

development has come to pass. It is in these that our progress will lie. Advertising is an art which has its commercial considerations. We must excite desire at a minimum cost.

The most important medium carrying advertising messages to the minds of men is the printed periodical. But it is well to recognize also that the right of advertising to a place in our periodicals rests upon a broader basis than the fact that it pays its way and more. The importance of the press to advertising and of advertising to the press has naturally led us to the most careful study of its use in advertising practice.

Advertising is the literature of commerce. It is the application of all the arts and some of the sciences. Does its association with commerce degrade it? When life is properly mixed it contains industry as well as poetry and science and pictures. Havelock Ellis calls upon us to see that art, religion, science are not things apart but are phases of life. If we make them so they must draw near and be brothers of commerce, for that too is a phase of life. The same writer compares Christ and Napoleon because they "acted their dreams instead of dreaming their action." The modern advertiser is indeed a poet of action. What if advertising is sometimes trivial, sometimes vulgar? What is more trivial, what is more vulgar than life as it sometimes is lived? *Advertising is the literature of our most active life. It may be noble if it keeps its head up and speaks truth.*

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.
 W. Arthur Cole
 Francis Corcoran
 Margaret Crane
 C. L. Davis
 Rowland Davis
 W. J. Delany
 W. J. Donlan
 Ernest Donohue
 B. C. Duffy
 Roy S. Durstine
 A. R. Fergusson
 G. G. Flory
 R. C. Gellert
 Geo. F. Gouge
 Gilson B. Gray
 Winifred V. Guthrie
 F. Wm. Haemmel

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



NEW YORK
 383 MADISON AVENUE

BOSTON
 230 BOYLSTON STREET

BUFFALO
 220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

Sales Managers from the British Viewpoint

By Francis R. Jones, F.R.G.S.
General Manager, C. & A. Modes, London

THE chief problem in modern business, especially in Great Britain, is how to sell rather than how to produce. Methods of manufacture have been improved year by year until it would seem that there is little more to be done. But the methods of selling have not kept pace with the methods of production, and there is still abundant room for improvement. It is therefore not too much to say that the sales manager is the most valuable officer of many a flourishing business.

To be successful and respected the sales manager must be the soul of honor. He will quote a fixed price to his customers and will not vary it by a farthing. At the same time he will pay a fixed scale of remuneration to his salesmen, never grudging them the utmost that they can earn under the scale that he has laid down for them.

Next in order comes knowledge. The good sales manager must know his subject inside and out. He must know all about the goods he is selling. He must know as much as possible about the different territories to which he assigns representatives. Further, he must have had a thorough practical experience of selling. The sales manager who has never been out on the road himself cannot understand and sympathize with the daily troubles and trials of his men nor can he give them the practical help and encouragement which they need. The sales manager who has himself been a hard-working and harassed salesman may be an invaluable friend and guide. In his daily letters to his salesmen he can give many useful little hints which may make all the difference between success and failure. In his conferences, at suitable intervals, he can give the men the benefit of his experience and offer general criticism which they will accept.

The sales manager should have the confidence of his managing director and his board, and should be in close contact with the other heads of departments and understand their problems. Particularly is it desirable that he should have a close understanding of the advertising department. It is important indeed that not only the sales manager but also the salesmen should be taken into the confidence of the advertising manager and have an opportunity of discussing the schemes that are being projected. When sales manager and advertising manager work independently there is trouble ahead for both of them and for their firm.

The ideal sales manager should be a man of vision, full of ideas, abounding in suggestions for the future.

By Sir Herbert Morgan,
K.B.E.

NO sales manager will build and keep a successful sales force if he does not deal fairly with his men in the matter of remuneration. He ought to be sensitive enough to know the effect of every letter he issues, and be quick enough to read between the lines of every letter he receives from his men. If he cannot understand men he cannot hope to manage them.

There is one type of man—the egotist—whose failure as a sales manager is often a puzzle to himself. He loves to hear himself talk, overloads his typist with long letters to his salesmen which, on analysis, prove to be nothing more than preachings and pompous hot air. There is nothing easier to talk hot air about than salesmanship, and

there is nothing so likely to kill the spirit of worthwhile salesmen. If our egotist would only stop to think like other men, if for a moment he would only put himself in the place of the man who receives his outpourings, he would blush for the foolish figure he was cutting. But it is the egotist's misfortune to be incapable of getting into other men's shoes.

Then there is the crank—the man who attempts to organize crazy competitions among his men, or insists to give upon showy demonstration sales, giving the men the credit of being nothing more than schoolboys. He also is sometimes guilty of unnecessary correspondence. He writes what is called "ginger," sometimes without stopping to think whether ginger is the medicine required, or, indeed, whether any medicine is required at all. He will probably be a stickler for just the detail which is petty and irritating. He will pin his faith to some ingenious matter or other, the fruit of his own bright fancy, and revenge his disappointment, when sales do not accrue as he expected, upon the unfortunate exponents of his methods. His chief faults, if we must find names for them

[CONTINUED ON PAGE 35]

Business Press Should Teach Sound Economics

By Sir Ernest Benn

Benn Brothers, Ltd., London

THE business man who knows anything about economics knows that one might as well settle wages on the basis of betting odds, or the birth rate, as on the basis of the cost of living. The two things have absolutely nothing to do with one another. Wages come out of production and nothing else. The cost of living is a degrading measure by which to regulate them. The example of Austria is sufficient to show the folly of the index-figure fetish. In Austria, the unskilled laborer tasted all the joys of a wage which at the prewar rate of exchange was the equivalent of £75,000 a week, and found himself worse off in the end. The folly of the whole business is evident if one only remembers that a wage has to be paid before an article is sold, and that involves a lapse of time.

It does not matter whether it is a day, a month, a year—the interval involves the payment of interest to someone. It does not matter whether it is a private individual or a bank. Therefore, the extra pound paid in wages has something more than a pound added because every rise of wages without a corresponding im-

provement in production means a larger rise in the cost of living. Therefore, that one applies the idiotic measure of the cost-of-living index, the greater becomes the disparity between the rate of wages and the cost of living. An index figure is neither a good reason for raising wages nor for lowering them.

The public as a whole have got accustomed to hearing of the iniquity of profits, that the general impression is that profits are a thing to be abolished, or, at all events, that they are made at somebody else's expense. In a matter like this the public mind is absolutely warped and it is up to the business man, through the business press, to try to set it straight. It is no longer sufficient for the business press to content itself with describing finished products and discussing the qualities and points of variance. It must turn its attention to the principles of business itself. The world was nothing more today than a course of instruction in sound economics. The course of instruction will not be forthcoming until the business men are prepared, as a class, to contribute their quota toward the knowledge on which such a science can be founded.



IN NEW YORK

The Rivoli, on Broadway, one of the great motion picture theaters of the world.

GIVING five performances daily, with a seating capacity of 2200, The Rivoli taps the main artery of cosmopolitan pleasure seekers who make New York the nation's center for high class motion picture and theatrical entertainment.

It is said "Everything first sees light on Broadway." And if approved by Broadway's critical and cross-section audiences, managers feel much more confident of extensive booking success throughout the country.

Nor is any city more completely movie-enthusiastic. On Broadway alone, in the heart of the shopping district, there are four other theaters similar to the Rivoli—with equal capacity or in case of the Capitol over double the capacity—where the

latest film productions are given, notably artistic presentations. In addition, nearly 700 smaller neighborhood and district cinema houses in the city are filled many times daily.

Similarly, all over the United States, fifty million people a week flock to 9200 theaters to be entertained by their favorite actors and actresses. In these theaters, however, the patrons become acquainted merely with the performance and ability of the "stars." To learn to know them through news stories, interviews and pictures, they turn to *Motion Picture*—their favorite magazine.

Comfortably at leisure in their homes, these motion picture fans eagerly read *Motion Picture* from cover to cover. Your advertisement is sure to meet their eye and gain a responsive reaction.

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

What Are the Boundaries of Agency Service?

DAKE-JOHANET
Advertising Agency
Los Angeles, Cal.

July 21, 1924.

TO THE EDITOR:

I am in exact agreement with your correspondent whose thoughts are expressed so ably in the article "What Are the Boundaries of Agency Service?" [June 18, page 21.]

The tendency today of the "big" agencies is to render a service which undoubtedly supplants, in a degree, the work which the selling organization of the client should perform. To my mind this free service was devised originally as an "ace in the hole" to secure new clients. This is a blunt way of putting it, but all advertising agents and newspaper publishers know that the chief reason for the merchandising service, good or bad, of the newspaper is that it serves as a telling sales argument in securing space contracts. In the mad, competitive race for accounts agencies have got away from the "basic idea," that of creating advertising copy that sells. This development if followed to its logical conclusion means that advertising agencies should take over the whole responsibility for selling the client's wares, leaving him only the duty of manufacturing.

It seems to me that this attempt to fuse the functions of the advertising manager and the sales manager is bad. One specialist cannot run another specialist's affairs. It is the old human know-it-all in new clothes.

It is my personal belief that the small agency which cannot afford "service departments" is producing more actual selling copy than the "big agencies" who produce such beautiful reminder copy. If the function of the advertising agency is not chiefly to produce copy that sells, then change the name from advertising agency to, say, sales agency.

C. L. YOUNG,
Account Executive.

"Who Pays for the Advertisement?"

EBERHARD FABER Co.,
Brooklyn, N. Y.

July 18, 1924.

TO THE EDITOR:

"Who Pays for the Advertisement That Doesn't Pay for Itself?" The first temptation is to say the stockholders, the partners, or the individual who owns the business manufacturing the product advertised, and let it go at that.

But are the owners the only people who actually pay for such an advertisement? True, it is, that they suffer directly in an immediate and direct expense for the time and money in-

involved. But there are others, in my estimation, who do pay in an indirect way. There is the magazine, newspaper or other media in which the advertisement appears. Through the loss of prestige on the part of the advertiser, through the word-of-mouth adverse publicity to such media when the question is asked, "How good is the *Soandso Magazine* for your product?" and the answer comes, "No good at all!"

Magazines can overcome this to some extent by carrying an Advertising Advisory Bureau in their organization, to make suggestions for advertisers who are not usually classed among "top notch."

The prestige of the advertising agency who prepared the advertisement (if such an agency was employed) suffers because of the poor advertisement and they sometimes incur a direct monetary loss, through the loss of the account. In addition to that, they cannot point with pride to the particular announcement and say that it was prepared by them, and this loss of prestige reacts against them as much as any dollars and cents loss that might be involved.

The advertising manager responsible for the advertising of the manufacturer is likewise hurt through lack of prestige and through the loss of position. And the difficulty in securing another might easily incur a very direct loss.

Finally, and I realize that this is somewhat far-fetched and theoretical, the consumer loses by not being able to procure the advantages which the poorly advertised product offers—provided, of course, that such an article actually possesses some advantages that are worth while. Manufacturers of four-wheel-brake automobiles, and balloon tires, might consider such a consumer loss, if their products were not properly brought to the attention of "Mr. Consumer."

So that, from my point of view, there are five classes of people who suffer because of the poor advertisement:

1. The Owners of the Business.
2. The Media.
3. The Advertising Agency.
4. The Advertising Manager.
5. The Consumer.

J. P. DUFFY,
Advertising Manager.

A Sales Manager's Views of Hand-to-Mouth Buying

McKESSON & ROBBINS, INC.
New York

July 18, 1924.

TO THE EDITOR:

Regarding the sentiment expressed by Mr. Goode in a recent article, to the effect that there has come about a more or less permanent change in the buying habits of retail merchants ["Is Hand-to-Mouth Buying Here to Stay?" May 21, page 13], we think there is

considerable truth in his statement. We have felt this way about the matter for some years past. In fact, so strongly have we been convinced that the old-time method of buying and selling is passing through a revolutionary stage, that we decided to adjust ourselves to what appeared to us to be the prevailing situation, and to place ourselves in a position to meet this condition without any serious untoward effect.

During the past few years, we have begun to realize that the local wholesaler or jobber is slowly but surely displacing the large national wholesaler. In other words, the local jobber, owing to his geographical location, is logically in a better position to render service to his retail customers than the large national wholesaler. We believe that the position of the local jobber, at least in the drug trade, is stronger today than it ever has been.

During the war, McKesson & Robbins erected three factories in order to meet the demands made by the United States Government and other large buyers of chemical and pharmaceutical preparations. After the close of the war, McK&R was confronted with the problem of keeping these three factories busy. The prevailing hand-to-mouth buying of the retail trade suggested to McK&R that it would be advisable to market its extensive line of products through the local drug jobber and to place this jobber in the position of being able to supply the retail trade with McK&R products on the same terms as the retailer had previously been enjoying from us direct. The hand-to-mouth buying tendency actually prompted McK&R to adopt the special distributor plan of marketing its products.

As stated above, a retail druggist for instance, in Spokane, Wash., or Waco, Tex., today can purchase the products of this house from his local wholesale distributor on terms equal, as advantageous as though he were buying direct from McK&R and in addition get better service from his local wholesaler than he could expect to receive from the manufacturer.

We fully believe that hand-to-mouth buying is here to stay for a while, and those manufacturers who are affected by it will be obliged, in some way or other, to adjust themselves to the situation.

For our part, we feel that this special wholesale distributor plan has largely solved the problem for us as for other manufacturers who have adopted it.

"Turnover" is the slogan of the modern progressive retail merchant today, and it is axiomatic that he cannot succeed in turning his stocks very often unless he buys in limited quantities through his local jobber and at the same time enjoys perhaps a one-day or two-day service, or even better than that.

C. J. KIGER,
General Sales Manager.

THE INTERRUPTING IDEA

NUMBER EIGHT

NEW YORK

JULY 1924



JOHN STUART MILL

Both teachers and learners go to sleep, as soon as there is no new enemy or idea in the field.

The Greater Competition

ON December 11, 1811, sharp tremors were felt throughout these United States. Washington's buildings trembled, Detroit's heaved. In Arkansas, the rocking earth threw Indians and settlers into terror. New Madrid, a town on the Mississippi, was literally tipped into the river.

From Kentucky came news of a new lake, —a lake 14 miles long and 4½ miles wide. (It is still there, Reelfoot Lake.)

From the Mississippi off Tennessee, came accounts of whirlpools 30 feet deep,—and a terrific falls, 6 feet high.

§

THIS New Madrid earthquake was the "never-to-be-forgotten" sensation of the early 19th Century.

Today, it is a forgotten page in history.

§

How short the memory of man!

How swiftly comes the covering blanket of time!

"BUSINESS" likes to think of the day when it shall arrive.

There is no such day.

Its greater competition is that of time and man's fickle memory.

The weapon with which one fights them—and marches forward—is advertising. By advertising is meant not merely advertisements, but an advertising *policy*,—a policy that is on as permanent a basis as this competition it must meet.

§

THE keynote of such a policy was aptly put by the vice-president of the Strathmore Paper Company, in an address to the company's agents:

"In the first six months of 1923, we sold as much paper as in the entire year of 1914."

No complacency in his voice, however. He continued:

"But we are looking ahead, gentlemen. We are looking ahead."

§

AND Strathmore does look ahead. Its advertising and promotion policy has been a jewel of consistency and persistency.

In 1914, "Expressive papers." In 1919, "Paper is part of the picture." And now, in 1924, "Strathmore Town."

Each step has been built upon its predecessor. Each move has been a steady move forward. Each year has proceeded with an eye on five years ahead.

§

FEDERAL has worked and planned with Strathmore from the beginning.

Federal believes that the greatest remedy for public forgetfulness is an Interrupting Idea, continuously presented by advertising.

§

"THE INTERRUPTING IDEA" is also issued as an independent publication, printed on fine paper. Executives who wish to receive it regularly are invited to write to the FEDERAL ADVERTISING AGENCY, Six East Thirty-ninth Street, New York.

An Agency Man Said to Us the Other Day—

“I had no conception of the scope of your field. It must take in at least a quarter of the industrial field.”

“More than that,” we told him, “one-third according to Government reports.”

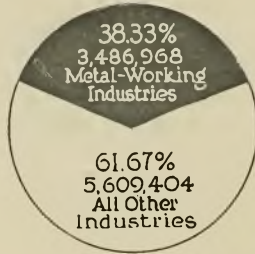
And that third represents the largest division of the industrial market covered effectively by any publication.

That’s the reason we keep on saying that The Iron Age should be one of the first publications to use in advertising products used indus-

trially — power equipment, paint, material-handling apparatus, factory flooring and roofing, tanks, etc., as well as metal-working equipment, steel, cranes, and other products sold principally in The Iron Age field.

As employing power is fairly indicative of buying power, here is a chart that will give you a conception of the extent of this field.

Based on the latest complete Census Report, that of 1920.



Of course, we’re always glad to supply information about this big field.

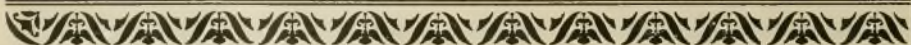
THE IRON AGE

The World’s Greatest Industrial Paper

239 WEST 39th STREET

NEW YORK CITY

MEMBER OF THE A. B. C. AND A. B. P.

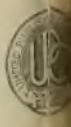


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More than a Hardware Paper— a Hardware Institution

For nearly seventy years Hardware Age has been helping hardware men to "sell more hardware and to make more profit." Its market reports are an authoritative buying guide, its merchandising articles are practical sales pointers, its advertising pages a "Who's Who" of hardware manufacturers.

Hardware Age is more than just a hardware publication.

It is a hardware institution that has grown up with the hardware business and become a part of it. As Mr. Ireland, past president of the National Retail Hardware Association, said at a Convention of hardware dealers held last June: "To those of us who have spent our lives in the hardware business Hardware Age has become almost our Bible. It is necessary to our business—."

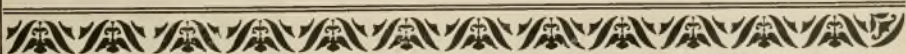
It is this unusually close human contact with the real men in the hardware trade that gives Hardware Age its exceptionally high advertising influence and value.

HARDWARE AGE

239 WEST 39th STREET

NEW YORK CITY

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



What the Public Utilities Should Advertise

By M. C. Robbins

ALTHOUGH the public utilities have awakened to the needs of the day and are making rapid progress in educational work, the opportunities for the use of effective advertising in the utility business are virgin in character. Our entire industry, literally speaking, is an untapped field for news stories. There is romance in the truth that behind the familiar services of our American utilities lie industries with a total capitalization of more than sixteen billions of dollars. What this means is best understood when it is mentioned that the great iron and steel industry of the United States represents a total investment of less than four billion dollars.

There is interest in the fact that one-third of the industrial establishments in America depend upon central electric stations for their power supply; that the gas companies render service to ten million customers; that the street railways carry the equivalent of nine times the world's total population each year; that our utilities buy more than fifty million tons of coal annually and sixteen million barrels of oil; that four billion dollars are paid each year for services or property which could not exist unless the electric light and power companies first produced the necessary electrical energy; and that if we were to use horses to furnish the power now supplied by electrical central stations in the United States, such a great number of horses would be required that, if placed head to tail, they would form four lines stretching across America from one ocean to the other.

There is no foundation for the belief of some utility managers that the rendering of public service is a business apart, and that the proved and accepted principles of everyday commercial practice cannot be successfully applied to the operation of utilities. There is no basis for the common thought in many communities, and even on the part of some public utility commissions, that the cost of advertising by the public-service corporations should not be considered legitimate operating expense.

In any line of industry the cost of advertising is just as legitimate an operating expense as the cost of coal or labor, and the public-service corporation is no exception. The fact is that a mistaken mass opinion can destroy a business no less surely and speedily than bad management, and there is no course except continuous scientific ad-



M. C. Robbins

Publisher, "Gas Age-Record," "Industrial Gas," "Advertising and Selling Fortnightly"

vertising that can be employed to protect an investment largely depending upon community good-will and subject to legislative control. Campaigns of public education conducted by advertising amateurs and based on the use of free space can never be made to serve the utility company any more effectively than they can the concern that sells shirts or shoes.

NOTHING less than organized, intelligent publicity by qualified advertising specialists can be trusted to tell the utility story. The public must be awakened to the serious truth that when it permits municipal and state representatives to blindly refuse the reasonable demands of public-service corporations for increases in rates and fares, it is dangerously tampering, not only with the credit of great cities, but of banks, insurance companies and other institutions. The average citizen must be educated to know that the utility is not permitted by law to earn enough to finance enlargements and extensions to its business from its earnings. It must either borrow money from banks or from its customers through the sale of its securities. Money is a commodity which we buy and sell, just as we buy and sell grain or clothes or lumber. The utility cannot buy money for

less than other people pay for it, any more than it can buy coal or lumber for less than these materials are worth in the common market.

It is only through advertising and carefully planned publicity that we can develop an understanding in the minds of laymen that, while private business may curtail its service in order to forestall a loss, the utility must keep on operating regardless of all financial consequences. It can get no relief except through the tedious process of presenting its case to a commission, and in the meantime, no matter how long the delay, the company must go on recording losses.

THE truth must be hammered home that, while a private enterprise often turns over its capital four or five times a year, the utility can only do this once every four or five years, and that nothing is more fallacious than the occasional assertion that utilities are permitted to charge rates which will give them a return on "watered stock." It must be made plain that our public-service corporations are only permitted to earn a return on the basis of the amount of money that has actually been invested in the property.

Our utility advertising must cover the entire field of public-service activities. The educational work must even deal with the "peak-load" problem and explain how the public-service corporation must maintain a large part of its equipment in idleness during a large part of each day, and this naturally increases the cost of producing service. A private concern manufacturing a commodity can place its products in storage until they can be sold to advantage. But the service a utility produces must be sold at the time it is offered or it will become forever useless. It must be driven home that good business and good transportation are inseparable. In New York we have office buildings with populations as large as those of good-sized towns. One building in America's metropolis has a population during working hours of 16,000, and there are scores of other buildings that house nearly as many people. This makes it easy to understand why a thirty-minutes' tie-up of the rapid transit lines during rush hours in New York means a loss to employers of as much as \$50,000.

The important thread running through all of the educational work

The WORLD'S LONGEST TRAIN - 593 Miles Long!

REACHING FROM
NEW YORK to
CLEVELAND, OHIO

It would require a train of Interborough Subway and Elevated cars 593 miles long and composed of 63,830 cars, to comfortably transport at one time the 3,000,000 passengers who ride on the New York City Interborough lines DAILY!

Placed end to end they would reach from New York to Cleveland, Ohio!

—Think, Mr. Salesmanager, what it would mean to your product if it were displayed hourly, daily, throughout the year, before this prodigious audience of buyers, in a prominent, well-lighted position backed by *full color!*

—Consider the wealth and purchasing power of New York's six millions of people, who are greater in number than a city treble the size of Philadelphia! Consider the enormous sum they are spending *daily* for goods such as yours!

—Consider INTERBOROUGH, and place your advertising aboard a medium that operates "non-stop trains in the City of Sales Success"—Greater New York!

"Tell Them and
You'll Sell Them!"



INTERBOROUGH
EXCLUSIVELY SUBWAY AND ELEVATED
ADVERTISING

Controlled by

30
Union
Square

ARTEMAS WARD, Inc.

New
York
N.Y.





When the School Man Buys

NUMBER FIVE

In the School Field—
Ask Bruce

The Market

The school field is the one big market of the country constantly on the increase. The annual growth in school population, the increased demands for education and the enlarged program of education necessary to meet the present day requirements are the underlying factors which create this condition. The following summary tells the story:

School population.....	23,239,227
Annual cost of operating schools.....	\$1,580,671,296
Investment in school property	3,003,149,794
New school construction annually	279,919,000

BRUCE'S 1924 SCHOOL SALES ANALYSIS CHART contains detailed figures by States on the enrollment, investment in school property, and the annual costs for operation. Copy sent on request.

THE AMERICAN
SCHOOL BOARD JOURNAL
A Periodical of School
Administration.

THE INDUSTRIAL-ARTS
MAGAZINE

Published to Promote
Industrial and Vocational
Education.

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

Complete information covering "Bruce Service" sent on request.

The administration of our schools is vested in the school board and the superintendent of schools with the school architect as an important factor on all new construction.

No merchandising effort is complete without the direct school sales appeal to these groups. A sales analysis is available to officials of companies interested in developing this market.

Frank Bruce
Publisher.

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



done by the utilities should be the truth that the rendering of justice by the citizen to the utilities will result in wide-reaching benefits to the people collectively and individually. Furthermore, it is essential that we proceed on the basis that ignorance rather than sinister motives is responsible for most of the attacks upon our public-service corporations. Proper publicity must establish the fact that innumerable advantages are entailed in pursuing a policy of private ownership. One investigation showed that out of every \$100 of revenue received by our utilities, those privately owned spend only \$65 for operating expenses, whereas municipally owned utilities spend nearly \$75.

A survey made recently indicated that within two years more than 160 American towns abandoned municipal ownership for the service of private companies. In several instances the rates in these communities are now one-third of what they were under municipal ownership.

Advertising must also be used to extend customer ownership. When people are partners in a business, it is only natural that they become interested in the problems of that business. When we add a million stockholders to the list of those who hold the securities of utilities, we add a million people to the already large army of citizens who are willing to give the utilities a fair hearing.

OUR modern utility executives who would use advertising effectively must get hold of the idea that, while all copy must pass the measure of accuracy, it must not be cold. Sell your service on its merit, and do not include in your campaign any effort to excite pity for your company. If your opponent lies, don't say he does, but present facts to disclose the truth. No one can lay bricks and throw mud at the same time. Analyze your service and be prepared to invite legitimate inquiry. Don't be out-advertised by demagogues, and be sure that the friendly attitude evidenced by your advertising is reflected in the actions and voice of your organization from the manager down to the lowliest employee.

The work of advertising the utilities and their service has hardly more than commenced. Our American public-service corporations are now spending from one-quarter to one-third of one per cent of their gross income for advertising and publicity. In other words, their annual expenditures for selling securities, building good-will, etc., now amount to something more than \$12,000,000. In well-ordered private business the minimum expenditure for advertising amounts to about 2 per cent and the maximum runs as high as 8 per cent. If our utilities were to spend as much as the minimum set aside by private business for advertising, their expenditures for this purpose would be \$80,000,000 instead of \$12,000,000.

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



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

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

Sales Managers from the British Viewpoint

[CONTINUED FROM PAGE 26]

are impatience and lack of proportion.

The last three weaknesses of sales managers are golf, whiskey and the armchair; in themselves, I hasten to add, all excellent things. Sales management is not a soft job. It demands the best of a man's mind. Armchair direction is a questionable success in any department; it is fatal to the sales department. If the sales manager is not alive and active, he cannot do his work well. If his golf sidetracks his enthusiasm, he must come to terms one way or the other. He cannot think on the links.

My attacks are not addressed to golf or whiskey, but to the man who does not know where the line is drawn. Perhaps, after all, the armchair as a symbol will best represent what I mean. It will bear repeating that sales management is not a soft job, it demands the best of a man's mind. If a man has a growing affection for armchair methods, let him look about for a company to *direct*. Sales managers are made of other stuff.

E. F. Hertzog

Appointed advertising manager of American Sugar Refining Company, New York, to succeed Thomas G. Brennan, now associated with J. Alexander Leggett, producer and distributor of industrial motion pictures, same city.

Second National Advertising Exposition

To be held in the 71st Regiment Armory, New York, November 10 to 15, will endeavor to teach the consumer the part that advertising plays in the distribution of food, clothing and shelter.

Business Reference Publications

Association of business directory and catalog publishers, New York, has elected the following officers for the ensuing year: Thomas H. McRae, re-elected president; J. J. Vigneau, vice-president; F. A. von Wieding, re-elected treasurer; Rupert L. Burdick, reappointed executive secretary.

G. L. Price

Former senior member of the home office copy staff of The Ralph H. Jones Co., Cincinnati, is now in charge of the planning and copy department of The Mayers Co., Inc., Los Angeles.

S. P. Cook

Of the advertising department of the Burroughs Adding Machine Company, has been appointed Mid-Western representative of that company, with headquarters at 434 South Wabash Avenue, Chicago.

Fuller & Smith

Cleveland, selected to direct advertising for Thompson Products, Inc., automotive parts, same city.

The Huckster or the Grocer? The Market-place or the Telephone?

*Food Must Be Bought—
Food Must Be Eaten!*

—But the way it finds itself into the home is the problem; for that is what determines selling policies, advertising, merchandising. The next question is the market. Who consumes your product? The masses—the good, solid middle class or the upper class?

In Cincinnati, The Enquirer offers Food advertisers a well-defined market consisting of the big, strong middle class and the upper class, the kind of people that purchase staples and delicacies through the grocer.

The Woman's Pages of The Enquirer are recognized as an institution for the betterment of culinary art and attractive homes.

—Every month the MERCHANDISER talks with grocers and druggists about better merchandising. Is it any wonder that advertising in The Enquirer pays?

Route lists, surveys,
etc., on application.

The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

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

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

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

THE 8-pt PAGE

by
Odds Bodkins

On Board
R.M.S. *Launceston*.

THE most exciting social feature of this voyage was the *Launceston* Race Meeting held this afternoon. A member of the crew had made half a dozen tiny wooden horses, and a course was chalked out on one of the aft deck hatches. The horses were advanced by the throwing of dice and the excitement was intense as the throwing would advance first one horse and then another. Entries were a shilling each.

The following copy of the poster announcing the event will serve to reflect its flavor:

LANCASTRIA RACE MEETING

"A" Deck Aft—3 P. M.

Owner	Entry	Jockey
1. Captain Hossack	"Mal de Mer"	W. B. Nelson
2. Mrs. Jesse Neal	"Merry Laugh"	O. C. Harness
3. Gus Handerson	"Agate Lines"	W. E. Siberston
	"B. V. D."	
4. King Neptune	"Paperweight Pratt"	
5. Mrs. Tim Thrift	"Top o' Column"	Mayor Holcombe
6. Rollis Ayers	"Multigraph"	Mrs. Louise Sterling

No. 2 Cockle & Mussel Handicap

Gold Vase—Value 10c.

Owner	Entry	Jockey
1. Major Bill Williams	"Hospitality"	Everybody
2. Ralph Ford	"Direct Mail"	Mrs. W. F. Winn
3. Chief Officer Illingworth	"Holworthy Hall"	
4. Miss Katharine Mahool	"Tom Collins"	Purser J. M. Elkins
5. Los Angeles Club	"Launceston"	Peggy Hamilton
6. Mrs. Dan Carrell	"Florida Citrus"	George French
	"Next to Reading"	

Entries One Shilling

"B. V. D.," the 'horse' owned by my good friend Gus Handerson of Cleveland, entered as No. 3 in the first race, has a history.

When the *Launceston* was a few hours out Gus discovered that one of his suit-cases had failed to show up. Two days later it was still missing, though the officers declared they had made a very thorough search over the ship, and Gus had himself been down in the baggage hold on one of those hot afternoons when we were in the Gulf Stream.

Gus gave the officials one more chance to find that suit-case, and then he decided to put his trust in advertising.

The next morning this notice appeared on the bulletin board at the Purser's "Bureau":

"NEXT TO MYSELF"

Next to myself I love my B. V. D.'s *And they're lost!*—So are my wife's, which is *worse!*

Please, kind sirs and ladies, will you get down on your knees to-night and look under your berths for a strange black suit-case bearing initials "C. H. H."

A permanent season pass to the bar to the finder reporting with said suit-case to Room 85, Deck C.

I am happy to report that whereas the earnest efforts of the *Launceston's* whole crew had failed to locate the missing suit-case, this advertisement did!

—8-pt—

Quite the most successful social event held on board was the costume



ball put on by the New York League of Advertising Women. I take my hat off to the ladies of the League. They always make good with anything they undertake.

—8-pt—

London,
Sunday afternoon.

We landed at Southampton yesterday morning, with an airplane flying over the ship writing *Daily Mail* in the sky, and the Lord Mayor of the city down to welcome us in scarlet.

By night the various delegations which had come over on the various ships were pretty thoroughly mixed up and scattered over London.

The first official function was the National Welcome Reception and Ball at Albert Hall last night. Were I to devote the whole page to a description of that ball I could not do it justice. Never have I seen a sight so impressive as that great circular hall lined with boxes in which sat England's fairest ladies, with the Lord Mayor of London and his suite in all the pomp of their robes of office, followed by the officers of the A. A. C. of W., marching through an avenue of picturesque "beef-eaters" to the platform. Women



Buying chances for the *Launceston* Race Meeting, which, according to Odds Bodkins, was one of the most exciting events on the trip

Jesse Neal tells a funny story to the Lord Mayor of Southampton, who has come on board in his royal robes to welcome the American delegates



A Historical Issue recording a quarter of a century's achievements in the development of the Automobile Industry



SILVER
ANNIVERSARY
NUMBER
AUTOMOBILE
TRADE JOURNAL
November, 1924



Strickland Gillilan

Nationally Known Lecturer and Writer
Will Conduct a Department of

Humor and Human Interest

Beginning in the September Issue



Securing a man of Strickland Gillilan's ability and character is in keeping with our policy of giving our small town families the very best that can be obtained.

Nothing Is Too Good for the Readers of

People's Popular Monthly

Des Moines, Iowa

Circulation 850,000

Carl C. Proper
Editor

Graham Stewart
Advertising Director

told me it almost made the tears come to their eyes, so deeply did it stir their emotions, and I confess frankly to a choky feeling in my own throat.

And later, that enormous floor crowded with dancers representing nations and colonies from every corner of the civilized world, swirling under the almost blinding radiance of colored spotlights, with great clouds of colored balloons floating down from the ceiling!

It was a night to be remembered always, a picture that will never be forgotten by any who were there!

—8-pt—

This morning our English hosts painted another unforgettable picture on our minds and hearts with a service at Westminster Abbey in honor of the delegates to the convention.

The wonderful old pile was packed to the doors, and as the sun shone through the high windows and drove back the sombre shadows as though to their retreats in the graves of the great, and the organ pealed forth Handel's *Largo*, it seemed almost as though this was the moment one had lived all these years to experience!

Presently came the sermon by the Right Rev. H. Hensley Henson, Lord Bishop of Durham. It was an advertising sermon—(and how incongruous it seemed the first time the modern term "advertisement" fell on the air of this great church of the ages!)—masterfully written and impressively delivered. Could I write as good an article on advertising as was Bishop Henson's sermon, I should feel exalted.

—8-pt—

Never let any man tell me that the English do not know how to advertise. Wherever I go in London I find tablets inscriptions, street signs, that not only inform me, but go a long step farther and "sell" me in some subtle way or what they commemorate or describe, or where they point to. It is as though I had been placed suddenly in the midst of a great advertising maze and challenged to ignore if I can the luring by paths that lead nowhere yet every where.

—8-pt—

I think I have already discovered one of the greatest differences between America and England. In America we have so standardized everything that even our thinking has grown standardized. In England—or at least in those parts of England which I have so far seen—while things are pretty well traditionalized, scarcely anything is standardized in the American sense. The nation expresses itself and lives its life as its desires and traditions dictate, not as a comparatively small number of influential manufacturers, merchants, financiers, engineers, editors, etc., decide, as is the case in America, with its penchant for standardizing and multiplying everything.

Standardization brings the luxuries to the masses, and for that reason we must consider it a great blessing. But London convinces me that it is not an unmixed blessing!

When planning a new advertising campaign, consult us for typographic layout and style ~

WIENES
TYPOGRAPHIC SERVICE
203 W. 40th Longacre 7034

Change of Address

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



President's Office



Sales Department



Vice-President's Office, N.Y.

A specialized organization trained to the highest degree of accuracy

STANDARD RATE & DATA SERVICE

The National Authority

Chicago
New York
Los Angeles
San Francisco
London



Secretary and Treasurer's Office



General Office



Editorial Department



Company Meeting Room

70,000

A few months ago a disinterested expert in circulation examined our subscription list and stated that it was of a quality unsurpassed by any magazine in the U. S.

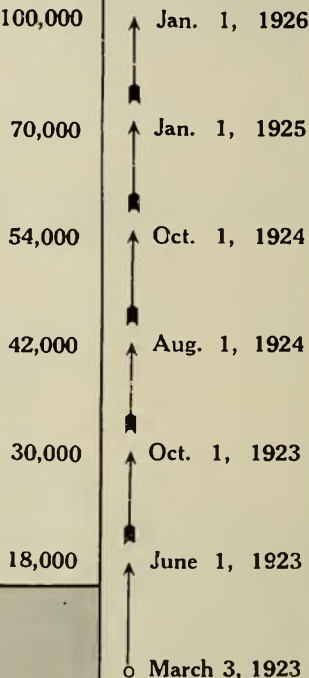
On the face of it, quality is insured, (a) by contents, (b) by price, (c) by circulation methods.

Analytically, quality is shown, (a) by percentage of lists such as Social Register, Who's Who, Directory of Directors; (b) by questionnaire as to automobiles owned, books read, miles traveled, and—(c) Any advertiser is entitled to get 100 consecutive names off TIME's list and "check" them for himself.

No quality magazine has ever developed circulation as fast as TIME. On January 1, 1925, TIME will have a circulation—70,000—as great or nearly as great as most of the quality magazines in the U. S. have acquired during 10, 20, 30 or 50 years of existence.

This 70,000 is at your command. (Please remember: "TIME's readers read TIME.")

TIME's Circulation Development Past and Future



A. B. C. report for Jan.-June, 1924, will soon be issued.



TIME

The Weekly News-Magazine

Have you ever bought *Paid* circulation?

Some publishers think the regulations of the Audit Bureau of Circulations are too severe. TIME would prefer to have them more severe. For TIME is in the unique position of being a magazine for which the public pays in full.

A few ounces of paper, a few inches of type—that's TIME, and the subscribers pay for every ounce and every inch and for each and every item of overhead and selling expense.

Under these terms, and by this definition, we believe that TIME stands alone in the midst of thousands of magazines as being the only magazine which can offer you *paid* circulation.

Hence, A Policy:

These facts naturally work together to establish a policy, to wit:

1. *TIME has now, and intends always to have a quality of circulation unsurpassed by any weekly or monthly in the U. S. and*
2. *(At least until some other national weekly can pay for itself from circulation revenue) TIME's advertising rate per page per thousand will be the same as the lowest mass-rate standard weekly.*

* * *

After August 20, TIME's rate for 1925 will be \$200 per page on contract. Orders specifying dates will earn the present rates (based on 42,000 circulation) if received before August 20th.

Robert R. Johnson
Advertising Manager

Philadelphia Office
1502 Land Title Bldg.

Chicago Office
38 South Dearborn St.

Boston Office
127 Federal St.

20 of the 110 advertisers in **TIME**

- American Radiator Co.
- American Telephone & Telegraph Co.
- American Tobacco Company
- Babson Statistical Organization
- Borden's Farm Products, Inc.
- Canada Steamship Lines, Ltd.
- Dobbs & Company
- Durham Duplex Razor Co.
- The Drake Hotel Co.
- Gorham Co.
- Raymond & Whitcomb Co.
- Guaranty Trust Company
- Int'l Mercantile Marine (White Star)
- P. Lorillard Company
- Quaker Oats Company
- Royal Mail Steam Packet Company
- A. C. Spalding & Brothers
- Western Electric Company
- Colgate & Company
- Lincoln Motor Car Company.
- Shredded Wheat Co.

Over Three Hundred Clubs Subscribe to TIME—Here are a few in New York.

- Alpha Delta Phi Club
- Automobile Club
- Brook Club
- Business & Professional Women's League
- City Club of New York
- Colony Club
- Columbia University Club
- Harvard Club
- Junior League
- Knickerbocker Club
- N. Y. Yacht Club
- Princeton Club
- Racquet & Tennis Club
- Rotary Club
- Union Club
- University Club
- Vassar Club
- Yale Club

236 East 39th St. New York City



Things are
Booming in

AKRON

24,000 of Akron's best families have formed the habit of supplying all their wants from the advertising columns of the—

AKRON EVENING AND SUNDAY TIMES

"Akron's Ablest Newspaper"

They can be reached in no other way than through the columns of the Evening and Sunday Times.

National Advertising Representatives

CHAS. H. EDDY CO

New York, Chicago, Boston

Have You Distribution In College Towns?

If not, and your product is generally consumed, you are overlooking an excellent market.

Here you have great numbers of typical American young men and women gathered in groups throughout the country ranging from 500 to 5,000. They represent large buying power concentrated into small areas.

Our long specialization in this field has fitted us to help you in effectively marketing your products in college towns.

The COLLEGIATE SALESMAN, describing all our activities and listing all student papers, sent on request.

Established 1913

USA

**COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.**

503 6th Avenue, New York City
37 S. Wabash Avenue, Chicago
117 Stephens Union Bldg., Berkeley, Calif.

The Trademark Clinic

(Letters that are addressed to Roy W. Johnson, Trademark Editor, Advertising and Selling Fortnightly, 52 Vanderbilt Avenue, New York, asking specific trademark questions, will be answered promptly by mail)

By Roy W. Johnson

B. J. T. Louisville, Ky.—One of our competitors is using a trademark that is similar to a design we have used from time to time on package inserts and circulars wrapped with the goods. We believe he has adopted this design as a result of our use of it. Can we stop him from using it as a trademark, as we understand he has made an application for registration?

The designs submitted are unquestionably similar, and it seems quite likely that one of them was suggested by the other. This might afford a basis for an action for unfair competition, on the ground that consumers who had been used to seeing the designs on the package inserts would be likely to accept the rival product as of the same origin, thus enabling unscrupulous dealers to pass off the one for the other. There is considerable doubt, however, as to whether this use of the design on circulars and package inserts would be sufficient to prevent registration of the design as a trademark by another, as there is no evidence that the first concern has ever made use of it as a trademark.

* * *

A case involving similar circumstances was decided by the Patent Office on March 31, where the Caldwell Manufacturing Co. had instituted proceedings to cancel a registration granted to the Glass Novelty Company for cribs and baby bassinets. The latter concern had registered a mark consisting of a flying stork, carrying a baby, with the words "The Stork Line." The Caldwell company had as its registered trademark the word "Betterbaby," but had been in the habit of inclosing in its cribs an advertising booklet bearing the picture of a stork carrying a baby, and on this ground applied for the cancellation of the Novelty company's registration. The Patent Office refused to cancel, because use of the picture in advertising matter did not constitute trademark use.

In rendering the decision, the Assistant Commissioner of Patents said:

"It is well established that trademark use is not shown by mere advertisements. There is nothing to show or suggest that the Caldwell company or anyone else believed that the picture of the stork was their trademark. There is no showing that it was associated with the goods in such a way as to indicate source or origin. The goods themselves were stamped with the 'Betterbaby' mark, and the company continuously claimed that as its trademark. It is true, there may be more than one trademark on a single article, but the mere use of a circular for advertising the goods carrying a

number of words, symbols, or pictures on the cover or within the circular will not establish trademark use of what is in the circular, even though the circular is occasionally associated with the actual goods sold."

It is necessary to remember, in short, that in order to secure trademark rights with respect to any device, it must be used as a trademark. That is to say, it must be attached to the goods in commerce, and it must be presented in such a way that it can be used as a mark of identification. Merely repeating the device in advertisements referring to the goods does not make a trademark of it, whether the advertisements are distributed in connection with the goods or not. It may even be featured on labels and packages without becoming a trademark, if it refers to the grade or quality of the goods, or describes their construction or the manner in which they are to be used. It is not always the easiest thing in the world to tell whether a certain symbol is a trademark or not, and it frequently happens that people imagine they have a trademark where they have in reality nothing more than a slogan, or an advertising device.

And on the other hand, it sometimes happens that people do not recognize the trademarks that they actually possess. The public sometimes gets into the habit of recognizing goods, and identifying them by some feature of the label or package that is supposed to be merely decorative or ornamental. Or they may adopt a slogan that has been featured in advertising, and use it in calling for the goods, though it has never been used on the label. When this occurs it is important to recognize it and take full advantage of the opportunity it presents.

* * *

H. J. T. Milwaukee, Wis.—We recently made application for registration of our trademark, which the Patent Office refused on the ground that it is descriptive. At the same time they suggest that application might be made under the Act of 1920. Would you advise this?

If the mark has been in use for a year or more, I should by all means register it under the Act of 1920. Such registration will afford practically all the advantages of registration under the Act of 1905, except that it will not be "prima facie evidence of ownership," and in case of future litigation it may be necessary to produce some proof of ownership aside from the Patent Office certificate. Otherwise it amounts to practically the same thing



92% Executive Readers

Executives who *control* the purchases in the Iron and Steel *consuming* and *producing* plants of the United States and Canada read IRON TRADE REVIEW *every* week for its Market news.

Authority to *buy* is vested only with *executives*. Buying power is the *acid test* of circulation value. Readers of IRON TRADE REVIEW are *executives*—92% of them as follows:

Major Executives

Proprietors and Pres-idents	3,970
Vice-Presidents	2,534
Company Secretaries	3,131
Treasurers	2,546
General Managers	3,935
Purchasing Agents	3,906
	<hr/>
	20,022 — 20,022

Operating Executives

Works Managers	1,992
Superintendents	2,778
Engineers	2,291
Foremen	1,348
	<hr/>
	8,409 — 8,409

Grand Total *all* executives 28,431

All other readers..... 2,553

These figures are based on the net paid circulation as of the Dec. 27, 1923 issue. They do not include advertisers and other copies, the total distribution being 10,500 copies.

Questionnaires answered by subscribers show that each copy of IRON TRADE REVIEW has 2.8 readers.

Iron Trade Review is the weekly trade authority of the iron, steel and metalworking industries.

It completely covers the field, beginning with the mining of the ore and extending step by step through the transportation, assembling and converting of the raw materials in the furnaces and mills, the marketing of the products and finally through the fabrication processes by which they are transformed into finished products.

Invaluable market and technical information make IRON TRADE REVIEW essential to executives.

**Penton Building
Cleveland, Ohio**

MEMBER
A·B·C

A Penton Publication

MEMBER
A·B·P



TEE TO THE HEIGHT
YOU LIKE BEST WITH

REDDY TEES

Insure longer drive—improve your game at least 5 strokes—keep clothes and hands clean—always ready—exceedingly popular. You'll be surprised at the many points of advantage of Reddy Tees—Ask your Pro or your user.

NOMINAL COST, WONDERFUL RESULTS—TRY THEM TODAY

Put up in neat handy little boxes of 18 tees each for 25c. Get them from any Pro or Dealer or send us \$1.00 for 4 boxes.

If you prefer send 10c in stamps for trial box.

Nieblo Mfg. Co.

Sole Owners & Mfgs.

38 East 23rd St.

Suite 304

New York



Pittsburgh Business Women

will buy your merchandise. We can furnish a list of 5,425 names giving residence address. Includes 2,514 Clerks, 1,132 Stenographers, 494 Book-keepers and 375 Phone Operators.

Guaranteed 98% *Actual Delivery* up to Sept. 1, 1924.

"Use the Mail—Increase Your Sales"

WHITE ELMER J. ROEPER

TANK! Est. 1907 446 Wood Street



The Only Denne in
Canadian Advertising

Before you plan to advertise in
CANADA

ask our advice on methods and media. Our counsel is based on years of practical experience in the Canadian field.

A.J. DENNE & Company Ltd.
217 Bay Street, TORONTO.

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

keith & shaw
advertising art

ESTD 1887
15 EAST 40th ST
NEW YORK
N. Y.

A Progressive Policy for Industrial Marketing

[CONTINUED FROM PAGE 14]

It is almost needless to report that the concern added its "ten more accounts" within the next twelve months, with an extra one for good measure. How it did this is no part of our present interest. The philosophy behind the "ticket" is the most important consideration, so let us proceed with our five-year "trip."

By the legend on the second coupon, "Add One New Industry," the general manager meant that the organization should begin to study industries similar or related to the ones it was then serving to see if there might not be some entire new industry that could be shown how to use the product; or if some change might not be made in the product itself that would adapt it to the service of some outside industry. The "five-year ticket" gave the organization a year to ponder the problem and to study the various similar and related industries, and another year to settle on the "One New Industry" and adapt their product to it, or begin to educate that industry to the use of the product if it would serve without change.

THE third coupon, "Reduce the Price," represents one of this general manager's hobbies. He believes, with Ford, that the way to increase volume is to reduce price, and with Ford he believes also that the way to reduce price is to set a reasonable but arbitrary lower price-figure and start out to cut costs and overhead to meet that figure, rather than try to reduce costs "as much as possible," which seldom produces a desperate enough frame of mind thoroughly to arouse the latent capacities of an organization, or a sufficiently drastic mood to start them hacking at the very roots of needless overhead.

By starting two years ahead with the definite idea that the third year must see a substantial price reduction in order to give the product an advantage over competition, the organization has time not only to become used to the idea, but also to work out ways and means to bring it about, or else develop volume enough to make a price reduction possible.

The fourth coupon, "Bring Out a New Product," represents another of this general manager's fixed ideas. He believes that nearly every industrial concern should be working on some new product or device or service (whatever it is that it markets) on the theory that something unexpected may happen to give the business an awful jolt in connection with its regular product or line. Some competitor may bring out a new or improved product, or some discovery or change in manufacturing processes or operations may suddenly make a product obsolete or unnecessary. And so, on his "five-year ticket" he wrote one coupon of protection against the vicissitudes of industrial marketing. As he explained the idea to the president: "This new product may be something entirely different from our present product, but within the potentialities of our plant; or it may be our product so improved as to be practically new. The point is, industrial needs and processes do not stand still, and industrial marketing plans should take this into account. And even if the new product is not actually needed, it may turn out to be something that can be put on the market as an added line."

The last coupon on this "five-year ticket" is the obvious one of "Developing Foreign Markets." To plunge into the export business without a thorough knowledge of how it works is generally to court disaster. But with four years to study the problem and get a working knowledge of the markets and methods and men that form the business of exporting, a concern ought to be able to slip into foreign marketing safely and with a fair chance of making profits on its export business.

AS this schedule it actually working out, with two and a half years yet to go, the concern in question has progressed to a point considerably more than half way toward its five-year destination. In fact, it threatens to finish with something over a year to spare because, with everybody knowing just where the business is headed, the aimless working around in circles

as stopped and all its time and energy and money are now being invested in tangible progress.

It is not presumed, of course, that the "five-year ticket" written for his particular business would exactly fit any other industrial enterprise. It has been cited simply as a practical example of a progressive policy for marketing as opposed to the aimless struggle policy of increasing or developing a business, without any particular thought as to just where the business is going or how it will get there. The responsible marketing head of any business must canvass his own situation and write out the coupons for his own ticket, whether he aims to progress in widening circles or in a straight line toward some outside destination.

WHERE he can go and his possible rate of progress will be governed by a number of factors, such as the nature and extent of the industries the business serves; the type of product made or the nature of service performed; the concern's financial resources; the caliber of the organization; and the location and potentialities of the plant.

This last consideration carries us back to a point brought out in a previous article* on this subject, namely, that the correct starting point for the development of an industrial marketing policy is the study of the potentialities of the plant as an operating enterprise, with regard to both the product and the market, present and potential. Except in rare cases, a marketing policy that is not closely linked up with the production and service factors is not firmly built into the business.

Even with the factors all thoughtfully weighed, and plans carefully laid, the actual writing of a five-year or three-year or two-year "ticket" is not easy. A lot of commonsense has to be mixed in with the writing. It must be thoroughly practical and workable. The year-by-year destinations must be actually attainable, yet they should not be too easy, for unless an organization is kept on its toes it will not respond to the urge of progress, nor will it worry very much about protecting its future.

Once the "ticket" is written, the program must be "sold" to all the executives of the organization at least, and perhaps parts of it to the rank and file; and the business must get on its way to its destination

*"The First Two Steps in Industrial Marketing," published in issue of April 13, 1924.

Who is in the Foundry?

WALK in on us unexpectedly, you probably will find Mr. Gagnier not in his office, but back in the factory, somewhere. What's the result?

You would see inside mortising done by automatic machines producing 64,000 pieces a day instead of a hand production of a few hundred as you see in other plants. And greater accuracy of work.

You would see plates being cut apart 12 at a time instead of singly—and 24 times as fast.

You would see such records as 28,000-3 col. x 8", inside mortised Plates, made and shipped direct to a schedule of 7,000 papers in a day and a half.

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

GAGNIER STEREOTYPE FOUNDRY The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard

For 15 years the leading best equipped business research organization.

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

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

BUSINESS BOURSE

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

HOTEL ST. JAMES

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

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



Rates and Booklet on application
W. JOHNSON QUINN



FOR seventeen years on and off, I have been writing advertising copy. In that time, possibly, I have done perhaps as many notable jobs as the next man. But, never have I written as good a piece of copy as this famous collar advertisement of Jim Berrien's.

K. M. Goode

When you think of advertising think of Goode & Berrien, Advertising Counsel at 19 West 44th Street, New York. Let me send you a copy of "Why the Sheriff Gets 30 Retailers Every Day."

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

BUILDING AGE and THE BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractor, builders, architects, etc., of known responsibility. Published monthly for 45 years.

Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

THE AMERICAN ARCHITECT
 A. B. C. Est. 1876 A. B. P.

The J. G. Wilson Co. started advertising in 1876. Today they write: "We still use 'The American Architect,' this being one of the reasons the name 'Wilson' is so well known to the architectural profession."

Send for: "Advertising and Selling to Architects."

243 West 39th St. New York

BOOT AND SHOE RECORDER
 BOSTON

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

without delay, for Father Time has a way of slipping by stealthily and then looking back and laughing at the plans men failed to get at.

It takes considerable courage and faith and "drive" to keep a modern organization traveling toward a destination, just as it required all the faith and courage and leadership Columbus could master to keep his motley crew from turning back halfway across the Atlantic, or stopping off at some island short of their destination.

Sometimes events intervene to change the whole course of a business. Conceivably, in the case of the industrial concern we have been discussing, the development of a new product, scheduled for the fourth year, might take place during the third year and turn out to be something with such possibilities as completely to revolutionize the plans for the business, as the discovery of the new world upset all Columbus's plans but gave his backers a rich new land. Under such circumstances it is easy enough to scrap the old "ticket" and write a new one. The important point is that unless a business is traveling on some kind of a "ticket" toward a definite destination, progress is very likely to be slow and uncertain; whereas with a plan and schedule to which the energies of the whole organization can be harnessed, progress can be made at an almost unbelievable rate.

Of course, what applies to a business as a whole applies as well to every individual department in a business. Departmental "tickets" generally have to be written in more detailed terms; and sometimes covering shorter periods; but only by planning for progress by departments can a large business of many departments progress as a whole.

A carefully worked out marketing program, detailed as to its aims and scheduled as to time, has the same relation to good marketing management as a scientifically worked out budget has to the financing of a business. It keeps it on the track and headed in the right direction and it makes more effective use of every dollar expended.

Rochester Advertising Club

At its fifteenth annual meeting elected Arthur P. Kelly, president; Walter W. Dixon, vice-president; Charles R. Drake, treasurer. Three new directors were elected to serve two years: E. Reed Shutt, William W. Oliver and Edmund L. Chapin. C. I. Lyndon, Albert G. Moore and Robt. W. Woodruff continue as directors for another year. Glenn C. Morrow is executive secretary.

Practical Psychology and the O. K.

[CONTINUED FROM PAGE 24]

the advertisement from the viewpoint of the man whom you are trying to reach and influence. In fact, why should he, you may continue. No one expects him to, and it isn't part of his job. On the other hand, it is part of your job, and you have in the years that you have devoted to advertising worked consciously and conscientiously studied the audience's point of view. Your method of presentation has been carefully worked out on that basis. The things that are in the advertisement are things that your study and experience have taught you to be the things the buyer wants to know. If you have a clear conscience and are not a cub copywriter, try that appeal to reason. While you may not have a bed of roses thereafter as a result, you will have pruned a goodly number of thorns.

Fourth, we have that abomination of abominations—the conference. There you do not have a single state of mind to work with or against, but enough states of mind to make up an unworkable coalition cabinet. That is the time when you have the chief engineer, the sales manager, the production man, the treasurer, and one or two others sitting as prosecutor, judge and jury.

Now how are you to handle the conference situation? If you qualify as a diplomat and can manage to make a few unimportant concessions to save the big ideas, fine! If not, study your men carefully, both individually and how they act when in conference. It has been observed that there are enough differences in temperament developed when three or more men get together regularly, to make certain that at least two schools of thought on most any question will form themselves. That being the case, and Mr. A. of one group begins to criticize, do not answer the criticism yourself. Ask Mr. B. of the other group what he thinks about it, then let A. and B. argue until both drop from exhaustion, permitting you to proceed to the next point.

Fifth is the problem that arises when the "old crab" takes up his pencil and practically rewrites an advertisement and changes the layout with what to the advertising man is an appalling result. This sort of thing does not happen all at once but usually is a cumulative effect, the result of an increasing lack of understanding between two men.

Try to get a picture of the pressure that may be on your chief, the man to whom you look for your approvals. He gets it from a number of directions. The greater his responsibilities, the greater is the pressure on him. All this has a far reaching effect—so bear with him. It all comes down to this—the necessity for better understanding and a larger measure of cooperation between all concerned.

Telling It To The Boy Scouts



Daniel Carter Beard

"The oldest and best scout of them all." National Commissioner of the Boy Scouts of America. Famous as a woodsman, artist and author, and also as the founder of one of the first outdoor programs for boys, after which the present organization was largely modeled. He has probably taught American boys more about the outdoors than any other man who ever lived.

DAN BEARD is one of the reasons BOYS' LIFE has taken such a grip on the affection and interest of Boy Scouts and thousands of other red-blooded boys.

He is the Scout ideal personified. He represents the movement. There is about him that smack of the outdoors and that tang of the woods that mark him as a real scout.

The boys adore him. He is an associate editor of BOYS' LIFE. Every month he writes and illustrates an article on how to make something that boys like to have, such as a pair of moccasins, or a bow; and the thousands of letters received show with what interest these articles are read by them.

He is known to boys from one end of the country to the other, and whenever he appears, they crowd around him. They all want to say that they have shaken hands with the "Chief."

Tell your message to readers of BOYS' LIFE. You will reach boys who are enthusiastic, organized for a definite purpose.

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.

Advertise Knit Goods

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

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

MULTIGRAPH RIBBONS RE-INKED

Our process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.

Send 2 Ribbons to be Re-Inked at our expense
W. SCOTT INGRAM, Inc.
Dept. C., 65 West Broadway NEW YORK CITY

BUSINESS STATIONERY

ENGRAVED
LITHOGRAPHED

SEND FOR
PRICES & SAMPLES

MORRISON
Fine Arts Bldg. Rochester, N.Y.

Here's Business for You

1924 Forecast of New Building Construction

(from January Architectural Forum)

SCHOOLS \$802,258,300		14.4%			
Hotels	\$635,394,600	11.4%	Churches	\$289,174,200	5.1%
Apartments	568,850,000	10.2	Banks	201,165,200	3.6
Office Bldgs.	504,097,200	9.9	Theaters	179,821,700	3.2
Dwellings	416,999,600	7.4	Public Bldgs.	147,144,600	2.6
Industrial	416,113,000	7.4	Automotive	146,323,100	2.6
Apt. Hotels	357,368,000	6.4	Stores	140,194,400	2.5
Clubs	313,847,100	5.6	Community	81,802,800	1.4
Hospitals	311,168,700	5.5	Welfare	48,645,200	.8

DO YOU KNOW—

that there are in the United States 271,319 Public School Buildings valued at \$3,003,145,794?

that in these schools there are 22,529,087 Pupils taught by 719,873 Teachers?

and that the cost of operating these schools during 1924 will be \$1,580,671,296, of which amount \$1,264,537,037 will be expended for teachers' salaries and \$316,134,259 for new equipment, supplies and maintenance?

(The foregoing figures are based on official statistics and estimates.)

IMPORTANT: The Elementary Schools with more than 600,000 Teachers and 20,000,000 Pupils comprise 80% of this vast market which consumes veritable mountains of supplies and equipment every year (presidential years included).

And this is the sector covered so intensively by **Normal Instructor-Primary Plans** with a net paid circulation in excess of 160,000.

For 34 years teachers have turned to **Normal Instructor-Primary Plans** for practical help in their work. One teacher writes, "To me **Normal Instructor-Primary Plans** is the ideal classroom in magazine form." It is only natural that a magazine which does its job so well should be year after year the best result-getter for a long list of important national advertisers. We strongly recommend that you include **Normal Instructor-Primary Plans** on your list. It will prove a good investment.

A. B. C. Applicant

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

CHICAGO	NEW YORK
1018 So. Wabash Ave.	110 West 34th Street,
C. E. Gardner,	George V. Rumage
Advertising Manager	Eastern Representative

NORMAL INSTRUCTOR

and PRIMARY PLANS

FOR TEACHERS OF ALL THE GRADES AND OF RURAL SCHOOLS



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

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesman Wanted

PROVE IT!

SHOW THE LETTER

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

Write for samples and prices.

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

CRAM CUTS—

READY? for booklets, house organs and advertising.

\$1.00 each

THE CRAM STUDIOS,
B-109, Muskegon, Mich.

The Architectural Record

119 West Fortieth Street, New York
Established 1891. Net paid circulation in excess of 11,000 per issue including 6124 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. B. P., Inc.

ON REQUEST Sample copy, A. B. C. report, rates, 48 page booklet, "Building the Architect," building statistics, etc.

Use and Abuse of Business Charts

[CONTINUED FROM PAGE 20]

graph or a printed agglomeration of figures than it is to hunt out an overlooked prospect and pry an order from him by energy and endurance.

I once heard a manufacturer say (or quote) that the meanest thing he could do to an active competitor across the street would be to send him a list of his own daily sales because his competitor would then spend so much time studying them, explaining them and worrying about them that it would cut seriously into said competitor's selling effort.

Nothing that I have thus far written should be construed in any way as criticism against the past facts reported by charts and statistics.

The instant, however, that the charts and reports creep over into the realm of prophecy four dubious results accrue.

The first is the one discussed in the preceding paragraphs. It is a fault due to the shortcomings of chart students rather than one actually inherent to the system.

The second is an outcome of the fact that no subject is more absorbing to mankind than are efforts to look into the future. Unintentionally, perhaps (though there is no doubt that this trait of humanity has been emphatically capitalized by the statistical organizations in selling subscriptions), the prophetic feature in these services is studied far more intently than are the tabulated statistics on which the prophecies are based. No matter how often the prognostications fail, the "forecasts" are still the feature that gets the lion's share of attention.

Third is the fact that the "prophecies" make far more spectacular news items than do the fundamental statistics. The result is that newspapers print the prophecies gladly and thus, by building up widespread sentiment, actually accelerate the ups and downs of business forecast. Yet nothing is more important to American business than to lengthen out and level down its period between frenzied prosperity and bitterly contrasting slumps.

Fourth is the fact that since these things are true, a very definite influence on American business is wielded by the heads of those statistical organizations which are most widely popular and most successful in securing quotations from the press—an influence which could easily prove disastrous if exercised presumptuously or with ill-judgment.



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



Drawn by C. P. Maltman for Alemite Lubricating Company

AN original, however excellent, is not of advertising value until reproduced — so that copies of it can be distributed to reach your prospects. If its reproduction isn't such as to retain its distinctive qualities the picture decreases instead of increases in value.

Realizing that successful reproduction

of superlatively good pictures and photographs involves more than "a mere engraving," we have made a specialty of engravings which represent the picture as the artist has created it. This has resulted in much praise from prominent advertisers for engravings that have played a large part in making their advertisements "profitably different."

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

PHOTOSTATS for economic and effective visualization

of
Campaigns, layouts,
suggestions, borders, il-
lustrations, booklets,
charts, diagrams, maps,
sketches, reports, let-
ters, booklets, checks,
testimonials, lettering,
blueprints, a d v a n c e
plans.

IF a letter, order, photograph or clipping comes to today's mail, and it would be of real sales value if you could send duplicate copies of it to all your salesmen, what will you do with it?

Send it to file, make exclusive use of it yourself, or have photostats made? At a negligible cost you can get convincing, fac-simile copies—accurate reproductions—reduced or enlarged to whatever size desired—made in a few hours and can put them in tonight's mail (if in New York City).

In this way you can put all data to work for you immediately—stimulating sales and keeping your salesmen alert.

Once you start using photostats you'll wonder how you ever got along without them.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction



Another Novel About Advertising

ADVERTISING is the theme of several novels which have been published recently. The latest is "You Too," and the author's name is Roger Burlingame.

My guess is that Roger Burlingame is a *nom de plume*. But whether that is the case or not, I am pretty sure that the author, whoever he is, has had what is called "advertising agency experience"; for apparently he knows what he is writing about.

Yet, it seems to me, he is unnecessarily bitter. If, as appears to be the case, his purpose is to discredit advertising and advertising agents, he would have succeeded better than he has had he gone about his task with a stiletto rather than a bludgeon. To hear Mr. Burlingame tell it, advertising is waste—always; and advertising agents are sublimated Babbitts—invariably.

Gail Winbourne, hero of "You Too," is a sensitive, high-minded, clean-cut youngster who, in a perfect world, would be tagged "a dreamer" and would be permitted to dream. But this is not a perfect world and dreamers are not in demand.

No wonder this particular dreamer was unhappy as a member of the copy-staff of an advertising agency. No wonder his soul revolted. He made the mistake of thinking that advertising is literature. It is not. It is salesmanship on paper—"adequate presentation of goods in the absence of both buyer and seller." And it has its place in the scheme of things as they are today.

Whether we like it or not, quantity production is here. It is the outstanding feature of twentieth century industry. Advertising has made quantity production possible. Destroy one and you destroy the other.

It may be that is what Roger Burlingame and others who think like him want. Fine! But what have they to offer as an alternative?

Good Stuff!

THE ADVERTISING OF the Jordan Motor Car Company may not be the most effective of all the advertising done by automobile manufacturers—though, personally, I believe it is—but it is certainly the most interesting.

There is a flavor to it which is as

delightful as it is rare. And it does something which all advertising should do, but which comparatively little advertising does do—it creates in the mind of the reader a feeling that the advertiser is a man one would like to know.

The Jordan advertising appeals to me for another reason. It is based on the idea that people buy automobiles, not so much because they have this, that or the other "improvement" as because possession of an automobile brings pleasure.

Most automobile manufacturers in their advertising seem to think only of the mechanical features of their cars. If Jordan had done that he would, I am sure, have been forced to close his factory doors long ago.

"The Mistakes of James J. Hill"

A MAN WHO is connected with an important Pacific Northwest newspaper told me recently that he is strongly tempted to write a book, the title of which will be "The Mistakes of Jim Hill."

It is Hill, he says, who is responsible for present-day conditions in the Northwest. Twenty-five years ago, so he claims, Hill went on record to the effect that the world faced starvation by 1950, or sooner. For that reason, Hill urged the farmers of Minnesota, North Dakota and Montana to raise wheat, hogs and cattle. "There will always be a market for food," Hill said. He was right, but he would not have been right if he had said, "There will always be a profit in raising wheat, hogs and cattle."

Anyhow, my newspaper friend says, the farmers of the Northwest were "sold" on the idea of raising those three things. Many of them produced only one—wheat. They did not practice diversification and now they are paying the price.

"If," he added, "we had a hundred thousand or, better still, two hundred thousand *farm-homes* in the Northwest, the owners of which raised enough fruit, vegetables, hogs, poultry and grain to feed themselves and their families, we would be in fine shape. Trouble is, we did not do that. We raised stuff to ship. When prices in the world market fell, we had to sell at a loss, what we had raised. The experience is painful, but it will be worth all it costs, if it teaches us that the first duty of the farmer is to raise enough food to supply the needs of himself and his family." JAMOC.



TAKE CLASSIFIED FOR EXAMPLE

Classified advertisements are a good barometer by which to gauge newspaper progress.

In June, 1923, the Dispatch-Herald published 9,030 classified ads; in June, 1924, the total was 11,560—a gain of 2,530 separate ads.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston



-AN ALLIED
DEPENDABLE
PAPER -

KENWOOD TEXT

THIS sheet possesses a medium rough finish which gives all the soft, velvety appearance which one seeks in an antique or eggshell paper. Yet it takes sharp impressions of fine and closely drawn lines.

It is a particularly good sheet for fine brochures, folders and books. It prints clean; it is economical; and it possesses true Allied value. You can get Kenwood Text either in White or India. Send for our sample book.




Send for these
Printed Specimens

Besides our mill brands we stock both at the Mills and our New York Warehouse, Monarch C I S Litho, Laid Mimeograph, French Folio, Standard M. F. in white and color, Standard Super in white and color, Index Bristol in white and color, Offset Blanks, Litho Blanks, Translucent Bristol and Campaign Bristol.

ALLIED PAPER MILLS, Kalamazoo, Michigan
In writing for samples please address Desk 8, Office 15
New York Warehouse, 471-473 Eleventh Avenue

ALLIED MILL BRANDS
 Porcelain Enamel Superba Enamel Dependable Offset
 Superior Enamel Victory Dull Coat Kenwood Text

ALLIED PAPERS
 10 Paper Machines  34 Coating Machines



DRAWINGS in Pen and Ink,
Wash, Dry-brush and Color
for Newspapers, Magazines, Post-
ers and Booklets.

Pictorial Retouching of the most
convincing kind.

LOHSE · BUDD
Advertising Artists

405 LEXINGTON AVE. NEW YORK CITY MURRAY HILL 2560

Why the I. C. S. Coupon Wasn't Used

[CONTINUED FROM PAGE 22]

sentative, the type of man we expect him to be and the character of the service he must render students and prospective students. This piece of copy accomplished two things—i informed the general public about our sales organization and it had a most wholesome effect on the sales men themselves.

The advertisement entitled "Th Lengthened Shadow," featuring Watertown, N. Y., and the prominent men of that community who had enrolled some time in their careers for I. C. S. courses, create a mild sensation.

In addition to the circulation these advertisements will secure through the magazines, collateral uses have been planned that will place them in the hands of several hundred thousand additional readers each month.

FOR instance, one list included the names of certain full-paid students as well as the names of those to whom encouragement letters, employers' reports of progress and letters of recommendation are sent. A press proof of each advertisement was sent to them bearing a pertinent message in long hand (facsimile from the dean of the faculty and imprinted across the top of the proof.

Another list contained the names of the foremost educators in the country. The proof of the advertisement was accompanied by a letter over President Weeks's signature and inviting comment.

Proofs of the advertisement were sent to several thousand industrial companies and the suggestion made that they be posted on bulletin boards. A canvass of these companies revealed their willingness to assign bulletin board space to under certain restrictions.


It is the intention to reprint the series in booklet form to be sent to list carefully selected with a view to bringing our message to the attention of executives, teachers, scientists, engineers and others who, we feel, will be genuinely interested and who really need as a part of their professional equipment the information the series conveys.

On the eve of the termination of the first twelvemonth experiment with this type of copy, we feel the business all along the line has been accelerated and that its influence has been felt by our salesmen throughout the United States and Canada.

DISPLAY advertising forms of Advertising and Selling Fortnightly close one week preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations for display advertisements to appear in the August 13th issue must reach us not later than August 6th. Classified advertisements will be accepted up to Saturday noon, August 9th.

John ANDREW
Maker
of **LETTERS**

Independent Studios.

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday; \$6 yearly. Member ABP and ABC.

BROWN'S DIRECTORY of AMERICAN GAS COMPANIES

\$10.00 a Copy

\$7.50 to Gas Companies

WILL BE READY IN AUGUST

Your Order Should Be Placed Now

ROBBINS PUBLISHING CO.

52 Vanderbilt Ave., N. Y. C.

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

How Hyatt Uses the Business Papers

[CONTINUED FROM PAGE 17]

General copy is that placed in the management and control magazines in which we advertise our bearings for material handling equipment and for power transmission equipment. Even his copy is specific as to type of equipment, but is general as to industry, because trucks, cranes, hoists and conveyors are used in all industries.

Our preferred illustration is an actual photograph of the machinery discussed in the copy, in action if possible, and with the proper atmosphere. Even the best artist obtainable cannot make a drawing that is as convincing to an engineer as is an actual photograph. Those very qualities that make a drawing artistic are most often the ones that make it look wrong to the engineer, but a photograph cannot tell him anything but the correct story.

Because of the important standing of our company among manufacturers of anti-friction bearings and because of the universality of the use of our bearings, we feel that we should not use less than one full page of space for each advertisement. If it were ever necessary to expend less money, we would decrease the frequency of our advertising rather than decrease the unit of space used.

IN all monthly publications we use one page every month throughout the year because our potential business is affected by business cycles rather than by seasons of the year. In some weekly publications where we have a large present and large potential business we use one page each week, in others one page every other week, and in some one page every four weeks.

We believe in the superiority of special positions and use them whenever they are available. Our first choice is the front cover, second choice inside front cover, third choice first right hand page and fourth choice page opposite first editorial page. We do not use preferred positions in the back of magazines, and where we do not specify preferred positions, we ask for right hand pages in the front advertising section. We have determined by careful tests that the average reader of business papers starts at the front and works his way through because of the large number of pages. The fact that the left hand page becomes curved and is partly covered by the left hand, while the right hand page lies flat and in full view, accounts for our preference for the right hand page. Fortunately for publishers all users of advertising space do not agree with our views, or it would be difficult to sell left hand pages or space in the rear of magazines.

There must be some value in our theory, however, for a new general magazine has just been started that carries advertisements on right hand pages and editorial matter, fiction most-

Wisconsin Markets

Here is a presentation of four leading Wisconsin markets. Different facts concerning these markets will be given in subsequent advertisements. Because of the informative nature of these advertisements, they should be filed for continual reference.



New Homes

Kenosha is continually building homes to care for its increasing population. These are substantial homes for substantial people and indicate an above-the-average mode of living. Being an industrial city with 100 manufacturers, over 15,000 regular employees, and with a monthly payroll of \$2,000,000 Kenosha has the means and does purchase everything from chewing gum to automobiles. Write us, or ask our representatives to tell you of this market.

The Kenosha News Kenosha Wisconsin

Representatives
ONE. HUNTON & WOODMAN
New York, Chicago, Detroit, Atlanta, St. Louis, Los Angeles, San Francisco.

Business Is Better Than Average in Wisconsin

The diversification of industry in the great commonwealth of Wisconsin permits it today to stand at the head of the states doing a really worthwhile business.

The diversification of industry in the Janesville market, including such well-known national concerns as the Parker Pen Company, Levels Knitting Company, Oossard Coat Company, Houch Shoda Corporation, Rock River Cotton Company, Chevrolet Motor Car Company, Fisher Body Corporation and many others employing hundreds of people at a high average wage, together with a really remarkable agricultural and dairying community surrounding, combine to make the Janesville market the best in Wisconsin.

The Janesville Gazette is particularly well equipped to produce quick, desirable returns to its advertisers because it maintains a Merchandising Service Department second to none in the state. Seasoned advertisers and agencies have learned to depend on this service. New advertisers will find it extremely valuable.

The Janesville (Wis.) Gazette

H. H. BLISS, Publisher
TROS, C. MURPHY, Adv. Mgr.

"An Essential Newspaper"—Member of Wisconsin Daily Newspaper League

WABER-STEWART CO., INC. WABER-STEWART CO., INC.
Eastern Representative Western Representative
Metropolitan Tower London Guarantee Bldg.
New York City Chicago, Ill.

IT'S TRUE

Situated on Lake Michigan.

Served by two railroads, two boat lines and two interurbans.

A thriving city of 65,000 people.

Some 200 manufacturing plants with skilled and highest paid labor.

A. B. C. Audit shows Journal-News has largest circulation.



The vast plains of the Dakotas, Minnesota and bordering states have been called the bread basket of the world. Grain is their great product and the world is their market. This latter fact is a fact for just one reason—the port of Superior. The great development in this section would have been impossible had not the great lakes projected the wonderful harbor of Superior a thousand miles into the interior of the continent. The above picture gives a glimpse of how Superior performs its function. Millions of bushels are annually shipped through and milled by elevators and flour mills of which this is a sample group.

The Superior Telegram Superior Wisconsin

Foreign Representatives
HAMILTON-DELISSER, INC.
Chicago New York

National Miller
Established 1855
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

FREDERICK A. HANNAH AND ASSOCIATES
BUSINESS MANAGEMENT
MARKETING COUNSEL
32 WEST 40th STREET : NEW YORK

The Standard Advertising Register
Incorporated
The best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisements. Write for data and prices.
National Register Publishing Co.
15 Monroe St., New York City
R. W. FENNET, Manager

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

GAS CONSUMED BY ONE CITY

*Almost Sufficient to Supply
Scotland and Ireland*

IN 1923 Chicago required 29,791, 111,-000 cu. ft. of gas for domestic and industrial use.

For the same period Scotland required 23,514,000,000 cu. ft. and Ireland 6,906,000,000 cu. ft.—a combined total of 30,420,000,000 cu. ft.

That one city in the United States consumes almost as much gas as that consumed by both Scotland and Ireland is a striking indication of the expansion in the use of gas now taking place in this country.

This expansion, which is becoming more noteworthy each year and which will keep on at an even more rapid rate (for reasons we'll gladly explain), means that there are few markets in the country as active and potential as the gas industry.

Equipment and supplies of every description are needed to make possible this expansion. Ask us for data on the market for your product in this important industry!

Some equipment and supplies needed: tools; pipe; valves; couplings; protective joints and coverings; insulation; refractories; industrial furnaces and systems; appliances; tanks; laboratory and office equipment; process chemicals; motor trucks; testing, measuring and recording apparatus; power plant equipment; conveying, hoisting and transporting machinery; compressors; blowers; pumps.

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

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

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

Gas Age-Record
"Spokesman for the gas industry"

ly, on left hand pages throughout this book.

Our appeal must reach so many fields that it is impossible for us economically to use all the papers in each field. If we made textile machinery alone we could use every possible textile publication of worth and likewise for other fields. But due to the universality of our market, we must select the one, two and sometimes three leading papers in each field. If in this manner our advertising reaches 75 per cent of the buying factors in each field, we cannot well afford to ignore, for the present at least, the remaining 25 per cent.

The fact that we do not blanket an one field makes it necessary for us to carefully choose between the papers in each field. The most important factor in our choosing is editorial content. If the editorial policy of a paper as indicated by the nature and caliber of its articles is constructive, interesting and authoritative, we know that that paper is the right one for us to use.

This indicates that our selection of papers is made on faith, and this is necessary, for our advertising is educational and promotional in nature, and as we do not sell direct to the ultimate user, we do not expect or receive a appreciable direct response to our advertising.

We know, however, that our advertising is profitable because any increase in advertising space always is followed by a healthy rise in our sales curve.

OUR plan of direct mail advertising is effective but simple as it consists of mailing to carefully checked names reprints of our business paper advertising.

The advantages of the use of business papers for a technical product such as ours in brief, factorial form are a follows:

1. Flexibility—By the use of publications specifically prepared for definite fields, we can exert the most pressure on the fields where our need is greatest; we can, therefore, closely parallel our advertising and our sales effort at all times.
2. Direct Appeal—Steel mill advertisements are written and presented to steel mill engineers, textile machinery copy to textile mill executives, and so forth in each field.
3. Elimination of Waste Circulation.—Readers of business papers are general managers, engineers, designers of machinery manufacturing companies potential bearing buyers.
4. Close tie-up between editorial and advertising appeals.
5. Close tie-up between the advertising of the companies that use our bearings and our own advertising.
6. Use of dominant space is made possible by the relatively small cost of space in papers covering definite, concentrated fields.
7. Economy resulting from flexibility from direct appeal and from elimination of waste circulation.

Chance-Taking in Business

[CONTINUED FROM PAGE 16]

is a commonplace regarding textile mills that they see their selling agents only a few times a year, and are largely indifferent to marketing problems; selling mainly on the contract or factor plan. What, then, is the incentive to the man of daring and ability? It is the speculation in their basic products; the uncertainty, the challenge to analysis and judgment, the mere excitement of the game. I know of more than one man in various of the enumerated fields who confesses he'd never stay in the business if he could not operate a bivalent business, manufacturing and speculating. Others stoutly insist that to protect their regular business they must speculate in their raw materials. If you are manufacturing a lard substitute from a vegetable oil, any one of five or six are equally serviceable for "hydrogenation." Peanut oil, cottonseed oil, coconut oil, soya bean oil—each will serve; the price alone is important.

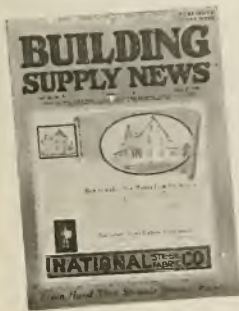
NOTE, then, the temptation to decide on a hunch or on careful study that cottonseed oil will be cheapest for the next six months, and then to try for more than a current supply. If your guess is good, you will have made far more money than regular net earnings on sales of your manufactured goods would amount to. If you guess badly you charge it to profit and loss, or if too badly, you re-finance," or "merge" or go out of business. Likely as not the directors fire the president and seek a better guesser, the stockholders foot the bill for the speculation, but rarely sharing the gain to the decrease of the risks run.

This was the situation until recent years. The recent deflation period caught many executives with huge inventories, in nearly all instances out of proportion to current necessity. In other words, they were discovered in a highly speculative position by the unprecedentedly sudden shift of values; they were caught with a far more vulnerable inventory status than any well managed business has a right to show. They were uncovered as sheer speculators, whereas the stockholders had a right to expect them to be manufacturers only. At the close of the inventory debauch a year or more ago many banks found themselves in possession of great heaps of merchandise instead of their depositors'



"Sandow or Sarazen"

That's the title of the most unusual booklet that has ever been printed on the subject of CIRCULATION. It's unusual because it proves that **SMALL** circulation, well directed, **CAN BE MADE** to produce greater returns to advertisers than circulation of large bulk.



This isn't "dream stuff" either. It's based on the results of an independent investigation made by a well-known advertising agency.

We want **EVERYONE** to have a copy—"cub" or president—male or female—agency personnel, advertising department connections,—yes, even other publishers.

You'll enjoy every page of it—and it will give you fresh viewpoint on a trite subject.

BUILDING SUPPLY NEWS

A. B. C.

405 Old Colony Bldg., CHICAGO

A. B. P.

More NET PAID Circulation than any other dealer paper in the building field.

Confidence

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

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

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

THE
ROTARIAN
The Magazine of Service
CHICAGO

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

Member Audit Bureau of Circulations

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

Published Monthly by Rotary International



Don't count too much on "cumulative" effect! A good advertisement is at its best on the day it first appears; and no amount of time will ever make a poor advertisement any better.

See Berrien's Big Black Book

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

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money—proving that the banks themselves have a large share of guilt in financing what they knew to be speculation in contradistinction to purchase for carefully estimated sale. The perversion or mixing of function in business is invariably either a failure, a highly risky adventure or an injustice—sometimes it is all three.

A graphic illustration of this subject may be had in the excellent work of the California Fruit Growers' Association in teaching Tony the typical little fruit stand owner how to avoid mixing speculation into his business. A special lecturer traveled from coast to coast addressing fruit stand dealers individually and in groups, urging them to avoid buying two weeks' supply of oranges because they thought oranges would "go up," or vice versa. Tony, quite like "bigga American man," gets the speculative fever. He dopes it out that next month oranges and lemons will be higher. Of course, he practically always loses and the facts as to turnover, depreciation and interest and the error of speculation in business were explained to him on a blackboard in a manner that would have been splendid education for many a corporation executive, if he had sat beside Tony.

TODAY same executives are chafing because dealers throughout the country aren't doing so much speculating; not falling so hard for overstressed selling and advertising effort, not overloading themselves with a lot of stock. They are carefully watching turnover. Able business men know that this is a good, not a bad sign. Better meager stocks on dealers' shelves and small but continuous buying than the old system of overloading and then a period of choke and depression.

Risk and chance-taking are inevitable in business—but even in risk and chance-taking there is place for balance and sanity. The business men of no other large country are willing to take the degrees of risk American business men take, not, it must be said in justice, do they progress as fast or venture so much in untried paths. The stockholder is as "chancy" as the speculating executive. The French investor shuns even his conservative industrials, preferring government bonds; while Americans do the opposite. The stickler for technical soundness has lectured and cried beware! but few heeded him—until the hard facts of life came and disciplined business.

Advertising Calendar

AUGUST 18-23—Milwaukee Graphic Arts Exposition and Annual Convention International Association of Printing House Craftsmen, Auditorium, Milwaukee.

SEPTEMBER 22-25—Advertising Specialty Association Convention, Chicago, Ill.

SEPTEMBER 29-OCTOBER 1—First Annual Convention, Window Display Advertising Association, Cleveland, Ohio.

OCTOBER 12—Financial Advertisers' Association Convention, Richmond, Va.

OCTOBER 13, 14—Annual Convention and Exhibit, National Industrial Advertising Association, Edgewater Beach Hotel, Chicago, Ill.

OCTOBER 14—Meeting of Executive Board, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 15, 16—Annual meeting, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 16, 17—Annual Convention, Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 27-28—National Convention, Mail Advertising Service Association, William Penn Hotel, Pittsburgh, Pa.

OCTOBER 29, 30, 31—Annual Convention of the Direct Mail Advertising Association, Pittsburgh, Pa.

NOVEMBER 10-15—Second Advertising Exposition, New York.

NOVEMBER 17-19—Annual Meeting, Association of National Advertisers, In Ambassadors Hotel, Atlantic City, New Jersey.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

J. William Davidson

Recently with the Butterick Publishing Company, has joined the advertising staff of *The People's Home Journal* and will represent that publication in New England and New York City.

Dick Jemison

Formerly manager of media and contracts for the United States Advertising Corporation of Toledo, now manager of the media and plan department of Williams & Cunningham, Chicago.

Franklin L. Wood

Formerly eastern representative for Judd Publishing Company, has been appointed executive secretary of the Lake County (Florida) Chamber of Commerce, with headquarters in Tavares, Fla.

B. P. Mast

Formerly vice-president of the H. P. Gould Co., publishers of *Management*, appointed western manager of the *Industrial Management Group*, with headquarters at 140 South Dearborn Street, Chicago.

Wm. H. Ingersoll

President of the Ingersoll Redipoint Company, St. Paul, Minn., has been appointed general manager of the DeForest Radio Telephone and Telegraph Company of Jersey City, N. J., and will operate from that point. He will continue as president of the Ingersoll Redipoint Company, acting in an advisory capacity.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. When larger type is used charge is based on 6 pt. line space basis. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. Harris-Dibble Company, 345 Madison Ave., New York City.

CALIFORNIA REPRESENTATIVE

Desires to connect with manufacturers and merchants who are looking for a live wire representative in California. Offices in San Francisco and Los Angeles. Benjamin Diepenbroek, 30 E. 42nd St., New York.

Position Wanted

ADVERTISING MANAGER

Fifteen years' experience retail store advertising and sales promotions; no wizard, but practical business producer. Box 154, Adv. and Selling Fort., 52 Vanderbilt Ave., N. Y. C.

SOME WESTERN AGENCY

will be able to profit by the orders the doctor gave my wife. "Go at once to where the air is thin and dry." We're going. I'm thirty, and have ten years' of real newspaper and agency experience to offer. Am copy chief in Middle West now. Let's talk it over! Box 167, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Sales Executive and Mail-Order Expert. Available Sept. 15—Remarkable sales record with \$10,000,000 international concern manufacturing exclusive quality product. Box 168, Adv. & Selling Fort., 52 Vanderbilt Ave., New York City.

COPY MAN

Can write good forcible copy. Know art, layout, typography, printing. Thoroughly experienced. Ambitious and reliable worker. Box 160, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

CORRESPONDENT, exceptionally adept sales, complaint, collections, with general advertising, mail order and production background; handles large volume; mercantile, financial, publishing experience; excellent references. American, Christian; college education. Box 163, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

EXECUTIVE

Broad general business experience of 15 years, principally in advertising field. Thoroughly grounded in merchandising and sales. Equipped with the knowledge of the principles which underlie successful business from experience as agency manager, magazine business manager, general manager of manufacturing concern, etc. 35 and married. Desire position where I can make my own opportunity by demonstrating my ability to solve problems and build for organization success with vision and resourcefulness. RH. Room 2003, 20 Broad St., New York.

Help Wanted

WRITER OF TECHNICAL COPY

Manufacturer of engineering products needs man with experience in handling copy for trade and technical publications. This Boston manufacturer is a world leader in its field and advancement to the right man is assured. Give complete details about yourself in first letter and include your religious preference. Box 156, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING AGENCIES!

We serve through surveys and special investigations—dealers—consumers—industries—Worcester or Worcester County or anywhere in New England. Dependable research work. Finkel Business Builders, 12 May, Worcester, Mass.

Wanted trade paper representative Monthly publication reaching agricultural workers. Control circulation readers. Chicago, Baltimore and New York representatives. Drawing account against Commission Reply giving age, experience, nationality, etc. The Pratt & Lindsey Co., 461 8th Ave., New York City.

Miscellaneous

KNOWLEDGE IS POWER

The lack of current, properly prepared information for an advertising agency of its financial condition, trend and departmental costs has proved the undoing of many a promising concern. A Certified Public Accountant is prepared to render an individual, dividend-paying, auditing and accounting service to agencies with the foresight and business acumen to appreciate the necessity of such a service. Box 155, Adv. and Selling Fort., 52 Vanderbilt Ave., N. Y. C.

SAVING TIME IN SPACE BUYING

It costs money to sell space, and it costs money to buy it. The A. B. C. saves the time and therefore the money of both the space seller and the space buyer.



There is no argument regarding either quantity or distribution or circulation when the publisher or his representative can place an A. B. C. report before the advertiser.

There is no juggling, no generalizing, no evasion on the part of the publisher, no hesitation, no suspicion, no discounting, on the part of the buyer. *That* question is disposed of!

In the business paper field, analysis of circulation by occupations indicate kind as well as quantity of circulation, and furnishes another advantage to the buyer and to the seller of space.

WRITE FOR A COPY OF
"The Measure of Your Message"

AUDIT BUREAU OF CIRCULATIONS
202 SOUTH STATE STREET, CHICAGO



Public Library,
Kansas City, Mo.

A Presidential Year need not be an "off year" in *your* business!

Politics may slow up business extensions and new ventures, but the buying power of the American people continues to create markets for fighters.

AS regularly as the country enters the first stages of a national campaign, the old tale is revived that "presidential years" are not good years for business.

Facts deny the tradition. The table printed on this page shows how little foundation economists find for the doubt which acts as a drag on the selling effort and sales volume of all who hold it.

For manufacturers who ignore it, the "presidential year" handicap hardly exists. They accept the ebb and flow of general business as unavoidable. But they recognize that the margin between normal volume of trade and its lower levels is so small that individual concerns can wipe it out by aggressive selling co-ordinated with intelligent advertising. Particularly when competitors are settling back to wait for "trade to pick up again."

Market Zones are Economic units

They know also that the United States, with its 110,000,000 mouths to feed and backs to clothe, is not actually one great sprawling market, but a group of regional markets, each with its own economic conditions, each largely independent in the main factors that create prosperity or depression.

It takes little in the way of inquiry and analysis to mark the prosperous zones—and only the simplest sales strategy to concentrate selling and advertising effort in the markets where people have

the money to buy and are buying what they need and fancy.

A Market of Unusual Stability

The Chicago Territory is that kind of a market. It is almost alone among the economic divisions of the country in having no dominant industry, district or class that labors under a financial handicap. It draws its strength from so many varied sources—farming, mining, transportation, wholesaling and manufacturing in an endless number of fields—that violent fluctuations in business conditions seldom occur. Even the farmers of its corn belt, cattle and dairy districts, through diversified production, have kept on the right side of the profit line.

Savings are index of Buying Power

Chicago, itself, had 6% more money in its savings banks in May than the average for last year, 1923—and 20% more

than the average for 1920, at the peak of post-war inflation. Check transactions reported by local banks to the Federal Reserve Bank of Chicago indicate a daily volume of business of \$130,000,000.

For an anchor to windward, Chicago also has a building and construction program—public and private work already begun or authorized and soon under way—amounting to the enormous total of one billion, three hundred million dollars (\$1,300,000,000). Other improvements, still in the plan stage, will add another billion dollars to local expenditures for construction in the next few years.

Whose Products will they Buy?

Having money in the bank, money coming in and future earning power assured, the 18,000,000 people living in Chicago and The Chicago Territory, form, right now, the largest and most responsive market group in the world. Their buying power is normal for the products of American factories—from bathtubs and furnaces to cosmetics and chewing gum. They have to be sold, of course. If not by you, by your competitors. And adequate advertising in The Chicago Tribune, the dominant medium of The Chicago Territory, affords the one quick and effective way of getting distribution for a new product or increasing sales for one already known. The experience of Chicago Tribune advertisers proves this.

Let a Chicago Tribune man call and show you how you can multiply your sales, cut your unit selling costs and speed up turnover in The Chicago Territory. You'll find he knows merchandising as well as advertising.

The "presidential year" bogey is only stuffed shirt. Your 1924 business will be as good as you will allow The Chicago Tribune to make it.

Only 3 in 28 Presidential Years were marked by business depression

Of 21 "off years" in business since 1812, only 3 came in Presidential years. 13 of the 24 were bad years also in England and France.

(Table from "Industrial Depressions," by George H. Hull. Additional facts from "Economic Crises," by M. Boumantien.) Presidential years printed in full. Years of Depression are marked "D." Years when depression also occurred in England and France are marked "D*."

1812	1828	1844	1860	1876	1892	1908
13	29	45	61	77	93D	99
14D	30	46	62	78	94D	10
15	31	47D*	63	79	95D	11
1816	1832	1848	1864	1880	1896D	1912
17	33	49	65	81	97	13
18D	34	50	66	82	98	14D
19D*	35	51	67D*	83D*	99	15
1820	1836	1852	1868	1884D*	1900	1816
21	37D*	53	69	85D*	01	17
22	38D	54	70	86	02	18
23	39D	55	71	87	03D	19
1824	1840	1856	1872	1888	1904	1920
25	41	57D*	73D*	89	05	20D*
26D*	42	58	74	90D*	06	21D*
27	43	59	75	91	07D*	22

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

The Tribune's 1924 BOOK OF FACTS on Markets and Merchandising is now ready and will be mailed free of charge to any selling organization requesting it on business stationery