

# Advertising & Selling

FORTNIGHTLY

Public  
Library  
Kansas City



Drawn by Worth Brehm for Edison Lamp Works of G. E. Co.

JULY 15, 1925

15 CENTS A COPY

*In this issue:*

"Good Old Law of Averages" By G. LYNN SUMNER; "Where Mail Order Houses Make Their Profit" By RALPH K. WADSWORTH; "We Return, Express Collect" By JOHN M. SCHLACHTER; "The Weather That's Coming" By FLOYD W. PARSONS; "Spellbinding the Space Buyer" By L. C. PEDLAR

# *As Men Read So They Smoke*

At home in the evening, reading his favorite evening paper—slippered feet elevated to permit the proper flow of thought—and cigar, pipe or cigarette going good—that's the time, place and circumstance in which to sell your prospect on the merits of tobacco, or any product that appeals to a man.

And the medium through which to sell him is his favorite evening paper. In Chicago it is The Daily News. That advertisers of tobacco products realize this is shown by the following table:

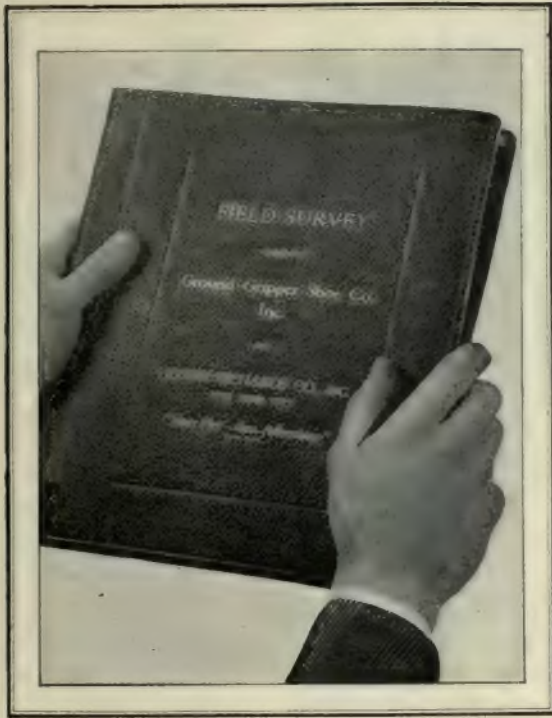
The following tobacco advertisers used The Daily News lineage opposite their names in the first 5 months of 1925:

<i>Advertiser</i>	<i>Product</i>	<i>Agate Lines</i>
Congress Cigar Co.	La Palina Cigars	4440
G H P Cigar Co.	El Producto Cigars	6156
General Cigar Co.	Wm. Penn Cigars	2910
Moss J & B Co.	Childs Cigars	1916
Webster Cigar Co.	Webster Cigars	1300
American Tobacco Co.	Omar Cigarettes	6650
Congress Cigar Co.	Palina Cigarettes	4705
Liggett & Meyers Tobacco Co.	Chesterfield Cigarettes	22023
Lorillard Co.	London Life and Murad Cig.	31502
Tobacco Products Co.	Melachrino Cigarettes	2290
American Tobacco Co.	Tuxedo Tobacco	3920
Falk Tobacco Co.	Herbert Tareyton Cigarettes	2240
American Tobacco Co.	Lucky Strike Cigarettes	2440
Total		92492 lines

Reach the man through his favorite  
home newspaper—

**THE CHICAGO DAILY NEWS**  
*First in Chicago*

# A book about *your* business



*by the folks who  
buy your goods*



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

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

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

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

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

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

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

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

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

*An Advertising Agency Established 1874*

---

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



# Radio -- and The Evening Newspaper!

**F**OR radio merchandisers, Indiana offers a splendid market. The Indianapolis Radius is that part of central Indiana comprising the trading territory of Indianapolis. 1,992,713 people live in this area and all of them are sufficiently prosperous and modern in their standards of living to be interested in radio.

Industries are so diversified in this territory that a slowing up of one is always counterbalanced by increased production in another. Indiana, eleventh in population, ranks ninth in value of manufactured products, thirteenth in value of agricultural crops, and fourteenth in value of mine and quarry products—a remarkably even division of industry, which guarantees stability of purchasing power.

The Indianapolis Radius is a rich section of a wealthy state. And in the Indianapolis Radius the circulation of The Indianapolis News is concentrated. This circulation of The Indianapolis News is the largest in Indiana—larger every week day than the second Indianapolis newspaper on Sunday.

**R**ECOGNIZED for generations as the *home medium*, the evening newspaper takes the radio merchandiser's message straight to the proper place at the right time. Radio advertising in the evening newspaper reaches the family group, assembled before the loud speaker, just prior to the first announcement. Could any medium be better timed?

Indiana, where Los Angeles is heard as clearly and as easily as Schenectady, is full of radio fans. For years past, these fans have depended upon The Indianapolis News for radio information. And they have not been disappointed. To serve them better, The News a few months ago established an enlarged editorial department under the direction of Wm. Stokes, the Radio Editor.

To merchandise radio in the Indianapolis Radius—Indianapolis and its trading territory—just one advertising cost is necessary: space in The Indianapolis News. Hoosiers respond to radio advertising in The Indianapolis News just as promptly and as completely as they do to other classifications.

Year after year, The Indianapolis News carries *more* total advertising than all other Indianapolis newspapers *combined*—and does it with less than half as many issues.

During the first five months of 1925, the only period for which official figures are available, national radio advertisers purchased nearly twice as much space in 129 issues of The Indianapolis News as was used in all other Indianapolis newspapers combined in 280 issues.

# The INDIANAPOLIS NEWS

New York Office  
DAN A. CARROLL  
110 East 42nd Street

Frank T. Carroll, Advertising Manager

Chicago Office  
J. E. LUTZ  
The Tower Building

# Page 5—The News Digest

## National Advertising Commission

Associated Advertising Clubs of the World, announces the appointment of members to a Legislative Committee and a Standardization and Educational Committee on Extension and Development of Advertising Courses in Schools and Colleges. In order that the committees may meet without too much travel on the part of the members, the former has been appointed entirely from the West and the latter entirely from the East. The memberships are as follows: Legislative—Homer J. Buckley, Buckley, Dement & Company, Chicago, Chairman; George M. Burbach, *St. Louis Post-Dispatch*; Julius Holl, Link-Belt Company, Chicago; Theodore R. Gerlach, Gerlach-Barklow Company, Joliet, Ill.; Guy S. Cooke, First National Bank, Chicago; C. T. Fairbanks, Edwards & Deutsch, Chicago. Standardization—Frank LeRoy Blanchard, Henry L. Doherty Company, New York; Harry Tipper, General Motor Export Corporation, New York; Robert E. Ramsay, James F. Newcomb & Company, Inc., New York.

## Irvin F. Paschall, Inc.

Chicago, will direct advertising for the Illinois Band & Supply Company, Aurora, Ill., sellers of poultry supplies by mail.

## Gordon Anderson

Formerly connected with the art departments of Frank Seaman, Inc., and Joseph Richards Company, has joined the art staff of the F. J. Ross Company, Inc., also of New York.

## Street & Finney

New York, will direct advertising for the Empire Bond & Mortgage Company, same city.

## Gridley Adams

Of Rogers & Company, Inc., New York, has been appointed executive secretary of the National Council of Business Mail Users with headquarters in the same city. This organization is composed of upwards of fifty of the largest business houses which utilize the mails extensively and has been formed for the purpose of presenting a solid front in working for equitable postal rates.

## The Associated Business Papers, Inc.

Will hold its annual convention in Chicago, Oct. 13-15. The annual meeting of the National Conference of Business Paper Editors will be held at the same time.



## The Thumbnail Business Review

By Floyd W. Parsons

**F**UNDAMENTAL conditions are showing a steady improvement and the outlook for satisfactory business in the fall is most encouraging. Nearly all crops made good progress in June. Winter wheat is 200,000,000 bushels short of last year's yield, but so far as the farmer is concerned, this deficit is balanced by a higher price for the cereal. Spring wheat is doing well and corn has almost entirely recovered from the setback it received during the freak cold spell in May.

☐ Building operations continue upon a record scale. Production in the iron and steel industry is being maintained at a much higher level than prevailed during the warm months of last year. Metal markets are improving, with prices fairly strong in both copper and lead. The outlook in textiles is more hopeful.

☐ Probably the most important development during the past fortnight is the controversy that has arisen in the coal industry. It is quite possible that we will run into trouble in the coal fields this fall. Stocks of bituminous coal are at a very low level (38,000,000 tons), while there is not much more than a million tons of hard coal available for use in stoves and furnaces.

☐ There is boiling discontent in the minds of the coal workers as well as on the part of the operators. The miners are well supplied with funds to finance a fight. The real point at issue is the preservation of the union, rather than the rate of pay of the men.

☐ John Lewis is the most capable labor leader in the United States. He is fearless of personages or legislatures and has an army of followers that will stick to the end. The coal outlook is much worse than surface indications and newspaper stories lead one to believe.

## Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for the Wanamaker Institute of Industries, same city.

## W. M. Engelman

Formerly space buyer for Goode & Berrien, Inc., has joined Pedlar & Ryan, Inc., in the same capacity.

## "New York American"

## "Chicago Herald and Examiner"

National advertising departments, will be combined and operated as one unit with offices in New York, Chicago and Boston. E. N. Chalfant will be director of national advertising; Wilbur L. Arthur, associate director of national advertising; F. R. Levings, Western manager; H. R. Wheeler, New England manager; E. V. Coffrain, associate manager. All will be under the direction of E. M. Alexander, vice-president of the *New York American*.

## Fecheimer, Frank and Spedden, Inc.

Is the name of a new agency formed in Detroit by S. M. Fecheimer, president of the Industrial Advertising Company, Emanuel G. Frank, manager of the copy department of Campbell-Ewald, and Roland G. Spedden, manager of the retail department of the latter agency. They hold the positions of president, vice-president and secretary, respectively, of the new organization.

## Robert Ferris

Has been appointed Chicago manager for *Lighting Fixtures & Lighting, Lamps, and Buyers Directory and Catalog of the Lighting Trade*, all published in New York.

## Lyddon & Hanford Company

New York office, will direct advertising for C. S. Merton & Company, manufacturers of men's caps.

## Campbell-Ewald Company

Detroit, will direct advertising for the Crossley Radio Corporation, Cincinnati, marketers of Armstrong Regenerative receivers.

## Street Railway Advertising Company of New Jersey

Of which Barron G. Collier is president, has been awarded the contract for the advertising and vending privileges on all the lines of the Interborough Rapid Transit Company, New York, for a period of eighteen years. The signing of the contract followed the opening of bids under the auspices of the Transit Commission. The Collier concern outbid Artemas Ward, Inc., the former holder of the concession, by \$1,010,000 over the period of the contract. The Chicago Elevated Advertising Company also bid.

[ADDITIONAL NEWS ON OTHER PAGES]

THE NEW YORK TIMES, MONDAY, MARCH 16, 1925.

## CENTURY run slowly

CENTURY LIMITED  
seemingly leisurely  
moves along the

and speed is due to  
New York Central's  
added, as well as  
of the steam  
that haul the

"business day" for  
traveler—and does

The CENTURY on the  
Electric Division along  
the Hudson River. From  
a painting by Walter L.  
Queen for the General  
Electric Company.

RAL

# WE DON'T BITE THE COIN TODAY

"BUSINESS is selfish and crooked," shouts a street-corner agitator in Madison Square.

Just back of him, the Metropolitan Tower houses a great insurance company, built wholly on the faith and confidence of its 19,000,000 American men and women customers.

What inconsistency! Even while the agitator shouts and the parlor pinks chatter, 90% of this same American business is conducted on credit. Credit is nothing more than confidence that a man will keep his word.

This business confidence is the foundation of American life today. The road by which we have reached it has been long and up-hill.

Trade, not so long ago, was conducted at fairs. Here were set up the tented shops of the drapers, the goldsmiths. Here were to be found fine linens from Egypt, camel's hair from Persia. Around it all was a straggled with a guarded entrance!

The buyer came, felt of the article he wished to buy, held it in his hands while the seller bit the coin to see if it was all its face implied.

CENTURIES passed. The buyer learned to buy from a sample. He said, "Send me a dozen like this."

He had confidence that the dozen would be like the sample. The seller, on his part, did not say, "Pay me first; I am afraid to buy raw materials and pay my workmen until I see the color of your money." He said, "Pay on delivery."

Centuries passed. Confidence grew. The buyer no longer demanded to see a sample. He believed in the salesman's description. And the seller did not demand pay on delivery. He said, "Take thirty days to turn around."

Each had confidence in the integrity of the other.

TODAY goods amounting to billions of dollars are bought and sold by the printed word. Payment is made by a piece of paper on a bank, sometimes thousands of miles away.

Who now fears that his milk is watered or his sugar sanded? You buy a Ford or a Pierce-Arrow without questioning the soundness of its material or the honesty of its seller. You select color and design, but you take on faith steel and leather and mechanical skill. The buyer need no longer beware. It's the seller who is held to account.

Let this confidence be ever so slightly disturbed—at once it is felt.

During election periods there comes a slow-down. Why? Because promises, pledges and threats lead business men to wonder if they will be able to keep their word. They don't know what artificial legislative handicaps may be ahead of them.

Demagogues are not the only offenders. Often, without thinking, business men join them. They criticize without knowing the facts. The retailer, pressed by a customer, blames the wholesaler, the wholesaler the manufacturer, the manufacturer the railroad, the railroad the coal operator, the coal operator the miner. Everybody blames the banker.

THUS business men themselves help to shake public confidence in their own work.

American industry has its faults, and they deserve criticism. There are business men in it today who are still throwbacks to the middle ages, who still make it necessary to bite the coin.

They should be stung out of the hive.\* The business man who wants to criticize intelligently and yet maintain this hard-won confidence, should know the facts.

For him Nation's Business is edited. It is a magazine published in Washington by the largest business organization in the country, and is founded on the belief that anything which is not for the public good is not for the good of business.

Any executive who does not know Nation's Business and who will write Washington, will be told how he can inspect this magazine without expense.

One year ago, 139,975 business men were subscribers; today there are 176,705.

\* See "Corrales of Credit" and "Community Crook-Catchers" in the March and April numbers.

# THE NATION'S BUSINESS



MERLE THORPE, Editor

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

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

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

# What Richard Spillane Thinks of Birmingham

**R**ICHARD SPILLANE, financial editor of The New York American, in the latest issue of Commerce and Finance, writes about Birmingham as follows:

If you were asked what city is typical of the republic your reply might be New York, Chicago, Boston, or whatever center happened to be your home. But there is one New Yorker who has been over the nation from ocean to ocean, and the Great Lakes to the Gulf, whose unhesitating answer would be, "Birmingham, Ala."

Why? Because no other city of the Western world has so much natural wealth at its doorstep; is, proportionately, so highly industrialized and yet so closely allied to agriculture; because it is a blend of the North and the South, the East and the West; because it is young, and because it expresses vividly that intangible spirit which, in varying forms, you find throughout the nation.

As a city it is young, even for America, where so many cities are young. It didn't come into being until after the Civil War. The petition for its charter wasn't filed until a few days before Christmas, 1871. And yet today it ranks as one of the greatest cities of the South!

Nature has been lavish in her gifts in the Birmingham district. In only a few sections of the globe are there such a diverse number of rich deposits of mineral wealth. Of coal there is a vast quantity. Of iron ore there is sufficient to meet the needs of a century or more. Coal, iron ore and limestone—three major requisites for steel making are in abundance on either side of Jones valley, of which Birmingham is the Gate. As if that were not enough, the forests furnish 125 varieties of timber, from pine, oak, and poplar to lesser growths, while the farms yield cotton, corn, oats, peas, sweet potatoes, sorghum and sugar cane.

**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

THE tastes of our readers are very, very simple.

They want nothing but the best. The Condé Nast Group of magazines display nothing but the best . . . the newest . . . the smartest. Our people read them with one idea in mind:

“How shall I spend some money? Where shall I go this season? What shall I wear? How shall I entertain my guests?”

Every one of these ideas represents an expenditure of money. Such buying is encouraged by all of our magazines.

VOGUE  
VANITY FAIR  
HOUSE & GARDEN

THE CONDÉ NAST GROUP

*All members of the Audit Bureau of Circulations*



# Buffalo the Wonder City of America

## The City of Beautiful Homes

Buffalo is a home loving city. It has 130,726 homes. Most of them are attractive. Many are beautiful. Some are magnificent. 38.6% of the homes in Buffalo are owned by the families living in them—a fact indicating the substantial character of the city and its worth as a market for advertised goods.

During July the News will throw open for the inspection of its readers nine different homes. All will be new homes, completely furnished by the merchants of Buffalo. They will be located in the several different residential sections of Buffalo. This is not an advertising "stunt"—not a line of copy will be solicited. It will be a genuinely constructive effort on the part of the News to educate its readers in the selection, furnishing and decoration of homes that will particularly fit the needs of individual families of varying incomes. The



price range of these homes will be from \$7250 to \$32,000.

In August, 1914, a similar homes beautiful exhibit was sponsored by the News. With only three homes on display for one week there were more than 150,000 visitors—more than twenty-five per cent of the entire population of the city. The results of last year's exhibit were immensely pleasing to News readers and to the merchants and realtors who participated. They are co-operating this year in even greater measure.

Greatest Circulation in New York State Outside of New York City

*The News Is Buffalo's Home Newspaper*

Carries 45.56% of all advertising in the six Buffalo daily papers

# BUFFALO EVENING NEWS

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

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

Present Average  
134,283

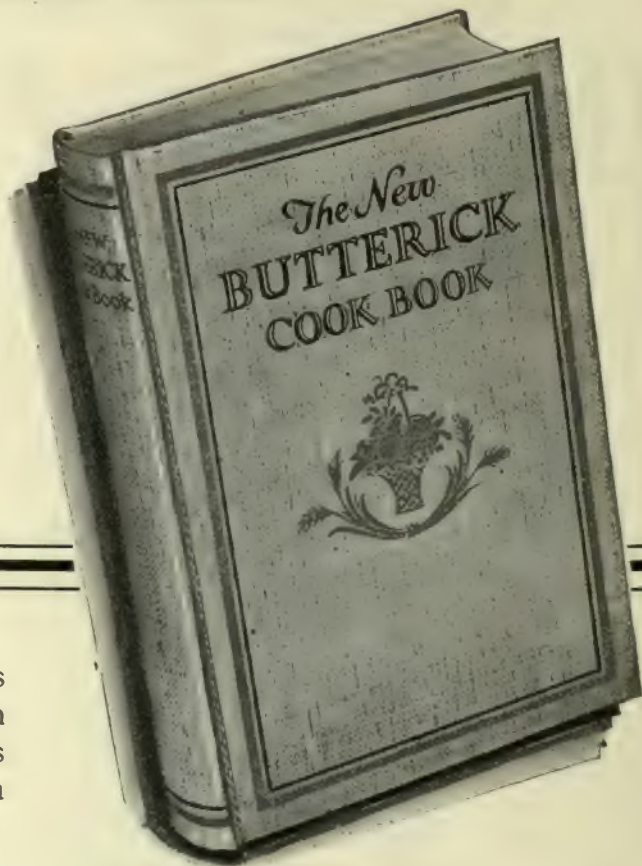
Marbridge Bldg., New York, N. Y.

Lytton Bldg., Chicago, Ill.

# In More Than 60 Colleges!

The New Butterick Cook Book has been adopted as a text by more than sixty colleges, universities, and state normal schools.

**It's  
Authoritative!**



Newspapers endorse it, Women's Institutes recommend it. Women everywhere praise it. In thousands and thousands of homes it is a helpful, prized possession.

## Because It's

(1)—“More than a cook book—it is a gold mine of information.”  
(COLUMBUS, (O.) DISPATCH)

(2)—“A valuable addition to every housewife's kitchen library.”  
(NEWARK, (N.J.) STAR EAGLE)

(3)—“A dependable guide, counselor and friend.”  
(BALTIMORE, (MD.) NEWS)

**It is just one more proof  
of the excellence of The  
Delineator's Service.**

This great new cook book is a Delineator product, prepared under the supervision of Martha Van Rensselaer, Editor of The Delineator's Home Making Department and Co-director of the New York State College of Home Economics at Cornell University.

**THE DELINEATOR and THE DESIGNER**  
(The Butterick Combination)

Chicago

New York

San Francisco



# Mrs. Newport

... flower of a famous family

Years ago a village blossomed at the mouth of the Licking River. It was a pretty village, with big white houses at one end . . . . In one of the white houses Mrs. Newport's ancestors dwelt, and lived the life of the Southern aristocrat.

Then came the march of Industry. The town grew lustily. Today, the white houses have given way to stores—but in a new home, farther out, Mrs. Newport lives the tranquil life of old. Last week, there was a party for her daughter, just home from college. Tomorrow, Mrs. Newport and the children will depart for their summer cottage at Ryland.

But one companion of Mrs. Newport's days in town will follow her. It is The Daily Enquirer. Each morning she turns to it for the news of the day; each morning it fills the hour between breakfast and the shopping trip.

Nor is Mrs. Newport alone in this custom. In one section of her community, for instance, are 401 residence buildings. Here, 272 Daily Enquirers are delivered.

Any merchant desiring to increase sales must give consideration to Mrs. Newport. With the foregoing figures before him, he must give consideration, too, to The Enquirer.



S.A.M.



## N. B.

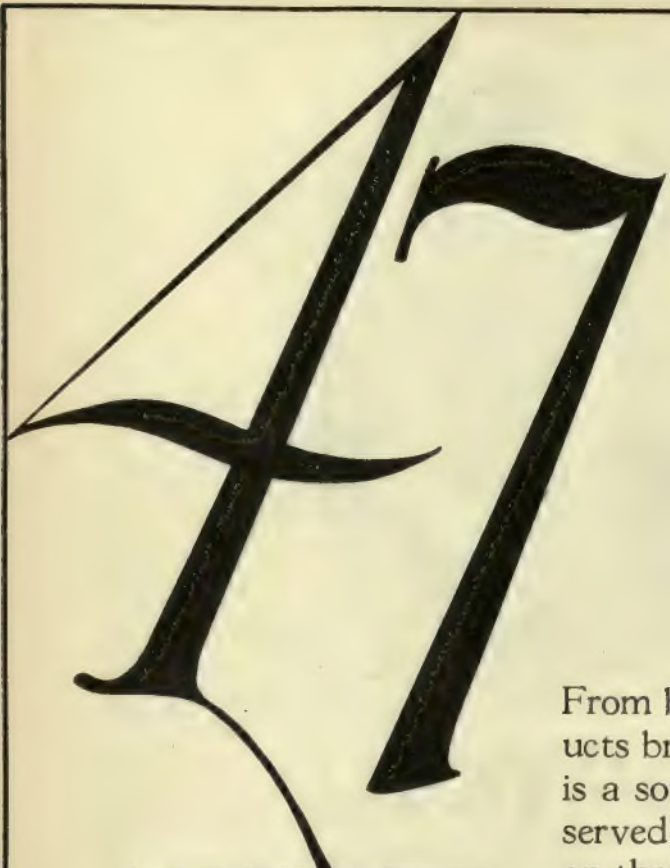
This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.

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"



# years of service to Cuticura

From babyhood to old age, Cuticura products bring skin comfort to home folks. It is a source of pride to this Agency to have served this world famous advertiser for going on three generations. Today it is the most pronounced and permanent success of any proprietary group in the world.

## A Charming



## Reflection Is Obtained by Using Cuticura Soap

Daily, assisted by Cuticura Ointment when required. It keeps the pores active, the skin clear and free from eruptions and the scalp in a healthy hair-growing condition.

Soap 25c. Ointment 25 and 50c. Talcum 25c. Sold everywhere. Sample each free. Address: "Cuticura Laboratories, Dept. 6T, Malden, Mass."

Cuticura Shaving Stick 25c.

## MORSE INTERNATIONAL AGENCY *Advertising*

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



# Advertising & Selling

## FORTNIGHTLY

Good Old Law of Averages G. LYNN SUMNER	15
Where a Mail Order House Makes Its Profit RALPH K. WADSWORTH	17
Determining the Physical Form WILL HUNTER MORGAN	18
"We Return, Express Collect" JOHN MARION SCHLACHTER	19
A Short Course in Selling Via the Advertising Pages	20
The Travel Poster Exhibition at the Art Center	21
Spellbinding the Space Buyer With Soundproof Figures LOUIS C. PEDLAR	23
Could You Sell This Yacht at a Cost of \$735? FRANK HOUGH	24
The Editorial Page	25
The Weather That's Coming FLOYD W. PARSONS	26
Cream of Wheat Buckles on Armor for Price Main- tenance Fight	30
Selling Costs of Advertised and Non-Advertised Goods J. GEORGE FREDERICK	32
Morons Versus Monkeyshiners KENNETH M. GOODE	34
Written by Our Readers	36
"Let's Have a Smash" WILLIAM E. CAMERON	38
Another Way of Paying Salesmen V. L. NASH	40
The 8-Pt Page by ODDS BODKINS	42
Turning an Organization's Errors Into Profit LESTER H. BUTLER	44
In Sharper Focus A. C. PEARSON LOUIS WILEY	58
E. O. W.	64



G. Lynn Sumner

WITH the mature experience of fifteen years in charge of sales and advertising for the International Correspondence Schools and as vice-president of the Woman's Institute, Mr. Sumner speaks with authority. As contributing editor to the FORTNIGHTLY he will appear regularly in our columns. In this issue appears the first article of a series which will be of the utmost usefulness to our readers. Besides being a recognized authority in his field, Mr. Sumner possesses a fluent and concise prose style which makes his writing highly interesting and readable entirely apart from the aptness of its context.

### M. C. ROBBINS, PUBLISHER

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

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

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

CLEVELAND:  
A. E. LINDQUIST  
405 Sweetland Bldg.; Superior 1817

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



OFFICIAL WASHINGTON presses a button, opening a theatre in New York or a power plant in Colorado. Similarly you can set in motion the machinery of advertising in any or every part of the country.

There is a McCann Company office within easy reach of your headquarters. Make connection through it with the McCann system. You will find a nation-wide circuit, all set up, which provides that accurate, direct and personal control of local contacts so necessary to the successful marketing of nationally advertised products. National advertising requires a "National" agency.



## THE H. K. McCANN COMPANY

### *Advertising*

NEW YORK	CLEVELAND	SAN FRANCISCO	DENVER
CHICAGO	LOS ANGELES	MONTREAL	TORONTO

JULY 15, 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*

## Good Old Law of Averages

How You Can Make It Work for You in Personal  
or Printed Selling

*By G. Lynn Sumner*

**I**N the month of August, 1921, there were 59 suicides in the City of New York. In the month of August, 1922, there were also 59 suicides in the City of New York.

A remarkable coincidence? Not at all. Simply a striking example of the principle that under the same influences or conditions people act with surprising uniformity. For the most remarkable thing about people is —not that they are so different, but that so many of them are so much alike.

If you should constitute yourself a sort of census taker on your own account and should go out and call from house to house until you had met and seen and talked with 5000

women, you would find that out of that 5000 a certain percentage would have red hair, a certain percentage would like Norma Talmadge better than Gloria Swanson, a certain per-



Courtesy N. Y. Edison Co.

**T**HE most remarkable thing about people is not that they are so different, but that so many of them are so much alike, so uniform in their actions. In every crowd of a given size there will be a certain number of persons who will buy the product you have to sell. There is a law of averages that will work for every advertiser and every salesman, and they should use it as a laboratory test for each proposed selling plan

centage would wear a 5A shoe, a certain percentage would have little daughters by the name of Mabel, and a certain percentage *would buy what you had to sell.* And if, when

you had completed your canvass of the first 5000 women, you went out and made exactly the same canvass of another 5000, you would find that with amazing fidelity the percentages on your first test would hold true on the second. It is the good old law of averages at work.

This law is the basis of all selling, whether by salesmen, by direct mail, or by periodical advertising.

I recall mailing a letter to 6000 names taken from telephone directories. The needed return was 1.5 per cent. The test pulled 1.6 per cent. This was satisfactory with a slight margin of safety. So the same letter was mailed to additional telephone directory

names until a total of 600,000 had been circularized. The returns never fell below 1.4 per cent nor rose above 1.8 per cent. At the end of a year it was almost exactly 1.6



© Brown Bros.

**E**NTERPRISES which have been among the most persistent friends of the good old law of averages. Chain stores and news stands have reduced pedestrian traffic to a fine science. They know approximately how many people pass any given corner of their city every week day of the year and how

many out of every hundred of these buy the products which they are selling. Pushcart peddlers have established their stores on a mobile base and can take advantage of whatever variations may result because of time of day or season to follow their markets. Where the crowds are, you may be sure they will be

per cent. The original test had repeated its original performance a hundred times. The law of averages was at work.

Recently I received a circular letter from a life insurance company, with a return inquiry card enclosed which invited me to send for an attractive booklet on "planning your future." I signed and mailed it. Some two or three weeks later I was told that a man was waiting to see me and had brought a book I had sent for. The incident of the letter had slipped my mind completely and I asked him in. He was a genial chap and not the least bit disturbed when he found I was interested in the plan only from an advertising standpoint and not as a prospective buyer of insurance.

Then he told me exactly how he had worked out a law of averages that enabled him to use the plan with a certainty of result. He sent each month to his home office a certain number of names of substantial business men. The home office mailed out the letter I had received. A certain percentage of replies—3 per cent in this case—came back. These in turn were referred to the local representative so that he might personally deliver the booklet. A certain percentage of the people he reached he was able to sell.

Now of course up to this point this is just an ordinary business creating method that has been used, with variations, by many selling organizations. But here is the important application of it in this instance.

This particular salesman, after an experience of several months, found that when he divided the total amount of insurance sold to these prospects, he had sold an *average* of \$1,500 for every inquiry he had received. As he received three inquiries from each one hundred names circularized, he was, therefore, selling an average of \$4,500 for each one hundred names sent in. In other words, every time he sent a name to his company to circularize for him he set in motion a sales effort that *on the average* and with the usual aggressive and intelligent follow-through, was certain to result in the sale of \$45 worth of insurance. So by consistently using this plan he took much of the hit and miss element out of his work and was definitely able to develop a certain needed volume of sales each month by sending to his home office a certain number of names. He had discovered the infallibility of the law of averages and had put it to work.

**I** KNOW a salesmanager of a large printing plant who has worked out a very definite formula for his men on a similar basis. There are usually three steps in the sale of contract printing. First, the initial call to make a new contact or to get specifications for a bid; second, the quoting of a price; third, the securing of the contract. This plant is located in a highly competitive field where most jobs are submitted to several printers.

Study of an experience table showed that the plant was getting 8 per cent of the business on which it quoted. In order for any one of its salesmen to produce a satisfactory amount of business it was necessary, therefore, for him to *quote* on enough business so that 8 per cent of that amount would be a satisfactory sales volume. And in order to quote on a certain average volume per day, it was absolutely necessary to keep seeing new people and making new contacts.

"The hardest job I have with any salesman," this salesmanager said to me, "is to keep him from concentrating on some one big job and to get him to work on the law of averages instead. When a salesman sets his mind on landing some particular big contract, it may absorb his time and attention for weeks. If he gets it, of course, everything is lovely, but if he loses it, he is so disappointed that he has to begin all over again.

"But once you get a salesman to realize that if he just sees enough people, and quotes on a certain volume, the business he needs is *bound* to come, he has an enormous advantage over the big game hunter. For one thing, he learns to plan his work and work his plan, and what is equally important, the loss of no one contract is going to disturb him at all, because he knows the law of averages will make it up in some other quarter."

I do not want to give the impression that working the law of aver-

[CONTINUED ON PAGE 66]



# Where a Mail Order House Makes Its Profit

By *Ralph K. Wadsworth*

**M**OST of us take price for granted. We know it as either high, "reasonable," or low, and we seldom stop to think how the seller arrived at it.

Not so the successful merchant or manufacturer. If you belong in his class you have probably found it one of the hardest problems in your business. On the careful pricing of your line may depend the difference between profit and loss, between future growth and dissolution. If you raise prices, usually you lose business. If you make them too low, you sacrifice your profits.

A typical case is that of a large department in a Chicago mail order house. This department handles household items selling between \$15 and \$200, and has been doing an annual business of \$4,000,000 to \$6,000,000.

Somehow or other it never showed any real profit. Some years there would be a small net profit, but at other times that department showed in the red. The department head was well thought of and considered a competent man. He knew his line thoroughly, seemed to carry goods that were up-to-date and in demand, but in spite of that his business could not make a real profit. He explained that he couldn't raise prices because competition would not permit it. Finally, the president of the company decided to make a change—at least to give another man a chance to see what he could do. The result was that the next season showed a good net profit.

How was the new buying head able to do this? Chiefly by a better pricing of his line. On those items where competition was keen he cut prices slightly under those of his

competitors. On other staple items, however, he added certain improvements to justify raising prices to make up for the loss on the leaders. These improvements didn't cost much but they made customers feel that his articles were worth much more. Where, for example, an additional feature cost him \$1, he was able to raise the price \$5 higher.

Another effect of adding these special features to his goods was to lift them out of direct competition with his competitors' merchandise and to enable him to secure his full gross profit. Thus, the new buyer by a better pricing arrangement did what his predecessor had failed to do, and lifted his department into

various catalogs. It is quite probable that 50 per cent of Sears Roebuck customers consult a Montgomery Ward catalog at one time or another before ordering, and vice versa.

Therefore, as a mail order department head your first consideration is to see that your prices meet those of competition; and of course any successful manufacturer or merchant must do likewise. But when you start to set prices to meet competition you are faced with the problem of making net profit. If you can't make it you will soon be out of business.

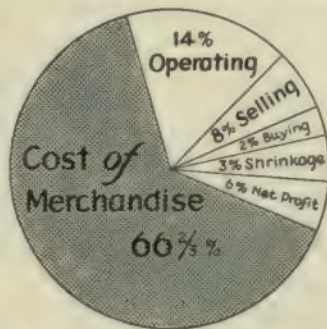
Gross profit in the mail order houses is always figured against the selling price. "Mark-up," as the term is generally used in retail stores, means gross profit against the cost. I have heard it applied both ways in the mail order business; so to avoid confusion I will use the term gross profit.

Your method of figuring gross profit in the mail order business would be as follows: If an item cost \$1 and you sold it for \$2, that item would be said to carry 50 per cent gross profit, although the mark-up on the cost is 100 per

cent. Figured in this way, a gross profit of 33 1/3 per cent represents a 50 per cent increase on the actual cost.

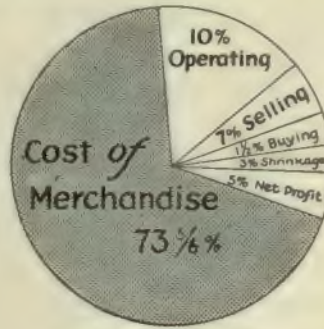
Naturally in setting your prices you ask yourself: "How much gross profit must I have in order to continue in business?" The answer will not be the same on all classes of merchandise. On some lines, such as in groceries, where the turnover is rapid, your gross profit would be as low as 21 per cent. In others, such as women's hats, which are seasonable and quickly become out of date,

*How the Mail Order Sales Dollar Is Divided*



*Selling to the Consumer*

The smaller unit of sale increases operating and selling expense and decreases turnover, thus requiring more gross profit.



*Selling to the Dealer*

Larger volume per order makes for lower operating and selling expenses. Total average gross 26 1/2% against 33 1/3% for consumer selling.

one of the producers of real profit for that business.

No single factor you can think of is so powerful in the selling world as the argument of price. People will walk blocks to patronize a store if it saves them a few cents. The cut-rate drug stores, department stores and chain stores are good examples of this.

Likewise price is the biggest sales argument the mail order houses have. Before making their purchases it is common practice for customers to shop by comparing

## Sales Manuals That Make Good

# Determining the Physical Form

By Will Hunter Morgan

LAST spring after months of labor on the part of the sales manager and advertising department, one set of manufacturer's salesmen went out to show their trade a brand new sales manual. The book did not contain so many pages; there was not a lot of reading in it. Actually, it could be gone through in a few minutes. But the page size was about twelve by eighteen inches. And when housed in a big, specially-made brief case it looked formidable.

When this selling equipment got out into the field, the salesmen reported almost to a man that dealers shied away from it. The salesman would promise that its perusal would take only a few minutes, but the dealer didn't believe it. He had been up against salesmen's "few minutes" before. In many cases the salesman felt that the jumbo-looking manual actually cut off interviews. The dealer felt that the salesman's proposition was complicated and cumbersome. He had no desire to listen to such.

It was suggested that the salesman hide the portfolio where possible when opening his interview, and not let it be seen until he had gotten the dealer somewhat warmed up. So the salesmen tried for a while to do this. As they went in they left the kit up beside rails or against the off sides of buyers' desks, and even outside the dealer's private office. This helped a little but it became evident that the portfolio was in for being permanently classified as a salesman's white elephant.

As a last resort a half dozen new manuals were made with letter size pages. It was found that the big pages of the original manual could be photographically reduced to the new dimensions without much loss in readability. So the six loose-leaf smaller-size manuals were turned over to six salesmen selected at random. These were carried in the regular-size brief cases into the buyers' offices. The six manuleers reported back that everything was going "fine an' dandy"—with a big emphasis on the "dandy." The big scare-'em-off manuals were all called in and every man got one of the new

smaller manuals in their place.

That is the most striking case I have ever encountered regarding the part played by size in getting sales manuals properly used. But to a greater or less extent the size and physical constitution of a given sales manual has a great deal to do with the way in which the buyer regards it and the salesman makes use of it.

Here are some of the points to be considered in giving the sales manual its physical form:

1. *Size.* The question of size has been covered in part in the experience already related. It is true, however, that in some cases a large page size is justified.

In one case I know of, the sales talk centers very largely around the advertising. Full pages are used in large-page publications. Copy is wordy. Reduction of the advertisements is a questionable procedure. Due to peculiar trade reasons the dealer can usually be interested in the advertising of this particular product much more than in advertising of the other goods he carries. A large-page portfolio gets over.

Another case where bulky manuals are seldom a handicap exists in the case of houses which sell through exclusive agencies. If the dealer is interested in an exclusive agency proposition, whether it be men's hats or player pianos, he probably will find plenty of time to go into the matter thoroughly with the salesman. And the subject, if the buyer gets warmed up, is so important that he will want to discuss all the details.

STILL another type of situation justifying the behemoth sales manual exists where the sales manual must be virtually a sample display, giving large pictures of patterns and products so that the dealer can see in them the details of the line. If it saves the dealer a trip to the hotel to see samples, he doesn't mind how big the sales manual may be so long as he can handle it conveniently.

On the other hand, if it is necessary for the salesman to carry a bulky sample case every effort should be made to keep any sales

manual small. In some cases it is incorporated into the sample case, making one thing to be carried rather than two.

A sales manager who has made a special study of the preparation of manuals says, "In my opinion the sales manual should be made as small as possible without sacrificing good points which may require large pictures or diagrams. In working out a manual I find it good practice to look at each illustration with the thought of serving it up in the smallest possible size. I prefer a pocket size sales manual of one hundred pages to a fifty page manual having pages twice as big. One of the salesman's best chances to study his manual may occur during train rides. If the book tucks easily in his coat pocket he is more strongly tempted to get it out when riding and study it. If the manual is larger than letter page size he will not, in my opinion. The very bulk of it prevents."

THIS is a point well worth considering. One sales manager even presents the company's full-page advertisements in miniature size. It happens in this case that the advertisements are simple in makeup, having brief texts in large type, and simple pictures. Even under this marked reduction they can be read with a fair degree of ease and the general effect of the advertising is well conveyed. Apparently the reduction does not make the dealer think any less of the advertising.

Perhaps the question as to size is best summed up by a friend of mine who is advertising manager for a manufacturer of food specialties. He says, "From childhood we are brought up on moderate-sized books, the school geography being one of the few exceptions. The books we use most are apt to be those that are easiest to handle, assuming that the contents are interesting."

2. *Typography.* One sales manual that looked fine when examined in a well-lighted office proved to be a "hard reader" when taken into the field. Garages and hardware dealers were the salesmen's prospects. Their

# "We Return, Express Collect"

## How Manufacturers Are Cutting Their Returned Goods Losses

*By John Marion Schlachter*

**T**HE returned goods problem is having a definite influence upon the cost of doing business. It has taken rank with the rise in commodities and is sharing in the spread of general costs. So great is the burden that companies not infrequently figure it as part of the overhead and are constantly striving to reduce the practice and thereby lessen the drag.

Inasmuch as there is always more or less loss on returned articles because they have become old and unsalable, there should be some further charges against the returned goods cost. It has been calculated that the costs amount to more than 5 per cent of the value of the merchandise sent back, which is indeed a discouraging figure.

A manufacturer of roofing materials, paper sundries and like products, who does a direct business in his local market, is meeting with success in overcoming the return practice. He is making it as difficult as possible to return goods because he feels that a great deal of advantage is taken of a too easy facility for returns, particularly on a declining market or when trade is more slow than usual.

No goods are accepted by his receiving department unless accompanied by his authority form. If a customer wants to return goods he must advise the house of his intention. If agreeable, a permit with all the details thereon is sent. No driver will pick up

any goods to be returned without the customer giving him the order which has been received through the mail.

A Pennsylvania company has a plan for handling returns which also involves definite principles. It does not permit a return of goods unless the reasons for requesting it are set forth in full. When the return is finally allowed the charges and expense incurred are deducted, together with 10 per cent to cover the cost of rehandling. Where there is a decline in the market price that is also taken into consideration. The rule, of course, applies to goods where the return would be material.

If the value is small and the goods in first class condition, usually some arrangement is made as a matter of policy.

This system has resulted in minimizing returns. It is a common sense policy which has reduced the number of chronic violators and has made them realize that it costs money to take back and resell goods which have once been on the dealers' shelves.

Again, a widely known Mid-West dry goods distributor believes there are two sides to the question of returned goods and, therefore, expresses this view:

"We have not been arbitrary with our customers in the past in matters of returned merchandise, preferring to look at the subject somewhat from the standpoint of the retailers. They buy very largely from samples and under the encouragement of a good salesman. The merchandise does not always look the same to them in the piece as it did in the sample. Some are over-enthusiastic in their buying. Then, a large yardage affects the possibility of selling many marked patterns in a small town. Also, market conditions are always a factor.

"Having these things in mind, where the customer is not a chronic returner we treat the question rather liberally. We have to take into account always the fact that the deliveries from the jobber are rarely complete and that desirable stocks turn-



Courtesy American Railway Express

**T**HE losses sustained by manufacturers and wholesalers on returned goods amount yearly to sums which in some cases are of such size as to impair the success of the business itself. In many lines of trade the retailers have developed a law unto themselves, abetted in their stand by the policies of a few weak-kneed concerns who will not stand upon their rights for fear of losing accounts. With such competitors a progressive and fair-minded manufacturer is apt to place himself in an uncomfortable position with his dealers. Reputable retailers are beginning to appreciate the ethics of fair play involved, but in the meanwhile the transportation companies continue to be flooded with returned orders which cannot but mean losses to the manufacturer; losses on orders which he filled in the best of faith

ing rapidly make almost imperative some substitutions. It is almost impossible except in some special cases to show that the retailer's order was filled absolutely and exactly as submitted to the wholesaler. We fancy that in the above we have made out a pretty good case for the retailer to return goods.

"Now, as to how we handle the matter. We know pretty well those people who are chronic returners. We are perhaps more careful in the filling of their orders than in the filling of orders for others. We have written letters to them, taking up in detail the matter of sending back goods. We pursue an educational policy with our salesmen on the sub-

ject. In flagrant cases we receive the goods and hold them subject to our customers' orders and in some cases have returned to a customer. We do not reject the goods, as this would result in their being put in storage by the railroad companies and cause a large ultimate loss to someone.

"We have an idea that through this policy we have educated our clientèle to the point where we have minimized the return of merchandise."

To be sure, different lines of business require different treatments. Not every house can follow the same unvarying course. However, the principle involved is the same. For that reason a close cooperation be-

tween manufacturers or jobbers who sell the same customer will prevent Smith & Co., from using the old argument—"Blank Mfg. Co., took back a lot of their goods that did not sell. I don't see why you can't take yours back, too."

The retail dealer is apparently a law unto himself; besides, many manufacturers are too fearful of the loss of trade to insist too much upon the "square deal." However, they may point out repeatedly the injustice of the practice, the added expense to the cost of doing business, and the fact that merchandise returned generally comes back in such condition that frequently it cannot

[CONTINUED ON PAGE 50]

# A Short Course in Selling Via the Advertising Pages

**T**O be helpful without being patronizing is the policy which underlies the current campaign of Improved Asbestocel which the Johns-Manville Company is conducting in business publications. The aim of this campaign is to reach the dealers, the men who actually sell the product directly to the consumers, and to give them constructive and instructive lessons in how to sell it.

Plumbers and heating contractors—typical Asbestocel dealers—are frequently poor merchandisers. Their principal business is the handling of staples. Asbestocel, says Johns-Manville, is not a staple. It is a product superior to any in its line; in short, a specialty. It has distinct advantages which it, alone, possesses, and these advantages make highly effective selling points if the dealer can be made to drive them home intelligently to prospective buyers.

The campaign in question is running its second year at the present time, and the series has reached

twenty advertisements. Each bears the head, "Selling Asbestocel," while directly below this in the upper left hand corner is a small type panel set on a bias which bears the serial number of the advertisement together with a short note, stating the purpose of the campaign and referring the dealer to a booklet, "How to Sell and Apply Improved Asbestocel Insulation."

The specimen advertisements reproduced here are typical of the series. Most of the illustrations are halftones reproduced from drawings which demonstrate the various selling points which can be scored upon the prospect, generally hinging upon

the waste of heat brought about by insufficient insulation of the pipes and heating apparatus. Other advertisements reproduce specimen estimate sheets and tables which list the pounds of coal which may be saved per linear foot of pipe or per square foot of boiler surface by the use of Asbestocel insulation. One prints a specimen sales letter which may

be modified easily to suit local conditions; another reproduces a photograph of an effective window display; still another offers the dealer the plates for any of a series of advertisements which he may have for use in his local newspapers.

The text in each case is direct and reasonably terse. Every advertisement teaches a valuable and understandable sales lesson. Several of them feature the national advertising of Asbestocel which Johns-Manville, Inc., carries and which ties up admirably with any independent advertising or sales effort which the dealer may care to enter into in his particular territory.



## The Travel Poster Exhibition at the Art Center

**T**HE Summer Exhibition of Travel Posters was held in June-July at the Art Center, New York.

Chicago dominated the exhibition. In fact, without Chicago, there would scarcely have been an exhibition. The main gallery was a procession of "North Shore of Chicago," "Elevated of Chicago," "Rapid Transit of Chicago," "Public Service Corporation of Northern Illinois."

Thus, the exhibition spoke volumes of poster art at the head of Lake Michigan. But all it had for the rest of the country was a weak, small voice.

The prize winners and honorable mentions were as follows:

"The Gateway to Chicago," by Norman Erickson. Published by the Chicago Rapid Transit Company.

"Royal Mail to Europe," by Austin Cooper. Published by the Royal Mail Steam Packet Company.

"By the North Shore Line," by Erwin Metz. Published by the Chicago, North Shore & Milwaukee R. R.

"Power Must Always Flow," by Oscar Rabe Hanson. Published by the

Public Service Company of Northern Illinois.

"Federal Building," by Willard Frederic Elmes. Published by the Chicago Rapid Transit Company.

The Jury of Selection consisted of the following: Mr. H. L. Sparks, representing the Society of Illustrators and the American Institute of Graphic Arts; Mr. Walter Whitehead, president of the Art Directors Club; Mr. Joseph H. Chapin, art director of Charles Scribner's Sons; Mr. Ray Greenleaf, art director, Artemas Ward, Inc.; Mr. Heyworth Campbell, art director, The Condé Nast Publications, and Mr. Burton Emmett of the Newell-Emmett Company.

Considering the exhibition generally, the American Express Company had some good things. These were those wagon and truck posters which most of us know from sudden near-contacts on the streets. Canadian Pacific exhibited a few posters reminiscent of those superb French railway posters. Canadian Pacific also had an elephant in gorgeous

trappings, who pictured the lure of world cruising.

The Honorable Mention poster which was exhibited by the Royal Mail was a creditable piece of workmanship, but it could never claim originality of dramatic interest.

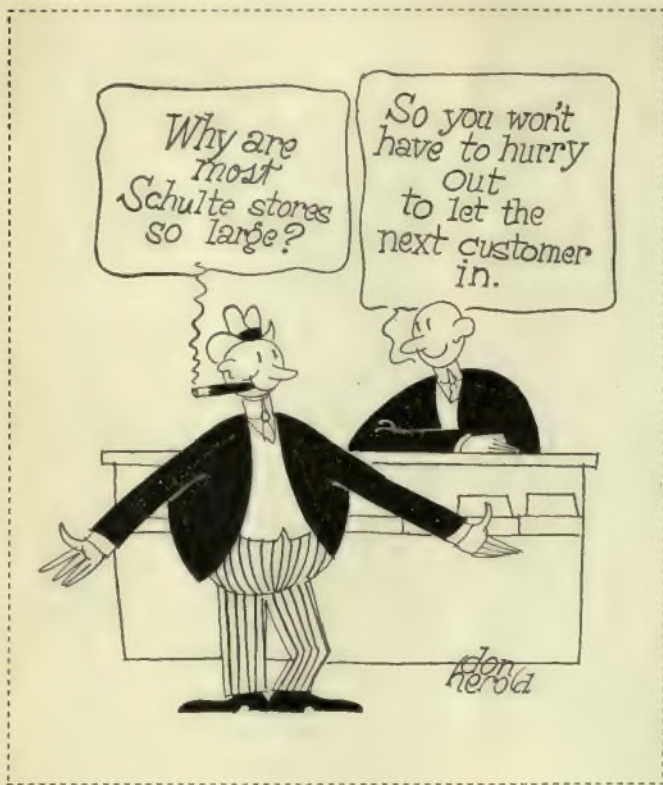
And for the rest of the exhibition—Chicago.

Most of the Chicago posters were poster renderings of specific places or activities. They were simple in subject and simple in mass. Lettering was kept to a minimum. Color effects were often quite striking.

One Chicago poster, in particular, impressed. Perhaps, as a work of art, it did not equal others. But it attained one quality no other poster had. This was the poster, "Power must always flow." The vivid fork of lightning, the ominous dark of the landscape, the lone lineman climbing up the pole—here was drama.

Another thing which must be said for the Chicago posters is this: the lithography was uniformly good. This is a hopeful sign. No poster

[CONTINUED ON PAGE 57]



WHEN Hendrik Van Loon wrote the story of mankind he made it graphic by pictures done with his own ample hands—crude, simple pictures, which the intelligentsia promptly claimed as “arty” for fear some low-brow would claim it first. Van Loon is the sort of person who talks well unassisted, and better with a pencil. So is Don Herold. He is full of advertising notions. He is the author of *Life's* “Andy Consumer” series, words and music. And he is the illustrator of the series of newspaper advertisements by which Schulte's Cigar Stores enter their claim to fame as a national institution. Here are a few which are typical

# Spellbinding the Space Buyer With Soundproof Figures

By Louis C. Pedlar

**R**ECENTLY a well-equipped newspaper representative was addressing the executive heads of an advertising agency. He spoke with pride and enthusiasm of the rapid increase in circulation of his publication. He proved his whole long story in statistics and percentages. A few days later we heard the representatives of one of the greatest weeklies tell their story and prove it with startling compilations, punctuated and spiced with decimal points.

The other morning the extremely capable head of a group of combined Sunday newspapers told us the tremendously impressive statistics of his gargantuan circulation. He didn't mince matters either, but adhered rigidly to facts and to figures and touched with magic fingers on percentages and averages.

This statistical smoke wave goes right on, day in and day out, only varying with increases which slightly alter the complete totals and change the mean average percentages. But then it is presumed that any wideawake man in business will note these changes and correct his mind accordingly.

Now, it's a pretty good accomplishment to be able to tell the head of a great manufacturing institution whose advertising you handle just why certain media have been selected. If you can add to his information the complete range of statistics, including the number of illiterate whites and the approximate estimate of the hopelessly insane, it will help considerably to increase his respect for you and at the same time help to while away his otherwise busy hours.

For instance, imagine the real joy that good sound information of this character will bring to the president and directors of the Unexo Manufacturing Company. It goes something like this:

"Mr. President and Directors, we are planning to spend considerable money in *Whosits Magazine*. We believe you should be acquainted with

these tremendously impressive, audited and certified circulation facts. This remarkable magazine is read by 2,179,326 families.

"In this vast audience there are 823,654 boys under the age of sixteen—739,422 girl readers under sixteen years of age, and the proportional male readers over this age who are guided by this publication exceed 2,826,452. The power that influences these men to be influenced by this magazine is the more than 3,829,452 women readers. This broad survey indicates clearly enough that there are 7,918,980 expectant readers hungrily waiting each week for the opportunity to read this, their favorite indoor magazine—but remember that they have to await their turns; each magazine is read by three decimal point seven naught two naught four hundred thousandths. But we have made no mention of the re-reading readers who embrace an estimated audience of nearly 879,359. Then we have to consider the week-end visitors and the company calling in the evenings on the re-reading circulation, giving us an additional re-reading audience of 1,692,421.

"So, Mr. President and Directors, by just casual consideration you will perceive that we have a total grand circulation of this splendid magazine exactly approximated at 11,017,871.

"**W**E have subdivided this interesting circulation total into alphabetical rotation of states starting with Alabama, going through Unclassified and ending at Miscellaneous.

"The United States Census fixes the number of families in these United States at about 24,351,676, or a mean average of four decimal point naught five persons per family. Consequently, it is evident that the gross circulation of *Whosits Magazine* is distributed by readers into an average of two decimal point two one hundredths per family of the United States.

"Think of that! An average of half the members of every family in the United States are expectant readers of this great publication. To consider that the family per average consists of father and mother and two children, with the fraction consisting of in-laws and outlaws, you will perceive that we achieve maximum returns with the minimum investment."

And so this pyrotechnic display of figures goes on, not with one magazine or one newspaper, but through the whole list covered by the advertising appropriation. Is it a wonder that lists are slashed and the confusion of babel results?

**T**HE big manufacturer who successfully carries his own constantly changing figures of production and selling costs in his mind has a burden that ultimately bends even the broadest of shoulders.

It goes without saying that these marshaled facts, figures and percentages are important. Certainly every advertising space buyer wants to possess all available information on every publication that he proposes on an advertising list.

But then isn't there some difference between the methods of buying and the methods of selling?

A big manufacturer who advertises nationally had been solicited by many, many space sellers for all sorts of magazines. He listened to all of them. He bought space in none of them. The publications that he now uses extensively didn't solicit his business particularly. He solicited their help and got it. His advertising has been most successful.

This manufacturer's slant is simple enough. Says he: "The manufacturer who makes shoes, hats or shirts or anything else has the identical problems of the publisher. We both manufacture a product, we both employ salesmen to sell this product. We both absolutely depend on repeat orders. We both aim to make ever-increasing consumer

[CONTINUED ON PAGE 69]



# Could You Sell This Yacht at a Cost of \$735?

*By Frank Hough*

**N**OT even a millionaire can afford to buy a hundred thousand dollar yacht and assume at the same time the tremendous expense which the upkeep of such a plaything automatically involves. A man must be in the multi-millionaire class before he can seriously consider such a step. How, then, is a firm, yacht designers and brokers, going to dispose of such a craft in the shortest possible time when they find it on their hands with no prospective purchaser looming up on any horizon?

The firm of Henry J. Gielow, Inc., found itself in the position described above. The yacht in question was a luxurious craft about four years old which they had just overhauled and rebuilt in the most thorough fashion. It was complete in every detail, even to a uniformed crew; it was ready to put to sea at a moment's notice—but it lacked an owner. And in the meanwhile the yacht lay idle while the crew continued to draw their pay and eat into whatever profits the broker might make on the sale.

Mr. Gielow was a yacht designer and builder by profession and in common with the general run of professional men he looked askance upon advertising. Doctors and lawyers seldom advertise; it is unethical, they say, in the professions.

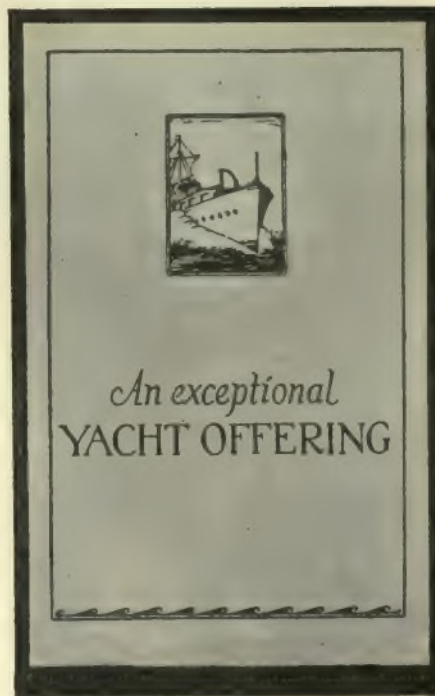
And Mr. Gielow had never advertised. But to the present problem there seemed but one answer.

What the Henry J. Gielow Company finally did was to prepare a mail campaign of the simplest and most direct nature. This consisted of a well illustrated folder which briefly described the yacht and showed various exterior and interior

views. The folder was made up on attractive stock, and typography and art were done in the best of taste. There was no mention of price, and only the barest details of size and dimension were given. There were no plans or blueprints. There was no sales letter attached; simply a brief facsimile hand written slip: "To my mind this is an exceptional offering. If you can't avail yourself of it perhaps you have a friend who might be interested. Thanks." Signed, "MacDonald." Then slip and folder were mailed special delivery to a selected list of 632 men, all of them multi-millionaires.

Possibly the key to the success of this experiment lies in the attached slip; possibly it lies in the pictures or in the text. More probably it would be found in the psychology upon which the whole plan was conceived. At any rate, those 632 folders which cost, including postage, addressing and mailing, only \$735, brought fifty-two replies. Nine days after they were put in the mail the yacht was sold for one hundred thousand dollars. And not only was the yacht sold, but nineteen of the fifty-two men replying were interested enough to request the Gielow company to draw up for them special plans for prospective yachts to be built for them to order!

Considering that the results of





# THE · EDITORIAL · PAGE

## "People Are Buying Brands"

**A** LETTER written by the Andrew Jergens Company, the well-known soap makers, to the *Manufacturers Record* contains this significant statement:

As a matter of fact, in the toilet goods business it is getting more and more a matter of advertising or die. It is impossible to do business on the old basis any longer; people are buying brands and not goods. We believe you will find this to be absolutely correct if you will take the trouble to check the products that have grown in sales and those that have died during the past ten years.

This is undoubtedly true in the toilet goods business, and other lines are rapidly approaching this same situation. The day is fast coming when manufacturers will not need to stop and ask themselves whether it "pays" to advertise; they will know that they will *have* to advertise if they expect to build a business. They will realize that advertising is not a force apart but just as necessary and definite a function of their business as selling, to be handled in just as business-like a way.

If people are going to buy brands and not goods, the sales department will have to sell brands and not goods, and brands can be introduced by advertising more economically than by personal salesmanship, for advertising can introduce them to the dealer and the consumer at the same time, thus creating a market and helping with the sales department's job of establishing distribution at the same time.



## No Excuse for this Publisher

**T**HE manufacturer of a drug specialty recently consulted a certain large newspaper as to the feasibility of advertising his product in that paper's territory. The publisher gave him every assurance that he would find it profitable to launch a big advertising campaign, and as an indication of the potentialities cited the experience of another manufacturer of an entirely different type of specialty in the same territory who had "made a killing" in four months.

This publisher knew his territory thoroughly as a market area, but in measuring its potentialities for the new product he used the same measuring stick for two entirely different products, one appealing to people's vanity, which could be sold to as many people as could be advertised into feeling sufficiently vain to spend two dollars for a package of the product, the other a specific remedy for a certain ailment, with only as large a potential market as there might be people suffering from that ailment.

Had not this manufacturer sought other counsel he would in his inexperience have shot his advertising bolt in the expectation of duplicating the "killing" made by the advertiser of the vanity product—and then stopped. As it is, he will advertise in this same newspaper, but he will do so in a much saner way, with the expectation of it taking perhaps three years to accomplish what he had been led to suppose could be done in a few months.

Advertising will suffer so long as there remain sellers of space who, through ignorance, thoughtlessness or selfishness feed prospective advertising on such false hopes. It is easy enough for the business man who has

never advertised to expect too much from advertising, and to spend his money without a realization of the psychology of markets as applied to different types of products; but there is no excuse for any publisher not taking into account such elemental marketing factors.



## More Neighbors

**S**AID Milo C. Jones, of Jones Dairy Farm Sausage Sfame, in one of his early advertisements:

"For many years I have been making sausage for my neighbors. Now I am simply trying to enlarge my neighborhood."

Was ever the mission of advertising better expressed?



## Cream of Wheat's Challenge

**L**IKE a bold warrior in the olden tradition, Cream of Wheat has flung the glove of challenge at the Federal Trade Commission.

The best interpretation of the law on price maintenance to date has been that a very strict chalk-line had been demarcated, which could, however, be walked, if one took care. This line Cream of Wheat dutifully walked—but it got one of the famous "cease and desist" orders, nevertheless!

This is quite enough to put fire in the eye of a company traditioned by its founder, Colonel Emory Mapes, whose mettle is a matter of advertising history, in the days when he applied a rather hot poker to the circulation liars. Accordingly, as told elsewhere in this issue, Cream of Wheat (and just about on Independence Day, too!) issues a document to its customers which has something of the declarative tones of another famous Fourth of July manuscript.

The rights which Cream of Wheat claims for itself have for some time been regarded by more timid manufacturers as beyond the pale of legality. Others more strong and courageous have gone ahead on precisely the Cream of Wheat formula of rights. But the Cream of Wheat pronouncement puts this formula down in black and white; it is no weak, temporizing thing, earmarked with a lawyer's cautious ifs, buts and whereases. It is unequivocal and invigorating in its common sense claim of what are, after all, the simplest constitutional rights.

It is to be hoped that the intolerable price maintenance situation will be cleared up sooner as a result of Cream of Wheat's courage.



## A London Echo

**A** YEAR ago this week organized advertising was gathered in London for the first truly international advertising convention. For several months past the impression has been growing upon us, from indications not of any great importance individually, perhaps, but of considerable significance when taken together, that the London Convention of the A. A. C. of W. did more than any of us of this generation are likely to realize to internationalize advertising thought and practice.

# The Weather That's Coming

## Long Range Weather Forecasting as a Factor in Industrial Planning

*By Floyd W. Parsons*

**N**OTWITHSTANDING the fact that long-range weather forecasting has come in for considerable mention during the past year, recent developments justify the close attention of business men to this new science. The pages of history record a series of climatic changes and weather phenomena that gave us years of plenty varied with years of famine. Furthermore, those of our scientists who have attempted to interpret the meaning of geologic and other signs that connect us with the ages that went before our present civilization commenced, inform us that the earth has passed through alternating periods of abnormal heat and cold. Some thousands of years ago the icecaps of the Arctics extended far into our temperate zones.

Now the exact causes responsible for these climatic changes have not been understood. Everyone of course knows that the sun is our source of light and heat. But until recently we have not had means and methods available for determining with accuracy the quantity of heat the earth received from the sun per unit of time. Our U. S. Weather Bureau could tell us whether a year had been unusually warm or cold. It could forecast with reasonable certainty the changes that would take place in the weather during the coming week. But any prophecy covering the conditions that would prevail months later has always been set down by our weather sharks as nothing more or less than pure speculation.

The present effort represents an attempt to forecast the weather months and years ahead. If this should become possible, the benefits to civilization would be immeasura-



Courtesy U. S. Naval Air Station

ble. We would be able to know beforehand the coming of famine, droughts and other disasters, making it possible for nations to prepare for these emergencies. Our agricultural industry might shape its plans in accordance with prognostications and thus avoid tremendous losses. Hundreds of industries and thousands of corporations might modify their policies and thereby effect great savings by utilizing in a practical way such advance knowledge.

**I**N this age of scientific miracles, an achievement of this kind is not at all impossible. Our meteorological experts are now supplied with marvelous heat-measuring devices that make it easy for them to determine the heat we get from the sun per square centimeter of the earth's atmosphere per minute. The investigations to date have shown that the normal quantity of heat coming from the sun per unit of area and time is 1.94 gram calories. This number represents what we now call our solar constant. If the heat we get from the sun goes above

this figure, the solar curve rises; if it goes below, the curve declines. The amount of heat we get is influenced largely by the number of spots on that portion of the sun that faces us.

When we get an excess of heat from the sun there is a contraction of the great cold water areas throughout the world. Commencing in 1917 and continuing through 1920, the heat from the sun was abnormal, and the solar constant ran up to 2.00 and remained there until early in 1921. As a result of this excess of heat, there was a material increase in the temperature, volume and

current of the Gulf Stream and other warm currents flowing from the tropics.

Now the effect of any excess or deficiency of heat we get from the sun during any period is not fully felt for a year or two later. As a result of the rise in the solar constant that commenced in 1917, the Gulf Stream by the end of 1921 had pushed its way as far north as 79 degrees, and its surface temperature showed an increase of 12 degrees above normal. In 1922 the seas north of Europe were ice free, glaciers melted, the migrations of fish to the north seas were not paralleled in a century, and the arctic regions generally attained a degree of warmth never before known. The earth's large absorption of heat during the four years ending with 1920 gave us comparatively mild winters up until 1924.

Now we come to another period of climatic change. Since the first of January, 1922, the solar constant has been at an abnormally low level. We have not been getting our usual quota of heat. The result has been a lowering of ocean temperatures,

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

the full effect of which is yet to be felt. A few months ago the solar constant curve started upward, but the rise did not go far. Not only are we still getting less than normal heat from the sun, but it appears that the drift of the solar curve is downward again. The longer this deficiency in heat continues, the more serious will be the outlook. The trouble with most of us is that we are inclined to base our diagnosis of the weather on the temperatures prevailing each day in our offices and homes. When we get an unusually hot day, we are ready to agree that all of this talk about a drop in the solar constant is nothing more or less than scientific bunk. Toward the end of May, when the country suffered from a record-breaking cold spell, and damaging frosts occurred in hundreds of places, most of us who have followed this work closely were quite sure that these long-range weather prophets knew just what they were about. A couple of weeks later, when it was 95 in the shade, we were no less convinced of the futility of a scientific effort of this kind. Such complete reversals of opinion always occur when one's viewpoint is based almost entirely on the developments of the moment.

**T**HE thing we must get straight in our minds is the fact that even if we were to have another "year without a summer," such as occurred in 1816, it would be perfectly possible for us to have at the same time during the summer months of that year some days so warm that all heat records would be broken. A condition very much of this kind exists today. World weather is literally upside down. Last winter in northern Europe was a time of abnormal warmth; at the same time in southern Europe there were record snows and abnormal cold. Three weeks ago in northern Russia they had the heaviest snows for that period of the year ever recorded in history. A few days later, in England, they were suffering from a spell of intense heat.

The second week in June, along the eastern coast of South America they had the heaviest snows in a generation. These snows extended northward to a latitude that would be equivalent in our country to the latitude of Georgia. Since June is the first month of winter in the Southern Hemisphere, these snows have indicated an early and severe winter.

All of these happenings are merely forerunners of what is coming. It

is not the Northern Hemisphere, but the Antarctic region that we now recognize as the principal factor in the making of world weather. Surrounding the South Pole is a great tableland having an altitude of nearly two miles and an area far greater than that of the entire continent of Australia. Because of its high elevation this Antarctic continent is particularly susceptible to the effects of changes in solar radiations. A slight increase in the heat we get from the sun means a material rise in atmospheric pressure over these high lands. A fall in the solar constant has a contrary effect. Such changes bring about variations of great importance in the winds that flow out of the Antarctic.

**F**LOWING out of this frozen area at what we call the bottom of the earth, are three great cold currents. The largest of these, and the most important of all ocean currents, not excepting the Gulf Stream, is the Humboldt current that runs northward along the west coast of South America. Never has the force of the Humboldt current been so great as it is today and never has it carried such a large amount of cold water from the South Pole up toward the tropics. It has pushed two degrees farther north than usual and has trapped the warm waters of the Gulf of Panama, causing a heavy current of heated water to flow down the South American coast, overriding the heavier Humboldt stream and reaching as far south as the Chilean coast.

This is the most striking meteorological event that has happened in centuries. The result has been that immense winds, laden with moisture, have swept inland across Peru and northern Chile to the Andean slopes, causing heavy precipitation. Recent floods in Peru have not been equaled since the days of Pizarro, and rains have fallen in deserts where no white man had ever seen them before. River beds that have been dry for generations were filled with water, and villages built in these river beds have been swept away. A barren land has commenced to bloom, indicating what may be a return to this country of a pre-Inca climate. The records of history tell of the existence of an agricultural population that inhabited the ancient terraces of the Peruvian Andes more than 2000 years ago. In recent ages it has been impossible to cultivate this land because of the utter lack of moisture and therefore the country could sustain no population at all.

Similar reversals of weather are predicted for many parts of the world. Many regions that have been wet will be dry, and other sections that have been arid will be subjected to an abundance of rain. Almost the entire Southern Hemisphere in recent months has suffered from a series of floods, each of which is traceable to abnormal conditions in southern oceanic currents. The cold Australian current, rising in the Antarctic, has now attained a very low temperature and is flowing northward in increased volume. This cold stream has pushed far beyond its customary limits and has hemmed in the warm waters of the Timor Sea off the north coast of Australia. This development has brought the heaviest rains and floods to South Australia that have been recorded in 86 years.

Another cold stream, known as the Benguela current, which also arises in the Antarctic and flows up the south Atlantic, west of Africa, has similarly increased in volume and speed, bringing northward so much cold water that the warm water of the Gulf of Guinea has been shut in on the African coast, bringing heavy floods and rains to Rhodesia, Portuguese East Africa and the Zambesi country.

**F**ROM all of this it is evident that colder oceans and an increased flow of water from the north and south polar regions may bring about changes in oceanic and meteorological conditions that will result in rains and heat in most regions, while in other places there will be abnormal cold and drought. An inevitable result of these changes is certain to be a dangerous disturbance of crop conditions in many parts of the world. It may be that we are on the edge of climatic changes of primary importance. A study of the tree-rings of California and the desert country of Arizona has proved that this western section of the United States enjoyed long periods of humidity at intervals during the past 4000 years. A study of ancient history also provides evidences of the movements of early Asiatic populations from vast areas which had been transformed from fertile lands to arid deserts. Scandinavia, due to the disappearance of the Arctic icecap, once possessed a warm, dry climate, under which its Nordic population had developed the civilization and literature of the Bronze Age. Later there came a sudden change in Scandinavia to a cold, wet climate, which sent the en-

[CONTINUED ON PAGE 72]

# The Railway Service Unit



## Direct Your Message to the Right Railway Men

through the five departmental railway publications which constitute *The Railway Service Unit*.

The departmental organization in the railway industry and the widely different railway 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 furnish analysis of the railway market for your products.*

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

## Simmons-Boardman Publishing Company

*"The House of Transportation"*

30 Church Street

Chicago: 608 S. Dearborn St.  
Mandeville, Louisiana

Cleveland: 6007 Euclid Ave.

San Francisco: 74 New Montgomery St.

New York, N. Y.

Washington: 17th and H Sts., N. W.  
London: 34 Victoria St., S.W. 1

# Cream of Wheat Buckles on Armor for Price Maintenance Fight

**A** FAMOUS advertiser—Cream of Wheat—has joined the ranks with Colgate, Mennen, Beech-nut, etc., in carrying on the fight against unreasonable restrictions in protecting resale price.

Cream of Wheat was the recipient not long ago of one of the Federal Trade Commissions "cease and desist" orders, which was exceptionally drastic in prohibiting effort to eliminate price cutting.

Now Cream of Wheat has issued an announcement to its customers that it intends to carry the case to the higher courts, since it is not making agreements, expressed or implied, as to resale price, nor is it cooperating with agents, distributors or customers to secure resale price observance. This is in accordance with the general understanding of the last Supreme Court decision.

But Cream of Wheat declares now to its customers that it considers the following rights lawful, and will fight for them until the Supreme Court orders otherwise:

1. It has the right, which it intends to exercise, of requesting its customers not to sell Cream of Wheat purchased from it for less than a designated price.

2. It has the right, which it intends to exercise, where in its judgment it is for the best interests of the trade to do so, to refuse to sell to customers who see fit to sell, as they are free to do, below the minimum price requested.

3. It has the right, which it intends to exercise, to announce in advance to its customers that it may refuse to sell them in the event they see fit to sell Cream of Wheat below the minimum requested resale price.

4. It has the right, which it intends to exercise, to receive from its soliciting agents information as to the prices at which Cream of Wheat is being sold by its customers, and also to inform itself, through advertisements and other information publicly circulated, of such prices without engaging in any cooperative action with other customers in securing such information.

All of which makes it interesting to size up anew the resale price cutting situation, and especially to look more closely at several plans *undertaken by dealers themselves*, which are widely credited with success in discouraging price pirating.

First, what is known as the Minneapolis plan. It is not a *manufacturer's* defensive move against

price cutting, but a retailer's self-protective drive. For years students of price maintenance have known that 98 or 99 per cent of retailers were against price-cutting. What is more logical than that retailers, enlightened by their knowledge of motives and trade economics, should "fight fire with fire"?

For years a certain Minneapolis department store sold groceries at a cut and thereby greatly disorganized local grocery selling. Its grocery department grew very large. Then the Minneapolis Grocers' Association stepped into the picture. The moment the department store came out with its list of cut prices, *all Minneapolis grocers at once sold the same goods at exactly the same prices as were advertised by the department store.* Not lower, but at exactly the same prices. Nothing was said to connect up the move with the department store; but it soon became generally understood that if you saw the department store's grocery advertisement, all you had to do was make up an order from it and give it to your corner grocer. Not only that, but the department store was unable to attain the prestige of a bargain, since the consumer quickly discovered that the items were not "special" but "general"—common all over town! At the end of 30 days or so, the department store owner came to the headquarters of the grocers' association and acknowledged that he was beaten. He wanted to join.

**T**HIS happened some years ago. Today the Minneapolis plan—by one name or another—is being applied with success in a number of cities; not against department stores alone, but mainly against chain stores. The method is simply that of advertising and featuring carefully priced merchandise in the same manner that the chains do. Independent retailers have bargains to offer as well as have the chain stores, but they have not always bulletined them in window streamers or newspaper advertisements. Now they do.

The San Francisco plan, too, is the work of the retailers to eliminate the price cutter. The grocer's asso-

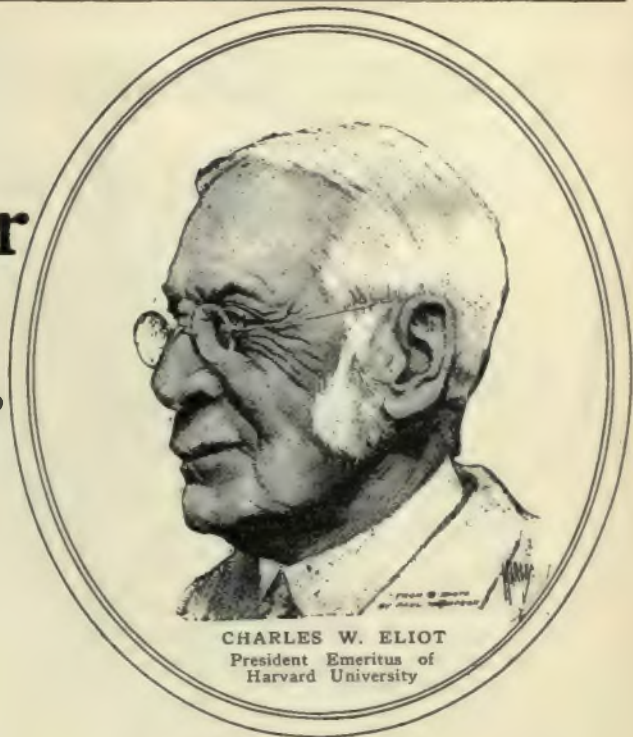
ciation there is strong and active, with a sizable sum in the treasury. Let a price cutter open a store in 'Frisco, and the association at once calls on him officially, to try to educate him. Failing in this, the war on him is on. The association's members in the neighborhood are given liberal help. Four or five fellow grocers put in time after hours to help dress up their windows. Whatever the price cutter's cuts, the other stores cut lower by two or three cents. They have the association's backing to "go the limit." They rarely need it. The price cutter is doomed to inevitable defeat. If he's bright, he'll repent and come into the ranks of the "regulars." If not, he fails in rapid time.

The statistics as to the cost of such fights are amusing. The cost to the association reaches all of \$2.85, or as high as \$5.00 sometimes!

**T**HE truth—as the above facts well illustrate—is that price cutting is dying a death of attrition and of attack on many sides. Nobody is its friend excepting a group of chains and a comparatively small number of retailers. The department stores are finding it constantly more difficult to secure standard goods for bargain sales; and the chain stores are each year cooperating more loyally with advertisers. They see that price cutting is a negative practice on which they have no monopoly.

A disturbing factor in a few fields has been the imperative necessity of some concerns of "dumping" merchandise in large quantity upon department stores or chains at heavy sacrifices. The radio field has been an outstanding example of this. It over-produced last year, and this spring was forced to liquidate in very large quantities, permitting the large stores to sell at prices much below what dealers handling the goods were obliged to ask for it. This radio situation affords an example of a young industry, as yet unstabilized, which cannot hold the even pace and cannot exact the uniform distributive standard which a long established firm in a less hectic line of trade can exact.

**“The best newspaper  
in the world for  
thinking Americans”**



Many years of experience with The New York Times and of observation of many other newspapers, both American and foreign, have satisfied me that The New York Times is the best newspaper in the world for thinking Americans to take who want to get promptly all the news of the world free from guesses, comics, scandals, puzzles, gossip and mere speculation.

Sincerely,

Cambridge, Mass., April 24, 1925

*Charles W. Eliot*

## The New York Times

*"All the News That's Fit to Print."*

WITHOUT COMICS

WITHOUT PUZZLES

AVERAGE CIRCULATION, DAILY AND SUNDAY, 387,934

(As reported to the Post Office Department for the six months ended March 31, 1925)

Strictly a Newspaper—For Intelligent and Thoughtful People  
Unequaled in Completeness and Quality of News

Its Advertising Columns Are Informative, Clean, Trustworthy  
Read The Times—It's a Liberal Education

The New York Times Accepts No Returns. Newsdealers Can Supply Only the Regular Demand. Order in Advance.

# Selling Costs of Advertised and Non-Advertised Goods

By J. George Frederick

**A**SHOE salesman frankly admitted to me during the course of an argument that he would rather sell the shoes of a certain famous company at 3½ per cent commission than those of another brand I named at 7 per cent. The latter brand was unadvertised. This statement, and the great economic truth which it implies, should prove an eye-opener to all salesmen who continually agitate for a general increase in the level of their commissions without taking the trouble to study the situation from its many angles.

Salesmen are not alone in this shortness of perspective; manufacturers are often equally blind. Take, for instance, some inside facts about the hosiery field which I have gathered. I have selected the hosiery field simply as one of many possible examples for illustrating the point I am making. The facts here are almost identical with those concerning men's ready-made clothing, men's apparel, shoes, and other lines where the same general practice of payment by commission prevails. They make a striking example of the effect of sound advertising upon selling economics.

Class I (Composed of six manufacturers whose hosiery brand names have become household words through constant advertising):

	Per Cent Paid to Salesmen
No. 1 .....	3
No. 2 .....	4
No. 3 .....	3½
No. 4 .....	3½
No. 5 .....	3
No. 6 .....	4

Class II (Composed of five hosiery manufacturers fairly well known to the trade, but who either do not advertise at all, or advertise spasmodically):

	Per Cent Paid to Salesmen
No. 1 .....	5
No. 2 .....	5½
No. 3 .....	6
No. 4 .....	7
No. 5 .....	7 to 10

The contrast is definite, not only in the amounts paid to salesmen, but in the relative status of the companies and the soundness of their

positions. It is well to note here that the total sales of the five companies in the second group do not equal the volume of sales of any two of the companies listed in Class I.

Furthermore, the companies in the first group do not feel obliged to pay straight commissions. They have further capitalized on their consumer status by putting salesmen on a salary basis, pure and simple, with calculated expectations of results and bonuses for exceeding quotas. The rates quoted, therefore, are not straight rates of commission as are those in the second group, but an approximation of the manufacturers' sales costs in salaries and expenses of salesmen. In lively selling periods this percentage actually declines, whereas the other companies, selling on a strict commission basis, pay increased premiums to salesmen in flush times.

Most discussions of selling cost reduction through advertising lay stress on the economies made possible in production cost through larger volume, or a somewhat theoretical reduction in sales resistance. But here are statistics indicating very definitely how the actual *field cost of selling* is reduced. A salesman for a house in Class I will sell annually about \$225,000 worth of hosiery to earn about \$7,500, which is 3 or 3½ per cent. And he can do this with ease as compared with a salesman for a manufacturer in the second group who must work hard to sell only \$75,000 annually to earn the same amount by straight commission on a basis of 10 per cent. What is more, he—like the shoe salesman earlier referred to—will admit, if he is equally frank, that he would rather sell at 3 or 3½ per cent for a good brand than at 10 per cent for an unknown one.

**O**NE may ask how the *general selling cost* in the hosiery field compares between Class I and Class II (advertiser and non-advertiser). The difference shows up even there, for the selling cost of the well-known advertiser, inclusive of ad-

vertising cost, is about 11 per cent; whereas the non-advertiser has a cost of 14½ per cent to 18 per cent—often even higher.

Is not the advertiser who spends 2 per cent to 3½ per cent on advertising and another 3 per cent or 3½ per cent on salesmen's expenses in the same boat, after all, with the non-advertiser who spends an equal total—say 7 per cent—for the salesmen alone? The answer should be fairly obvious to anyone who knows merchandising: the advertiser is in by far the better position, for these reasons: (1) he controls his trade more effectively; (2) his expenditure on advertising is cumulative in effect—it is a permanent investment with a book value; (3) his volume is invariably larger and hence his profits aggregate larger, even if his rate of profit is no higher than that of the non-advertiser.

**A**NEW slant on business has been uncovered in recent years which lends further point to this discussion. It is that in some lines of business increased volume is inevitably accomplished at increased cost of doing business. Some years ago a study of a certain line of trade showed that those firms with annual volumes of business under \$1,000,000 had a cost of doing business of 27.1 per cent, while those with a volume over \$1,000,000 had a cost of 28.6 per cent. Thus the interesting factor comes up that the cumulative value of advertising and the lessened salesman's cost tend to lower this increased cost for the advertiser, whereas the non-advertiser must bear the burden of higher cost if he wants more volume. There are classic examples like that of Cream of Wheat, where advertising has more than hacked down the expense of salesmen: it has done away with them altogether.

In the hosiery field there is a big advertiser whose total sales cost is 15 per cent (10 per cent selling, 5 per cent advertising)—2 to 3 per cent above the selling cost of many non-advertisers—who is paying fat



# THE INTERRUPTING IDEA

NUMBER TWENTY-EIGHT

NEW YORK

JULY 1925



BENJAMIN FRANKLIN

*"Time once lost can never be regained."*

## The Fourth Dimension

E. H. HARRIMAN had just modernized the Union Pacific to Ogden. Now he needed some way to speed traffic on to the Coast.

His cash in the U. P. treasury was less than 4 million. He borrowed 50 million, and gained control of Southern Pacific.

Harriman then summoned Julius Kruttschnitt, General Manager of Southern Pacific. In a 2-hour conference, he laid out improvements calling for 18 million more. Kruttschnitt asked how fast he should spend it.

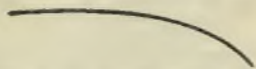
Replied Harriman: "In a week."

§

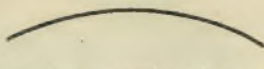
Most enterprises of Harriman's day planned for the balance sheet of a year.

Harriman himself and modern enterprises of today plan for the progress curve of the years.

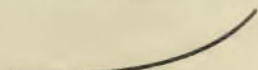
*Failure, to them, is a decelerating curve, like this:*



*Temporary success is an accelerating-decelerating curve, like this:*



*Complete success is an accelerating curve, like this:*



When a business man gets his eye on these progress curves, he gets a new viewpoint on everything about his business.

Time is no longer something which gives merely yearly output, turnover, dividends. It becomes the 4th dimension. It determines something which profoundly affects—and often supersedes—all other factors. That something is ACCELERATION.

§

THUS, American business generally has developed three of its outstanding characteristics,—namely, its vision in aiming at acceleration; its patience in preparing for acceleration; its courage in investing in acceleration.

And thus, America has become the land of advertising. Advertising is acceleration's motor. It brings next year's volume this year. It condenses ten year's growth into five years. It wins the markets of tomorrow for today.

§

THIS "acceleration" concept of advertising was never better expressed than by a man much in today's business eye. He said:

"Whether this advertising costs us a few per cent more or a few per cent less—makes no difference.

"We want progress. We want progress in 1925,—for 1925 can never be brought back again. This progress—this year—is vastly more important than a 2% or 3% saving. For it may eventually be the means of a profit many times more, year after year."

§

THIS man\* has commissioned Federal to direct and execute his "advertising drive on 1925."

Federal has the merchandising skill,—to give the advertising direction. It has the Interrupting Ideas,—to give the advertising penetrating power. It plans aggressive campaigns,—to give the advertising producing power. These are the trinity which builds "acceleration."

\*D. A. Schulte, President A. Schulte Cigar Stores, Sec'y Park & Tilford, Dunhill of London.

§

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

dividends while the non-advertisers are constantly on the verge of insolvency. Further, there are mills in the same field which have virtually no selling cost (selling through jobbers on contract) who are, nevertheless, exceedingly envious of the high sales cost, direct-selling mills which have achieved a far stronger position.

It should be clear from all this that the *policy* is the thing, in the hosiery as in any other field, and that selling cost is a matter of "relativity" after all. A concern with the right

view and the right methods might, for a period of development, spend 18 per cent or even 20 per cent on selling cost and show an operating loss, but go serenely on its way, knowing that it is capitalizing itself toward a sound position—like a locomotive using steam to start a train at a rate that it could not hope or expect to continue once the inertia of a dead start is overcome. This is not a particularly "advanced" policy today. There are firms which are going even to a greater extreme:

that of capitalizing a new article's future by selling it at an operating loss until that time when its lower price will automatically have created the wider market and superior competitive status which the low price must bring.

The matters discussed here involve policies whose scale is tremendously broad. When more manufacturers have come to comprehend all the possibilities which are implied, there will be more sound business; and, incidentally, more advertisers.

# Morons vs. Monkeyshiners

By *Kenneth M. Goode*

**J**UST as a child likes to see its face in a mirror, so we grown-ups like to see our own names in print. This is universal; as true of big men as of small towns.

Still more gratifying to see our names in print—even if only a letterhead—as a part of important causes and great concerns. The title "Vice-President," for example, saves the corporations of America millions of dollars a year in salaries.

Most gratifying of all, of course, is to get our names into the newspapers in connection with some great struggle: with Dempsey-Gibbons at Shelby or the Moron-Monkeyshiners at Dayton.

To many earnest Americans, unrelieved by a saving sense of humor, all great issues of Truth, Religion, Science, Free Speech, etc., seem focussed, as through a burning glass, on the little Tennessee town. As a matter of fact these great abstracts are infinitely absent from the one and only simple question involved: whether people who pay for the schools have the right to say, through their representatives, what their own children are to be taught—a question decided without much fuss in our New York Public Schools.

So far as scientific truth is concerned, Tennessee's opinion of Evolution will have about as much effect as a new-born sardine swimming against the tides of the Atlantic Ocean.

Whether the Scopes case was conceived in iniquity with an eye to the newspapers or whether it merely incubated in their genial limelight, Dayton has apparently picturesquely and dramatically enthroned that



*Kenneth M. Goode*

magnificent catch-word "monkey" and handed the whole, fat, juicy mess to the newspapers in a thin, dry July. So we may expect to see the one time "Smith's Cross Roads" get at least as many columns of free publicity as the League of Nations in its vital days.

Cheap fireworks burn quickly. But as a discouraging consequence we may, perhaps, look for a stupid resurgence of the wave of publicity seekers from cities all over the United States. Amateur press-agents and half-baked experts, encouraged by Dayton's coup, may soon be having Reno rise in defense of the doctrine of the Immaculate Conception, and Sing Sing gravely

debating—through the press—man's inalienable rights to Liberty.

Sophisticated newspaper editors may be trusted to handle the situation; and advertising men should be the very last to resent this inherent impulse to get into print.

Nowadays it is the fashion to decry the press-agent. He is instinctively recognized as an enemy who tries to furnish free the same space that advertising men work so hard to have people pay for.

Yet the most ethical advertising man and the wildest eyed press-agent are, so to speak, related exactly as are man and monkey. Not direct descendants in either case, but concomitant progeny of a common cause.

Both press-agents and advertising men live on income derived from somebody's desire to have his name, his goods, his town, in print. And, in more cases than we willingly admit, even to ourselves, that naive vanity we deride in Shelby and Dayton, mingles in alarmingly large proportions with the recognized commercial urge.

This, naturally leaves the legitimate advertising man but one sure way to rise above his press-agent cousin, child of the common ancestor.

Just and only so far as the advertising man's conscience and professional skill can guarantee actual profits of a size, celerity, certainty and regularity fairly comparable with those from an equal investment in any other branch of his client's business, just that far it seems to me, can he safely look down on his spectacular rivals at Dayton.

# Every Representative

of the advertising department of The Iron Age carries a most interesting Pocket Manual ~ one that you should see.

Ask about it ~ take a trip thru the Metal Trades ~ know the tremendous markets therein and how they can be reached.

There is only one way to see this information ~ and that's by getting in touch with The Iron Age representative in your territory. No other copies of this manual are in existence.



Charter Member  
A.B.C. A.B.P.

## The Iron Age Advertising Representatives

Chicago, Otis Bldg.....	Franklin 6203.....	F. S. Wayne
Pittsburgh, Park Bldg.....	Atlantic 1832.....	W. B. Robinson
Cleveland, Guardian Bldg.....	Main 6432.....	Emerson Findley
Cincinnati, First National Bank Bldg.....	Main 5020.....	D. G. Gardner
Boston, Park Square Bldg.....	Back Bay 2530.....	H. E. Barr
Philadelphia, Widener Bldg.....	Rittenhouse 3437.....	Charles Lundberg
Buffalo, Ellicott Sq.....	Seneca 2035.....	B. L. Herman
Detroit, 7338 Woodward Ave.....	Empire 4890.....	Peirce Lewis
Hartford, Conn., P. O. Box 81.....		D. C. Warren
Northern New Jersey, Elmwood Hotel, East Orange, N. J.....	Orange 1461.....	W. C. Sweetser
New York, 239 West Thirty-ninth St.....	Penn. 3200.....	F. W. Schultz, C. L. Rice, E. Sinnock
San Francisco, 320 Market St.....	Garfield 2444.....	W. A. Douglass

# Written by Our Readers

## Names and Addresses

THE JOSEPH KATZ COMPANY  
Baltimore, Md.

June 20, 1925.

To the Editor:

Now I know why I like the FORTNIGHTLY. It tells a story with names and addresses—"That Night at the Stuyvesant's," for example.

JOSEPH KATZ.

## Mr. Frost Takes Pen in Hand

FAIRLEE, VERMONT

May 20, 1925.

TO THE CIRCULATION MANAGER:

I don't suppose any magazine could be intrinsically much more useless to me than yours—in its matter, and especially in its basic assumption that the forcing of the output of mass production on the market is an important thing, and that the having of this junk is the supreme good of life. I'm afraid I'm one of these "overtrained" despicable that your writers take a crack at so often.

Frankly, what landed me was the familiar face and name of K. Goode. I thought a lot of him back in college and fraternity days—we even collaborated on a play once—and it was too good a chance to get in touch with what he's up to now. My very best to him!

Like Thoreau, I like to live my life with wide margins. I'm not "efficient." God forbid! Therefore I have time to write a long, impudent, useless letter once in a while when the spirit moves me. Sometimes I write for publication. I paid my respects to this "selling" idea in a story in *Scribner's*, July, 1923—so I've had my say in print too. The FORTNIGHTLY irritates me mildly, and I'm not sure but it may draw out another such eruption.

For three months or so in summer I conduct a little laboratory course in "business" here now, partly for the modest sum there is in it, partly for what I can learn by it. I'm president, general manager, treasurer, advertising manager, salesman, superintendent, foreman, and the entire force clear down to night watchman and office boy. That's all right. Every problem that can come up in a big business comes up in miniature here—including the publicity end. I experiment. If an experiment backfires no bones are broken. The explosion is only test-tube size. But it is just as significant as if it killed me.

This is interesting. I'm getting ideas. I begin to see why one business venture grows enormously and four go to the wall. I'm surprised at a lot of things I learn. I never did understand just how and why "business" worked—or that in so large a proportion of

cases it *didn't* work. I'm surprised that "publicity" is so unimportant a factor where goods and prices are right, and cutthroat competition is eliminated, in anything that the public really needs or wants to have.

It strikes me that a lot of your "advertising and selling problems" aren't really in your department at all, but arise because the goods are superfluous, are things the public would be just as well off without, or because the ground is already covered and the business can grow only by taking from existing "competitors," or because it is being attempted to take too big a profit, or ask too much to cover selling costs or something else that isn't there in the article after the consumer gets it. You'll get my ideas. We're a nation of wasters. Forcing goods, spending money to create artificial wants, is going beyond the legitimate function of marketing, and in the long run wrecks the machine. Naturally it creates "problems."

My laboratory experiments indicate to me that an effort to "deliver the goods" goes a long way farther than any attempt at "selling." Business in this country has its eye glued a good deal too tightly to the idea of "making money." Immediate profits loom too large. Big money and big business and mass production—call for big "selling campaigns"—and big overhead—and are likely if not braced by a monopoly advantage to end in a big crash. There's a lot of rot talked about "service" in business, but I think too often it's only talk, the money is the thing, and it is service after all that has got to hold the structure up. Goods should sell themselves. If the public aren't morons, and things are right, they will. (I decline to discuss the mental development of the American public—and it's open to debate. Only if we are morons, we're lost anyway.)

Pardon garrulity. As a man rather than as a laboratory experimenter I question whether multiplication of material wants at the cost of independence and usually of intellectual honesty—speaking humanly—pays. I'm done myself with being some other man's man. Give me liberty or give me death. Money won't pay for it. The holding of a whip myself won't compensate me for having a lash touch my hide. But mass production and big business mean that for the mass of men—must. Back of the rattle of tin Lizzies and purr of big cars (not paid for) and behind the cosmetics I seem to smell dry rot. No thanks! I don't wonder the rest of the world hates us.

Well! well! Here's quite a little money's worth at my 5c. a word rate! But I enclose check for one year, which is what you want, so that's all right too.

Sincerely,

PHILIP FROST.

## Do We Hear a Second to This Motion?

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY

1535 Sixth Street, Detroit, Mich.

June 27, 1925.

TO THE EDITOR:

Have you ever thought about putting Odds Bodkins' "The 8-pt Page" into book form? That is, perhaps at the close of this year, publish those interesting pages under one cover?

Some of us turn to the sporting section in the dailies, others of us to the financial pages. And when the FORTNIGHTLY comes to me—I turn to The 8-pt Page.

Personally, I think if Odds Bodkins' writings were put in book form, they would make a mighty fine addition to any advertiser's library. Twenty-six copies of the FORTNIGHTLY each year is an excellent addition in itself!

Maybe some of you have the same sort of feeling. Maybe when December rolls around Odds Bodkins' name will be stamped in gold on the cover of a book that will be found in the treasured possession of a number of ad men. We'll see.

What say?

W. HUNTER SNEAD.

Publicity Division Manager.

## Must Mr. Rountree Get a New Job?

DONOVAN-ARMSTRONG  
Advertising

July 7, 1925.

TO THE CIRCULATION MANAGER:

It gives me pleasure to enclose check for three years' subscription to ADVERTISING AND SELLING FORTNIGHTLY.

But why the necessity of a Circulation Manager? The excellent publication that you are putting out should make this job unnecessary.

Very truly yours,  
DONOVAN-ARMSTRONG.

## Dragging It Into the Open

MCWANE CAST IRON PIPE CO.,  
Birmingham, Ala.

June 22, 1925.

TO THE EDITOR:

I have just read "Orange Juice and Canada Dry" in your June 17th issue. I am certainly glad to see this sort of thing begin to get publicity. While I have never seen conditions actually as bad as this hotel manager describes, I have seen them pretty close to it. The temptation to congratulate you on dragging it out into the open is too strong to resist.

Yours very truly,

A. K. AKERS,  
Publicity Manager.

IF THE DAILY CIRCULATION OF INTERBOROUGH SUBWAY AND ELEVATED ADVERTISING WERE CLASSED AS THE POPULATION OF A CITY ~ IT WOULD BE THE 2nd LARGEST IN AMERICA

*This is The Way  
it Would Compare*

NEW YORK

POPULATION

6,000,000

INTERBOROUGH

"POPULATION"

3,000,000

CHICAGO

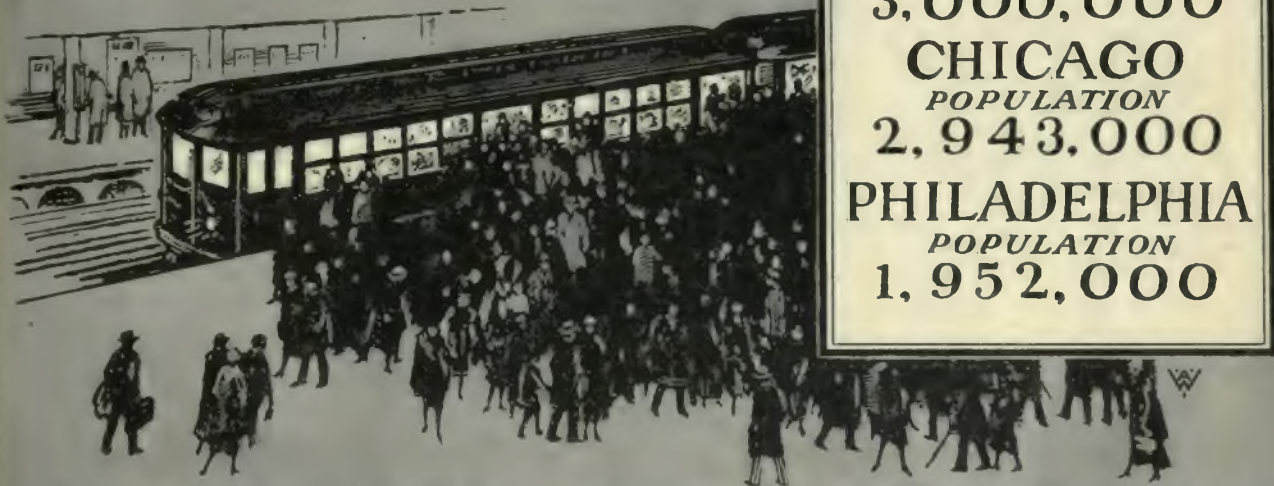
POPULATION

2,943,000

PHILADELPHIA

POPULATION

1,952,000



**INTERBOROUGH ADVERTISING**

*Subway & Elevated Car Cards & Posters*

CONTROLLED BY

**ARTEMAS WARD, Inc.**

50  
UNION  
SQUARE

NEW  
YORK  
N.Y.

# "Let's Have a Smash"

By William E. Cameron

**T**HERE have been many definitions of advertising, by many people. Nearly all of them have been academic—and fettered by pictures, in the mind's eye of advertising men and women—of what we would like it to be.

Let us consider the matter dispassionately for a little while, and let us, if you please, turn off the spotlight and see things as they are—without paint, whitewash, gold-leaf or varnish. Let us, for a few moments, strip the flesh from its bones and have a look at the basic structure on which advertising should really be built.

We will all admit, no doubt, that to the consuming public, advertising is the visual presentation of merchandise, or of service. The laity has no knowledge of the intricate machinery which makes an advertisement. It knows nothing of the mental processes which contribute to the business messages printed in thousands of newspapers and magazines of one kind or another, every day, every week, every month. We must, then, define our product from the reader's point of view.

And here is a new definition! Advertising is *interruption*—interruption of a determination by a person to be informed, instructed, entertained or amused by the editorial content of a journal of some kind. That content is made up, as a rule, of letter-press and pictures—the first expressing ideas and the second illustrating them. In the midst of an article or a story, as the pages are turned, some advertiser says to the reader, "Just a moment, please—pardon the interruption, but here is something you ought to know. This is a message you ought not to miss. Here is merchandise you ought to buy—you *will*, when you have learned the facts about it."

Now that message is intended to compete with the editorial message—which has been put together at tremendous cost. Famous writers have been paid highly because of their power with the pen. Equally talented illustrators have been paid for the realism and force in their brushes and pencils. The reader has paid his money to own their product. So, whatever of letter-



William E. Cameron

press and pictures he finds, for which he has not paid, he must consider at least subconsciously as an intrusion upon his purpose—to read.

To us who make advertising, the intrusion is legitimate—just as legitimate as the call of a traveling salesman upon the owner of the Blue Front Hardware Store. It is the right of any advertiser to sell his goods wherever he can, to whomsoever will buy. Business is business, and will not be denied.

**S**O the advertiser has every right to make a mental call upon the reader, as the reader has every right to decline to be interrupted. Successful intrusion must depend upon the balance of power as between what the reader has paid to get and what must be to him gratuitous. There must be a good reason for asking him to leave the one for the other even momentarily.

The obvious method is to do it with *bulk*. It is the easiest method too, in the business of visualization. And too often, bulk is the easiest thing to sell to the advertiser when the dummy campaign is presented to him for his approval. The reason for this is a fundamental Americanism. For some cause there

seems to be an idea in our minds that to be good, a thing must be *big*. Why? Would not the smallest locomotive in the world be as interesting as the largest one? Have you ever heard of a big canvas by Corot?

With us advertising people it seems that bulk has become a fashion, and advertising should not be governed by fashion. Selling goods is too difficult an undertaking for reliance upon whims and modes. The mental process is the same today as it was a century ago. Human contacts have not changed in character. There are more goods to buy than there were then, but desire for them is the same quality in humans. Facts must still prevail.

This fashion in advertising seems to dictate big pictures, big headlines, big signatures and ornament laid on in big areas. Back of it all is one thought by the advertiser, the agency, the artist and the writer. That thought is—"Let's Have a Smash." The purpose is, of course, to do the unusual in layout.

And as we turn the pages of any magazine, we will observe that, advertizingly, there are more *smashes* in it than anything else. So the unusual is made the usual. The whole selling picture is *big*. Most of the advertisements would be easier to read and to understand if they were hung on a wall—so difficult are they to grasp at arm's length. They are posters, if you please, in the compass of ten inches by twelve. Fashion runs riot. The exhibition is an eruption of *layout*.

Almost any advertising man will affirm that advertising is advanced salesmanship—that it does in a shorter time what the salesman would accomplish if he could make as many calls as does the printed message at the same time. Let us see then how he would go about it, if he could distribute himself into the consciousness of, say, a million readers. Would he change his tactics? How would the principle be changed? Have we clung well to the principle of selling in advertising? Have we addressed ourselves to knowing more about human impulses and human needs? Have we acquainted ourselves well with selling information to be passed on to the

# MISSOURI RURALIST GAINS 21.7%

**F**OR the first six months of 1925 the Missouri Ruralist carried 150,528 lines of commercial advertising. This means a gain of 26,886 lines or 21.7% more than the corresponding six months of 1924.

More advertisers each day are recognizing the prosperous condition of the Missouri farm market. This prosperous condition is reflected in recent U. S. Agricultural Bulletins which show Missouri far in the lead in condition of corn, wheat and other major crops.

Cash in on this prosperous territory by placing your message in the Missouri Ruralist, the outstanding farm paper of Missouri. 150,000 paid subscribers at \$1.00 per line.

## THE MISSOURI RURALIST

2206 PINE STREET, ST. LOUIS, MO.

*An Arthur Capper Publication*

C. H. ELDRIDGE, *Adv. Mgr.*

JOHN F. CASE, *Editor*

CHICAGO    NEW YORK    DETROIT    CLEVELAND    TOPEKA    KANSAS CITY

reader? Do we really know our markets? Can they be sold—really sold—with big pictures, big headlines, big borders? And is the layout the persuading force that we think it is?

A salesman may be the essence of sartorial nicety. He may be well-built, handsome, radiant from tubing. He may be graceful of manner and as agreeable to the eye as a human can be—correct from his thoroughly combed hair to his glistening boots—but until he opens his mouth and resorts to the power of words, he is a *layout* and a picture, even though he may be a human *smash* at that.

Is competition so easy that we can dismiss the argument for the goods with a wave of the hand and a *smash* illustration of any piece of

merchandise? Observe, please, that the catalog and the booklet are not smash products. They get down to facts and stay there. Most of their illustrations are photographic and as accurate as a Scottish bookkeeper. So are the words in the descriptions.

It must stand to reason that once the eye has been attracted to the page by sheer size, it must be a difficult matter for this capricious and wandering organ to leave huge headlines and huge pictures to read twenty lines of text in ten point, and ten asides in boxed six point, describing ten different pieces of goods. The plunge is a mental shock. To ask a reader to take it is inconsistent.

It is submitted that type as small as six point is out of scale with a headline an inch high or a corporate name across two pages or a picture

showing a landscape ten square miles in area.

In reading, the eye has been trained by long practice to do certain things. It does one thing at a time. It immediately recognizes a page that is meant to be merely looked at or one which is meant to be read. The page which is obviously a poster in structural character will be accepted as such by the eye, even though there has been dragged in by the heels the message in ten point.

If the creator of the piece shows by the use of such diminutive type that he considers the facts about the goods unimportant, the reader will see it also from that point of view, quite naturally.

Need the artistic imagination fly to  
[CONTINUED ON PAGE 54]

# Another Way of Paying Salesmen

By V. L. Nash

THE problem of compensating our salesmen, like the poor, we have with us always. Like Einstein's theory of relativity, we generally find all attempted solutions of it only relative. And in our business—selling automobiles—we consequently seem to be searching always for an ideal plan, by means of which we can give our salesmen the greatest opportunity and get the best results for ourselves. It is like the search for perpetual motion machines, but not quite as fruitless.

In selling automobiles, the most common method of compensating salesmen is either a straight salary or a uniform commission of 5 per cent of sales, the latter system being the most general. But neither of these seemed to pan out with us. On a straight salary basis we sometimes did not get our money's worth, while some of the more able salesmen did not find it satisfactory. The result was the constant change—too much of a labor turnover.

Our plan now, in operation successfully for a year, is to pay each of our salesmen \$25 weekly, and no commission on any business up to

\$2,000 a month. From \$2,000 to \$3,000, we pay them 1 per cent; from \$3,000 to \$4,000, we pay them 2 per cent; from \$4,000 to \$5,000, 3 per cent; from \$5,000 to \$6,000, 4 per cent; from \$6,000 to \$7,000, 5 per cent. A kind of sliding scale.

men are at least assured something for honest effort. A live-wire salesman may make as high as 7 per cent on his total sales for the year.

Under this sliding scale, one man in our organization made \$1,792.54 in six months, whereas he would only have made \$1,427.26 on a straight 5 per cent basis. Another made \$2,264.30 in eight months, whereas under straight commission he would only have earned \$2,017.31. The oldest salesman in our employ scarcely made his salary: namely, \$25 a week. These results show us conclusively the salesmen who are working and on the job.

Thus, briefly, by the use of this plan we have made the salesman feel more or less secure, but with only meager returns unless he hustles; we have given the really able and ambitious men a special premium for results

without adding to our selling costs; we have reduced the labor turnover in our establishment, and we have got high-selling effort and a pretty certain selling cost level, without exceeding the universal commission basis which prevails in the automobile business.



V. L. Nash  
President, Nash Motors Company

This salary, plus these graduating commissions, averages out around 5 per cent straight commission on the total sales of the company effected by salesmen, yet some of the top men are able to make a higher percentage than 5 per cent, while some of the beginners or less able sales-





## How big is your power-plant market?

**T**HERE are nearly a hundred thousand power plants in the United States. They have a combined capacity of about fifty million horsepower and they invest over a half billion dollars annually in equipment, materials and supplies.

What do these figures mean to you? Nothing—unless you sell every product for every plant.

These power plants are scattered from coast to coast and from Canada to the gulf. Too big a territory to cover intensively. But they are concentrated in the great industrial centers—seventy-three per cent in less than twenty-five per cent of the country's area.

Fifteen per cent of these plants have over eighty-five per cent of the capacity and do over eighty-five per cent of the buying.

Some are steam, some are hydro-electric and some are of the internal-combus-

tion class. Some burn coal; others burn oil. Some use stokers; some hand fire; and others use pulverized fuel. Some have engines; others have turbines. Some run condensing; others non-condensing.

These plants are found in all industries. Yet with the exception of the central stations no single industrial division has as much as ten per cent of the capacity and buying power.

All of the above facts and figures definitely limit your market. Until you know its dimensions you cannot develop your market without waste. And such waste is avoidable. Others are avoiding it every day. Before planning a sales and advertising scheme they get the facts about their market from POWER.

POWER can help you sound and weigh your market. The facts are yours for the asking.

# POWER

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

Tenth Avenue at 36th Street, New York

# THE 8-pt PAGE

by  
Odds Bodkins



I AM reading with the keenest interest A. B. Farquhar's book, *The First Million the Hardest*, published in 1922 and now "out of print," I understand. Not that I am learning from it how to make "the first million," but I am learning much from contact with the mind of this man who started in business eighty years ago and knows how to "give down" what the years have taught him in a way that is both interesting and valuable.

I was interested to get his slant on the injection of "science" into the various phases of business. "Business has lost something of craftsmanship with the passing of the old expert owner who was always there and always insisted upon knowing all about everything that was done," he says. "The new way is better; it is always better to go about a task scientifically than by rule of thumb, but the new way is impersonal and always encounters the danger that spurious and not real science may be adopted. They look alike. Much of that which is called 'scientific' in business today reminds me of the old doctor who talked in a jargon that no one on earth understood, including himself—and then let some blood. No matter what set of learned phrases he employed he ended up by blood-letting, and the patient recovered in inverse proportion to the amount of attention the doctor paid to him! We are tempted to experiment with business formulas that will take the place of brains applied through hard work. Brains and hard work are still the foundation of business and are also the driving force that carries it on. No substitutes will be found."

Sometimes after I have listened to discussions of "scientific" marketing I have this same feeling. No matter how big one may talk, a reasonably good product, and good hard common sense in promoting and distributing it, are still the foundation of marketing success. No substitutes are likely to be found.

—8 pt—

A letter Scribner's are sending out to promote their *Handbook of Travel* contains two paragraphs which furnish an interesting copy contrast. One tight and rather formal, the other free and easy:

This book contains, to the best of our knowledge, the most complete and concise compilation of travel information that has ever been gathered under one cover.

If you want to know what clothes to wear in Borneo, or how much it will cost

you to take your car abroad, or whether it is necessary to take a corkscrew with you when you travel—Scribner's *Handbook of Travel* has the answer.

Why should not more copy be heightened in effect and lifted out of mediocrity by this sort of contrast?

—8-pt—

It won't write—this Mammoth Typewriter—but it surely does attract attention. The picture isn't faked. Just how huge the machine is may be seen by comparison with the grown woman



close up to the base in the foreground. Stunt advertising, of course, but it talks in a popular language—*Bigness!*

—8-pt—

This is the way Frank Connolly, manager of the Chicago office of Valentine & Company, uses the backs of



the proof of Valentine advertisements which he sends out to the dealers in his territory:

"Why shouldn't selling be done with

both sides of a sheet of paper?" asks Connolly.

I confess, I don't know.

—8-pt—

Another of the English ads that interested me particularly is one of a series on "Travel for Business" being run by the London Midland & Scottish Railway. There is what might be termed a rhythm to this advertisement which is worth studying, for it seems to roll its message into one's mind:

**"KEEP UP WITH THE TIMES**

*"Visit your customers:* See things for yourself, leave desk work to others. To stick to the desk is the old way of business. To gain true perspective is the new way of business.

*"Visit your customers:* Contact with customers gives insight and vision.

*"Visit your customers:* First-class travel on the L M S is best for business journeys. The smooth track, the steady train make problems grow clearer. The spacious coach, the freedom from interruption help to find a way out.

Visit your customers:

*"London: Glasgow, Dundee, Aberdeen.*

*"London: Liverpool, Manchester, Leeds.*

*"London and Birmingham, Leicester and Nottingham."*

—8-pt—

David McMillan, Alexander Hamilton Institute representative in New Zealand, writes under date of May 7:

"You will be interested in a way that advertising has been used in New Zealand in recent months. Owing to a severe epidemic of infantile paralysis (a disease that is almost peculiar to New Zealand) the public schools did not open immediately after the summer vacation. The matter of the education of the children became acute for they were losing a great deal of time. The Education Department (Gov't) used the daily newspapers twice a week for the purposes of setting the children lessons, and the answers were mailed to the schools.

"Not a small portion of the campaign was devoted to the 'selling' of the parents of such a method of keeping the children at their studies."



The Farm Journal was the first small-page farm paper. It established the reader-popularity of condensed size and content nearly fifty years before the coming of the first tabloid daily and it was 25 years successful before its first imitator arrived in the farm paper field.

# Succeed and You Will Be Imitated Be Imitated and You Will Succeed

Soon the forty-ninth will join the ranks of the other forty-eight years through which The Farm Journal has been making publishing history. And the half century mark will find The Farm Journal still persistently pursuing the policies established at its founding: To be a monthly, to be brief, to have a small (four hundred and fifty-line) page, to maintain a low subscription price, to sell multiple subscriptions.

Yes, The Farm Journal has succeeded—and it has been imitated. During its half century of leadership many changes have occurred in the field of general farm papers. And the publications which have been most successful are those which have adopted policies originated by The Farm Journal. And still the adoption continues, constantly adding to the endorsement of what The Farm Journal has been doing since 1877.

The Farm Journal has *always* been a monthly, *always* been brief, *always* had a small page, *always* maintained a low subscription price, *always* sold multiple subscriptions.

# The Farm Journal

first in the farm field

PHILADELPHIA NEW YORK CHICAGO BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

# Turning an Organization's Errors Into Profit

*By Lester H. Butler*

A SHORT time ago I talked to a manufacturer who had discovered a very grievous and embarrassing mistake on the part of his shipping department. Two of this manufacturer's dealers were operating their businesses under the same kind of a name, but one was a big dealer with ample credit and a large sales volume while the other was a small dealer with a very meagre buying and selling power. Both dealers were located in the same state. The large dealer had placed a car-load order for the manufacturer's product; the smaller dealer had ordered a small case. The two orders going to the shipping department at the same time caused a little confusion which resulted in the car-load being sent to the little dealer while the small case went to the big dealer.

The manufacturer called his sales manager and showed him the telegram he had received from the small dealer who had received a car-load of their goods in error.

"Now what are you going to do about this mistake?" the chief asked his sales manager, and the latter, taking his cue from his superior's tone, set his mind to working along a constructive line.

The first thing he did was to duplicate the car-load order to the big dealer and dictated a long good-will letter explaining how the error had happened. Then he telegraphed the little dealer to hold the car that had been sent to him by mistake until their representative arrived.

He next got in touch with the salesman by long distance telephone and told him the little dealer had a car-load of their goods that he believed could be sold if sufficient effort was put behind it. Then he outlined to the salesman his plan and allowed him so much money for advertising purposes.

Within a week the little dealer had put over one of the biggest sales that had ever taken place in that community. He and the salesman worked out local advertising plans, wrote copy, got out dodgers, decorated the store and windows with the goods on sale and altogether put over an extremely successful week.

The dealer found a new enthusiasm for his business, he became a better friend of the salesman and of the company he represented. He had discovered what merchandising effort

could do when a sufficient urge was back of it, for he had sold as much of one of the staple articles of his line in a week as he ordinarily had sold in a year.

Here was a mistake that turned out to be good business for the company that made it. The result encouraged the sales manager to develop a car-load selling scheme which to date has resulted in four or five car-load sales to dealers who regularly bought in small case lots.

A new salesman was sent out by the firm of a credit manager of my acquaintance with a list of the best customers in the territory he was to cover. These customers were mostly highly rated, with large resources, but, by mistake, the name of a poor credit risk got mixed up with the good ones and the salesman carried it into the field with him.

At that time the salesmen were on a special drive for large stock orders and were calling only on the customers with the A-1 credit rating. The new salesman, of course, sold a big order to the dealer whose name got on the de luxe list in error. When the order came to the credit department the manager was disturbed, for the salesman had appended a note to the effect that the dealer was in urgent need of the goods and had planned a special sale on a certain date a week away.

The dealer had possibilities of developing into a good account with the proper cultivation, but the credit department had never been able to secure reports on him that would justify shipping such an order on open account. The manager plainly was up against it—not so much from his standpoint as the sales standpoint. He did not want to jeopardize the good will of the dealer who had all the earmarks of being a good account later.

He did the logical thing. He first passed the order for immediate shipment and then hopped on a train to give the dealer a personal call. But instead of telling the dealer anything about the question that had come up over the order, he made it appear as if his call was for the purpose of getting better acquainted. He told the dealer frankly that as a credit manager of the firm he had passed many small orders for him and was glad now that he could pass a real order, that he had always felt he should get

better acquainted with the firm's customers whose names and letters he had seen so many times.

As they got better acquainted the manager began to drop occasional hints about credit matters. Reports were discussed freely and soon the manager had gleaned information that gave him a better understanding of the dealer's situation. One important thing happened and that was that the credit manager made a friend of the dealer who became impressed by the confidence the firm had suddenly placed in him. He would not violate a trust on such a personal basis.

This concern has now adopted a plan of having the credit manager get into closer personal touch with all its accounts and in a few weeks this policy has resulted in the "discovery" of several customers whose business had been held down because of insufficient credit information or lack of a basis on which confidence could be built.

There are mistakes in judgment that sometimes lead to a profitable readjustment of things. A sales manager I once knew got the idea early in his career that he could increase the sales of a certain staple commodity his firm manufactured by pushing the dealers with a special extra gross price. It was common practice among his competitors to overload dealers wherever possible.

The sales manager simply fell for the competitor's game. He didn't figure that when he sold a dealer an extra gross at a special price he was loading the dealer's shelves with a two month's supply instead of one. The salesmen, of course, went out and stacked up the orders until the firm was running overtime to turn out the goods. But when the dealer got loaded up he quit buying and the business of the second month dropped off, nullifying the spurt that had taken place the first month. The sales manager had erred; his judgment was wrong and it didn't take the president long to tell him so, for he had maintained a well-balanced production, month after month, for a good many years.

The outcome was that the sales manager devised a two-week-supply selling campaign which was based on the analyses of each salesman and then developed a forceful advertising campaign around the fact that fresh stocks were always available to con-

*"What's all the shootin' 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



## *Direct to the Right Prospect*

Advertising is no better than its circulation. That is why a particular medium is best for certain purposes.

Where prospects are scattered or where they are confined to limited groups, classes or professions, direct advertising is the logical medium to use to reach them. And that is because direct advertising circulation can be specified and controlled by the advertiser.

The analysis of circulation problems comes early in the preliminary work of this direct advertising organization.

*Circulation is discussed frequently in The Three Circles magazine. A copy will be sent gladly to executives*

**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

sumers. In a short time he had increased the business of his concern and competitors had to fall in line with the same tactics. In this respect he corrected a bad practice in the industry—overselling, and created a bigger market for the industry's goods through the appeal of fresh supplies.

A short time ago a retailer complained to a certain manufacturer that some goods had been received in a damaged condition due to poor packing. The retailer explained that he already had the goods sold and was in a hurry to make delivery, but couldn't send out what he had received, nor had he the facilities to repair the damage.

An accommodating correspondent urged him to file a claim with the railroad company and in the meantime a duplicate shipment would be made. The dealer waited but the duplicate shipment did not arrive and he lost his sale. He wrote again—and his feelings weren't repressed any in his letter.

The correspondent found he had made a memorandum of the dealer's order but had failed to put it through. The dealer's good will was worth holding so the correspondent decided to make a clean breast of the situation and take the blame upon himself. He wrote a two page letter citing the frailty of human nature and its tendency to err and begged the dealer's pardon. To the top of this letter was pinned a check, made out to the dealer for the amount of the profit he lost through the correspondent's mistake.

The dealer returned the check and with it sent a letter to the correspondent. This letter was full of friendly humor bearing on human nature. A strong friendship has grown between that dealer and the house because, as he had written in his letter—"I know it's human to err and I want to continue doing business with a concern that is human enough to make a mistake once in a while and honest enough to acknowledge its fault and try to make amends for it."

### *Fred M. Randall*

President and treasurer of The Fred M. Randall Company, advertising agency with offices in Detroit and Chicago, has been elected to the Board of Trustees of Cornell University, from which institution he graduated in the class of 1900.

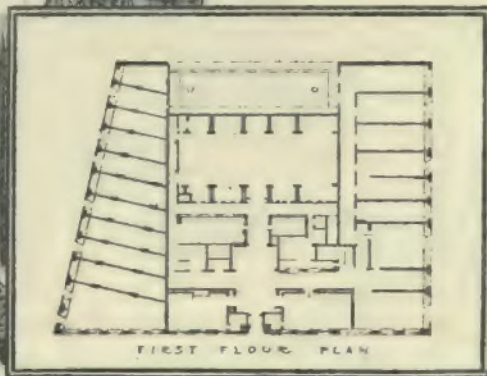
### *A. W. Fisher*

Of the Counselor's Staff of McGraw-Hill Company, Inc., will represent *Engineering News-Record*, *Chemical & Metallurgical Engineering*, *Engineering & Mining Journal-Press* and *Coal Age* in the St. Louis territory beginning August 15.

### *R. T. Kline*

Has resigned as advertising manager of The William S. Merrell Company, Cincinnati, to become sales promotion manager of the Remmers-Graham Company same city, manufacturers of toilet soap.

# Planned!



## Applying the modern architect's methods to building more sales and profits



### Send for this book

WE SHALL be glad to tell you more about our method of Planned Advertising in our booklet entitled—"The Preparation of a Marketing Plan." This address delivered by Mr. Hoyt before a group of university men, outlines our own method of operation.

*We will send this free to executives who apply on their business letterheads. All others, 10c a copy.*

**N**O MATTER what your product or business, the methods of the modern architect can be applied to increase your profits.

The architect makes a preliminary survey of the land on which the building is to be erected. He ascertains what kind of a building his client should have; how many stories; whether brick, hollow tile, stone, or reinforced concrete should be used.

He prepares a plan and submits an estimate of the cost based on that plan.

*Most important of all, he bases his operations and plan on sound finances. He figures the probable income expenses, and net profit on the investment. That determines the soundness and the practicability of the plan.*

Our methods for increasing a client's profits by *planned advertising*, absolutely parallel the work of the modern architect.

We too begin by making a preliminary survey of the industry. We ascertain what kind of advertising our client should use. We consider the sales objective, the media to reach that objective, the extent to which each is necessary, and how to make all the elements dovetail with one another so as to obtain the results—a certain volume of sales and profits.

As in the case of the modern architect, the most important part of the plan from the client's standpoint is a consideration of the sales volume to be obtained, a budget of costs, including advertising and selling, for the desired volume, and an estimate of net profits.

When the plan is submitted, every element is carefully gone over. The execution of the items is then carried out in the same way as the elements in an architect's plan.

### CHARLES W. HOYT COMPANY, INC. PLANNED ADVERTISING

Reg. U. S. Pat. Office

Dept. E1, 116 West 32nd Street, New York  
Boston Springfield, Mass.

(Charter Member A. A. A. A., Member A. B. C., Stockholder National Outdoor Bureau)

**IDEAS WANTED.** Manufacturer with sheet metal stamping, also wood working factory, wants new things to make, particularly something with springtime appeal, such as advertising novelties, etc. Box 209, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

////

A salesman to sell space to artists. A man who can approach illustrators; a salesman of unusual courtesy, and faultless approach, plus a knowledge of advertising fundamentals. To the man who can qualify an opportunity will be offered paying a substantial salary and the privilege of building a future for himself on the inside of the organization. Address inquiries to Box 228, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

////

#### ADVERTISING MANAGER

Forceful copywriter, experienced in all mechanical phases of advertising, seeks position with firm using publication and direct mail. Box 263, Adv. and Selling Fort., 9 East 38th St., New York City.

||||

A manufacturer with ample resources and world-wide distribution of its products will purchase outright or manufacture and sell on a royalty basis any desirable articles requiring wood-working, metal stamping or foundry facilities. Especially interested in articles for distribution to the Implement, Hardware and Toy trade. Address Box No. 185, care Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

////

**T**HE little black book in which we check classified returns proves that **THE MARKET PLACE** pulls.

It can be put to hundreds of uses. Help wanted, positions wanted, and business opportunities, of course.

But, thru it one manufacturer found a new product to make. Others have done similarly unusual things.

Try **THE MARKET PLACE** and you will find it well worth the 36 cents a line it costs. Forms close Saturday noon before date of issue.

## THE MARKET PLACE

Advertising and Selling Fortnightly  
9 East 38th Street New York

## Where a Mail Order House Makes Profit

[CONTINUED FROM PAGE 17]

your gross profit may be as high as 48 per cent. Styles change rapidly, so you must do more guessing and carry a larger loss.

In determining the amount of gross profit you require in the mail order business, you must take these elements of cost into consideration: 1st—Operating cost (cost of handling); 2nd—Selling costs (catalogs, advertising); 3rd—Buying cost (buyers' salaries, etc.); 4th—Shrinkage (losses); 5th—Net profit.

The cost of handling different classes of goods varies greatly. Some items, such as automobile tires, are easier to handle than, say, notions. However, your average cost of doing business by mail order will figure out as follows:

1—Operating expense .....	14%
2—Selling expense .....	8%
3—Buying office .....	2%
4—Shrinkage .....	3%
5—Net profit .....	6%

Total gross profit ..... 33%

Operating expense includes the cost of handling and delivering the merchandise. It covers warehousing of your goods, wrapping them up and mailing them out. You will also charge to this account all clerical expenses in handling complaints, files, cash, book-keeping department and similar items. The operating department is also charged with its pro rata of the salaries of the president and chief officers of the company.

In some departments your operating expense will run as high as 17 per cent, but it will seldom be below 14 per cent.

In a mail order house your chief method of securing sales is through catalogs. Although magazine and farm paper advertising plays an important part with the old established companies, the amount is small. Montgomery Ward & Company's present advertising department budget is probably \$15,000,000 a year at this writing, of which I estimate not over \$500,000 is devoted to magazine advertising. A new business naturally will devote a larger share to this medium.

To selling expense you would also charge the salaries of the advertising and catalog departments, the cost of maintaining catalog files, postage on the catalogs, general advertising, office space used and, in fact, any item that enters into the securing of an order. Selling expense varies according to the class of goods. Automobile tires and accessories will run between 4 per cent and 5 per cent, and so will groceries. On the other hand, the jewelry department will require 10 per cent, as will the fashion department. The lower cost of the first two is due to the larger volume per order in dollars and cents for the amount of handling required.

Under buying office expense you



charge the cost of buying goods and of merchandise supervision. It includes the salaries of the merchandise head and his buyers. As you will note, this element of expense is small and is fairly constant between 2 per cent and 3 per cent with the various departments. For some departments it may be as low as 1½ per cent.

Shrinkage is an item that always needs careful watching. It represents the difference between the selling price of goods and what your firm actually receives for them.

A stock of \$100,000 worth of shoes might be expected to carry, say 33 1/3 per cent gross profit. At that rate it should bring you sales of \$150,000. At the end of the season, however, you will find that actually it brought in, say, only \$146,000. This loss or shrinkage is due to a number of causes. It represents damaged goods or out-of-season stock sold at a loss, allowances made to customers, theft and similar items. It is always present in any merchandising or manufacturing business and must be taken into consideration. While we have set the average at 3 per cent, in some departments it may run to 6 per cent.

What net profit is expected? Here, naturally, is the meat of your whole business. You would like to make this as high as possible. Instead of 6 per cent, you might want to make it 10 per cent by raising prices, but competitive conditions will not warrant it. The amount of net profit varies with your line. Slow-moving merchandise generally carries a larger net profit than staples and fast-selling items. With the mail order houses this net profit usually swings between 5 per cent and 7 per cent on the sales. Of course, any saving you can make on operating cost, selling expense and shrinkage goes directly into net profit.

At first glance this 5 per cent or 7 per cent may not seem much, but it must be remembered that this is on your sales and not on your investment. With a turnover of your stock four times a year, that would mean at 7 per cent that your investment is yielding 28 per cent. A very handsome return!

#### Frederick W. Wilson

Has retired as president, editor and manager of *The Newburgh* (N. Y.) *Daily News*, with which paper he has been connected for the past 37 years. Frederick H. Keefe succeeds him as publisher and general manager.

#### Advertising Club of Wilmington, Del.

Announces the election of the following officers for the coming year: President, Charles H. Quackenbush; vice-presidents, L. M. Montgomery, J. G. Craig, William N. Cann; secretary-treasurer, Hugh Carter. William F. Metten, G. Sellers Smith, F. Ray Phillips, William Cover and Elias Wetstein were elected directors.



# Will Help Advertising Dollars

MORNING, afternoon and evening, most radio dials in Wisconsin are set for WHAD, the Marquette University-Milwaukee

Journal broadcasting station. During dinner hour, too, and often at midnight, the radio fans prefer WHAD programs because of their easy reception, local interest, high quality and freedom from advertising propaganda. No wonder that the eyes of Wisconsin's radio audience are focused on The Milwaukee Journal, for here alone they find the complete programs of their favorite station and all other radio news. Radio advertisers and all advertisers seeking the largest home audience in the Milwaukee-Wisconsin market, find that this new source of dependable reader interest means greater returns per advertising dollar.

For maximum sales volume  
at the lowest possible advertising  
cost, concentrate in

The Milwaukee  
**JOURNAL**  
FIRST- by Merit

#### Research on Methods of Making Advertising Appropriations

Nearly 100 typewritten pages, with complete forms for advertising budgets, and details of methods of arriving at the sum to be spent, as practiced by various advertisers. Price: \$75.00.

#### THE BUSINESS BOURSE

15 West 37th St., New York City  
Tel.: Fitzroy 6720

In the  
Lumber  
Field



It's the  
**American Lumberman**

Established 1873  
Published Weekly CHICAGO, ILL.



## Keep Your Catalog Out of the Files!

**T**OO many files are mortuaries for well-intended catalogs—or rather, too many well-intended catalogs deserve no better fate.

Yours may be, to the busy executive, "just another catalog"—another tombstone for the file burial ground. Or it may be a salesman—a real salesman—an on-the-desk, on-the-job salesman persuading him to refer to it frequently.

Your catalog can be made to possess selling virtues which can be reckoned in terms of cash. A Smith-made Art-Leather Cover fitted to it will make it sell. Its rich, attractive appearance will keep it on the executive's desk, a persuasive reminder within easy reach.

A Smith-made Art-Leather Cover not only keeps your catalog from mildewing in the office cemetery, but its fine appearance also suggests the quality of your product and stimulates sales.

Proof is at hand. Simply send us your catalog and tell us how many you issue. Without obligation we will fit it with a Smith-made Art-Leather Cover and suggest a color and embossing arrangement. Both the low cost and the new dominant appeal of the catalog will astonish you. Send it today so that we can present the finished picture as soon as possible.

During recent months we have made more than 150,000 Smith-made Art-Leather Catalog 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.**  
CHICAGO, ILLINOIS

# "We Return, Express Collect"

[CONTINUED FROM PAGE 20]

be put into regular stock for shipment again until it has been sent to the factory to be redressed and recartoned. The retailer is very careless about packing goods which he returns.

A shoe manufacturing concern issues a catalog twice a year in which it states its position regarding the return of merchandise in a prominent way on one of the front pages. Positively no shoes returned without the firm's permission will be accepted from the transportation company. In spite of this fact, however, dealers persist in sending goods back without notifying the company or the salesman that they are being sent. To top that, more than one dealer has declared emphatically, either personally or by letter, that he does not propose to take any dictation from the manufacturer; if there are such shoes in any shipment which for reasons of his own he does not care to keep, it is his privilege to send them back.

**I**T is the invariable practice of this company to refuse to take from the transportation company any goods returned for which return permission has not been given. If a letter from a merchant has been received which sets forth a reasonable case, then the goods are taken in; otherwise not. When notice is received from the transportation company that a merchant has returned goods, a printed slip is immediately mailed to him together with a letter stating that the goods are in the hands of the transportation company at his risk. This is in accordance with the ruling of the Interstate Commerce Commission, which has been sustained by the court, that goods sent back without an order for the return of same, or without permission either of the firm or its representatives, are held wholly at the risk of the consignor or shipper. Generally speaking, when the manufacturer has stood fast and refused to budge, the dealer has come across with a proposition to take other goods in exchange or has backed down from his high horse, asked that an exception be made in this instance, and promised that he would not repeat the offense.

The peculiar and interesting thing about this is that the salesman is finally appealed to by the dealer and comes to his concern begging that it take the goods in lest he lose the account. But I do not know of an instance where the manufacturer has stood his ground, if he knew he was absolutely in the right, where the salesman has not been able to sell that merchant again. There-

fore, it is a process of education, and a tough job at that. If the manufacturers and wholesalers in all lines were united on a policy in regard to merchandise returned without justifiable cause, they could make pretty good headway. But in most lines of industry there are what we call weak-kneed houses and their methods are thrown at the other by the merchant and the salesmen.

**W**HEN the shoe company previously referred to receives notice from the railroad that some merchant has returned a consignment of goods, it is their custom to mail him one of their printed slips which sets forth clearly the manufacturer's stand on the subject.

### IMPORTANT

Heretofore it has been quite a general practice to accept shoes returned for reasons given. Henceforth no goods will be received from the transportation company unless we have *previously agreed*, either by mail or through our salesmen, to accept them. This plan works no hardship on the retail dealer and insures fair play to all concerned. *Fair play is all we ask.* If you have ground for complaint, take it up with our salesman. He is within reach at all times and his presence assures fair play to us both. We are willing to receive goods, if for any reason they do not measure up to market standards, or if we are at fault in the filling of the order, but we do object to receiving goods that dealers find do not sell as well as they had expected, or goods that they want to unload because they happen to be overstocked. It is not fair to ship back to us a case of shoes and merely say: "Not up to sample," "Not as ordered," etc. All correspondence relating to goods which you wish to return will be answered promptly and arrangements made for adjustment of same with the least possible delay.

While manufacturers believe that a stiff policy never drew customers, nevertheless, the plan of this house is winning the respect of first class dealers throughout their territory.

The history of the past and the conditions which exist today warrant the belief that there will continue to be a certain percentage of dealers who will violate business rules, practices and customs until by word of mouth and example the gospel of the square deal finally seeps through and touches the right chord. There are occasional evidences of greater consideration for others now, which encourage our hope that costs of returned goods will be permanently lowered in the not too distant future.

# Brown bilt Shoes for Men

Combining exceptional service  
comfort and style  
\$6 to \$10

DAVIS  
DRY GOODS CO.  
CHICAGO



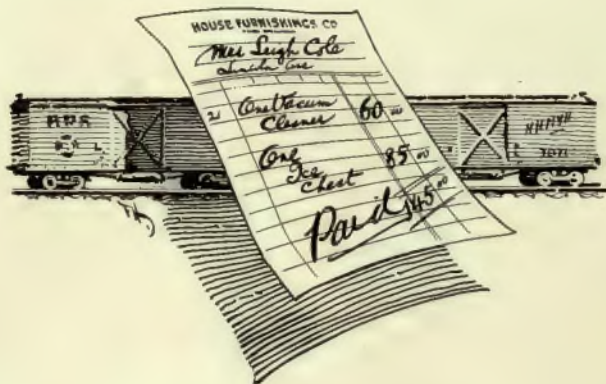
**M**ANY times retailers welcome an opportunity to further extend an effective campaign by bringing Poster Advertising to their territory and gladly participate to that end.

The plan originated by this Company and successfully used by a number of national advertisers benefits both manufacturer and retailer without sacrificing in the least the necessary coordination of the entire campaign.

**General Outdoor Advertising Co.**

550 West 57th Street  
New York City  
Harrison & Loomis Sts.  
Chicago, Illinois  
Branch Offices in 52 Cities





## Advertisers

in this Handbook  
of More Than a Million  
Women Readers  
Know that both  
Distribution and Sales  
are Easier, Quicker, Surer  
when their goods  
have passed our tests and

**GOOD  
HOUSEKEEPING  
SAYS  
SO**

## Coast to Coast in Seven Minutes

THE first advertisement ever flashed across the continent by the newly invented telephotographic process was received in New York recently over the American Telephone and Telegraph Company lines, when the complete layout and text of an advertisement for the California Pear Growers' Association was wired from San Francisco to New York in seven minutes.

The apparatus, which uses a regular telephone wire, is so designed as to transmit a picture five by seven inches, which is received as a negative, and after photographic development of the usual sort is virtually indistinguishable from an ordinary photograph.

In sending, the picture is transferred to a film and inserted into the transmitter simply by rolling it into a cyl-



inder. A very small but intense beam of light shines through the film upon a photoelectric cell within. As the film rotates upon its axis, it progresses slowly past the light. In this way each minute section of the film affects the intensity of the light reaching the sensitive cell. This variation upon the cell gives rise to an electric current which, through the agency of a vacuum tube amplifier and modifier, controls the current flowing over the line.

At the receiving end this process is reversed. The current flowing in from the transcontinental wire operates a new device called a light valve, controlling a light beam which falls upon a sensitive film mounted like that at the other end of the line, revolving and passing before the light. The two films move at exactly the same rate of speed.

The apparatus has been evolved by the engineers of the American Telephone and Telegraph Company and the Bell Telephone Laboratories, Inc.



The Area Comprising the New York City Milk Shed.

## Why Women Read This Dairy Paper

UNLIKE her city sister, the farm woman takes an active interest in her husband's business. She knows its problems, and often is the first to suggest needed farm improvement.

Recognizing this, the Dairymen's League News has built up a strong household department. On the Home Editor's Advisory Board are real farm women, leaders in their respective communities. An examination of the Home Department will convince you of its vital interest to readers.

The Dairymen's League News appeals strongly to the woman as well as to the man on the dairy farm. Both have a peculiar interest in and affection for this paper of which they are themselves part owners. It is published for them, and they have a voice in shaping its policy.

Manufacturers of household supplies and equipment will find the 70,000 women readers of the Dairymen's League News responsive to their sales messages. These women are purchasing agents for families which maintain a high average standard of living. A dependable year-round income from milk, eggs and other produce assures them ample buying power.

The women on the prosperous dairy farms of "The New York City Milk Shed" are eagerly considering improvements for their homes. You can reach them most effectively through their own paper—and the cost is only 50c a line for a circulation averaging 70,000.

Prompt reservation will assure you space in the Home Department. Better send it today.

Ask us for Sample Copy and Rate Card.

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

DAIRYMEN'S  
*League*  
NEWS

CHICAGO:  
10 S. La Salle Street  
John O. Reas  
Phone State 3652

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

## Telling It to the Boy Scouts



## Sail into Sales With Boys' Life

**C**OVER to cover readers—avid interest—that's what advertisers in Boys' Life really get. For it is the ideal boy magazine, covering every subject dear to boy hearts—scouting, outdoor life, sports, radio, etc.

You can get sales thru Boys' Life. It reaches many thousands of the 550,000 Boy Scouts—live, resourceful boys who find ways of getting what they want. Make them desire your product, and watch sales rise.

Let us tell you more.

# BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.  
New York, N. Y.

Union Bank Bldg.  
Los Angeles, Cal.

37 So. Wabash Ave.  
Chicago, Ill.

## Public Understanding of Industry

By Alfred Fischer

Michigan Committee on Public Utility Information

**T**HE idea of going directly to the people with the intimate problems of an industry is a comparatively recent one, for, during many generations, American business thought it had to be very secretive about its methods and processes. Secrecy invites suspicion, and this resulted regardless of whether there was cause for it. It required vision to conceive the commercial advantages of public understanding and good will, quite irrespective of the public's right to know what was going on in the industries which were developed to provide the necessities of life.

The service which publicity has rendered is one of the elements of our industrial system that amazes the foreign observer. In no other country has it been applied as here. It has rendered unsalable a loaf of bread that is not marketed in a dustproof and finger-proof wrapper and has convinced a nation that that loaf is just as appetizing and healthful as one baked by a housewife in a blazing hot kitchen. It has driven the politicians and hecklers out of the time-honored practice of meddling and muddling in the nation's railroad problems. The publicists' treatment of public health and sanitation subjects has been a very profitable thing for the producers of paint, disinfectants, screens and fences, which products receive great sales stimulation annually through clean-up and paint-up campaigns. Millions of dollars are being spent on publicity today by all of our important industries.

It is not merely good judgment to invite public confidence through frank and thorough discussion of public utility business wherever an audience can be found; it is a policy dictated by modern conditions. Quite apart from any commercial concern with publicity, the customers must not be allowed to forget that the public utility companies are agents of conservation; that they actually preserve the nation's coal and oil resources by making them yield a maximum of the energy they possess for performing man's needful tasks.

Publicity has done its part to make curious of the coal scuttle and lamp chimney and will some day add to that collection the ash barrel and the ice pick, the broom and dish towel. The public utility companies have a wonderful story to tell, a story of the industry which does more research and adopts the results of that research more rapidly than any other. Its very scientific nature, however, makes it difficult to comprehend, and for that reason the companies must never cease to talk about it.

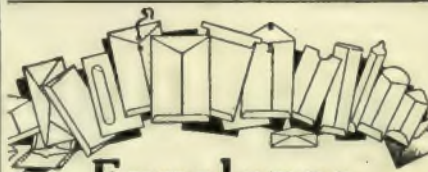
Portion of a report before the Michigan Gas Association meeting, Mackinac Island, Mich.



Specialists

ILLUSTRATIVE  
PHOTOGRAPHY

CARD BLDG. / CLEVELAND, O.  
The PHOTOCRAFT COMPANY



## 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

NUMBER ONE OF A SERIES GIVING GLIMPSES INTO VERMONT INDUSTRIES



# The Farm Industry in Vermont

*One of the many reasons why this State presents  
an excellent opportunity to aggressive advertisers*

*The Status of The Farmer*

The speculation that surrounds farming in the cereal producing states of the West does not exist in Vermont. For its farm products are demanded by the great industrial centers that lie within 150 miles of any point in the state.

The Vermont farmer has a steady market for his produce—milk, butter, eggs, fruits, maple syrup, etc. Couple this with the fact that both long haul and high freight expense are eliminated, and that these products bring high prices, and you can realize what makes the Vermont farmer one of the most prosperous in the world.

*Value of Farms*

\$60,000,000 was the total Vermont

farm output last year. This return was derived from farm property valued at \$222,736,620 divided as follows: Land, \$82,938,252—implements and machinery, \$21,234,130—livestock, \$42,385,331—buildings, \$76,108,907.

*Statistics Showing Prosperity*

Western farmers come East and obtain a greater yield than they did in the West. Vermont farm soil is rich and produces profusely.

86% of Vermont's farmers own their own farms as compared with a national average of 50%. 63% have water piped into the house—the national average is 9%. 57.6% of the farms have phones—38% is the national average.

*Merchandising The State*

These prosperous farms constitute

only one-half of the total industry of the state. Manufacturing constitutes the other half. Here the position of the workers is as good as that of the farmers—they are well paid, and rents and living expenses are low.

This is a desirable market for you, and it is easily merchandised—because it falls logically into six divisions. These districts center about Barre, Bennington, Brattleboro, Burlington, Rutland, and St. Johnsbury.

The leading dailies in each of these cities have united in the cause of better advertising and merchandising. They have published a thorough 33-page Survey of the state which will be of great aid to you. Send for it.

## VERMONT ALLIED DAILIES

- Barre Times ∴ Brattleboro Reformer ∴ Bennington Banner  
 Burlington Free Press ∴ Rutland Herald ∴ St. Johnsbury Caledonian Record

**3/10 of a cent  
PER PROSPECT**

**SIXTY MILLION**

**American Church Mem-  
bers Demand Good  
Church Music and  
PAY FOR IT**

**The EXPOSITOR**

*Ministers' Trade Journal since 1899*

**Covers the Church Field**

**The October Issue Will Be  
the Annual**

**Church Music Number**

presenting unusual sales op-  
portunities to manufacturers  
of and dealers in

*Pipe Organs  
Organ Blowers  
Reed Organs  
Pianos  
Orchestra Instruments  
Band Instruments  
Radio Outfits  
Talking Machines  
Hymn Books  
Anthems and Collections  
Music Publishers  
Music Racks  
Hymn Boards  
Choir Stalls  
Choir Vestments  
Chimes  
Etc.*

Your Ad will go exclusive-  
ly to the Buyers in this  
wealthy field at 3/10 cent  
per buyer or \$75.00 a page.

To insure proof for cor-  
rection, your copy should be  
in not later than September  
1st.

May we send you our rate  
card—card of distribution  
by states and a complimen-  
tary copy of the EXPOSITOR?

**The EXPOSITOR**  
701-710 Caxton Bldg.,  
Cleveland, Ohio

New York Chicago  
17 W. 42d St. 37 S. Wabash

# "Let's Have a Smash"

[CONTINUED FROM PAGE 40]

such heights of grandeur as are often essayed? Is advertising considered by the laity as pictures; and if so, what part have we advertising people had in giving them that understanding?

If a smash has selling power, as such, that power should do one thing and sell one product. But, generally speaking, whose is the smash? What part of it is forceful, factful proof of the merit of the goods or the service, and what part of it is technique which not one reader in a thousand understands? Most readers do not know whether the original drawing was made with a brush or a pen—whether it was wash, guache, oil or water color.

**I**S the advertising business a jobbing house for pictures—or a clearing house for selling information? Please do not misunderstand. This writing is not a libel on pictures nor on their use. They are indispensable to advertising. We could not do without graphics in some form, and there would be no use in disputing their value. But they should be only such part of an advertisement as is necessary. Like thoughts and words and type and engravings, they are a part of our equipment—the *tools* of advanced salesmanship. And the hand which uses any or all of this equipment should know when to stop.

How big must a headline be to get itself read? And how big must a picture be to get itself seen? You have forgotten, no doubt, what was the text of the biggest headline you have ever seen, but you remember that "United States Tires are Good Tires." And that line does not appear larger than eighteen point at most. In its white space, it looks like a gem on its velvet bed in Tiffany's window. It is a restrained expression, in thought, and quite as much so in size—but it is a *smash*. And it is that because it has been repeated so often and so quietly to so many people. It is an acceptable interruption—in perfectly understandable and believable terms.

We are not more violent with pictures than we are in the use of type. We cause settings to be made which give the eye such a tortuous path to follow around circles, squares and irregular shapes, that the business of reading is made unduly difficult, and the hardest kind of optical work. Since the eye is the medium of engagement between the page and the brain, the page should be made simple in architecture and in thought.

We must make the goods or the service remembered as well as the maker or the sponsor. We cannot do it effectively with a clutter of layout and a plethora of elements. But if we present our thoughts framed in as much

of order as there is of size, we plant our message, like a barb, into the reader's consciousness. It is not easy to make him solve an advertising puzzle of staggered lettering and queer-looking pictures—not queer to us, but to the average person. We should not ask him to *work*. That is not reasonable. And he is not interested in style in advertising—not a tenth as much as we are. Besides, some things that are perfectly clear to us in a smash are most likely to be astigmatism to him.

Any advertisement should be seen, read and understood with ease and speed. There are perfectly legitimate smashes. They are, no doubt, the best kind of advertisements for things which need little description—a cigar, a cigarette, a hat, clothes, most kinds of foods, a soap or a roll of peppermints. But for things which need explaining, particularly something new, we may do well to deal in pictures in words rather than in pictures in oils. The difficulty is that we confuse the character of the goods and the methods; and too often fail to distinguish as to the treatment which should be plain to us in each case. We fly too readily to what seems unusual—forgetting that nearly all minds are usual and convinced by usual methods. A man walking Michigan Boulevard or Beacon Street clad in a red union suit would be most unusual. Beyond question, he would invite attention—and arrest.

**B**UT, we may say, here is an indictment of a great success—advertising. It isn't. It is not even an accusation. It is a confession. And as for advertising being a big success, it is—no doubt. But if we had doggedly clung to the building of it with fact and said—"Get thee behind me, Fashion"—would we have done a *better* job of selling than we can claim?

There has been during the past two years or a little more a big success in introducing a new motor car. That car has sold in a big way. You see it wherever you go. In the selling motion some other motor car makers lost old owners. The advertising was simple, straightforward and convincing to the *public*. There was not a single smash used—but plenty of reasons why that car is good. Look over some back numbers and examine the Chrysler advertising. Evidently it was agreeable interruption—and that is advanced salesmanship. The copy was meant to be read, and it was.

In campaigns like this competition is not shock. The reader is lifted gently and set into an easy chair in a strong, soft light where he may grasp quickly his mental surroundings. He is not blown suddenly through a plate-glass window to find himself on all



# Memphis Press *First* In City Circulation

The Memphis Press is nineteen years old. Its pre-eminence in Memphis, confirmed year after year, has a solid and time-tested basis in public approval and reader faith. Press circulation is concentrated in Memphis and nearby cities and towns.

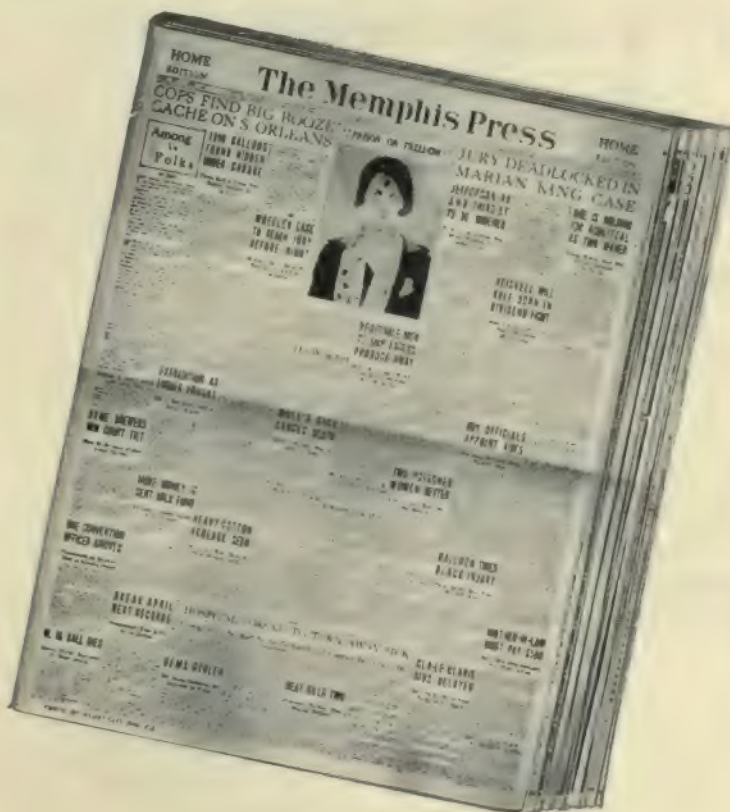
### City Circulations

The Press . . . 37,826  
Commercial  
Appeal . . . 34,859  
News  
Scimitar . . 26,180

*City Circulations'  
Average for 6  
Months Ending  
March 31, 1925*

*Ninety-two per cent  
of your advertising  
dollar invested  
through The Press,  
reaches Memphis  
families.*

Comparison of rates:  
The Press . . . . .8c.  
Commercial  
Appeal . . . . .18c.  
News Scimitar  
14c. to 17c.



## The Memphis Press

First in Memphis

A SCRIPPS-HOWARD NEWSPAPER

MEMBER OF THE A. B. C.  
REPRESENTED IN THE NATIONAL ADVERTISING FIELD BY  
ALLIED NEWSPAPERS, INC.

New York Chicago Cleveland Cincinnati San Francisco Los Angeles Seattle



## Within the means of all

Visitors from foreign countries invariably wonder at the number of telephones in America. "Why is it," they ask, "that nearly everybody in America has a telephone, while in Europe telephone service is found only in a limited number of offices and homes?"

First of all, telephone rates in the United States are the lowest in the world for the service given. Here, since the beginning, the best service for the greatest number of people has been the ideal. By constant improvement in efficiency and economy the Bell System has brought telephone service within the means of all. From the start, its rate policy has been to ask only enough to pay fair wages and a fair return on investment.

The American people are eager to adopt whatever is useful. They have found that Bell telephone service, comprehensive, prompt and reliable, connecting them with the people they wish to reach, is worth far more to them than the price charged for it.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY  
AND ASSOCIATED COMPANIES

**BELL SYSTEM**

*One Policy, One System, Universal Service*

### Jewish Daily Forward, New York

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



*The Only Denne in Canadian Advertising*

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

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

fours, surrounded and bewildered by a forest of lettering, color, pictures and conventional acanthus leaves. Ought we not to be careful that the result is not this, when in conference we say in chorus—"Let's Have a Smash!"

### Shields & Colcord, Inc.

Is the new firm name of Earl B. Shields, advertising, Chicago, becoming effective with the appointment of D. H. Colcord as vice-president of the organization.

### F. P. Karger

Formerly with the Bankers Service Corporation, New York, has been appointed to handle copy and production on the staff of Guy W. Hodges, Inc., same city, direct mail advertising.

### George O. Pritchard

Formerly vice-president of the Philip Ritter Company, Inc., New York, advertising agency, has joined Sackheim & Scherman, Inc., same city.

## Advertising Calendar

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 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1-4—International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

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 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

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

## The Travel Poster Exhibition

[CONTINUED FROM PAGE 21]

illustration is better than its reproduction. Too much good art is still being murdered on the lithographers stone.

Appropriately, in an adjoining room, was a collection of British travel posters, loaned by Mr. Louis G. Audette. America may lead the world in advertising. But she certainly trails Europe in travel posters.

The Europeans take a broader view of travel posters. The London, Midland and Scottish Railway, for instance, commissioned celebrated members of the Royal Academy to do one poster each. Thus were created that weird, luring "Castle in Northern Ireland," by Julius Olsson, that powerful industrial by Norman Wilkinson, and others.

These English also are employing impressionistic art, with striking results. "Wembley," "For Christmas" and "Sutton-on-Sea" suggest whole stories, simply by color-and-mass impressionism.

If some French and Swiss posters had been shown, Europe's superiority would have been even more apparent. These are usually exquisite things, with delightfully quaint yet realistic effects, striking color effects, and subtle color harmonies.

All this is not to say that American poster art is hopelessly in the rear. But most American ability goes into 24-sheets for cigarettes. It occupies itself with gorgeous girls and even more gorgeous men in various attitudes of being beautiful and non-chalant. In other words, the portrait painter is flourishing, but the landscape painter is languishing. Why? Travel offers a hundred times the poster possibilities of any other subject.

May more of our travel companies progress from the "Subway Sun" stage of advertising to the Chicago stage!

### B. K. Hollister

Has been elected secretary of The Modern Hospital Publishing Company, Inc., Chicago.

### Roger A. Johnstone

Who has been western manager of *The Modern Priscilla* for the past four years, will open his own office in San Francisco to act as coast representative for *The Modern Priscilla*, *Peoples' Home Journal*, *Time*, and *Child Life*.

### Hecker-H-O Company, Inc.

Has been formed by the merger of the H-O Cereal Company of Buffalo with the Hecker Cereal Company of New York. The executive forces of the two companies have been consolidated and will make their headquarters in Buffalo, from which point the new company will be directed.

## Reliable Counsellors

The president of a great textile manufacturing concern near Philadelphia asked us to name the man who was best fitted to become their New York representative at a salary of \$15,000 a year.

We named the man who is now vice-president and agent of the corporation in question. We didn't do it for money. No bill was rendered to the man or the corporation for a service of this kind. The only thing we have to sell is subscriptions to and advertising space in the *American Wool and Cotton Reporter*.

We get hundreds of jobs for men in the course of a year, but we don't run a commercial employment agency and we don't make any money out of it, so we don't recommend a man unless he is worthy.

Nor do we solicit or carry any advertising in the *American Wool and Cotton Reporter* that doesn't belong there. We don't tell a man that there are opportunities for him in the textile industry unless the opportunities are patent. If you can't make a success in the textile industry, we don't want your advertising.

Within a year, a manufacturer of wooden cogs—that is, wooden teeth for big gears—asked us about the possibilities in the textile industry. We told him it offered no outlet for his product. We turned down this advertising—but another textile paper accepted and published it.

If you have something for the textile industry, if your prices and qualities are competitive, come along with us and we will show you something.

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 in the United States of any Textile Publication

530 Atlantic Avenue  
Boston

518 Johnston Bldg.  
Charlotte, N. C.



## 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**  
605 Caxton Building :: Cleveland, Ohio

If it gets in—  
and stays in—  
it's an  
**EINSON-FREEMAN  
WINDOW DISPLAY**

[327 E. 29th St.]  
[Lexington 5780]  
[New York City]



# Every Dentist Every Month

## ORAL HYGIENE 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.

## 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. Farrel, Mgr.  
15 Moore St. New York City  
Tel. Bowling Green 7966

# In Sharper Focus

## A. C. Pearson

HE won his first race at the tender age of three as extra man on the palpitating back of a Kansas cow pony. Nowadays, he prefers to pilot Cadillacs around Montclair, which he does with skill and distinction, although Joe at the garage says Mr. Pearson doesn't know the difference between carbon and carbureter—and probably never will.

A. C. began his business career trading with the Indians, but not in that famous deal when Manhattan Island



was exchanged for a few colored beads. This was later, out on the prairie, where the redskins were not always so easy. As a matter of fact, A. C. doesn't own all of Manhattan even now, but as president of the Textile Publishing Company and vice-president of the United Publishers Corporation and director here and there he does influence some of its activities.

They say that A. C. knows everyone and can do anything. His record, even outside his own concern, backs up this belief—the first publisher to become a director of the Chamber of Commerce of the United States—the first national chairman of the American Publishers' Conference—always active with the government in matters of publishing—director of the Merchants Association of New York City, director of the Better Business Bureau of New York, and so on.

Success is a habit with A. C. At Baker University and later at Northwestern University law school he put over various original and profitable business coups, finding time meanwhile to play winning football. He wins now at golf—so consistently that the U. P. C. Golf Club recently called a special meeting to discuss ways and means of

cutting his handicap—without much success. He's a *strong* tennis player—and those who have played with him will advise you to go through a rigid period of training before you take him on. He goes fishing only in a bathing suit because he insists on taking a newspaper along and invariably has to dive into the lake to recapture his rod and line.

The snow-white halo may be misleading. It just means that A. C. puts two years' thinking in one year's time—and likes it. His formula is a simple one: IDEAS—RESULTS. A gentleman and a diplomat, he seldom fights. It is more pleasant and permanent to win battles by winning men. A. C. is an optimist of the first water. Why shouldn't he be—nobody has ever yet caught him on the bear side of any market!

\* \* \*

## Louis Wiley

By Walter Sammis

LOUIS WILEY, for many years business manager of *The New York Times*, has a long newspaper career behind him. He has been, from his early youth, an indefatigable newspaper worker.

Born in Hornell, N. Y., when a small boy his family removed to Kentucky,



where he received the major part of his education.

His first newspaper effort was on *The Democrat*, a weekly paper in Mount Sterling, Ky., while attending school there in 1884. When a little over seventeen years of age, having come north again to Rochester, N. Y.,



## OPEN SESAME!

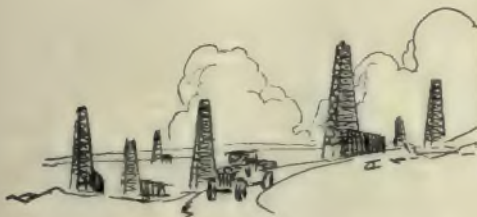
"Mr. Wrong, here is your big chance—a billion dollar industry that can use your product, and you are leaving it unexploited."

"Well that may be so, Mr. Wright, but you know that our product is 'high standard' and from what I understand we would have a tough time breaking in against cheaper competition."

"But, that wouldn't be the case, Mr. Wrong. The oil industry buys on the basis of quality and service—not price. Your problem has already been answered. The Oil and Gas Journal is the 'open sesame.' It is a

publication devoted exclusively to the oil industry, and is popularly known as the oil man's bible. Through its pages you may present your product quite as successfully as hundreds of other big national concerns have done. Many of them experimented cautiously at first and then, this 'open sesame' revealed a gold mine right under their very nose. Try it, Mr. Wrong. A good start would be to write to the advertising department.

I know they can tell you a lot of things about your opportunity here that you would like to know. Try it."



# The OIL and GAS JOURNAL

PRODUCING

REFINING

MARKETING

TULSA, OKLAHOMA

NEW YORK CITY  
30 Church St.

PITTSBURGH, PA.  
1003 Jones Law Bldg.

CHICAGO  
1328 Peoples Gas Bldg.

**Commercial artists know the difficulties involved in preparing a 24-sheet design. They also know the latest specific information on the subject will be found in**

**The POSTER**

307 S. Green St., Chicago

Sample copy 30¢  
Three Dollars Yearly

Mr. Wiley obtained his first reportorial experience on *The Rochester Union and Advertiser*. Believing that *The Post Express* would afford a better opportunity, the youthful and ambitious young man applied there for a job and obtained it at six dollars a week, at various times filling nearly all the places on the city staff. Salaries in those days were small, compared with the present time, and Mr. Wiley advanced to eighteen dollars a week—a figure regarded high for a reporter at that time.

In 1896, Mr. Wiley, feeling the urge of the Great City, came to New York, where he met Adolph S. Ochs, who was about to acquire the control of *The New York Times*.

Mr. Wiley has been honored both by home folks and foreign folks. Rochester University made him a Master of Arts; France, Greece, Italy, Belgium, Roumania and Serbia have decorated him; his present affiliations are: Vice-President of the New York Press Association; Vice-President of the 42nd Street Property Owners and Merchants Association; Vice-President of the Lafayette Memorial, Inc.; President of the Society of the Genesee; Member Executive Committee of the League of Nations Non-Partisan Association; New York Committee on the Federal City; American Society of the French Legion of Honor, Inc.; Member Industrial Relations Committee of National Civic Federation; Director, Federated General Relief Committee, Inc.; Municipal Art Society, New York; Broadway Association; Serbian Aid Committee.

**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

**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.

**facts!**

The advantages of your institution, your product, or your service depend on known facts. It is by conveying these facts through well worded text and compelling illustration that sales result through advertising.

I spend much time and effort in expressing facts convincingly in my illustrations.

**Fred'k Lowenheim**  
Illustrator  
226 WEST 47th ST.  
NEW YORK CITY

CHICKERING 8880

**Nelson Chesman & Company**

St. Louis, will direct advertising for the city of Chattanooga, Tenn., through their office in that city. The purpose of this campaign is to bring new industries and branch offices of Northern manufacturers to Chattanooga.

**R. H. Van Dusen**

Formerly with the New York & Queens Electric Light & Power Company, has joined Churchill-Hall, Inc., New York advertising agency.

**E-Z-Toon Radio Company; Kurz-Kasch Company**

Of Indianapolis and Dayton, Ohio, respectively, have been consolidated under one head. Charles Sparks, general manager of the E-Z-Toon Company, will continue business with the new organization.

**Charles C. Green Advertising Agency, Inc.**

Philadelphia office, will direct advertising for Nixon & Company, same city, investment securities.

**F. W. Lines, Jr.**

Has resigned as sales and advertising manager of *The Shoe Retailer* and *The Hosiery Retailer*.

**Brooke, Smith & French, Inc.**

Detroit, will direct advertising for The Silent Automatic Corporation, manufacturers of the Silent Automatic Oil Burner.

**Copy and Layouts**

Prepared for Advertisers Agencies and Publishers

**Astor Advertising Service**

18 WEST 34TH STREET  
PHONE PENNSYLVANIA 0878

**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

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

**THE JOHN IGBELSTROEM COMPANY**  
Massillon, Ohio Good Salesmen Wanted

**BOOT AND SHOE RECORDER BOSTON**

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

**TESTIMONIALS**

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates

Send for Samples  
Best prices—Quickest service

**Commerce Photo-Print Corporation**  
80 Maiden Lane New York City

**Sweater News and Knitted Outerwear** May, 1925

**The Underwear & Hosiery Review** Vol. 6, No. 8 Mar. 1925

**Tie-up**

Your Consumer Campaign with Trade Publicity

for Sample Copies address:  
**KNIT GOODS PUBLISHING CORP.**  
83 Worth Street New York City

**Steel Reel Mfg. Co.**  
 234 Fourth Ave.,  
 New York, N. Y.

Textile World,  
 234 Fourth Ave.,  
 New York, N. Y.

Gentlemen:

With great interest we absorbed the contents of the booklet called "How to Sell to Textile Mills." The tabulation compiled therein is another evidence of the great activity shown by the Textile World editorial staff. We cannot resist congratulating you on the wonderful work accomplished, which was appreciated by my reader, interested and anxious to obtain details as given in the booklet.

The Textile World has been a great assistance to us in the sale of our product for many years past, and being a publication reaching all over the world, we can expect excellent results from our advertisements. Wishing you still further prospering success.

We remain  
 Yours very truly,  
 STEEL REEL MFG. CO.  
*W. A. Wolf*

AJF:AL

**Walter B. Snow and Staff, Inc.**  
 Advertising  
 60 High Street, Boston, Mass.

June 11 1925

Wagon, Lord & Bagle Company,  
 334 Fourth Ave.,  
 New York, N. Y.

Continued:

Please accept our thanks for the copy of "How to Sell to Textile Mills" which came to this office. We will in the information it contains a wealth of value, but the main reason it is presented to you here is that we wish to compliment you upon the clear cut, detailed and new note between your story and that of the Textile World in general.

It rarely happens to us in the case of TEXTILE WORLD readers who do not think of that publication when we are to cover the textile industry, but your story makes an impression of facts concerning the industry not only about yourselves, but also of the industry in general. It is indeed, I am sure to you, a most interesting case.

Yours very truly,  
*Walter B. Snow*  
 WALTER B. SNOW & STAFF, INC.

# From an Advertiser —and an Agency

The letters reproduced above require no comment. They are typical of many others. From the mass of letters received one fact stands out—"How to Sell to Textile Mills" is a real contribution to Industrial Marketing.

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

## Industrial Advertisers Convention

Every sales and advertising manager for industrial products will GAIN by attending the National Industrial Advertisers Convention, Atlantic City, Oct. 19-21. Get full details from W. A. Wolf, Western Electric Co., 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.

# Textile World

*Largest not paid circulation in the textile field*

Audit Bureau of Circulations  
 Associated Business Papers, Inc.

334 Fourth Avenue, New York



VENEER manufacturers in 4,449 B.C. didn't do much advertising because most furniture manufacturers made their own.

Today, however, the furniture manufacturing industry buys and consumes millions of feet of veneers in a year. Practically every piece of furniture that has a beautifully figured surface of any size—is veneered.

That's why veneers, special inlays, overlays, decorative transfers and the like are advertised extensively in *The Furniture Manufacturer and Artisan*. An especially edited veneer section on tinted stock makes possible an advertising tie-up that produces noticeable results.

It's not hard to find a buyer for the special burl—but your real profit is tied up in regular run of stock. We're helping a good many veneer houses move such stock and increase their profit. Write for a copy of this publication and more information regarding it. You'll find it worth while.

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

In  
**SOUTH BEND**  
 It's the  
**NEWS-TIMES**

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by  
**Lorenzen & Thompson, Inc.**  
 New York  
 Chicago San Francisco

**S**o equipped is this yacht offering that it will be worth while to the few men who require it. Thoroughly equipped and furnished even to the last nail and screw and with a substantial crew, the "Adriatic" awaits a real owner.

The Larch built hull is 33 1/2 feet in length, has a speed up to six miles per hour and with a safe cruising speed of 15 miles. The "Adriatic" is not only painted in an appropriate, but is designed to require a minimum crew. It is equipped with one triple expansion of heating engine and has a fuel capacity sufficient for an extended cruise at moderate speed.

Simply the illustrations. The boat may be given out in the yards, without the necessity of a single purchase outside of provisions, and may be made to suit on a moment's notice. It is the finest finished throughout and will be sold at a price that will make the offer irrevocable. Write now in plain for complete plans and specifications.

**HENRY J. GIELOW, Inc.**  
*Yacht Designer and Engineer*  
 10 WEST 107 STREET NEW YORK

# Could You Sell This Yacht at a Cost of \$735?

[CONTINUED FROM PAGE 24]

this selling effort will probably net in the end at least half a million dollars worth of business, the experiment may be characterized as unique. Possibly there have been other examples of advertising, direct mail or otherwise, which have brought even greater returns in proportion to the expense involved in even less time, but this seems hardly likely.

A yacht is not the sort of product that can be disposed of by any amount of so-called high-powered salesmanship. The field for its sale is strictly limited and no artificial demand for it can be created, no new markets for its consumption opened up. The men who buy yachts are men with large offices and numerous secretaries, whose function it is, among others, to divert any details which might take up the valuable time of their employer. Few direct mail pieces survive this imposing gauntlet. And even if such a piece does survive, a man of this calibre is not to be intrigued by petty details.

Bearing these points in mind, the Gielow company resorted to special delivery mailing, rather than the customary first or second class postage. This was one step toward getting the piece past the numerous secretaries. The facsimile hand written slip which lent a highly personal touch was another such step. The "MacDonald" who signed the slip happened to be an engineer in the employ of the Gielow company, but at first glance it would appear from the tone of the terse message that he was at least an

acquaintance of the man addressed. Multi-millionaires meet many thousands of men and among them probably several MacDonalDs who might or might not be interested in yachting. As interesting proof of this point, many of the letters addressed to the company spoke of Mr. MacDonald.

The folders were intentionally sparing of details. As previously stated, there were no plans or blue prints reproduced on them. Their purpose was rather to inspire interest than to supply information and selling talk. A man who understood yachts could derive from the pictures a clear idea of the sort of boat it was, and this was the type of man best calculated to appreciate the really excellent value which was being presented. Once the prospect's interest had been aroused sufficiently to write, full details and information were supplied by personal correspondence. The nineteen requests for plans of specially built-to-order yachts supply proof of the effectiveness of the follow-up.

This past spring had been a slack season for the Gielow company. The summer months promised to continue the slump. Mr. MacDonald had all his arrangements made to attend a convention. A day or so before he was to start, letters began to pour in, and Mr. MacDonald hastily cancelled reservations and returned to his desk where he has been ever since, working overtime to cope with what promises to be the busiest season Henry J. Gielow, Inc., ever experienced.



# Who Won the War?



**A**FTER the Allied Powers had exhausted their man power, the United States threw a million men into France and had another million in this country, in training, ready to back up the first million.

If the draft had been selective as to wealth and class, it is conceivable that the ex-Kaiser might now be dining at Versailles instead of at Doorn.

## “The Necessary Two Million” Won the War!

It is “*The Necessary Two Million*” that wins advertising campaigns, too—for though Napoleon said that the victory was to the heaviest battalions, many of *his* victories were achieved by bringing up additional forces and on them rests the glory of his conquests.

You have been advertising in magazines for years, but not until now have you had an opportunity to bring up reinforcements to win greater market victories for you—and these reinforcements consist of TRUE STORY’S two million—a *necessary* two million—because

you may add it to whatever you are using and feel that these two millions, more than any other, invade a *new* market.

During the war we discovered that the bulwark of the nation was comprised of men and women of simple life and tastes who were willing to give all they had to make the world a better place to live in.

The bulwark of TRUE STORY’S necessary two million is made of this same stern stuff. Reaching the two million TRUE STORY audience will give you a grip on your market that cannot be loosened.

# True Story

“The Necessary Two Million”

“GREATEST COVERAGE—LOWEST COST”

# Selection

**A** MOST important duty of the sales manager is the selection of salesmen. Every "lemon" picked means not only the waste of the man's salary but also loss of business from that man's territory.

'Tis a difficult duty.

A most important duty of the advertising manager is the selection of media. It corresponds with the above-mentioned duty of the sales manager. Much money can be wasted in unwise choices.

Some sales managers make the old, old mistake of judging a man by his clothes and his appearance.

Similarly, some ad men make the old, old mistake of "judging a book by its cover"—or its size—or the pretty type employed in printing it. The advertising manager sometimes falls for the promises made for a magazine.

But, actions speak louder than words—or appearances. "What have you done?" not "What do you claim you can or will do?" should be the insistent question. And, at that, the time-gap between what has been done and the present should not be too long. Requirements, conditions and performances change from year to year. Ancient history is not dependable. A good record for a reasonable length of time in the immediate past is the best of all guides.

It is neither claims, nor "missionary" work, nor national consciousness, nor A. B. C., nor keeping-your-name-before-the-public, *per se*, that pay the dividends. It is just plain, ordinary, everyday results that count. You send salesmen out to sell goods. You advertise for identically the same purpose.

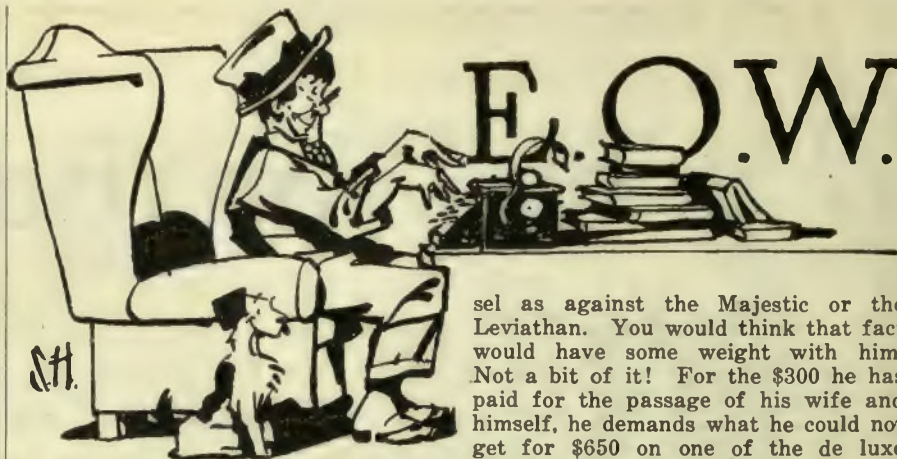
In judging an advertising medium a safe guide is the amount of actual inquiries and sales produced. All else is vanity.

Then, reduced to its simplest phases, that medium is best for you which can produce the greatest amount of tangible returns per dollar of expense.

*A. R. Maujer.*

for  
**INDUSTRIAL POWER**  
440 So. Dearborn St.,  
Chicago, Ill.

INDUSTRIAL POWER stands prepared to show you a clean record of results in your own or a similar line, covering a reasonable length of time in the immediate past. Why not ask to look it over?



AT SEA.

## How Do We Get That Way?

The captain of the 16,000 ton steamship which is carrying me across the Atlantic is as fine a specimen of a man as you will run across in many a day. Nearly six feet tall, broad shouldered, deep-chested, with magnificent arms and legs, he is, as far as appearance goes, amply able to take care of himself under every imaginable circumstance. Yet, he tells me, he never goes ashore when in New York, without carrying a heavy cane with which to defend himself in case he is attacked. And he is equally careful to have in his possession "only a few shillings" in change.

I suppose that when I get to London I shall feel pretty much the same way. It is the thing that is strange to us that frightens us.

## One or a Pair?

At breakfast this morning, I ordered bacon and eggs.

"One or a pair?" the steward asked.

## The Perversity of Human Nature

Among the passengers on this steamship is a man whom I have known, fairly well, for several years. He selected this particular vessel as his carrier across the Atlantic because its rates of passage are not unreasonably high. And because he "put up a holler," both before and since he came aboard, he and his wife find themselves in possession of a stateroom which is considerably larger and better than the one he paid for.

Nevertheless, he is fairly bubbling over with complaints. The smoking-room closes at 11.00 p.m. "Outrageous," he says. Yet all he buys, daily, in the way of liquid refreshment is one glass of beer. And he is quite disturbed because with it the steward brings only three sandwiches. He wants six.

He has moved his steamer chair to a choice position on the sun deck. When it rains, he wants the deck steward to move his chair back to the location on the promenade deck which he had formerly.

To my certain knowledge, he has saved at least \$350 by taking this ves-

sel as against the Majestic or the Leviathan. You would think that fact would have some weight with him. Not a bit of it! For the \$300 he has paid for the passage of his wife and himself, he demands what he could not get for \$650 on one of the de luxe liners.

The joke of the thing is that in spite of the fact that "this boat isn't in it with the Berengaria," he wirelessed yesterday to London to reserve the cabin he now has for the westbound sailing in October! I am just mean enough to hope he does not get it.

## They're Not Slow!

In common with most Americans, I used to think that the Englishman is slow of body as well as of mind.

It is possible that his thought-processes are less active than ours, though I am not so sure about that as I was, once.

But there can hardly be any doubt but that the Englishman's body is more nearly under perfect control than that of the average American. The explanation, I think, is this: The Englishman does not take his exercise vicariously; he takes it personally, and he takes it seriously.

Going on, at the moment, aboard this steamship, are perhaps half-a-dozen deck-games. No American has a hand in any of them. It is Englishmen who are doing all the shuffleboarding, the deck-golfing and the deck-tennis. Quick? They are like a bunch of young panthers.

## But How Different!

Last night, as I slipped into my comfortable bed—berths, aboard trans-Atlantic steamships, are out-of-date, nowadays—my mind reverted to the time when Columbus set sail for the New World.

How long was it before he landed? Two months? Three months? It makes no difference. What is important is that his cockle shell of a boat voyaged across the Atlantic. And that is all the finest and fastest ships of today do—they voyage across the Atlantic.

But how differently! Here we are almost within sight of the coast of France. For seven days and nights, we have fared sumptuously, slept as soundly as at home, danced, played cards—with not a pitch or roll to disturb one's equilibrium.

My! But Christopher would marvel if he could see what has happened since that day he bade farewell to Spain!

*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.*



William L. Crouse, Washington Correspondent



WASHINGTON is full of able correspondents, but few are better known or enjoy more intimate relations with the "powers that be" than William L. Crouse. Trained in the broad school of metropolitan journalism, an indefatigable worker, a graphic and pungent writer, his weekly letter from the National Capital is one of the outstanding editorial features of HARDWARE AGE.

As never before in its history, Washington has been since 1917 the news center not only of the United States but of the world. On all matters affecting retail and wholesale interests, both domestic and foreign, and of the hardware industry in particular, Mr. Crouse has been efficient and alert in

interpreting to our readers the politics and policies of our government and legislators.

Mr. Crouse, who has represented HARDWARE AGE at Washington for the past thirty years, was perhaps the first newspaperman to realize the importance of business papers having representation at the Capital. Prior to that time, correspondence to trade papers from Washington was desultory and usually conducted as a sort of side line.

The high character of Crouse's work, his keenness for news and his rare ability in interpreting events and showing their true significance is testified to by his large personal mail from hardware men all over the country and the frequent consultations into which he is called.

*"The Most Influential Hardware Paper"*

**Hardware Age**  
A. B. C.  A. B. R.  
239 West 39<sup>th</sup> Street New York City

# Good Old Law of Averages

[CONTINUED FROM PAGE 16]

ages makes salesmanship unnecessary. But if an average is once established and the amount of effort required to produce a known result is once determined, sales ingenuity will show results in the improvement on that average. The only sales figures that really count are those that represent the total sales of the entire organization for the year, and the only individual records that matter much are those that show the average production per man per week or month over a long period. Any salesmanager would rather have an organization of steady producers than an aggregation sprinkled with stars that alternately shine and wane.

**T**HERE is an amazing similarity between a sales organization and a baseball team. And the shrewd old dopest picks the season's winner not on the performances of individual stars, but on a study of the averages for team hitting and team fielding and the work of pitching staffs. He knows full well the worth of a home run king or a pitching star, but he also knows what happens when Babe Ruth goes to the hospital or Sammy Gray breaks a thumb. October's pennant is pretty likely to be found flying where twenty-five good players and the good old law of averages have been at work.

Now all this is more or less the basis for a general urge that you put the law of averages to work for you, no matter what kind of advertising or selling you are planning to do, and that means *test* your plan, your salesman, your letter, your advertising, your proposition, your offer on an adequate and representative number of people of the kind you hope to sell before you venture a large investment in it. Find out what the law of averages can do *for* you before you learn to your sorrow what it can do *to* you.

Here is the reason why the test is so necessary. *You* as an individual or *I* as an individual absolutely cannot foretell with assurance what a large group of people are going to think about any new product or new proposition. We can guess, of course, and the more experience we have had the more accurately we may be able to guess, but we never can completely submerge our own individual tastes and opinions.

A song writer may write one song that will be an enormous popular hit and sell a million copies. He may write another that seems to *him* to be just as catchy, just as full of sentiment, and it may fall as flat as the proverbial Aunt Jemima. But here again, the music publishers do not rely on spasmodic attempts at hits. They have some of the most popular jazz artists under contract to produce so many songs a year. They know that according to the good old law of averages, one out of every ten or every hundred, it may be, will catch the popular fancy and compensate for the duds.

Talking tests to direct mail users is like talking fire insurance policies in the cloak and suit trade—they already know all the ways to use them profitably. A direct mail convention might surprise some of the older heads in advertising if they could listen in on the laboratory considerations of stamped and metered mail, on first and third class postage, on filled in letters or mere "dear friend" salutations, on pen and ink or facsimile signatures, on white or colored stationery, and so on into infinite refinements of physical form and copy appeal.

**T**HE narrow and precarious border line between loss and profit is often crossed only by the most cautious attention to just such details and the success of many a prosperous business selling its product or service by mail can be traced to test after test that finally indicated a profitable reaction from the market. Once this pay streak of response has been located it can be followed with almost an unvarying yield in sales and profits.

Likewise the test is no new doctrine to the periodical advertiser whose life depends upon his ability to produce inquiries and sales or sales direct within a fixed limit of cost. Circulations are too large and hence space too expensive to leave such matters to chance. The test determines effectiveness of copy appeal, illustration, size of space, position in the issue and on the page. And test after test has demonstrated that the advertisement picked as a "big winner" in the proof has limped home a lame loser on the printed page, while another has had a "something" about it that brought it under the wire a profit producer in

## Earn More Money through Business Writing

**T**HOUSANDS of men and women have in them the latent ability to write good business copy and to earn good money doing it.

S. Roland Hall tells you how. He gives you the practical training needed to take advantage of the profitable opportunities in the business writing field. He gives you in this library the training necessary to qualify for such well-paying positions as correspondence supervisor, collection correspondent, sales letter-writer, house organ editor and publicity writer. He tells you how to write business stories and articles for magazines.

## S. ROLAND HALL'S PRACTICAL Business Writing

Four volumes, 1272 pages, 5½ x 8, fully illustrated, library binding.

\$1.00 in ten days and \$2.00 monthly for five months.

These four meaty volumes tell you just what you need to know to turn your business writing ability into cash. They give you training for work in writing business letters of all kinds, business magazine articles, publicity matter, advertisements, surveys, reports, etc.

### SENT ON APPROVAL NO MONEY DOWN SMALL MONTHLY PAYMENTS

These four books present in handy-sized volumes the material contained in Hall's Handbook of Business Correspondence and Hall's Business Writing.

### McGRAW-HILL FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.  
370 Seventh Avenue, New York.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send \$1.00 in ten days and \$2 a month until your special price of \$11.00 has been paid. If not wanted, I will write you for shipping instructions.

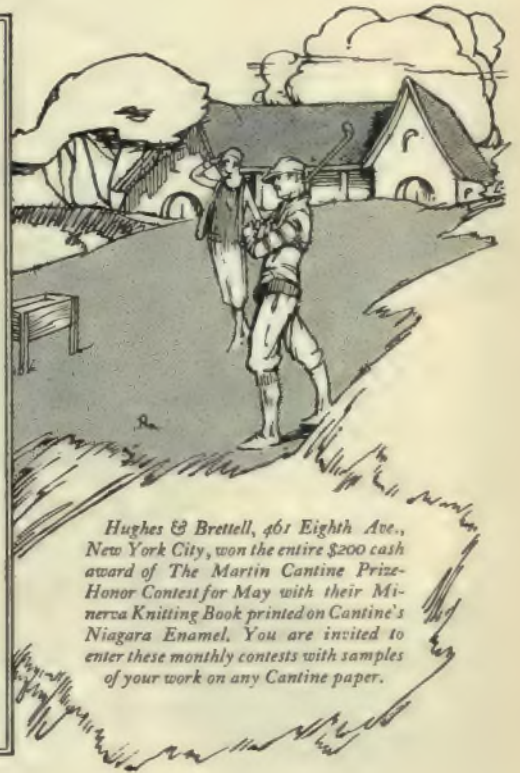
Signed .....

Address .....

Position .....

Company..... A.F 7-15-25

*Cantine's*  
**NIAGARA**  
COATED PAPER



*Hughes & Brettell, 461 Eighth Ave., New York City, won the entire \$200 cash award of The Martin Cantine Prize-Honor Contest for May with their Minerva Knitting Book printed on Cantine's Niagara Enamel. You are invited to enter these monthly contests with samples of your work on any Cantine paper.*

**COMPETITION** takes no vacations. It operates seven days a week and fifty-two weeks a year. Far-sighted sales executives recognize the fact that the mailman can be of invaluable assistance to the salesman. It *pays* to give direct-mail matter and sales literature distinction and effectiveness with modern illustrations, harmonious typography, fine presswork and Cantine's *Coated Papers*.

Write for book of sample papers and information concerning our monthly prize contests to your paper jobber or direct to The Martin Cantine Company, Saugerties, New York, Dep't. 177.

**Cantine's**

**COATED PAPERS**


**CANFOLD**  
SUPREME FOLDING AND PRINTING QUALITY

**ASHOKAN**  
NO. 1 ENAMEL BOOK

**ESOPUS**  
REGULAR NO. 2 ENAMEL BOOK

**VELVETONE**  
SEMI-DULL - Lay to Post

**LITHO C.15**  
COATED ONE SIDE



**T**HE amount of gas manufactured last year reached the huge total of 418,000,000,000 cubic feet. Tremendous is the only word to describe the market for products represented by this enormous output. And still more astounding is the fact that one paper covers this field 99.47%. It is

### 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.

the test, and then over and over and over again.

And now it would seem that those advertisers who never sought the test of response before are joining the procession of those who have found it worth while to know what the advertising dollar does during the day. The once despised coupon has taken on a new dignity. It is to be found in the most respectable of drawing rooms. It is finding itself looking up from printed pages into the faces of members of some of our best families. And it is doing its job by bringing back to those who sent it forth illuminating information about men and media and messages.

There is a law of averages that will work for every advertiser and every salesman. The problem is to find by test the plan that yields a profit and then turn it loose with the multiplication table. "Knowing" in advertising and selling is not so much knowing what to do to sell at a profit as it is knowing how to find out what to do. Articles to follow in this series will present interesting experiences in direct return advertising in which tests of copy and media in all manner of combinations trailed the good old law of averages to his hiding place and put him to work.

#### V. George Harper

Formerly export manager of Victor Motors Company, St. Louis, has been appointed manager of the Philadelphia territory for the *American Exporter*.

#### Arthur Rosenberg Company, Inc.

New York, will direct advertising for the second Radio World's Fair, to be held in the 258th Field Artillery Armory, New York, September 14 to 19, 1925.

#### Fisher-Brown Advertising Agency

St. Louis, will direct national advertising for the Brown Shoe Company, same city.

#### E. W. Rutledge

Has been appointed sales manager of the Harry H. Packer Company of Cleveland, outdoor advertising. A new plant of the company has been opened at Canton, Ohio.

#### Outdoor Advertising Association of Pennsylvania

Announces the election of the following officers: president, Henry R. Johnson, Reading; vice-president, Harry L. Carey, Philadelphia; treasurer, C. A. Wolf, Philadelphia; secretary, Tom Nokes, Johnstown. Directors are: Irving Rosencrans, Allentown; Nathan Apple, York; Oscar Funk, Lancaster; Max Ludwig, Newcastle, and A. Norrington, Pittsburgh.

## Gas Age-Record

"The Spokesman of the Gas Industry"

## Spellbinding the Space Buyer

[CONTINUED FROM PAGE 23]

sales. We both advertise and have the common motive of creating acceptance for our products. We have many other common points in the cost of production and allotment of sales.

"Now," he continued, "if my salesmen were to go out to our many thousands of dealers and attempt to sell their wares by figures and percentages and potential market conditions as expressed in numbers and circulation, we would surely have sales resistance.

"And yet vital figures and statistics exist in our business just as well as in the publisher's business. We can't do without them.

"IN a way of speaking, we sell what might be termed the editorial context of our business. We sell a merchandising policy that aims to be of the greatest assistance to our dealers and to our customers. So when the persistent pursuit of this definite business policy brings us increased consumer sales and a closer and finer relationship with our dealers, we believe that the news value of our merchandising is right.

"When a publication space salesman approaches me on a basis of mutual business interests I can understand him fully. But when the salesman's selling knowledge is wholly a matter of figures and percentages it is difficult to adjust my figures to meet his."

A man who is now president of one of the great publishing houses addressed several hundred dealers from all parts of the country assembled in a convention. He spoke to these men as fellow salesmen—he reminisced about his own years of sales work and then developed the relationship of his magazine to the common interests of their individual businesses. He never quoted a figure except the gross circulation of his publication, which was over one million copies per week. His appeal was understood by every man present. The publication went over big.

Just one year later, before a large audience of these same dealers, this publication president spoke again. This time he had charts and a long pointer. He developed all the details of circulation including the numbers of automobile owners, phonograph users, telephone subscribers and prospective radio purchasers. State by state and city by city he developed the relationship of his publication to advertising and sales. His audience fidgeted and coughed. The talk went flat.

It was somewhat like the walnut-shaped army rations that were developed some years ago. They contained sufficient nourishment so that if eaten three times a day they would sustain human life indefinitely. They were able to compress everything into these small globular meals but the desire to eat them. Without this desire you would starve to death.

"Lots of us," said the architect, "read the advertising in the RECORD—and pretty carefully, to keep posted on the news about the hundred-and-one things we specify each time we design a building." (Perhaps this is not entirely unconnected with the fact that the June 1925 RECORD carried over 31% more advertising than June 1924.)

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.

A completely planned catalogue will be much more attractive and *profitable* throughout the year than one that is just "thrown together." If your business is in the plumbing, heating, or engineering fields, your catalogue can be produced by us to best advantage.

We are specialists in the production of catalogues to most effectively reach these markets and our experience and knowledge will prove most valuable. The service charge is most modest. Get in touch with us to-day.

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

# Press-Tested Electrotypes

**The Test Proof Tells**

The Test Press searches  
out the flaw in the plate.

The Test Proof shows it.

We correct it.

That's why Reilly Press-  
Tested Electrotypes print  
perfectly.

**The Test Proof Tells**

# REILLY Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840

## Sales Manuals That Make Good

[CONTINUED FROM PAGE 18]

places of business are not as well illuminated as offices or drug stores. Consequently the book in actual field use was found difficult to read. Reasonably large type is highly advisable for sales manuals, there being two reasons why. The text should be legible in even the dingiest surroundings, and the type should be big enough so that the salesman and the dealer can read it side by side in case they want to.

From the standpoint of easy reading, type is preferable to typewriting. If the manual must be typewritten, a black ribbon should be given preference over a blue one.

3. *Loose-leaf or bound pages?* The loose leaf form of sales manual has the preference in many quarters. Some of the cases where the use of this form is indicated are: (a) Where certain pages may need frequently to be changed; (b) Where conditions vary in different territories and different sets of sheets are required for that reason; (c) Where additional data will be supplied from time to time; (d) Where different salesmen call on different classes of trade and cannot use exactly the same form of manual; (e) Where one section of the manual may be used more heavily than the others and thus have its pages so torn or soiled that they will need replacement. The one section can then be replaced with a new one instead of discarding the whole manual; (f) And, of course, where, as in the majority of cases, sales forces are so small that the cost of a printed and bound sales manual may be unduly large per copy.

In general, the printed bound-book type of manual is used more for the larger sales forces and where conditions are so well settled and established that the need for sudden changes is a remote possibility. Such a type of book has certain advantages: (a) Pages cannot be lost so easily; (b) The book is apt to be more compact; (c) In large quantities the cost is less; (d) It is usually easier to read; (e) Its permanence of form may have the psychological effect of seeming more authoritative and substantial than the more home-made loose-leaf manual.

4. *Order.* Presenting the story in the logical order was touched on in my previous text on sales manuals that make good. It is again brought up because the physical make-up of the individual pages has something to do with the matter.

If the manual is to be shown to the dealers, the book should open with those things—points or pictures—which have the strongest appeal to the dealer's own selfish interests. From there work back to the manufacturer's plant, processes, etc. A fairly common mistake is to work the other way. The book may open up with a photograph



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

**Taylor Brothers Company,**  
ROCHESTER, N. Y.

(Division of Taylor Instrument Companies)



**Decorations De Luxe**

*Add*  
**TO NE and QUALITY**  
*to the Printed Page*  
OFFERED IN ELECTROS  
RITE NOW FOR PROOFS  
**Cobb Skinn**

207 Fair Bldg Indianapolis Ind.

## National Miller

Established 1895

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



## CATCH THE EYE!

Liveen your house organs, bullet-  
tins, 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 Port-  
folio of advertising cuts.

**Selling Aid, 808 S. Wabash Ave.,  
Chicago**



of the manufacturing plant or the august founder of the business and only after several pages will the more vital concerns of the dealer be touched on. One such manual became really effective only when its contents were reversed from their original order. The "you" stuff should come first—the "we" stuff last.

5. *Eye appeal.* After getting the manual in preliminary form it is a good plan to go through it to see if more of the text can be converted into pictures or graphs or at least reinforced by them. Pictures are always more interesting than words.

6. *Rag-tag and bob-tail.* Fold-over or telescoping pages should be taboo in making the sales manual. They tear and soil too easily. There is nearly always a way around, if it is sought. Side issues such as pockets in the back for folders should be avoided if possible. The simplest book to look at and read is the best.

[This is the second of three articles by Mr. Morgan on "Sales Manuals That Make Good." The third and final installment which will appear in an early issue, will deal with the problem of getting the manual used.]

#### **Charles Blum Advertising Corporation**

Philadelphia, moved on July 1st into new offices in the Blum Building, 1120 Spruce Street.

#### **Einson-Freeman Company, Inc.**

Of New York, lithographers, have purchased the entire plant of Young & McGuire, Inc., same city.

#### **John A. Barrett**

Has been elected vice-president of the Barnes Crosby Company of Missouri, St. Louis, Mo.

#### **Harry H. Field**

Has resigned effective September 1st as American representative of the *London Daily Mail* to start on an independent trip around the world to study business conditions in various foreign countries.

#### **The John S. King Company**

Cleveland, will direct advertising for the Standard Envelope Manufacturing Company, same city.

#### **Nat Falk**

Formerly art director of the Carey Craft Press, New York, has started his own free lance business at 171 Madison Avenue, same city.

#### **S. H. Quarles**

Formerly Lieutenant Commander, U. S. Navy, has joined the New York business staff of *Marine Engineering and Shipping Age*, a Simmons-Boardman publication.

#### **Kenneth B. Groser**

Formerly with Condé Nast Publications, The Crowell Publishing Company and Rufus French, Inc., will take charge of the New York territory for the advertising staff of *Columbia*, the Knights of Columbus magazine.

## Why Not Sell the Oil Burning Field?

**O**IL burning both for industrial and domestic purposes is spreading amazingly. Some people compare it with the automobile as of 1914. If they're right, what a market! And they can't be far wrong, for we have copper riveted facts that support them.

Perhaps some of your products can be sold in this field. Others might be made suitable with but slight changes.

Because new, it is a

market remarkably responsive to advertising . . . to FUEL OIL advertising. FUEL OIL is the only publication in the field. It gets quick and tangible results for its advertisers.

We're immodest enough to think we have more information about selling this market than there is any place else. We outlined what we have in a booklet, "5 Minutes with FUEL OIL." We'd like to send you a copy. Just write.

*If you want information about a specific product's suitability to the field, just send descriptive literature.*

## FUEL OIL FOR HEAT and POWER

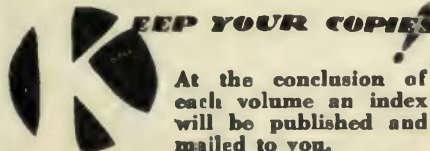
*Publishers of the Oil Trade and The Petroleum Register*

350 Madison Avenue, New York

CHICAGO

TULSA

LOS ANGELES



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

### Get Our Samples Before Ordering **Letterheads**

"Lithographed to produce better results for your letters—at prices of good printing."

**HIGGINS & GOLLMAR, Inc.**

Manufacturing Lithographers

30 Ferry Street • New York, N. Y.

ALL BUSINESS STATIONERY FORMS  
LABELS

ADVERTISING DISPLAYS

# Advertisers' Index

## [a]

Ajax Photo Print Co. ....	60
American Lumberman .....	49
American Tel. and Tel. Co. ....	56
American Wool & Cotton Reporter ..	57
Architectural Record, The .....	69
Astor Advertising Service .....	60

## [b]

Bakers Weekly .....	60
Barton, Durstine & Osborn, Inc. ....	27
Birmingham News, The .....	7
Boot & Shoe Recorder .....	60
Boys' Life .....	52
Buffalo News, The .....	9
Business Bourse .....	49

## [c]

Cantine Paper Co., Martin .....	67
Capper's Publication .....	39
Chicago Daily News...Inside Front Cover	
Cincinnati Enquirer, The .....	11
Commerce Photo Print Co. ....	60
Condé Nast Group .....	8

## [d]

Dairymen's League News, The .....	51
Delineator and Designer, The .....	10
Denne & Co., Ltd., A. J. ....	56

## [e]

Einson & Freeman Co. ....	57
Empire State Engraving Co. ....	74
Evan-Winter Hebb, Inc. ....	46
Expositor, The .....	54

## [f]

Farm Journal, The .....	43
Feather Co., The Wm. ....	57
Federal Advertising Agency .....	33
Fuel Oil .....	71
Furniture Manufacturer & Artisan ...	62

## [g]

Gas Age-Record .....	68
General Outdoor Adv. Co.Insert Facing	50
Good Housekeeping ....Insert Facing	51

## [h]

Hardware Age .....	65
Henry Co., Inc., Arthur .....	69
Hesse Envelope & Lithograph Co. ....	52
Higgins & Gollmar, Inc. ....	71
Hotel Empire .....	60
Hoyt Co., Inc., The Chas. W. ....	47

## [i]

Igelstroem Co., The John .....	60
Indianapolis News .....	4
Industrial Power .....	64
Iron Age, The .....	35

## [j]

Jewish Daily Forward, The .....	56
---------------------------------	----

## [k]

Knit Goods Pub. Co. ....	60
--------------------------	----

## [l]

Lowenheim, Fred'k .....	60
-------------------------	----

## [m]

Market Place .....	73
McCann Co., H. K., The .....	14
McGraw Hill Book Co. ....	66
Memphis Press .....	55
Missouri Ruralist, The .....	39
Milwaukee Journal, The .....	49
Morse International Agency .....	12

## [n]

National Miller .....	70
National Petroleum News ...Back Cover	
National Register Publishing Co., Inc.	58
Nation's Business .....	6
New York Theatre Program Corp. ...	45
N. Y. Times .....	31

## [o]

Oil & Gas Journal .....	59
Oral Hygiene .....	58

## [p]

Photocraft Co. ....	52
Poster, The .....	60
Power .....	41

## [r]

Reilly Electrotype Co. ....	70
Richards Co., Inc., Joseph .....	3

## [s]

Selling Aid .....	70
Shinn, Cobb .....	70
Simmons Boardman Publishing Co. ...	29
Smith Co., S. K., The .....	50
South Bend News-Times .....	62

## [t]

Taylor Brothers, Inc. ....	70
Textile World .....	61
Time, Inc. ....Inside Back Cover	
True Story .....	63

## [v]

Vermont Allied Dailies .....	53
------------------------------	----

## [w]

Ward, Inc., Artemas .....	37
---------------------------	----

## The Weather That's to Come

[CONTINUED FROM PAGE 28]

tire population south to the Ægean Sea.

Now all of these historical facts are of particular interest to us at the present time for the reason that we are now approaching the peak of the sunspot curve. This time of sunspot maxima occurs in regular sequence and will be reached in 1927, when the activity on the sun's surface will be greatest. Some scientists, in fact, many of them, insist that the sun gives forth more heat at a time when the sunspots are most numerous. H. Janvrin Browne, and others who are giving this subject close study, insist that a time of sunspot maxima will mean lower temperatures throughout the earth, although they agree that the sun's temperature at the surface is greatest when the spots are most numerous. Their contention is that the solar heat resulting from this increased activity is partly cut off from us at such a time. While I do not pretend to be an authority on the subject, I do believe that this latter deduction is based on reasoning that is scientifically sound.

NO matter how much or how little of real practical value we eventually get out of this study of solar heat, it is indeed fortunate that a few of our people at last are endeavoring to use some of the marvelous astronomical devices now available to provide answers to age-old puzzles. Chinese scientists for hundreds of years have attached much importance to the spots on the sun's surface, which they could only see when the brightness of the sun was toned down by fog at midday or by the horizon haze at sunrise or sunset. We must bear in mind that a large sunspot is of such immense size that it represents an area big enough to contain a hundred globes the size of the earth.

The coming sunspot maxima will be a time of unusually weak planetary tidal pull, such as happened in 1816, "the year without a summer." This latter year of abnormal weather conditions also came at the end of a series of unusual years preceded by an open Arctic, like that of the summers of 1921-22. But it may be discovered later that sunspots are a secondary rather than a primary influence on the solar constant. Perhaps other solar phenomena are chiefly responsible for the periodic changes that take place in the earth's temperature. Perhaps the sun has its own cycle of variations of heat and other activities, born of its internal forces.

At any rate, we are coming to a showdown in this extremely interesting problem. Seven-tenths of the surface of the earth is covered with water and the temperature of this water has been declining steadily for three years.

Oceanic currents flowing from the Arctic and from the tropics are experiencing changes. Further fall in the temperature of the Gulf Stream might cause this current to sink below the cold Arctic current that flows south through the Atlantic Ocean. The salinity of the Gulf Stream is much greater than that of the Arctic current, and the question of which stays on top is a matter of specific gravity, rather than a question of temperature. If the Gulf Stream should sink before reaching Europe, the effect on that continent would be beyond all estimation. Instead of the British Isles being surrounded by water averaging something like 60 degrees in temperature, they would be inclosed in an arctic ocean having a temperature of 38 degrees.

Let us hope that such a happening will never occur, for it would be a blow to our present civilization beyond all remedy. Nevertheless, with such scientific knowledge as we now have at hand, and with present facilities for making accurate solar readings, we certainly would be showing little wisdom if we failed to consider and discuss possibilities of such deep importance.

The next three or four months will bring definite answers to many questions that are now uppermost in the minds of our long-range forecasters. Although the U. S. Weather Bureau has not gone in extensively for this new art, qualified scientists in our Navy Department are lending hearty cooperation for the development of valuable data that will help to solve this weather puzzle. Great banking houses, commercial institutions, manufacturing bodies and speculators in grain are carefully studying these forecasts of coming weather conditions. Maybe we are witnessing the birth of a great and valuable science. On the other hand, coming developments may prove that we are on the wrong track and that the entire effort is a waste of time. As for myself, I have faith in the constructive character of the work and will be both surprised and disappointed if the outcome is not of great practical value.

### Dr. A. P. McMahon

Who has been with several publications of the International Magazine Company and who was at one time with the Van Patten Advertising Agency, has been appointed promotion manager of *Good Housekeeping*.

### Walter C. Johnson

General manager of the *Chattanooga News*, has been elected president of the Southern Newspaper Publishers Association, succeeding Arthur G. Newmyer of the *New Orleans Item*. Wiley L. Morgan, general manager of the *Knoxville Sentinel*, succeeds Mr. Johnson as secretary.

### D. Minard Shaw, Inc.

Is the name of a new advertising agency which has been organized in New York by D. Minard Shaw, until recently vice-president of Jules P. Storm & Sons, Inc., same city.



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

Opportunity to get your goods to attention of our list of 40,000 of the country's best consumer buyers through direct by mail circulation, at small cost; write for details. John N. Smith Publishing Corp., 154 Nassau St., New York.

### Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right. K. WORLD  
166 W. Washington, Chicago

### Service

LET ME WRITE YOUR LETTER!—  
IT WILL PAY YOU BETTER!  
I write letters that produce profits, business, orders, remittances, collections, positions!—  
Reasonable. Write—HENRY BAUMANN.  
1936 Grove St., Brooklyn, N. Y.

Quality and Quantity Multigraphing.  
Addressing, Filing In, Folding, Etc.  
DEHAAN CIRCULAR LETTER CO., INC.  
14 West 40th St., New York City.  
Telephone Penn. 3566.

FOR \$5.00  
12 collection letters, complete system.  
Results or money refunded. Fair  
Box 279,  
Danville, Virginia

### Position Wanted

ARTIST desires permanent position, successful talent and valuable experience in advertising art work. Agency, printing, engraving and litho house experience. \$75. Box No. 281, Adv. and Selling Fort., 9 East 38th St., New York City.

### MARKET AND MEDIA ANALYST

University graduate, M.C.S.; consistent and conscientious in the pursuit of factual bases for plans, choice of media, and solicitation, seeks broader scope. "M. C. S." care Box 286, Adv. and Selling Fortnightly, 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

Vice-President and General Manager for manufacturing concern wishes new connection with live organization; 7 years' sales and advertising, 6 years' accounting and credit experience; age 32. Box 291, Adv. and Selling Fort., 9 East 38th St., New York City.

### EXECUTIVE

College man, 35, Christian, 10 years' experience, business getter and copy man, wants position on salary and commission, with established agency having real service to sell. Controls several accounts. Familiar with toilet requisites, industrial and radio accounts. Box 288, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING AND SALES MANAGER  
Technical school graduate. Organized and maintained a sales organization of my own. Metropolitan selling experience. Assistant sales manager with a very large hardware concern. Have planned and carried out salesmen and dealer conventions. Have managed a sales office of seventy people. Originated display material, dealer bulletins, consumer booklets and sales letters, contacted prospective dealers, etc. At present employed as advertising manager for a very successful major household appliance manufacturer. Isn't fifteen years of unusual sales and advertising experience worthy of your consideration? Box 287, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

### Help Wanted

#### DIRECT MAIL

Young college man 25 to 30 preferred, who has written copy for and actually supervised direct mail campaigns. Position is with a rapidly expanding division of General Motors and the future is practically limitless. Write in detail, including experience, religion and salary desired to Box 290, Adv. and Selling Fort., 9 East 38th St., New York City.

#### SALESMEN

To call on Agencies, Publishers, Advertising and Sales Managers; part or full time. Prospects know us. The suggestion is all that is necessary to secure orders: liberal commission; state territory you cover. Box 289, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

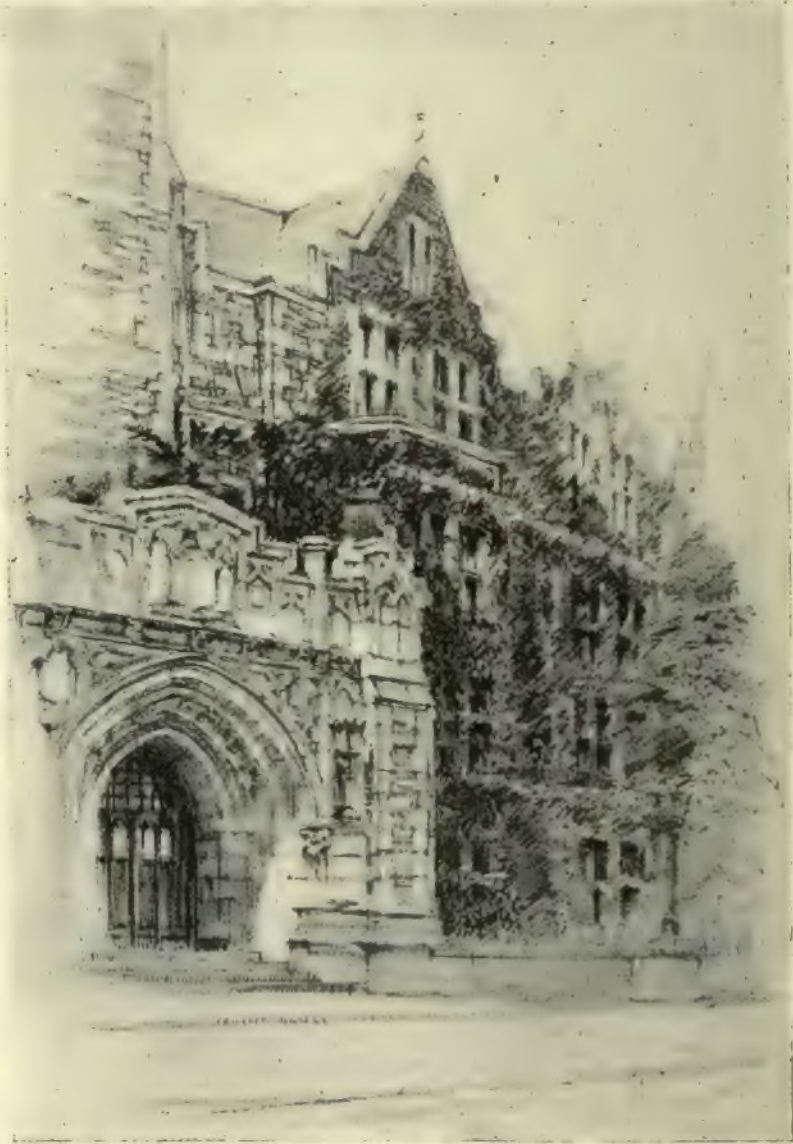
#### ADVERTISING SALESMEN WANTED

Salesmen or women acquainted with syndicate magazines to sell leading beauty shops exclusive distribution on beautiful magazine. Sells for 5c a copy, average sale 300 for year. Can use several giving each exclusive territory. Big commissions paid on receipt of order, also interest in successful company as bonus. Powder Puff Magazine, South Bend, Ind.

#### CAN YOU SELL ADVERTISING BY MAIL?

An established business publication believes that a substantial volume of advertising can be sold by mail—principally to new advertisers, small advertisers and advertisers that it is not geographically convenient for the salesmen to call upon. If you have had experience selling advertising by mail, please send details, salary expected, etc. to Box 280, Adv. and Selling Fort., 9 East 38th St., New York City.

*“To rise above mediocrity — requires enthusiasm and a determination not to be satisfied with anything short of one’s ideals.”*



Drawn by T. T. De Postels

**P**HOTOENGRAVINGS can be of two kinds. They may be made with merely metal and chemicals — or they may be the product of metals, chemicals, and *brains*. It is the latter sort that hold your eye as you glance thru the advertising pages of our magazines.

Wouldn't you care to have your engravings of that type? Wouldn't you care to have them lifted out of the prosaic rut of mediocrity? If you would, your end can be attained here. We pick our engraver-craftsmen for their intelligence as well as their skill. They use both in their work. Put us on trial.

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

# Action!

**T**IME makes a new advertising record. In 1924 TIME's advertising lineage was 75% ahead of 1923.

The *first six months* of 1925 show TIME's advertising increase to be nearly 100% ahead of the same period last year.

The advertisers who helped make this record are getting **ACTION** from their use of TIME. They are getting action from a *class* circulation and are buying it at *mass* rates.

TIME will put your advertising message before the better element in every important city and town in the United States.

Test TIME—put it on your next list.

ROBERT L. JOHNSON, *Advertising Mgr.*

# TIME

*The Weekly News-Magazine*

236 East 39th Street New York, N. Y.

## REPRESENTATIVES

### *Western*

POWERS AND STONE,  
38 South Dearborn Street,  
Chicago, Ill.

### *New England*

SWEENEY & PRICE,  
127 Federal Street,  
Boston, Mass.

### *Southern*

F. J. DUSOSSOIT,  
1502 Land Title Building,  
Philadelphia, Pa.



Public Library,  
Kansas City, Mo.

Eternal  
Editorial  
Vigilance  
maintains  
the leader-  
ship in  
circulation  
and reader-  
interest of  
National  
Petroleum  
News.

**T**HE price of hot, live news  
is high but we pay it.

Wherever the news is breaking, our editors go in person to get the facts and also that human interest touch possible only to the story written on the spot from first-hand contact.

You can't hold the interest of a busy oil executive and build up in him a reading habit on tardy news dully told.

The livest news, wired in to the press-room—the style and phrasing of able writers—the most interesting of photographs hot from the field—up-to-the-instant statistics—these are the things we must supply and do.

*THAT'S PART of the reason why N. P. N. advertising pages pay such continuous dividends to advertisers.*

# NATIONAL PETROLEUM NEWS

Member A. B. C.

Member A. B. P.

812 HURON ROAD, CLEVELAND

District Offices:

TULSA, OKLA.  
608 Bank of Commerce Building  
NEW YORK  
342 Madison Avenue

CHICAGO  
360 No. Michigan Avenue  
HOUSTON, TEXAS  
608 West Building

