

Advertising & Selling

FORTNIGHTLY



Courtesy New York Edison Co.

JUNE 17, 1925

15 CENTS A COPY

In this issue:

“Fortunes Buried in Advertising” By ROBERT R. UPDEGRAFF; “On Making Partners of Your Agents” By ROY S. DURSTINE; “How We Pick Salesmen for Export Markets” By F. W. COPELAND; “How Old Are Magazines When They Are Thrown Away?” “Most Dangerous Competition in Business”

“Go Where Money Is”

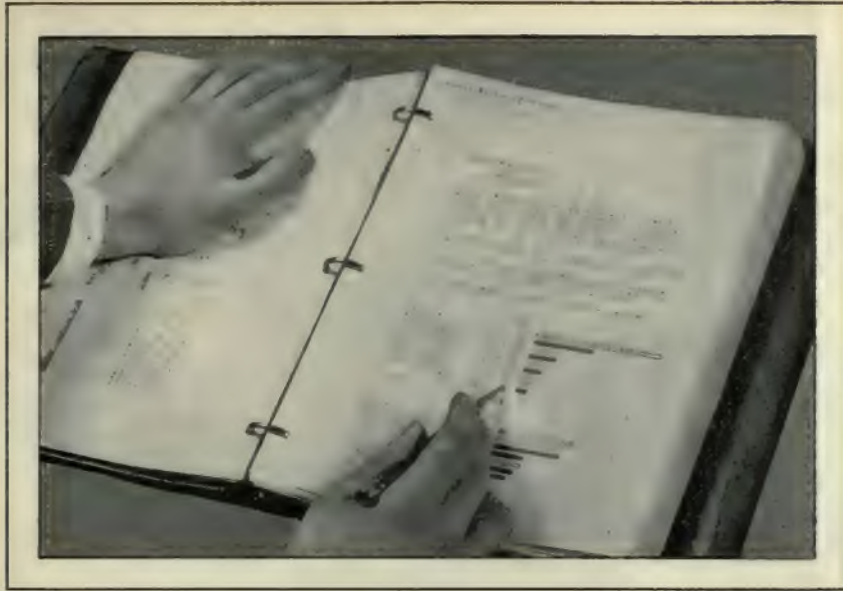
It was good advice that the thrifty Scot gave his eligible son: “Don’t marry for money—but go where money is.”

Advertisers don’t get far if they don’t “go where money is.” One reason why The Chicago Daily News is the most effective advertising medium in Chicago is that its vast circulation—400,000 daily average—includes the great majority of thrifty, financially competent households of Chicago and its suburbs.

These households read The Daily News with interest and confidence, and are accustomed to look to it for buying information and guidance. In this capacity it renders them a most complete service, for in volume and variety of display advertising, and in numbers and scope of its classified advertising, it is a veritable directory and guide to whatever offerings of sale or service the market affords. Readers appreciate this service and buy accordingly.

THE CHICAGO DAILY NEWS

First in Chicago



Are your customers 12 to 1 *for or against you?*

THE owners of a certain business had decided that their product must conform to prevailing styles. Accordingly, they had designed and pushed models in which the feature that had been basic in the product originally was obscured if not almost lost sight of.

But in spite of this effort to do what seemed to be the right thing, sales slumped. The situation became serious. They at length realized the need of finding out what people really thought about their goods.

A Richards Field Survey was undertaken. When it was completed, the findings left no room for doubt. Ninety-two per cent of those users who were interviewed said that they bought the product because of the features it had as originally designed. In other words, by a majority of 12 to 1 *they didn't give a hang for style!*

Although this case is extreme, it is our judgment based on experience that no manufacturer should try to decide marketing problems without first knowing exactly how his cus-

tomers view his goods. Hence our first step in arriving at advertising and sales plans is to get the views of many people, sometimes thousands of consumers, retailers, and jobbers. This first-hand information, together with our recommendations, is called a Richards Book of Facts and becomes the exclusive property of the manufacturer.

For such manufacturers, a Richards Book of Facts is a constant source of sales and marketing information. One business head expresses its value when he says, "Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

Our new booklet "Business Research" tells how "Facts first" may be applied to a business. Write for a copy.

JOSEPH RICHARDS COMPANY, INC.

253 Park Avenue New York City

An Advertising Agency Established 1874

Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS "Facts first—then Advertising"
TRADE MARK REG.



DURING the catastrophic flood of 1913 which devastated the Wabash Valley and completely isolated the Indianapolis West Side, The Indianapolis News was delivered almost at the risk of human life to flood-bound subscribers.

Such delivery was an expensive service. But News' subscribers expected The News to come, and it came. The News kept faith with its readers.

The faith and confidence of readers who are never disappointed explains in part why The Indianapolis News carries *more* advertising than all other Indianapolis newspapers *combined*—and does it with less than half as many issues.

The INDIANAPOLIS NEWS

DAN A. CARROLL,
110 East 42d St., New York.

FRANK T. CARROLL
Advertising Manager

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

Page 5—The News Digest

A. J. Slomanson

Formerly manager of the plan and media department of the Dorland Agency, Inc., New York, has been appointed director of publication research of Hallister Clarke, Inc., same city.

Picard, Bradner & Brown, Inc. L

New York, will direct advertising for the Jimmy DeForest Boxing Course By Mail.

O. S. Tyson and Company, Inc.

New York, will direct advertising for the American Gas Accumulator Company, Elizabeth, N. J., and its subsidiary, the Highway Lighthouse Company of the same city.

Perriton Maxwell

Has resigned as editor-publisher of *Police Magazine*. He plans to start another publication in the fall, announcement of which will occur in due time.

Peck Advertising Agency, Inc.

Announces the removal of their Brooklyn office to their own building at 294 Ninth Street, Brooklyn, N. Y.

Edwin B. Vosburgh

Formerly with Wortman, Brown & Company, Inc., Utica, N. Y., advertising agency, has been appointed to direct the sales promotion and advertising department of the George W. Dunham Corporation, same city, manufacturers of electrical labor saving devices for the home.

L. C. Landis

For the past fourteen years secretary and sales manager of the Milwaukee Air Power Pump Company, Milwaukee, Wis., has been appointed sales manager of the National Utilities Corporation, same city, a subsidiary of the Westinghouse Electric Company.

Johnson, Read & Company

Chicago, will direct advertising for Philipsborn's, same city, mail order women's wearing apparel.

C. F. Beatty

Advertising manager of The New Jersey Zinc Company, has been appointed sales manager of the Master Painters Supply Company, the duties of which position he will perform in addition to those involved by his other connection, in which he will continue to function.



The Thumbnail Business Review

By Floyd W. Parsons

☐ Freight loadings for the first five months of this year were more than a half million cars ahead of loadings for the same period last year. In fact, this year's totals have established a new record for these months. Most of the gain has taken place in manufactured articles. Shipments of coal, ore and agricultural products have been running a little below normal.

☐ Other encouraging signs are the increased payments through banks; continued activity in the building, the tire and the automobile industries; a satisfactory growth of the farm implement business; an increase in sugar consumption, which will likely be followed a little later by a rise in prices; and a phenomenal increase in the consumption of gasoline.

☐ Competition is keen and prices in many lines are not sufficiently high to enable managements to show a large net in the black column. The production of pig iron dropped sharply in May, and the tendency of prices generally is to ease off still further rather than to advance. But a slowing down of trade during the next few weeks of warm weather is not to be unexpected. No signs are visible that we are headed toward anything bordering on trade depression.

☐ It is impossible to bring about a severe reaction in business when money is plentiful and shelves are bare. How short a jump it is from a buyer's market to one in which the sellers hold the whip hand, is evidenced by the change that took place in rubber and advanced the price of that commodity from 35 cents to 70 cents per pound in less than three months. There is more likelihood of an advance in the average of commodity prices in the next few months than there is of a decline. Buyers who are covering their requirements a reasonable time ahead are wise.

Ray Arnold

Formerly sales manager of Critchfield & Co., Chicago, has been made local advertising manager of *The Milwaukee Journal*.

G. Lynn Sumner

For the past eight years vice-president in charge of publicity and sales of the Woman's Institute, Scranton, Pa., has resigned, effective January 1, to engage in business in New York City. He joined the Woman's Institute in 1923 after serving for a number of years as advertising manager of the International Correspondence Schools, same city.

Mr. Sumner has for many years been identified with national advertising organizations and is at the present time president of the Association of National Advertisers and on the Board of Directors of the Audit Bureau of Circulations. Articles over his name have appeared in the leading business publications, and he is now a contributing editor to *ADVERTISING AND SELLING FORTNIGHTLY*.

Technical Publicity Association; Eastern Industrial Advertisers

Of New York and Philadelphia respectively, held a joint meeting at Bethlehem, Pa., where they were the guests of the Bethlehem Steel Company. The meeting was featured by a specially arranged trip through the company's plant and by a short business session.

G. Logan Payne

Publisher of the *Washington Times* and head of the newspaper representative companies, G. Logan Payne of Chicago, and Payne, Burns & Smith of New York, received the honorary degree of Doctor of Laws from Iowa Wesleyan College.

Frederick L. Colver

Who has been connected with magazine publishing since 1881, has been granted a year's leave of absence by the executive board of *Boy's Life*, the national Boy Scout magazine.

Engineering Advertisers Association

Chicago, held its annual meeting in the Congress Hotel on June 8. The following officers were elected for the coming year: president, J. R. Hopkins, Chicago Belting Company; 1st vice-president, S. B. King, Sullivan Machinery Company; 2nd vice-president, J. H. Gregory, Barber-Greene Company; secretary, F. A. Emmons, Foote Brothers Gear & Machine Company; treasurer, C. G. Rehnquist, Webster Manufacturing Company. Directors to serve two years are J. F. Weedon of the Peoples Gas Light & Coke Company, F. R. Adams, Pacific Lumber Company, and M. J. Evans, Republic Flow Meters Company. L. C. Pelott, western manager of the Penton Publishing Company, was elected a director on behalf of the associate members.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES. MONDAY, JANUARY 19, 1925.

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WHO ARE THE FRIENDS OF THE PEOPLE?

AFTER the Battle of Waterloo, Napoleon fled to Paris and remained there a few hours. In the street below the crowds cheered his name.

In amazement Napoleon turned to those beside him: "Why do they cheer me?" he cried. "What have I done for them? I found them poor—I leave them poor."

That, too, is the tragic epitaph of all the demagogues. In their self-seeking they promise everything and leave the people to pay the price for such promises. The people pay in disillusionment, in blasted hopes, in high taxes, and in the evils of patent-medicine economics.

When wheat began to climb last August, "friends of the people" told the farmers that it was all a trick of the interests—Wall Street manipulation—to get the farmers' vote; that after election prices would go down to the old level.

Thousands and thousands of the farmers acted on the market forecasts of those political prophets and dumped their grain. They refused to listen to the voice of business; they spurned facts and figures of world conditions. As a result, on every bushel they sold, growers who followed the demagogues lost the advantage of a forty- or fifty-cent advance. In the aggregate, they lost more than a hundred million dollars on wheat alone.*

WHAT PRICE DEMAGOGY! What a striking contrast between the record of the demagogue and the record of business! Business does not "find the people poor and leave them poor."

General Electric finds the people in darkness and leaves them in light.

American Radiator finds them cold and leaves them warm.

International Harvester finds them bending their backs over sickle and hoe and leaves them riding triumphantly over their conquered fields.

Standard Oil and Henry Ford find them shackled to their front porches and make them masters of time and space, citizens of a larger world.

Business is a *real* friend of the people.

It is high time, in these days of careless thinking and reckless action, that

some one stand up and tell the people who are their real friends.

WHEN OWEN D. YOUNG became Chairman of the Board of the General Electric Company, he said:

"Only one danger confronts us. The future electrical development of the United States is bound to be enormous. No one can prevent it, and all must profit by it. The danger is that the growth of our industry will outrun public understanding; that people will see and fear our size without understanding our service. We must make it clear to all that progress consists in lifting the burden of routine and drudgery from human shoulders to the tireless shoulders of the dynamo; that every loafing stream is loafing at the public's expense; that every added kilowatt means less work for some one, more freedom, a richer chance for life."*

American business, as a whole, faces that danger today, the danger of outrunning public understanding.

The public must have the opportunity to understand the intricate workings of business and the goals to which business men look.

NATION'S BUSINESS is a magazine which believes that the foundations of business are sound, that business men are just and honest and eager to give more than value for money received. It is a magazine devoted to the task of interpreting not only the aims and beliefs of business, but the increasing interrelations of industry as well. Published by the largest business organization in the world, it is founded on the belief that anything not for the good of the public is not for the good of business.

Subscribers today, 170,000; five years ago, 42,000.

* The February number gives the details of this interesting incident of political history.

* See February number for "Facts that the Senate Didn't Get."

THE NATION'S BUSINESS



MERLE THORPE, Editor

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

This is the third
of a series of
newspaper announce-
ments being run
by NATION'S BUSINESS
in the —

New York Times
Chicago Daily News
Cleveland Plain Dealer
Kansas City Star
and
Washington Post

A Few Notes Regarding Industrial Conditions in Birmingham

JUDGE GARY rode in the caboose on the first ore train to operate on the new elevated railroad of the Tennessee Coal, Iron and Railroad Company on June 1. This "high line," five miles long, reaches from the furnaces in Ensley, across the valley to the iron ore mines on Red Mountain. It cost \$2,500,000 and took two years to build. An ore train runs from the mines to the furnaces in fifteen minutes now where it used to take two hours.

The four new open hearth-furnaces of the new steel mill at Fairfield are now in operation. The steel mill at Ensley established a monthly record in May producing 112,535 tons of ingots.

The new sheet steel mill at Fairfield, which will have a capacity of 85,000 tons of steel sheet per month, will be completed within sixty days and will be in operation about August 1.

The tank and tank car plant of Reeves Bros., Inc., Alliance, O., at Woodlawn, will be completed within sixty days and considerable steel will be required there.

The new high explosive works of the Hercules Powder Co., below Bessemer, which cost around \$1,000,000 will be placed in operation the day after public dedication on June 17. This plant will manufacture 100,000 pounds of dynamite monthly.

The Barrett Company will complete within the next sixty days ovens for the carbonization of pitch. At the present time bee-hive ovens of the Gulf States Steel Company are being used in the manufacture of pitch coke.

The Harbison-Walker Refractories Company will complete its Bessemer plant of fire brick and fire proofing products within the next thirty or sixty days.

The L. L. Stephenson Company have started work on a development at Cordova for the manufacture of a light face building brick with a capacity of 60,000 a day. This plant will cost \$300,000 and will be completed within the year.

The Birmingham News, the dominant newspaper in this rich industrial field, carried 1,495,830 lines of advertising during the month of May which is a good increase over the same month last year. National advertisers who enter this splendid market always use The News.

Net Paid Circulation Greater Than

77,000 Daily

87,000 Sunday

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago

VOGUE, VANITY FAIR, HOUSE & GARDEN have not been drawn together into an advertising "group" in a haphazard fashion.

Years ago, Mr. Nast conceived the idea of some day publishing a set of magazines to satisfy the various buying habits of the well-to-do families of America.

First, he raised Vogue to the pinnacle of the foremost style authority in the world.

Then he built Vanity Fair into an unique guide for smart women and men who recognize the social and business value of being interesting; there is no other book like it.

Finally, he launched House & Garden as a practical guide to charming homes, their furnishings and gardens.

These three books—Vogue for the smart thing to wear; Vanity Fair for the smart thing to do; House & Garden for the smart way to build and furnish—together answer the spending problems of the class market.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations



WHO IS the CREATOR OF CITIES?
The Realtor

CITIES do not just happen. They are the result of real estate advertising and the knowledge to develop these markets. The first towns in land were dependent on the geography and the selection of an excellent location and the selection of an industrial, commercial or mining site.



Advertising Well Directed



YES—the Realtor is the creator of cities, but who created the Realtor? “Realtor” is a coined name. It was coined to identify only the members of the National Association of Real Estate Boards.

But like all coined names, “Realtor” depended—and depends—for its success and popularity largely upon advertising. For the word is more effective when sufficiently advertised—when a great majority of the people become familiar with its meaning.

The task of making “Realtor” a familiar word—a word with a special significance—to all Detroiters was entrusted to the Campbell-Ewald Company—

with the result that each day a larger share of the immense realty business of America’s fourth city is being handled by—Realtors!

The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we’ll be glad to talk with you.

CAMPBELL - EWALD COMPANY

H. T. Ewald, Pres. E. St. Elmo Lewis, Vice-Pres. Guy C. Brown, Vice-Pres. and Sec’y J. Fred Woodruff, Treas. and Gen. Mgr.

Advertising Well Directed

General Offices: DETROIT, MICHIGAN

New York

Chicago

Toronto

Los Angeles

San Francisco

Governor Smith honors Martha Van Rensselaer



"A COLLEGE OF HOME ECONOMICS

"In signing the bill transforming the School of Economics in the College of Agriculture into the New York State College of Home Economics at Cornell University, Governor Smith has dignified one of the most important enterprises concerned with instruction in home keeping. It is now twenty-five years since Miss *Martha Van Rensselaer* started her class in home economics . . . at Cornell. Tradition has it that the only furniture was a table and two chairs. To-day there is . . . a large Faculty and hundreds of students. Under the joint leadership of Miss *Van Rensselaer* and Dr. *Flora Rose*, this pioneer school has steadily grown and has exerted a great influence, direct as well as indirect, on the training of women throughout the State. At Syracuse, at Columbia, at St. Lawrence University, at Albany, at the Pratt Institute and elsewhere much time is devoted to kindred work, but the practical impetus in New York State is largely due to Miss *Van Rensselaer's* energy and imagination. . . .

"The story is told of Miss *Van Rensselaer* that she put a pedometer on a houseworker and found that in three days she walked fourteen miles in and about her kitchen.

"By judicious rearrangement of the kitchen this distance was reduced to nine miles. With the purchase of a few household implements the household mileage was reduced to seven.

"The imagination which conceived this experiment has devised hundreds of other means of lightening the labor of housewives and of teaching them plain things which they could never have learned by themselves. Such work is on a par with

Miss Van Rensselaer is Editor of The Delineator's Home-Making Department—and also co-director of the New York State College of Home Economics of Cornell University.



that which devises the means of making three ears of corn grow where only two grew before. By relieving material burdens it makes more time for the enjoyment and appreciation of the less material sides of life."

From an Editorial in The New York Times, March 4, 1925.

Great as Miss *Van Rensselaer's* influence is at Cornell, *The Delineator* has multiplied it a thousand-fold. For Miss *Van Rensselaer's* advice, her helpful, practical suggestions are eagerly awaited in the more than a million homes where *The Delineator* is read. To them she is more than *Martha Van Rensselaer*, founder and co-head of the New York State College of Home Economics at Cornell. She is more than one of the twelve greatest women in America. To them she is *Martha Van Rensselaer*, their friendly adviser in household problems—the editor of the Home-Making Department of *The Delineator*.

THE DELINEATOR

Founder of Better Homes in America

Butterick Building, New York

The Butterick Combination

THE DELINEATOR 20c and THE DESIGNER 15c

Buffalo the Wonder City of America

The City of Ideal Climate

Good climate. Buffalo has a wonderful record of climate that is free from the extremes of heat and cold.

During 50 years Buffalo has reached 95 degrees only three times and 14 degrees below only once. In the same stretch of years the average mean temperature for June, July and August was 67.7 degrees—while for December, January and February it was 26.1 degrees.

No Torrid nor Arctic weather here.

Buffalo winters are comparatively mild. A ten-year period shows Buffalo under zero 26 times, Albany 80 times, Cleveland 45 times, Chicago 97 times, Denver 99 times, Kansas City 54 times.

All of which indicates and proves that Buffalo's climate is ideal for producing, for buying, for living. It is a contributing factor in Buffalo's success as a great market.

*More than a million
visitors will spend part
or all of their vacation
in Buffalo this summer*

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A.B.C. Mar. 31, 1925
129,777

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

Present Average
133,009

Marbridge Bldg., New York, N. Y.

Lytton Bldg., Chicago, Ill.

“Tie-Up?” Yes— Here’s a Sample

Crowley, Milner & Co.

Detroit, Michigan

Has complete lines of the following
merchandise advertised in The
Christian Science Monitor:

The Armand Co. Toiletries	Pequot Sheets and Pillow Cases
C. Brandes, Inc., Radio	
The B. V. D. Co., Inc., Underwear	Q.R.S. Player Rolls
Karnak Rugs	Victor Talking Machines
G. & C. Merriam Co., Dictionaries	De Forest Radio Sets
Naiad Dress Shields	Pepsodent Dentifrices
	Premier Elec. Co., Vacuum Cleaners

This Advertisement

recently appeared in The Christian Science Monitor, an International Daily Newspaper, which publishes regularly the messages of 250 National Advertisers and 7500 Retail Dealers in the United States and other countries.

The Christian Science Monitor

107 FALMOUTH ST., BOSTON, MASS.

Branch Advertising Offices in New York, London, Paris, Philadelphia, Chicago, Cleveland, Detroit, San Francisco, Kansas City, Los Angeles, Seattle, Portland.

Advertising & Selling

FORTNIGHTLY

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(©) Brown Bros.

Buried Fortunes

SOME men invest fortunes in telling the great American public about their wares by means of advertising and the public goes shopping and returns these fortunes with interest.

Advertising swallows up other men's fortunes in great greedy gulps without rewarding them for their faith.

In the sane and constructive leading article in this issue—"The Fortunes Buried in Advertising"—Robert R. Updegraff analyzes the reasons for this and develops five questions against which every advertising program should be checked before the spending starts.

M. C. ROBBINS, PUBLISHER

J. H. MOORE, General Manager

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Telephone: Caledonia 9770

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Garfield 2444

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 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. Industrial Selling absorbed 1925

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

Copyright, 1925



CONOCO GASOLINE is one of a large line of high grade petroleum products, for the home and the farm as well as for automotive purposes, which have been marketed by the Continental Oil Company and advertised by the H. K. McCann Company in the Rocky Mountain region during a long period of years.

That motorists find a complete and uniform power "chain" in Conoco Gasoline is due to the character and the uniform high quality of the product. That motorists *look for* and expect to find a complete and uniform power "chain" in Conoco Gasoline is due to years of "Truth Well Told" in Advertising.

THE H. K. McCANN COMPANY

Advertising

NEW YORK
DENVER

CLEVELAND
CHICAGO

SAN FRANCISCO
LOS ANGELES

MONTREAL

TORONTO

JUNE 17, 1925

Advertising & Selling

FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Fortunes Buried in Advertising

And Five Key Questions That Will Save Other Fortunes

By Robert R. Updegraff

I HAVE often marveled at the self-restraint of publishers and their advertising representatives, and of the salesmen representing other mediums of advertising, in not talking back to some of their advertisers and telling them why their advertising fails, or why it shows up so poorly in sales or results so often.

Not that I am particularly interested in the fortunes of the publishers; as a class publishers have done pretty well—at least the deserving ones have. What I am interested in is the success of this great force which we call advertising, which seems to work such magic for some men, and which has swallowed up other men's fortunes greedily without rewarding them for their faith.

The cemetery of business is rather too thickly dotted with the gravestones of fortunes, some great and some small, buried in the name of advertising. Instead of being *buried* these fortunes might have

been *planted* to yield a fine harvest of sales, had the investment been properly cultivated.

It may profit us all to follow this path through the cemetery and see where it leads. First of all, it seems to lead to the simple but rather profound conclusion voiced by Albert

D. Lasker in a recent speech. Mr. Lasker said: "No advertising agent can make an advertiser a great success who would not have been successful if he had not advertised."

Nor can any advertising medium, I should like to take the liberty to add, produce any such result.

Narrowing the path of our consideration to an individual advertising campaign—or program, to use a better word—it may be said with equal truth that no advertising program is very likely to be a great success which would not have been successful without the advertising — not *as* successful, perhaps, but successful.

Most of the advertising programs that have failed, failed before any advertisements were run; and most of the graves in which advertising fortunes lie buried were yawning to receive them even before the spending began.

If there were an advertising Hamlet, the melancholy Dane.



© Brown Bros.

WHAT the public wants is *proof*, not claims. The advertiser should arm himself with facts, figures, records of performance, results of tests; he should, if possible, establish a method by which the public can answer this question for itself, in advance of purchase. In short, to gain the greatest success for any product, this question must be answered as effectually as though the success of the business depended entirely upon providing a convincing answer

wandering through our cemetery, might stoop and pick up the skull of some of these almost forgotten skeletons and soliloquize: "Alas, poor Yorick, I knew him . . . a fellow of excellent fancy—but without a foundation 'pon which to build."

The fancy to advertise is strong in many men; but the will or the skill required to build a suitable foundation upon which to rear an advertising success seems to be found in comparatively few.

Yet just as it is true that most of the advertising programs that have failed, failed before any advertisements were run; so is it true that advertisers who have succeeded greatly have succeeded primarily because they "set the stage for success" before they started to advertise.

Setting the stage for success is the unromantic part of the job, just as building the scenery and rehearsing the cast of a play is apt to be drudgery. Yet in either case the success of the enterprise depends largely on what kind of a job has been done before the curtain rises.

I never think of the planning of an advertising program but I think of that old story, which I have told before but which will bear repeating, of the newspaper correspondent who came upon General Kuroki fishing in a stream near Japanese army headquarters at a time when the Russian and Japanese armies were in the thick of the most decisive Manchurian warfare.

"General!" the correspondent exclaimed. "You don't seem to be worrying much about the result of the battle."

"No," replied the little general, upon whose shoulders rested the principal responsibility for the success of this Manchurian campaign.

"This battle was fought two years ago in Tokio."

The success of any advertising program is not made in the pages of periodicals, or on sign-boards by the roadside; nor is it made in dealers' stores, contrary to the often-voiced opinion to that effect. These places are but the battle grounds upon which the advertiser engages the

1. Where is the natural market for this product?
2. Who form the market for this product?
3. What will people want to know about this product?
4. How can people take advantage of this advertising?
5. Are we ready to start?

These five questions seem simple in themselves; but start analyzing them and see how quickly they lead into the very heart of the battle for business success.

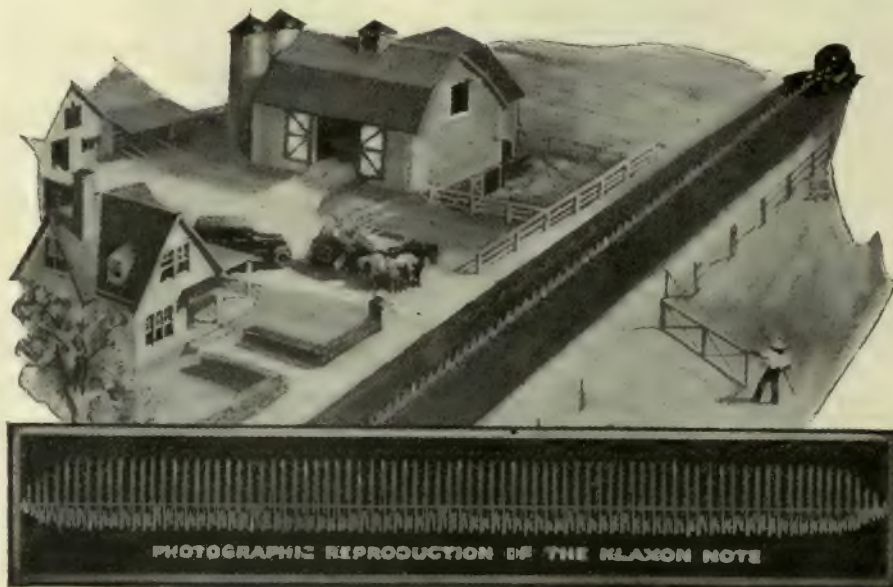
Begin with Key Question No. 1. I know of one fortune of half a million dollars, and of another nearly as large, buried in an advertising grave because the simple matter of geography was not taken into consideration in advance. The *where* question was not answered until it came up at the inquest!

Sometimes this first Key Question can be answered with nothing more than ordinary common sense as a guide; then again it may re-

quire months of painstaking research. But until it is answered such fundamental *business* considerations as the location of the enterprise, the type of selling organization or the kind of sales effort required, the strategic placing of branch offices or warehouses, and determination of the limits of the area to be covered by the advertising and sales program, cannot be settled intelligently.

Key Question No. 2 asks: "Who form the market for this product?"

The basic problem of pricing the product; the problem of volume, involving the question of how much to invest in production machinery or equipment; the physical characteristics of the product itself; the calibre of salesmen required to sell it; and many other equally elemental *business* factors often depend upon the



The experiment of actually photographing the vibrations which make up a sound, gives visible proof of the superiority of the Klaxon note.

ANSWERING the question, "What does it look like?" may involve having pictures made—not just ordinary pictures that will mean something to the person who is familiar with the product, but pictures that tell the story to the uninitiated; perhaps such pictures as have never before been made. An admirable example of what may be accomplished in this respect is shown by the illustration reproduced above, which is taken from a last year's advertisement of the Klaxon automobile horn. Since science has made it possible to photograph the vibrations which make up sound, visible proof is presented to the reader of the evenness and carrying power of this particular note. An unusual illustration and a highly effective one.

public and his competitors in his battle for sales and good-will.

To insure victory the battle must be carefully fought out beforehand, in the advertiser's own office.

A very thick volume might be filled with detailed considerations of the methods of fighting this battle, just as whole libraries have been written on the science of attack and defense in warfare. But if we deal in a few simple principles we will get a better idea of how an advertising success is likely to be achieved, and the methods will suggest themselves almost automatically.

These principles can be best crystallized, perhaps, in five Key Questions, which should be answered in *plans* and *materials* and *arrangements*, before any program of advertising is entered upon:

On Making Partners of Your Agents

By Roy S. Durstine

ANYONE who has observed the advertising business has noticed that an agency will make an excellent record for one advertiser and apparently will fail dismally for another. Why should it?

The same men, using the same set of brains, with the same equipment and the same wealth of magazines, newspapers and other media from which to choose, have certain customers who have been with them for years and others who stay for a year or so and then tell the world and sundry that they "couldn't get anything out of that outfit."

Is it reasonable to suppose that in the one case the agency has tackled its job with enthusiasm while in the other it has decided to take as much and do as little as possible before the advertiser comes to his senses?

Suppose you are planning to build a house. You hear of the work of a good architect. He has planned two houses occupied by your neighbors, both of them close at hand.

You visit these houses and look through them with unusual interest, and afterwards you say, in the bosom of your family:

"I don't see how the same man could have built those two houses. The Robinsons' is a corker—roomy and comfortable and full of pleasant and unexpected ideas. But the McCullums' is a sight! Did you ever see so many trick cupboards and chopped-up rooms? They haven't a room of decent size on the second floor, but they certainly have a lot of sleeping-porches and linen-closets!"

That architect could tell you a sad story. He could tell you that when the Robinsons came to build their house they didn't greet him with a bundle of clippings from *House Adorable*. They didn't start by telling him that the butler's pantry must have a northern exposure or that the nursery had to have an indoor running-track.

They just showed him their lot and told him how much they had to spend and how big their family was and let him get started on his own



Roy S. Durstine

idea of the kind of house that would fit their taste, family, purse and lot.

But the McCullums! They knew the dimensions of every room. They had an exterior upon which they had settled even though you couldn't stuff it with their rooms without making it bulge on one side and sag at the top. They had more closets than windows. In their house they had more ideas than nails.

HE did the best he could, poor soul. But he hated that house as it reared itself on paper before him and he hated it still more as it progressed and as the McCullums made him lop off the sun porch to make room for a crokinole court for young Mr. Harold McCullum.

While everything was being delivered right on the dot for the Robinson house, telegrams were arriving to tell why shipments for the McCullums, were lost on a siding near Ashtabula. Everything breezed along for the Robinsons; every union on earth called a strike just as its members set foot on the McCullum threshold.

There are advertising programs like that and there are advertisers named Robinson and others named McCullum.

When the McCullums start to advertise they begin by haggling over terms. You can't tell them. They *know* that agencies cut their rates and rebate part of their commissions. They know because they have had three that did, in the past two years. Maybe that's why they have had three in the past two years and are now looking for an agency.

Well, all right; they will pay full rates. But they'll make this new agency earn its commissions. Then the fun begins.

The first meeting consists of a monologue by the president, a recital of the long and glorious history of the house of McCullum. At the next meeting the vice-president explains all the things that can't be done. The sales manager makes it clear that his salesmen take no stock in advertising and would prefer to have the appropriation distributed among them at the end of the year.

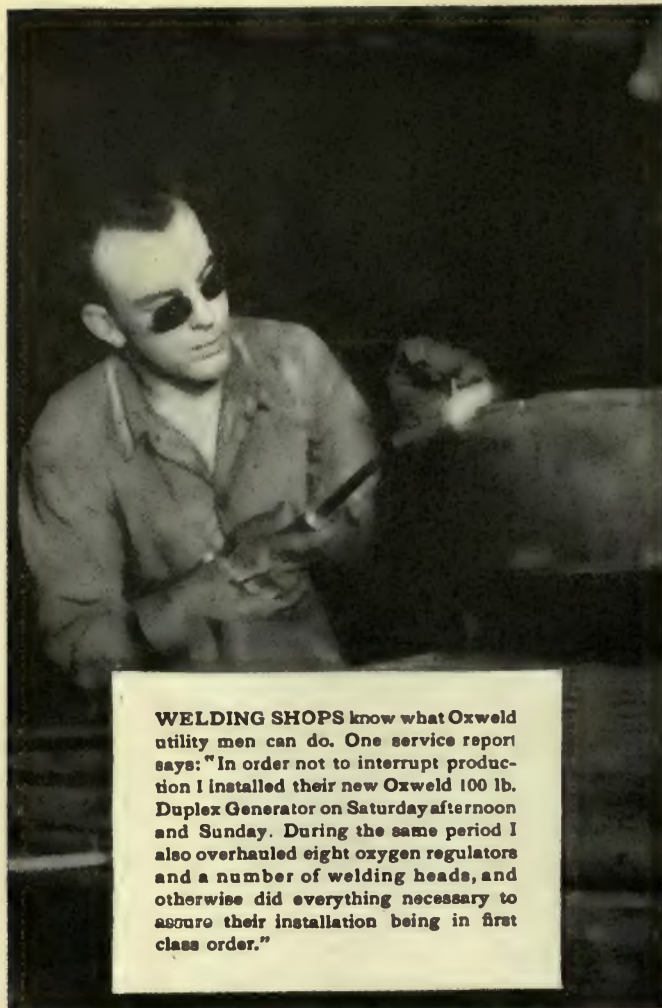
When the agency submits its first draft of the advertising plan, accompanied by rough sketches and copy ideas, the comma-hounds are unleashed. That picture doesn't look like their factory. This word should never be spelled this way: it's a house rule.

Hadn't they explained that the president's wife hated blue? And that since the secretary was poisoned by a clam on his last trip to New York he had never liked gray? And that the firm signature, designed originally by a bibulous sign-painter in the winter of '78, must always appear exactly in the same sacred form? Well, they had meant to explain all these traditions and they supposed it would take any new organization a little while to get the hang of these things.

"They'll be all right," the agency representatives assured one another on the way to the train, "as soon as we get better acquainted."

But the copy had to be passed

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WELDING SHOPS know what Oxweld utility men can do. One service report says: "In order not to interrupt production I installed their new Oxweld 100 lb. Duplex Generator on Saturday afternoon and Sunday. During the same period I also overhauled eight oxygen regulators and a number of welding heads, and otherwise did everything necessary to assure their installation being in first class order."



MINE ENGINEERS know what Oxweld utility men can do. One service report says: "In order not to interrupt production I installed their new Oxweld 100 lb. Duplex Generator on Saturday afternoon and Sunday. During the same period I also overhauled eight oxygen regulators and a number of welding heads, and otherwise did everything necessary to assure their installation being in first class order."

Addressing General Copy to the Particular Industry

THE problem of addressing particular advertisements to particular industries is one which has always proved perplexing to the advertiser of technical products. When the product has varied applications in a number of different industries a single piece of copy will, of course, have a more or less universal appeal, but it has proved much more satisfactory when the copy appearing in the different trade journals can address directly the different industries to which those particular journals go. The greatest objection to this is the cost. Electros are expensive; the copywriter's time is expensive. How are these objections to be overcome?

The current campaigns of Oxweld welding and cutting apparatus and Linde Oxygen provide good examples

of what may be done along these lines at a minimum of expense and trouble. Both of these products, obviously, are closely related in their uses, and both are manufactured by the Union Carbide and Carbon Corporation. Their use is common to a large number of industries. The copy appeal is general. But how can each separate industry be made to feel that the particular copy which reaches it is addressed to it alone and has a particular application to its problems?

Oxweld features pictures. Reproduced in this article are typical examples. In each advertisement the layout and the main text are identical. However, the halftone and the type panel inserted upon it differ. Each photograph illustrates a condition which prevails in what-

ever industry is being addressed. The message which it conveys is addressed directly to that industry by name and cites what is merely a typical instance of Oxweld service. The instance is in each case the same; it is one of those cases which might apply to practically any industry. Only the first sentence is changed. "Construction companies know what Oxweld utility men can do," says one advertisement, and proceeds to quote from a service report which might apply to the construction business—or to the plumbing business with equal facility. "Machine shops know what Oxweld service men can do," another declares, and relates the story of the same service report, as applicable to machine shops as it would be to welding shops, oil and gas com-

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How We Pick Salesmen for Export Markets

By *F. W. Copeland*

Vice-President, Sullivan Machinery Company

BEFORE selecting your representative to go to a foreign country read over the power of attorney required by that foreign government before permitting a registered branch. You will find that you must delegate powers that your directors would hesitate to give to your president. He can commit you to fines and obligations that might wipe out your investment in that country and inflict a serious additional loss. This will make you think twice and will keep you from sending a cub salesman, or an unsuccessful relative, or some man you picked up through an agency. As a matter of fact, the most serious price that a manufacturer must pay for export business is the taking from the domestic organization the best salesman.

Pick a man who has been with you at least five years, who is loyal above all things, who has a sense of values, who is a plugger in the face of discouragement, and who is a gentleman. He should be adaptable to new circumstances and if possible, have the saving grace of a sense of humor. He should have

some thrill of adventure but back of it should have the instinct eventually to save money and settle down. Your secret hope is that your man will not only make good in that market but will want to live there all his life. It rarely happens this way, but the man who goes out with the feeling that he is willing to build his life wherever his job leads him is ten times more valuable than the man who wants three years of adventure outside the twelve mile limit, then a guarantee of a job at home. There is no reason why any ambitious man should not settle for life in London, Paris, Brussels, Madrid, Milan, Mexico City, Shanghai, Sydney, Melbourne or Johannesburg. In each of these cities he can find as many intimate friends as in his particular suburb outside of New York or Chicago. This statement applies only to the man with sufficient breadth and depth to interest himself in community interests, art or literature.

You must first sell the idea to your salesman, pointing

out the unusual opportunity to make a conspicuous record. Man after man comes to me from our domestic organization asking for a foreign job because he sees that advancement is faster in the foreign department. I tell a man frankly that for the first two years he is not going to be worth his salt in that foreign country. The company holds the bag while he flounders around learning the language and customs. We are not going to invest this money unless he will at least express a willingness to remain away indefinitely if he finds the life attractive. If the man is married his wife's tastes should be consulted even more than



© Ewing Galloway

OFTEN under foreign conditions the representative of an American concern is called upon to exercise powers that the directors of the company would hesitate to give the president. It is, therefore, advisable to send the very best salesman on the domestic force when invading a foreign market

his own. There can be cases where the wife is the stronger asset of the two, as it is her courage and cheerfulness that make any home attractive. We do not make contracts with our man. We give him a letter saying that his salary will be the same as before, plus \$100 per month foreign bonus. We will give him a free trip home at the end of two years. We will bring him home if we fire him, but he will pay his own return expenses if he quits. This trip home after two years is indispensable. By that time the realities in the foreign country have fought a losing fight with the illusions of the United States. Bring him home for a month or so and he will find that life in America has its irritations and discomforts. Then he usually goes back for a three year period. On his return to the foreign country he gets a thrill of pride to find that the language is natural to him and that his friends out there are awaiting him with more cordiality than his busy preoccupied friends in America.

Of course you increase his earnings from time to time. It has proved a good scheme to advance the salary moderately, increase the foreign bonus slightly and then give a commission arrangement with a guaranteed minimum and an accepted maximum. The bonus is necessary, because if you bring your man back to this country for a job you must have a clear cut reason for paying him less than on his foreign assignment. The guaranteed minimum frees him from the dread that he will be left high and dry if business is paralyzed by a revolution or collapse of exchange. The accepted maximum, set high enough to leave plenty of margin for ambition, is fair to the employer as protection against the contingency of a new and unexpected market developing suddenly. Many an American company is paying a foreign manager sums all out of proportion to his value but because a new invention or a new line has been developed by the home organization without the

slightest effort in that foreign field.

Remember that your representative, unless he is a rounder, must be able to save money. His dream has got to be to lay up a nest egg so that eventually he can retire. He realizes after a while that his value is his specialized knowledge of that foreign country and that he never will come home to work for less money.

To offset this you must constantly bear in mind that no man is irre-

man is too thrifty, your firm is rated accordingly. Try to pick your man of the type who, if you saw him at the club, would impress you as being a quiet, resourceful, successful man and one whom you could not absolutely place as being a Chicagoan, a New Yorker, or possibly an Englishman. You want him to own a home in the city of his headquarters and lead an active community life. This is the background that is necessary if your

man is going to be big enough to act as an executive of an office that must handle its own advertising, catalogs, warehousing, billing, collecting, banking, protection of exchange, litigation, patent defense, and at the same time run a sales organization, not to mention the strain of cheerfully accepting fatherly advice from a foreign sales manager in Chicago who cannot possibly know the local situation.

With good men in the field you do not have to study and investigate and stew over the countless different methods of financing, shipping, advertising and meeting government regulations. When a man I trust writes—"It is necessary and customary to do this or that," I can say—"I

do not understand why, and it strikes me as all upside down, but I am doing what you say," unless it is contrary to a general policy of investment. We pack as they instruct, forward and bill as they require. Occasionally they ask for the moon and get turned down, but not often.

The next question is the selection of Exclusive Agents.

Don't pick an agent on his say so. Send someone out to investigate and if necessary send another man for a year to help the agent get started. Fair sharing of the burden and of the profits is the only successful relationship with an agent.

We assume that the agent is going to relieve us of selling expense, so we go the limit in naming a discount equal to our sales burden. There is no point in giving a small discount with the idea of increasing it later as reward. The agent loses enthusiasm.



© Ewing Galloway

LIFE in foreign countries may offer fully as many attractions as life in the United States. The thrill of prospective adventure often inspires men to apply for foreign selling positions, but the man who is willing to settle down and to build his life wherever his job leads him is ten times more valuable than the man who simply craves three years or so of adventure beyond the twelve-mile limit and then a job back home

placeable. When you have spent money training a man in a foreign country and have built an organization around him, his resignation would cost you a pretty penny. So, when he demands a raise in pay it seems much easier to spend a thousand dollars a year more in keeping him than to spend ten thousand replacing him. This is fatal. I know several American firms that are absolutely at the mercy of their foreign managers because they have let them reach a point where they cannot be replaced. You will lose a few nights sleep but will come out of it a lot better off if you bounce right on a man when he strikes for an increase. Make the raises come from you and not from his threats.

Remember that your reputation in a foreign country is absolutely in the hands of your representative. If he is a braggart or a blusterer, your firm is considered cheap. If your

How Old Are Magazines When They Are Thrown Away?

By R. O. Eastman

THE life of magazines as a whole, of different kinds of magazines, and of individual publications, has long been a subject of speculation and debate, with very little in the way of definite knowledge on the subject.

The National Advertising Survey gives credit to John Magee of The Manternach Company, Hartford, Conn., for the suggestion which led to the analysis which is the subject of this report.

The suggestion was that very definite facts should be available from a check-up in the magazine graveyard—the junk dealer's establishment, where a large share of the magazines must go when they are definitely discarded.

We were fortunate in finding in Cleveland an ideal plant for this purpose, where magazines were received daily in carloads, bales broken in the cars and the contents delivered to the stock rooms on a conveyor belt.

Our staff men put on overalls, stationed themselves at a point on this conveyor belt and picked magazines on a "run-of-mine" principle. Name and date of issue were recorded, and the data so secured provides the facts in this report.

The check-up was made within a period of one week at the end of April, 1925. The magazines checked came from representative towns in western Pennsylvania and eastern Ohio mainly. The fact that 4 per cent of the magazines were issues one month old or less is indicative that comparatively little time

Editor's Note

WE submit this article for the benefit of those of our readers who are interested in the study of space buying from every angle of the subject. The facts and figures quoted here were compiled by the National Advertising Survey, conducted by R. O. Eastman, and they speak for themselves. However, they are physical facts which present only one phase of the subject, and the reader should take them at their face value. The Fortnightly presents them merely as interesting facts gleaned from a reasonably exhaustive survey. Their relation to space buying should be inferred rather than taken as having any definitely determined effect upon this subject

had elapsed between the gathering of the magazines and their receipt by the junk dealer.

Care was taken in the check-up to avoid returns from newsstands

(which were easily distinguished) and magazines coming in file order, indicating that they had been stacked up in the home for some time before being discarded. Even with this precaution, further allowance must be made, doubtless, for the time that the magazines may have accumulated in the home before the call of the junk dealer.

So the active or useful life of the magazine in the home cannot be considered as being quite as long, on the average, as the average age at which it reached the graveyard.

It is certain, however, that the age should not be greater than the figures here reported, and the process is as fair to one publication as another. So the contrasts and comparisons ought to be entirely fair, at least as applied to the territory from which the magazines came, which, in turn, is a typical territory.

In this check-up, weeklies were checked only as to the month and not the week of issue, as it was thought that a sharper definition would serve no useful purpose in this analysis.

A total of 2307 publications were checked. In the figures on average age given in this bulletin (Section A) only issues of 1924 and 1925 were considered.

Twenty-four per cent of the 2307 magazines were issued prior to 1924. We have arbitrarily assumed that most of these were not actively alive in the homes from which they came, and therefore

Age of All Publications Counted:

SECTION A:

Year	Month of Issue	Number Counted	Age* Counted as:	Per Cent of Total for 1924-1925
1925	April	8	½ mo.	3.8
	March	59		
	February	126	1 mo.	7.2
	January	172	2 mos.	9.8
1924	December	151	3 mos.	8.6
	November	141	4 mos.	8.1
	October	159	5 mos.	9.1
	September	138	6 mos.	7.9
	August	132	7 mos.	7.6
	July	104	8 mos.	6.0
	June	118	9 mos.	6.8
	May	110	10 mos.	6.3
	April	118	11 mos.	6.8
	March	93	12 mos.	5.3
	February	56	13 mos.	3.2
	January	59	14 mos.	3.4
1923	1st ½			198
	2nd ½			125
1922	Year			99
1921	Year			37
1920	And prior			104
Total				2,307

The figures above the line represent 104 different publications which appeared from 2 to 406 times. The average age (weighted age, confirmed by median) was 6.3 months. The largest figure for any one month was 2 months.

*The check-up being made approximately the first of April, publications bearing April and March dates were counted as being one-half month old. This makes some allowance for the time elapsing from the gathering of the publications to their receipt by the junk dealer.



Drawn by Hugh Ferriss for Lehigh Portland Cement Co.

ARCHITECTS were once supposed to have eyes and imaginations. Then the Formula Boys discovered that the "proper approach" to the architect was through an 8½ by 11, file-size dossier of dehydrated specifications. So it has remained for Lehigh to chuck all such ad-science overboard, and ask Hugh Ferriss to make some pictures which would be seen by eyes and echoed by imaginations. Lehigh calls the drawings "rendering," which is foxy, but otherwise this cement company stands squarely on a dream-picture of how cement will mass against the luminous sky. Incidentally, it is possible that Mr. Ferriss' portfolio will help a lot of architects to crystallize their conceptions of what this new school, this Hylan-Tutankhamen type of building, really means.

The Basics of Advertising Copy

Repetition as an Aid to Advertising Emphasis

By Henry Eckhardt

JOHN and Jane Publick do not particularly exert themselves to understand advertising. They are not interested in getting the advertiser's point.

So, every device for making the reader read and understand is a device for making advertising pay.

In previous articles we have discussed twelve ways for putting clarity into copy. But, at one or more points, the advertising writer must go beyond vividness to emphasis. He must do more than make the reader see. He must make the reader remember.

When this point is reached, the orator has a fist to pound; the conversationalist has a finger to point; the dramatist has a climax to uncover.

What has the advertising man? Once he had the underscore, and he used it so freely that a block of text looked like a rule book. But the underscore has been exposed. It emphasizes words, not meanings. Similarly, with that other mechanical device—italics. It, too, emphasizes words, not meanings. Both have an occasional usefulness; their frequent use is a confession of writing weakness.

What, then, has the advertising man for emphasis? Quite enough, quite enough.

The first of the emphasis devices is *repetition*.

Suppose it's hosiery—and you wish to describe its extraordinary service in *mileage*. Ordinarily, you would be pleased with:

"Billions of miles, the walkers of the world travel every year in X Hosiery."

Phoenix writes it:

"Miles—miles—billions of miles, the walkers of the world travel every year in Phoenix Hosiery."

If the first is powerful, three times powerful is this second.

A wonderful device—repetition! Like a battery of pointing fingers. At the same time, so simple! So easy to apply!



Henry Eckhardt

Yet how sparingly copywriters use it.

Repetition is of two kinds. The first kind is the simple repetition of a key-word.

Witness this clarion blast from a Johns-Manville advertisement:

"From every old roof in America comes the cry—Re-roof! Re-roof for the last time! Re-roof now!"

THIS construction is the Big Bertha of sentence structure. For sheer emphasis, no other construction approaches it. Its secret is the triple repetition of the key-word in a triple combination of short sentences.

In comparison, double repetition is mild. Yet it, too, has its usefulness. Chief among these is spotlighting the key-word which is buried. It halts the hurrying reader, and says, in effect: "Hold on to this."

To illustrate from a recent Postum advertisement:

"She *was* beautiful! Slender, clear-eyed, smiling, with a com-

plexion—a real complexion—that almost made one gasp."

How weak the italicized "was." How much greater the emphasis on "complexion."

One of the great difficulties in all copy is to make adjectives mean something. Repetition of the adjective, in the comparative scale, results in a climax.

The various degrees of force thus obtained can all be illustrated from current Chateau Frontenac copy. This copy continuously contrasts the modernity of Chateau Frontenac service with the quaintness of the atmosphere.

Says one sentence, "Come in June, for the quaint atmosphere of this quaint place." Simple repetition, here—and undoubted emphasis!

Continues the copy, "Yet, the service is that of modern America—very modern America."

Suppose it had been written, "Yet, the service is that of modern America." "Modern" would have been quite lost. The comparative is what spotlights "modern."

Suppose it had been written, "Yet, the service is that of modern America—very modern America—most modern America."

Now we have tremendous emphasis. Each succeeding phrase "piles it on." We rise to an impressive climax. In fact, so powerful is the emphasis that we should use this device only for a major point in the advertisement.

The second kind of repetition is repetition of an *idea*. Properly this should be called *reiteration*.

Headlines a Mazda Lamp advertisement:

"Spread Light Everywhere."

Observe the craftsmanship which emphasizes this idea in the first paragraph:

"Pour a flood of light down into the arm chair. Shower it liberally into the farthest corners. Scatter brightness broadcast."

The force of this cannot be ex-

[CONTINUED ON PAGE 86]

The Most Dangerous Competition in Business Today

By Frank H. Stedman

WITHIN the past two months I have "sat in" on serious conferences in three businesses in widely different fields and watched them struggle with what to them was a new form of competition.

The sales of one company are seriously threatened by new-comers in their field who are running their businesses in modest plants, with small organizations, and without any frills. As a consequence their prices can be and are low.

This company naturally resents these low prices. It cannot meet them because it has a small fortune invested in its model plant; it has an impressive engineering and research organization; it has high-salaried salesmen; it has traditions.

The sales of the second of the trio of companies referred to in the opening paragraph are being eaten into alarmingly by imported merchandise which retails in some instances for less than this company's wholesale price on what to all intents and purposes is comparable merchandise.

This company cannot possibly meet this price. It labors under the disadvantage which is inherent in competing with imported merchandise made in countries where very low labor costs prevail; but in addition it is an old, established business which has built up a plant and an organization that roll up a heavy overhead which must be added to the price of its product. Some of its smaller competitors in this coun-

try are finding this foreign competition less troublesome because their overhead is low.

The third company is a service organization which is greatly embarrassed because two competitors

which sooner or later arises in almost every business.

The competition of overhead is particularly insidious. It is insidious in exactly the dictionary definition of the word: "working ill by slow and stealthy means." It builds up so gradually that nobody seems to notice it. Worse than that, it is so comfortable!

One is reminded of the famous experiment with a frog. You will recall that when the frog was dropped into a kettle of hot water he jumped out in a hurry; but when he was put into a kettle of cold water under which a gas flame was burning, the water heated so gradually and so agreeably that he was finally boiled to death without even realizing that he was in hot water!

It is that way with overhead: the only difference is that the temperature of the water begins to show up on the sales records after a while, and there begins to be a bubbling murmur of complaint from the sales force

to the effect that they can't seem to meet *anybody's* price any more.

That is the state in which the three businesses referred to find themselves now. What shall they do about it? What *can* they do about it?

At the present time they are going through the "talk" stage. Almost daily they are reviewing the situation, as one might review a parade. All the Excuses and Alibis and Ifs are lined up and marched solemnly up and down in front of



WITH the countries of Europe and Asia beginning to look more actively to America for business, the American manufacturer who has allowed his overhead to pile up finds himself facing a serious problem of competition. He finds that the old world countries with their endless supply of cheap labor can undersell him in his own market. As the competition from without tightens up many well established manufacturers with elaborate plants are becoming more painfully conscious of the competition within—the Competition of Overhead

are selling the same service for a lower price and making a good profit on each sale. In this instance, too, the trouble may be summed up in the one word—overhead.

The executives of these three companies are spending hours and hours and hours talking over this severe competition. They regard it as something new. But the fact is, it is a phenomenon as old as business: the phenomenon of competition within the gates of a business—the Competition of Overhead,

THE · EDITORIAL · PAGE

The Inevitable Has Happened

AFTER many months, the announcement which has long been expected in informed circles has been made: the Victrola and radio are to be combined. More specifically, the Victor Talking Machine Company and the Radio Corporation of America are to collaborate to put on the market, this coming fall, Victrola instruments combined with the most modern and highly developed "super-heterodyne" receiving sets.

This is a move interesting to contemplate in a marketing way, for the Victor Company brings to the combination long years of very successful experience in advertising and distribution, while the Radio Corporation brings the newest form of popular entertainment; and two market competitors are turned into cooperators.

Postal Receipts Fall

AS we go to press an Associated Press dispatch announces that the new postal rates which became effective April 15 have operated to produce less rather than more revenue. Based on the decline in May, the postal receipts will suffer to the extent of \$12,000,000 per year.

While it is possible that receipts will increase somewhat as the public, and particularly the business world, becomes better acquainted with the new rates; and while the poor showing in May very possibly is explained in part by the fact that many firms hurried large mailings to the post-offices before April 15 to take advantage of the old rate; nevertheless it looks as though the increased postal rates would defeat their own end. It is easy enough to legislate increased postal rates, but not so easy to legislate increased postal receipts!

Figures That Laugh

THE data that publishers and various research organizations are developing for advertisers and advertising agencies is invaluable, and unquestionably is doing much to take the guesswork out of marketing and to render advertising more scientific. But a letter like the following, received by one of our subscribers, is a good thing to prevent us all from making sweeping deductions merely from rows of figures:

There is no reason that we know of why you should not ask us to sell 850 fenders in 1925. There may be, however, a good many reasons why we cannot do it.

You might look at a map and find a town named Brooks, and find that this town has a population of 3100 people. You might figure that for that reason the town should absorb at least 100 Tuxedo suits during the year, but when you get to Brooks you would find that everybody in the town except the commissary boss and the engineer of the factory is a cotton mill operative who doesn't know what a Tuxedo is. In the same way, you can take the map of our State and figure that as there are so many automobiles outside of Fords in this State and as there will be so many fenders smashed in 1925, and as we get such and such a percentage of the replacement fenders, we ought to sell

850 fenders. In this event, however, you would overlook the fact that only about one car owner out of fifty in this State ever replaces a broken fender, but lets it rattle for the life of the car.

You can rest assured that we will sell all the fenders we can, whether it is 850 or 85 or 8500, but we have found that manufacturers' estimates, especially when made at a mahogany desk somewhere north of the well-known Smith & Wesson line, are often rather far off, in one direction or another, when applied to business in our section.

Two Months Tell the Story

THE president of one of the largest business enterprises in America—its capital is considerably in excess of \$100,000,000—once said in our hearing: "Within two months of the time a new brand is launched, we can almost always 'feel' that it will be a success or a failure. If we 'feel' that it will succeed, we advance its success by months or even by years by the most vigorous kind of advertising. On the other hand, if we 'feel' that it is headed for failure, we let it die."

From a Bank Letter

THE following interesting paragraph is from the monthly letter sent out by The American Exchange National Bank, of New York:

The only other hope of the manufacturer whose goods do not move in quantities sufficient to warrant the establishment of his own retail stores seems to rest upon the pulling power of advertising. The advertising method of forcing merchants to handle goods has so far been successful, and many manufacturers rely upon it exclusively. But the chain-store merchant who has branched out into manufacturing is making progress with his patient offerings of "something just as good or better—our own manufacture." He nevertheless faces the sentimental objection that he is limiting the choice of his customers, and the power of the printed word is still a potent antagonist of the persuasive tongue. Always there is the suspicion that the merchant pushes the goods he recommends because he makes more out of them, and the consumer is still inclined to stick to the things that he knows—the things he has been told about through advertisements, has tried and found satisfactory.

Such an expression by a metropolitan bank has considerable significance, for it means that bankers are acquiring a clearer conception of the power and place of advertising in the scheme of distribution. The more interested bankers become in advertising, the better; they will help to relate it more soundly to business.

Six Mental Hazards

"A LETTER, to be successful," recently said S. R. Stauffer of Minneapolis, "must run the gauntlet of six mental hazards: It must be opened, read, understood, believed, agreed with and acted upon." An appreciation of *all* of these obstacles to be overcome would probably result in a radical change or improvement in 90 per cent of direct mailings that are made.



Handling National Distribution for a Highly Perishable Product

By L. D. H. Weld

Manager, Commercial Research Department, Swift & Company

THAT waste in distribution may be eliminated or even cut down effectively by wholesale and indiscriminate elimination of the middleman or middlemen is false in theory. If the middleman did not have a place in the scheme of things—if he did not have some economic justification for his existence—he would long ago have been eliminated by natural forces.

Goods must be assembled; they must be stored; all the different steps, including the actual distribution, must be financed; risk must be assumed for price fluctuations, etc.; goods must be sorted and graded into packages, case lots, etc.; the actual selling—salesmen and advertising—must be arranged; and transportation must be paid for. These seven services are rendered by middlemen. They are specialists in their field and have developed a high degree of efficiency in most cases. Before any manufacturer can think of eliminating them with one broad stroke, he must ask himself the question, "Can I perform these services more economically myself?"

The answer to that question must involve a number of elements. In the case of Swift & Company, the

most vital of these is the perishability of the product. The more hands the goods have to go through, the more time is taken up in the process; and delay, in our business, is fatal. Our fresh meat products are of so highly perishable a nature that they must reach the consumer not more than two weeks after the animals have been slaughtered. Several days must be allowed for cooling and shipping before the product is ready for distribution in our branch houses, and then we have, roughly, a week's time to put it in the hands of the vast number of retailers who are located all the way from Maine to the Pacific coast.

In our own case we have eliminated the middleman but we have not eliminated his functions. Simply, we are our own middlemen. To handle our vast market, we have four hundred branches which distribute to local territories. As a rule these are located in cities or towns which are so situated that they form convenient centers from which to distribute to the outlying country for a reasonable distance around.

However, in many cases it is impossible to reach districts more remote from any of these branches; districts where the towns are so scattered that it would not pay us to es-

tablish separate branches to deal with them. To handle these, we have established what we call "car routes." Salesmen are assigned to regular territories and they must cover these, taking orders as they go and relaying these orders on to headquarters as quickly as they come in. The shipments follow immediately in refrigerator cars. The individual orders are made up in advance and the packages are loaded on the cars in the order of the stations along the line—the package for the farthest station being loaded first and so on until the lot for the first point of call is placed nearest the door. Thus the time for unloading is reduced to a minimum and the shipment is enabled to proceed at the fastest possible rate. In some cases the local dealers call for their consignments in their own conveyances; in others the company handles the delivery to the stores through arrangements with local draymen.

This system has been found to work almost automatically. It must needs do so if it is to work at all. The salesman must travel on an accurate schedule and he must be on time for each call. He must cover his whole territory and he must get a volume of business from that territory which it has been found that

Portions of an address delivered before the Advertising Club of New York.

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.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

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

Addressing General Copy to the Particular Industry

[CONTINUED FROM PAGE 18]

panies, or many others.

The expense of the change is obviously reduced to a minimum, but the message is there and it is driven home forcibly to the particular reader who may thus apply it to himself, rather than consider it merely in the light of a vague generality which might by some stretch of the imagination include him and some of his problems. In conveying this impression the illustrations are of invaluable assistance. They are effective photographs, clearly reproduced, and possess a high pictorial value in themselves which is doubly enhanced by the aptness of their application.

The Linde plan is a little more complicated. Again the same layout is used in each advertisement but here an entire paragraph of text is changed. Sub-heads address the particular industry which the advertisement is intended to reach and in the paragraph which follows a special instance of Linde service is cited which actually took place in that

industry. The present Linde campaign features Linde service. Previous campaigns have been based

Why will you find our man in your plant?



MACHINE shops know what Oxweld utility men can do. One service report says: "In order not to interrupt production I installed their new Oxweld 100 lb. Duplex Generator on Saturday afternoon and Sunday. During the same period I also overhauled eight oxygen regulators and a number of welding heads, and otherwise did everything necessary to insure their installation being in first class order."

C-4

THE PURCHASE of Oxweld apparatus does not end with the delivery of the apparatus to you.

The Oxweld Acetylene Company considers it a part of its duty to help keep all Oxweld apparatus in proper condition and working efficiently.

It is also a part of Oxweld's duty to see that all Oxweld customers are informed of the best methods of welding and cutting, and that they are instructed in new processes discovered by the research laboratories.

The greater part of this obligation can be fulfilled only by personal visits to your plant. That is why some day you will find an Oxweld utility man in your plant.

He will be inspecting your apparatus, making minor repairs or adjustments, instructing or informing your operators on new methods, doing everything he can to help you obtain the fullest use of your Oxweld apparatus.

Oxweld Acetylene Company

LONG ISLAND CITY, N. Y.
Thompson Ave. & Cross St.
CHICAGO 3621 Jackson Place
SAN FRANCISCO 1050 Market Street

Oxweld

WELDING AND CUTTING APPARATUS

WORLD'S LARGEST MANUFACTURERS OF WELDING AND CUTTING EQUIPMENT

upon Linde literature and the excellence of the Linde delivery system.

Both of these products, as has been stated, are manufactured by the Union Carbide and Carbon Corporation. A third product, acetylene, is required for welding and cutting. This is manufactured by the same concern and advertised separately as are the other two. However, the space for all three of these items is purchased as a unit and then subdivided among them. This unifies the entire campaign and permits an even balance. It is not a case of one unit being advertised only in certain publications while the others appear only in certain different ones. Under this system the campaign for each product runs parallel to the campaigns of the others so that the whole line is sure to reach the industry. Of course, there is some variation. Approximately forty-five publications carry the Linde advertisements in varying volume. Oxweld runs somewhat under this number, but very little.

A Crowbar Makes a \$5,000 Sale

AN explosive voice greeted the salesman as he took the receiver off the hook. "Come out here!" it said; "come out quick! Something terrible has happened."

The salesman rushed for a taxi. The brick manufacturer who had summoned him so urgently was one of his best customers; only a few days previously a set of new kiln doors had been delivered to him. Kiln doors for brick plants have to be carefully built and are expensive—this set represented an investment of about five thousand dollars.

"Those doors you sent," the manufacturer burst out to the salesman on his arrival, "they won't fit the new kilns!"

The salesman was dumfounded.

"But they've got to fit," he said. "You told me your new kilns were going to be the same size as the old ones. It's all written down on the order—and you signed the order."

"I know," agreed the manufacturer. "But," his manner became shamefaced, "the fact is, after we placed that order, we decided to make the new kilns a little larger, and I simply forgot to warn you and have the doors made larger too."

"That looks like a horse on you!" the salesman said.

"But," the manufacturer had nagging partners and was desperate, "what am I going to do?"

The salesman considered. They were standing near the old kilns, for which the doors had been supplied

years before. Finally the salesman said:

"Have you a crowbar?"

The crowbar was brought. Leveling it like a spear, the salesman rushed at the nearest kiln. One good prod was enough to show that the old door, after its long service, was rotten.

"There's the answer!" he exclaimed triumphantly. "You see, you need new doors for the old kilns, too. That's what the new ones we sent are for. We'll just have to make another set of doors for the new kilns, on new specifications."

The manufacturer was immensely relieved. And the salesman, departing, carried in his pocket another five-thousand-dollar order!

The Railway Service Unit

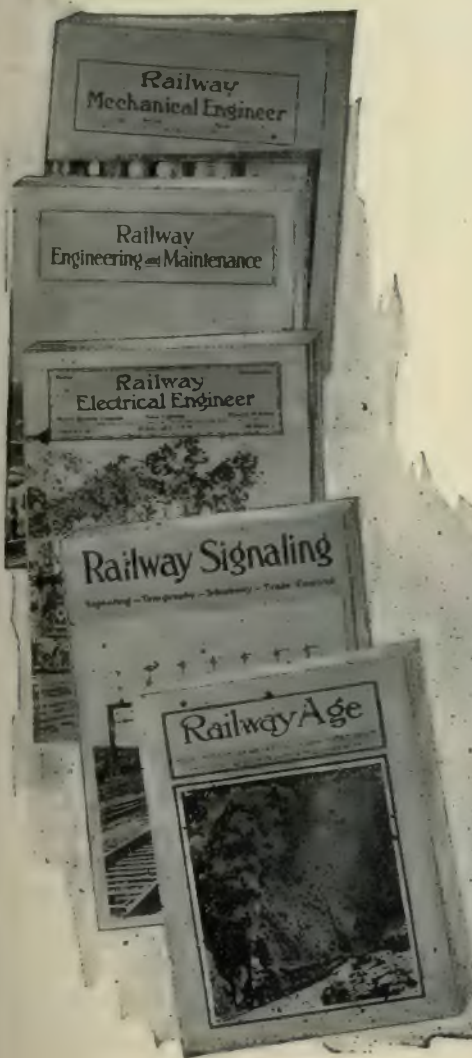
Directing Your Sales Story To the Right Railway Men

That is the outstanding value to you of the five departmental railway publications in the *Railway Service Unit*.

The departmental organization in the railway industry and the widely different activities make it necessary to gain effectively the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high renewal rate.

Our Research Department will gladly cooperate with you in determining the railway market for your products.



Simmons - Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn St.

Cleveland: 6007 Euclid Ave.

San Francisco Washington, D. C. Mandeville, La. London

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

The Most Deceitful Kind of Advertising

By S. Roland Hall

WE have had the "Truth in Advertising" slogan a long time now. We have had codes of ethics and standards of practice a long time. These things have benefited advertising vastly, because they have given us a yardstick by which to measure—a text from which to preach.

But we still have with us at the table of business some of the most shameless and heartless of the crooks and—we blush to admit it—we still have hundreds of publishers willing to take these crooks by the hand and introduce them into the homes of trusting readers.

We advertising men and women know this: that when a publisher helps an advertiser who promises medical prevention or cure for such diseases as tuberculosis, cancer, Bright's disease and heart disease, he is openly and knowingly helping to forward a cruel and dangerous fraud. He can't side-step without taking refuge in childish argument.

Whether you know it or not, I tell you that within the last twelve months a good number of these remedies have been advertised generally in America, using mediums that call themselves good family periodicals. There seems to have been a new crop of such advertisers. It might be illegal for me to give names of the publishers who have helped these advertisers. I wish it were not, for it would be a real pleasure to point the finger of scorn here in this meeting at prominent publications issued from cities as large as Chicago, Baltimore, Providence, Milwaukee, Cincinnati and Washington. Some of these papers stopped the advertising on the receipt of protest. That is at least to their credit, but why in God's name should any publisher in this day wait to get a protest before dropping an advertisement that a high-school boy knows is dangerously fraudulent?

I know that there are a good num-

Portions of an address before the Second District Convention, Associated Advertising Clubs of the World.

ing elements which soothe and heal the inflamed membrane and stop the coughing. It goes on to the stomach is absorbed into the blood, attacks the seat of the trouble and destroys the germs that lead to consumption. It is a powerful germicide and is a factor in the treatment of chronic coughs and colds, bronchial asthma, catarrhal bronchitis and other forms of throat and lung diseases, and is

LUNG TROUBLE HELPED by simple home method

Hundreds of lung sufferers are now reporting prompt relief by new, effective home method. Of this a Colorado physician says, "Relief has been reported even during early stages of treatment." You may test this new treatment without risking any money simply by sending in name and address to [redacted]. Ask them to send you their free book.

TWO typical tuberculosis cure advertisements which have apparently been appearing in newspapers throughout the country. The top one represents a bold, far-reaching statement which is contrary to the statements of prominent physicians and of the National Tuberculosis Society that there is no drug that, with safety to the patient, kills the germs of consumption or acts as a preventive in incipient cases. The second advertisement here reproduced was shut off by fraud order of the Post Office Department in December, 1924. In the literature sent to inquirers, this advertiser asserted specifically that his treatment had cured many cases of pulmonary tuberculosis

ber of newspapers as particular about their advertising as the best mediums of any other class. All honor to these gentlemen. They owe it to themselves, through their associations, to reform the black sheep. They are not as active there as they should be.

It may be that the very fact that

there are more newspapers than there are publications in certain other groups, accounts for the really large number of newspapers that have been running this terrible form of advertising. The great number of the newspapers and their great power makes their part in this matter all the more dangerous.

I have had publishers intimate that it took a lot of courage to turn down shady business when they saw it in competitive publications. I'll tell you what courage is. A \$66,000 schedule was recently offered to a well-known publisher. He lost the business because he and the advertiser couldn't agree on the propriety of a single word. The advertiser wanted to say "No other food is so wholesome." The publisher said that other foods could be as wholesome as this particular advertiser's was. His stand was: "You can't go further in our columns than to say 'No other food is more wholesome.' A difference of one word; a loss of \$66,000 revenue. That's courage.

Does it call for much courage to refuse to profit from the hopes and fears of those who may be afflicted with such dreadful diseases as tuberculosis, Bright's disease or cancer? If so, I must look to the dictionary for a new meaning of the word "courage."

Two prominent publishers have frankly told me that the only standard they maintain with respect to medical advertising is to discontinue the advertising after readers complain about the remedies. Such a standard hardly needs comment from me.

If a periodical has no better standard than that, hundreds or thousands of people afflicted with tuberculosis or in danger of it might be deceived before the advertising were eliminated. These unfortunates are nearly always hopeful. They may die before they complain. Dead men tell no tales.

Compare this attitude with the attitude of two other periodicals which recently sent representatives to my office, who said to me in effect:

[CONTINUED ON PAGE 74]

Two Incomparable Sunday Features

The New York Times

ROTOGRAVURE SPORTS SECTION

THE NEW ROTOGRAVURE SPORTS SECTION is the first and only publication of its kind in the world. It reproduces, by the perfected rotogravure process, important sports events throughout the United States and abroad—professional and amateur. Some of the pictures are of activities occurring four days before publication. They include:

BASEBALL	ROWING	BOXING
POLO	SHOOTING	GOLF
FOOTBALL	RACING	TRACK AND FIELD
LACROSSE	YACHTING	ARCHERY
SWIMMING	TENNIS	BASKETBALL

The Rotogravure Sports Section offers special advantages to the manufacturer and distributor of sports equipment of all descriptions, sports wear for men and women, camping outfits, etc.

Advertising rate \$2.10 an agate line. Forms close nine days in advance.

ROTOGRAVURE MAGAZINE SECTION

THE MAGAZINE SECTION is a combined newspaper and magazine. It has the news value of a newspaper and the home circulation and long life of a magazine.

With at least four issues each month, the Magazine Section of The Times has a monthly distribution of 2,400,000 copies. Five standard monthly magazines, comparing in quality with The Times Magazine Section, have a total combined circulation of 599,000.

Thus far this year, the volume of advertising in the Magazine Section of The New York Times is more than double the total published in the corresponding period of last year.

The cost of advertising space in The Times Magazine Section is \$1.00 an agate line, equivalent to one cent per line for each 6,000 of circulation—the lowest rotogravure advertising rate obtainable in the United States.

The rotogravure process gives advertisers the advantage of illustrations with a fidelity to detail not attainable by the usual newspaper halftone.

NET PAID CIRCULATION, SUNDAY EDITION OF THE NEW YORK TIMES, 600,000 COPIES

In five months of this year The New York Times published 11,521,334 agate lines of advertising, a gain of 478,390 lines over the corresponding period of last year and an excess of 4,520,900 lines over the next New York newspaper.

Scratch a Golfer and You Find Naked Human Nature

As Told to

Neil M. Clark

JIMMY ALDEN is just a youngster, but he is one of the top salesmen on our force. He is a great little worker any way you take him. He gets the business and the people he does business with like him and stay his friends; and although he doesn't know it, Jimmy owes his job—which is a good one, with the prospect of still better ahead—to a certain shot in a golf game with me back in 1918.

Jimmy is a living example of one of my choicest business theories. I don't mind letting you in on it to write a piece about, but please don't hitch me up with it. It would ruin my success with the plan for all time to come if many people got onto my using it.

The fact is this: I seldom hire a man for an important job until I play at least one round of golf with him—that is, if he plays golf. And most men of the kind I need do play nowadays.

I'm a nut about golf myself, for pure love of the game, but that doesn't blind me to the other side of it—to the fact that golf is constantly putting you up against the same kinds of situations that you meet in real life. Scratch a golfer and you find naked human nature. My conviction is that you can usually decide from the way a man plays the game, how he is likely to act in more serious business.

I started to tell you about Jimmy Alden because he is part of the proof of the pudding. In the stunt I pull there are one or two harmless tricks we sometimes have to use, and my sales manager is a cheerful accomplice. You see, we have to work it around to where it seems perfectly natural to ask the chap to play; it isn't customary to pick up the telephone book and say to the first fellow whose name you happen to see: "How about a game of golf?"

We stage it.

My sales manager and I had lunched with this fellow Alden at different times when we were con-

sidering him for a position. He came to us as a stranger, but he made a good enough impression. However, most people can make a pretty good impression when they try hard enough, and they will try if they know a lot depends on it. I want to discover how a man is going to act when he has to take hold of a situation with nobody watching him. I want to know his fundamental nature. And that's where golf comes in.

The day Alden and I lunched together, we came back to my office and he and I were chatting, when my sales manager, by prearrangement with me, dropped in. He nodded to Alden, but addressed himself only to me.

"**C**HIEF," he said, "you know we had a golf game booked for this afternoon with Charley Harris and his partner."

"Yes."

"Well, I hear from Charley that his partner can't come. Can you think of anybody to make up the foursome?"

Charley Harris's partner never can come, by the way, because there isn't any such person. It's a sort of white lie we've agreed on. Charley and I are the best of friends.

"It's pretty short notice to get anybody now," I said. "How about Dick?"

"No, he can't come—tied up."

"Did you ask Rockwell?"

"He's out of town, don't you remember—back Sunday."

"That's too bad," I said, "it spoils the foursome if we can't get another man."

All the while Alden had been sitting there, making a pretense of looking at the pictures on the wall, but of course he couldn't help hearing everything we said. I now turned to him.

"By the way, Mr. Alden," I said, "you told me you play golf. Couldn't you make a fourth with us this afternoon?"

Alden smiled. Of course you

might say it looked rather unusual, but under the circumstances I don't believe he thought of that. What he had in mind was something else.

"Thanks for the invitation," he said, "I told you I play a little, but it's only a little. I'm new at the game and still a good deal of a dub. I don't think it would add anything to your pleasure to have me along."

Well, we talked him out of that, and finally he had the good common sense to say he would be glad to come along.

Of course this sort of stage setting isn't always necessary. Sometimes it is. We resort to it in order to make the proposal to play seem natural, and to banish any appearance of thought of a test.

The four of us arrived at the club this afternoon a little late, but in plenty of time for eighteen holes before dark. The playing season was young and winter rules were in force. Consequently a player was entitled to tee up his ball in a bad spot on the fairway; but if he had the hard luck to get into any bad spots in the rough, he had no such privilege, but had to play the ball where it lay.

ALDEN told the truth when he said he was a dub. By our standards he was a pretty poor player. But there are dubs and dubs. One kind is the fellow who hasn't enough interest in the game to learn to play it well, nor enough sense to leave it alone altogether. Another kind of dub is the learner who is going to graduate from that class some day. Alden turned out to be the second kind. Today, after six years of golfing, he gives me a run for my money every time I take him on, and sometimes he trims me.

In a purely general way, I learned this much about Jimmy Alden during our first game: he was courteous. There's a certain kind of courtesy essential for good salesmanship. It is not humility nor servility—rather, civility. I never consider that one of my salesmen is *asking a favor*

THE INTERRUPTING IDEA

NUMBER EIGHTEEN

NEW YORK

JUNE 1925



LORD BEACONSFIELD

"One should conquer the world, not to enthrone a man, but an idea; Ideas exist forever."

Advertising That is An Investment

INVESTMENT is a science.

Its principles are established.

The keen men, who appraise investments, ask four questions of every property:

Is it worth investing in?

Has it reasonable permanence?

Can it be protected?

How wide the market?

§

Advertising is an investment.

But its principles are not so well established. That is not strange. Advertising "properties" consist of ideas. A trademark is (or should be) an idea symbolized. Good-will is an idea capitalized. Consumer demand is an idea propagated.

Appraising ideas is more difficult than appraising, say, public utility properties.

§

But shall we let appraisal difficulties foil us, and lead us into guesswork? Shall we be

content to invest in advertising with a hazardness which we would not tolerate in financial investment?

If investment has four cardinal principles, these principles certainly are cardinal for advertising.

If the advertising has any idea whatsoever behind it, that idea can certainly be measured by the four questions:

1. Is the idea worth investing in?
2. Has it reasonable permanence?
3. Can it be protected?
4. How wide its appeal?

These measurements help.

Federal knows they do.

In 1912, Federal created for the Strathmore Paper Company, an idea; "Strathmore Expressive Papers." For 13 years, now, Strathmore has found it profitable to base its advertising on this idea. The application, the dress have varied, but not the fundamental.

Today, Strathmore Expressive Papers has acquired trademark value. It has become a great force. It is worth a great deal of money. It is as real an investment as the more tangible Strathmore properties.

§

The waste in advertising comes from developing ideas which must be dropped,—from making efforts which must be abandoned,—from building campaigns which must stand alone.

The increment in advertising comes from beginning with sound basic ideas. Each year's advertising builds on the previous year's; each new development carried on where the former left off. Each campaign gathers force from its predecessor's momentum.

Federal plans and creates advertising as an investment.

§

"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, 6 East 39th St., N. Y.

when he enters a buyer's office; he is *conferring* one if he gets the order, otherwise he has no business trying to make the sale.

Well, Jimmy Alden was courteous in the sense I mean. He stood on his own feet; nobody ran over him or put anything on him, but at the same time he recognized that others present had rights which he respected, just as he expected them to respect his. You can learn a man's attitude on such things very quickly in golf.

Another thing, Jimmy counted all his strokes—and goodness knows there were plenty! He and I were partners, so I have reason to remember something about that end of it.

But others are courteous and quite

a few are honest—in golf. These traits were in his favor, but what decided me beyond a shadow of doubt occurred on the long fifteenth hole. Jimmy fozzled his drive somehow, getting very little distance, though his ball at least went straight. But his second shot made that tough beginning still tougher. He topped his brassie shot and the ball rolled about seventy-five yards and came to rest ten or a dozen yards behind my drive.

In other words, with two strokes he totaled quite a little less distance than I totaled in one. I like to remind Jimmy of things like that nowadays when he gives me a licking!

But this was not the worst of it. As his ball came to rest it dropped

out of sight from the spot where I stood, and I was not sure whether it had remained on the fairway or rolled into the rough.

I walked past his ball to reach my own and noticed how it lay. It was in a hole, and in a hasty glance I couldn't tell whether it was on or off. I stood a few yards away, waiting for Jimmy to shoot, near enough to hear conversation but not near enough to join in without shouting. Jimmy's caddy was beside the ball.

"This is a bad one, isn't it?" I heard Jimmy say.

I didn't hear what the caddy replied, but I could guess from Jimmy's next remark.

[CONTINUED ON PAGE 78]

When You Write to Salesmen Don't Write—Talk

Dictated by WRB/S

THE manager of the Western office of a large company making products selling through hardware stores has a crew of fifty salesmen to father by correspondence, which he does most successfully. His men all swear by him, and they work as they never worked for his predecessors.

To discover why, one has but to happen into his office of a morning when he is dictating his day's mail. On the wall is a big map rack, book style, with a "leaf" for each state; and on these state maps each salesman's territory is outlined in red. In one corner of each territory is a snapshot of the salesman on that territory, with his hat and coat on and his sample case in his hand.

One will discover this sales manager standing in front of that map rack literally talking to the man out on his territory. First he locates on the map the city or town where his letter will reach the salesman, and then, with a mental picture of that city or town, and perhaps of the very hotel lobby in which he will receive the letter, he turns to the picture of the man and talks.

"I know it's a long jump from Keokuk to Des Moines, John, but we must get Grant lined up for 1925 first; then you can go back and cover the smaller places, and you'll have time to do the thorough kind

of job you always like to do on your territory. I wish that thoroughness of yours was contagious!"

Or perhaps he is writing some salesman rather pointedly about his expense account. "I grinned over your expense account, Bob—and felt a little sober at the same time, for I have a feeling that you are falling for that hoary old idea that the house owes you an overcoat about next October. I know it's mighty cold up there in Minnesota—I darn near froze my nose in Minneapolis three years ago—but I'd a heap rather see you earn that overcoat on commissions as a salesman than as a certified public accountant balancing an expense account against your conscience, with your conscience occasionally getting the worst of it."

Seemingly this sales manager can say anything to his men without their getting "sore." On the other hand, his slightest word of commendation is very highly appreciated, because it is so essentially personal. He writes, not as though he were writing the same thing to a dozen other salesmen on this particular morning, but as he would say the thing to the man personally if he stood before him in his office.

Half of his secret in letter writing is in the pictures on the maps: you can talk to a man's picture. The other half is divided between the

fact that he is standing, instead of sitting at his desk with a lot of papers and letters and reports spread out before him, and the fact that he uses a rather individual method of dictating. If he has a salesman's letter before him to which he is replying, he does not read a paragraph and then look up and answer it, any more than he would if a salesman were standing before him in person. He reads the whole letter, gets the complete picture in his mind, and then lays it aside and proceeds to talk with the salesman, taking up one point at a time in an easy, natural way.

"I don't want to focus my attention on a sheet of paper in my hand," says this man; "I want to concentrate on the salesman in his working clothes out on the territory."

This is good sales management, for it takes into account the tremendously important human factor. It is good general correspondence practice, also. One may not have a photograph at hand of the person to whom he is writing, but any correspondent can train himself to master the contents of each letter that is to be answered and then turn that letter face down and put it out of mind while he concentrates on the person at the other end of the correspondence and talks to him or her.

Fortunes Buried in Advertising

[CONTINUED FROM PAGE 16]

answer to this second question. Not to mention the purely advertising consideration as to the class or type of mediums to be used.

Like the first question, it may be that the answer can be found easily; or it may require an extensive research. One business organization I happen to know about has spent many thousands of dollars to answer this and the previous question, and has answered them so definitely that it can now lay out a five-year campaign of advertising and selling focused on the *where* and the *who* so sharply that the success of the program is practically assured in advance.

NEXT we come to one of the most interesting questions of the group, and one that begins to involve actual advertising operations: "What will people want to know about this product?"

Here are some of the things they may want to know, and what is involved in answering their questions, if we are to hope for success:

a. *What does it look like?*

Answering this question may involve having pictures made—not just ordinary pictures that will mean something to the person who is familiar with the product, but pictures that tell the story to the uninitiated—perhaps such pictures as have never before been made. This requires taking the matter of pictures as seriously as though the whole success of the advertising program depended on these pictures.

Then again, it may involve word pictures, in which case the same philosophy holds good; the product must be word-pictured as though everything depended on the words.

Or it may mean preparing a sample or model of the product, to send to people so that they can actually see it, feel it, use it, work it, or otherwise satisfy themselves about it.

Or it may require training a sales force to tell retail dealers or prospective customers the things they will want to know before they buy, either for resale or for their own use. This may involve the preparation of a sales manual, or the establishing of a sales school, or the publication of a sales house-organ. The point is, whatever is required should be worked out as though the whole success of the promotion program

rested on that particular element.

b. *Why should I buy it?*

Answering this question generally involves a careful listing of all the benefits or advantages of the product itself as a product, and of its service to the user; and then finding a way to make the prospective purchaser feel the same about it as you do. This is an advertising problem; but before that it is a matter of plain business grubbing; of studying your product and your prospect, both, until you know them as well as you know the trees on your street or the furniture in your living room. It isn't good *business* to try to sell in the dark.

c. *Why should I buy it in preference to some competing product?*

The answer to this question requires that you isolate the individuality of your product and establish by actual *investigation* the one or more features or advantages which will have the strongest appeal to the greatest number of people.

THIS, with the answer to the previous question, and the picture or sample already referred to, virtually forms a sales canvass which you will require in some form—usually a booklet or piece of promotion literature. And this again should be prepared as though the entire success of the advertising program depended upon it, instead of being regarded, as it so often is, merely as a piece of incidental literature. It may be the one vital element that clinches thousands of sales—or just barely fails to clinch them!

d. *How much does it cost?*

Whether you publish the price in your advertising or not, it is well to face this question, and settle it, as though it were the *only* question involved. Not necessarily by cutting the price, but by establishing a justifiable price, and one that people can pay; and then by using every bit of psychology or salesmanship you can bring to bear to make that price acceptable to prospective customers.

e. *How do I know that it is as good as you say it is?*

Here we approach the question before which many an advertising program flattens out.

What the public wants is *proof*, not claims. The advertiser should arm himself with facts, figures, records of performance, results of tests; he should gather honest testimo-

nials; he should if possible establish a method by which the public can answer this question for itself, in advance of purchase. In short, to gain the greatest success for any product, this question must be answered, not in any perfunctory way, but as effectually as though the success of the business depended entirely upon providing a convincing answer—as indeed it may!

There are, of course, dozens of other specific questions that people want to know about a product, depending on the nature of the product. The point is, these questions should all be *anticipated*, and the means should be at hand for answering them *before any definite advertising program is entered upon*.

Jump now to the fourth of our series of Key Questions: "How can people take advantage of this advertising?"

Many of the gravestones in the cemetery of buried fortunes represent the failure of the advertiser to answer this one simple question. These advertisers provided advertising that attracted and interested the public, but not the machinery for getting their product and the public together.

There is no getting around this question; it *must* be faced, and in a very practical way.

Merely to run a line at the bottom of an advertisement: "Carried by all good dealers" won't help unless a sufficient number of good dealers actually do carry it to make the advertising investment profitable. Nor will any of the other devices with which advertisers are wont to saddle the responsibility for distribution onto other shoulders because they dread to shoulder it themselves.

Only those advertisers who sweat over distribution as though distribution were the whole answer are likely to cash in heavily on their advertising.

IN many businesses the problem of distribution—of so arranging matters that "people can take advantage of the advertising"—injects the sales department into the consideration. And assuredly the salesmen play a part of great importance, for it is their mission to start the product toward the public, while the advertising starts the public toward the product. The more carefully their work is laid out, and the more ef-

[CONTINUED ON PAGE 49]

Some "Meaty" Facts

*from a recognized agricultural economic authority**

KANSAS for its crop year of 1924-25 had an Available Cash Income of \$332,500,000. This was cash sales less taxes and interest. This available farm income exceeded that of any other state in the "wheat belt" by 37.2 per cent, and only four other states in the Nation had as large or larger available incomes.

The Purchasing Power of this Kansas income is 117.2 per cent of the pre-war average of 1909-10 to 1913-14. This index figure represents the amount of goods which the income would purchase at prevailing prices. Only two states with as great a total income have as high or higher index figures for Purchasing Power.

For the first four months of 1925, Kansas Farmer made a greater gain in Commercial Advertising than any other weekly state farm paper, with two exceptions. It has also gained every issue since April.

*Figures for available cash income, and index of purchasing power are from reports of the Brookmire Economics Service, Inc.



Arthur Capper
publisher of
Kansas Farmer
says:

"In recent trips thru Kansas, I have been impressed by the healthy, optimistic conditions of Kansas agriculture and business. While our wheat crop will probably be somewhat below normal in production, the price promises to be well above that of last year. Kansas is in good condition."

KANSAS FARMER

AND MAIL & BREEZE

Arthur Capper, Publisher

Marco Morrow, Ass't. Pub.

Topeka-Kansas

How Old Are Magazines When They Are Thrown Away?

[CONTINUED FROM PAGE 21]

disregarded them in figuring age of publication. In later tables, however, these are included.

This analysis serves only to provide indications as to the life of magazines as a whole, of various classes, and of certain of the individual publications, or the length of time they are kept before being discarded.

Plainly, the principal

Average Age by Groups:

The *Weighted Average* represents the aggregate number of months of age divided by the number of publications counted. The *Mode* is the age most frequently found. The *Ratio* is the percentage that the weighted average of the group is of the average age of all publications counted.

Group	Number Counted	Weighted Average	Mode	Ratio
7 Weeklies	716	5.7 mos.	2 mos.	90
15 Woman's and style...	455	7.0 mos.	7 mos.	111
12 General monthly....	291	6.6 mos.	6 mos.	105
16 Story and movie....	121	6.1 mos.	2 mos.	97
6 Farm and garden...	56	7.6 mos.*	5 mos.	120
6 Fraternal	35	4.6 mos	2 mos.	73

*The greater age of farm and garden publications may be contributed by the less frequency in gathering junk in smaller towns and rural sections.

reasons why magazines are kept are these: 1. *General carelessness* in not discarding them after they have served their usefulness. 2. *General value*, or the feeling that the magazine is too good to throw away (whether it is referred to or not, while it is being kept). 3. *Kept for definite reference*, as for patterns, recipes, etc. 4. *Saving up* [CONTINUED ON PAGE 85]

Average Age of Individual Publications:

These figures are given in group divisions for sake of comparison, with the average figure for the group repeated. Only publications counted ten or more times (issues for 1924 and 1925) are listed. The ratio figures represent the percentage that the average age of the individual magazine is to the average age of its class. Figures in parenthesis are the numbers of times counted.

Publication	Weighted Average	Mode	Ratio to Average for Group
WEEKLIES			
Sat. Eve. Post (406).....	5.3 mos.	2 mos.	95
Literary Digest (103).....	6.1 mos.	4 mos.	109
Collier's (96).....	7.0 mos.	7 mos.	125
Liberty (79).....	4.2 mos.	1 mo.	75
Judge (17).....	5.4 mos.	4 mos.	96
Life (12).....	5.8 mos.	5 mos.	103
Christian Herald (13).....	11.9 mos.	11 mos.	208
WOMAN'S AND STYLE			
Ladies' Home Journal (99).	7.6 mos.	7 mos.	110
Wom. Home Comp. (72)...	7.1 mos.	7 mos.	101
Delineator (72).....	6.9 mos.	9 mos.	98
Pictorial Review (49).....	7.2 mos.	5 mos.	103
McCall's (53).....	7.3 mos.	7 mos.	104
Good Housekeeping (33)...	6.1 mos.	6 mos.	87
People's Home Jour. (16)...	5.8 mos.	3 mos.	83
Harper's Bazar (13).....	9.1 mos.	10 mos.	130
GENERAL MONTHLY MAGAZINES			
American (100).....	6.6 mos.	3 mos.	100
Red Book (39).....	5.5 mos.	3 mos.	83
True Story (49).....	5.5 mos.	3 mos.	83
Cosmopolitan (45).....	6.8 mos.		103
Everybody's (17).....	6.9 mos.		104
OTHERS COUNTED OVER 10 TIMES:			
Motion Pict. News (11) ...	8.3 mos.	5 mos.	132
Photoplay (12).....	7.3 mos.		116
Country Gentleman (19) ..	8.3 mos.	6 mos.	132
Farm Journal (12).....	8.0 mos.	7 mos.	127
†Elks' Magazine (15).....	5.1 mos.	1 mo.	81

Percentage of Magazines Kept for Different Periods:

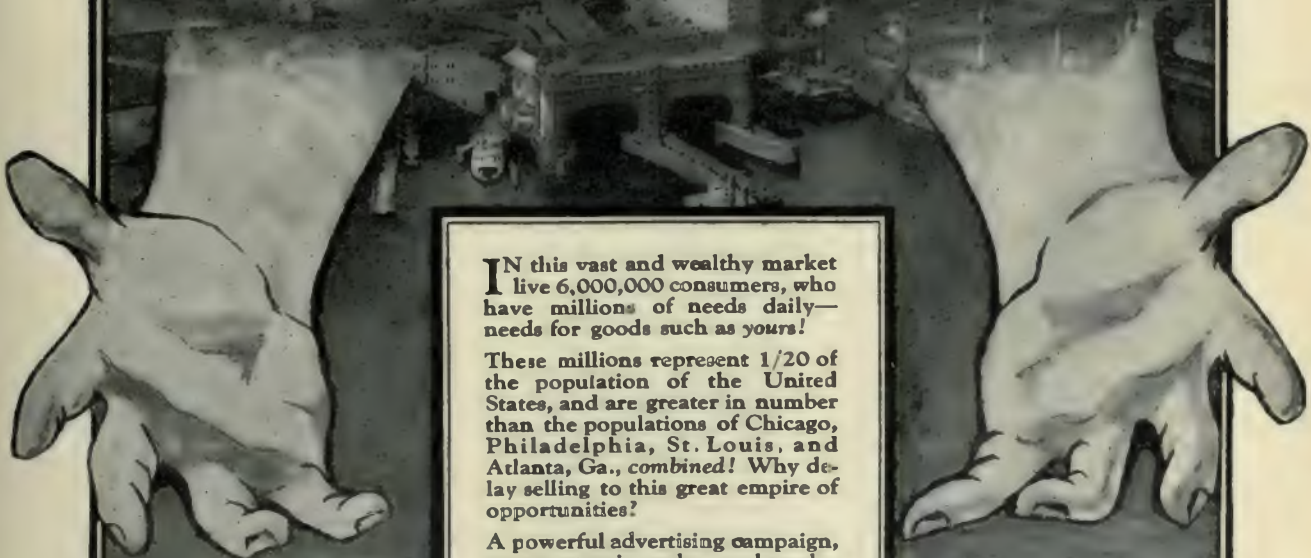
The first division in the table which follows is of magazines counted 50 times or more; the second division of magazines counted from 19 to 50 times; the third division counted 10 to 18 times. Percentages can be only accepted as indicative as applied to the second and third groups.

Publication	Less Than 3 Mos. Per Cent	Over 3 Mos. Per Cent	Over 6 Mos. Per Cent	Over 9 Mos. Per Cent	Over 12 Mos. Per Cent
AVERAGE FOR ALL					
1. Sat. Eve. Post....	16	84	65	49	34
Literary Digest ...	25	75	48	32	18
American	15	85	64	53	42
Ladies' Home Jour.	7	93	82	54	34
Woman's Hm. Com.	11	89	75	61	46
Collier's	12	88	68	34	19
Delineator	9	91	71	55	34
Liberty	40	60	30	10	..
Pictorial Review...	3	97	72	54	36
McCall's	6	94	73	56	34
Red Book	11	89	63	38	28
True Story	22	78	53	34	20
Cosmopolitan	16	84	60	46	26
2. Good Housekeeping	13	87	67	48	37
Country Gentleman	100	71	56	42
Farm Journal....	9	91	76	69	60
People's Home Jour.	17	83	64	51	34
Everybody's	21	79	53	47	36
Nat'l Geographic..	5	95	95	78	73
Judge	21	79	41	36	10
3. Harper's Bazar...	6	94	87	81	43
System	17	83	76	69	63
House and Garden.	12	88	83	47	47
Mot. Pict. News...	6	84	76	70	53
Elks' Magazine....	31	69	44	24	12
Metropolitan	100	100	74	47
Outlook	100	100	100	100*
Photoplay	14	86	78	42	28
American Boy	100	100	100	100*
Review of Reviews	7	93	93	78	42
Christian Herald..	..	100	100	100	62
Life	8	92	92	32	16
Success, Farming..	..	100	92	76	42
Radio News.....	8	92	92	81	59
People's Pop. Moly.	26	74	66	40	32
Wide World.....	..	100	90	81	81
Vogue	18	82	45	36	36
True Romances ...	30	70	50	40	20
Needlecraft	30	70	70	60	40
Physical Culture..	20	80	80	60	40

†Probably the reason why fraternal publications are at the bottom of the list lies in their complete coverage of the fraternal group and hence the lack of necessity for passing such magazines along.

*There were 14 copies counted of each of these two publications, all over 12 months old.

NEW YORK WANTS YOUR PRODUCT!



In this vast and wealthy market live 6,000,000 consumers, who have millions of needs daily—needs for goods such as yours!

These millions represent 1/20 of the population of the United States, and are greater in number than the populations of Chicago, Philadelphia, St. Louis, and Atlanta, Ga., combined! Why delay selling to this great empire of opportunities?

A powerful advertising campaign, some extensive sales work—plus the *Interborough Medium's* 3,000,000 daily circulation—and you are soon "over the top" in The World's Greatest Market!

INTERBOROUGH ADVERTISING

CONTROLLED BY

ARTEMAS WARD, INC.

50
UNION
SQ.

NEW
YORK
N.Y.

THE 8-pt PAGE

by
Odds Bodkins



MY friend George Matthew Adams, the newspaper syndicate man, writes a daily talk for half a hundred newspapers, and last week in one of his talks, discussing the actress, Charlotte Cushman, he said: "As a child Charlotte Cushman was gifted to an extraordinary degree; yet, after a notable period of success as a star, she decided that acting rested upon 'training, not feeling,' so she returned to New York and started all over at the bottom of the ladder and thereby mastered the technique of acting from start to finish."

Would there were more of the Charlotte Cushman type in the advertising business who, after a period of success at writing advertising, were willing to go back and start all over again at the bottom of the ladder and master the technique from start to finish! They would be heard from later!

I used to think that a knowledge of one's product and a sincere belief in it—a "feeling" belief, as it were—and the ability to put one's thoughts into simple words, were the only requisites to writing good advertising copy; but I have changed my mind. I have come to the conclusion—rather regretfully—that technique is mighty important; that it doesn't do much good to feel your product if you haven't the art to get your feeling into the minds of others, any more than it does the actor to feel his part if he cannot get it across the footlights.

I am convinced that there are more rules for writing advertising, and more definite principles, than any of us realize. Certainly there are more than most of us use. I should like to see more of the art or engineering spirit applied to sales promotion and advertising.

—8-pt—

I understand that a large Eastern specialty store is actually advising women to say "No," if urged by its salespeople to purchase some article that is not just what they want. And recently there came to my desk a folder put out by a manufacturer who urged retailers to buy his product on a hand-to-mouth basis and thus secure the advantage of a greater number of turnovers.

These are interesting signs of the times in merchandising.

—8-pt—


I learn that the Alexander Film Company of Denver is starting to equip its sales force with wings. It lays claim to being the first organization in

the United States to operate an organized sales force in the air. Forty-four of the company's salesmen have expressed their willingness to take to the air, the company says, and twenty-nine of them have ordered planes, which will be put in use as fast as they are finished.

One is led to wonder if this is merely a publicity move, or if perchance it is the beginning of a new mode of travel for salesmen who work territories with long jumps between calls.

—8-pt—

The Ray D. Lillibridge agency recently sent the Chase Brass advertisement reproduced below to a certain technical journal with an insertion order. Attached to the order was a receipt for the cut, with the heading of the advertisement, "How many times does an air hammer pound?" written



**how many times
does an air hammer pound?**

A steam hammer makes a lot of noise, and pounds about 100 thousand pounds a day.

We don't make so much noise, but we can make many hundreds of thousands of pounds a day—hundreds of thousands of pounds of Chase Brass—electrically made, and accurately rolled, drawn and tempered by experienced brass-workers under laboratory direction.

There's a lot of Chase Brass made every day, but it's good brass and satisfactory brass.

Chase Brass

CHASE METAL WORKS, WATERBURY, CONNECTICUT

Branches: New York, Newark, Chicago, Philadelphia, Boston, St. Louis, St. Paul, Minneapolis, Los Angeles, Portland, Seattle, San Francisco, San Diego, San Francisco, Los Angeles

STOCKS: NEWARK, CLEVELAND, SAN FRANCISCO, LOS ANGELES

on it as an identification. Two days later came a letter from the paper reading:

The speed of air hammers varies. A No. 40 small riveting hammer will hit up to 1524 times a minute; a chipping hammer will hit up to 3850 times a minute. I hope this information will serve your purpose.

Well, there's nothing like having facts and figures right on tap!

—8-pt—

On this page in a recent issue I men-

tioned that the FORTNIGHTLY had of late received numerous foreign subscriptions, and remarked: "I can't imagine anybody around the offices of Messrs. Nakayama-Taiyodo, Rinji-Chosabu, Mizusakicho, Minamiku, Osaka, Japan, reading the 8-pt Page, but perhaps they do."

This morning I am in receipt of a letter from one R. Saito, of 303 Fourth Avenue, New York, evidently in the silk business, which I deem interesting enough to print:

My dear Mr. Bodkins.

The June 3rd issue of ADVERTISING & SELLING FORTNIGHTLY came to hand in this morning's mail and turning to your page I found an item which prompts me to congratulate you on your addition of another Japanese name to your subscription list. Incidentally, you made certain remarks which I cannot pass without comment.

Before committing myself, I wish to say that I am in no way connected with this Nakayama-Taiyodo barring the fact that I come from the same city, a born Osakian and naturally feel a sort of local pride. The first question I suppose that arose in your mind when you saw the name must have been: "What kind of a concern is this?" To that, I can say they are one of the largest toilet preparation manufacturers (Yes—in addition to chewing gums—the Japanese womanhood has taken up this matter of beautifying, and shall I say glorifying Japanese Beauty with their well-known national thoroughness and avidity), and needless to say this house is a large user of all available advertising mediums in Japan. The largest in this field, I think. Proportionately speaking, they may be compared with Colgate's.

Secondly, I should imagine you wondered how the "heck" they came to know your magazine. I remember some time ago you published a number of foreign subscribers, and if my memory serves me right, there were some seven or eight Japanese subscribers mentioned; so it is most likely your papers are talked about among those suffering cats who do the business of advertising, or what they consider to be so. Another thing that came up in my mind is this: Last October, a Japanese advertising directory, the first of its kind ever published in Japan, was compiled by a certain advertising agency, Mannensha by name, located also in Osaka. I received a copy of this directory some time ago and in it I found under the heading of periodicals pertaining to advertising the name of ADVERTISING & SELLING FORTNIGHTLY listed among other similar publications. If this fact has not heretofore been brought to your attention I believe it might be interesting to you.

This agency also publishes a semi-annual paper on a somewhat house organ order. And I might mention that I contributed to this paper an article treating on Collective Advertising as done in the U. S. A.

All the above tends to show, as you mentioned, how advertising has begun to take an international aspect.



Who Wants to Sell 558,000,000 Sq. Ft. of Wall Board?

Some order! But here is the story.

The Farm Journal has found that the average consumption of wall board among its more than 1,200,000 subscribers should be 465 sq. ft. per year. It has also learned of more than 50 different uses for wall board on farms.

Who wants to sell over one-half billion square feet of wall board annually to The Farm Journal sub-

scribers? The market is there for immediate cultivation. Here are over 1,200,000 rural families who should be told the manufacturers' story of wall board.

Bear in mind that more farm building improvements have been made in the last few years than during the previous half century. This fact is important not only to manufacturers of wall board but to all manufacturers of building mate-

rials, furniture, furnaces, lighting systems and other products that add to the comfort and attractiveness of farm homes.

And manufacturers of wall board and other worthy products can reach more than 1,200,000 rural families through the advertising pages of The Farm Journal at a cost of less than one-quarter cent per page per family. Now is the time to start your advertising.

The Farm Journal

first in the farm field

PHILADELPHIA

NEW YORK

CHICAGO

BOSTON

SEATTLE

SAN FRANCISCO

LOS ANGELES

Written by Our Readers

Methods of Obtaining Circulation

WALLACE PUBLISHING COMPANY,
Des Moines, Iowa.

June 4, 1925.

TO THE EDITOR:

The articles you have recently published with reference to "What do we mean when we talk about quality circulation?" are very interesting, but I can not agree with the application that has been made thus far of "quality circulation."

In my opinion, the first thing the advertiser should ask the publisher (assuming that the publication in question is reaching the market and territory desired), is "How do you obtain your circulation?" and not "How much circulation have you?" No advertiser can select advertising media intelligently until he has a complete knowledge of how the circulation is obtained.

The price of a commodity does not mean anything until you have a complete knowledge of the workmanship and material that is built into it and of its value from a service standpoint. The price paid should always be a secondary matter, and so it is with circulation. The keen buyer makes a careful analysis of these points and appreciates the fact that the largest package and lowest price does not always mean the greatest value.

The salesman of a quality product is always glad to apply the most rigid tests to the material used in the construction of the product he sells. In this connection, did you ever hear of a publisher's representative who volunteered to mention that his circulation was obtained by the use of premiums, especially so if 50 per cent or more was obtained in this manner? Why is it that he does not announce this and then, in turn, show how it assures that circulation built in this manner represents actual readers? Why is it that he does not mention arrearages and circulation sold in bulk and explain the merits of these points? Isn't it true that too much emphasis is placed on the mere "coverage" obtained through volume circulation and that the manner in which the circulation is obtained is many times overlooked?

An advertiser should know the conditions under which the publication enters the subscriber's home, and then he can determine whether the subscriber represents a reader of said publication. It is the number of actual readers and the confidence with which the publication is read that determines the value of a publication as an advertising medium; not the mere number of papers mailed out or the finan-

cial rating of the subscribers. No matter how great the buying power may be, the publication must be read and read under favorable conditions before the advertiser can even hope for results.

So, in brief, it is the methods used in building a subscription list and the service rendered the subscriber that determines the number of readers and the confidence with which the paper is read. This, in turn, shows the value of a publication as an advertising medium, and determines "quality circulation."

J. E. Swalley,

Advertising Manager.

The Trend Upward to Good Taste

THEATRE MAGAZINE,
New York.

June 3, 1925.

TO THE EDITOR:

There is still a great difference of opinion as to what "Class Circulation" means, and your very illuminating articles certainly give food for thought.

By "Class Circulation," does it mean that this or that magazine reaches people of quality? Or does it mean that the magazine itself is of quality?

Where does quality start—where does it end?

Does it represent the aristocrat without a large income, or does it represent the wealthy families including the nouveau riche made during or since the war?

As far as I am concerned, the word "quality" means intelligence, breeding, wherewithal, and a natural desire for the better things of life.

We are coming to a point in this country where a wave of renaissance has just about started. Our people want their homes in better taste, and this is my starting point. Away with the old chromos, with those distorting figures, those crazy quilts, those clashing colors. Styles in furniture, as well as in the kitchen or the bathroom are simpler among the rich as well as among those of moderate means. And this is a campaign of education that started years ago.

I remember one experience which I had some time ago when talking with a large manufacturer of women's apparel out West. He had brought some designers from Europe, and he stated that there was no reason why the women in far distant points should not wear just as becoming dresses as their more fortunate sisters in large cities.

But how was he going to bring this about? Was it by using magazines of

tremendous circulation? Yes and no. What he wanted to get was, first of all, class, and class could only be obtained by using class magazines.

Now, his idea of class magazines was, as we heard before, *Theatre Magazine*, *Vogue*, *Country Life*, *Spur*, *Harper's Bazaar* and others, because, as noted by his own observation and investigation, he found that the leaders, who may be in Kalamazoo, or in Fresno, or in Fall River, were reading one or several of these magazines. If he could impress upon those leaders to buy his wares, the others would soon follow, and there is where the big circulation comes in. Seeing Mrs. X., the leader, wearing a particular gown that she has seen advertised in those class magazines, her neighbor will want to know where she got it and will find that very thing in the magazines of large circulation.

Therefore, I find that magazines of both circulations—that is, class and mass—complete one another. But I will say most emphatically that the mass will follow the class, but that you will never find the class following the mass. And the creative spirit is certainly among the class.

Why do managers of today engage the greatest decorators to stage their plays? Why do the motion picture companies spend fortunes in making new productions? The player-piano and the phonograph have developed a decided taste for better music, and the radio is following on the same lines. The fact that today, in the smallest hamlets throughout the country, the motion pictures are bringing the exterior and interior of homes, showing us the latest creations in fashion, automobiles and what not, is creating the renaissance which I mentioned above.

Paul Meyer,

Publisher.

What Do We Mean by Quality Circulation?

CALKINS AND HOLDEN, INC.,
NEW YORK

TO THE EDITOR:

I do not believe a clearer definition of the difference between the so-called quality circulation and the mass circulation could be made than Mr. Bates has made in his article. [What Do We Mean When We Talk About Quality Circulation?] ADVERTISING AND SELLING FORTNIGHTLY, April 8, 1925, page 17.]

When an agency selects media in which to place the advertising of his client there are so many difficult things that must be given consideration, that no general classification of media can possibly cover all of the conditions of the various clients which an agent has to serve.

R. P. CLAYBERGER.

*"What's all the skootin' for?"
This advertisement appeared in
Printers' Ink two years ago!*

May 31, 1923

PRINTERS' INK

119

What Is "Class" Circulation?

A FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

Programs for 60 legitimate New York theatres —
aggregating 1,600,000 circulation monthly.

Published by

New York Theatre Program Corporation

108 Wooster Street

New York City

Can *Business* do what



TEMPTED by visions of vast domains, Napoleon led his invincible army beyond the borders of Central Europe to conquer Russia's scattered millions. Conquest was easy; yet the "Little Corporal"—with Russia at his feet—was compelled to undertake that disastrous retreat from Moscow. *He could not support his army in the territory he had penetrated.*

Are the Napoleons of Industry facing a similar situation today? Striking parallels to Napoleon's profitless undertaking are found in many present-day methods of industrial marketing. Thousands of scattered prospects, without potential buying power, are tempting manufacturers to extend their operations beyond the border line of profitable selling.

Ninety-five per cent of industry's purchases are made by 115,000 buyers. These include everything worth-while from the great industrial plants to the little shops with a big future. The five per cent market is scattered, of uncertain stability and low potential. Any manu-

facturer who attempts to sell it is but inviting another "Retreat from Moscow."

Four principles of Industrial Marketing

The buyers who comprise the ninety-five per cent market are the men most interested in methods, machines and materials which will increase the efficiency of their plants. They form the real market for manufacturers who sell to industry. As a preliminary to selling them, these four basic facts should be determined: (1) What are the worth-while markets (2) What are the buying habits of those markets (3) What are the most direct channels of approach to them (4) What are the most effective appeals.

These are all definitely known, easily determinable. Any manufacturer who desires to sell efficiently and economically must know these things. The information is readily available through the McGraw-Hill Company.

Napoleon could not?

What three industrial leaders say—

OTTO H. FALK, *President*

Allis-Chalmers Manufacturing Company

"To achieve success in industrial selling it is necessary that sales efforts be built on a secure foundation of market analysis to define worthwhile markets. Sales specialization is equally important to obtain a full share of business from each market."

GERARD SWOPE, *President*

General Electric Company

"There are natural markets for every manufacturer, and entry into such a market carries with it a responsibility for stewardship.

"For any manufacturer not to intensively cultivate and serve a natural market he has selected causes economic waste, just as it does when he lightly enters other markets where he is not prepared to assume responsibility."

E. M. HERR, *President*

Westinghouse Electric & Mfg. Co.

"The reward of an attractive and profitable volume of business may be expected by the manufacturer who first selects worth-while markets and then builds a specialized sales and service organization to serve each. Such procedure escapes the high sales resistance that inevitably results from scattered selling."

(These statements are excerpts from letters to Mr. James H. McGraw)

Trained to see the trends in industry and to interpret their significance, the McGraw-Hill Publications pointed the way in the great production development of the past half-century.

And now, with a distinct trend towards the elimination of waste in distribution, the McGraw-Hill Company points the way to more scientific selling—with a wealth of data, a unique knowledge of the buying habits of industry, and a sincere desire to serve.

A unique service to manufacturers

The McGraw-Hill fingers are on the pulse of industry, contacting through fifteen publications. Some of these publications are spokesmen for whole industries, others for specific functions common to many industries. The intimate knowledge of industry thus acquired enables the McGraw-Hill Company to be of real service to manufacturers in lowering their costs of distribution.

It will be a pleasure to assist manufacturers and their advertising agents in such an undertaking. As a preliminary, it would be well to read "Industrial Marketing," which graphically covers the results of a recent survey of the buying habits of industry. This will be sent upon request to any manufacturer whose market embraces any of the industries covered by the McGraw-Hill Publications.

McGRAW-HILL COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON, PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

Mining
ENGINEERING & MINING JOURNAL PRESS
COAL AGE
Radio
RADIO RETAILING
RADIO TRADE DIRECTORY

Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

Industrial
POWER . AMERICAN MACHINIST
CHEMICAL & METALLURGICAL
ENGINEERING
INDUSTRIAL ENGINEER

Overseas
AMERICAN MACHINIST
(EUROPEAN EDITION)
INGENIERIA INTERNACIONAL

Construction & Civil Engineering
ENGINEERING NEWS-RECORD
Transportation
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

This advertisement is the third of the series which is appearing in the following newspapers—*New York Times, Philadelphia Public Ledger, Pittsburgh Gazette-Times, Cleveland Plain Dealer, Detroit Free Press, Chicago Tribune* and *New York Herald-Tribune*; in the following advertising papers—*Printers' Ink, Advertising and Selling Fortnightly, Class*, and in the McGraw-Hill Publications. The purpose of these advertisements is to arouse a national appreciation of the need for improving industrial sales efficiency, and to awaken a keener interest in the correct principles of industrial selling.



Population is uniform on this map

PEOPLE, not square miles, make a territory important to you as a market.

On this map, population is uniform at all points. Consequently, dots representing your sales, your branches or your dealers will space themselves equally if your distribution follows population.

The dots will not be thick in the East and scattered in the far West, as when the ordinary map is used.

Copies of this population map, large enough for charting purposes, will be gladly sent to sales and advertising executives upon request. Only a few copies are available.

Find out what *your* dots reveal.

EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West

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

How We Pick Salesmen for Export Markets

[CONTINUED FROM PAGE 20]

We protect him with full commission on all orders from his territory, provided he reports having worked on the deal. We give half commission even if he has nothing to do with that particular deal. This protection is necessary to justify the agent in spending money on advertising and propaganda work.

We accept the principle that we cannot ask the agent to plunge deeply into our line until we have shown him our product and its marketable features. We therefore usually consign a stock of machines and parts and send an expert at our expense to demonstrate the first units. But we stipulate in our contract that the consignment privilege must be terminated within two years, at which time the agent can elect whether to purchase for stock or return to us at his expense.

THERE is nothing more perfidious than a continued policy of consignment. The agent always over-orders and always leaves you stuck with a big depreciation and obsolescence on such a stock. The alternative is to give periods of payment up to six months if necessary, to give the agent the chance to turn over his stock and collect from his customer. Such terms are of course relative to the rating of the agent and the security offered.

The result of this cooperation has been that our foreign agents are almost branches of our company. They are absolutely loyal to us in return for our loyalty to them. They risk their money cheerfully and they follow our policies in every detail. Some of them have had a pretty tough time in the last three years, but we have never received a threat of cancellation, and we have not lost a cent through bankruptcy.

We do not discount notes of agents or customers, as we can borrow cheaper from the American banks on our company credit than to go through the elaborate process of contingent liabilities involved in the discounting of foreign paper.

Our foreign business is a source of great gratification to us. It is profitable business in itself and is effective as a balance wheel, even through these last years of foreign depression.

There is one last message that I want to give you that may both startle and interest you. We have bitter competition from British, French, German, Swedish and Belgian manufacturers. When I made a trip around the world last year, I found but one country that was not rotten with anti-American propaganda. That one exception was Japan—and you know how we have rewarded her. But every agent and every direct representative that I met told me the same story. There isn't a

[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]



Mrs. Walnut Hills ... daughters of pioneers

ONE day, about a century ago, the belle of the city left her East Fourth Street home for a honeymoon cabin built by her pioneer husband in a clearing "far out on the hill."

Today, almost on the spot of that clearing, stands the home of Mrs. Walnut Hills IV. It is a big home where guests gather often—a hospitable home, a "leadership" home.

For Mrs. Walnut Hills, like her ancestors, is a leader. The Woman's Club claims much of her time; the sick and unfortunate watch for her coming; in politics, hers is an important voice.

With so many outside activities, it is a wonder Mrs. Walnut Hills has time for her home. Yet she is an ideal mother, a model homemaker. Her husband says she is a "clever manager"—she knows what and where to buy.

Just where does she buy? Only Mrs. Walnut Hills' check-book can tell you. But you may get a hint from the advertisements in her favorite newspaper. For Mrs. Walnut Hills, too, is a Daily Enquirer reader—to the 5,548 residence buildings in her community, 4,017 Enquirers are delivered each day.

A "first" suburb, covered by a "first" newspaper! Could there be a better combination, Mr. Advertiser, for business-getting purposes?

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"



S.A.M.



WHEN THE PRESIDENT WISHED FOR THE MAGIC RUG



He doesn't believe in fairy stories, this president of a great modern manufacturing organization. He's an intensely practical and capable executive. For years his slogan has been "Production! More Production! Greater Efficiency in Production!"

But today when he sits in his office and hears the enormous flood of production thundering from his marvelously organized factories, he isn't studying the birdseye view of the plant with smug admiration.

He is looking at production from a new angle. There has come a rude awakening—he doesn't control its distribution. That's in the hands of his dealers—they regulate his business, determine its profits.

Now the president is wishing for the magic rug. He'd like to visit all these dealers at their places of business. He'd like to know how they can be made better merchandisers. What he could do to make them present his product to its best selling advantage. How he can secure, for his product, the sales right-of-way in all their stores.

What this president really wants is complete control of the sales of his product from the factory to the consumer. He can get this control through Caxton Applied Direct Advertising which the dealers will welcome and pay for.

Ask your advertising agency about Caxton a.d.a., or write us direct.

THE CAXTON COMPANY
Caxton Building, *Cleveland*



year but what one or more American firms send over a vice-president with a hundred thousand dollars to spend in starting a foreign market. He knows it all. He can out-guess the exchange. He makes a big show. He cuts prices. He guarantees impossible performances and, worse than anything else, he knocks other American firms. Every country has its element that wants the best and is willing to pay for it. The American name stands for high quality, high prices and service to the customer. When another American firm comes into the market with cut prices and takes pains to point out the alleged weaknesses of other American firms, the American firms already represented have got to fight back, and sooner or later the bewildered customer begins to wonder if he would not do as well buying German stuff at half price.

So, if you are coming into export, look before you leap, credit the other fellow with some sense, and—play the game.

Frank J. Kivlan

Formerly in the national advertising department of the *New York Evening Journal*, has been appointed advertising and sales promotion manager of the Colt-Stewart Company, New York, metropolitan distributors of Maxwell and Chrysler automobiles.

Second District, Associated Advertising Clubs of the World

Elected H. C. Squires of the International Correspondence Schools, Scranton, Pa., to the position of district chairman at the final business session of the Bethlehem convention on June 2. Richardson Wheeler, Brooklyn (N. Y.) Chamber of Commerce, was reelected district secretary, and P. Ross Bundick of the Service Terminal Company, Baltimore, was elected vice-chairman. Lancaster, Pa., was awarded the 1926 convention.

League of Advertising Women

Announce the election of the following officers and directors to serve for one year from July 21: president, Minna Hall Simons, Powers Reproduction Corporation; vice-president, Clara B. Woolworth, special writer on electrical household devices; corresponding secretary, Ida Clarke, Scott & Bowne, Bloomfield, N. J.; recording secretary, Janet MacRorie, Public Service Corporation of New Jersey; treasurer, Elsie E. Wilson, American Fair Trade League; directors, Katherine A. Clarke, Mabel Graswinckel, Cora E. Morlan, Lois Z. Guck, Jane J. Martin, Edith V. Richter and Louise Rogers.

R. W. Webb

Has resigned as vice-president and treasurer of the Witte Engine Works to accept the position of vice-president and director of sales of the Hercules Corporation of Evansville, Ind., manufacturers of motors, automobile bodies and iceless refrigerators.

John C. McClure

Has joined the sales and service staff of Buckley, Dement & Company.

Fortunes Buried in Advertising

[CONTINUED FROM PAGE 36]

fectively it is carried forward, the shorter the distance the public will have to go, and the more profitable the advertising will be as a result.

There is, to be sure, a certain "school" which advocates using sheer weight of advertising to *force* distribution, and there can be no quarrel with this school, provided the advertiser realizes what he is doing, and has the money to see it through; and provided also as a business man his common sense tells him there is no cheaper way for him to win the battle of distribution. (For why should common sense be suspended in buying advertising any more than in buying buildings or machinery or materials?)

Of course, not every business sells through salesmen and dealers. In the case of a business which plans to distribute otherwise, the fourth Key Question must be answered definitely in some other way; arrangements must be made so that the product and the prospective purchaser can be brought together *economically*, whether by mail or express or freight, by branch offices, by personal salesmen or canvassers, or by some method that has in it the seed of marketing success *entirely aside from the advertising*.

And now we come face to face with the fifth and final Key Question, that not one advertiser in a dozen can face with equanimity: "Are we ready to start?"

The stories of advertising failures—and there are plenty of them—are all too often stories of booklets or catalogs not ready for distribution when the advertising started, of salesmen hurried out into the territory without proper drilling; of samples in work but not ready at the moment, when people wanted them; of belated scurrying for testimonials; of window displays needed but not available; of packages or containers delayed so that orders had to be held up; of prices too hastily set; of dealer literature not ready to be mailed; of whole sections of the advertising area not adequately covered by salesmen or sales literature; even of products not perfected and ready to market when the advertising started to run!

The same business men who would not dream of starting an expensive machine while a single screw was missing or a single nut was loose, will turn on the costly and powerful current of advertising and try to run the complicated machine of Sales and Distribution when it is only half assembled—and then wonder what is the matter with the current when the machine doesn't run and grind out profits for them as they hoped it would!

When a great daily newspaper can be put to press, complete in every detail, in twenty-four hours' time, though

The HOUSEWIFE SPEAKS

THE Package Grocery Product Survey—Volume I of the new 1925 Milwaukee Consumer Analysis—is based upon personal interviews with a true cross-section of all Greater Milwaukee housewives. In each line, this comprehensive survey gives the number and percentage of brand users and dealers, per capita consumption and the total annual volume.

Products Covered In Volume I

Baking Powder	Cocoa	Prunes
Bug and Fly Killer	Coffee	Raisins
Breakfast Foods	Candy and Gum	Salad Dressing
Butter Substitutes	Cigars, Cigarettes & Tobacco	Soap
Canned Goods	Furniture Polish	Syrup, Maple Flavored
Catsup	Macaroni Products	Tea
Cheese	Mustard	Toilet Paper
Cleansers	Pancake Flour	Vinegar
		Washing Powder

Copies will be mailed to interested advertisers and agencies within a few days. Read this volume carefully—many opportunities are revealed for increasing sales in this rich market at low advertising cost.

Read by more Milwaukee and Wisconsin people than any other publication in the world.

The Milwaukee JOURNAL
FIRST - by Merit

Envelopes

PLAIN, PRINTED OR LITHOGRAPHED FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting

HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS

Specialists
IN
ILLUSTRATIVE PHOTOGRAPHY

★

CARD BLDG. CLEVELAND, O.
The PHOTOCRAFT COMPANY

Homecraft



Small town people are probably more interested in home life than any group in America. A larger proportion are home owners than either farm or city.

Editorial matter in *People's Popular Monthly* aimed at stimulating interest in more attractive homes—always strikes a very responsive chord.

Homecraft is a term we are using to arouse interest in "a more attractive home and family life."

National advertisers who have a product for the "home" should select *People's Popular Monthly* as the first medium to carry their sales message.

People's Popular Monthly

Des Moines, Iowa

Carl C. Proper
Editor and Publisher

Graham Stewart
Advertising Director

dependent upon raw materials from the forests of Canada; news from the remotest sections of the world, as well as from the back alleys of its home city; advertising copy from a thousand local merchants and business men; plates or mats from hundreds of foreign advertisers or their agencies; ink and metal; pictures, art work and plates; labor and supervision; gas and electricity; oil and glue; twine and transportation: I say, when a great newspaper can organize all these materials and factors, over several of which it has no control, and deliver the finished product at our doors every morning before breakfast, then what excuse is there for a business man with weeks or months at his disposal, and pretty definite control over the elements and factors involved, to turn on the current of advertising with his machine only half ready to run?

Is it good business judgment? Is it even common sense?

Advertising is not a cure-all, nor is it magic force that works miracles all by itself; it is merely a powerful business accelerator which will help a business to travel faster and farther than it could otherwise—much faster and much farther. But if the business is not ready to travel, or if it is not headed in the right direction—in other words, if it is not so organized that it would succeed anyway—it is too much to expect advertising to pull it through and make it a great and shining success.

George A. Hammer

Has joined Walker & Company, outdoor advertising, Detroit, as sales director.

Henry C. Klein

Has joined the sales staff of the Criterion Photocraft Company, New York.

Irvin F. Paschall, Inc.

Chicago, will act as advertising counsel for the Samuel Cupples Envelope Company, St. Louis and New York.

Advertising Club of Columbus

Ohio, announces the election of the following officers: president, H. H. Maynard, professor of business organization, Ohio State University; first vice-president, John T. Balkan, advertising manager, Pure Oil Company; second vice-president, John Q. Doty, national advertising manager, *Columbus Citizen*; secretary, Robert A. Warfel, publicity manager, Columbus Chamber of Commerce; treasurer, C. S. Anderson, advertising manager, Ohio National Bank; librarian, Miss Harriet Fisher, advertising manager, Dunn-Taft Company; trustees, Perry M. Miller, Heer-Miller Advertising Agency, and Henry Holderle, Bratton Letter Service.

Miller, Black & Vanderbilt, Inc.

New York, will direct advertising for the Allweather Ventilator Corporation, same city.

GET THE 1925 RED BOOK



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

\$2.50 each, postpaid

Special prices on quantities.

THACKER GROCER DIRECTORY
Dept. AS, 33 W. Gay St., Columbus, Ohio

Research on Cooperative Buying by Independent Retailers

The first research ever made on this subject. Complete details secured by travel and close analysis of many "co-ops." 150 typewritten pages, \$350.00. 75 page synopsis, \$125.00

THE BUSINESS BOURSE
15 West 37th St., New York City



RUBBER tires or corn flakes, life insurance or garden hose, whatever you have to sell—the owners of the 17,591,891 motor cars registered in the United States constitute a market with money to buy your goods. Outdoor Painted Display on the streets and motor highways is the most direct and economical advertising route to this great market. This Company is completely equipped and competent in every respect to plan and execute your campaign, either on a nation-wide basis or concentrated in particular localities.

General Outdoor Advertising Co.

550 West 57th St., New York City
Branch Offices in 52 other cities

HISTORY OF THE UNITED STATES

**Royal
Cords**

are
Good Tires

United States Rubber Company

HISTORY OF THE UNITED STATES

Fort Lee
1 MILE FROM HERE

Following the battle of Fort Washington, General Nathaniel Greene, who commanded Fort Lee, fought off Lord Cornwallis' attack on Washington's army (Nov. 15, 1776), retreating to Valley Forge.

United States
Tires

General Outdoor Advertising Co.

© 1964, 1966, 1968, 1969



Announcing an Advertising business that started 19 years ago,

Electrograph has handled millions and millions of advertisements for others but has never before advertised in its own behalf.

The merit of the product and the dependability of the service has attracted an ever widening circle of new clients, practically all of whom have "repeated" with greater volume year after year.

Electrograph expansion has been consistent—several plants have been outgrown. During 1923 machinery and floor space were doubled. 1924 saw still further growth and 1925 witnesses Electrograph breaking all previous production records.

Electrograph, a patented process, is the original method of localizing and individualizing Direct Mail.

Today Electrograph is a complete Direct Mail service with creative and preparatory departments specializing in sales promotion literature to and through dealers to consumers.

In capacity for volume, in number of employees Electrograph is one of the foremost Direct Mail institutions in the country—if not the largest.

Backed by a wealth of experience and performance, Electrograph now offers its time-honored, sales-tested services to a limited number of new national accounts.

Electrograph

Created **DIRECT-MAIL** *Localized*

*Individualized
Distributed*

THE · E L E C T R O G R A P H · C O M P A N Y

725 West GRAND BLVD.
DETROIT MICHIGAN

Recently Published

By D. APPLETON AND COMPANY, New York.—“Constructive Merchandising,” by Robert E. Ramsay. An exhaustive study of merchandising methods now in use by a number of concerns in various fields, together with theories and plans for improved merchandising. Profusely and pertinently illustrated by charts, graphs, statistics and pictures. A thorough book which should prove of great value to modern business. Price, \$6.

By THE QUALITY GROUP MAGAZINES, New York.—“An Advertising Primer.” Inspired by numbers of primary questions which have been addressed to the Quality Group with regard to fundamental matters of advertising. “Containing a most interesting collection of facts to which is added new and useful suggestions concerning advertising calculated to strike a lasting impression on the minds of many a manufacturer,” describes briefly the true aims of advertising and outlines the various steps necessary for constructive, well directed campaigns with special references to the functions of trade papers and the “Quality Group.” Whimsically illustrated with facsimiles of pages from old-fashioned school primers.

By THE INDUSTRIES PUBLISHING COMPANY, New York.—“Publicity: Some of the Things It Is Not,” by Ivy L. Lee. Reprints of two speeches by Mr. Lee, the first given before the American Association of Teachers of Journalism at Chicago and in substantially the same form before the Advertising Club of New York, and the second delivered before the 1916 convention of the American Electric Railway Association. The book is divided into three parts. Part I contains the first mentioned address and is entitled “Publicity and Propaganda.” It defines the speaker’s conception of the two names and the application of each to the present-day world. Part II contains questions and answers evoked by this address, and Part III contains the second address, “Publicity as Applied to Public Service Corporations.”

By THE A. W. SHAW COMPANY, Chicago.—“Psychology in Business Relations,” by A. J. Snow, Ph.D., of the faculty of Northwestern University and director of research for the Yellow Cab Company. Presents in logical and interesting manner the fundamentals of psychology in business. Explains psychological factors in buying, the consumer’s place in the sale, the subjective and objective influences of demand. Emphasizes methods of attracting attention, arousing interest and securing conviction, both in advertising and in personal selling. 562 pages. Price \$4 net.

By ORRIN THACKER DIRECTORY, Columbus, Ohio.—“The Red Book.” The thirty-first annual issue of this directory of wholesale grocers, semi-jobbers and chain stores in the United States and Canada. More than 6200 names appear, listed alphabetically and arranged according to States and cities. Price, \$2.50 postpaid.



Typical receiving plant where milk is prepared for the New York City market.

What Do You Mean - "New York City Milk-Shed"?

Area comprising the New York City Milk-Shed.

IN the days when we used to munch apples behind the broad covers of the geography, we learned how the rivers and streams drained large territories. These were known as the water-sheds.

The waters of a large area are drained by the Hudson to be swept into New York harbor. And the milk of an even larger area is carried by railroad lines into New York City. This area, comprising one of the wealthiest dairy regions of the world, is known as the "New York City Milk-Shed."

The dairymen living in this area command the greatest fluid milk market in the country. Moreover, they are strongly organized through the Dairy-men's League for collective bargaining. They are this year receiving higher prices than at any time during the past decade.

With these dairymen, summer is the month of greatest income and lowest expense. The milk checks are generous, due to sustained prices and large milk flow while the cows are in pasture gathering their own feed, practically without cost to their owners.

Summer is the best time to talk business to the readers of the Dairy-men's League News. Through this paper, advertisers can be sure of reaching every active member of the Dairy-men's League. These men give first preference to the paper which they themselves have established.

Now is the time to use generous space, and the cost is moderate—50c a line for a circulation which has averaged 70,000 for the past six months. Published every Friday, last forms close on Monday of the preceding week.

A request will bring you Sample Copy and Rate Card

NEW YORK:
120 W. 42nd Street
F. M. Tibbitts, Bus. Mgr.
G. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S
League
NEWS

CHICAGO:
10 S. La Salle Street
John D. Ress
Phone State 3652

"The Dairy Paper of the New York City Milk-Shed"



Regular Price, \$20.00;
Special Price for Set,
\$17.50
Small Monthly Payments

ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

IN these four great books on advertising and selling in all branches you get the benefit of the experience of scores of the most successful business organizations of America. Solve the problem of your advancement by absorbing this clearly described experience. It may enable you to climb in a year or so farther than you would in five years' plodding along by your own personal experiences.

S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8,
Flexible Binding, 1090 Illustrations.
\$1.50 in ten days and \$2.00 monthly
for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestions for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price \$17.50

No Money Down
Small Monthly Payments
Examine the Library
for 10 Days Free

FREE EXAMINATION COUPON

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

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. If not wanted, I will write you for shipping instructions.

Signed
Address
Position
Company A. F. 6-17-25

—and Now Concerning Copy

IF I WERE a well-bred American woman, and if I picked up a magazine and saw myself called "Milady" right out in print by a lot of louts who apparently believe that *Milady* sizes me up, I should be strongly tempted to give them a perfectly lady-like sock on the nose.

THREE OF FOUR YEARS ago when we caught the first of the advertisements Mr. Charles Frazier's agency made in Honolulu for Musa-Shiya the Shirt-maker, we went home and prayed that God would make us a copy-writer like that. God fell down, but now we are going to try the effect of another prayer, for another edition of Fortnum and Mason's periodical catalog (made by Stuart of Kingsway) has just come in.

With such whimsy of illustration and such nimbleness of text! For instance:

"We have these cakes made at a little rose-covered country house, by people steeped in the sweet lore of home-made cake-craft. We will not even let them come to London for a holiday, for fear they should be contaminated by modern methods. So there they bide, unhurried and at peace, with bowls of rose-water at their elbows, and little sprigs of rosemary and great crocks of buttermilk, making glorious cakes full of the goodness that was England.

"Could such cakes as these be made within earshot of a London motor-bus? We trow not."

THEY ORDER such things better in England. Mr. John Hildebrand, in the April 24 *Advertisers' Weekly*, of London, quotes among other samples, this of Trump's Plum Puddings:

"The eating of them makes a man realize how fond he is of all his relatives—well, *practically* all."

—AND THIS, of Trump's Chinese ginger:

"Fat-root ginger with its generous warmth curbed by sweetness. And then there is the syrup—lazy in its richness."

—AND THIS, of—yes—hams:

"Deep sheathed in ivory-white fat and close set with rosy meat . . ."

MR. HILDEBRAND thinks neatly that it would be a good idea if copy-writers were to "step out with their imaginations." The trouble with most copy that undertakes to do this is that the copy-writer's own imagination may be a deceitful young lady to step out with. The young copy-writer is likely to let his language get the best of his sense, in which case the copy will convict him

of indecent exposure of the imagination; while the old copy-hand has been ambushed and ham-strung so many times he doesn't dare step out without crutch-words. When, however, the writer's imagination meets the buyer's imagination in easy, sparkling, jingle talk, then you get advertising.

ONE THING about the new English copy, English pictures and English layout that we can study long and fruitfully is the assumption that the very average reader has enough background to "get" a good deal of quiet, unobtrusive, humorous and very human detail. If we go in for our vaunted American humor in an advertisement, we are pretty apt to say it with custard. If we were selling pianos to lords (if lords could buy pianos) we would have a tough time getting rid of the tradition that the higher the social stratum, the thicker the syllables. Over there they talk good average *Punch* to the carriage-trade, and the carriage-trade reads and buys, though its credit is slowish; here we talk to plain United States incomes, whose credit is pretty good, in terms that belong to a truckling modiste who has only recently taken up the American language.

BEFORE THE FRIENDS of Irish Freedom gang on us and burn us for a Tory, leave us hasten to say that we refer to the amiable pace and *subtle selling* of the newer English type of advertising. The older type, still in the majority, is like our own of the same pre-war rubber-stamp—and much sourer.

THE ELECTRIC HOSE AND RUBBER COMPANY of Wilmington, Delaware, in one-third of one quarter-page in the May 2 *Saturday Evening Post*, by means of one drawing by Gluyas Williams, said almost everything that could ever be said against the wrong hose, and made all possible claims by inference for its own. The space required was 2 by ¼ inches.

SPEAKING OF HOSE, the party or parties who devised the cat's-eye view of Allen-A hosiery, may claim at this office a five-volume set of Henry Smith Williams' History of Science, in which several other less important inventions are recorded. This prize is awarded for the great boon granted by said party to all advertisers who have tried for years to do something new in pictures of stockings and shoes.

NEXT TO A FULL MEAL, you can sit and look at a René Clarke Heinz jar of peanut butter.



27
years
 continuous
 service to
Hinds

Protecting

The Beautiful Complexion

Hinds Honey and Almond Cream is a soothing, refining cream that by daily use prevents any tendency to roughness or irritation. An invigorating cream that tones and freshens and protects the complexion from injury by dusty winds or chilly atmosphere. A cream that softens the skin to a velvety texture. This cream is so simple to apply, so sure in its improving results that it readily becomes the favored complexion cream of all who try it. Its economy is due to the small amount required—only enough to moisten the skin. Let the use of Hinds Honey and Almond Cream become a part of your daily program.

Hinds Cre-mis Face Powder, surpassing in quality and refinement; distinctive in fragrance and effect. White, flesh, pink, brunette. Boxes 60c, 15c. Sample 2c.

All dealers sell Hinds Honey and Almond Cream, 50c, \$1.00. We will mail a sample for 2c, trial bottle 6c, traveler size, 10c. Try-out box of 5 samples, assorted, 10c. Booklet Free.

A. S. HINDS CO., Dept. 16, Portland, Maine



The Hinds Cream Girl, by its long years of publicity, has become a fixed part of the institutional value of the Hinds trademark, in the United States and 31 foreign countries.

This picture has been printed in advertisements and on Hinds packages more than seven billion times. It is thus firmly entrenched in the minds of the world's buying public.

WHEREVER you go—in cities, towns and villages—you will find the familiar bottle of HINDS Honey and Almond Cream. Every day, it is sold over the counters of more than seventy thousand stores. The name HINDS, and HINDS' products are known in all civilized countries of the world.

MORSE INTERNATIONAL AGENCY
Advertising

449 Fourth Avenue, New York
 6 Gracechurch Street, E.C.3, London



Telling It to the Boy Scouts

Jim Morse Is Coming Back!



THE most popular hero *Boys' Life* ever had is Jim Morse. Our readers have never had enough of Jim and his two pals, Captain Burr and the "Admiral."

And now, after a long absence, Jim Morse is coming back. His new adventures and experiences will be told, as

formerly, by J. Allan Dunn.

Features like these—Dunn, Sabatini, Sherman, Beard—are what create the tremendous reader interest manifested in *Boys' Life*.

And it is this very reader interest which makes advertising in *Boys' Life* so profitable to manufacturers of products sold to boys.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Lincoln Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.



House Organs

We are the producers of some of the most successful house organs in the country. Edited, printed, and mailed in lots of 1000 and up at 5 to 15 cents per name per month. Write for copy of THE WILLIAM FEATHER MAGAZINE

The William Feather Company
611 Caxton Building :: Cleveland, Ohio



CATCH THE EYE!

Live up your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c today for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago



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

Taylor Brothers Company

ROCKFORD, ILL.

N-38

(Division of Taylor Instrument Companies)

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

PREPARED CEREAL.—The manufacturer of a nationally advertised cereal, whose principal office is in Minneapolis, has been ordered to cease and desist from carrying into effect its policy of securing the observance of minimum resale prices for its product by cooperative methods in which the respondent and its distributors, customers and agents undertake to prevent others from obtaining the company's product at less than the prices designated by it, or from selling to others who fail to observe such prices.

SYRUPS AND BEVERAGES.—A firm of Birmingham, Ala., engaged in the manufacture and distribution of a brand of beverage and syrup products, has been ordered to cease and desist from using in their labels or advertising matter pictures of vineyards or words or symbols which state or suggest that the product is made from grapes or grape juice, since this is not the case. As the trade name of the product contains the word grape, it is further stipulated that wherever this name is used, there must be in close proximity to it an explanation in letters at least half as high and half as wide and of a heaviness and color in proportion, stating that the product is composed of imitation grape juice.

GLUE.—A New York concern, manufacturing flexible glues and allied products, has been ordered to discontinue its practice of giving or offering money to the employees of prospective purchasers in order to induce them to influence their employers to purchase the product of the respondent.

HOSIERY.—A Philadelphia concern is required to refrain from advertising or representing in any way the ownership, control or interest in any factory in which is manufactured the goods sold by the concern unless the concern is in fact the manufacturer of the product. Another prohibition contained in the order is that the concern must not advertise, label or represent hosiery as being "fashioned" or "fully fashioned" unless the hosiery is actually made by joining the opposite side of a fabric which has been knitted or woven flat in a form so that it makes a shaped hose when closed or in which the fabric so knitted flat has been cut so as to make a shaped hose when closed. A Rockford, Ill., concern also came under the provisions of this labelling rule.

MOTION PICTURES.—Four film distributors of New York, Boston and Philadelphia have been ordered to cease and desist from selling or leasing any motion picture photoplay under a title other than that under which the photoplay was originally issued and exhibited, unless the former title and the fact that it had previously been exhibited under such title be clearly and unmistakably set forth, both in the photoplay itself and any advertising matter used in that connection.

IN 1907



and IN 1925



A million dollar firm— and how it grew

IN 1907, the Union Steel Products Co., Albion, Mich., employed twelve workers. The plant was a one-story affair; the business, \$30,000 annually.

Today there are 300 employees; the factory covers three city blocks. Sales run into the millions.

What increased this business?

Wise diversification of the line, and consistent advertising were prime factors. To the manufacture of sand screens (to which the entire plant was originally devoted) were added new products—each with a market known to be good. Facilities were increased and now the line includes such articles as wire baskets, canning outfits, racks, trucks, chutes, and bakers' machinery.

A consistent advertiser in business papers

Coincident with the steady growth of Union's business has been the increase in the amount of business paper advertising—from practically no space to substantial representation.

The baking industry was cultivated. Space in several trade papers made Union's name well known. Today the company does 50% of its business in this field.

The hardware field is the most recent to be successfully entered, and space is being carried to acquaint dealers with Union products.

This success is one of many in which business paper advertising has played an important part. In the merchandising of practically every product, there are trade, industrial or professional publications that should be used if the best results are to be obtained.

The most influential of these papers are members of the Associated Business Papers, Inc. This membership means circulation audited by the A.B.C.; real reader interest; and strict adherence to the highest standards of editorial and advertising content.

For information regarding these papers, the fields they cover, and how they can help your business to grow, consult our Advisory Service Department. No obligation.

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

A.B.P.

THE ASSOCIATED BUSINESS PAPERS, INC.

Over 120 Papers Reaching 54 Fields of Trade and Industry

HEADQUARTERS, 220 WEST 42nd STREET

NEW YORK

WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS BOOKS JAPANS BONDS WRITINGS

THE · EVERYDAY · GROUP

<i>Bay Path Cover</i>	<i>Bay Path Book</i>	<i>Bay Path Imperial</i>	<i>Bay Path Bond Blandford Bond Strathmore Multicopy Bond</i>	<i>Bay Path Vellum</i>
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THE · PRESTIGE · GROUP

<i>Alexandra Deckle Edge Narrow Width Old Cloister Cover Rhododendron Cover Strathmore Munsell Cover</i>	<i>Alexandra Book Alexandra Deckle Edge Narrow Width Blandford Book</i>	<i>Alexandra Japan</i>	<i>Alexis Bond Saxon Bond</i>	<i>Alexandra Brilliant Strathmore Snowdrift Telanian Extra Super Woronoco Damask</i>
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THE · DISTINGUISHED · GROUP

<i>Old Stratford Parchment Cover Strathmore Deckle Edge Narrow Width</i>	<i>Old Stratford Book Strathmore Charcoal Strathmore Deckle Edge Narrow Width</i>	<i>American Japan Parchment Strathmore Japan</i>	<i>Strathmore Deed Strathmore Parchment Woronoco Bond</i>	<i>Strathmore Script</i>
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THE · DECORATIVE · GROUP

<i>Aladdin Cover Araby Cover Bannockburn Cover Parquetry Cover Strathlaid Booklet Strathmore Brochure Strathmore De Luxe</i>	<i>Strathlaid Booklet Strathmore De Luxe</i>			<i>Aladdin Writings</i>
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STRATHMORE EXPRESSIVE PAPERS
ARE PART OF THE PICTURE



A PRINTING ASSISTANT *for two cents*

Consider yourself the interviewer, and this 4-Group Plan the applicant for a job. I do your paper-remembering. I save you searching through endless paper samples. I show you the right-priced, right qualityed papers for each job. I don't sell; I only serve. And all the office-space I require is a little desk or file-room Yes, the 4-Group Plan fills a real job in a real way. It has the answer to "which paper" problems. It tells which papers for everyday

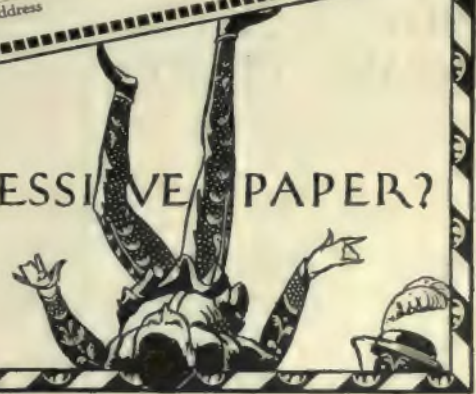
printing — the Everyday Group. Which papers for better printing—the Prestige Group. Which papers for best printing—the Distinguished Group. Which papers for bizarre or novel printing—the Decorative Group. Thus, you can begin at either end of a job—with the price you want to pay—or with the result you want to achieve. How will you have your chart, in desk or hand-book size? Please check the coupon and mail.



WHICH SIZE CARD?
 The 4-Group Plan Card has been printed on fine Strathmore paper, in 2 sizes;—File, desk. Check which you want (or all, if you wish) and mail to us.
 STRATHMORE PAPER CO., MITTINEAGUE, MASS.
 Please send Desk size File size
 Send Strathmore Handbook, shows 47 varieties of paper

Name _____
 Address _____

WHICH STRATHMORE EXPRESSIVE PAPER?
The 4-Group Plan tells





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

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

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

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

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

**A trading
zone of more
than 300,000
population.**

**SOUTH BEND
NEWS-TIMES**

Daily and Sunday

Lorenzen & Thompson, Inc.

National Representatives

New York

Chicago

San Francisco

On Making Partners of Your Agents

[CONTINUED FROM PAGE 17]

around to get the O. K. of seven executives, each one of whom made comic comments on the margin. The illustrations were subjected to the solemn scrutiny of a jury composed of the president, his stenographer, the advertising manager and one of the men just in off the road.

THE list of publications was changed to conform to the periodicals usually found on the sales manager's library table at home. Six sets of proofs had to be submitted before everybody was satisfied and three of the magazines had to make corrections a week after closing date. And when the advertisements came out, nobody liked anything about them.

Young Jim Robinson, on the other hand, inherited his father's business and proceeded to show that money doesn't always fall on an empty head. He thought that very likely the old business could be doubled if twice as many people bought his product. The magazine and newspaper people had been calling on him for years and he had enjoyed hearing them talk about the way other manufacturers had applied advertising. Occasionally an agency man had dropped in for a pleasant talk. Maybe Jim had been lucky, but no one had ever told him that if he took thirteen color pages in three national weeklies he could wire for a Rolls and spend the rest of his life on wheels.

So when he had steered his business for a year or so alone, he asked some of his magazine friends to recommend a number of agencies. He kept a list of the names they suggested and he found that seven agencies had been mentioned most frequently.

Then he wrote each of them a letter and asked them to call. He *didn't* start each interview by saying:

"Now you must remember that while you may have had experience with many kinds of business, *our business is peculiar.*"

He simply explained his company's position, described its product and its policies, and asked each agency whether it would be interested in being considered.

Would they? They should say they would! For each of them had known something about the Robinson business and in refreshing their memories about it in Mr. Dun's and Mr. Bradstreet's unemotional pages they had found that it had exhausted most of the upper case A's in those gentlemen's vocabularies.

But young Mr. Robinson didn't lean back in his chair and say, "All right,

then go ahead and sell me if you can."

Instead he handed each agency's representative a carbon copy of a questionnaire.

"You might glance over these questions," he said. "If anything isn't clear, let me know. I'd like to have the answers in a week or ten days."

He stood up and held out his hand. The interview was over and the high-voltage salesman hadn't had a chance to uncork a single volt! As they walked away, gradually they deflated. Here was one man who wanted facts instead of oratory. If he had been engaging a man to take the stump for him in a political campaign he might have been interested in hearing the desk pounded. But he knew that, in advertising, type and pictures must take the place of elocution.

No chance of anaesthetizing this man until he was numb and would forget to ask about some of their weak points. In a thorough way young Mr. Robinson asked each candidate to describe itself.

In other words, he had an idea that engaging an advertising agency was very much like hiring a sales manager or any other important executive. He didn't strive to give the impression of being durably boiled.

HE asked only one trick question. It was:

"In what particular kind of advertising do you regard yourselves as experts, or specialists?"

He wanted to spot those who would speak up with:

"We have made a special study of the product which you sell."

Two agencies did. Out they went without further consideration. He knew they were bluffing and he wanted to eliminate the bluffers at the start.

He wrote to all of the customers of the other agencies and after the replies came in, two more agencies were removed from the list.

It's a curious thing about letters from an agency's customers to an inquiring advertiser. Of course none of them is going to say:

"Blank, Blink & Blixen is a very poor agency. That's why we use them."

But just the same there are degrees of warmth in these letters. If all of an agency's customers send merely a perfunctory acknowledgment, it can't be a very exciting agency. But if a fair number of them seem to have taken off their coats, if through the typewritten sentences there shines out a little heat of enthusiasm, it's likely to be a good agency.

So young Mr. Robinson talked to only three agencies after he had care-



OIL INDUSTRY BOOMING

"The public now knows that advancing prices in gasoline are inevitable"

A CONVINCING demonstration of the value of the Oil and Gas Journal was recently demonstrated when it pointed out that, while the total production of oil was growing, the production of light oil had been steadily declining since the peak in January; that the gasoline supply depends not on the total production of petroleum but on the proportion of light oil production.

This timely news was carried across the country on the wires of the great news services and was featured in the headlines over the oil report in every newspaper.

It saved the industry millions of dollars in halting the pessimistic rush towards another season of depression and reassured the investing public in the stability of the oil situation. As a matter of fact such is the reputation of the Oil and Gas Journal that there was not the slightest hesitation

in the general acceptance of its analysis which has stood unchallenged and universally recognized—and the upward trend of gas today is the practical proof that this confidence was not reposed in vain.

A paper that has this kind of a reputation is a good advertising medium. To use it means that you are reaching the worthwhile men in the industry—the men that hold the purse strings.

Perhaps some client of yours manufactures a product for which there is a market in the oil industry. Our research department will gladly furnish you with any oil data you might wish

The OIL and GAS JOURNAL

PRODUCING

REFINING

MARKETING

NEW YORK CITY
30 Church St.

PITTSBURGH, PA.
1003 Jones-Law Bldg.

CHICAGO
1328 Peoples Gas Bldg.

Addressing a First-Rate Agency

A SEASONED, all-around advertising man, now an executive with a world-known publication, wants to identify himself with an upward-looking, high-powered agency as copy-chief, contact man or general executive. His connections for many years with the country's best advertising concerns have made him—

- 1—acceptable to mature business executives as a counsellor of dependability and ripe judgment;
- 2—a swift, sound, accurate advertising thinker and a planner, writer and director of campaigns built from the reader viewpoint;
- 3—a finished technician in visualization, who uses a crackling imagination for the good of the advertiser;
- 4—competent to express himself orally with the sinew of logic and lucidity; sensible enough to listen when requirements command;
- 5—able to train younger people and direct subordinates so their friendship is kept.

Not a solicitor, but decidedly creative in a broad and deep sense. American, Protestant, without prejudice. Health abounding, energy unflagging. His associates say that living with him is not difficult. Address him Box-277, Advertising and Selling Fortnightly, 9 East 38th St., New York City.

fully read the answers to his questionnaire.

He didn't ask to see a lot of half-baked copy, hastily prepared on speculation to catch his fancy. He knew that it had taken him several years to get his knowledge of his business and that he didn't intend to invest his advertising appropriation on a recommendation based on a two-hour study of it.

In fact his secretary was busy these days packing up and returning portfolios of "Plans and Copy Suggestions" sent in by other agencies who were still wasting on these speculative efforts the time which might have been devoted to such capable service to their customers that on their records they would have been invited to talk to prospective advertisers.

He carefully studied the specimen advertisements prepared by the three agencies for their customers. He read the copy. He read the headlines twice, because he knew that many magazine readers would read them only once and many more would read nothing else.

He analyzed the layouts, he considered the judgment shown in the choice of artists, he looked for the basic ideas of each advertisement and weighed the method by which it had been carried out to see whether the most had been made of it.

Then he had long talks with the three agencies and made his selection.

One factor which counted in his judgment was the matter of personalities. For he knew that in a relationship so intimate as the one between a manufacturer and his agency it is vital that they like one another and speak the same language. He knew that unless he regarded his agency as a partner, engaged in the enterprise of making his business go, there would be no success in its efforts.

So they all went to work together.

There were adjustments of viewpoint in the next few months. There were minor mistakes on both sides. There was a certain amount of give and take as there is in any very personal and very human relationship.

But there were no misunderstandings. There was no covering up. There was no brittleness, no attitude of daring the agency to please on one side and trimming to please on the other.

Both sides sought facts. And more facts. And more facts. And presently the facts themselves showed what ought to be done. The agency, knowing people and how to interpret facts for people, arranged and presented the facts in the form of advertising.

It was all very simple and smooth because it rested on a solid foundation, a foundation of mutual confidence built of mutual understanding.

"When I hire a man," said young Mr. Robinson, "it's as much my job to see that he makes good as it is his. It's as much my fault if he falls down. I hire my good men for life.

"When I needed an agency, I was hiring a group of men but the principle was the same. And it certainly works!"

Why This Survey Is in Such Demand

WE expected that "How to Sell to Textile Mills" would be well received, but we were not prepared for such widespread expressions of praise and appreciation.

What is the explanation? For one thing, it shows—and this is self-evident—that the Survey contains information of vital importance.

It also indicates an attitude of mind—industrial advertisers are on their toes in search of brass-tacks information about industrial markets and how to reach them.

They seem to realize that, while the tremendous buying power of industry is vested in a mere handful of executives, yet these men are scattered among a number of industries, served (with widely varying degrees of effectiveness) by a large number of publications.

It takes knowledge—FACTS—in order to make intelligent decisions as to sales and advertising efforts and expenditures.

Here is a book that contains facts, concisely stated, about "the world's second industry" and how to reach it.

A copy of this Survey will be sent to any manufacturer or agent offering an industrial product or service

Textile World

Largest not paid circulation in the textile field

*Audit Bureau of Circulations
Associated Business Papers, Inc.*

334 Fourth Avenue, New York



Table of Contents

Chapter I—The Textile Industry.

The Marketing Problem; The Industry; Where Mills Are Located; Their Distribution by Size; Size of the Industry.

Chapter II—What the Mills Buy.

Equipment Used in Mill Power Plants; Machinery and Equipment Accessory to Manufacturing Processes; Special Equipment; Equipment for the Comfort, Health and Safety of Employees; The Repair Shop.

Chapter III—Buying Habits.

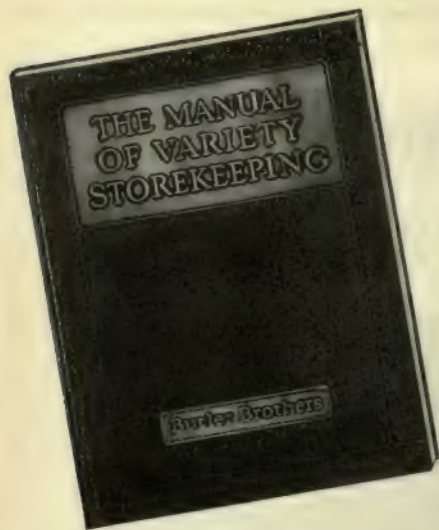
Who Buys? Personnel of Mills; Their Sources of Information.

Chapter IV—Textile Publications.

Types of Mediums; Textile World; The Consolidated Textile Catalogs; The Trade Directories.

Chapter V—Services Rendered.

Definite Service to Advertisers; Conclusion; Your Plan.



How would your catalogue appear in an Art-Leather Cover?

WOULD the value of your catalogue be enhanced with a Smith-made Art-Leather Cover? Would it look more attractive to the buyer; would he use it more frequently; keep it on his desk or put it in his files? Would it make him instinctively use your catalogue when placing orders? In a nutshell, would it help you build larger sales for less money?

The answer to all of these questions involving the value of the catalogue, its cost, what it will do and how it will appear can be quickly answered.

Simply send us a copy of your catalogue and tell us how many you issue. Without any obligation to you, we will put a Smith-made Art-Leather Cover on it; suggest a coloring and embossing arrangement and submit prices. The low cost will surprise you.

You owe it to your business to investigate this newer method of stimulating catalogue sales. Send us a catalogue to-day so that we can put the complete picture before you without delay.

During recent months, we have made more than 150,000 Smith-made Art-Leather Catalogue Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

- Audit Bureau of Circulations
- Brunswick-Balke-Collender Co.
- Butler Brothers
- Devoe & Reynolds Co.
- First National Bank, Chicago
- Hart Schaffner & Marx
- John A. Hertel Publishing Co.
- B. Kuppenheimer Co.
- La Salle Extension University
- Mansfield Tire & Rubber Co.
- Morgan Sash & Door Co.
- National Tailoring Co.
- Peck & Hill Co.
- Joseph T. Reyerson Co.
- Stone & Field Corporation
- United States Military Academy
- Western Printing & Litho. Co.

(•) Indicates number of repeat orders.

THE S. K. SMITH CO.
442 NORTH WELLS STREET
CHICAGO, ILLINOIS

On the Main Street of the Nation

By Earnest Elmo Calkins

IT might be said of Filene's well known Boston store that it is located on the Main Street of the nation. Its storekeeping methods are so fresh and novel and they have led to so much discussion that it has begun to occupy an unusual place in the ranks of retail merchandising. This has been helped by the personality of Edward Filene, who is responsible for the innovations and who has shown great readiness to discuss them in both article and speech.

As Mr. Filene is a good writer as well as a good speaker, what he has had to say about his way of running a store has added greatly to the interest

ent it was in my day. Not long ago I had occasion to attend the commencement exercises of my alma mater, thirty years after graduation. I was rather startled to find that the young men of the graduating class had on underneath their black gowns soft shirts with attached collars, which they wore with belts. They had abandoned both coat and waistcoat, a most sensible proceeding for the temperature in the auditorium registered somewhere around fever heat on that warm June morning. I could not help recalling my commencement day when it was the custom to wear not only a long, square



of the way he does it. And so when Filene's does anything, that thing acquires a certain significance because it is Filene's that does it.

This gives a certain news value to a recent window display which shows some of those characteristic and interesting touches which offer suggestions to other retailers in similar lines, and which manufacturers who read the FORTNIGHTLY may wish to pass on to their dealers.

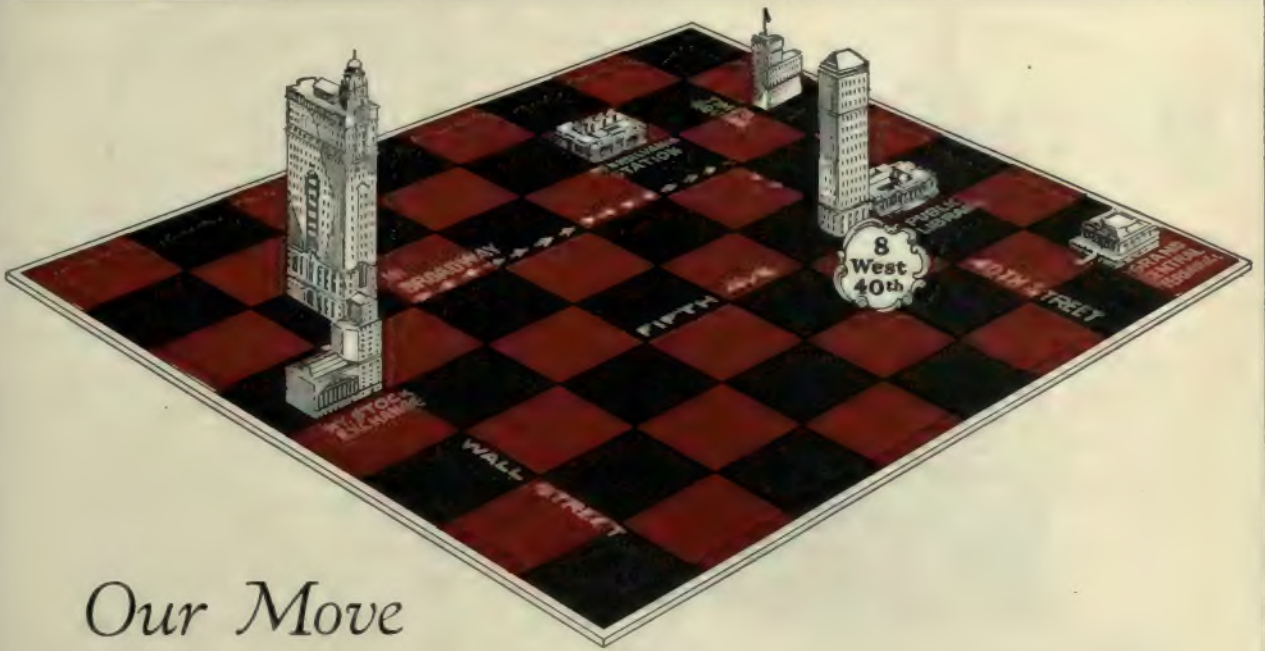
It seems that the Gordon Shirt made by Cluett, Peabody & Company, has become a sort of distinctive dress for college students. It is the custom of the modern college man to dress comfortably, and the Gordon Shirt offers that combination of comfort and a certain neatness which has made it appeal to the young man arduously engaged in acquiring an education.

This change in college dress toward comfort and common sense strikes one of my generation with considerable force. I remember so well how differ-

skirted coat, which was christened Prince Albert, not in honor of the smoking tobacco, but in recognition of the late King Edward, but a high stiff collar and a white starched shirt of the kind that is now worn only with full evening dress. One can imagine the effect of such a costume on the wearer on a hot day, and conversely the effect of the hot day on such a costume.

Today as one looks at the cool and comfortable seniors with as little as possible under their gowns, one realizes how powerful a thing style is and how comforting is the fact that style sometimes chooses such sensible habits. So since college style, which is just as autocratic in its way as any style, not only sanctions but ordains the soft collared shirt, the Gordon Shirt has become so typical of college wear as to give special point to the Filene window.

This window showed a college newsstand, if there is such a thing (anyway, there was one in the window), a



Our Move

HAVING just turned our first Quarter Century, we have found it necessary to move. The reason is "growing pains."

FOLLOWING the shifting center of Advertising, we have moved uptown and now occupy the sixth floor of No. 8 West 40th Street, just off Fifth Avenue, and opposite the Public Library. Our new telephone number is Longacre 4000.

WE look back with pleasant recollection to our stay in Trinity Building, at 111 Broadway, where for twelve years past we have heard the hours tolled off by the solemn chimes of Old Trinity. It has been a period rich in experiences and friendships and we carry with us memories of many worth-while accomplishments.

IN our new home we look forward to doing still greater things, and to forming new friendships while retaining the old.

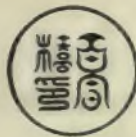
The Lillibridge Way of Advertising

INCIDENT to our move, and commemorating our Twenty-fifth Anniversary, we have published a book, "The Lillibridge Way of Advertising." A copy of this book will be sent gratis to the responsible head of any business who may be interested in learning about an advertising agency service, tested over a long period of years, that is based on sales and advertising "objectives" rather than on commissions.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899



Incorporated 1909

NO. 8 WEST 40TH STREET
New York



The

Book-Cadillac

DETROIT'S FINEST HOTEL

1200 Rooms with Bath \$4 and up
475 Rooms at \$4 and \$5

Parlor Suites, \$14, \$16, \$18, per day
Sample Rooms, \$5 and \$8 per day

THREE MAIN RESTAURANTS

Cafeteria Service in Coffee Shop on Ground Floor - 18
Shops and Broker's Office in Building

Special Luncheon Served Daily in English Grill and
Blue Room \$1.25

Dinner De Luxe in Blue Room and English Grill \$2
(Except Sunday)

Club Breakfast, 85¢ and \$1

THE BOOK-CADILLAC
HOTEL COMPANY - DETROIT

ROY CARRUTHERS, President

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

news stand entirely covered with college publications representing all the leading colleges of the country, with a neat sign labeled "College News." Standing erect beside this stand was a frosh just returned or perhaps just arrived, with his handbag at his feet, wearing among other things a Gordon Shirt, and evidently running his eyes over the news stand for his own particular college publication. Flanking the news stand on each side were displays of Gordon Shirts, some on forms and some on display racks, with appropriate ties in college stripes knotted into the collars, or laid temptingly across the shirts.

It was a good window in itself, being full of the college spirit, and likely to catch the eye of any undergraduate, and it was particularly appropriate in Boston, which is so full of colleges that it has many of the aspects of a college town in spite of its metropolitan size. Not only is it the city of one of our most famous universities, but there are seven or eight other colleges, any one of which would give distinction to a smaller town.

This window display illustrates how easy it is to make a good showing with comparatively simple and easily obtained material. All that is wanted is an idea.

Any store could arrange such a display, the only work outside of the dressing of the window being the securing of a good display of college periodicals, which could probably be done by getting in touch with the exchange editor of the local college publication.

The two essentials of a good window display are appropriateness and timeliness, both of which are apparent in this Filene window, which could be duplicated with good results by any haberdasher in any college town in the country.

E. O. W.

A Bouquet for J. R. Sprague

Whenever in the Table of Contents of a magazine I notice an article by J. R. Sprague—Jesse Rainsford Sprague, as he now calls himself—I turn to it and read it first. Fiction, humor, editorials—they can wait. To me, Sprague is more interesting than any of them.

Sprague, I am told, was formerly a business man. Four or five years ago he quit business and now writes about it. If he were still in business, he could not, I am sure, write as authoritatively about it as he does, for it is the man who stands on the curb and watches the procession go by who sees it best.

Sprague writes about business from the viewpoint of a man who knows what business is, but who sees it as a whole. He observes "trends" and comments on them. And he is intelligent enough to allow his readers to draw their own conclusions.

THE WORLD IN PICTURES

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

EWING GALLOWAY

15 E. 40th St.

New York

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices.

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

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. P. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.



The Only Denne in
Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

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

How do POWER's readers buy?

THE purchase of power equipment involves more than the mere exchange of money for merchandise. Economics plays the all-important part.

The ordinary buying impulses are subordinated—for buying and selling power equipment is a form of engineering.

The start is made with a mutual confidence on the part of the manufacturer and the engineer.

Some manufacturers are offered orders for wholly uncatalogued equipment because of their past performance in manufacture, engineering and service. Other manufacturers building good equipment never get a chance at the order. The difference is in recognition—that great builder of confidence.

Big engineers tell us they must rely to a great extent on the manufacturer's engineering ability and integrity. For in these days of over-night developments it is impossible for any individual to know everything about all equipment.

Sometimes more than one man sits in on the purchase of big equipment. But everyone whose voice carries weight is a man who knows power production—be his title what it may. Perhaps an executive or board of directors holds the purse strings. But he (or they) knows just how far to go in telling high-priced and responsible engineers what type and make of equipment to buy. He (or they) has confidence in the engineers.

Obviously all buying in the power field is predicated on confidence. Confidence is nothing more than recognized merit and ability—reputation if you please. And reputation can be won through good advertising.

That's where POWER comes in.

POWER

A.B.C. A McGraw-Hill Publication A.B.P.

Tenth Avenue at 36th Street, New York

Press-Tested Electrotypes

The Test Proof Tells

In the production of Reilly electrotypes, pulling the Test Proof is as much a part of our process as making the mould.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

Magazine Club Elects

The following men were elected to office at the annual meeting of the Magazine Club, held on Thursday, May 25, at the Advertising Club:

President—Gilbert T. Hodges, *Munsey's Magazine*.

First Vice-President—Clair Maxwell, *Life*.

Second Vice-President—Robert L. Johnson, *Time*.

Secretary—Earle L. Townsend, *The Spur*.

Treasurer—Elliott D. Odell, *Needlecraft Magazine*.

Directors—R. B. Alexander, *Woman's Home Companion*; Louis N. Brockway, *Scribner's*; A. M. Carey, *International Studio*; D. M. McArthur, *Red Book*; Paul Maynard, *Christian Herald*; Oliver B. Merrill, *Youths' Companion*.

This election marks the conclusion of the first year of the existence of the club under its present name, the Magazine Club. The Magazine Club is the successor of the old Representatives' Club, the name of which was changed a year ago when the members came to the conclusion that conditions in the advertising field had altered so much that the original name is no longer properly descriptive of the function of this club. The active membership of this club is confined to those who are advertising representatives of national magazines, and it appeared to be wise to adopt a name which would clearly show the purpose of the organization.

Besides adopting a new name, the club has, during the past year, carried out a number of other changes, principally in connection with the manner of meetings which have been held. The changes seem to have been in the right direction, because the year just closing has been particularly successful both in attendance of guests at luncheons and in the matter of the membership of the club itself. The membership has more than doubled, and in addition to the active membership of national magazine representatives, there are now included a number of editors, business managers and circulation managers of prominent publications.

The policy which the club has held in the matter of meetings during the past season has been to meet at luncheons at which it was aimed to provide the best possible food and service and have speakers who would talk on subjects which were of general interest, but which did not partake of "shop talk" or deal with elementary matters of advertising. In carrying out this program the Magazine Club has invited to be its guests at these luncheons a large group of the best known and most prominent men in advertising agencies and in advertising departments of national advertisers in New York City. These men have attended in large numbers, and it is believed the luncheons which have been held during the past winter have probably brought together a more important group of New York



Decorations De Luxe

Add
TONE and QUALITY
to the Printed Page
OFFERED IN ELECTROS
RITE NOW FOR PROOFS

Cobb Shinn

207 Fair Bldg. Indianapolis Ind.

Jewish Daily Forward, New York

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

National Miller

Established 1895

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

**Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays**

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

**Complete
Coverage**

of the

**Automotive
Field**

**Manufacturers
Wholesalers
Retailers**

**obtained
through the
publications**

of the

CHILTON CLASS JOURNAL COMPANY

**239 W. 39th St.
New York**

**56th & Chestnut St.
Philadelphia**

**5 So. Wabash Ave.
Chicago**

Complete Coverage

Complete and intensive coverage of the quantity buyers in the automotive industry and wholesale and retail trade is offered by the group of publications shown on this page. The use of one or more of them, according to your requirements, is the most direct and economical method of obtaining adequate distribution and prestige in this field.

Automotive Industries

To Reach Manufacturers
A weekly publication devoted to the interests of manufacturers of complete vehicles, parts and accessories. Its paid subscribers number 7,291, including executives and buyers of most of the important automotive factories of the country. It's the authority of the industry (hence, a sure way of reaching the buying power in the factories).

The Automobile Trade Directory

A buyers' reference book going to specifying and buying executives in the automotive industry. Issued quarterly. Circulation approximately 5,000 copies per issue. No campaign is complete without the use of this publication, which gives such thorough coverage of the industry's buying power.

Motor World Wholesale

To Reach Wholesalers
A wholesale medium standing alone in its field. Included in its circulation are more than 10,000 subscribers, drawn from buying executives and salesmen in the various branches of the wholesale automotive field, such as motor vehicles, replacement parts, accessories, tires, batteries, electrical supplies, shop equipment, radio, etc. This is a tremendously valuable circulation, reaching, as it does, both the men who are big quantity buyers and those—wholesale salesmen—who wield tremendous influence in the buying done by retailers, making this publication an essential part of every campaign for marketing goods which are sold through wholesalers.

Chilton Automobile Directory

A buyers' reference book for automotive wholesalers and retailers. Issued quarterly. Guaranteed annual circulation 80,000 copies. In addition to reaching all wholesalers, a copy is sent to practically all worthwhile dealers of the country at least once a year. The buying guide of the trade. A remarkable list service, which is supplied free to advertisers, tremendously increases the value of this publication.

Automobile Trade Journal

To Reach Dealers
The leading automobile dealer monthly. Has largest paid trade circulation in field, its nearly 40,000 subscribers including approximately 36,000 proved trade buyers. These comprise dealers of all kinds, from all sizes of communities, in every state in the Union. They are men of proved buying power who are responsive to advertising. For years, the Automobile Trade Journal has been a favorite medium with manufacturers who desire to build up dealer organizations and establish trade prestige.

Motor Age

The leading automotive dealer weekly. It is a newsy, interesting, helpful publication which has a remarkably strong and loyal following in the trade. Its circulation is now close to 25,000 copies per issue, most of which goes to progressive, good-buying automotive merchants. It wields a powerful influence among its readers and is a tremendous factor in helping manufacturers build up their business.

Commercial Car Journal

Truck Dealers
The national authority on commercial vehicles. Its paid circulation of nearly 9,000 copies per issue embraces practically all of the motor truck distributors in the country and the great bulk of the worthwhile dealers. It also includes virtually all the manufacturers. It is without real competition in this field and is everywhere regarded a medium absolutely essential to the proper cultivation of this important field.

Chilton Tractor & Equipment Journal

Fordson Dealers
The only publication devoted exclusively to the interests of Fordson dealers. It is a highly interesting, constructive and helpful publication which appeals with ever-increasing force to its subscribers. Paid circulation over 4,000. In addition, all non-subscribing Fordson dealers receive a copy of this publication every second month, thus giving complete coverage of all buyers in this particular branch of the trade.

For more detailed information regarding any of the publications mentioned in this insert, apply to any of our offices.

Chilton Class Journal Company

Automotive Division United Publishers Corporation

Publishers of

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

Motor World Wholesale
Motor Age
Automotive Industries
El Automovil Americano
The American Automobile
(Overseas Edition)
Distribution & Warehousing

Philadelphia
Chestnut and 56th Streets

New York
239 West 39th Street

Chicago
5 S. Wabash Avenue

advertising men than ever attended a series of luncheons hitherto.

Commenting on the plans of the club, President Gilbert T. Hodges, who is largely responsible for the type of program carried out during the past year, has stated frankly that it is the hope of the club that, as a result of these luncheons, which are to be given each year, a certain good-will may accrue toward magazines and magazine advertising. The primary purpose, however, of the Magazine Club luncheons is to bring together leading advertising men at meetings they find will be attended by other men of their own type. This combined with the fact that the speakers provide interesting entertainment or information, but do so without any attempt to instruct the guests or to sell them anything, has evidently been popular, as the attendance has been growing at each meeting.

The officers and board of directors are now arranging special plans for next year. Besides the luncheons, which will be carried out along the same lines as during the past season, there will be a first anniversary dinner and dance of the Magazine Club on Oct. 21, 1925. It is planned to have this dance confined to members of the club and their guests in agencies or advertising departments.

The members of the club at the annual meeting passed a vote of thanks to the officers for their activity in carrying out the new plan so successfully. At the present time the membership of the club is approximately ninety, and as it is intended to limit the number to 100 President Hodges suggests that any men wishing to join should get in touch with the secretary immediately.

Ninth District Convention

A. A. C. of W. was held at Centerville, Iowa, June 3-5. Graham Stewart, advertising manager, *People's Popular Monthly*, Des Moines, was elected chairman; Mayor Zehrung of Lincoln, Neb., and R. D. Friend, president of the Advertising Club of Sioux City, were chosen vice-chairmen, and James M. Beck, editor and publisher, *Iowegian*, Centerville, was elected secretary-treasurer.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising in newspapers and financial publications for Edward B. Smith & Company, same city.

Edwin A. Machen & Company

Toledo advertising agency, has moved into new quarters in the Ohio Building of that city. On June 1 this agency opened a new office in the National Building, Cleveland, with Hubert C. Persons in charge.

Doremus & Company

Boston office, has moved to News Bureau Building, 30 Kilby Street. E. Willard Flint, formerly with Wood, Putnam & Wood Company and the P. F. O'Keefe Advertising Agency, has joined the staff of this office as account executive.

Personal Service

Advertising in the *American Wool and Cotton Reporter* pays for itself with immediate and satisfactory results to its advertisers.

There is no promise of a personal selling service with the advertising, but very often it happens that the staff of the *American Wool and Cotton Reporter* can give a personal service. We are always on the job through our service circulation and editorial men working around the textile mills all the time. We couldn't help—very recently—selling three carloads of starch to a leading cotton mill for one of our advertisers, 18,000 spools in another instance, all of the inside paint required for a big New England mill in another, all of the weaving harness for a group of three mills, initial orders for a patented shuttle into several different mills, all of the sizing material in three mills, totalling 600,000 spindles, etc. We do not guarantee to sell any goods for any advertiser, but hardly a day passes that we are not able to help some advertiser get new business in a mill that he has never before sold.

To any concern which is trying to break into the textile industry, or trying to increase its business in the textile industry, we offer the advertising columns of the *American Wool and Cotton Reporter* with its strong editorial and circulation support and personal service.

Standard 7 x 10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

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

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

American Lumberman

Published in CHICAGO

Member
A. B. C.

READ wherever
Lumber
is cut or sold.

Bakers Weekly A.B.C.-A.B.P.
New York City
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.

fredk
Lowenheim

Conducts a personal
art service for users
of advertising
illustrations

Black & White
Color
Wash-Oil
Dry Brush
226 West 47th Street
NEW YORK CITY

Call Chickering 8880



We coolly recommend
to you
for the summer selling
of anything saleable
under the sun—

A special advertisement
addressed to
the prosperous crowds
whose profitable interest
keeps these theatres
open all summer—

The Guild Theatre—
(The Guild Program)
"Caesar and Cleopatra"

The Garrick Theatre
(The Guild Program)
"The Garrick Gaieties"

The 52nd St. Theatre
(The Stagers' Program)
"Engaged"

The Greenwich Village
(Greenwich Playbill)
"Love for Love"

The Neighborhood
(Neighborhood Playbill)
"The Grand St. Follies—"

Our
circulation
takes
no
vacation



For reservations address
C. P. Lathrop, Garrick Theatre
65 West 35th St., New York City

Ninety thousand discriminating playgoers monthly

The "Closed Door" Policy in the Chemical Industry

By H. C. Parmelee

Editor, *Chemical & Metallurgical Engineering*

AS in all other human problems, a spirit of cooperation between the parties is the greatest factor in reaching a solution. In the relations between the equipment manufacturer and the chemical industry, secrecy on the part of the latter is one of the great obstacles to closer understanding. The remedy is a recognition on the part of the chemical manufacturer that he must give the equipment maker his full confidence and lay before him all the information necessary to the design and construction of equipment for its greatest efficiency. The equipment manufacturer, on the other hand, must recognize the fact that in much of this work he holds the position of a confidential agent, and he must be scrupulously careful to preserve inviolate the information given him by his client.

A short time ago an equipment maker was called upon to design a dryer for a manufacturer who used a rather expensive solvent and drying agent in his process. When the buyer discovered how well the dryer worked he immediately substituted a cheaper solvent without, however, informing the equipment maker who was spending time and money in an effort to bring the dryer up to the expected performance of the original solvent. The information leaked out accidentally, whereupon the equipment maker demanded and received his money and withdrew from the job. Frankness and cooperation would have resulted in improvements that would have permitted use of the cheaper solvent in a dryer designed for the most economical performance.

Exclusion of the equipment maker's engineers from the chemical plant sometimes delays improvements in operation. On one occasion a filter was installed in a dye plant after preliminary experimental work had been satisfactorily completed. As sometimes happens, the commercial plant was not as easily controlled as were the experimental tests, and the filter gave poor results. Permission was requested to send a filter engineer into the plant to study the process but for a long time this was denied. Finally it was granted, and on studying the process the filter engineer suggested the addition of acid at a different time than was being practiced, whereupon a filterable product resulted.

From a lecture at Carnegie Institute of Technology, Pittsburgh.

Admitting the necessity of guarding one's business against unscrupulous visitors, there is little justification for extending this attitude toward those who are not only able but desirous of giving valuable information and service. Reliable equipment manufacturers are scrupulously careful not to pass out confidential information obtained in the course of their business. In one case a radical improvement in a chemical process was effected by a change in the design of the equipment and by using a different method of introducing one of the elements into the apparatus. In the course of the equipment maker's service work he saw and appreciated the advantages of the new design in increasing production and lowering operating costs. But in furnishing equipment for the same process for another client, he refrained from suggesting the better equipment, observing his confidential relation with the first manufacturer.

AN example of abuse of the facilities offered by equipment makers is the request for data and information on projects that the chemical manufacturer has only the remotest intention of undertaking. In one case the equipment maker made an estimate on a job, changed plans 11 times, made six trips from Boston to Chicago, only to learn after perfecting the plans that the client had no thought of building for several years. Again, one of the largest manufacturers in the country called an equipment engineer on the long distance 'phone and asked him to be in his plant the following morning. The engineer made the trip with considerable inconvenience, spent two days over plans and discovered on inquiry that the matter had been dropped as the company was no longer interested.

No good purpose would be served in multiplying examples of the kind that have been given. In fact they are uncommon exceptions, but they serve to emphasize the necessity for closer cooperation between equipment makers and chemical manufacturers. These two great groups are complementary factors in the chemical industry of this country, and the more nearly they are in happy accord the better it will be for the industry as a whole. The problems are inherent in the rapid growth of a new industry, which is just growing out of the swaddling clothes of secrecy and suspicion into the adult garments of mutual confidence and frankness.

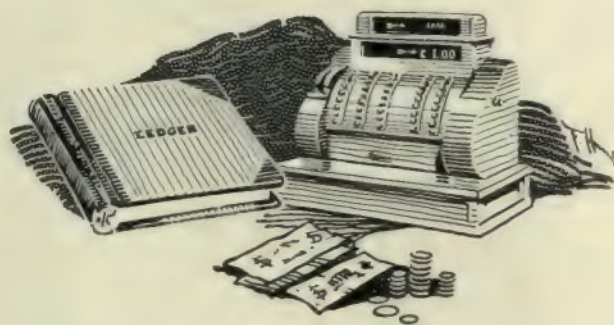
The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrol, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7968



Retailers Know
that there is
Real Cash Value
in the statement
to their Customers:
"This Merchandise
is all that is claimed
for it;

**GOOD
HOUSEKEEPING
SAYS
SO"**

Pro-phy-lac-tic's twelfth year in ORAL HYGIENE

George Batten Company have just sent us a contract for all 1926 back covers, to be used for the Pro-phy-lac-tic Brush Company.

1926 will be the twelfth consecutive year Pro-phy-lac-tic has occupied this position. And, so far, they have used no other dental papers.

ORAL HYGIENE

Every Dentist Every Month

PITTSBURGH, PA.

CHICAGO: W. B. CONANT, Peoples Gas Bldg., Harrison 8448.
NEW YORK: STUART M. STANLEY, 53 Park Place, Barclay 8547.
ST. LOUIS: A. D. McKINNEY, Syndicate Trust Bldg., Olive 43.
LOS ANGELES: E. G. LENZNER, 922 Chapman Bldg., Vandike 5238.

DOES your message reach the right desk? Only a magazine's contents can guarantee this to you. That is why Oil Trade, the monthly written and edited for busy executives, brings your advertisement before the men you want to reach—in the field, the plant and the office. Any agency can give you the facts.

The
Oil Trade

Including Oil Trade Journal and Oil News

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

350 Madison Ave., New York

Chicago Tulsa Houston

Also Publisher of Fuel Oil and
The Petroleum Register

In Sharper Focus

Charles C. Green

By Leroy Fairman

AS it has been my good fortune, for nearly four years, to appear daily under the same tent with the man whose name forms the title to these paragraphs, I have been asked to describe and appraise him for the readers of this magazine.

The task is easy as well as agreeable. There are no hidden depths to



plumb; no dark corners to explore. The man Green is as free of subtleties, evasions and guileful deceptions as the face of the clock in the Metropolitan Tower. What he is, and believes, and intends, is completely open and obvious.

It is not a part of my assignment to tell the life story of Charles C. Green; but it will be of interest to relate the circumstances through which he became an advertising man. At the age when he first found it necessary to use a razor more than twice a month, somebody wished a drug store on him; and, largely for the purpose of showing the rest of the boys a few new tricks, he began to run little advertisements in the local paper, and to decorate his store window with hand-lettered signs inviting the passerby to come in and buy his extra special chocolate soda, Hostetter's Bitters, St. Jacob's Oil, and so on.

Much to his amazement, people did

come in and buy, and it dawned upon his active young mind that there was more in this here advertising game than was wotted of by the other citizens of Kent, Ohio. So he extracted from the meager content of the cash drawer the price of a correspondence course in advertising—and the bug had bitten him for keeps!

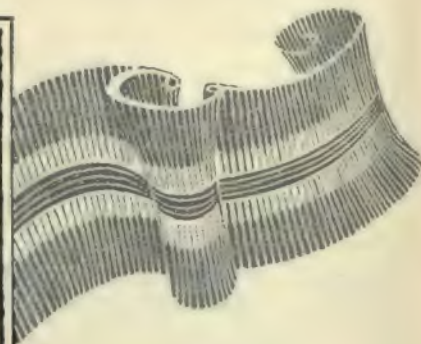
The bite never healed. It bothered him all through strenuous years of storekeeping, carrying a salesman's grip, managing the activities of other salesmen, and newspaper publishing, until at last he found himself in management of the merchandising and advertising of such incongruous but important products as Sloan's Liniment and the so exquisite *parfumeries* of Monsieur Hudnut. By that time the bite had spread all over him, and the advertising agency which bears his name was a logical, or pathological, sequence.

Although the advertising abilities and experience of Charles C. Green are ample, the notable success he has achieved is due chiefly to certain peculiar personal characteristics. It seems to be his firm belief that he has large duties and obligations concerning the happiness and well being of all that portion of the cosmos which comes within reach of his hand and eye. As nearly as I can estimate, there are 10,000 people in the metropolitan district who, in case of motor trouble, influenza, threatened breach of promise suits, or sick babies, immediately call Charlie on the telephone and inquire what the hell d'ye know about that!

In the early days of our business, this constant inflow of entreaties for advice, sympathy and assistance so annoyed the rest of us that we evolved dark plots to switch all such calls to a pseudo-secretary, whose duty it should be to make such replies as would land the inquirers in jail, or the hospital. But we hadn't the heart to do it; which was lucky. For it seems that this sincere and whole-hearted interest in other folk and their troubles is the surest of all ways to create a great host of friends, and, believe me, nothing is so useful to a young business as friends!

Charlie Green is a large man, with a mild and humorous blue eye, an unflinching attitude of friendliness which is never a pose, and a soothing and seductive blonde voice. I have seen men who worked harder; but rarely a man who gets so much done. He has the horse sense to delegate work to men and women who are capable of doing it, and to leave 'em alone while they do it. But for so mild a man he is remarkably insistent that things be done right, and on time; those who fail in these respects soon find them-

Cantine's
ASHOKAN
COATED PAPER



The George L. Dyer Co., Inc.,
Advertising Agency, 42
Broadway, New York City,
and the Diamond Press, 106-
110 7th Ave., New York City
were joint winners of the
Martin Cantine Prize-Honor
Contest for April. Printed on
Cantine's Ashokan, the Wick
Narrow Fabric Company's
hat-band booklet won for its
producers the \$200 in
cash prizes.

ONLY active responsible prospects are worthy of the costly time and talent of well-paid salesmen. Shrewd sales executives secure *desirable* selling leads from sales literature made impressive by the use of professional text and illustration, fine printing and Cantine's *Coated Papers*.

For details of monthly contests and book of sample papers, write to your nearest jobber or the Martin Cantine Company, Dept. 176, Saugerties, New York. Since 1888, producers of fine coated paper exclusively.

Cantine's

**COATED
PAPERS**

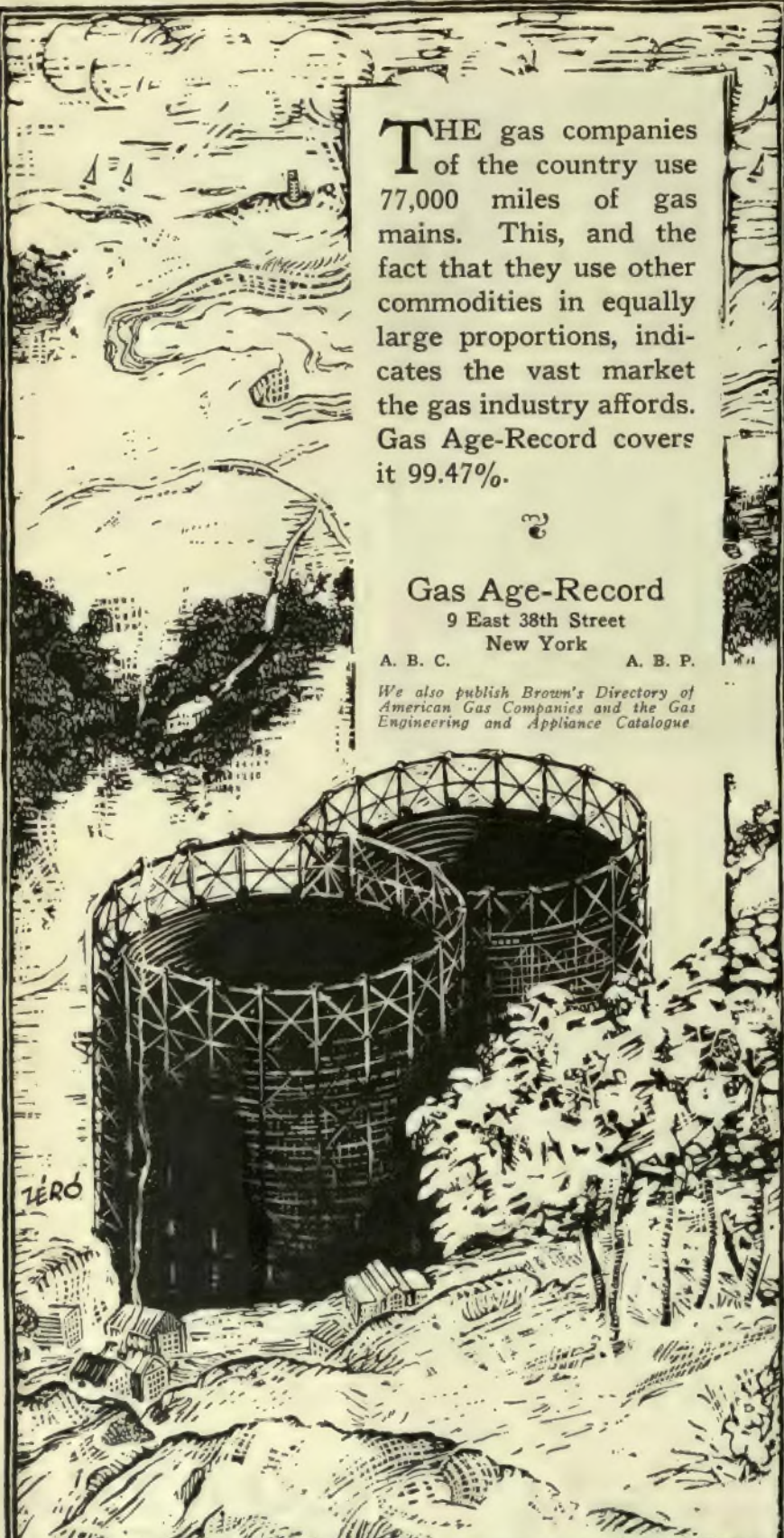
CANFOLD
SUPPLIES FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEND OVER - Keep in Print

LITHO C.I.S
COATED ONE SIDE



THE gas companies of the country use 77,000 miles of gas mains. This, and the fact that they use other commodities in equally large proportions, indicates the vast market the gas industry affords. Gas Age-Record covers it 99.47%.

Gas Age-Record

9 East 38th Street
New York

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

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

Gas Age-Record

"The Spokesman of the Gas Industry"

selves in position to contemplate permanently the wide open spaces of Fourth Avenue.

In his hours of recreation he plays golf, evidently conceiving it to be the main idea to hit 'em a mile, and let 'em fall where they may. I cannot conscientiously approve of his personal habits; he obstinately refuses the wholesome and nourishing cigar, but is a hopeless addict to peanut brittle, Oh Henry, Eskimo Pie, and such like fearsome contrivances. He is an inveterate "joiner"; and in his various clubs and societies he gravitates inevitably to the post of Chairman of the Entertainment Committee, where he displays a genius for theatricals which, if the advertising bug hadn't bitten him, might well have made him a worthy competitor of Al Woods and the Shuberts.

I doubt if he ever makes a million dollars. Though he spends other people's money with Scotch caution, someone in whom he had full confidence must have told him, in his youth, that it was his patriotic duty to keep his own funds in active circulation. But, even if he never makes a million dollars, the pockets of his soul will always overflow with that rarer and richer metal, the coinage of loyal and devoted hearts. Which is the main reason, by the way, that Charles C. Green has just been honored with the Presidency of the Advertising Club of New York.

Advertising Club of Charlotte

North Carolina, announces the election of the following officers: president, Stark Dillard; vice-president, Ted C. Neal; secretary, William Howard Martin; treasurer, Dewey Drum. Four new members, E. C. Lyndon, I. C. Boyer, H. W. Le Van, and J. Lynn Miller, were elected to the board of directors.

Louis Wiley

Business manager of the *New York Times*, has received the honorary degree of Doctor of Law from the University of Kentucky.

R. R. Foster

For the last three years with the Bloodheart-Soat Company, advertising agency of Omaha, Neb., has joined the Buchanan-Thomas Advertising Company of the same city.

Arthur Eugene Smith

Treasurer of the Boston Publishing Company, publishers of the *Boston Herald* and *Boston Traveler*, died of heart disease at Framingham, Mass., on June 9. Mr. Smith had been with the *Herald-Traveler* since 1905 and was appointed treasurer of the company in 1921.

Cone, Hunton & Woodman, Inc.

Have been appointed national representatives for the *Daily Iowan*, Iowa City, Iowa. This concern has also taken over the representation of the *Daily Illini*, Champaign-Urbana, Ill., the morning Associated Press paper of these two cities and the college paper of the University of Illinois.

After All RESULTS Tell The Story

THE continued progress of the Houston Post-Dispatch is most forcibly expressed by the substantial gains in almost every advertising for May 1925 compared with 1924...

Local Display	Gain 39.7%
Foreign Display	Gain 50.2%
State Display	Gain 84.1%
Classified	Loss 3.9%

Greatest "Home Delivered" Circulation in Texas
That's the *Why* of Results

Houston Post-Dispatch

HOUSTON, TEX.

S. C. BECKWITH SPECIAL AGENCY—*National Representatives*
New York, Chicago, Atlanta, Detroit, St. Louis, Kansas City, San Francisco, Los Angeles

Tune in on Houston Post-Dispatch Radio Station KPRC—Wave length 296.9

The Great American Family

of K-C



Advertising Agencies Know K-C Families are Good Buyers

Leading Advertising Agencies employ **COLUMBIA** Magazine as a means of directing the sales messages of their clients to that great and responsive K-C Family of America.

While the following is only a partial list, nevertheless it is representative of the splendid type of advertising counsel who have accorded **COLUMBIA** substantial recognition:

*N. W. Ayer & Son
Barton, Durstine & Osborn, Inc.
Campbell-Ewald Company
The Dorland Agency, Inc.
Erwin, Wassy & Co., Ltd.
Evans & Barnhill, Inc.
Federal Advertising Agency, Inc.
Gundlach Advertising Company
H. B. Humphrey Company, Inc.
Lennen & Mitchell, Inc.
Thomas F. Logan, Inc.*

*Lord & Thomas
The Moss-Chase Company, Inc.
Newell-Emmett Company, Inc.
P. F. O'Keefe Advertising Agency, Inc.
Frank Presbrey Company, Inc.
The Procter & Collier Company
Ruthrauff & Ryan, Inc.
Sackheim & Scherman, Inc.
Sherman & Lehair, Inc.
Stewart-Davis Advertising Agency
Van Patten, Inc.*

We are proud of the fact that organizations of this character have selected **COLUMBIA** for a part of the advertising funds which clients entrust to them for productive investment.

COLUMBIA

The Largest Catholic Magazine in the World

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

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

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

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

GOOD PRINTING need not be EXPENSIVE PRINTING

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

Telephone:
CHELSEA
10480

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

Most Deceitful Kind of Advertising

[CONTINUED FROM PAGE 30]

"The advertising you have sent to us for a client of yours is all right so far as the periodical appeal is concerned, but before we admit this advertiser to the homes of our readers we must see the advertiser's booklet and the follow-up to be sent out so that we may be sure that no reader of ours may be unfairly treated."

I am not classifying these publishers except by groups. They classify themselves. One group is vigilant; the other indifferent. One of these indifferent publishers, who says he waits for complaints, runs fine editorials fighting for the interests of the dear people. Dr. Jekyll, editing—Mr. Hyde, of rather thick hide, running the business end.

Keep in touch with the Vigilance Committee. Find out what is doing. Report to it when you can send something that ought to be looked into. One of the surest ways to frighten the fellow who is trying to do something shady is to write him, when you get his solicitations, "I am sending your material to the Vigilance Committee of the Associated Advertising Clubs for review." If his enterprise is sound, he isn't going to be hurt by the review. If he is sore, tighten your grasp on your bill fold.

It is my business and your business to keep a clean house. Our argument against improper advertising becomes as sounding brass and a tinkling cymbal if we do not live by our own precepts.

James E. Baird

For the past eleven years advertising manager of the General Motors Truck Company, Pontiac, Mich., died on June 4 after an illness of several months. Before joining the General Motors Truck Company, Mr. Baird had long been connected with agricultural implement advertising and editorial work. He was well known as the author of a series of simple sermons under the pen name of "The Unordained Preacher."

The Corday & Gross Company

Cleveland, producers of direct mail advertising, announce the addition to their copy staff of A. M. Cheney, formerly with the advertising department of the Cleveland Trust Company.

C. H. Marvin

Formerly with the Hoops Advertising Company, Chicago, has joined Yost, Gratiot & Company, St. Louis advertising agency, in the capacity of space buyer.

Velie Motors Corporation

Moline, Ill., announces the appointment as advertising manager of A. N. Taylor, formerly with the Franklin Automobile Company.



I AM PROUD TO ANNOUNCE THAT G. LYNN SUMNER PRESIDENT OF THE ASSOCIATION OF NATIONAL ADVERTISERS HAS BECOME A CONTRIBUTING EDITOR TO ADVERTISING AND SELLING FORTNIGHTLY. THE FIRST OF A SERIES OF ARTICLES BY HIM WILL APPEAR IN JULY.

Editor

The Ten Main Factors in Campaign Illustration

—and how to handle
them

1. The creating of an exclusive physical atmosphere.
2. An art technique which shall assist in differentiating the campaign.
3. Possibilities of accumulative interests, due to serializations of theme.
4. Analysis of the popular vogues, fads and fancies of public.
5. If possible, the advancing of a single selling argument.
6. An eye to pictorial competition, particularly in newspaper space.
7. Meeting the picturized campaigns of competitors.
8. Careful study of seasonal influence.
9. Perfect correlation between text and illustration.
10. Some indication that the advertising illustrations are in harmony with future aims of sales department.

These factors are thoroughly covered in

ILLUSTRATION IN ADVERTISING

By **W. Livingston Larned**

Vice-President and Art Director in Charge
of the Ethridge Company
321 pages, 6 x 9, 212 illustrations, \$4 net,
postpaid

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

Every important illustrative method is covered. All usual, and many unusual, advertising requirements are considered.

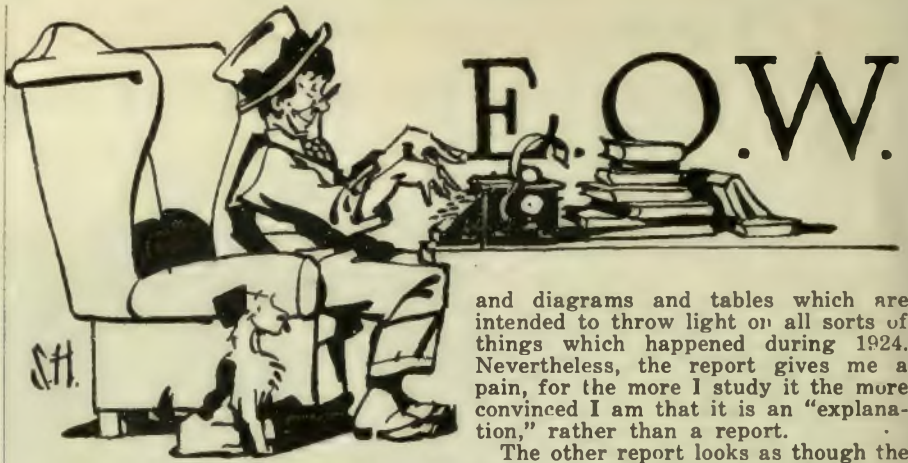
Advertising managers, artists, copy-writers, service executives, commercial photographers, production managers—every one interested in good advertising display and illustration—read Mr. Larned's masterly covering of the entire subject.

Covers every important art point

Atmosphere
Action
Serialization
Borders and Margins
Using White Space
Outline Technique
Human Interest
Woodcut Technique
Perspective
Pencil, Crayon and
Drybrush
Mechanical Shading
Methods
Photographic Illustrations
Pen Drawings
Humor, History, Heroes
Use of Black Areas
And hundreds of others

SEE IT FREE

Every one of the thirty-seven chapters has a thought—a suggestion—an idea—for you. Every one is well worth reading and referring to again and again. We shall be glad to send your copy for 10 days' free examination to your home or your office.



The Triumph of Mind Over Matter

Very likely you know him. He is an advertising man, not as young as he was thirty years ago and handicapped by partial paralysis, which slows him down to a speed of, say, a mile and a half an hour. But that same paralysis, thank Heaven, has not soured his disposition or given him a bitter outlook on life. His hair is white, but his smile is as care-free as a child's.

You might think, to look at him, that X. would have a hard time getting 'round New York. But no! He crosses streets, so crowded with motor cars that a traffic cop would not even think of trying to negotiate them.

His method is this: Holding up his cane, as if to ward off a blow, he plunges into the traffic. It stops! Invariably! And X, hurrying a little but not enough to make him breathe hard, reaches the other side. "The triumph of mind over matter," he calls it.

Isn't It Odd?

Three or four times a year I get a sort of "private view" of what some manufacturer is doing.

The latest case occurred a few days ago. This particular manufacturer makes about fifty different products, all of them intended to be used for pretty much the same purposes. One product, we'll say, is a paste, another a powder, another a cream and still another a stick; and so on.

Is there any family resemblance between the packages in which these various products are offered? No!

Is there any reference in or on any of the packages to the fact that the manufacturer makes other products? Yes, but to find it, you must use a microscope.

Isn't it odd that most concerns which make a "complete line" fail to utilize opportunities of "linking up" their products, so that one will help sell the others?

Reports—or Explanations?

This morning's mail brought to me the annual reports for 1924 of two industrial enterprises in both of which I own a few shares of preferred stock.

One of these reports is a 36-page affair—as fine a piece of printed matter as you could ask for. In it are charts

and diagrams and tables which are intended to throw light on all sorts of things which happened during 1924. Nevertheless, the report gives me a pain, for the more I study it the more convinced I am that it is an "explanation," rather than a report.

The other report looks as though the order to print it had been placed on a competitive basis—and that the printer whose estimate was lowest had walked away with the order. Only twenty pages, cheap stock, not very good typography, no charts, no diagrams. Nevertheless, this report has given me a great deal of pleasure—for it is a report, not an explanation!

Glasgow!

I am not feeling very chipper this morning. I read a book last night which upset me, and I have not yet regained my equilibrium. The title of the book is "Cancer of Empire," and it was written by William Bolitho.

By Cancer of Empire, Mr. Bolitho means Glasgow, the "best governed municipality in the British Empire"—and the home of 600,000 men, women and children who "live in houses inferior to the minimum standard of the Board of Health."

No one seems to be to blame. Nevertheless, two-thirds of the population of the second largest city in Great Britain live under conditions which are heart-rending.

Some day, in self defense, Industry must be de-centralized. Glasgow appears to be the horrible example of the effect of bringing too many together in one spot.

No Charge for the Suggestion

A week or two ago, I bought my first fountain pen!

Twice, I have been shown how to fill it, but I have not yet learned the way. Some day, I suppose, I shall.

Meanwhile, the thought occurs to me that it might not be a bad idea if Waterman, Parker, et al would include with every pen they sell a slip or card of directions. Undoubtedly, they believe that "everybody" knows how to fill a fountain pen. They are mistaken. Everybody doesn't.

When Doctors Disagree—

"Which is the best dentrifice?" I asked my dentist the last time I visited him.

"So-and-So" or "So-and-So," he said. A year or so ago, I asked another dentist the same question.

His answer was: "Such-and-Such"—a product I had never heard of.

JAMOC.

FREE EXAMINATION COUPON

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

Send me for 10 days' free examination Larned's ILLUSTRATION IN ADVERTISING, \$4.00.

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

Name

Address

Position

Company

A. F. 6-17-25

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side of a Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.



Llew S. Soule, Editor

THE editorship of a business publication today demands three things—ability, knowledge and personality. In few men are these three fundamentals so strongly marked and blended as in Llew S. Soule, Editor of Hardware Age.

His success as a writer springs from a broad understanding of human nature backed by years of newspaper work.

His knowledge of hardware merchandising is the result of thirteen years of actual experience in the retail hardware business, supplemented by personal visits to more than 6000 retail hardware stores in all parts of the United States.

His personality is exemplified in the flood of intimate personal letters from hardware

merchants and their clerks which passes over his desk daily, reflecting the friendship and confidence of his readers.

To Llew Soule, the Editorship of Hardware Age is more than a swivel chair job. It is as much a part of his life as is his keen personal interest in the individual merchant and his problems.

Backed by memories of his own "Behind the Counter" days, he is able to help solve the large as well as the common every day problems of his merchant friends in a practical, human, understandable way.

A Thinker—a Student—a Writer—a Speaker—Llew Soule combines with these qualifications a broad knowledge of the intimate details of the hardware business, and a viewpoint as human as are the merchants he serves.

"The Most Influential Hardware Paper"

Hardware Age

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

239 West 39th Street New York City

"Advertising," said the architect, "is really quite simple. Tell your story in adequate space as often as your means will permit—and in their own language—to the greatest possible number of potential buyers."

The last clause, by the way, points very directly to The Architectural Record.

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

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

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

Member A. B. C.

Member A. B. P., Inc.

YOUR CATALOGUE

The year-round representative of your organization and products should be prepared with much care and thought—by experts.

If your business is in the plumbing, heating, or engineering fields, the services of this organization in preparing your catalogue are available at moderate cost.

We are specialists in these fields and our knowledge of their requirements and the most effective method of presentation will prove most valuable. Write us.

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

Scratch a Golfer

[CONTINUED FROM PAGE 34]

"Winter rules? Yes, I know—but you're not supposed to tee up in the rough."

Maybe the caddy pointed out that it was only an inch or so in, perhaps not in at all. Anyhow, Jimmy said:

"Well, an inch or a yard, son, what's the difference, so long as it's *in*? Give me my mashie."

It must have cost Jimmy four or five strokes to get out of the rut or whatever kind of hole he was in; and I think he got a prize score for the day with a twelve for that hole. It was an awful total—but it was worth it to me. For I knew for a certainty that I wanted Jimmy Alden on my sales force. I knew about how his ball had been lying. I knew that nobody with India rubber in his conscience would have had the least hesitation in saying it was on the fairway and teeing up for a good shot. But Jimmy refused to take an advantage that maybe he had no right to. And mentally, then and there, I put him on my payroll.

WELL, Jimmy has lived up to his promise since then. And he isn't the only one I've hired on the golf course of whom that can be said. Not by a good deal!

I could tell you about some I didn't hire, too. I remember especially one chap who seemed to have the makings. He was fair-spoken and seemed mighty decent. But there was a hole we played where he claimed a six when I knew positively he had taken seven strokes. It was a tight match, where one stroke either way could prove decisive.

I said nothing, so naturally I will never know whether that man made a careless mistake or cheated deliberately. I thought it was the latter. Which-ever it was, I knew I didn't want him to work for me.

Yes, it's a great game, a great way to test human nature. I find any number of opportunities to take a man's measure. For instance, if you watch a good many just ordinary players, you'll notice in driving that they tee up, then take a couple of vicious swings at a blade of grass, looking away from the cup, and then they step up and swing at the ball in the general direction they want to go, evidently hoping that wherever they land they'll be able to keep on going. That's not the way of a professional or a good golfer. He notes where the wind is coming from. He sizes up the roll of the ground. He figures just where he will put his ball—if he can manage it. He isn't thinking altogether about getting distance, maybe, but he does have in mind what he will be able to do on his second shot.

In other words, he plays the game intelligently, looks ahead, and analyzes the situation. When I hire a salesman. I want a man who can do that.

Well, that's about all there is to my scheme. It's simple. It works. I find it a mighty good "final exam" for anybody seeking a responsible place in this business, or a place that may lead to responsibility. I have a few "dout's."

I don't want a man for an important job who picks up his ball in a golf game and concedes the hole at the first sight of serious trouble—he is too easily discouraged.

I don't want a man who "forgets" to count an occasional stroke. He is either careless or dishonest, usually the latter, and a man who isn't honest with himself in such a matter isn't likely to be honest with me or my customers.

Again, I don't want a man who "goes wild" and loses his self-control when he does badly on a hole or two—that's a common trouble. But if a man fights all the harder under such circumstances, then, other things being equal, I consider him pretty seriously.

I don't want a man who slams away by luck and begob, and trusts to Providence he'll get out of any fix he may get into; but if a man studies each stroke and considers not only it, but also *the one after it*, then I think of him a second and third time.

I don't want a man who invariably decides in favor of himself on doubtful points. Any fellow who takes all the "long" for himself has got to give the "short" to the other fellow some of the time. In my business that doesn't go.

Good business and good sportsmanship are much alike. It's not often I can play eighteen holes with a man without knowing whether I could welcome him as a business associate.

G. L. Price

Has been elected secretary of The Mayers Company, Inc., Los Angeles advertising agency.

Frank Seaman, Inc.

New York, will act as advertising counsel for the Cedar Cliff Silk Company, same city, manufacturers of shoe satins.

H. Hollyday, Jr.

Formerly with The Harry K. Fisher Company, Chicago, has been appointed national advertising manager of the Ohio News League, comprising the *Dayton News*, the *Canton News* and the *Springfield News*. His headquarters will be in Dayton.

Dewey Pinsker

Until recently chief of copy and plans of the Gardiner & Wells Company, New York, has become associated with the Ajax Advertising Agency, Inc., also of New York, as its vice-president.

The Chambers Agency

Louisville office, will direct advertising for Anderson's Indian Herb Tonic, manufactured by the Anderson Indian Remedies Company, Middlesboro, Ky.

THE FAILURE

or success of an advertisement often depends upon the proper photograph. We specialize in truly appealing photography for advertisers.



FREDERICK BRADLEY
435 FIFTH AVENUE, NEW YORK

::

Photography for Advertisers
TELEPHONE CALEDONIA 5645

Consider This Market Every Day In the Year

Your church uses and buys—

- | | | |
|---------------------|-----------------------|-------------------------|
| Adding Machines | Hardware and Plumbing | Radios |
| Addressing Machines | Heating Equipment | Rugs and Floor Covering |
| Automobiles | Furniture | Roofing |
| Cameras and Kodaks | Fixtures | Bulletins and Signs |
| Cement | Kitchen Equipment | Tires |
| Clocks | Letter Heads | Type writers |
| Coffee | Pianos | Vacuum Cleaners |
| Dishes | Pipe Organs | Victrolas |
| Envelopes | Paper | Window Glass |
| Files and Cabinets | | |

Your Pastor recommends—

Will It Be Your Product?

Place part of your appropriation for 1925 in the magazine best fitted to sell this field

The EXPOSITOR

The Preachers Trade Journal Since 1899

Out of 130 National Advertisers using church papers 70 of them use the *Expositor* exclusively

F. M. Barton Co., Caxton Bldg.
Cleveland, Ohio

Chicago: 34 S. Wabash
New York: 17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio
Please send Sample Copy and Rate Card
Name _____
Address _____

"Orange Juice and Canada Dry!"

In Which a Hotel Manager Expresses Himself Bluntly Upon the Subject of Conventions

TO MR. _____:

YOU asked me, as the manager of this hotel, to set down what I have seen of conventions; nothing could give me greater pleasure. You told me not to mince words. I won't.

This is a new hotel. It is one of a nationally known chain. It was opened a year ago, with absolutely first-class equipment and beautiful appointments. To date, we have entertained seven conventions. We'll never entertain another. With each of the seven it has been the same story.

The conventioners gather. They fill the lobby and lounge-rooms to overflowing. The noise is deafening. The dirt is overwhelming. Every man is smoking, but does a single one behave as he ordinarily would? Does a single one deposit matches, ashes or ends in tray or receptacle? Not on your life. Everything goes on the floor.

Practically every hip is bulging. The favorite indoor sport is exhibiting the bulge.

A day and an evening of this. Then groups begin to move upstairs—to the rooms. Immediately the bell-hops get frantically busy. "Orange juice and Canada Dry!" "Orange juice and Canada Dry!"

The noise doesn't stop; it just moves. It concentrates itself in certain rooms. The tired traveling salesmen in bed across the hall, toss around, and finally let loose with a volley of "shut-ups." This, however, merely inspires a retaliatory torrent of abuse and more noise—noise—noise. Thus, far into the night.

NEXT morning, the chamber maids start on their rounds. Some of the convention-guest rooms haven't been slept in at all. Others are occupied by bleary-eyed gentlemen who stay dead to the world for the rest of the day. Still others look as if a hurricane, a Polish wedding, and a freshman banquet had visited them in turn. These are the rooms where had been held the parties.

Hardly can I begin to describe one of these rooms. Cards and chips strewn all over (these parties are always poker parties). On the table, a table-cloth burnt into patterns with cigarette holes. Broken glasses, and a few whole ones; smashed bottles, and a few whole ones! Cigarette stubs, like a bumper crop, over the floor. The rug

shows several livid spots on it—with a stench rising to heaven. Similarly, a trail into the bathroom—and there, why only the lowest porter can stand it.

Usually, several chairs are smashed. The bureau mirror is cracked. Curtain hangings in heaps on the floor. The blankets are punctured with cigarette holes. The bedspread looks as if it had spent the night on Flanders Field. The bureau-fronts are streaked with white—where that lye they call whiskey has run down.

I CHECK up on every bit of damage. I estimate the replacement cost, and tack the whole on the bill. How surprised they are to see it there! But never a kick! All they say is, "Well, the company certainly got its money's worth."

One convention actually broke up in a riot. The yelling and carousing went on into the small hours, when suddenly there came a most frenzied outburst. Those of us in adjoining rooms and corridors were startled by a maniacal cry, "I'll kill him! I'll kill him!" The night clerk brought the police on the run, and they arrived barely in time to seize a drunken rowdy who fancied he was being cheated at cards.

And this, mind you, in an acknowledgedly first-class hotel—a hotel which many fine people make their permanent home—a hotel with the social prestige of its entire territory!

Of course, at each of these conventions were some mighty decent chaps, too. They behaved, and tried to work. But to any casual observer, and certainly to the manager of this hotel, the ruffian element was in control. They were men "on a bust." They were men trying to be "devilish." To show how far they forget ordinary decency, each convention brought an appalling loss of furnishings. Bureau scarfs, ash-trays, pitchers, silver, and even lamps, disappeared by the score.

You told me these conventions are for the purpose of friendly get-together, of mutual understanding, of education and cooperation. If you could only watch them from my side of the scene!

Perhaps I have been too blunt! But you said you wanted it straight. If you think I exaggerate, please remember that conventions are supposed to be good money for a hotel, and this hotel will never entertain another.



FREE

140-page Book full of life-size ruled forms, each one completely filled in. The answer to problems of sales, advertising, personnel, accounting, record keeping for any business. Send for this Free Book today

John C. Moore Corp.
(Established 1839)
3006 Stone St., Rochester, N. Y.

MOORE'S LOOSE LEAF SYSTEMS
In Use In More Than
300,000 Offices

Sweater News
and
Knitted Outerwear
May, 1925

The Underwear & Hosiery Review
Vol. 6, No. 1
May, 1925

Tie-up

Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

HOTEL EMPIRE

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

ROOM WITH PRIVATE TOILET.
\$250

ROOM WITH PRIVATE BATH—
\$350

ALL OUTSIDE ROOMS

CHOSEN FROM THIRTY

By One Who Knew

SURELY you can be assisted in your selection of an advertising agency by the decision of a former executive of one of America's largest agencies. His choice of the Lamport-MacDonald Company from thirty who presented their respective cases, should kindle a desire on the part of manufacturers to hear the story of achievement which won the favor of this man.

He has sat on both sides of the merchandising conference table. Because of this past experience he knows the vast difference between promise and performance.

If you are about to begin advertising, or if you are looking for a better agency relationship, we shall be glad to hear from you. We will frankly tell you whether our organization is especially prepared to assist in solving your merchandising problems.

A copy of a letter in which this executive tells the reasons why he chose the Lamport-MacDonald Company will be sent to those interested

Lamport-MacDonald Co.
J·M·S·Building-South Bend·Ind.

Who?
ELSE
Is
THERE IN
YOUR OFFICE
Who
OUGHT TO BE
READING THE
FORTNIGHTLY
But
Isn't...

Gently place a pen
in his hand and
point your fore-
finger below

ADVERTISING AND SELLING FORTNIGHTLY.
4 East 43rd Street,
New York, N. Y.

Enter my subscription for one year (12 issues) at \$3.00 (two years for \$5.00).
Send me 10¢ after I receive the first issue.

Name _____ Position _____
Company _____
Address _____ City _____
State _____

How One Large Concern Applied Research

By George Mansfield

A LARGE, well-known advertiser decided to add a new article to its line of manufacture. He did not arbitrarily decide what this new by-product or associated line of manufacture should be, but put that up to its research bureau.

The investigation began with a tentative resumé of the raw material market covering origin, quantities produced, kinds, uses, sources of supply, the articles possible to make from it and the extent of the markets. The data submitted were sufficiently comprehensive to enable the company to select a half-dozen alternative by-products it could manufacture.

Then the matter was ready for more detailed study, the obvious "impossibles" having been eliminated. More extensive reports were then made, dealing with each article separately, and the field was entirely covered from the initial step in manufacture to the final distribution to the consumer. This involved analysis of the cost of manufacture, labor, raw materials and possible consumption of the article—even a comparison of per capita consumption in this country and abroad. The consumer's attitude toward the articles was ascertained by actual experimental contact. Thousands of consumers of every type in every locality were interviewed. The principal producers were interviewed and an extensive investigation of chemical formula was entered into, in order to determine the best articles adapted to market conditions.

A purely analytical and comparative study was then entered into in collaboration with production engineers to sift down the choices to one choice. For a long time it was "neck and neck"—as various angles were raised. Finally one was chosen over the other because it would not require quite so much educational work and had not so much consumer resistance.

A very detailed report was developed to determine the amount and kind of competition the company would have to face now and in the future, their backing, equipment, etc., and the scale on which they were manufacturing, their future plans, prospects, etc. As the result of these preliminary investigations the manufacturing plans of the company gradually took shape. It had made its decision regarding the by-product it would make, and a schedule and budget of finance was laid out for a period of five years.

Then came the problem of plant location. A careful investigation was con-

ducted as to the most scientific location. Chief consideration was given to the distribution situation, modified according to a percentage (weighted) representing the raw material factor. All the other minor factors—labor, etc.—were given a percentage rating. No smooth ingratiating Chamber of Commerce representative was permitted to win the plant for his city because he was a likable chap and the plant had to go somewhere.

The question of financing was likewise analyzed. It was determined whether it would be preferable to buy a plant already equipped or build a new one. The type of organization required for the best conduct of this line of business was investigated based upon the experience of other companies. No individual's judgment was followed. The problem arose as to whether the subsidiary company should bear the name of the parent company or a different name and, if the latter, should the name indicate the nature of the product or not. This report further covered the advantages and disadvantages of incorporation in various states.

THUS, by a series of well thought out investigations, this company was equipped to begin the manufacture of its by-product.

Business research, however, does not always produce an affirmative decision. It is always unbiased and its rules are inexorable.

I have in mind an investigation conducted for a concern which was convinced that a wide market for its product could be developed in a certain line of mechanics. As matters stood, the market was very limited, there being practically no replacement business. Investigation developed the fact that the market the company was already covering was the largest and best and probably the only market for this product.

When this report was submitted, the company was not satisfied. A second investigation was instituted to check the findings but, as the work had been done by an unbiased, impartial investigating organization, the second investigation only strengthened the findings of the first. When the client finally realized he was on the wrong track he readjusted his plans and acknowledged he had been saved a tremendous loss by learning the actual market conditions by means of the research bureau.

“To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one’s ideals.”



Drawn by Seymour for Uplands Fruit Farm

VERSATILITY is a gift that any organization might well possess. And it is of greatest value to an engraver. For, with the object of his attention one moment an apple, and a railroad car the next, he must be alert to the requirements and possibilities of the work at hand in each case.

We congratulate ourselves on the fact that not only are our engraver-craftsmen versatile, but our facilities also. This enables us to offer our customers a varied service on which they have learned to depend. You, too, will be pleased with it, for it will save you time and trouble. May we place ourselves on trial?

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



The Exclusive Services of

Geo. D. Dannenberg

Anthony F. Hansen

S. E. Megargee ✦✦

Walter Ratterman

Dorothy Schnellock

are available through the

AFFILIATED ARTISTS
INCORPORATED

TWO WEST FORTY-SIXTH STREET
NEW YORK - TELEPHONE BRYANT 0903



The **Advertiser's**
Weekly

The Organ of British Advertising

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

The only Advertising Publi-
cation in Great Britain giving
audited net sales figures.

Published for all who wish to
be informed on British adver-
tising and its development.

Subscriptions \$5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City
or
New England Office c/o Mr. Frank E.
Willis, 148 State St., Boston, Mass.

Dangerous Competition in Business Today

[CONTINUED FROM PAGE 24]

the assembled conferees for hours at a time, and the parade always ends with a hopeful sigh for the return of the good old days—when the water was cool.

IT was the president of one of these three companies who, mentally worn from struggling with this competition from within for several months past, gave utterance last week to one of the most profound of observations concerning business. His sales manager had built up a wonderful sales canvass, at the direction of the executive committee which is struggling with the situation which faces that company. In this sales canvass, which he read aloud to the group in the president's office, he pointed out the marvelous contribution the company was making to its industry, painted a glowing word picture of its great plant which was the last word in design and equipment and stood as a symbol of progress, and ended up by stressing the splendid traditions of the company "which insure uniformity of product, fair dealing, and the highest type of service to each and every one of our customers, old and new."

"That's all very fine," observed the president, as the sales manager laid down his manuscript, "but you don't say anything about price—and that is what's the matter with us." Whereupon gloomy silence settled on the group.

It was then that the president spoke so much to the point: "You know," he continued in one of his penetrating flashes, "that's all an alibi for overhead, and the public doesn't care a tinker's dam about our overhead."

Not only is this true of the public, but it is equally true of the retail merchant: he doesn't care a tinker's dam about the overhead of the manufacturers from whom he buys. He is too busy trying to find a way to reduce his own overhead and to meet the competition of cash-and-carry, or the chain store, or the house-to-house canvasser.

This, then, is the starting point for dealing with the problem of the Competition of Overhead: to realize that neither the public nor the trade care a "tinker's dam" about any manufacturer's overhead.

This threatens to be increasingly apparent in all lines of business, with Asia and Europe once more beginning to look more actively to America for business, and with the changes and developments in manufacturing and distribution in our own country. Competition from without is tightening up, and as it tightens, many manufacturers are going to become more pain-

fully conscious of this competition within—the competition of overhead.

I believe it was Harry Arthur Hopf who so well expressed a certain business fundamental that forms another rung of the ladder by which a business may climb out of its kettle of hot water. His observation was this:

"As a business becomes more complex it must be made more simple."

Making business more simple is the only sure-fire way of meeting the competition of overhead, and it looks very much as if we were face to face with a period of simplification all through business; not in the sense of standardization (though that is one important part of the program), but in the sense of dealing with the functions in every department of business as elementally as possible.

Some months ago the management of a certain public service corporation was taken over by a man of clear vision and simple thought processes. He started to "simplify" the running of that business in order to meet competitors and improve its earnings. One of the first items that attracted his attention was the high cost of the legal department.

THE legal department of this particular business is maintained to settle claims, he argued with himself. It ought not to cost this enormous figure to settle claims.

And so he went into the matter and found that "settling" was the last thing the legal department was in the habit of doing. Claims were dragged out endlessly in the hope of exhausting the complainants. To do this required a large staff of high-salaried lawyers.

The new president picked out two of the most promising members of the legal staff and told them something to this effect: "From now on you two men are the legal department and your sole job is to settle claims. Settle them as reasonably as you can—but settle them, and settle promptly."

Much the same sort of treatment is required to defeat the competition of overhead: a return to a simple conception of the purpose of each department or function of the business.

Only by meeting squarely this issue of inside competition and by finding ways to reduce it can the money invested in sales and advertising be expected to develop the volume of business that it might; for if salesmen and advertisements have to overcome the handicap of severe competition within as well as without, their task is difficult indeed, and their effectiveness suffers seriously.

How Old Are Magazines When Thrown Away?

[CONTINUED FROM PAGE 38]

continued stories. 5. *Decoration of reading tables.* 6. *Date of no significance, e.g., National Geographic.*

Indications from this analysis are: That the average useful life from the cradle to the grave with all magazines is not more than six months. That only about one magazine out of six is discarded in less than three months; about one-third in less than six months; one-half in less than nine months; and two-thirds in less than one year. Whether they serve any useful purpose or not, one-third of the magazines seem to be kept for a year or more.

That the ranking of age or life of the six classes of publications given below is in the order named, the first group having the greatest average age: 1. Farm and garden magazines; 2. Woman's and style magazines; 3. General monthlies; 4. Story and movie magazines; 5. Weeklies; 6. Fraternal publications.

That there is less disparity in the life or age of the various individual women's publications than in those of any other group.

That the average life of weeklies approaches the average life of monthlies more nearly than might be expected.

That certain publications whose contents do not readily "get out of date" apparently are kept a considerably longer time than the average. Typical of these are National Geographic, American Boy and Christian Herald.

Detailed results of the check-up are shown in accompanying tables.

S. M. Goldberg

Has been appointed Eastern representative of *Store Operation Magazine*.

Hanf-Metzger, Inc.

New York, will direct advertising for the Columbia Phonograph Company, same city.

William R. Robinson & Company, Inc.

New York, will act as advertising counsel for The Home Correspondence School, Springfield, Mass.

A. J. Kobler

For a number of years manager of *The American Weekly*, has been made president of that publication.

Animated Billboard Company

Is the name of a new concern which has been organized in Philadelphia. R. O. Browning is president and Harold F. Grundy will be in charge of sales.

THE AUTOMATIC WINDSHIELD CLEANER

STOP! A child dashes out in front of your car. A new colored windshield in a new car that may cause serious accidents or a stop!

STOP! A speeding fire truck almost smashes into you. You avoid the danger in time to avoid them!

AVOID THESE DANGERS!

STOP! A sudden rain in the heavy clouds. Clear a path in your own windshield!

STOP! Out of the way a critical square. A car behind windshield or in danger for missing or taking hostile life!

Don't let salesmen with a picture on their face tell you a machine will save you in an emergency. It is not a machine. It is a man. The Folberth is not a machine, it is a man. It will make the use of the "Folberth" Machine in all emergencies. It will be purchased at all automobile supply stores and garage. Folberth is the international leader in the industry.

FOLBERTH
Automatic WINDSHIELD CLEANER

Prepared by The Powers-House Co.

SOMEHOW or other "Powers-House" service fails to appeal to the company that seeks to get rich quick without an investment of hard work and ample time. Read the list of P-H clients and you will find a group of able, responsible, conservative and consistently successful companies.

The Powers & House Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers President Frank E. House, Jr. V. Pres. & Gen. Mgr. Gordon Rieley Secretary

Advertising Emphasis

[CONTINUED FROM PAGE 23]

卐

Z E R O

*can develop a usual idea
into an unusual drawing.*

Z E R O

*is prepared to execute
commissions for agencies
or advertisers. No me-
dium limitations. May
he show you samples?*

Z E R O

A free lance artist

9 EAST 38TH STREET
N. Y. C.

Caledonia 9770

卐

plained merely in terms of its specifics. The *idea* itself comes in triple barrage. First, "pour a flood of light." Then, "shower it liberally." Third, "scatter brightness." In these three lies the greater emphasis. For proof, contrast the example quoted with a piece of stereotyped "more light" copy:

"Have an abundance of light in every part of the room, on the chairs, in the corners, everywhere."

If triple repetition is so powerful, why should quadruple repetition not be more powerful? Curiously, it isn't. It lapses into monotony. In repetition, as in layouts, the rule of three is the golden rule.

OFTEN, idea repetition can be combined with word repetition. Pepsodent, fighting the film, aptly employs the device in a heading: "Cloudy teeth, dull teeth." The popularity of such proverbs as "day in—day out," "all's well that ends well" is probably due as much to the apt repetition as to any other one reason.

"Familiarity breeds contempt" may be true of people, but not of copy-ideas. "Familiarity leads to retention" would be nearer the truth. John and Jane Publick retain those ideas which impact upon them most.

After you have made the Publicks see your point, make them remember it. Wave it in front of them. Flaunt it three times—for emphasis. They retain what they hear most.

No less than a blood-cousin to repetition is *The Parallel Construction*.

Not the parallel, this time, mind you—but simply the parallel construction.

John Publick, reading, is like any other race-horse. He swings wide on the curves and corners. Keep him travelling in straight grooves and he is less likely to stumble or lose the goal.

Begins an oil range advertisement: "Heat from any fire radiates out, and much of its strength is lost. But the Florence Burner focusses the heat right under the cooking utensil."

Let us make the second sentence into a parallel with the first. We get:

"Heat from any fire radiates out, and much of its strength is lost. Heat from the Florence Burner focusses in, right under the cooking utensil."

Now the second thought flows out of the first. The mind speeds along a familiar channel. But speed is the lesser gain. Note the gain in emphasis. The parallel construction brings out "focusses in" as opposed to "radiates out." That gets its full significance remembered.

How contrast and antithesis bring about clearness, we told in an earlier chapter. Parallel construction is the device that perfects the contrast and the antithesis.

Most copywriters who know their art already use parallel construction freely and well.

For example:

"The Premier Duplex gets dirt from the top and grit from the bottom."

"During these first ten days of April, you've been baked by golden sunshine, soaked by sudden showers, and bitten by cold winds"—an argument by Weber & Heilbronner for their Splasher Topcoat. This example is worth closer study. Note, first, the paralleling of the three phrases. Note, second, that each phrase is exactly parallel in construction—intransitive verb, preposition "by," two-syllable adjective ending in "en," and the noun. Note, third, that the writer thus gets his selling-contrast emphasized three times—first, by the verbs "baked" "soaked," and "bitten"; then, by the adjectives "golden," "sudden," and "cold"; again by the nouns "sunshine," "showers," and "winds." That is paralleling at its finest.

Rogers Peet advertised a similar topcoat, the Scotch-Mist, as follows:

"Let it rain, and they sell as raincoats. Let it shine, and they sell as good-looking Spring overcoats."

THE same device, yet carried not quite as far—and not getting the same dramatic emphasis on April weather.

Yes—degrees in paralleling, there most certainly are. All the way from superlative to minus.

The minus degrees will bear comment, too.

So popular have certain parallel constructions become, that they belong with the rest of the advertising bromides.

Bringing together "taken out of" with "putting into" is one.

"X has taken the extravagance out of fine silk stockings by putting long wear into them."

Just words!

Listing a catalog of "you wants" is another. "You want comfort—the roominess of the X Sedan, etc. You want dependability—the mechanical excellence, etc. You want economy—the world's economy record, etc." An unailing formula for deadly monotony. Beware of it!

Paralleling "unparallels" is a third.

"Real oven-baking makes them best to eat and best for you." Obviously, an attempt to emphasize "best" by two parallel phrases. But the construction changes. Emphasis? Rather, clumsiness, lack of speed, lack of everything.

But, intelligently used to emphasize something worth emphasizing—the parallel construction is almost a paradox of usefulness. It not only causes John Publick to dwell on the point, but it also helps him speed his reading.

*One taste tells
more than a
million words!**



**"—and so does a good illustration."*

Photography can be successfully reproduced in newsprint when properly planned and finished. It offers an entirely new type of campaign that stands out from the mass of newspaper copy.

Our experience in the preparation of four large newspaper campaigns within the past month should be of extraordinary benefit to advertisers who realize the possibilities of photography for newspaper illustration.

N.B.:—You undoubtedly know that the Hiller Studios are equipped to handle all types of illustration, including direct color photography.

LEJAREN à HILLER STUDIOS, Inc.

461 Eighth Avenue,
New York City

Chickering 6373

(Above is one of a series of illustrations made for the Continental Baking Corp'n, Bakers of Certified Bread, through their agents, John O. Powers.)

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Distributing a Highly Perishable Product

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the territory can supply. If the tonnage of orders falls below a certain point, the car or cars which are being used for the delivery are taken off the route.

No business is more subject to fluctuating prices and fluctuating demand than is meat packing, and as we operate on a small margin of profit it is absolutely essential that we keep in the closest possible touch with the market. We do this through our branches and through our salesmen. However, slumps in price cannot always be accurately predicted. For instance, beef may suffer a bad falling off in New York while at the same time the same product may be booming in Boston and Philadelphia.

We must be prepared on a moment's notice to drop our prices, even though we suffer a considerable loss in so doing, simply to speed up sales. Either that or we suffer a total loss through perishability.

In attempting to cut down waste we are striking at the fundamentals of the business, and in our particular line we have a tremendously complex task ahead of us. In addition to the problems presented by the perishability and the fluctuations of the market, there is our buying which is complicated by the great fluctuations in supply of live stock, from season to season, and from week to week.

The problem is especially difficult in connection with hogs, because large quantities of pork must be stored away in cured condition for use during times of short supply.

We continually have to estimate future hog supply, and this is a problem that is handled by our research department. Few companies have gone into this phase of the business to the extent that we have and, while we have accomplished tangible results, we feel that we have but scratched the surface.

The Brennan-Eley Company

Chicago, will direct advertising for the Art Metal Products Company, same city, manufacturers of Humidiator radiator covers; Milani Company, same city, Milani French Dressing; and the Gray and Dudley Hardware Company, Nashville, Tenn., manufacturers of the Washington Home Furnace. The name of the company will shortly be changed to The Brennan-Phelps Company following the election of Harry E. Phelps as vice-president. Charles J. Eastman has been elected secretary.

Harry N. Blair

Formerly advertising manager for the Roberts & Mander Stove Company, Philadelphia, has been placed in charge of the advertising of Dill & Collins Company of the same city, under the direction of Mortimer Gibbons-Neff.

Advertising Calendar

JUNE 24-26—National Foreign Trade Convention, Seattle, Wash.

JULY 4-8—Fourteenth District Convention, Associated Advertising Clubs of the World, Harrogate, England.

JULY 16-18—American Photo-Engravers Association Convention, New York.

JULY 17-18—Conference Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20-22—Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16—Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

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

Milwaukee Industrial Advertisers' Association

Announces the election of the following officers: president, O. C. Dahlman, Koehring Company; vice-president, H. P. Sigwalt, Milwaukee Corrugating Company; secretary-treasurer, Delbert Kay, Nordberg Manufacturing Company.

L. L. Ricketts

Has been appointed circulation manager for *Better Homes and Gardens*, Des Moines, Iowa.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for the *Philadelphia Record*.

J. W. Fisk

Formerly merchandising counsel, *The Milwaukee Journal*, has been appointed advertising manager of *The Cincinnati Post*.

Eddy & Clark, Inc.

Akron, Ohio, will act as advertising counsel for the American Pigment Company, Ravenna, Ohio, manufacturers of rubber compounding pigment.

Advertising Club of Johnstown,

Pennsylvania, announces the election of the following officers: President, Harry Hasselbein, secretary, Chamber of Commerce; first vice-president, Tom Nokes, Johnstown Poster Advertising Company; second vice-president, John Sheridan, Johnstown Automobile Company; treasurer, Fred G. Smith, William H. Smith & Sons; secretary, Kenneth P. Ripple, Johnstown Poster Advertising Company. The directors elected are: L. H. Henning, Valley Engraving Company; H. D. Corbin, Penn Traffic Company, and Robert J. Glock, Swank Hardware Company.



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

Business Opportunities

MAILING OPPORTUNITY

Mail order organization mailing 30,000 catalogues to list of active farmer buyers, mostly New England States, about August 1, will consider enclosing circular matter of non-competitive lines at attractive rates. For particulars address The Orchard and Garden Supply Co., Northampton, Mass.

MAIL ORDER BUSINESS

Other connections compel sale of nationally advertised business; established 4 years; can be conducted on part or full time; unlimited possibilities for expansion; over \$1,000 in paid advertising stock, printed matter, fixtures and list of 1,200 customers; will sacrifice for \$2,000 to quick buyer. For full particulars write Box 357, General Post Office, New York City.

FOR SALE

Stock on hand and Copyrights of Mail Order Publishing Business, of extreme interest to Retail Merchants, especially those who have businesses in smaller Communities. Also Film Rights of these Publications, which have unlimited possibilities for rental of Films to Chambers of Commerce, Rotary and Kiwanis Clubs and other Business Men's Organizations to campaign for "BUYING AT HOME" and keeping business in their towns. Can be sold separately or together. This proposition has great Economic value, and will bring tremendous returns upon the investment. Legitimate reason for selling. Address—C. M. Lansing, Room 759, McCormick Bldg., Chicago, Ills.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Miscellaneous

FOR \$5.00

12 collection letters, complete system. Results or money refunded. Fair Box 279, Danville, Virginia

Philadelphia Headquarters for advertising man or printer's representative. Part of office for rent reasonable. Fine location. Andrew Koller, 911 Commonwealth Trust Bldg., Philadelphia.

Position Wanted

ART DIRECTOR

Desires position with Eastern advertising agency. Engineering and sales background; newspaper and studio experience; capable artist; can work in all mediums. Available about August 1, 1925. Address Box 272, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MANAGER OR ASSISTANT. As I have been clerk, store manager, jobbers' salesman, advertising manager for two chain stores and manufacturer, I am qualified to handle the advertising of a concern that wants an executive who knows merchandising and who can plan and produce effectively yet economically; 15 years' experience in radio, hardware and textile fields; age 35; university graduate. Box 279, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

SALES EXECUTIVE and purchasing—A man wants a chance to get started on the work he loves; he is an energetic, experienced seller and purchaser of merchandise; has repeatedly covered United States and Cuba, knows his field and prospects thoroughly; has an impressive record as salesman, purchaser, and sales manager; his pet lines are magazines, toys, stationery and novelties; magazine promotion and selling his specialty, wants to locate with a live publisher, manufacturer or distributor. Box 278, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

ADVERTISING SALESMAN to sell our direct mail syndicated advertising service to business and professional men; splendid opportunity for right man; permanent future; if you are used to earning \$500 or more monthly on commission basis and desire to improve your position we have the ammunition. The Service System, 442-444 Elizabeth Ave., Newark, N. J.

New, established magazine in virgin field, having pledged support, can use highly qualified men in the circulation and advertising departments in Chicago and New York. Opportunity will be accorded to acquire an interest. Address Publisher, Suite 233, 431 S. Dearborn St., Chicago.

AN ADVERTISING SALESMAN,

experienced and successful, will be selected by well rated institution specializing in standardized sales promotion services. If you are an aggressive seller seeking permanent connection, write us particulars.

FREDERICK C. MATHEWS CO.
P. O. BOX 834, DETROIT, MICH.

ADVERTISING SOLICITORS or crew managers with crews wanted now for a convention issue of a national periodical; liberal commissions paid and exclusive territory allotted; advertising is of a class easily obtained; two months' pleasant and profitable work. Write Mr. Allen, 201 State Theatre Building, Pittsburgh, Pa., giving full details and references as to responsibility.

WANTED

PUBLICATION REPRESENTATIVE

A resignation has caused an opening on the Eastern Sales staff of a Chicago publisher of essential trade and technical magazines. Charter members A.B.C. and A.B.P.

We desire a man of creative ability, constructive in his methods and qualified to make and hold advertisers having a legitimate place in our publications. The field is large and varied, with professional tendencies, and calls for a man of agreeable personality and bearing who would sell space only on the merits of our service and in keeping with the high dignity of an ethical business. An acquaintance with agents and advertisers in the entire Eastern territory would be an advantage.

The position is permanent—salary up to the productive ability of the man—and the future opportunity such as would appeal to a man anxious for increasing responsibilities.

Replies should state age, salary expectations and experience. Interviews in New York or Chicago will be granted applicants whose letters indicate suitability.

Address: Box Number 276, Advertising and Selling Fortnightly, 9 East 38th Street, New York City.

Our Hats Are Off to Mr. Jordan

With apologies to the Jordan Motor Car Company, this title is adapted from an advertisement written by Mr. Jordan as an appreciation of the Cadillac automobile

FAIR PLAY is a big thing both in sports and in industry. It arises from a courageous acknowledgment of the truth. That is why Edward S. Jordan, President of the Jordan Motor Car Company, is known

everywhere as a true sportsman. His sportsmanship is shown by his recent public tributes to a competitor, whose sales led the Jordan by a narrow margin, in the home town field (Detroit, Michigan).

Here is another appreciation, written to the editor of the *Boston News Bureau*, by Mr. Jordan—typically sincere and generous:

“I read the *Boston News Bureau* every day with great pleasure. It will, perhaps, interest you to know that we receive scores of newspapers every day. Only two are read with enthusiasm by every executive in the organization—the *Boston News Bureau* and *The Wall Street Journal*.”

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