

January 17th
1920



Advertising & Selling

New Edition {11th} Nearing Now Completion

Member Audit Bureau of Circulations



PRICE \$15.00

THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000. Published once a year. Used thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

A volume of 4,200 pages, 9 x 12

The largest publication of its kind ever issued anywhere in the world, nearly four times the size of its nearest competitor. Yet it could not be one page less except at the expense of its scope and completeness.

MORE than 16,000* important concerns in the U. S. and more than 1,500 abroad have bought recent editions of this Register, and refer to it to find sources of supply as instinctively as they look at the clock for the time of day.

Not a free Distribution Scheme.

They want it, order it, pay for it, and keep it constantly accessible for the special purpose of finding where to buy and to save the time and trouble of looking elsewhere for such information. Its circulation is 99% paid.

Descriptive and other advertising matter therein automatically comes to the attention of the above buyers at the important moment when they are interested. It costs for only one time, but lasts for at least a year.

Nearly 2,100 advertisers in last edition—no other trade publication of any kind has ever exceeded this and with one exception, none has ever come within 60% of it.

*The majority (more than 10,000) bought the work since Jan 1919. Many subscribers use one edition for two or more years.

Thomas Publishing Company

129-135 Lafayette Street, New York City

BOSTON, Allston Sq. CHICAGO, 20 W. Jackson Blvd. SAN FRANCISCO, 433 California St. TORONTO, Tel., Brighton 1490 Tel., Har. 2366 Tel. Sutter 4604 91 Constance St.

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|--|---|---|
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| Porto Rico—E. W. Pope, 15 Condado St., Santuce. | Holland—Scheltema & Holkemas Boekandel, Rokin 74, Amsterdam. | Java—P. E. Staverman, Sourabaya. |
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| Spain—La Union Hispano-Amer- | | |

ADVERTISING & SELLING, JANUARY 17, 1920

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about OURSELVES



THE BLACKMAN-ROSS COMPANY is an Advertising Agency. We deal in an elastic sales medium. We can hold few fixed views. But some views we do hold which are both fixed and fundamental.

We will cover them briefly.

We respect advertising as an economic force. We consider it our duty to foster that force. We won't knowingly take part in advertising which tends to cheapen or weaken advertising as a sound business power.

We know that advertising exaggerations are short-lived—that they hurt rather than help the sound business. We believe that they weaken public confidence in advertising as a whole. We oppose exaggerations as a cheapening influence—a slipshod way out of solid work.

We believe there is a grip somewhere in the truthful story of every worthy product or service. We know of no short cuts to that grip. We depend on thoroughness to carry us to it.

As an example, we maintain a Test Kitchen. This Kitchen in charge of a capable woman, brings out underlying facts about kitchen products we advertise. It helps us to present instructive facts in women's language fitted to home conditions.

We aim to bring the equivalent of our Test Kitchen into our planning for products and services designed for men or falling outside the kitchen class.

We believe advertising is far more than an external force. Practised soundly, we know that it is a powerful internal force as well. We believe the planning, therefore, should represent a thorough exchange between the Advertising Agency and the Organization which employs it.

We believe every house in a position to advertise should, besides an Advertising Agency, employ an Advertising Manager. We believe that the Advertising Manager should be a man of real calibre, paid a real salary, and charged with real responsibility. His department, if solid, will take a strong hand in moulding company policies.

Blackman-Ross Company
ADVERTISING

95 Madison Avenue

New York

Philadelphia

What local advertisers do is usually a trustworthy guide to national advertisers and advertising agencies in judging the selling power of a daily newspaper.

The worth and need of Saturday advertising has been strongly demonstrated by Philadelphia's retailers during the past six months in the Philadelphia Bulletin.

An analysis of four recent Saturday issues of The Bulletin shows the following table of display retail store advertisements:

| | | | |
|---------------------------------------|-----|-------------------------------------|-----|
| Automobiles and Accessories | 122 | Electrical and Household Goods..... | 142 |
| Musical Instruments and Phonographs.. | 67 | Women's Wear | 88 |
| Jewelry | 72 | Men's Wear | 53 |
| Restaurants | 73 | Shoe Stores | 17 |
| Dyers and Cleaners | 15 | Furniture | 22 |
| Stationers | 26 | Drug Stores | 8 |
| Photographers | 5 | Dentists | 18 |
| Beauty Shops | 15 | Department Stores | 12 |
| Amusements | 284 | Dancing Schools | 100 |
| Florists | 11 | Hardware | 7 |
| Confectionery | 10 | Optical Goods | 15 |
| Coal Dealers | 10 | Art and Antiques | 4 |
| Cigars and Tobacco | 15 | Riding Academies | 3 |

The above figures do not include General or National advertisements, nor 12,455 Want Ads.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Bulletin

The daily circulation of The Bulletin is the
SECOND LARGEST in the United States.

*December
Circulation*

457,569

*Copies
a Day*

The Bulletin is the only Philadelphia newspaper which prints its circulation figures regularly each day.

No prize, premium, coupon, or other artificial methods of stimulating circulation have even been used by The Bulletin.

*Send for copy of reprint from Advertising Age entitled "Saturday Evening Issues Great Pullers" and read what houses like Marshall Field & Co., Strawbridge & Clothier, N. Snellenburg & Co., Lit Brothers, J. E. Caldwell & Co., Goodrich Tires, Kellogg's Krumbles, Moxley & Jelke butter, and others do on Saturday evening.

Advertising & Selling

Established 1891

J. M. Hopkins, President;
Robert E. Ramsay, Editor;

H. B. Williams, Vice President;
Paul W. Kearney, Associate Editor.

William B. Curtis, Treasurer;

Paul W. Kearney, Associate Editor.

29th Year

JANUARY 17, 1920

Number 30

Adopting Advertising As Standard Equipment

One of a Series of Statements from Acknowledged Leaders of American Industry on "What Advertising Means to Our Business"

By F. A. SEIBERLING

President, The Goodyear Tire & Rubber Company

It has been my observation that a member of our organization often will refer to the advertising of The Goodyear Tire & Rubber Company as a force closely associated with his own daily work.

He may be engaged, here at Akron, on the factory staff, or as a salesman, a service manager, an accountant, a teacher in our school, or he may come from a distant branch, but, regardless, he usually shows the same tendency.

He is keen to the important relation which our advertising bears to his individual duties and opportunities.

There is a reason for this which goes deep into the foundation of our growth and which extends throughout the scope of our worldwide activities.

That reason is this: We have made our advertising an integral part of our whole endeavor.

It has been our conviction that sales effort should be service effort and that, to render a complete service, we should thoroughly and consistently inform the market concerning our product and ourselves.

So, advertising in no sense has been an appendage or an ornament or a desultory representative of our business.

We have never looked upon advertising as a temporary device, as an intermittent stimulant for trade, or as something not entirely essential.

We have never favored a policy of waiting for emergencies that require forced advertising.

Rather have we looked upon advertising as a definite tool of constant utility.



F. A. SEIBERLING

In this spirit, we have adopted advertising as standard equipment; we have made it a permanent unit in our machinery of service, we have used it as a means to improve the service we render.

To-day it is apparent to our people that the Goodyear attitude to-

ward advertising is reflected in the kind of advertising we do and in its effect upon the trade and the public.

For this effect is much the same upon our dealers and consumers everywhere as it is inside our offices and factories.

Dealers and consumers come to regard each transaction as one between themselves and manufacturing end of the Goodyear Tire and Rubber Company as well as between themselves and the intermediary.

They come to feel that they know The Goodyear Tire & Rubber Company as a builder and their buying confidence is more than an appreciation of product primarily; it is a belief in original purpose.

This is a result which we highly prize and cherish because we regard it as the finest result of which advertising is capable.

We seek to sustain it continuously by means of advertising which, having become so ingrained in our organization habits, thought and actions, represent us most clearly to the reader mind.

It may be said, then, that just as we select materials, develop construction methods, drive machinery, ship our products and keep watch of our markets, so do we advertise.

Advertising is a part of the daily work of all us here because we look upon it as a necessary part of the service we render.

The Business Outlook for 1920

100 Leading National Advertisers Almost Unanimously Prophecy a Record-Breaking Year

IT is only human that we should look back over the twelve months that have just passed and base an estimate of future possibilities on the experiences of the dead year.

The man who has done that publicly has encountered two opposing attitudes: the one says, "Oh, Lord! What next?"—the other says, "Let's go!"

And because opinions do differ on the future, we took it upon ourselves to write to about 325 national advertisers of prominence so that we might get an idea of their anticipations. We have chosen about 100 replies for analysis, and one instantly sees in their content a most optimistic outlook. The national advertisers, the "light houses of American business," signal clear weather and open water for the good ship "Business" without question.

Roughly, 96 percent of them unhesitatingly inform us that they anticipate marked expansion in the coming year: more business, better results, and more satisfactory conditions. About 79 percent specifically say that they expect to do a greater volume of business than last year—some estimating the increase at double and treble the previous figures.

Around 24 percent have committed themselves to the belief that business, in general, will be prosperous, but this question was merely a sidelight on the main issue of their own problems. Over 62 percent assure us that their advertising appropriations have been or will be increased during the present year, and 16 percent say that they will, at least, not be decreased in comparison to last year's total.

The one universal complaint is lack of stock. The chief problem is not a selling or advertising one, but the matter of production. Many firms are adding factory space, securing more raw material and doing every thing humanly possible to help out, but the demand still exceeds the supply and gives every indication of continuing to do so for some time.

In spite of this fact, it is significant to note that many firms are quite determined to do more advertising than ever—"as a matter of

insurance for the future," as most of them put it.

Getting down to specific cases, we have divided the following opinions into several groups according to type. The first is miscellaneous—manufacturers and advertisers producing or marketing a wide variety of products. The second group is devoted to supplying manufacturers of other products with equipment, supplies, etc. The third group is the automobile and accessory field; the fourth, the office field; the fifth, the home group; and the last, those people who sell things that might be considered in the light of "extras."

Such a classification will present different faces to the question: precisely, if the seller of staples and the seller of luxuries both expect to do well this year, it is reasonable to conclude that everyone in, around, outside of and between those classes ought to do well, too.

In the first, or miscellaneous group, one of the most optimistic forecasts is that of:

G. LYNN SUMMER, advertising manager of the International Correspondence Schools:

"For 1919 as compared with 1918, we spent 24 percent more money in magazine advertising and received directly a 52 percent increase in business as a result. Our business, as a whole, has shown such a very great increase during 1919 that we look for continued prosperity during 1920, and we are starting off the year with an increase of approximately 50 percent in our advertising expenditure for January, February and March as compared with the same months of 1919."

Likewise the opinion of:

C. A. STEDMAN, advertising manager of the New Jersey Zinc Company:

"The year just opened gives every evidence of continuing prosperity. The business outlook for Zinc is very good, due, in a measure, to the increased uses of this metal in its various forms. Rolled Zinc particularly is coming into use, and we would not be surprised to see the end of this year find it strongly entrenched as a leading roofing material, the same as it is in France, Belgium and other European countries. We believe Zinc will be sold in increasing volume this year.

"Our Advertising appropriation has been slightly increased to take care of the greater cost of advertising rates and will be along the same lines as in former years."

From a radically different field comes the forecast of:

D. G. NEWTON, of the Hotels Statler Company, Inc.:

"Mr. E. M. Statler expects a very heavy volume of business and pleasure travel during 1920—which means, of course, that hotel business will be very good during the year.

"While it is expected that the present volume of travel will be maintained, yet the net will be materially reduced by reason of increased labor costs, higher cost of equipment, power, taxes and general expenses. Mr. Statler further states that, in his opinion, hotel prices for both rooms and food will not be increased.

"We expect to do our usual amount of advertising, largely as insurance of future business."

Geographically we jump to New England and note the remarks of:

AUSTIN D. KILHAM, of Bird & Son:

"We look for a much larger business in 1920 than we have had in 1919. We have anticipated the rush for building material by increasing our sales force and by making preparations for large production."

Characteristic of the "oversold" army of manufacturers is the report of:

GEORGE E. LONG, vice-president of the Joseph Dixon Crucible Company:

"We shall probably not increase our advertising appropriation.

"As we were on the 1st of December some 250,000 gross of lead pencils behind our orders, we shall not increase our sales force in that department, although we may in our department of lubricants."

From a highly technical and restricted field (referring to conditions) comes the outlook of:

HUGH A. SMITH, advertising manager of the Bausch & Lomb Optical Company:

"With our wartime contracts recently cleaned up, and our greatly increased facilities restored to normal production channels, we expect to catch up early in the coming year and to place our production on a basis which will demand returns from our sales and advertising efforts. From our normal trade, then, we look for a larger business in 1920 than in 1919, in which year we have been unable to take care of all of the business waiting just around the corner.

"Our advertising appropriation has been materially increased for the coming year, but not for product advertising. We have just inaugurated a new institutional campaign in the general magazines, which will be maintained throughout the greater part of the year."

Covering still a different field are the remarks of:

S. DOUGLAS MALCOLM, manager of the American Express Company's advertising department:

"In my opinion the outlook for the business of the American Express Company for 1920 will be a repetition of our

experience for 1919, the biggest we have ever had in the long history of our Company.

"It is a fact that the lines of business we handle are almost perfect barometers for the business conditions in the country in general. Big money order sales are a sign of working men's prosperity. Big foreign remittances abroad indicate manufacturing prosperity, because this business comes from the working man. A large Travel business generally means affluence and optimism. A considerable Financial Banking and Forwarding volume means a live export and import situation."

A little different acceptance of the general optimism is offered by:

E. I. LA BEAUME, advertising manager of the Hercules Powder Company:

"We have slightly decreased our advertising appropriation, and at the present time we have no definite plans for the expansion of our sales force. The decrease in our appropriation was not brought about by doubts as to the future. We figured out what we thought we would need to do what we want to next year, and recommended an appropriation to cover it, which was authorized. If the reduction signifies anything, it is merely a general feeling on our part that there is a prevalent tendency to over-advertise."

"We are going full steam ahead with all the advertising and with all the salesmen we think we need. During the past year a good deal of time has been devoted to reorganizing on a peace basis, and we believe we are in a better position than ever before to go after all the business in sight."

A similar viewpoint from somewhat the same field is found in the opinion of:

H. P. MUELENDYKE, advertising manager of the United States Cartridge Company:

"We are certain to do during 1920 the largest business in the history of the company."

"The volume of our advertising will be about the same as in 1919."

From Philadelphia comes the word of:

ARTHUR ROSENHEIMER, advertising manager of the Belber Trunk & Bag Company:

"We look to 1920 for the largest business in the history of our house and have arranged our advertising and sales campaigns accordingly."

"Conditions seem to be extremely favorable to our particular proposition. Everything seems to indicate that more traveling will be done in 1920 than ever before, and we are convinced that our publicity, supplemented by that of our distributors, has created a growing appreciation of fine travel equipment that will inevitably react to the benefit of the luggage industry."

"This situation and the conviction that American Business will be able to cope with all of the elements that may endeavor to impede its progress, leads us to view with the utmost optimism the prospect of reaching our sales objective."

Jumping to the middle west, we have the supporting "vote" of:

H. G. STIBBS, advertising manager of the Carnation Milk Company:

"All of us are counting on making 1920 the banner year for the Carnation Milk Products Company."

"Our proposition is merely one of education on the part of the consumer, to let him know what Carnation Milk really is, and we believe that our 1920 educational campaign is undoubtedly better than campaigns planned in former years."

Hampered by lack of raw materials, like so many, note the opinion of:

W. E. HUMELBAUGH, advertising manager of the Genesee Pure Food Company:

"For several months past we have been unable to fill half the orders received

Keep Business Booming. Ask Dr. Pratt About Possibilities of Foreign Trade.

If you have a question you would like to ask you can get it answered, without charge or obligation, if you are a subscriber to ADVERTISING & SELLING, by sending it to the editorial offices.

Dr. E. E. Pratt, now president of E. E. Pratt & Co., Inc., and formerly Chief of the U. S. Bureau of Foreign and Domestic Commerce, in this department every other week will answer specific questions as to actual practice of foreign trade.

For example, you want to know how to make parcel post shipments to Paraguay—ask Dr. Pratt, he will tell you how it is done.

You want to know what affect the rate of exchange will have on foreign trade with Italy? With Latin America? With other countries? Ask Dr. Pratt, through ADVERTISING & SELLING, and you will receive the information.

Dr. Pratt's answers to foreign trade questions will alternate with the series of articles on foreign trade by Clayton Sedgwick Cooper, the second article of which will appear in our issue of January 17th.

Mail your questions to Dr. E. E. Pratt, care of Advertising & Selling Co., Inc., 131 East 23d Street, New York City.

owing to the fact that we could not get the raw materials required for making our product.

"The outlook for 1920 is better, perhaps, but not good enough to warrant our going ahead 'full speed'—as one ambitious young advertising man has advised everyone to go.

"If we can get the raw materials we shall make a very strong effort to do more business during 1920 than ever before in any one year. This effort would certainly include the placing of a great amount of advertising and the employment of an unusually large force of salesmen."

In the farm implement field we receive this angle from:

HARRY J. BARBOUR, advertising manager of the Avery Company:

"To answer this it will first be necessary to go into the past few years of history. During the war we did not let up on our advertising at all. We continued it steadfastly, and you might say

courageously, month after month. Now that the war is over, we are doing the same. Our advertising appropriation will run the same percentage to sales as it has in the past. We look for increased tractor sales, and if the economic situation, that is, the scraps between capital and labor do not become too serious, we are sure that 1920 will be a good year."

Still agriculturally interested is:

HUGO E. BIRKNER, assistant general manager of the Davey Tree Expert Company, Inc.:

"It is a pleasure to inform you that we are making our plans for a 50 percent increase in business for 1920. We shall increase our sales force to that extent and likewise our advertising appropriation. We anticipate the biggest year in the history of our business and our plans are being made accordingly."

Using concrete figures, here is the opinion of another farm tractor man:

J. D. CHAPPELL, assistant general sales manager of the General Ordnance Company:

"We have several reasons to believe that the tractor business and modern farm machinery business will exceed all previous records in 1920."

"We have had an increase of 605 percent the first ten months of the year in sales, and increased our production 350 percent and expect to better this in 1920. We, of course, expect to add materially to our sales force; in fact, to all activities of the business."

Approaching the problem from an international standpoint, too, is this report of:

H. H. PARKER, advertising manager of the Macteth-Evans Glass Company:

"Our advertising appropriation for next year has been increased, but it is extremely doubtful if there will be a material increase in our sales force."

"The business which we will do in 1920 will be limited only by the production of our plants. As is the case with the majority of companies, our most serious problem lies in securing sufficient skilled and unskilled labor."

"Notwithstanding the fact that we can hardly meet domestic demands, we are reaching out into all corners of the world to find markets for our products. The manufacturer who overlooks the development of his export business during this time of unparalleled domestic prosperity is, in our opinion, injuring his future possibilities, and at the same time retarding the development of America as the market-place of the world. Obviously, if this country is to become the factor it should be in the world's markets, it is necessary that American manufacturers cultivate intensively and intelligently the trade which lies between our shores. We could sell our entire production and more in the United States at the present time. We realize that the day is coming when we shall need the export business to take care of our surplus production, and we feel that if the majority of American manufacturers would come to this same realization there would be a consequent increase in our export business, with the result that when we reach the point where the supply exceeds the demand in so far as domestic requirements are concerned, America will be firmly entrenched in for

ern markets. The adoption of a definite export policy by as many manufacturers as possible will unquestionably result in the present prosperity continuing over a longer period of time."

Getting back to the inevitable problem of production, the virtual sum-up of the "miscellaneous" group is found in the opinion of:

ROBERT E. MILLER, advertising manager of the Hamilton Watch Company:

"The outlook for 1920—with us is simply a matter of production, and while we are advertising about the same extent as we have been in the past, it is a matter of business insurance and building sales for the future, and we do not plan any unusual sales or advertising efforts this coming year.

"We have been oversold for several years, and until we bring our production up to the point of somewhere near equaling our sales possibilities we are not going into more extensive advertising. Our production, of course, is limited and handicapped in our case by the lack of skilled workmen, but we are somewhat remedying this by training more people within our own plant and the production is now showing signs of a very nice increase.

"I will say that we believe that the sales possibilities for 1920 are great, and that if all manufacturers work to production capacity and the laborers work a little bit harder and save a little bit more that everything will go splendidly."

The second group, those who furnish others with the implements of material with which to manufacture more goods, is worthy of unit notice in the fact that an increase of the business of these concerns indicates a much greater increase in the business of other customer-manufacturers. Consequently, the opinions of these folks are worth considering with especial care. We may well start with the remarks of:

PAUL B. FINDLEY, advertising manager of the Fairbanks Company:

"In our opinion the outlook for business in 1920 is excellent. In the last few months of 1919 there was a substantial and increasing improvement over business conditions in the early part of the year. We feel that the present up-grade may be expected to be continued for some time to come.

"Our advertising program is being continued for 1920 on a slightly larger scale than in 1919. Its primary purpose is to tell the 'House of Fairbanks' as an institution, to tell the buying public of the services and facilities that we can render to them in mechanical equipment and supplies.

"With a lessening interference by the Government in business affairs in general, the way will become clear for private initiative to plan constructively for the supplying of a huge demand, both at home and abroad, for goods of all sorts. The only thing that can interfere with 1920 being a banner year for all lines of American business will be the politicians' fingers in the pie."

Another cheerful note comes from the pen of:

L. A. SAFFORD, second vice-president of

the McQuay-Norris Manufacturing Company:

"McQuay-Norris Manufacturing Company will increase their advertising appropriation for 1920 very materially. They will also increase their sales force very materially. We are opening five new Branch Offices in addition to doubling our force of field salesmen who do development work.

"We believe this answers as well as anything can what we think of the outlook for 1920. We expect that it will be the biggest business year that has ever been known in automotive equipment."

A little different idea is expressed by:

A. T. HUGG, director of advertising and sales promotion for the Detroit Steel Products Company:

"While any man's guess is fairly good as to what will happen next year, we expect a considerable increase in building activity and, therefore increased sales of steel sash.

"We are increasing our shop capacity to take care of what we expect will be a larger year than we have ever had before. We have been taking on more salesmen for some time back and are giving them intensive training, with the expectation that we will need every available man. Our advertising plans have undergone some considerable changes, and we cannot say at this moment whether the appropriation will be greater or less than last year. We are thoroughly convinced, however, that it will be more effective.

"All our plans are based on the expectation that 1920 will exceed 1919 in every way."

From the building field, too, comes the forecast and comment of:

W. T. CHOLLAR, manager, service department of the Atlas Portland Cement Company:

"We are anticipating an exceedingly good business year in 1920. In fact every indication points to an unusual year for our business and one that will probably only be limited by the supply of cars and motive power necessary for the transportation of the various materials used in the construction of concrete.

"So far as our advertising is concerned, we are not diminishing our appropriation in any way; in fact, are increasing it to a certain extent, although in view of the fact that our appropriation covers fiscal rather than calendar years I cannot give you any definite statement as to the amount to be expended for the entire year of 1920."

While on this topic, it is interesting to quote the remarks of still another building concern:

S. ROLAND HALL, advertising manager of the Alpha Portland Cement Company:

"It looks as if the year should be a good one for all building material people if transportation facilities are such that shipments can be handled well. I was much impressed this week by hearing the Traffic Manager of one of the largest industrial companies say that business in our line and in many other lines depended on how shippers cooperate with the railroads in reducing the peak load

that is to say, in evening up shipments throughout the year rather than concentrating them in the usual busy season. I believe some effort will be made to have

shippers of grain, fertilizer, building material and all other staple products understand the situation and cooperate."

From Ohio we have the comment of:

R. J. KAYLOR, publicity manager for the Youngstown Sheet and Tube Company:

"We do not have a regular advertising appropriation, our policy being to invest in advertising such an amount as the condition of the markets, the possibilities of production, and the indications for the future seem to warrant. Up to this time we see no indications that it will be necessary to increase our sales force or our advertising in order to dispose of all the material we can possibly produce during the present year.

"For a considerable length of time the volume of our sales has depended entirely on the quantity of the various materials we manufacture that could be produced by our operating department, and for this reason, with the hope that the present year will not be marked by the industrial unrest which characterized the past year, we expect the volume of our business in 1920 to exceed that of 1919."

Interested in many lines of ultimate consumers is:

R. D. BALDWIN, advertising manager of the Simonds Manufacturing Company:

"The outlook for the advertising of and the selling of SIMONDS SAW STEEL PRODUCTS for 1920 is as bright as it has ever been for any other year. We believe that business will continue to come without any great effort for some time in the future, but, nevertheless, wish to keep our organization in fine working shape, ready for anything which may turn up."

The opinion of another widely-interested company is expressed by:

EBEN GRIFFITHS, advertising manager of the Vacuum Oil Company:

"We are looking forward to 1920 as a year of very great possibilities in the lubrication field. I am sure you will agree that the industrial outlook is clearing from day to day, and that the big result of our return to a normal peace condition is to be a tremendous demand for all kinds of industrial material for some time to come.

"We are enlarging our sales and advertising plans considerably this year. We are adding salesmen at practically all of our marketing branches, and we have a very ambitious plan for advertising in 1920, covering Gargoyle Mobiloils for the lubrication of automobiles, tractors, etc., and Gargoyle Lubricants for the lubrication of industrial machinery of all kinds."

Increasing advertising in spite of a shortage is the message of:

C. H. CLARK, advertising manager for the Robbins & Myers Company:

"Judging from conditions as they now exist, we cannot see why we should expect anything different in 1920 from the condition which existed in 1919, when the demand for our product far exceeded our ability to produce it.

"We will make an increase in our advertising investment not because we feel it to be necessary to sell our 1920 output, but as a result of a policy we adopted some time ago to keep forging ahead with

(Continued on page 40)

The Men and Women Who Make Our Mediums

John R. Rathom

One of a Series of Informal Visits With the Leading American Editors and Publishers With the Object of Interpreting What They Mean to Advertisers.

By J. E. BULLARD.

ENDOWED with an uncommon capacity for investigating, John R. Rathom would have made a success in any line of work calling for extensive research. Early in life he demonstrated this inborn inclination for getting at the bottom of things and securing first-hand information. Before he was old enough to vote he had left his native country and was studying conditions in other and much older countries. All through his life he has been searching for the real truth and has never been satisfied with any such casual search as satisfies the general run of mankind.

He was born in Melbourne, Australia, on July 4, 1868, and was educated at Scotch College, Melbourne; Whinham College, Adelaide, and Harrow, England. When eighteen years old the spirit of adventure, combined with his even more pronounced spirit of investigation, resulted in his becoming a war correspondent in the Soudan Campaign of 1886 for Melbourne newspapers. He afterward spent several years in China, Japan and New Guinea, and not only was able to study conditions in these countries at first hand but also mastered the Chinese language so thoroughly that he was able to talk it with fluency.

In 1890 when the Schwatka Expedition set out for Alaska he went with it and after leaving Alaska became telegraph editor on the *Portland Oregonian* under the late Harvey W. Scott when that great editor was in his prime.

Two years later found him in San Francisco working as staff correspondent with the *San Francisco Chronicle*. Here he found conditions and opportunities that peculiarly appealed to his nature. There were political plots to unearth and there was enough personal dangers connected with the work to satisfy his spirit of adventure. It is not surprising, therefore, that he remained in this city for some time and that while there he laid the foundation for the reputation that he was about to build for himself.

He excelled in uncovering difficult stories, stories that required tireless, fearless and thorough research work. He was particularly successful when working on political plots.

SAVED CALIFORNIA MILLIONS OF DOLLARS

His exposure of the famous ballot machine frauds saved the state of California millions of dollars. The work which he and others were doing at that time has gone on until it has resulted in a very decided purifying effect upon the politics of that great western state.

When the United States declared war upon Spain after the sinking of the Maine, Mr. Rathom was sent to Cuba as war correspondent for

the *San Francisco Chronicle*. He landed with Shafter and went to the front with the first troops. In this campaign he was badly wounded and this wound began a string of misfortunes that threatened to end his career.

While recovering from the wound he was attacked by yellow fever and after a long illness, during which he was reported as dead in many of the American newspapers, he was sent to the United States from Santiago. No sooner had he reached New York, however, than he was attacked by malarial fever and held at Montauk. By this time hospital life was beginning to pall upon him. Accordingly, one night he escaped and walked to Amagansett, taking the train from that village to New York. He had overestimated his strength, however, and was taken in an apparently dying condition to St. Luke's Hospital in New York.

Such experiences as these did not dampen his spirit of adventure or work any change upon his natural inclination for investigating things. Two years after going to Cuba he was sent to South Africa to report the Boer War. Here he received



John R. Rathom taking things easy looking over his Rhode Island farm -naturally there is some water in sight in "Little Rhody"

two wounds which prevented his seeing the capture of Cronje and caused his being invalided home in 1901. During the Boer campaign he won the friendship of General Kitchener, a friendship that was kept warm until the latter's death by a very long personal correspondence.

Arriving from South Africa, he returned to the staff of the *Chicago Times-Herald*, and within two years was made staff correspondent of that newspaper. While working in this capacity he entered the select circle of the best-known newspaper men in the country. He was one of the group of star men, of which William E. Curtis and Walter Wellman were prominent members, who were sent out to do the big signed feature stories for which the *Herald* became famous.

Among Mr. Rathom's most important contributions was a series of articles, running over a period of a year, on America's foreign

born citizens. The research work required to gather the material for these articles gave him a very clear insight into the attitude taken by these citizens toward the United States. He also was able to learn a great deal about little known European conditions that finally had much to do with precipitating the World War.

This work brought him into close contact with the Bohemian National Alliance and the Croatian National Alliance, both of which with their thousands of members knowing the methods and aims of the Central Powers were to prove of value in his next big job of investigating and digging after the real truth.

He covered the Iroquois Theatre disaster, and wrote the "lead" of that story, consisting of several thousand words, in three hours. That accomplishment is placed among the classics of American newspaper history.

In March, 1906, Mr. Rathom left

the *Chicago Herald* to become managing editor of the *Providence Journal* and *Evening Bulletin* at Providence, R. I. In 1912, he became editor and general manager of these papers and still holds that position.

In this conservative old New England city founded by Roger Williams and both older and smaller than the other American cities where he had worked, one would hardly expect that one of Mr. Rathom's type could find enough excitement to satisfy his nature. But he did. The *Journal* became a really independent newspaper and attacked every form of abuse, dishonesty and sham in the community. Its fight against the New Haven Railroad was directly responsible for the house cleaning and reorganization of that road and the elimination of the dangerous elements that controlled it.

The *Journal* broke the power of Charles R. Brayton, the famous "blind boss" of Rhode Island, and

The Wonderful Effect of Three Simple Line Plates

(Shown by this week's cover)

There is a certain undeniable sparkle to color printing secured from line plates, as shrewdly exemplified in the cover by Raymond Perry on this week's issue of **ADVERTISING & SELLING**.

Such plates are far cheaper than other color processes. In this case, the original was made in pen and ink, the entire background, however, appearing on the original in the color shown, orange. A thin wash of blue was painted over the ship and marine foreground.

The engraver can make a line plate from certain colors, orange being one of them, and the negative is as successful as though made from pen work in ink. Blue does not photograph, on the other hand, and the color scheme here could be suggested on the Perry illustration. This scheme has its advantages, for a color drawing can be submitted exactly as it will appear when the plates are made. In other words, a tissue paper overlay color scheme is unnecessary and the appearance of the original is exceedingly attractive.

The engraver charges for entire surface areas on the color plates, although these colors may not actually cover the

entire design, and there is a slight additional charge for what is known as "Manipulation," or essential cutting out and tooling.

Raymond Perry, the artist, who made this design for **ADVERTISING & SELLING**, has an enviable record of achievement. He studied at the Art Institute and Art Academy, Chicago, is a Painter-member of the Salamagundi Club, and has exhibited many times at The Annual Exhibition of American Artists, Society of Chicago Artists and the various New York Galleries. He designed the very beautiful stained glass windows for St. Andrews Church, Pittsburgh, and for the Memorial Library, Hanover, Pa.

Mr. Perry is also a national illustrator of note, having long contributed to the more important popular magazines. His unique series for *St. Nicholas* has been put into book form.

One of the artist's more recent canvasses was a large oil painting for The American Rolling Mill Company, "The Armco Spirit" was represented in splendid allegory, and Mr. Perry is now in Middletown, as a party to the unveiling of this progressive advertising achievement.



THE STANDARD VANDERBILT HOTEL
ANY OTHER PURPOSES

The **VANDERBILT** *Hotel*
Thirty-Fourth Street East at Park Avenue
New York

BILL TOP INN
ADVERTISEMENTS ONLY

December 29th, 1919.

Mr. J. Mitchel Thorsen, Esq.,
Business Manager,
Cosmopolitan Magazine,
New York City.

Dear Mr. Thorsen:

Because Cosmopolitan has a larger sale than any other magazine at the Vanderbilt Hotel, we know that it is read extensively by our guests. For the same reason we believe that throughout the country generally your magazine appeals to the kind of people we are glad to number among our patrons.

This is not surprising when you consider that the best known writers of today, both in this country and in England, write for Cosmopolitan and that they deal with modern topics in a way to interest cultivated minds.

Yours very truly,

William H. Ambrose
MANAGER.

Nearly Everybody
Worth While
Reads Cosmopolitan

forced him into retirement. There is a well-authenticated story that just before his downfall he was approached and asked for his aid in putting through some off-color legislation. "Take it away," he growled, "I won't touch it. The first thing you know that d--d Rathom will be ringing a bell about it."

Rathom continued to build up the two newspaper properties entrusted to his care. He gathered around him a large staff of very loyal workers whose services stood him in good stead when he had to depend so much upon the loyalty of others, when, in fact, his very life depended upon their loyalty.

When the World War began Mr. Rathom's spirit for investigation came to the fore. He at once began to gather together and record all the information procurable. He went about the work in the same systematic and thorough manner that any scientist goes about new research work. All wireless messages were intercepted and recorded. These messages were all deciphered and he soon had in his possession a great deal of startling information in regard to German plots and treachery in this country.

Information that he made public and which he placed before the authorities at Washington soon made him a very much hated man by the German plotters. No efforts were spared to counteract the effects of his work or even to get him out of the way altogether. Though he could not go to the war he had brought the war to himself with a vengeance.

Holding no public office he was compelled to work to a very great extent alone. He had to create his own machinery of inquiry and he had to depend upon his own resources. Nevertheless, he was able to outwit the Germans at every turn. He demonstrated that he understood the psychology of the German mind.

To the energy and ingenuity of Mr. Rathom and his loyal staff were due largely the complete overthrow of the plotters, the expulsion of Ambassador Von Bernstorff and subordinate conspirators like Von Papen and Boy-Ed, and the ultimate acknowledgment by the whole American people that the charges against the propagandists that were printed by the *Providence Journal* were abundantly justified, and this campaign of investigation had saved the nation from their insidious

machinations. In short, John R. Rathom probably did more than any other man to prepare the American people to enter the war as a unit, and to make all our citizens concentrate their efforts upon winning it. The words "The *Providence Journal* will say this morning" became a household phrase throughout the country.

The success of this work was a tribute, not only to Mr. Rathom's great ability for getting at the truth of things, an ability which he has demonstrated throughout his career, but also of his ability to select men and to inspire them with loyalty. A great deal of the detail work fell upon the shoulders of ten newspaper reporters from his staff. It is perfectly apparent that the work these men did was dangerous work. They knew that it was dangerous work. They also knew that the German agents would pay any price for information that they possessed. Allowing a little information to leak out might mean a money reward that would give them a goodly income for life. In the face of these conditions there was not a single leak. And while effort after effort was made to bribe many of the four hundred and fifty employes of the *Journal*, not one traitor or weakling was developed during those three thrilling years.

In 1917 Mr. Rathom was elected a director of the Associated Press and was elected a member of the executive committee of that organization in 1919. Among the honors that have recently been conferred upon him by foreign governments are Knighthood in the Order of the Crown of Italy, and the Belgian decoration of Chevalier of the Order of Leopold. This last he received on the recent visit of King Albert of Belgium to this country "for constant and devoted services to the cause of Belgium from the beginning to the end of the World War." Most naturally he values these very highly, but what he values still more are the telegrams of congratulation which he received from William McKinley and Theodore Roosevelt on the day that his papers of American citizenship were granted.

During his busy life Mr. Rathom has found the time to contribute to *Scribners* and to many other American magazines. He has been a leader in the boy scout movement since its inception in this country and is an enthusiastic disciple of Isaac Walton, his favorite pastime

being fly fishing. He takes much pleasure in making his own rods and his own flies.

When one first sees in person a man who has made a big reputation for himself, he is not unfrequently disappointed to find that person not so large in stature as his big reputation has led one to expect. In the case of Mr. Rathom there is no such disappointment. He is a big man physically as well as mentally. He has a kindly sympathetic nature and is more prone to give credit to others than to claim it for himself. In this we find one of the reasons for his success and power in leadership.

Movies to Advertise U. S. in East Indies

America and American products are to be advertised in the Dutch East Indies by movies on a motor truck. A travelling theater, which at times during the war gave performances at the White House for the benefit of President Wilson and other officials, has been lent to the Dutch East Indian government by the Bureau of Commercial Economics and will leave for Singapore, Straits Settlement, today, on the steamship John Roach.

Fifty thousand feet of film, depicting the process of manufacturing various articles made in this country, American methods of preserving health and preventing disease, American farm life and the work of the American army and navy, will be sent with the truck, which is equipped to begin a performance at once wherever it stops. Some of the film is supplied by American manufacturers and some by the government.

This is the first truck sent abroad by the bureau, which was formed eight years ago to promote trade, largely by means of motion pictures.

Washington Times Gives Party to New York Automobile Show Visitors

The *Washington Times* automotive department gave a rather elaborate complimentary theatre and dinner party to the Washington Automotive Trade Association and leading dealers connected with the automobile industry in Washington. More than two hundred guests from all over the country were present. The occasion of this party was to celebrate the first anniversary of the editorship of the *Times* automotive section by L. J. Faulkner, who has cooperated and worked with the automobile trade of Washington to such a degree that the section has become a recognized leading one of the country.

Jacksonville, Fla., As a National Advertiser

Jacksonville, Florida, has launched a national advertising campaign which is being conducted by the advertising committee of the city council. The advertisements are being placed in the big magazines both weekly and monthly and in the leading newspapers throuth the country and all illustrations used and copy prepared and the details handled with the publications is being done thru the Thomas Advertising Service of Jacksonville.

The Direct Route Is Best

*Cheapest and most effective in trade stimulation
through advertising, just the same as any
other human endeavor*

OUR people have been trained by long years of experience to read their daily newspapers, not only for the news of the day, but for the news of the shops as reflected in the daily offerings of the merchants.

These merchants advertise today for results tomorrow, and they get results in accordance with the reputations they have established for fair dealing and accuracy of representations.

The general advertiser seeking to break into any considerable market like New York, can do so most effectively by following in the footsteps of local tradesmen who have built up enormous volume of traffic by knowing how to reach the buying public.

The daily newspaper provides the direct route in any big city—the cheapest, quickest and most resultful way—to reach all worthwhile people with money to spend.

Some may be tempted through clever salesmanship to waste their money on more or less worthless mediums, but the go-get-'em men are not tempted by false arguments—they know.

THE NEW YORK GLOBE

JASON ROGERS, Publisher.

Member
A. B. C.

180,000
A DAY

1920 Will Be America's Greatest Advertising Year

Increased Appropriations Will Take Care of Increased Rates—Advertising Still Cheapest Purchaseable Commodity Practically Unanimous Opinion of Leading Agencies Everywhere

FRANK PRESBREY, president of the Frank Presbrey Company, struck the keynote of what the advertising agents in all parts of the greatest advertising nation on earth think about the year before us when he told a representative of ADVERTISING & SELLING: "I prophesy that 1920 will be the greatest year in advertising the world has ever seen and that every advertiser will increase his appropriation."

He is joined in this feeling, almost without a dissenter, by every advertising agency in the country.

Lack of space forbids our quoting at length all of the agencies on this or other points but in this brief resume you will get the boiled down opinion, in their own words insofar as possible, of more than one hundred of the best known and largest advertising agencies in the land.

Just a few of those seconding Mr. Presbrey, for example: "The outlook from an advertising standpoint is extremely good," report Geo. W. Edwards & Co., of Philadelphia; "The increased appropriations of 1919 are being increased again for 1920—very considerably increased," is the opinion of the John O. Powers Company; "We are staunch believers in the future of advertising and optimists as to the future itself," N. W. Ayer & Son, Philadelphia; "Street & Finney's 1919 business was more than double 1918. The business booked at present for 1920 is more than double 1919. The non-cancellable advertising for 1920 is greater than the total volume for 1919," comes from H. B. LeQuatte, business manager of that agency; "While 1919 has far exceeded any previous year from an advertising standpoint I feel that 1920 will outdistance 1919 by a still greater degree," say Sherman & Bryan of New York; adding "advertising campaigns already booked through our organization almost double in volume the amount of business handled during 1919"; while the MacMartin Advertising Agency of Minneapolis say: "There never has been a time when the future of advertising looked as rosy as at this time"; "Our own accounts will increase several hundred percent," reports Walter B. Snow, of Boston; the idea of the biggest year ever is prevalent in Toledo, too, the Arkenberg-Machen-Dowd Company of that city say: "We feel that the coming year will be the greatest in the history of advertising."

J. H. Cross, of the J. H. Cross Company, Philadelphia, considers: "The outlook for 1920, so far as our clients are concerned, is excellent."

While W. B. Somerset, general manager of A. McKim, Limited, Montreal, Canada, believes increased amounts in advertising are logical at this time, for he says: "Changing conditions as to markets always produce extra effort to adjust commercial life to the new status."

C. Leon Barritt, vice-president and general manager of Woodward, Incorporated, Chicago, shows how far ahead

Good Will Can Never Be Oversold

A connection with the accompanying resume of what the leading agencies from all over the country think on the important questions facing advertisers and publishers at this time it is interesting to note this in a statement just issued by Harry Dwight Smith, president of the American Association of Advertising Agencies: "American business men have no fears for the future. They are thinking straight and backing their judgment with real money. They are proving by their commitments for nineteen twenty that an oversold condition is no reason for under-advertising."

"They have come to realize that good will and public acceptance of a name or brand can never be oversold."

their clients are planning when he writes: "The appropriations of our clients for 1920 vary from 50 percent to 500 percent in increases, but in their cases the increase is due primarily to the plans the advertiser is making for the expansion of his business, based on his accomplishments up to this time, and the outlook for the next three to five years."

Robert Tinsman, president of the Federal Advertising Agency, of New York, succinctly says: "A word covers our outlook for 1920 advertising—'bigger than ever,' because the advertiser has been demonstrated the higher efficiency of adequate advertising, as never before, during the past year."

"The outlook for 1920 leaves very little to be desired from a standpoint of prosperity," is the opinion of the Blackman-Ross Company.

Roy S. Durstine, of Barton, Durstine & Osborn, Inc., gives their experience in this way: "Without exception the appropriations of our customers for 1920 will exceed their advertising investments in 1919."

Especially optimistic are the remarks of William H. Rankin, head of the big Chicago agency bearing his name, for he says of 1920:

"Production is going to be the only foe that I can see that advertising is going to encounter during 1920; and when I say production, I do not mean production of products because advertisers have long since given up the idea that they should not advertise when they cannot produce their goods. They have been educated to advertise even more when their production is oversold than at any other time. What I mean by production is production of space to take care of the advertising which the advertisers will need for 1920."

Nor are all these highly optimistic statements from the biggest of agencies some of these doing a more or less local-

ized business report the same; for example, one located in small central state city reports: "We are anticipating an increase of 200 percent over this year's business."

THE SITUATION AS TO INCREASED RATES

Of course the big question before all advertising agents, publishers, and similar interest is what effect will be increased rates have upon advertising.

S. O. Landry, president of the Chambers Agency, of New Orleans, gives an excellent angle to this problem when he says:

"I do not believe that the average increase in rates has been over 10 percent—over and above the additional circulation. Practically every commodity except advertising space has advanced from 25 to 100 percent in the last five years."

"With a certain small class of 'half-sold' advertisers the increased rates will undoubtedly mean a decrease in appropriation. The confirmed advertiser will see the justice of the matter and will cheerfully acquiesce in a more equitable distribution of his earnings," is the idea of W. E. Lunnis, of the Greve Advertising Agency of St. Paul, Minn. While H. K. Boice, vice-president of Critchfield & Co., New York, sizes up the situation thusly: "We think that advertisers generally recognize the fact that it is impossible to complete an advertising program for the same amount of money now as in former years and are planning accordingly. However, the advertising dollar still buys a good deal more than the average dollar, in our opinion."

Kenneth Groesbeck, vice-president of the Harry Porter Company, says: "Judging from our own clients, that advertising appropriations are increasing, not only to cover the necessary increases made by publications, but also to meet the bigger and better business which seems to be a sure bet for 1920."

Howard Marcus Strong, of the Strong Advertising Agency, Springfield, Mass., reports a similar expansion: "There seems to be no disposition on the part of advertisers in Western New England to decrease the amount of their advertising on account of increased cost of space. On the contrary expansion in both periodical and newspaper advertising is being planned by the 'regulars,' while many new manufacturers are about to enter the field of publicity. There is every indication that 1920 will find the various publications with very little unsold space on hand."

"I feel that the average advertiser will increase his appropriation to cover the necessary increases made by publishers," is the opinion of Cleveland A. Chandler, vice-president of the Amsterdam Agency, of Boston.

Down in St. Louis the Gardner Advertising Agency, according to H. S. Gardner, president, find that:

Collier's

THE NATIONAL WEEKLY

Under the Act of March 3, 1879 5 CENTS A COPY



Daisy Air Rifles and Collier's

This year the Daisy Manufacturing Company has used more space in Collier's than in any other general publication to advertise Daisy Air Rifles.

“Watch
Collier's”

"Without exception, our clients have increased their appropriations to more than take care of the increased rates made by publishers."

Out in Indianapolis, where in June, according to President Meredith we will hold a real advertising convention, Guernsey Van Riper, treasurer of the Sidener-Van Riper Advertising Agency, finds: "The increases in rates so far have had no appreciable effect upon our schedules. It seems that the rates as announced are in the main justified and that full value is offered for the price that is asked. I believe the average advertiser will not hesitate long to increase his appropriation to cover these increases."

Not all agents agree, however, that advertisers will increase their appropriations to meet increased costs, for example, Irwin Jordan Rose, of New York, says: "We believe that the expenditures will be the largest in the history of advertising, from a dollars and cents standpoint, we believe that many of the advertisers will curtail the space to make up the increased cost. Mr. Rose feels confident, however, "that advertising agents as well as publishers will have an unusually profitable year."

E. T. Gundlach of the Gundlach Advertising Company, Chicago, agrees with Mr. Rose, in fact he goes further and adds: "We are not aware that any advertiser will increase his appropriation to cover the increase in rates. This could be done only on the assumption that an advertiser has prepared himself to use a certain number of square inches of white space, and will pay for this number of square inches accordingly. No such attitude on advertising has ever become within my observation, either among mail-order advertisers or those who sell through dealers."

Another Chicago agency head, who, unfortunately, requests anonymity, says: "As to the advertiser increasing his appropriation to cover the increases made by publication, I personally do not think the average advertiser will, as most advertisers to-day are basing their advertising appropriation on a percentage basis; and, if the money will not go as far as in the past, the weaker publications will suffer."

This same agency head, and it is one of the larger agencies of the country, gives out a warning to publishers in these words: "I think publishers are making a mistake in putting up their advertising rates too high—and the increased revenue that they must secure should be put on the price of the publication to the public. The public should pay the increased cost and not the advertiser."

INCREASED RATES MEAN IMPROVED ADVERTISING

In fact many agency men are inclined to believe that increased rates will prove a blessing in disguise. James Albert Wales of the Wales Advertising Company, New York, covers the ground thoroughly in his statement and at the same time shows the tendency of the hour: "The increases in rates have had no appreciable effect on the total volume of advertising, as far as we can see, but there is a notable tendency to make the smaller advertisements more attractive than ever before, because, as we have pointed out to our clients, the greatly increased volume of advertising

is making it much more difficult for small-space advertisements to stand out on the page and attract attention.

"It is really necessary that the smaller advertisements be dressed up in the most attractive appearance possible, if they are to be seen in the constantly increasing mass of other and larger advertising.

"This same condition has prompted us, in a number of cases, to suggest to our clients that they use insertions of larger units, rather than a great many insertions of smaller ones. Our theory is that the larger units will not only stand a better chance of attracting favorable attention, but it will also carry a better influence upon the trade—in view of the fact that wholesalers and retailers nowadays are apt to gauge prestige largely by the size of space which is used in the advertising.

"In the trade and technical papers the volume of advertising has increased to such an extent that we now recommend to our trade and technical clients to use what we call 'national advertising in technical and trade papers'—to use in the trade and technical journals a quality of copy and illustrations that ordinarily one would expect to find in the more costly space in the national publications.

"Also, we recommend a wider use of color, so as to give our clients' advertisements a further dominance."

E. A. Machen of the Arkenberg-Machen-Dowd Company, Toledo, Ohio, has a slightly different idea on this point of increases to meet the increased advertising rates, which he expresses as follows:

"The average advertiser may not feel inclined to increase his appropriation to cover the necessary increases made by publications, but those advertisers above the average have already increased their appropriations, not only to cover the necessary increases, but to take on additional advertising for this year which will hold such golden opportunities for the courageous.

"1920 will be the time when a prudent manufacturer will be inclined to mend his roof rather than wait, like some will do, saying 'Why should I put on shingles now when the sun is shining?' Later these same men who defer putting on the patches when the weather is bright and fair will be the ones to exclaim 'Why, I can't mend that roof now—it's raining too hard!'"

R. R. Shuman, president of the Shuman Advertising Company, Chicago, seconds this idea in these words, which he heads: "Better Advertising—Rather Than More." Our analysis of the advertising situation for 1920 is that the large advance in rates made necessary by publishing conditions will have the tendency to induce the advertiser to greater care in the character of the advertising he does rather than in increasing or decreasing the amount of space. As far as we are able to learn, the tendency will be to expand the advertising appropriation only sufficiently to take care of the advanced rates and to endeavor to make the larger investment per line, inch or page per publication pay commensurate dividends by improving the character and quality of copy and display which goes into that higher-priced space. This improvement in quality of advertising done has been made necessary by two considerations:

"First, The one already referred to, being the increased cost of the space, and

"Second, A condition which applies to all kinds of publications, but, perhaps, particularly to trade papers. The tremendous volume of other advertising that competes for the readers' attention makes necessary the employment of all the arts of copy and display in sheer self defense."

Francis D. Halsey of the Berrein Company while he thinks the average advertiser will not hesitate to increase his appropriation to cover the necessary increase in cost of space, goes on to say: "These costs, being higher than before, will make him stop and think. By stopping and taking thought he may come to realize that he can use space more intelligently than he has been doing, and see that he can accomplish the same ends as before and need less space to do it. I do not think the increased cost of space in itself will result in smaller schedules."

W. T. Mullally, president of Maclay & Mullally, Inc., in a statement headed: "Better Advertising in 1920," says:

"A barometer of the progress of the United States could be found in the history of advertising. Every thinking man must be a 'bull' on the United States for 1920, for

'She has written her name in bright letters of fame,

In the pathway to Liberty's portals;
And the serfs that now blame, will
crimson with shame

When they learn they have cursed an immortal."

"When war was rampant the business men of the country laid aside their business and attended to war matters. The minute it was over they returned to their desks and are bending every effort to make production meet the world demand.

"Advertising has been a principal factor in bringing business to the high standard that it is to-day. Therefore, advertising will be used even to a greater extent in furthering the interests of business.

"I have no sympathy with the expression of 'advertising costs.' You might as well speak of 'the cost' in an investment; the returns eliminate any such idea of the cost and unquestionably advertisers, who are students of sales problems, will pay for this legitimate investment, not taking into account what it cost in the past, but considering what returns it will yield them in the future.

The literature which was distributed in the German lines unquestionably had a great effect in making the German soldier a willing captive. You have heard no criticism of this expense. The whole field for advertising has been broadened tremendously and its potentiality has reached even into the cold, hard recesses of our banks.

"I point especially to financial advertising because it is indicative of what strides the profession of advertising has made. And if the banker will recognize the value of advertising and lead to the manufacturer or merchant because he is an advertiser, it naturally follows that that merchant or manufacturer will advertise more generally and in a better way than ever before.



IT DOES NOT WORK

You can't make a cat sing by feeding it bird seed, and you can't get farmer trade by advertising in publications that are not built for farmers.

The one purpose of *Successful Farming* is to increase the incomes and add to the happiness of more than 800,000 farm families who live on farms and depend on the farm for their living. They pay us an annual fee for their service which includes advertising guaranteed to be truthful.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

BELIEVES ADVERTISING BILLS WILL BE DISCOUNTABLE

"I believe that the day is at hand when a man will be able to enter his bank and discount his advertising bills, because the banker realizes that goodwill is a tangible asset and is the thing that has made the Federal Reserve System and acceptances what they are to-day. In fact, if it had not been for the good-will of the allied countries and the United States to one another the war could never have been won.

"The only people who will not advertise in 1920 are the people who are ashamed of the way in which their profits are made and who are not able to come to the public with an open story, giving the fundamental reasons of their business and a thorough account of themselves. To advertise means that you dare draw the searchlight of truth fully on yourself and your business. To have the opportunity to draw such a light and not do it is to say that you are afraid to face public opinion.

"When we say that business will have a banner year in 1920 and for many years to come, we have said that advertising will have one of its biggest and best years.

"Let every live, dynamic business man clear his decks for action. This country is the leader of the world; our ships will circle the globe; the great undeveloped potentiality of our own country is being developed.

"My answer to the 'wolf cry' of Bolshevism is Mr. Rockteller's \$100,000,000 gift for a better education. When education advances, ignorance flies. The disposition of our capitalists' millions is a tangible proof that we are not and can never be in any real danger of a moneyed autocracy. The decisive and just handling of the Boston police strike, the steel strike, the railroad strike and the coal strike definitely eliminates any danger of serious labor troubles and shows that the real laborer is a true American.

"This country will continue to be a government of the people, by the people and for the people, and advertising is the natural channel for informing the people—then let us welcome 1920 as the greatest year in the history of advertising and a worthy forerunner of many, many prosperous years to come."

Still another angle that shows a silver lining to the cloud of increased rates is suggested by Carl S. von Poettgen of the agency of that name in Detroit, who suggests: "In my mind advertising conditions at present offer a great opportunity to the very meritorious weekly and monthly publications which are not usually considered first on advertising schedules, but which have undoubted value. They can if they so desire establish themselves as permanent essentials to many an advertiser's campaign. They will in any event receive a considerable amount of over-flow advertising; but if they make no attempt to earn it, they will have achieved no permanent good.

"A great opportunity is also open to the newspapers to establish what they have never been able to do before—the use of moderate sized space by national advertisers on a regular year-round schedule for prestige purposes as well as for direct sales."

"As against which the tendency is more and more to concentration using larger space and fewer mediums," writes Edgar Parker on behalf of the John O. Powers Company.

THE PLACE OF ADVERTISING IN BUSINESS

The place advertising holds in the business world is being brought out by this increase in rates, however. B. B. LeQuatte of Street & Finney, Inc., for example, sizes up the situation in these words: "Our clients believe advertising to be one of the powerful forces in their business, and we cannot conceive of any of them handicapping their business by reducing the amount of the message sent to the American public because of the cost of sending this message has increased necessarily."

W. C. D'Arcy of the D'Arcy Advertising Company, St. Louis, emphasizes this feature when he says: "I think advertising to-day enjoys a greater public confidence than at any time in history. The advertiser recognizes a new force in advertising, it is no longer a game of chance, but a powerful element that must be reckoned with, and the price has nothing to do with its employment. The demand to-day, in fact, the necessity of the hour is good advertising values, cost is not the controlling factor in appropriations. Advertising will continue because it has found itself and the advertiser has sensed its power. Efficiency and results are the determining factors now as at all times. Price is not an element, it is a mere detail."

CONDITIONS MAKE NEW ACCOUNTS

New clients are being made these days despite the increased cost, as well as revivifying old accounts, for example, Clarkson A. Collins, Jr., of the agency of that name, New York, writes: "In general, there seems to be a great increase in advertising. In the building and allied trades, for example, such a business will be done in 1920 as has not been known for years. This condition will naturally be reflected in advertising of building supplies and materials of all kinds. The same thing applies to many other lines of industry."

Geo. H. Read, vice-president of Johnson, Read & Co., Chicago, reports: "Not only do we find a growing respect for advertising amongst old advertisers but we note fast growing interest in advertising by manufacturers who a short time ago would give no consideration whatever to the subject. We believe that 1920 will open a new era for American advertisers—an era that will find adequate advertising appropriations the rule rather than the exception.

C. R. Ferrall, vice-president of the MacMartin Advertising Agency, Minneapolis, has a similar experience to report: "Within the past few weeks we have closed contracts with two of the oldest most substantial concerns in the Northwest, who have never apparently believed in advertising, who, at least, have never advertised. Both came to us voluntarily, requesting information and asking us to advise what they should do in an advertising way. These instances are only offered as examples of what is taking place almost daily with agencies in this territory."

This likewise is the experience of a well-known eastern agency, which reports: "The influence of present conditions seems to be clearly evidenced in

the new advertisers who are coming into the field. These range from the small concern that has been led to take its first step in advertising up to a long-established organization with sound reputation and ample resources that sees in advertising the essential means of maintaining that reputation and assuring increase of business."

It is upon these new advertisers though that Harold A. LeBair of Sherman & Bryan, Inc., finds the increases have the most effect, for he says: "On new advertisers increased costs of advertising space has a more direct bearing because they are being made to realize that they must make an appropriation of sufficient volume to give them a proper representation in whatever media they plan to use."

USING NEWSPAPERS LARGELY

Wood, Putnam & Wood Co., Boston, report another interesting sidelight on the present situation when they say: "At the present time the bulk of our business is going into the newspapers and trade journals, whereas a few years ago conditions were reverse. This is due to the fact that many of our clients are advertisers who do not have national distribution and prefer to advertise their goods by zones, using the newspapers for this purpose, awaiting the time when they will have had national distribution—then they will, no doubt, become large magazine advertisers."

WORDS OF WARNING

Just as "every silver lining has its cloud" there are words of warning from a few.

David G. Evans, president of Evans & Barnhill, Inc., New York, says: "Our hope is that the great rush into the use of advertising evidenced during this year is not to continue, because from our viewpoint much of it was indeed unsound, and if it continues through the coming year it is our belief that it is going to injure the future of advertising."

To quote Jefferson Thomas, president of the Thomas Advertising Service, Jacksonville, Fla., we find: "There are some under currents which may complicate the situation. There is unquestionably a tendency to attack advertising as an extravagance, and in the campaign along this line it would appear that there have been enlisted a considerable portion of the Bolsheviki agitators and a large number of our national legislators. We fear that the outcome may be a somewhat serious one, unless there is prompt, intelligent and coordinated counter-endeavor on the part of the reputable interests which are utilizing advertising for the public good."

J. A. Richards in a way agrees with Mr. Thomas when, commenting on the point of a readjustment, he says: "Doubtless sooner or later there will be a readjustment in prices and this will affect the volume of business quite likely, but the advertiser who has sold his goods in flush times through advertising will keep on offering them and selling them too when the market is not so easy, because advertising has so clearly demonstrated itself as an economical selling force."

All this is sound wholesome advice as that of Frank Presbrey, who adds:

The Magazine of a Remade World

The tremendous success of

THE RED BOOK MAGAZINE

is largely the result of the editorial policy being closely identified with the various phases of interest surrounding our everyday life.

The greater number of people today reach out to fictional literature so as to share in the thoughts of the few in real or imagined life. Whether conscious of it or not, practically every person inclines toward dramatized fiction—as it does not demand the strained mental effort that is usually required to carry the thought of an unimaginative writer. The hidden meaning of a deeply involved sentence may be worth searching for, but how few executives are prepared in strength or mental inclination after the unusual demands of the day?

The pleasure and relaxation to be had in the reading of good fiction is always welcome. Only under these conditions does the reader's mood become adjusted to the favorable consideration of advertised trade-marked products. The number of readers who are now definitely committed to **THE RED BOOK MAGAZINE** is greatly in excess of 700,000 each month.

RALPH K. STRASSMAN,
Advertising Manager.

"There are many serious economic questions which will have to be adjusted, both domestic and in connection with our foreign trade, before America settles down to normal prosperity.

"There is comparatively little hope of any large volume of foreign business until the matter of exchange is adjusted, and there are many issues of the labor question yet unsolved.

"However, taking it all in all we can look forward with confidence to a most prosperous 1920."

AGENCIES ADVERTISING THEIR SERVICES

If we may be pardoned the inclusion of a statement that was interesting to ADVERTISING & SELLING, it is that of William H. Rankin referred to previously, wherein he says: "If there is any class of people who ought to be able to sell their services through printed salesmanship it should be the advertising agency men, and I believe a large step in that direction has been taken during the year 1919 and a broader step will be taken in 1920. During the past thirty days we have secured four new accounts aggregating over a half million dollars, coming directly in response to our own advertising."

M. P. Gould of the M. P. Gould Company, New York, emphasizes a point that others doubtless would urge if their attention had been called to the sales angle when he comments on the prospect for 1920 in these words: "More firms will change their old policy and will put their salesmen on a salary or drawing account large enough for the salesmen to pay their own traveling expenses, thus eliminating the constant incentive to unnecessarily increase traveling expense accounts. When a salesman pays his own expenses he travels for a great deal less than when they are paid by his firm."

FORECASTING THE FUTURE

Lack of space forbids our quoting at length many more of the interesting opinions received, but in closing let us call attention to the opinion of W. R. McLain, president of McLain-Hadden-Simpers Company, Philadelphia, who volunteers: "The advertiser will never go back to the old schedules."

C. Ironmonger of the C. Ironmonger Advertising Agency, gives this thought consideration too, for he says there will doubtless be an increase due to two things (1) increased rates, and (2) the desire to equal or excel competitors, but he adds: "Sooner or later this condition will respond to the general settling down of industrial and economic conditions in this country, resulting in some diminution of advertising but bring about a healthier permanent basis, which will mean much more advertising than the average for the past years, but an absence of the spectacular use of abnormal space. We confidently look forward to a prosperous and flourishing condition in the advertising business for a long time to come. We believe that high prices are here to stay, and that large advertising will stay with them."

It was left for F. J. Hermes, secretary and treasurer of the big Blackman-Ross Agency of New York, to give us the most comforting and definite forecast of the future. Mr. Hermes said: "To prophesy on the trend of advertising in general needs a lot of courage, but it is our guess that the trend will be upward for at least three years."

Printers, Too, See Big Year Ahead

SINCE it is literally the father of the publication industry it is interesting to note what a number of the leading printers and producers of direct-by-mail advertising have to say as to the outlook for 1920.

Luther C. Rogers, chairman of the board of Rogers & Hall Company, Chicago, for example, says: "It is my judgment that business success now and in the future is, and will be as much dependent upon producing and advertising as it has been in the past. It is our experience, observation and belief that the increased costs which have been accruing from time to time during the past two years have not noticeably affected unfavorably the printing and advertising business, and we cannot think of any good reason why they should. Advancing costs have been in a line with present world conditions and it is our thought that the successful business man will keep in step and advertise, regardless of advancing costs that are kept in proper line with general business conditions."

While J. M. Evans, president of Evans-Winters-Hebb, Inc., Detroit, brings up an important point that advertisers should consider in planning their 1920 budgets, namely the necessity the printing industry faces of doing what the publishers have done generally, raise their rates. Mr. Evans says in part:

"Looking at it from the advertiser's viewpoint it would seem to us to be good business to make appropriations for the year large enough to cover the increased cost of all kinds of printing.

"As a matter of fact, the present printing prices (exclusive of paper) are low as compared with almost any commodity or form of service.

"Regardless of the large volume of business we are doing, it is going to be absolutely necessary to further increase our prices if we are to make any money in 1920. As an example, we just completed a large edition of a book for a Philadelphia firm on which we should have made a reasonable margin of profit instead of a loss of 5%. This condition is due to the big increase in labor cost between the time we estimated the work and the time it was produced. As a matter of fact, I know of several quite prominent printers who have been a great deal more unfortunate than we in this respect.

"As business conditions look now it seems to us the average advertiser ought to be even keener to build up goodwill and prestige in 1920 than he was this year."

Harry A. Wheeler, treasurer of the Barta Press, Boston, when questioned on this point, said:

"Already many of our clients have taken up their 1920 budget, and have allowed in most cases a fairly liberal advance over 1919, which will take care of advancing costs for general publicity and special printed matter."

E. C. Richter, treasurer of the Franklin Printing Company, of Philadelphia says: "It is our opinion that if present indications are a criterion, printing business will continue good during the coming year, and that there will be increasing demands for all kinds of printed advertising and literature."

That this subject of printing and direct-by-mail advertising is close to the

subject of the advertising agent and the publisher is clearly brought out by this statement from Allen H. Wood, president of Wood, Putnam & Wood Co., advertising agents of Boston, when he said: "Our business for 1919 has increased about 60%. By this we do not mean in volume of business actually placed with newspapers and magazines; about half of this increase is in merchandising and follow-up material which we have originated and prepared for our clients, such as dealer broadsides, window displays, cut-outs, service booklets, advertising material for retailers and a vast amount of important material which we believe is essential in the majority of advertising campaigns."

New York Herald and Telegram Taken Over By Munsey

Frank A. Munsey, owner of the *Sun* and *Evening Sun*, has bought all the publications of the late James Gordon Bennett, including the *New York Herald*, the *Evening Telegram* and the Paris edition of the *Herald*. It is understood that about \$4,000,000 was paid for the three papers, as it is known that an offer of \$3,500,000 was refused some time ago. Several offers for the sale of the paper have been under consideration by the executors of the Bennett estate. One was from a former business associate of Mr. Bennett's and two others were made for political purposes by a group of Democrats on one hand and one by a man whose affiliations have been strongly Republican.

The *New York Herald* was established by the elder James Gordon Bennett in 1835 and in 1872 it passed to his son, his namesake, who published it until his death in 1918. The Paris edition was started in 1882 as was a London edition which, however, was soon abandoned. The *Evening Telegram* was established fifty years ago.

Mr. Munsey began publishing in the magazine field in 1882 and entered the newspaper publishing field in 1901, when he bought the *New York Daily News*. The *New York Sun* came into his possession in 1916.

Mark Watson Becomes Managing Editor of Ladies' Home Journal

Mark Watson, formerly of the *Chicago Tribune*, has become managing editor of the *Ladies Home Journal*. Mr. Watson served in the army during the war with the rank of Major and was one of the chief censors and also connected with the *Stars and Stripes*, the official A. E. F. journal.

B. Waxelbaum Leaves Jewish Paper to Enter Advertising Agency Field

B. Waxelbaum, for the past fourteen years with the *New York Jewish Morning Journal*, has resigned his position as advertising manager, effective February 1st, on which date he will become associated with Meyer Keilson in the advertising agency field under the firm name of Keilson and Waxelbaum. The new firm will specialize in Jewish newspaper advertising service.

McCLURE'S

Announces

the election of Herbert Kaufman as Editor and Chairman of the Board; Frederick L. Collins as President; and George L. Storm as Treasurer

McClure's Will Print in 1920—

Serials by

| | |
|--------------------------|-------------------|
| Mary Roberts Rinehart | Booth Tarkington |
| Arthur Stringer | Zane Grey |
| Eleanor Hallowell Abbott | Maximilian Foster |

Short Stories by

| | |
|---------------------|------------------------|
| Edna Ferber | P. G. Wodehouse |
| Harvey O'Higgins | Josephine Daskam Bacon |
| James Branch Cabell | Sophie Kerr |
| Leonard Merrick | Perceval Gibbon |
| Wallace Irwin | Harrison Rhodes |
| Samuel Merwin | Holworthy Hall |

A New Series of Cover Designs by Neysa McMein

McClure's will pursue a vigorous and constructive policy in the treatment of national and international situations and continue its distinguished role as an advocate of social and economic progress,—a servant of loyal, humane and just causes.

The new management of McClure's is committed by tradition to keep its pages clean and wholesome and unafraid.

Beginning February—twenty-five cents a copy.

McCLURE'S MAGAZINE, INC.

New York, N. Y.

TO ADVERTISERS:

Beginning with the March 1920 issue the advertising rates for space in McCLURE'S MAGAZINE are Two Thousand Dollars (\$2,000) per Page, One Thousand Dollars (\$1,000) per Half Page, Three Dollars and Fifty Cents (\$3.50) per line for less than one half page. Extra Charge for Special Positions.

ARTHUR S. MOORE,
Advertising Director.

THE JANUARY 1 ISSUE OF

Furnished my family and me with our creed for the New Year, and I have

THE members of my family and I sat at breakfast in our home New Year's morning. Our minds were unclouded. We had no "morning after" tastes or regrets. We spent New Year's Eve at home. We all slept soundly and consequently woke up refreshed and happy.

After breakfast we sat at the table and discussed the possibilities of the New Year—what we ought to do to be useful and helpful. We sat there for more than an hour.

The New York American, daily and Sunday, always comes to our home and it is appreciatively and thoroughly read by all of the family.

We get the news of the day, of course, but we can get that in almost any other newspaper with exceptions, VERY FREQUENTLY, because The American OFTEN PRINTS NEWS IN ADVANCE of other newspapers.

But the BIG THING we get in The AMERICAN is the HUMAN TOUCH on everything that helps us to be better and more useful men and women.

We get inspiration; we get education; we get our minds and hearts filled with a sense of our obligations as citizens, as patriots, as co-workers, in causes that uplift humanity.

* * *

Let me tell you what I read aloud to the family group in the New York American, Thursday morning, January 1, 1920.

First of all my eye caught the caption, "A New Year's Prayer," by Rev. Dr. Christian F. Reisner. There was no mention of his particular brand of faith. Dr. Reisner is broad in his viewpoint of everyone's faith; as long as everyone has some kind of faith, it is all right with him.

I happen to know that Dr. Reisner's efforts to reach the goal we all aim to reach are made by way of the Methodist route, which is not my route, for I am of another religious denomination by birth and inheritance—but no man of any faith ever wrote a better prayer.

I quote:

"O Lord, make me such a man as becometh one made in God's image. Purify my purposes, clarify my thoughts and magnify my spirit of service. Rule in me to check cheap criticism, shame sharp speech and stop my search for flaws in folks.

"Exalt my ideals, enrich my hopefulness, empower my patience, enliven my sympathy, enfeeble my greed, but enlarge my liberality and enthuse my love for humanity.

"Sunshine the world through man until faith shall flourish, misery be banished and brotherly love rule everywhere. So shall Thy Kingdom come on earth. Amen and amen."

I don't mind telling you that Our Family Creed is: Stop our search for flaws in folks.

Enlarge our liberality and enthuse our love for humanity.

Be all we can to banish misery and to establish brotherly love everywhere. * * *

I moved along through the pages, noting with interest many advertisements and commented on their appeal, until I came to the page carrying the news of the Play Houses.

Here I read a letter from David Belasco, than whom there is no man more artistic, or whose judgment as to plays is better or fairer, in which he described his impressions of "The Wayfarer," a spectacle that every member of my family has seen and liked tremendously.

I quote his letter:

"Allow me to express to your great organization my admiration of the high purpose that has prompted your fine production of 'The Wayfarer' at Madison Square Garden.

"Aside from its undoubted success as a dramatic spectacle, with its artistically devised scenes, and its beautifully handled story of the Messiah, I was especially impressed by the note of earnestness and sincerity which seemed to inspire its throngs upon the stage, so that even a matter-of-fact New York audience was held in a spell of reverence.

"It is a presentation not merely for one creed or faith. It may be seen and enjoyed by Jew and Gentile, Catholic and Protestant. For, after all, its lesson is for humanity, and its dramatic appeal is as sure as human sympathy itself."

This letter expresses exactly OUR CREED as to one's form of faith—that we are all going the way that appeals to us individually, that it is not our wish nor our province to say to

our brothers and sisters that they are wrong and we are right—that we believe all have the right to choose which route they shall travel to reach the same goal—that the world and all peoples in it will be far better off if we are more tolerant—if we all do our best and help one another as much as we can.

The first step to this end has been taken by the Inter-Church organization.

* * *

Ours is a family of workers.

We think idleness is a sin.

Every member of the family has something to do every day that is necessary and very often really constructive.

So I read to the family group an article by Samuel Gompers, President of the American Federation of Labor, under the heading, "Labor Pledged to American Ideals."

I quote these paragraphs:

"America's workers stand ready in the new year as in the past to do their full duty as American citizens. We have always placed our obligations as citizens above all else. As citizens we are true to the American ideal of equal opportunity for all.

"The great struggle of labor in the past has been to assure to workers in their industrial relations the rights of free citizens. We have fought to give the ideal of America dominating influence in shops and factories.

"The immediate problem of the world is to develop a production organization that will benefit directly those who are the real producers and will also serve the needs of starving nations. When assured of just dealings, America's workers are able to co-operate in freeing production from the preventing grasp of speculators and influences that manipulate industry to enrich a few who gain unfair advantage, thus preventing production for the ruin of all.

"This is a big job, but it is essential for well grounded development in the years to come. It is essential to that ideal which is America—equal opportunity for all. America's workers will do their full share in working out all our country's problems."

We, as a family, subscribe to the thoughts expressed by Mr. Gompers, although not any one of us is a member of the American Federation of Labor.

Our WORK CREED for 1920 is to find time to do all we can possibly do every day, unrestricted by hours—to produce to the full extent of our power—to help others to see the wisdom of producing to the extent of their power—to share our success with others—to be tolerant of the faults of indifferent workers and to try to make them see the light regarding honest industry.

* * *

On the same page with the article of Mr. Gompers I read an article:

"FOR 1920—AN ADVERTISING CREED—being the Beliefs and Practices on which is based THE NEW YORK AMERICAN'S Claim to Your Friendly Consideration for the New Year—and all the Years to Come."

I quote from this remarkable article the first and last paragraphs only, although every paragraph should be read and heeded by every business man in the United States:

"I BELIEVE, with one of the foremost Apostles of Advertising, that the first requisite of success is not to achieve the dollar, but to confer a benefit—and the rewards will come automatically and as a matter of course.

That when advertising makes a successful sale it must also make a friend.

That falsehood makes for friction, while truth is a lubricant.

That the fraudulent withers before the fact. That righteousness is a form of common sense. That commerce is eminently a divine calling. And that business is the science of human service.

"I BELIEVE, with other wise men:

That life is what we make it—and that business is a big part of life.

That unless we are in it to win, it is better not to be in it at all.

And that the man who labors for the love of it is the man who is doubly paid.

THE NEW YORK AMERICAN

no doubt that hundreds of thousands of other families were similarly inspired

That advertising is the fire under the boiler of business, and we must keep these fires hot if we expect to attain and maintain success.

That one step won't take you very far—you've got to keep on walking.

That one word won't tell folks who you are—you've got to keep on talking.

That co-operation is the most far-reaching business word in the English language.

That to live up to its full meaning is to profit by advertising's mightiest power.

And that in advertising, as in all things, success has no foe but fear—no limitations save those that are our own.

That, therefore, courage and confidence and energy in advertising are as sure to win—as sure to bring prosperity in this year of 1920 and the coming years—as the dawn of to-morrow brings a new day."

This Advertising Creed interested every member of the family because they all read advertisements and are proud of my connection with the Advertising Industry.

My work is that of making business men see the light regarding the advantages of advertising.

It is exacting work, requiring constant study and at least 12 hours of intense application every day.

It is important work because advertising, the only method that can be employed to bring business and the people into close, understandable relationship—must be safe-guarded, must be kept clean, straight and honest—must carry a message that will produce confidence.

OUR CREED as applied to advertising is: we will have dealings only with houses that sell things as they actually are.—things that are backed by the integrity of the maker and the good reputation of the seller.—things that have honest value and that will give honest service;—we will do our utmost to encourage the honest manufacturer and retailer and to discourage the expedient, trimming, slick manufacturer and retailer—of whom, happily, there are very few.

* * *

Then I came to that page in The American which gives us a laugh every morning—makes the Sun appear to shine, whether it does or not. I refer, of course, to the page where George McManus, C. M. Payne, Jean Knott, J. E. Murphy, Billy De Beck and Herriman hold forth.

These folks contribute to one's happiness.

Nobody can be really happy unless possessed of a sense of humor—of appreciation of the joys that come into homes and business as the result of smiles, miles of smiles.

The Creed of our family is to combine with our serious work the joys we find everywhere merely for the looking.

The American begins the day for us with laughter and it is therefore easy to keep a smile on our lips most of the day—Laughter is an important Life Creed.

* * *

On the last page of The American New Year's morning, I was sure in my mind that I would find several things that would help us all—give us new inspiration—a new conception of our duties. I was not mistaken. I found a wealth of good things.

Then I read at the top of the last page the following quotation from George Washington:

"My policy, in our foreign transactions, has been to cultivate peace with all the world; to observe the treaties with pure and absolute faith; to check every deviation from the line of impartiality; to explain what may have been misapprehended and correct what may have been injurious to any nation; and, having thus acquired the right, to lose no time in acquiring the ability to insist upon justice being done to ourselves."

How appropriate at this time!

Our Family Creed about World Peace is:

Let us have peace by all means, and quickly, but let us be just to ourselves as well as to all other peoples in establishing it. Let us have peace on the 50-50 basis, so that all parties to it are pledged to do their full part in maintaining it.

* * *

On the last column of the last page under the heading "Today," a column written by Arthur Brisbane, whose wonderful ability and versatility is a constant marvel to his millions of

readers, I read this paragraph at the very beginning of his article:

"Another year is buried, with it 365 possibilities."

Who but Arthur Brisbane could arouse one's instant interest by expressing in so few words something that means so much?

The reaction of that paragraph on our minds was:

"Another year is born with its 366 possibilities. (This is Leap Year). What are we going to do to make good—to take advantage of these possibilities?"

The remainder of the article was devoted to a remarkable tribute to John D. Rockefeller, out of which the reader easily drew the lesson, "Do all you can to help others."

Let me quote:

"Men have given money to buy salvation for their individual souls. Pharaohs have spent millions and the labor of hundreds of thousands of slaves building pyramids to cover their bodies. Nations have squandered billions killing each other. Now comes an individual who began working for less than one dollar a day, giving one hundred millions in a lump, after giving at least as much in smaller sums.

"The money is for education and for health, fighting disease of the body, and disease of the mind, which is ignorance. The meaning of the gift is more important than the sum of money, vast as it is. It means that men have learned that their real work is helping each other here, not conniving to get something special for themselves hereafter, in the way of monuments that mean nothing, or special treatment from Divine Providence.

"John D. Rockefeller, senior, has his dollar soldiers fighting disease and ignorance. What battles will be fought by his son and all the future Rockefellers hidden in Time's grabbag? How much will they do to increase knowledge of the most important work that can be done on earth?"

Instead of envy for those who make a greater success than ourselves, Our Family Creed is—

"Let us be up and doing ourselves. Let us succeed according to our talents. We are thankful to be living in the only country in the world where every citizen has the same opportunity to succeed. Envy and selfishness are the front and back door to unhappy existence—to lack of initiative—to intemperate thoughts."

* * *

Finally I read K. C. B's "Ye Towne Gossip"—a man who lives the Creed he so beautifully expresses, who does unto others all that he can and does it with the right spirit.

I quote:

| | |
|--------------------------|-----------------------|
| "IF IN the year, | I WILL have failed. |
| THAT'S USHERED in today, | IF I don't do, |
| I BRING no grief, | WHATEVER COMES, |
| TO ANY living thing, | THAT I may do, |
| I ASK myself, | TO ADD some joy, |
| MAY I not then, | ONTO THE lives, |
| HOLD UP my head, | OF ALL of those, |
| AND SAY to Him, | THAT I may find, |
| WHO WATCHES me, | UPON MY path, |
| I'VE KEPT the faith, | OR I may seek, |
| THIS HAVE I done, | THESE THINGS, |
| AND LISTENING, | I MUST not fail to do |
| I'LL HEAR a voice, | IF I shall say |
| COME DOWN to me, | IN TRUTH, |
| AND IT will say, | I'VE KEPT the faith, |
| "YOU'VE DONE but half," | THIS HAVE I done." |

* * *

I ask you folks if you do not think that a newspaper printing in one issue so much that is so vital to our happiness and well-doing is worthy of your sincere respect and confidence.

Sincerely yours, WILLIAM C. FREEMAN.
Business: 511 Fifth Ave. Home: 125 Riverside Drive.
New York City.

The Paper Outlook for 1920

Opinions of the Leading Manufacturers on the Vital Matter of Supply

THERE is no necessity for our dwelling upon the acuteness of the paper shortage at this immediate point. The readers of ADVERTISING & SELLING are, unfortunately, too well posted on that serious question. But the prospects of relief or aggravation during 1920 do hold promise of being interesting.

At this moment, all manner of effort is being expended to conserve the supply of paper, particularly of newsprint stock, and these efforts run all the way from hysterical Congressional spasms to the wanton waste of paper in "conservation bulletins" from a hundred and one sources.

Some of the leading newspapers and other organizations have, however, gained prominence by virtue of their sincere and effective moves for the improvement of the situation. The Philadelphia *Evening Bulletin*, for example, is one notable case. Although volume justifies a paper from 36 to 40 pages in size, a maximum limit of 32 pages has been set, necessitating the reduction of large space and the rejection of many advertisements. G. A. Wiedemann of the *Evening Bulletin* in speaking about possible helps makes the point that the "off day" idea ought to be knocked on the head—Saturdays and Mondays are just as good as the rest of the week, according to Mr. Wiedemann, who backs that statement up by a copy of a *Saturday* edition showing over 300 retail store ads in a 32-page paper that had to omit nearly 20 columns of advertising. Mr. Wiedemann also favors giving the publisher some lee-way on insertion dates instead of specifying absolute days.

The New York *Times* offers another notable example of the application of conservation methods. Every day column after column of advertising is turned down and large space users are asked to reduce their "holdings." In a letter to Bradford Merrill, chairman of the conservation committee of the American Newspaper Publishers Association, Louis Wiley, business manager of the *Times*, said:

"Our present and future supply of newsprint paper is entirely inadequate. We have been able to contract for only 12,500 tons for 1920, at a price far in excess of the contract price set for 1920. In addition, we have the product of the Tidewater Mill, but shall probably need at last 10,000 tons more next year.

In spite of this condition, the letter proceeds with the following very generous offer:

"Notwithstanding this precarious situation, we confirm the offer made at the meeting of the Publishers Association in New York City, Wednesday, December 17, to draw from our inadequate stock of supply to assist in meeting the needs of newspapers in smaller cities. Our offer was 300 tons to be delivered in January, which exceeds the saving of paper on a 10 percent basis, recommended by the Conservation Committee in connection with the newsprint situation."

In an effort to learn the opinions of the men who actually manufacture the paper, we were fortunate in securing and enameled stock maker listed in Lock-

wood's directory for a forecast of the future. One of the outstanding features noticeable in the replies is that few manufacturers anticipate adding any more machinery, but all bank on increasing the efficiency of their present plants so as to be able to produce more paper.

Likewise, we gather that no adequate provision has been made by anybody for any such increase in demand as now exists, so that it will be practically impossible to catch up. Many mills, at this date, are sold out for the entire year. The collective opinion of the field is that it will be some considerable time before the mills will be able to *approach* the demand.

It is generally hoped that the circumstances may be adjusted in from three to six months, and the universal opinion is that the next quarter year will be the most critical period that will have to be faced.

Some interesting sidelights on the situation were developed in the course of the correspondence with these gentlemen. Speaking of results, J. W. Scoville, statistician of the American Writing Paper Company, said:

"All signs point toward a scarcity of magazine and book paper and newsprint in 1920. The logical outcome of this shortage will be a great increase in direct by mail advertising. Postage has been reduced and the cheaper grades of bond papers can be bought for only a slight advance over the price of good book paper. Better deliveries and better values can be given to-day in bond papers. I believe more advertisers will buy bond papers and let Uncle Sam carry their message direct to the persons they wish to reach. There is also a steadily increasing tendency of late to use better bond papers than were used during the war."

Another idea showing some of the variety of problems confronting the mill owner is given by G. C. Sherman, president of the Taggart Paper Company:

"As to production of newsprint from new machines in 1920, the News Print Bureau has made a careful survey and predicts, if my recollection serves me, an increase of 72,000 tons. In my opinion, the amount of newsprint paper produced during 1920 will depend entirely upon the production of ground wood. The production of ground wood in turn will be governed by the rainfall. If you will advise me as to what this will be over 1920, I will give you a tip upon the newsprint production for 1920 that you can gamble on."

The weather is one thing—the government is another. A. G. Paine, Jr., president of the New York & Pennsylvania Company, suggests governmental interference as another hampering effect:

"To-day our daily capacity is 1,225,000 pounds, and our mills are all in full operation. We hope to be in position to continue a normal growth, but are not contemplating at this time the installation of additional machinery. We feel we should wait until some change is made in the tax laws which will permit the further investment of capital on sound business lines."

B. A. Franklin, vice-president of the Strathmore Paper Company, in speaking solely for his own company, voices the opinion and experience reported by so many other manufacturers from all parts of the country:

"In the matter of paper in 1920, be advised that this company has made no increase in its facilities for making paper for 1920, but is now making more paper from its present facilities than it ever has before, and hopes to continue the same during 1920."

Prices, as everyone knows, have been seriously advanced by the lack of materials and facilities with which to handle the demand, and a consequent speculation of when and to what extent reductions may be expected offers more food for thought.

It is foolhardy to make promises along these lines—even hopes are apt to be rather thin. Pertinent to this consideration is the comment of M. R. Higgins, president of the National Paper Products Company:

"Paper prices will recede when leather, wool, cotton, hardware, food, iron, steel, lumber and other staples recede. No one will come down and the others stay up. The tremendous wastage of the war in productive activities must be replaced. Until the mills can equal the demand of the merchant, why should he reduce price? The merchant can sell all he can get and until the demands of the consumer abate and that condition is forced back upon the merchant he cannot abate his prices for they are based on mill prices. Every expense he has is on the up-grade—rents, interest, wages, warehousing, drayage, freights, advertising, traveling expenses, etc. Many of them, if not all, will never go back to the previous level. Many may never recede at all. Their fluctuations depend on many things. Are we to have production or sabotage; co-operation or strife; democracy or autocracy, whether of labor, capital or brains; sanity or irresponsibility; statesmanship or politics."

The sum and substance of the whole matter is that the production for 1920 will be increased somewhat over 1919—but that the demand will continue to rise, despite the many natural and unnatural efforts that are being made to stifle it.

One gets an idea of the true portent of the condition by glancing at the Federal Trade Commission's figures for 1917-18-19:

"Although the production of newsprint has been maintained at a high mark, reaching a total of more than 125,000 tons in October, use of paper by publishers has increased steadily since the first of the year and, in November, exceeded production of standard news by some 60,000 tons. The production of standard news during 1919, according to the figures already in the possession of the commission, will be about 9 percent greater than during 1918, but slightly lower than in 1917. The production of newsprint of all grades will be about 8 percent more than last year, but less than 1 percent greater than in 1917. At the same time, however, the increase in consumption during 1919 over 1918 will be about fourteen percent, and the increase during the last three months of the year as compared with the corresponding period of 1918 will be between 25 and 30 percent."

Get Your Goods in the Show Window

NOW is the time for those who manufacture the innumerable things needed by the railways to meet the country's demand for better transportation to display their goods. Now, when the railway officials who must direct the expenditure of that vast sum—Six Billion Dollars is the estimate—to be invested during the next three years, are busy making plans—plans to wipe out the present shortage in railway facilities, and to provide for the increased traffic demand of the next three years.

Yes, now is the time for those who must supply the multitude of railway requirements, to get their goods in the show window where every railway official will see them, by placing their advertising message in

The Railway Service Unit

with its circulation of 39,000 copies and comprised of those real railway papers the

RAILWAY AGE

RAILWAY MECHANICAL ENGINEER

RAILWAY ELECTRICAL ENGINEER

RAILWAY SIGNAL ENGINEER

RAILWAY MAINTENANCE ENGINEER

Those show windows of known worth, which exhibit your goods before the eyes of the very men who require them. *Yes, now is the time to place your sales' message in these railway publications, known throughout the railway field as—*

The Railway Service Unit.

Charter Members

Audit Bureau of Circulations Associated Business Papers

SIMMONS-BOARDMAN PUBLISHING CO.

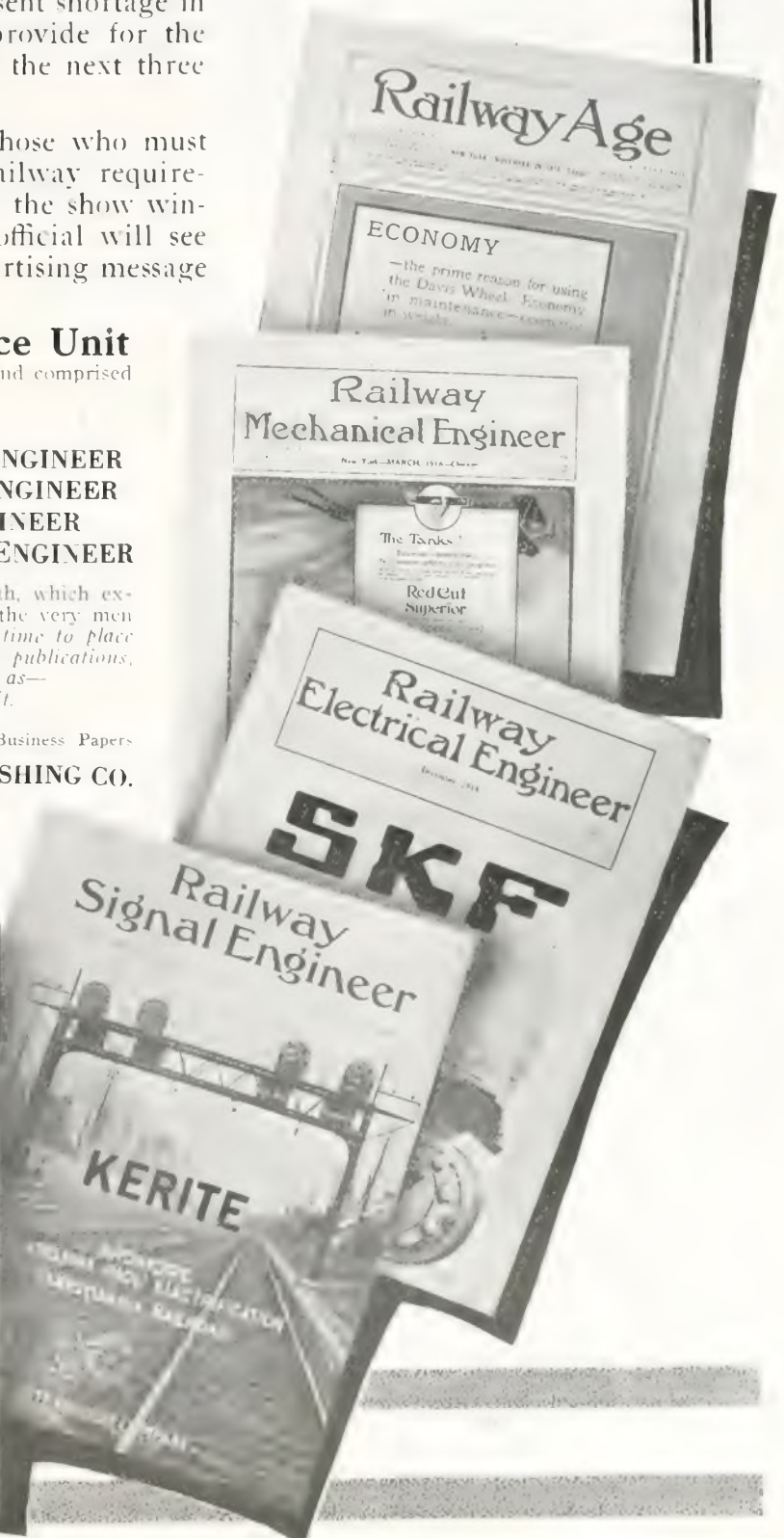
Woolworth Building, New York

Chicago

Cincinnati Washington

Cleveland

London





Standard Oil Company gets some valuable free advertising in the East. Man in center carries on his head a can of trade-marked "Standard Oil" advertising it to other natives.

Export Advertising

What It Can Accomplish and How It Should Be Done for Foreign Trade

By CLAYTON SEDGWICK COOPER

Author of *Understanding South America*, etc.

WHEN the American uses the word "advertising," he understands with peculiar exactness what he means. Advertising is in the American domain—it is a medium in which he is at home. While it may not be stated that Americans originated advertising, nevertheless it is true that no race of men have been more inventive or more successful in this field.

The American phrase "It pays to Advertise" has become a modern business proverb. We believe in it and we seem capable of endless variation in our genius for visualizing in ink, in pictures, and in wood and stone that which we wish to impress upon the thought and the imagination.

Advertising has become an art and a profession in the United States. It is estimated by many that nearly a half billion of dollars are spent yearly in a myriad of ways to tell to the public the story or the dream of a man who has something to sell. By this comparatively new vocation many thousands of American men and women gain a livelihood. Whatever we may be able to learn from the Old World—and that is much—we do not cross the seas to get incentive or examples of how to advertise in America.

But here, as in many another case, our unquestioned success at home may prove a stumbling block when we endeavor to transfer our

native success to foreign fields. The war already has taught us that one nation's method of doing things successfully at home does not prove success abroad, however much we may think these methods ought to do so. The Englishman with his negative bent of mind and mental reserve, the emotional and artistic-tempered Latin, the indirect and meditative Oriental do not look at the world and things as we do; they cannot and never will, because racially and traditionally for centuries upon centuries their starting points have been different. To fool ourselves about this point is frequently the first and fatal mistake of the advertiser abroad.

It may be true that down in the depths of their souls all men everywhere are kin, but when we strive, either by Leagues of Nations or Leagues of Advertisers to fit one instrumentality to suit all races, we are confronted with a task more difficult than were the seven labors of Hercules. In advertising as in politics, "When in Rome we must do as the Romans do," and the same applies to Valparaiso, Osaka, Calcutta, Barcelona, or Peking.

Domestic advertising and export advertising are two different things. It may be of help to consider some of the general principles that apply to advertising—American advertising particularly—when it goes out to win the world for American products and American enterprises.

A STUDY OF SURFACE DIFFERENCES

There are different ways taken by different nations to exhibit their racial and historical traits, and these differences must be known by the successful advertiser. If the advertising manager does not have the time or the inclination to find out these differences he should get the advice of some thoughtful and astute export manager or agent who has lived or travelled extensively in the country for which advertising is being prepared. For example, we know of a certain manufacturer who poured thousands of dollars down a pipe that had no end, charging it up to "Export Expense," before he learned that the whole texture of his argument was wrong. He was advertising a product in a country dominated by British sentiment, using glaring statistics and playing up vast income figures and material wealth of the United States—things which are anathema to the usual British mind. Make no mistake—no nationals are indifferent to economic success! Gold is almighty the world around and no disaster is more tragic than financial incompetence. Yet it is a fact that certain Europeans still think of us as chiefly "pork packers" and "people of the dollar mark," while "Americans" in Japan and other places in the East are synonymous with "millionaires." These very nations are not averse, however, to getting our dollars and their old-world ideals are utterly dependent upon building securely an economic and industrial foundation. The difference is one of method and often of expression and restraint in playing up facts. This point was brought out in a certain experience in the Far East. We were travelling on a small steamer between Korea and Port Arthur on the Yellow Sea. Our companions were a Scotchman and his son, both of whom had been rather pleasantly picturing Americans as somewhat too eager in their personal conversation to emphasize how much they were worth and to play up the material side of everything. Naturally we were upholding our country as best we could by the argument of a young nation naturally building first the strong economic basis of its civilization, and then passing on to the flowering of literary and artistic pursuits. It almost seemed that we had produced an argument to some effect, even upon the Scottish mind, when from the midst of a

(Continued on page 30)

THE DETROIT NEWS

Again First in America

Detroit's spectacular post-war return to prosperity.

The wonderful responsiveness to advertising of the Detroit public.

The wonderfully thorough coverage of Detroit and surrounding territory by one paper—The News.

The consequent wonderful number of advertisers who use only or mainly the News to cover Detroit.

The opportunity to cover a great rich responsive field with only one newspaper.

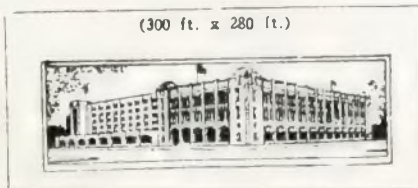
All these things are exemplified in the achievement of The Detroit News in outstripping all other newspapers of America, and probably of the world, in volume of 1919 paid advertising. The Detroit News carried 25,661,346 lines of advertising in 1919. Due to limitation in number of pages and conservation of print paper, at least 2,000,000 lines more were rejected or omitted, much of which went to Detroit's second and third best papers because the News space was over sold.

The Advertisers' Exceptional Opportunity Detroit and the News

Daily and Sunday—Always in the Lead

The News quotes the above lineage in every confidence that it is again First in America as stated. The recent announcement of 24,562,048 by a Pittsburg paper which has always been the closest contender with the Detroit News for leadership, was over one million lines behind the News showing for 1919. The News wishes to do no paper an injustice and will cheerfully retract its claim to the lead if any other paper can show greater lineage for 1919, this does not include those papers which add morning, evening and Sunday, aggregating 13 issues per week, to obtain their total.

(300 ft. x 280 ft.)



IN 1919 THE BOSTON POST

Swept Aside All Records in Display Advertising for Any Year in Any Boston Paper

The Boston Post, the yearly record holder among Boston newspapers for ELEVEN consecutive years, sets a still higher mark by rolling up the immense total of over TEN MILLION LINES of Display Advertising during the year 1919.

The three Boston newspapers printing the three largest totals in display advertising line-age ran the following amounts for the year 1919:

AGATE LINES

| | |
|----------------------------|-------------------|
| POST . . . | 10,146,897 |
| 2nd Paper | 8,458,850 |
| 3rd Paper | 7,172,231 |

All Classified Advertising Omitted in Above Totals

In Boston the POST is FIRST in

- Department Store and Women's Specialty Advertising
- Men's Clothing and Men's Furnishing Advertising
- Automobile Display Advertising
- Bank and Trust Company Advertising
- Grocery and Food Product Advertising
- Boot and Shoe Advertising
- Household Furnishings Advertising
- Drug Store and Proprietary Advertising
- Amusement Advertising
- Jewelry Advertising
- Magazine and Periodical Advertising
- Hotel and Restaurant Advertising
- Tobacco Products Advertising
- LOCAL DISPLAY ADVERTISING
- NATIONAL DISPLAY ADVERTISING
- TOTAL DISPLAY ADVERTISING

EASTERN REPRESENTATIVES
Kelly-Smith Co., Marbridge Bldg., N. Y.

WESTERN REPRESENTATIVES
Kelly-Smith Co., Lytton Bldg., Chicago

1919 "NO-RETURN" AVERAGES

**It's This Great Circulation
That Puts the Punch Into
Boston Post Publicity**

BOSTON DAILY POST

409,310

BOSTON SUNDAY POST

353,032



The Net Paid Circulation of both The Daily Post and The Sunday Post for 1919 is Greater by Many Thousands Than Any Pre-war Yearly Average of Either Issue.

*IN 1918 THE PRICE OF BOTH
THE DAILY AND SUNDAY POST
TO ITS READERS WAS INCREASED*

EASTERN REPRESENTATIVES
Kelly-Smith Co., Marbridge Bldg., N. Y.

WESTERN REPRESENTATIVES
Kelly-Smith Co., Lytton Bldg., Chicago

The Triumph of Good Will in Advertising

The Story of Its Success in Building the Dodge Brothers Business

By VERNE EDWIN BURNETT

GOOD will in advertising is like fire. When the product and its makers do not merit the respect which their advertising copy would imply, the advertiser's fingers may be burned badly. Moreover, much misapplied and unwarranted institutional or good will display has been like a huge fire of green backs. But, on the other hand, many consistent, skillful and worthy advertisers of good will have burned their way into the buying consciousness of the public.

The motor industry makes a vast amount of sales upon faith. When a man wants to buy an automobile, truck or tractor, he may know how to run and repair, to some extent, the machines which he considers before making the purchase. But, ninety-five chances in a hundred, he can not explain the reason why a six or twelve cylinder engine will supply better service than an eight—or vice versa; he does not know

John F. Dodge Dies Suddenly

JOHAN F. DODGE, who with his brother, Horace E. Dodge, came to New York to attend the Automobile Show, died suddenly Wednesday night, January 14, at the Ritz-Carlton Hotel of pneumonia.

Both brothers were stricken with influenza shortly after their arrival and this turned into pneumonia, which caused the death of John F., and while, as this is written, Horace E. is dangerously ill.

According to those who should know, at the time of his death, his fortune was estimated at upwards of \$50,000,000.

His passing is greatly to be regretted and the Dodge Brothers business remains an eloquent tribute to the power of good will in advertising.

THE EDITOR

with any certainty which of two makes of the same price is the more durable. Many times out of a hundred, then, he will buy the machine because of his faith in the reputation and character of the firm which turns out the product. Of course, this faith is complicated with other elements like the salesmanship, publicity, outward appearance of the machine, witnessing of performance and so on. But the buyer's general impression of the skill and soul of the organization back of the product tells the story in a vast number of cases. Faith is wedded to the impulse to buy.

Some motor advertising relies almost exclusively upon appeals other than the institutional or good will kind. Cheapness, luxury, durability, and elaborate explanations of new mechanical improvements all these find their places, often hand in hand with the good will arguments. Few of the really big motor concerns today, however, neglect to use considerable good will copy, either as good will alone or as a background for other sales arguments.

In a recent issue of *The Saturday Evening Post*, the main theme of the first four automobile ads was really good will with other methods accompanying to some extent. The Packard Motor Company ad emphasized *security*, but the institutional element was the most striking. Cadillac Motor Company laid stress on the *general de-*

pendability and *reputation*. One half of the entire copy for the Liberty Motor Car Company was this: "There is no mistaking the *distinction* that attaches itself to the Liberty in the minds of *discriminating people*." As for the Auburn Automobile Company, which use but two sentences in its display, the main point was *unfailing performance*. When boiled down, all these ads might just as well shout out at the reader, "We have a tried and true product. Details and boasting are unnecessary. We have faith in our product and so have you. We want to sell you the institution—our reputation, rather than just a piece of machinery."

There is one automobile firm which does an enormous amount of good will advertising; sometimes it looks as though that variety predominates all its other tactics. Magical success has attended the splendid advertising by this company. Dodge Brothers, of Detroit, carries with its name and fame a romance of business perhaps unequaled in industrial history. One solid section of the foundation of this modern miracle has been good will.

Beginning with its first automobile announcement in the summer of 1914, Dodge Brothers opened a drive of good will in various magazines. The fifth estate in those days knew of the Dodge activity as the mystery campaign. No mention was made in any copy as to the price or of the car itself. All the batteries of the Dodges sought to drive home the idea that Dodge Brothers had decided to build a car according to their own high standards and that idea was considered sufficient. Dodge brothers, John and Horace, were deadly in earnest in all this advertising and the spirit of their sincerity rang through the copy. They put their message across big, and they are still doing it. The reputation of Dodge Brothers, who really were not yet nationally famous, was used as the most potent selling and advertising argument from the first.

A study of Dodge advertising reveals what one might call the Foch system of strategy forever pounding away at some part of the line

(Continued on page 43)

Keeping Up With The Times

A FACT A WEEK

What would you think

if a farmer owned two fields of fine, ripe grain and

he deliberately refused to cut and harvest one field?

That farmer would be like the advertiser who uses only one newspaper in Washington.

Washington is a two-paper city, and The Times is one of the two.

The Washington Times
WASHINGTON, D. C.

Leadership

THE News-Times is the dominant paper in the South Bend territory—northern Indiana and southern Michigan.

In **automobile advertising** the dominance of the News-Times is particularly well illustrated. For three months this fall the News-Times carried 79,338 lines more than its competitor.

Take any advertising classification and the story told by the actual figures is much the same. In total number of lines carried during the fall period the News-Times far exceeded its competitor.

Whatever your product, the News-Times is your medium for the South Bend field.

*Let us send you News-Times Jr.,
by Fuller Pepp.*

South Bend News-Times

Morning *Evening* *Sunday*
J. M. STEPHENSON, Publisher

Foreign Representatives
CONE, LORENZEN and WOODMAN
Chicago New York Detroit Atlanta Kansas City

Export Advertising

(Continued from page 24)

Cook party at the other end of the dining saloon a shrill Yankee voice pierced the air with the question, "Say, Bill, what does a porter-house steak cost at the Holland House?" The incident was such a manifest point for our opponent that we felt inclined to drop the subject for the time being.

In South America the dignity of advertisement is more likely to win deserved attention. There is not shown there the admiration for yellow and sensational advertising existing in some countries. One of the largest newspapers in Latin-America makes its advertising display in a chaste, dignified frame less than two square feet in front of its large building. To plaster over the side of the beautiful building by glowing placards or with electric letters a foot high would be as inconceivable as it would seem to be devoid of taste—and as Emile Boutroux, the distinguished member of the French Academy, once said to me, when I asked the characteristic of the French people, "They place a great emphasis on good taste."

A prominent Peruvian citizen led me out one day in the city of Lima near the city square and stopped beside a high wall on one side of the old Cathedral where some enterprising and pushing countryman of mine had purchased space upon which to place a life-size portrait of the familiar undying face of Lydia E. Pinkham—with her world-famed vegetable compound bountifully described. The Peruvian did not actually accuse us of poor taste in advertising, but his look said "By the bones of Pizarro which lie in dust less than fifty feet away in the great dignified church of our Spanish ancestors, how could anyone be so devoid of taste?"

If the advertising agent who placed that sign in that particular place in Lima had taken pains to confer with almost any American living in Lima, he would have been saved the mistake of creating an advertising chasm almost too great for any sales argument to bridge.

Hugh Kahler has defined advertising as "a force which makes one's goods less apt to be refused when offered." The study of surface differences for the advertiser to consider in foreign export exploitation includes such questions as the following:

1. Does sensational advertising or quiet methods prove most desirable to those whose attention and good-will would be captured?

2. What is the prevailing historical tradition of these people and how does it differ from that of my own land?

3. What is the religion of these people and what are their sensitive nerves?

4. Do these people like Americans? If not, how can we word our advertising so as to least offend?

5. What local events afford the most opportune peg upon which to hang the advertisement?

CORRESPONDENCE

Another extremely important means of presenting export enter-

prises to people in other countries is through the medium of the personal letter. Doubtless the salesman in his personality and ability of presentation provides the best means of advertising which any firm possesses, but nevertheless, it is possible to transfer much of this power of personal interest and individuality through the typewritten word. While correspondence in general is an art, as an aid to export advertising it is a fine art. It is more personal and more intimate than the printed advertising word and for this reason it should be

THE WORLD ARE OPEN

The leaders of industry in Continental Europe, Great Britain, South America, Japan, and every manufacturing nation are vitally interested in the news of American Industry, and they recognize The Iron Age as their most reliable *news source*.

The big men of America depend upon The Iron Age because its Editorials, Special Articles, Market Letters and Quotations form the news of American as well as world-wide industry, and as such it is timely enough to guide them in purchasing materials, making plans for production or negotiating contracts. As "The World's Greatest Industrial Paper," The Iron Age carries out its mission so well that men of international affairs of *all* lands accept it as their "Official Guide," whether they are buying, selling or producing.

In the critical days since the Armistice, no less than in its 64 years of leadership since 1855, The Iron Age has been the dependable source of world-wide news, and its readers have been given the benefit of comprehensive analytical reviews and forecasts of trade conditions which affect the situation at home and abroad.

LONDON CABLES appearing every week have been the American metal trade's dependence for prompt, RELIABLE news service. In no other paper have the amount and value of matter relative to the British iron trade, on its commer-

more carefully studied. A few lapses in a letter have spoiled many a good prospective contract. A firm engaged in selling goods abroad should have a definite policy about its correspondence as clear cut as any other plan for the promotion of sales.

I heard recently of a firm which had established a kind of school or conference for the training of those whose duty it was to correspond with clients or prospective purchasers in foreign countries. In this way it became possible for each letter sent out by the firm to

reflect the spirit of the house and obviate the danger of cross purposes which often appear in correspondence of different departments in the same establishment.

This correspondence should uniformly reflect courtesy, good-will, clearness and accuracy, not forgetting the use of terms in the address and at the end of the letter which are familiarly used by the people in the country to which the correspondence is addressed. The matter of clearness cannot be over-emphasized in letter writing to people abroad. John Lacke once said that

the most important essential of any successful man consists in "clear ideas." In the transference of thought between peoples speaking different tongues and inheriting different traditions, this is even more vital than in correspondence at home.

We think of an instance in which it cost a house several hundred dollars in cables and other expense in filling an order, simply because the original letter containing the request was indefinitely worded and could be interpreted in one, two, or three ways. Carelessness and stupidity are inexcusable attendants of any business and particularly is this true in letters where face to face explanations cannot be made.

The consideration of the point of view of the people to whom one writes is also of vital importance in export letters. The Orientals as well as Latins are not inclined to be impressed with short, crisp and often abrupt notes of the American or English business man. A certain amount of polish and ceremony is as necessary in a business letter to the Oriental or to the Latin American as it would be in personal address. To ignore this through any obstinate prejudice regarding our own ways of doing things is to be short-sighted and is usually a confession of ignorance not easily overlooked by a person of another nation, who is inclined to study these small points with care.

Wherever possible the reader's language should be used and as far as possible the writer should mentally put himself in the place of the person he is addressing.

Walter F. Wyman in his book entitled *Direct Exporting*, cites a sales letter addressed to a prominent Calcutta merchant, which began: "Bill Jones of Kalamazoo made \$1,800 in one month with our patent back-actioned potato peeler. Can't you do as well as Bill?" Mr. Wyman suggests that the situation be reversed and Mr. Manufacturer in St. Louis receives from Calcutta some such letter as this: "Kawa Dhurur of Thalra Patan made Rs. 3600 in one purulia. Can't you sell as many laces as Kawa?" Naturally such letters as these, and they are not infrequent, received on either side of the export and import lines, are useless except for joke-making purposes.

Mr. Wyman in this book also suggests ten points of distinction which characterize a successful letter written by a New York man



MARKETS TO YOU

cial and technical sides, equaled what has been given to *Iron Age* readers.

FRANCE, BELGIUM AND ITALY. All obtainable information, important post-war developments of interest to the trade in France, Belgium and Italy, have been reported in special letter and market reports *while it was still news.*

THE FIRST INTO GERMANY after the signing of the Armistice, *The Iron Age* is the only industrial paper in America printing a *German* trade letter, and keeping its readers informed as to what German industry is doing and planning.

FOREMOST IN ADVERTISING. More than 2,000 firms advertise regularly. Access to this great mine of information is made easy by The Iron Age Advertising Group Plan, classifying all advertisements by products.

To buy or sell in the machinery, automotive, farm implement, ship-building, railroad, iron and steel, foundry or other metal-working industries.

THE IRON AGE
 The World's Greatest Industrial Paper
 239 West 39th St. New York City
 Charter Member A. B. C. and A. B. P.



**Eagle A
Bond Papers**

- Coupon
- Archive
- Agawam
- Government
- Old Hempstead
- Persian
- Roman
- Hickory
- Contract
- Bankers
- Indenture
- Standard
- Rival
- Japan
- Spartan
- Vendome
- Debenture
- Security Trust
- Assurance
- Victory
- AIRPOST
- CHEVRON
- Gloria
- Quality
- Revenue
- Derry
- ACCEPTANCE
- Norman
- Option
- Freedom

**\$250,000 saved on one
process—quality improved**

*The result of a single investigation conducted by the
largest research laboratory in the paper industry*

IMPROVED methods of sizing discovered! A quarter of a million dollars saved and put into better quality and better value!

Such has been the result of only one of the many experiments that are being conducted in the research laboratory of the American Writing Paper Company at Holyoke, Mass., the world's largest manufacturer of fine papers.

Research is no longer a mere professor's hobby. The American Writing Paper Company has proven that paper research can be made of vital and practical value to every individual in the entire industry, from manufacturer to consumer.

Lower costs! Better paper! Better values! The laboratory is worth a great deal more than its cost to produce these results.

The three purposes of research

Research in the paper industry is doing three things:

1. It is setting up standards for the pur-

chasing of material, the control of manufacturing processes, the maintenance of quality in the finished product, and the scientific classification of products.

2. It is constantly discovering and developing the possibilities of new materials, new processes, and new products.]

3. It is carrying on investigations in pure science which may have no immediate commercial purpose, but which must ultimately benefit the industry.

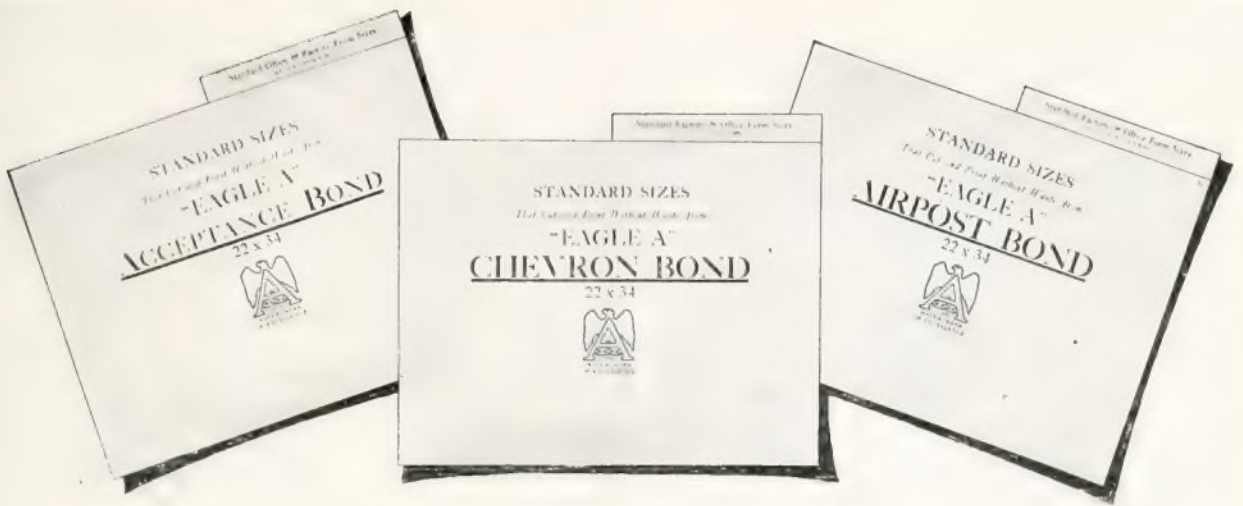
It must be evident that an organization that uses the results of scientific experiment in this way must be different from the one that buys its raw material haphazard and exercises no strict control over the manufacturing steps. There is no room for suspicion when such a product is offered for sale. Its quality, its properties, its characteristics have been carefully determined.

The manufacturer of such a piece of paper knows everything there is to be known about it. Guesswork is reduced to an absolute minimum.

AMERICAN WRITING PAPER CO.
Holyoke, Mass.



AMERICAN WRITING



You can eliminate paper wastage by using these standard sample folders

*Ask your printer for these three folders of standard
waste-saving sizes—free*

THESE papers are supplied to the printer in sheets of only two sizes—folio, 17" x 22", and double-folio, 22" x 34".

To make your stationery, office and factory forms, he cuts these sheets into smaller pieces. If your forms are of such size and shape that there is waste in cutting, you pay for that waste.

There are 17 shapes and sizes, however, into which the sheets may be cut *without wastage*. No matter what the present dimensions of your forms, there are wasteless sizes which are *practically the same* as you now use.

By changing to these standard sizes and forms you can easily avoid a substantial money loss.

Ask your printer for these three folders—supplied without charge by him

The three folders shown above will be supplied to you free of charge. These folders contain specimens of Acceptance

Bond, Chevron Bond, and Airpost Bond, in the various sizes into which the original sheets may be cut without waste.

Acceptance Bond, Chevron Bond, and Airpost Bond, are products of our scientific methods of manufacture—quality papers made in volume and sold at "volume" prices by the world's largest maker of business papers. Quality and uniformity are guaranteed.

Use these samples to standardize your stationery and forms, and save money. The papers lie flat on the press, and are admirably adapted to off-set as well as letter-press printing.

Acceptance Bond

Substance Nos.—13, 16, 20, 24.
Sizes—17" x 22", 22" x 34"

Chevron Bond

Substance Nos.—13, 16, 20, 24.
Sizes—17" x 22", 22" x 34"

Airpost Bond

Substance Nos.—13, 16, 20, 24.
Sizes—17" x 22", 22" x 34"

Special Uses of these Eagle A Bond Papers

- Letterheads
- Order Blanks
- Factory Forms
- Bookkeeping Forms
- Bills of Lading
- Statement Heads
- Application Blanks
- Memoranda
- Stock Records
- Petty Cash Forms
- Stationery Requests
- Expense Blanks
- Estimate Slips
- Time-keeping Blanks
- Special Notices
- Information Blanks
- Circulars
- Folders
- Shipping Tickets



PAPER COMPANY

to a Melbourne firm, showing ten "distinguishing trifles" very important for successful export advertising in letters to British clients:

24th January, 1919.

Messrs. Hilliard Bros. & Co. Ltd.,
716 Collins Street,
Melbourne, Vic.

Dear Sirs:

I would appreciate the favour of your examination of the samples of Meteor lockets, which are going on, duty paid, by this post.

If you will show these to some of your customers who enjoy good craftsmanship, I would be doubly grateful for their comments.

It has not been my good fortune to visit Melbourne since 1908, and in my

five trips I never chanced to represent any jewelry lines. This I certainly regret now, for with your many years of experience in Melbourne in the jewelry line, a personal acquaintance would make me feel that I was not imposing on your good nature in my queries.

It would naturally be a pleasure to me to find that the lockets will appeal to you as something worth selling, and the attached sheet will give prices, terms and all shipping details, arranged to show you the per cent. laid down on several other lines as well.

Are you by any chance allied with Messrs. Hilliard & Sons Ltd., of Glasgow? If so, possibly advantageous shipping arrangements could be made through my Glasgow connections.

Yours faithfully,

JAMES M. JONES.

The ten points of distinction:

- (1) 24th January, 1919.
- (2) Messrs. (too often omitted).
- (3) favour.
- (4) by this post.
- (5) show.
- (6) show the percent laid down.
- (7) Glasgow (not Glasgow, Scotland).
- (8) Yours faithfully.
- (9) Copied.
- (10) the follow copy which went to Messrs. Hilliard & Co. Ltd. on the next boat.

One of our American manufacturers was criticised by a Liverpool importer in these words, "those Yankees are in so much of a hurry that their goods cannot always be just right. They always blot the signature to typed letters."

The motto of one of the leading American newspaper editors may well be kept in mind in this matter of advertising through correspondence — "Accuracy, Terseness, Accuracy." It is extremely important to *specify* rather than to *assume* in correspondence. A good motto is not to take anything for granted, but to make the point so clear that, as Dr. Lyman Abbott once said, "Even my Aunt Mary can understand what I am saying."

Many correspondents presenting to foreign purchasers American-made goods are inclined to think more of their competitors than they do of accurately describing their product. As a matter of fact the foreign buyer may never have heard of the article before and emphasis should not be laid upon a minor point of advantage over some rival article, which mistake is frequently made.

It goes almost without saying that the more a person can reveal some distinct personality in his letter the more effective it will become. We know of a man who in writing to Eastern native firms has adopted the use of word pictures, so common among Orientals in presenting their ideas. His letters to an Oriental and to an Occidental are as different as two things could possibly be. By travel and study he has caught the spirit of difference between nationals and has had imagination and tact to adapt himself to this difference. It is hard to lay down rules as to the manner in which this adjustment should be made by any particular individual, but unless the exporter and the manufacturer can by study and thought discover a way for himself

Mark Sullivan

**needs no introduction
to American readers**

His ability, his vision, his knowledge of human reactions and twenty years of Political study are coupled with unquestionable sincerity.

It is a real pleasure to announce that he will cover the Political situation for us during the coming year.

The addition of features in accordance with standard of "Post Quality" is no easy matter.

Let the engagement of Mark Sullivan be taken as an indication of that standard.

Faithfully yours,

Edwin F. Gay, President

New York Evening Post

Where Most Pittsburghers Shop First

Through Pittsburgh's Two Foremost Newspapers

All the fancy methods and schemes to cover Pittsburgh and adjacent territory fall by the wayside unless your advertising is placed in this combination of newspapers, The Gazette Times and the Pittsburgh Chronicle Telegraph (the connecting link between Pittsburghers and advertiser). These newspapers could justly be called the purchasing agents of ONE MILLION PEOPLE in *the WORKSHOP OF THE WORLD*.

Pittsburgh and territory can well stand the intensified advertising campaigns and produce big results for the advertiser as the men and women of this field are receiving the highest wages ever paid and now have the money to spend.

In planning your next advertising do not overlook Pittsburgh, "*The Workshop of the World*," and the two dominating newspapers.

THE GAZETTE TIMES

Every morning, 2c.

Pittsburgh's ONE BIG Newspaper

Sunday, 10c.

PITTSBURGH CHRONICLE TELEGRAPH

Evenings, 2c.

"THE PAPER THAT GOES HOME."

No Sunday

Eastern Office:
Knill-Burke, Inc.,
110 W. 40th Street,
World Tower Building,
New York City.

U. E. DICE, Foreign Advertising Manager
Gazette Square,
Pittsburgh, Pa.

Western Office:
Knill-Burke, Inc.,
468 Peoples Gas Building,
Chicago, Ill.

of transferring his thought so that it goes with emphasis and meaning to the mind of his prospective client, he will have failed in a vital point of foreign trade.

THE USE OF HOUSE ORGANS

As an advertising medium the "House Organ" has grown apace during the past decade. It is estimated that at present there are approximately two thousand house organs published in the United States. Some of these publications seem to have a definite object, and others, like Topsy, have "just grown." Some are edited with certain care and follow laws laid down by per-

iodicals generally. While others seem satisfied with a narration of house gossip and local happenings which naturally have no particular interest beyond the home office.

Here is a field of large possibility for export advertising. The medium contains the possibility of carrying a fund of information which people in foreign countries may wish to secure, with particular allusions to the ability of the firm to fill orders for these commodities. Such publications, however, should be edited with a degree of dignity and general effectiveness attending the export correspondence

of which we have just been speaking. For example, if a subject like Nitrate or Cocoa or Coal is treated, the name of the firm handling it should not be played up too conspicuously, but brought in naturally in a paragraph, showing the manner in which this product is handled or exported. It goes without saying that pictures are of great advantage in this medium, and often carry the message to foreign-speaking clients who would not be able to read the description in English. In general, a house organ should form, first, a clear-cut policy; second, it should be well edited and printed; third, it should give practical knowledge concerning definite commodities in which there is a general interest on the part of its constituency, and fourth, it should present in a clear but unostentatious fashion, by a map possibly, the location of the offices of the business house, which reveal incidentally the ability of the firm to act as a carrier or merchant for the articles in question. It would be much better to omit this feature of export advertising entirely rather than allow the so-called house organ to be published in a left-handed sort of way by some manager who can only give a scrap of attention to it now and then.

LOCAL ADVERTISING IN FOREIGN MARKETS

More and more firms engaged in foreign trade are placing emphasis on local advertising in foreign markets. This is especially desirable when the firm has an agent or a special office director who understands not only the language of foreign people, but their general attitude. We quote an experience of an exporter who had a decided prejudice against local advertising in foreign countries, which experience occurred shortly after the outbreak of the European war. The incident is taken from Mr. Wyman's *Direct Exporting*.

The home firm received a cable from one of its veteran salesmen in Cape Town reading as follows:

"Urgent necessary four hundred pounds introductory work. Details impossible. Wire approval."

"Confident of the salesman's judgment," to use Mr. Wyman's words, "the house cabled the requested authority and was rewarded a month later with a record volume of cabled orders. To everyone's surprise the confirming orders by mail were not accompanied by any explanation of the emergency. Even

Argentina buys

as much from the United States as from Great Britain, France and Japan combined—or as from any eight other countries not counting Great Britain.

Argentina has the money to buy more—her eight and a half million people have a per capita wealth of \$1,750, yet enormous fertile sections of the country are as yet practically undeveloped.

The men of Argentina who take the lead in big buying read LA NACION every day—it is the most influential newspaper in all Latin America.

It has built this influence by giving the world's news every day without regard to cost. Few newspapers in the United States publish so complete a report of the world's doings.

You buy a definite value when you buy LA NACION advertising space.

LA NACION

Buenos Aires, Argentina
United States Business Office:
1 Wall Street, New York

A. Eugene Bolles
United States Advertising Director
120 West 32nd St., New York

James A. Rice
58 East Washington St., Chicago

Charles B. Blount
444 Tremont Bldg., Boston

the expense report when received failed to reveal more than the simple entry 'Introductory Expense'—\$1,867.87."

In a letter congratulating the salesman the president expressed his interest in the details of the campaign, but this only evoked a pleased acknowledgment. Then a second cable, this one from Bombay, was received: "Wire authority, introductory expense hundred fifty pounds. Bigger chance that Cape Town." No time was wasted here in making an affirmative answer and asking frankly for full details.

The answer was simple. The veteran had run into a hotbed of anti-German feeling and had taken advantage of it to exploit his specialties as better substitutes for the German goods, which were both unpopular and scarce. Through good fortune he met an American advertising manager who handled all the details of the effective newspaper campaigns. The salesman knew that his firm would "mortgage the factory" to back his judgment on any sales proposition. He knew also that nothing except a long fight by mail would induce the executives at home to change their policy regarding newspaper advertising in a foreign country.

There is little doubt but that the export policy of export firms will include increasingly during the next few years, the planning of systematic and effective advertising from local centres in various languages, using as a background the knowledge and training of the particular locality possessed by local representatives of American firms.

In this entire matter as in all trading with foreign nations, the spirit and the personality of the salesman or foreign representative is the central issue. In export advertising the manufacturer or the salesman sells himself; his absolute honesty, his straightforwardness, the desire to live and let live, and his faculty of sympathetic imagination, if he possesses these traits, will find means of expression in every form of presentation which he makes of his goods, either at home or abroad. Emerson says, "What you are makes so much noise that I can't hear what you say." The exporter's ideal is certain, sooner or later, to color and to determine the success of his advertising propaganda.

The value of advertising is based upon confidence in the advertiser. The client is always trying to visualize behind the advertisement the

motive and the character of the seller or the exporter. That export advertising which can combine up-to-date and carefully adjusted methods with a genuine, whole-hearted purpose on the part of the exporter will not fail for long to secure broad and enlarging markets.

Jesse H. Neal to Handle Indianapolis Convention Program

By reason of the fact that he expects to be absent from the city for several weeks, Wm. H. Johns, president of the George Batten Company, New York, has found it necessary to decline the honor of being chairman of the Program Committee as previously announced by Presi-

dent Meredith of the Associated Advertising Clubs of the World.

Jesse H. Neal, executive secretary of the Associated Business Papers, Inc., has been appointed chairman of the Program Committee.

Timken Bearings Loses Cummings

Arthur Cummings has resigned as advertising manager of the Timken Roller Bearing Company, of Canton, Ohio. Mr. Cummings has not told of his plans for the future.

Weissberger Gives Lecture on Advertising Art

Harry A. Weissberger will give a lecture on "The Principles of Advertising Art" before the New York Evening School of Industrial Art, in the school Auditorium on the evening of January 10th, 1920.



FOREIGN DEPARTMENT

**For Over One Hundred Years
E. I. du Pont de Nemours & Co.**

have been engaged in selling goods abroad—the pioneers of this country in the export business.

We consider it a mark of distinction to have been selected by them to furnish their

Foreign Advertising Service

(we also place their domestic advertising)

which includes planning, writing, illustrating and placing all their foreign advertising.

We also serve in the same way the foreign advertising interests of

- Eastman Kodak Company
- International General Electric Company
- Worthington Pump and Machinery Corporation
- Atlas Portland Cement Company
- Corona Typewriter Company
- Miller Lock Company

This service, which is performed, for the most part, by foreign writers, artists and advertising men, is open to manufacturers and others interested in Foreign Trade.

FRANK SEAMAN

INCORPORATED

Foreign and Domestic Advertising

470 Fourth Avenue, corner of 32nd Street
New York City

Chicago Office: Monroe Building
Monroe St., and Michigan Ave.

Associated with Mather and Crowther, Ltd., London, Eng.

Accomplishments During 1919 By Prominent Organizations

The leaders in the various fields of advertising activity as represented by the several different associations and other organizations gives below a resume of what was accomplished during 1919 in the various fields as well as an interesting forecast of what 1920 may bring forth for advertising as these leaders see it:

WHAT THE AGENTS ASSOCIATION DID

James O'Shaughnessy, executive secretary of the American Association of Advertising Agents, reports:

"Many opportunities for activity have come to the American Association of Advertising Agencies in the calendar year just drawing to a close.

"We are confronted with problems without precedent in business readjustment as we entered the year 1919.

"The manner in which this great situation was counseled and directed by those who make up the membership of the American Association of Advertising Agencies is evidenced in the volume of advertising which has already reached to heights never scaled before.

"The vision of the advertising agencies which was brought so forcefully into the life of American business at the beginning of the year has lifted our country into security in commercial world dominance.

"The marvellous volume of advertising running to-day is sweeping the country forward with confidence that imbues the entire nation.

"This confidence is strong and enduring in the light of knowledge, because it is the ineffable excellence of the essence of understanding.

"So great are the values given to our prosperity by advertising to-day that the problems of adjustment are absorbed where they are not solved.

"The advertising agencies, composing the American Association of Advertising Agencies, working in the wisdom of their combined knowledge, are the force which brought this over-towering volume of advertising into existence.

"That is the sum of the achievements of the Association in the past year.

"There were many outstanding events. One of these was the formation of the Advertising Agencies Corporation, which is an advertising agency composed of all of the agencies in the Association.

"The purpose of this big advertising agency is to handle advertising of the United States Government only.

"Such a great composite agency is of service to advertising in general, which is of high importance. It has already conducted a campaign for the navy, and is now preparing a campaign for the army.

"The understanding between the advertising agencies and the publishers throughout the country has been splendidly improved during the year.

"Since the first day of the American Association of Advertising Agencies until the present time there has not been one

instance of friction between the Association and publishing interests.

"Our experience during the last year justifies the belief that we shall have the continuation of the most cordial of co-operative relations with all publishers everywhere.

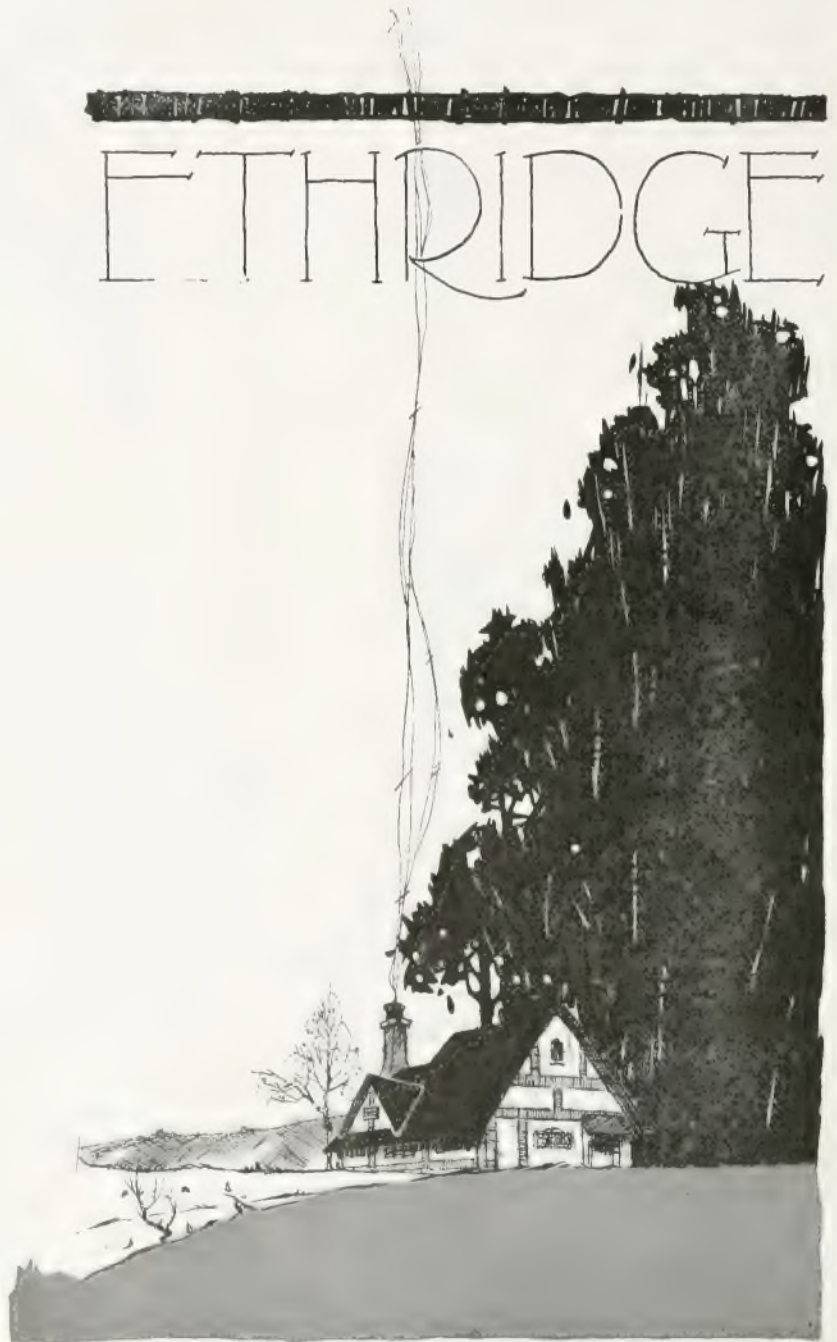
"We look forward to the year 1920 as a still greater year for advertising.

"We extend our best wishes to every publisher and to every other related interest."

POSTER ASSOCIATION HAD RECORD-BREAKING YEAR

W. W. Bell, secretary of the Poster Advertising Association, reports:

"Nineteen hundred and nineteen was not only a good year in poster advertising; it was the best year that has ever been recorded in the history of the medium. There never was a time since poster advertising was first used in the United States that the poster boards of this country represented so many products of leading American manufacturers; there never was a time when so much money was expended in the preparation of poster advertising campaigns nor in the display of 24-sheet posters on the plants of members of the Poster Advertising Association.



"Practically every plant in the national association has been full to overflowing since early in the year and space in many cases was not available for new advertisers who desired to use the poster boards. This condition, however, led to a notable extension of plant space, and it is expected this work will be carried still further during the early part of 1920 in order to accommodate the large amount of business that is confidently anticipated. This anticipation of the plant owners, however, applies to years beyond 1920, which, it is now assured, will exceed 1919 in volume of business.

"The great factor in the development of the immense poster advertising business of 1919 was, of course, the aftermath of the war. In this tremendous development of advertising all established

and legitimate means of commercial publicity shared. It was the effort of the manufacturer to get back to normal and to have his product in the lead at a time when competition was keener than ever before in the history of American business. The association plant owner, who had experienced some lean periods during the war, was thoroughly satisfied with the returns on his investment during the last year."

REPORT OF THE PUBLISHERS' ASSOCIATION

While John Adams Thayer, executive secretary of the Periodical Publishers Association, gives this statement:

"The Periodical Publishers' Associa-

tion during the past year has functioned in many ways to the advantage of its members. The Fraud Agents Department has had increased activities on account of the many fly-by-night publications which have been published. Many fraud subscription agents have been apprehended and some of the most flagrant transgressors have been put out of business.

"An increased number of recommendations for the payment of the differential to new advertising firms and corporations have been made to members.

"Bulletins have been issued as occasion demanded regarding the various problems which are always coming up in the publishing business.

"This Association took a prominent part in the printers' strike and lock-out which, beginning October 1st, lasted for a period of two months, and resulted favorably for the publishers and employing printers.

"Various committees of the Association formulated plans for the enlargement of its activities, which met with the approval of the executive committee and members, and due progress is being made toward that end.

"The big problem that will confront the publishers for the coming year will be paper."

MUCH DONE BY BUSINESS PAPERS' ORGANIZATIONS

The wide-spread activities of the Association Business Papers, reaching as they do every industry is well set forth in the report of Jesse H. Neal, executive secretary of that organization:

To review *all* of the activities of the Associated Business Papers during 1919 would require many printed pages, and would embrace many matters not of general interest.

Too often an organization of publishers is assumed to be narrowly selfish in its purposes, and a word or two on the real significance of our association may not be amiss.

You who have read Johnson's "Rasselas" will recall that his "Prince of Abyssinia" possessed wealth, high position and exceptional talents. All of these he devoted to a selfish search for happiness which covered the then known world. Returning saddened and discouraged from the fruitless quest, he gave up hope of grasping the elusive phantom, and settled down in his ancestral home to devote the remainder of his years to the service of his people. Happiness beyond the dreams of his wasted youth was his reward.

Every publisher who has risen high enough to become eligible to fellowship in The Associated Business Papers, Inc., has learned that neither success or happiness can be commandeered; that it is vouchsafed only to those who have sought *first* the best good of their field of effort. Our publications live *for* their industries, not on them. Their publishers know that the true measure of their success is the measure of their service.

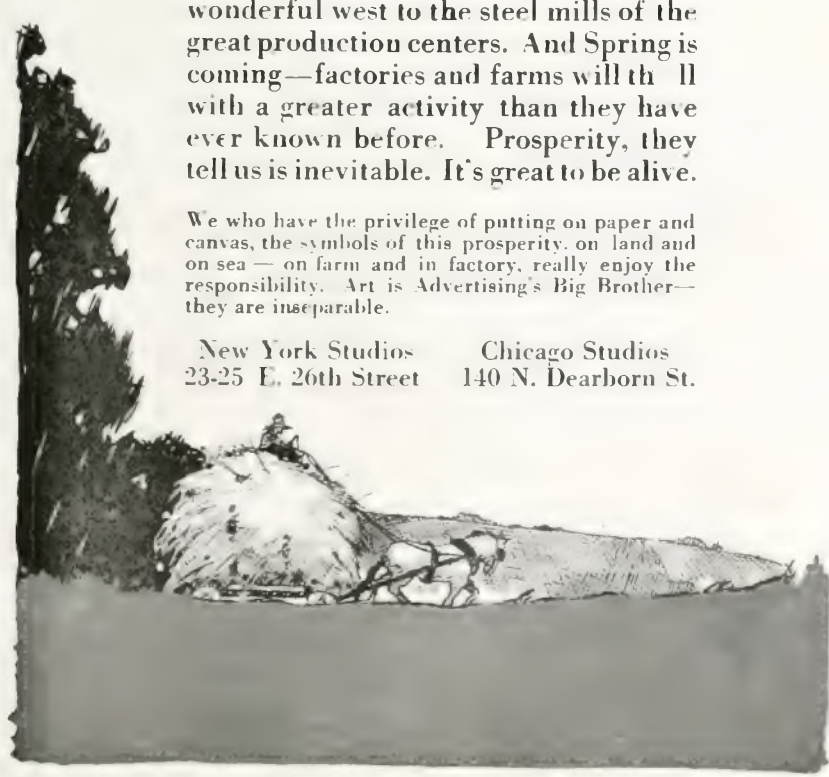
Prior to the organization of the Associated Business Papers, there were no accepted standards by which the character of business papers might be judged, and there was an unfortunate tendency

ASSOCIATION OF ARTISTS

Imagination plays a leading role in the correct and skilful interpretation of commercial Art. So much depends upon taking inherently little elements of life and glorifying them, either with technique or composition. In all the industries there are stage pictures for the artist, from wheat fields of the wonderful west to the steel mills of the great production centers. And Spring is coming—factories and farms will thrill with a greater activity than they have ever known before. Prosperity, they tell us is inevitable. It's great to be alive.

We who have the privilege of putting on paper and canvas, the symbols of this prosperity, on land and on sea — on farm and in factory, really enjoy the responsibility. Art is Advertising's Big Brother—they are inseparable.

New York Studios 23-25 E. 26th Street Chicago Studios 140 N. Dearborn St.



to judge all papers in our field by its most unworthy representatives.

On September 8, 1915, however, the founders of the association enunciated the principles which should govern the business paper desirous of rendering the highest possible service to its readers and to its advertisers. These were written into the now famous ten standards of practice which form a part of the constitution of the organization and to which every member must subscribe and in good faith maintain.

Violations of this code of ethics are dealt with by a committee on trade practices, but it has had so little to do that it may be discontinued.

The words "Member of the Associated Business Papers Inc.," mean that the publication using them has definitely aligned itself on the side of publishing policies which we like to believe are just a little in advance of any so far adopted by any branch of the publishing business.

The big purpose underlying all our activities is the development of better practices in publishing and advertising, to the end that business papers may become more useful instruments in the hands of advertisers, and of still greater value to their respective fields.

As stated at the beginning, a detailed report of our work is impossible within the space limitations of one short article, but a very few things of more general interest may be mentioned.

Our Advisory Service Bureau last year wrote between 150 and 200 complete advertising schedules for business paper advertisers. It is now actively co-operating with the War Department in the advertising and selling of about \$4,000,000 worth of surplus war materials. In as much as the materials appeal almost entirely to specific trade or industrial groups, the advertising is being confined to suitable trade and technical papers. The percentage of sales cost so far recorded on this campaign is well under one-half of 1 percent.

Our Agency Relations Committee has perfected a plan for bringing about a greater degree of helpful co-operation between worthy agencies and business papers.

Other committees have maintained a more or less active contact with the Audit Bureau of Circulations, The Chamber of Commerce of the U. S. A., The A. A. C. of W., The Association of National Advertisers, and the various associations of other classes of publications.

The business paper editors have been organized in a separate body under the style of "The National Conference of Business Paper Editors."

A better conception of the economic function and place of advertising has been promoted through about 1,000 pages of advertising in our own papers directed to the business men of the country. The effect of this has been to enhance the value of all advertising of whatever nature. Of course we have used the advertising trade papers too, because the great principle of specialized advertising is still not fully understood by a certain number of advertising men.

Our work in Washington needs a whole chapter by itself, but we cannot forbear to remind advertising men that the A. B. P. was responsible for preventing the imposition of a 5 percent tax on advertising

The gospel of efficient advertising has been carried forward also, through speakers, exhibits, conventions and written articles. The technique of publishing is taken up in the common interest whenever possible.

One significant feature of the association is the solidarity and loyalty of its members. There have been but four resignations in four years, and new members are being admitted as rapidly as they can comply with the rigid requirements.

The Associated Business Papers, Inc., has been a real and moving force for the advancement of advertising, and its plans for 1920 contemplate an expansion of effort all along the line.

THE AD CLUBS MOVEMENT HAD BIG YEAR

While the leading association of the advertisers is represented by the Associated Advertising Clubs of the World, who report through P. S. Florea, secretary, as follows:

Gratification expresses the sentiment occasioned by a review of the history of the Associated Advertising Clubs during 1919 and what it forecasts for 1920.

Some questioned the advisability of removing the headquarters from Indianapolis, but the transfer to New York January 1 has brought the headquarters staff into more intimate and more frequent contact with members of clubs from other cities than was possible in Indianapolis. Everybody, almost, comes to New York at some time, and we have been favored during the year with at least ten times as many personal calls as we were in the previous twelve months. This makes for co-operation and better understanding, and the good results have been felt not only here but in local clubs all over the country.

In vigilance work the transfer has brought about an even greater benefit. Investigations have been facilitated by the fact that a great many national advertisers have offices in New York, or have representatives here. Since vigilance is the foremost of the Association's activities, this proximity and ease of access has, naturally, multiplied greatly the number of cases taken up and concluded.

Most outstanding in the achievements of the National Vigilance Committee of the Association during the year was the vindication of its stand against the advertising by S. C. Pandolfo in his promotion of the Pan Motors Company. Pandolfo was convicted of fraudulent use of the mails and sentenced by Judge Landis to ten years in the penitentiary. In the face of libel suits instituted by Pandolfo against the Association, a report was issued in 1919 bearing upon his abuses of advertising. The Pandolfo accounts, both before and after the issuance of the report, struck at the very foundation of the structure of confidence in advertising.

Although typical cases of misrepresentation in advertising have been the subject of public reports by the Vigilance Committee, and have had wholesome effect, thousands of lesser cases in which corrective results were obtained without publicity were the subject of inquiry on the part of the committee during the year. As a result of the committee's efforts famous trade names have been

protected from infringement, the goodwill of established advertisers has been cleared from unfair trading practices, deceptive trade terms have been eliminated from advertising, and false and misleading claims as to value, quality or kind of merchandise, securities and services have been corrected, involving scores of lines of business.

The present personnel of the Vigilance Committee has been built up in the past year. Richard H. Lee, special counsel; William P. Green, organization secretary; H. J. Kenner, secretary, and Hugo Swan, assistant secretary, have all joined the staff since last February.

In the development of the organization of the truth in advertising movement, the Vigilance Committee has rendered material assistance to the Better Business Bureaus now operating in eighteen cities, and to the volunteer vigilance committees of advertising clubs in almost 100 cities. A number of bureaus have been reorganized and have successfully added to their membership and to their financial support, aided substantially by the National Vigilance Committee.

The cash drawer value of better business bureau work is now acclaimed strongly by leading merchants and newspaper men in better business bureau cities. The cities in which new bureaus have been formed in 1919 or inactive bureaus have been re-established are: Chicago, Louisville, Oakland, Kansas City, St. Louis and Toledo.

Associated Advertising, the official publication of the Association, has progressed largely during the year. It has increased several thousands in circulation among club members, has grown to twice its previous size and has been of real value to advertising men by its articles treating of special phases of the advertising industry.

The annual convention, held last September at New Orleans, besides giving to the delegates a broader view of the various questions of advertising, achieved at least one much-desired object—the organization of the Latin-American Conference. This body now forms a close link between the Association and the advertisers and publishers of Latin America for strong co-operation to bring about truth in advertising in copy put out in the Latin American countries.

During the latter part of the year considerable progress has been made in preparing the program for the 1920 convention, to be held next June in Indianapolis. E. T. Meredith, the new president of the Association, is insistent that this convention shall express service and be confined solely to the subject of advertising, and the program is being arranged along these lines.

LITHOGRAPHERS ENDEAVOR TO SETTLE LABOR TROUBLES

Henry J. Case, secretary of the National Association of Employing Lithographers, has to say of the activities of that organization:

"I can only say that this Association is just as interested in advertising and publicity as it ever was. Just at present and for the past year and a half its whole attention has been centered on building up better relations between employers and employees, with a view to a constructive labor policy along the lines of

Every tick of the clock

BRIDGEPORT

C O N N E C T I C U T

Grows and becomes more prosperous. Everyone is busy, business is very good and the future holds a golden promise

The **POST** *and* **TELEGRAM**

Metropolitan Dailies in a Metropolitan City Dominate the Great Field

Lead in (DISPLAY, CLASSIFIED,
CIRCULATION, SALESFORCE)

Only A. B. C. Newspaper in Bridgeport

THE POST PUBLISHING COMPANY, Publishers

The Bridgeport Telegram

Morning Except Sunday

The Bridgeport Post

Evening

The Bridgeport Sunday Post

Sunday Morning

I. A. KLEIN
254 Metropolitan Tower
NEW YORK

Advertising Representatives:

JOHN GLASS
Peoples Gas Building
CHICAGO

the open shop and collective bargaining in the shops of individual members.

"We believe the biggest thing before the industry this Winter and for the next year is co-operation between employers and employees, a greater production in order that Americans can meet competition, which is sure to come from foreign markets, and make a sufficient profit that can be fairly and honorably divided between Americans who produce the goods."

DIRECTORY ASSOCIATION HAD A GOOD YEAR

Theo. F. Smith, secretary-treasurer of the Association of American Directory Publishers, reports:

"We have created a spirit of harmony among all the directory publishers in

America which brings them together at an annual meeting as one big family, not as competitors but as contemporaries, from all parts of the nations for the purpose of enjoying each other's companionship and to learn from one another how to make directories more valuable and useful to the public.

"Our Educational Committee has spent large sums of money in educating the people in the value and uses of the directory.

"They have induced the Boston University to publish a text book on the uses of the directory, which is already being used and taught in a number of universities and high schools throughout the United States and Canada.

"It is hoped that this work may come in general use among high schools and

colleges, because it is believed that the proper use of the directory is a necessity to every person leaving high school or college.

"For one entering the business world there is practically nothing of greater value than the ability to find promptly the information necessary in business life, and it is believed that the directory is the only means by which it may be obtained promptly and economically.

"The Educational Committee has proven by valuable suggestion and advertisements that no advertising campaign is complete without a reference advertisement in the directory which may be used at the time the person is ready to buy.

"Creative advertising, which is that which is in use in newspapers and other like media, is the best in the world to create a desire for an article, but that does not always bring an immediate sale. The intelligent buyer when he is ready to buy generally looks over the list of those who sell, which can be done only through the directory. Millions of dollars may be saved by this method of buying, and so the Educational Committee has done excellent work in convincing the people of this fact.

"Nineteen nineteen has been a good year for the directory business. Directory publishers are prosperous and the Association has increased its membership and a spirit of harmony and friendship prevails throughout the Association."

Last, but far from least, the accomplishments in the world of advertising women is well summed by Jane J. Martin, advertising manager of the Sperry & Hutchison Company and the woman member of the executive board of the Associated Advertising Clubs of the World, in a statement which she heads:

"Everything in the world depends upon women," said Disraeli. "Education of women, which goes back to the early centuries, has evolved along devious lines and very strange paths to produce present day enlightenment and emancipation.

"Originally only nuns and noble women were educated, and these only along the line of morals and manners. Then in the fifteenth century the Latin classics were added. During the Renaissance women were given access to the first printed books on writing, arithmetic, geography and grammar, and one woman, Juliana Berners, went so far as to write a book and, marvelous to relate, it was on the masculine subject of fishing.

"In the United States a school for girls was opened in Boston in 1789. In 1833 the first co-educational college was opened at Oberlin and a little later the first girls' college at Mt. Holyoke. Barnard College has a chart showing the increase in the percentage of women students in colleges, universities and technical schools in America from 1880 to 1913 and the percentage of increase of women in the various professions from 1880 to 1910. It is a most interesting and illuminating chart.

"I do not know the absolute figures for the present year, but they tell me that in New York City there are more women students at Columbia, New York University, et al, than ever before and that in spite of the present day well-established fact that the manual laborer's earning capacity is greater than the brain

The Kansas City Star's Advertising Gains for 1919

During 1919 The Kansas City Star carried more local advertising, more foreign advertising, more want advertising and more total advertising than during any previous year. Thousands of lines were omitted because of space limitations. The figures as compared with 1918, expressed in agate lines:

| | 1918 | 1919 | GAIN |
|---------------------|-------------------|-------------------|------------------|
| Local | 9,150,671 | 12,169,733 | 3,019,062 |
| Foreign | 2,411,737 | 4,616,690 | 2,204,953 |
| Classified | 5,004,472 | 6,290,360 | 1,285,888 |
| TOTALS | 16,566,880 | 23,076,783 | 6,509,903 |
| Weekly Star ... | 583,134 | 900,069 | 316,935 |

The Kansas City Star

New York Office
2 Rector St.

Chicago Office
1418 Century Bldg.

worker's deplorable as that fact may be.

"The statistics given at Barnard do not take into account any advertising women, presumably because there were so few up to 1910 that they either didn't count at all or were classified under some other title.

"It was in May, 1912, that a handful of women in New York City decided to 'come out and be separate'; to-day there are at least a dozen advertising women's organizations throughout the United States, their membership ranging from 40 to 115, with still other advertising women in the progressive men's advertising clubs. We are just beginning to be self-conscious; just starting to realize that there is a strong link binding advertising women together in a common interest and sympathy; just commencing to appreciate the wisdom of 'pulling together' and the value of the encouragement and cheer kindred pursuits inspire.

"And we have just started. We are going on and on to better and greater things."

The Triumph of Good Will in Advertising

(Continued from page 28)

with telling though not exhaustive blows. Thus Dodge brothers did not blow themselves for such big spreads of copy, but they did go in for high numbers of telling insertions. Along with their full page ads are found many quarter page ads, top RHP. Roughly, two kinds of ads may be found: first, car copy, showing the car and telling about it, very often with a strong background of good will; second, strictly good will copy, usually occupying the larger spaces, as a rule, full pages.

The keynote of all this good will has been Dodge Brothers' reputation as an honest manufacturing organization. These abilities, the brothers argued, have been responsible for a car of exceptional merit, which, in turn, has been a pledge to the nation and the world. To change the car or to cheapen it in any way would be breaking that unspoken but keenly felt pledge. Therefore, said the brothers, it is necessary that we continue to build a car of the same high quality.

Here is the Dodge ad which ran in *The Saturday Evening Post*, August 29, 1914.

DODGE BROTHERS

Detroit
who have manufactured
the most vital parts
for more than 500,000 motor cars,
will this fall
market a car
bearing their own name.

Looking back over the files of leading national magazines one can find series after series of strictly good will ads for Dodge. Following

are ten good will ad titles used by the company:

- A Year's Growth in Good Will.
- Good Will Steadily Spreading.
- A Solid Wall of Good Will.
- A Circle That Never Stops Growing.
- A Great Loss and a Greater Gain.
- Good Value—Always Growing Greater.
- A High Standard Make Made Higher Still.
- A Market Steadily Renews Itself.
- The Form of Friendly Thoughts.
- Great Value Brings Great Popularity.

The idea of good will has permeated the Dodge system even to the outposts of its vast selling force. Dealers have been trained to sell the Dodge institution which makes

the car, rather than to sell the steel and wood which goes into it. In cases where they need to talk the car, they talk the car and not the price. Dodge Brothers believes that if its dealers tell customers of implicit faith in the product, both by manufacturer and dealer, that the buyer is more easily won. The argument is that it matters little to the buyer whether the crankshaft is three inches in diameter or two and five-eighths inches. That is a problem for the Dodge company, whose experience and skill and honesty can be absolutely depended upon to put

1920

looms big for
Everybody's. In
advertising lines

January
Doubles
last year's record

Everybody's
Magazine

EINSON LITHO INCORPORATED



ANNOUNCES

THE OPENING OF A CHICAGO OFFICE

TO SERVE WESTERN
CLIENTS

McCormick Building,
332 S. Michigan Avenue.

Under the Management of

CHARLES M. VEAZEY

former Western Manager of

THE
CHRISTIAN SCIENCE
MONITOR

EINSON LITHO

Incorporated

Complete Window Display
Campaigns Planned and Ex-
ecuted. Lithographed Signs,
Show Cards, Cut Outs, Post-
ers, Hangers, Counter Cards,
Street Car Cards, Etc., Etc.

Offices and Studios:

71 West 23rd Street

Litho Plant: 327 E. 29th Street
NEW YORK

into the car the parts which are just right.

VARIETY OF AD STUNTS

Of course, the advertising work of DB, as the company is frequently known, does not confine itself to good will and institutional endeavors. All the tricks of the trade have passed before the eyes of the experts at headquarters, and many have been tried out with surprising success. A few mentioned here are stunts to which the company gives considerable credit in the amazing advances of DB in the last few months.

The "400,000" advertising and salesmanship drive in the early winter of 1919 was especially noteworthy. To get the significance of this stunt, one should look back to the fall of 1916 when Dodge car number 100,000 rolled over the testing grade and a campaign was started by advertising the figure 100,000 and later explaining what it meant. The same stunt was used for numbers 200,000 and 300,000 and the distributors at Boston, Chicago and Los Angeles in turn were the ones using the device. But car number 400,000, turned out late in 1919, probably won more attention than all the others. This car was presented to Thomas J. Doyle, Detroit dealer for Dodge Brothers. For an entire week the figures "400,000" blazed out over the Detroit area without any further explanation—white figures on a dark blue background. Naturally the puzzle became the talk of the hour. Several thousand posters in the city of Detroit were plastered on the billboards in Doyle's campaign and considerable newspaper publicity followed it up. A guessing contest for school children ended in the awarding of several bicycles to children giving the best answers to the 400,000 riddle. Thirty prominent "movie" houses aided to keep the subject alive. So thorough was the campaign, that it is believed every person in the Detroit area able to buy a Dodge machine at least heard some mention of the 400,000 and the institutional idea conveyed thereby.

From Milwaukee this winter comes another device which is being suggested to dealers elsewhere in the Dodge selling and advertising organization. Whenever a business car is sold and the buyer's name printed thereon, a post card photograph is taken by the district dealer and a card is sent out to every other business man in the same trade or profession in the entire

area. Thus a photo card showing the Dodge machine bought by the Central Market Fish Company was sent to all market men in the district. The Milwaukee advertising, by the way, is handled by the Edwards Auto Co.

Another recent Dodge advertising stunt is reported from the Argentine, where Julio Hiji & Cia has designed and superimposed special body types upon the Dodge chassis to suit the fantasies of clients. The torpedo and Victoria body types are among the varieties provided. This catering to the Latin American tastes has helped to put Dodge Brothers in strong on the other continent.

PAYS TO AUDIENCE

There is nothing gushing or haphazard in the DB displays, in either the good will or car varieties. The audience is considered with infinite pains. What is meant can well be seen in two recent ads for the Dodge Four Door Sedan, one being in the *American Magazine* and the other in *Woman's Home Companion*.

Both ads are boxed in neat borders appropriate to the tone of the publication. Around each ad there is a large amount of white space, inside the border, and there are only two or three short sentences of reading. A picture of the sedan appears at the bottom of each of these ads. Here the main similarities cease.

The *American*, the magazine of ambition, displays a Dodge ad with a clear-cut, simple and forceful border with square corners. The copy reads:

DODGE BROTHERS 4 Door Sedan

It is good looking; it is comfortable; it is quickly adaptable to any weather change.

It is easy to drive; it costs little to run. The gasoline consumption is unusually low. The tire mileage is unusually high.

In the woman's magazine, the Dodge ad is all dolled up in a border with airy suggestions of sterling silver patterns and of exquisite lace, intended to appeal to the women's eyes. The DB insignia is in a wreath of roses, and two oval panels appear on the sidelines—one containing a scene of a sedan in front of a mansion and the other showing the machine in a park drive beside which swans float in a pond. None of the design however, is overdone. The velvet upholstery and the economy of the car are played up in elegant, though simple, language; but the heart of the copy is to be found in this clever sentence:

The four doors have more than ever

Fort Worth Star-Telegram

(First Paper in Texas)

shows a gain of 5,042,580 agate lines

Advertising carried in 1919 as compared with 1918.

Total advertising carried 1919

11,148,266 agate lines.

National advertising carried

2,299,734 agate lines

An excess over 1918 of 599,466 agate lines of over 25%

The best posted advertisers realize that

West and Northwest Texas

(A billion dollar territory)

Presents unexcelled buying power for high class products.

The Star-Telegram

Covers this territory thoroughly with 60% more daily circulation and 50% more Sunday circulation than any other two papers combined.

Circulation Now

70,000 daily

Over 80,000 Sunday

The Best Buy for Pictorial Advertising

Eight page Sunday Rotogravure Section

(Green and brown super-calendered paper)

Merchandising Service Department at your command

FORT WORTH STAR-TELEGRAM

Member A. B. C.

Largest Circulation in Texas

Amon G. Carter, Vice-Pres. and Gen. Mgr.

A. L. Shuman, Adv. Mgr.

endeared the Sedan to those feminine members of the family to whom convenience means so much.

In that one sentence a responsive chord may be struck with many of the chief emotions of women readers—the luxury and practicability of the sedan with its four doors, the use of "endeared," the capital "S" for "Sedan," the word "feminine," and the words "family" and "convenience."

Other kinds of car copy are used with equal care, notably that for the business car. But investigation of the Dodge advertising for the few

years of its brilliant course shows one that the outstanding feature is the great good will and institutional activities.

In learning the "why" of the success of this short career of good will, one should lift the curtain of real modesty which shrouds the company's administration and look upon the great man, who, with his able brother and associates, would have gone bail for all that the ads ever promised and more beside. John Dodge, president of Dodge Brothers, was not a whirlwind to look at, but if he told you what his-

tory has set down for him, you would have been stirred deeply. Few men have fought against greater odds or with greater success. He was a Napoleon of modern industry and would take a prominent place in a Twentieth Century Plutarch's *Lives*.

John Dodge hated to talk about himself. He would not authorize an interview and he merely laughed at storms of abuse which were hurled at him at various times in his career. John Dodge was a firm looking man with tawny hair partially turned gray. He worked in a well appointed office often occupied with many blueprints, and as for his home life he got credit for much less than he deserved. He loved good pictures; and he and his wife were erecting on the Grosse Pointe shore one of the finest mansions in the world and with excellent taste. His cruiser-yacht could anchor almost at his front door. In civic affairs, he has administered with his usual efficiency and without cost to the City of Detroit.

If he had given an interview of the facts attributed to his career, he would have talked something like this:

"When I was twenty-two I came to Detroit. That was in 1886 when I had left my father's machine shop in Niles, Mich., where I had learned the trade after going to high school. I went to work in the Murphy Boiler Works in Detroit and in six months worked up to a foreman's job. But a machinist's life was a hard one with little promise of getting very far. So seven or eight years later I tried my luck in Canada and leased the plant of the Canadian Typograph Company, later returning to Detroit, in 1901, to open a machine shop in Detroit. In that little shop we had twelve boys and men.

"How many have we today? I'm afraid you'll have to get the exact number from the payroll department, but it's up toward 20,000. How many acres of floor space? Really I can't just keep track of it, but it's up toward a hundred.

"What did I do in the machine shop to make good? Well I just worked hard and got the jobs done right and at the appointed time. My brother and I built up a reputation for that and bye and bye we could get all the new business we could take on easily. That shop had two keys—Horace had one, and I the other, so that one of us would always be there before the help ar-

All Records in Advertising Beaten by The Journal— with 13,801,229 Lines

The Journal's leadership was never better demonstrated than in 1919. Setting the pace in total paid advertising—steadily piling gain upon gain in Home Merchants' Advertising, in National Advertising, in Real Estate and "Wants"—this is proof that The Journal is the ONE most effective and economical sales-producer in the Milwaukee and Wisconsin territory.

FIRST

In News—in Circulation—in Advertising—in Service rendered by any American newspaper. Follow the lead of Milwaukee's and Wisconsin's successful advertisers and enlist The Journal as a powerful aid in 1920.

Total Paid Advertising

| | |
|--------------------|-------------|
| | Agate Lines |
| THE JOURNAL | *13,801,229 |
| The Sentinel | 8,284,037 |
| The Wisconsin-News | 5,651,613 |
| The Leader | 1,728,532 |

Gains in Total Paid Advertising

| | |
|--------------------|-------------|
| | Agate Lines |
| THE JOURNAL | *4,754,328 |
| The Sentinel | 2,353,193 |
| The Wisconsin-News | 2,870,041 |
| The Leader | 385,671 |

*Does not include thousands of lines omitted for lack of space.

Home Merchants' Advertising

| | |
|--------------------|-------------|
| | Agate Lines |
| THE JOURNAL | *7,003,780 |
| The Sentinel | 5,279,697 |
| The Wisconsin-News | 3,606,492 |
| The Leader | 1,504,700 |

National Advertising

| | |
|--------------------|-------------|
| | Agate Lines |
| THE JOURNAL | *3,326,478 |
| The Sentinel | 1,848,048 |
| The Wisconsin-News | 1,273,382 |
| The Leader | 313,999 |

National advertisers find it profitable to use The Journal exclusively to reach the Milwaukee and Wisconsin market.

THE MILWAUKEE JOURNAL

H. J. GRANT, Publisher

R. A. TURNQUIST, Adv. Mgr.

O'MARA AND ORMSBEE, Inc.

NEW YORK

CHICAGO

rived in the morning and after they left at night. But I guess we only needed one, because one or the other of us was always on deck.

"I looked after the accounts for the firm and wrote letters for us on the typewriter. But both of us worked with the men. During the worst two years I only spent six or so week day nights at home with the folks, because of the rush of work at the shop. At the end of two years of that sort of grill, the results began to come in—they always have to, sooner or later, when you work hard and honestly enough. Then we moved to larger quarters, where we got an order to make 3,000 transmissions for the Olds Motor Company. Nowadays orders for hundreds of thousands aren't very uncommon, but then it looked enormous and it made us. Bigger and bigger orders came in, including Ford Motor Company's, until we had made essential parts for 500,000 motor vehicles. Then we started to make our own car. In 1905, Horace and I had only \$1,100 between us, but by 1914 we had enough funds to pay without outside help for a twenty acre floor space and start making our own machines. In the second quarter of the first year (in 1915), we worked up an output of \$7,000.00 worth of machines, and have averaged 100,000 cars every year since then."

John Dodge at one time was vice president of the Ford Motor Company. He belonged to a number of clubs and did a great amount of ordnance work for the Government in the war. He was liberal to charitable movements and hated politics and publicity. He gave great credit to his men and took none for himself. He believed in advertising and boomed it up even when he could not fill orders. The acres of displays which he authorized has a character, much of it, which coincided with his own—rugged, sincere, modest, forceful and convincing.

Thus one can see that the personality behind the guns in a monster campaign of good will is probably responsible for much of the successful use of good will and institutional advertising. Faith, after all, is based more upon human beings than upon systems. I believe John Dodge had faith in himself and in the goodness of his work to such an extent that when it combined with a record barrage of good will and other advertising—well, it was just about irresistible.

William B. Curtis Buys Another Trade Journal

Tractor and Trailer, a journal for manufacturers and dealers in tractors, trailers, etc., has been purchased by William B. Curtis, and will be enlarged and pushed more vigorously than ever in this rapidly growing and very important industry. The officers of the Tractor Publishing Company will be J. M. Hopkins, president; Harold F. Turner, vice-president; William B. Curtis, treasurer and publisher.

Detroit Agency Gets Indianapolis Man

A. G. Elliott has joined the Atkinson-Deacon advertising agency of Detroit. He is formerly of the H. H. Woodsmall Agency of Indianapolis, Ind.

Buenos Aires Newspaper Holds 50th Anniversary

La Nacion, one of the largest newspapers of South America, and published in Buenos Aires, celebrated its 50th anniversary last week and published a souvenir edition of 134 pages. Considerable space was given to the newspaper's facilities of gathering news in this country where it maintains offices in New York, Chicago and Boston. Also a special article was published telling of the part played by the Associated Press in furnishing the paper with news. In paying tribute to the paper it was said that *La Nacion* had played a great part in the "Americanization of the continent." The special issue carried a large number of North American business institution advertisements.

Is It Eye Trouble —Or What?

It is generally agreed that Poster Advertising appeals to all the people—the blind alone being exempt from its influence.

—And it is this *universal* appeal that every manufacturer wants and for which he invests his advertising appropriation.

A failure to see the urgent necessity for Poster Advertising would seem to argue the need for Merchandising Eyeglasses.

Consult Poster Advertising specialists

IVAN · B · NORDHEM COMPANY

Poster Advertising, Painted & Electrical Displays

in the United States & Canada

8 West 40th Street . . . New York City

Bessemer Bldg. . . . Pittsburgh, Pa.

Canadian Representative

THE WADSWORTH-NATHANSON COMPANY
Toronto, Canada

The Advertising Specialty Field in Restrospect and Prospect

By LEWELLYN E. PRATT

of Lewellyn E. Pratt, Inc.

IN war time the advertising specialty business gave a good account of itself. The celluloid and metal button was used by the million to designate effectively the Liberty Bond buyer and the Red Cross member, etc. The officers' insignia, as well as that of the company, regiment, battalion and army corps, were furnished from the advertising Specialty factory and at least one plant, which had been making canvas advertising caps and horse covers, was turned into tent making for Uncle Sam.

With the signing of the armistice, people unacquainted with the advertising specialty field may have thought that war had disrupted this business of making articles of utility carrying an advertising message. Because some of the large calendar distributors had discontinued these annual reminders during the paper curtailment in war time, the unobservant onlooker may have thought he was seeing the passing of the large use of calendars and other specialties.

LOOK FOR LARGER VOLUME IN 1920

Even a cursory investigation at this time will show, however, that along with every other medium advertising specialties enjoyed a popularity in the year nineteen nineteen entirely unprecedented in the history of the business and that all the large manufacturers expect a still greater volume of orders in 1920.

Under date of January 3, Chas. R. Frederickson, President of the American Art Works at Coshocton, Ohio, and head of the National Association of Advertising Specialty Manufacturers gives the following size-up of that year's business:

"The advertising specialty business in 1919 did not differ in any way from previous years other than that there was vastly more of it. The manufacturers in the industry were beset with problems incident to production sufficient to keep pace with the rising tide of business which set in with the very opening of the year and continued without abatement through the summer months into the fall.

"The lessons learned during the war period in the matter of providing more efficient machinery, simplifying manufacturing problems and eliminating waste effort were very noticeable and without doubt exercised an influence impossible for us yet wholly to realize in the records established."

"While the year was fraught with labor disturbances in many lines, the advertising specialty industry was happily spared due to a great extent to the attitude of employees and the frame of mind of employers, between whom there has always been mutual pride in the products produced and the development of the industry to such mammoth proportions."

In reply to a query I sent him a few days ago, Herbert H. Biglow, President of the house of Brown and Biglow, of St. Paul, wired: "In the advertising specialty industry nineteen nineteen has broken all records. The early months

of nineteen twenty promise to be much larger than the corresponding months of nineteen nineteen."

CALENDARS BOOMING

Theodore R. Gerlach, head of the Gerlach Barlow Company, of Joliet, Ill., another strong house devoted largely to the manufacture of calendars and mailing cards says: "The large use of specialties and picture advertising by our own and other governments during the war has stimulated the advertising specialty and calendar business to such an extent that the year nineteen nineteen showed greater increases in business throughout the entire industry than any previous year. Business men are more than ever realizing the importance of all advertising and we, in the specialty field, are getting our share of the increased expenditures. Our nineteen twenty season opened December 29th and on top of the greatest year in our history, we are making stupendous gains in these first few days of the New Year over the same days of nineteen nineteen. I am confident these same gains are reflected in the industry as a whole and there is no doubt but that nineteen twenty will be for all lines of advertising another record breaker."

When it is remembered that the calendar salesmen secure a very large percentage of their entire year's calendar sales in the first few days of the calendar year, the report from Mr. Gerlach has added prophetic significance.

J. B. Short, the widely experienced sales manager of the great house of Whitehead and Hoag at Newark, reports a record breaking increase in sales and shipments for nineteen nineteen. Mr. Short roughly estimated the increase in volume at more than 25 percent over the best previous record. He also remarked upon the fact that the best known advertisers in the country are increasing their use of advertising specialties enormously—in short, that not only are more specialties being used but that the important character of present users is a gratifying feature of the phenomenal growth. This, Mr. Short believes, has come about after, and because of, the better organization and standardization of the advertising specialty business by the manufacturers and their salesmen. He adds that war opportunities and requirements have projected the specialty industry further ahead in two or three years that could have ordinarily been expected in eight or ten years.

ADVERTISERS USE BETTER GRADES OF GOODS NOW

Henry B. Hardenburg, of the Brooklyn enterprise which bears his name and a splendid reputation, as a large maker of specialty leather articles for advertising purposes, reports that while a diary which used to sell for \$115 per thousand sells this year for \$340, the high price of leather and of the labor has only seemed to increase their uses. Mr. Hardenburg calls attention to a ten-

dency on the part of the advertiser accustomed to the use of the cheapest articles to abandon them in favor of the better, higher-priced goods.

My own personal experience has been altogether in steel signs and devices, a field as distinct from "novelties," so-called, as posters are from trade paper advertising. In this field there is the same unprecedented demand as in all the others. During the past two months, I have visited four of the largest sign plants in the country and have talked over the present conditions with their executive officers. None of them has ever seen such orders before, either in volume or in price. In recent years, there has been a growing tendency to combine the sign with a display stand to carry the goods advertised; thus filling the prescription of Samuel C. Dobbs for what he calls 100 percent effective advertising, viz: advertising kept as near as possible to where the goods are sold.

In the early days, a device which cost more than a dollar or so was thought to be prohibitive. Nowadays, advertisers bid eagerly for an effective display device at twenty and even thirty dollars each. The number of these commissions and the volume of the individual order today is amazing.

More than one factory has all the business booked which it can turn out until late summer or early fall. Like the poster salesman, the steel sign and device salesman will soon have to sell his goods a year or more in advance of delivery.

Is the advertising specialty business prosperous? It is! Do the people in it expect a still bigger 1920? They certainly do!

Philip H. Robinson Becomes Director of Sales for Geneva Cutlery Corporation

Philip H. Robinson, who for the past year has been Director of the Industrial Corporation Service of the American Hardware Manufacturers' Association has been appointed Director of Sales for the Geneva Cutlery Corporation of Geneva, N. Y. Mr. Robinson's experience has covered all sides of the hardware trade and he has given special attention to the sales promotion end of this business.

Thomas I. Crowell New Space Buyer for Hoyt's Service, Inc.

Thomas I. Crowell, Jr., has succeeded Miss M. S. Harris as space buyer for Hoyt's Service, Inc. Mr. Crowell was graduated from Yale University in 1916 and then served several years in the United States Army. He has been with the Hoyt organization for the past year.

Freeman Agency Sending Out Schedules on Fertilizer Account

The Freeman Advertising Agency of Richmond, Va., is sending out orders to Southern newspapers and Farm Journals for the Planters Fertilizer & Phosphate Company.

Another Cub for the Star-Telegram

Amon G. Carter, vice president and general manager of the Fort Worth, Tex., *Star-Telegram*, is using direct-by-mail methods to announce the arrival of Amon Gary Carter, Jr., "as of December 23." The pieces are not keyed, but nevertheless very satisfactory results can be traced to them in the form of congratulatory replies.

Dallas, Texas, Times Herald Appoints New Advertising Director

The Dallas *Times Herald* announces the appointment of J. C. Reynolds from advertising manager to director of advertising, succeeding Herman Philipson. Albert Swinsky succeeds Mr. Reynolds as advertising manager.

Chicago Has New Advertising Agency

A new advertising agency has been opened in Chicago known as the Advertising Engineers, specializing in technical and engineering accounts. The new company has secured the account of The Link Belt company and have 131 business papers on a schedule for the company.

New Accounts for Lloyd W. Young

New accounts obtained by Lloyd W. Young Company, Cleveland, include Marathon Tire & Rubber Company, Twin Dry Cell Battery Company, and Squu Gee Heel Company.

Notable Editorial Board for the N. Y. Ad Club News

The new editorial board of The New York Ad Club *News* consists of G. Brewster Gallup, Editor, and Robert R. Updegraf and Carl Percy, Associate Editors. All three have had much experience in their line. Mr. Brewster has been for ten years New England representative for the *Cosmopolitan Magazine* and very active in the New England field. He is a charter member of the Pilgrim Publicity Association, a past president, and suggested the name Pilgrim for the association. Mr. Updegraf was formerly associate editor of ADVERTISING & SELLING, and a former advertising manager for Mellin's Food, Daniel Low & Co. of Salem, Mass., and now with the Erickson Co. Mr. Updegraf is also a contributor to the *Saturday Evening Post* and *Harpers Magazine*. Mr. Percy was formerly advertising manager for Eaton, Crane & Pike, is now president of the Displays Company.

Murphy-Hanson Company to Represent New Newspaper Association

The Murphy-Hanson Company, recently organized publishers representatives, have been selected to represent the Association of American newspapers published in German. The new company has three offices, located in Philadelphia, New York and Chicago. The Philadelphia offices will be in charge of Mr. Murphy, who is well known in the newspaper field, having been a publishers' representative for 25 years. The New York office will be in charge of Mr. Hanson, who was formerly of the Philadelphia *Record*, which is published by his father, and later of the New York *Times*. For the Chicago office the services of M. L. Katz have been secured. Mr. Katz has had many years experience in this work.

Electrical Development Publicity Director Joins Thos. F. Logan Agency

Rev. B. Wooley, who has been director of publicity for the Society for Electrical Development, Inc., for the past two years, has joined the Thos. F. Egan, Inc., advertising agents of New York.

Burnham & Ferris to Advertise "Walter Wool"

The advertising account of F. W. Walter, manufacturers of knitting yarn, known as "Walter Wool," Philadelphia, has been placed in the hands of Burnham & Ferris, New York.

The Business Outlook for 1920 From the National Advertisers Standpoint

(Continued from page 6)

our advertising regardless of what the market conditions may be at the time.

"We do not expect to make any increase in our selling force."

The process of boldly stepping in to the opportunity is epitomized by the comment of:

W. F. ADAMS, JR., advertising manager of the Diamond State Fibre Company:

"From an advertising and sales standpoint our outlook for 1920 is forecasted in plans designed to meet a growing de-

mand for Diamond Fibre and Diamond-F products. We believe that the next three years, at least, will be a period of continued prosperity in the manufacturing field, and consequently are rapidly increasing our production facilities, both at home and abroad. We now operate six large plants, and maintain offices, with warehouses and complete stocks, in the principal cities of the world. Our advertising and selling efforts, therefore, have been speeded up to keep step with increased production and a growing market. This means that we have increased our advertising appropriation for 1920 and added considerably to our sales force."

The final note of optimism in this

J. MONTANYE VANDERGRIFT, INCORPORATED ADVERTISING FORTY EXCHANGE PLACE NEW YORK

TELEPHONE BROAD 2005

1-17-'20.

My dear Hopkins:

Join with us in thanking the Lord that the "American Banker" said this about us "In a Lighter Vein". We'd be afraid to go home had it been spilled under the caption of In a Heavier Mood:

A few days ago there breezed into our sanctum a bright eyed, clean cut, alert young chap named John J. Bradley. He hadn't chatted more than a minute with us before we realized that he was a plant from a garden of ideas. We were interested in seeing the soil to which he was indigenous and asked him to take us to the idea farm. When we got there we found the farm was large, highly and intensively cultivated and that, under the husbandmanship of the master gardener, Charles Clark, the idea farm was producing the most perfect fruit, without a tare or weed in sight. Soon we came to the finishing department, where the ideas were picked, sorted and developed so that each became an important factor in a complete whole, where the rarest of them were worked into practical form and made a means to an end. The end was an advertising and sales campaign for the producer of a commodity, a bank or any other organization having a meritorious proposition that could be benefited by an intense, original, tried and perfected advertising campaign. Seldom have we seen ideas and sincerity so exquisitely blended, as those shown us in the idea farm, development and application company of J. Montanye Vandergrift, Inc.

Sincerely,

Mont.

particular group comes from:

ROBERT CLARKE, JR., advertising manager of the Petroleum Iron Works Company:

"I might definitely say that our advertising appropriation for 1920 has already been increased over that for 1919 by more than 50 percent. We are constantly increasing our sales force at the same time. Furthermore, we not only look for an even larger business in 1920 than in 1919, but are practically assured of it from the very fact that we now have orders on our books which will keep our plants running to make deliveries for the greater part of the coming year.

"We sincerely believe that at the present time—of all times—(now that our country has had a year's breathing spell from its stupendous job in the Great

War) is certainly an appropriate one for this expectant optimism—a buoyancy of feeling which is, however, fully justified and substantiated by existing facts and conditions in our business."

The third group as arbitrarily picked from the collection of replies received is the automobile and accessory manufacturing line—one industry, of all others, that furnishes a splendid barometer with which to estimate the wealth of the public.

In this light, one of the most cheering forecasts of the future comes from:

H. C. DART, advertising manager of the Paige-Detroit Motor Car Company:

"We expect the season of 1920 to be by far the largest the Paige Company has ever known. Our advertising appropriation on passenger cars and trucks will be approximately one million dollars—the largest we have ever spent.

"Our advertising appropriation has been increased about 25 percent over the largest previous year's advertising appropriation."

A report along the same strain is also made by:

GEORGE W. CUSHING, advertising manager of the Hudson Motor Car Company:

"We expect 1920 to be the largest year in the history of this company. Production will be practically doubled and the advertising appropriation will be increased accordingly. Every indication points to a greater demand than ever for Hudson and Essex cars."

A somewhat different angle, however, is presented by:

JAMES M. DUNLAP, sales manager of the Chandler Motor Car Company:

"Our advertising policies for 1920 will not be changed in any essential regard from policies followed in the past.

"Naturally, with our production much larger than ever before, our total expenditures in advertising will be maintained on a somewhat higher level, but undoubtedly on a lower percentage against sales basis."

Again bringing up production difficulties, that harass every line, a more detailed comment is quoted from:

FREDERICK DICKINSON, advertising manager, Hupp Motor Car Corporation:

"In our opinion sales conditions for 1920 will just about parallel the conditions that have prevailed during the greater part of 1919. That is, there will be a demand far in excess of supply and there will be heroic efforts on the part of all manufacturers to increase that supply. However, in spite of these efforts, I do not think that supply is going to anywhere near catch up during 1920.

"Naturally, there will be an increase in advertising effort also, but I do not believe, as far as the automobile industry is concerned, that the increase of 1920 over 1919 will be as marked as the increase in 1919 was over previous years. This is due to the fact that most automobile manufacturers, whether they are at top speed in production or not, are very near top speed in advertising effort.

"This corporation will increase its advertising appropriation. However, the greater part of this increase will be due to the increased cost of space in the publications which we are now using; there will not be a tremendous increase in the amount of space used. We are putting a great deal more money into advertising in the export field, and we are accumulating a somewhat larger reserve for newspaper advertising to take care of possible emergencies that might arise in certain sections of the country. These two departments account for the balance of our increase in appropriation."

A general estimate of the future outlook is made by:

G. J. DWYER, assistant advertising manager of Willys-Overland, Inc.:

"The outlook for 1920 with this company from the advertising and sales standpoint may be considered extremely

The 1920 EDITION of the American Newspaper Annual & Directory

Will Be Ready For Delivery January 20

THE present volume, marking the Fifty-second year of publication, continues all the old features with a number of new ones. Among these is an Alphabetical Index to about 6000 Class and Trade Publications, Magazines, Reviews, etc. There are 97 specially engraved maps and 290 lists of different classes of publications.

Numerous changes during the past year make this volume unusually important. An early purchase gives the longest use of the book. It will be sent anywhere in the United States and Canada, carriage paid, upon receipt of \$10. Address the publishers.

N. W. AYER & SON
PHILADELPHIA PENNSYLVANIA

good. Our appropriation is approximately the same as 1919, but our production and our sales will be considerably larger. It may be safely stated that the Overland 4, which is the new light car which we produced this fall, has been received everywhere with tremendous enthusiasm, and the problem today is not so much one of sales as of filling the demand."

Touching on the motor truck line, as well, we hear from:

W. E. BLONGETT, advertising manager of the Autocar Company:

"The year 1920 will unquestionably be the biggest in the history of American business. The Autocar Company is backing up its confidence in this statement by laying all plans for necessary expansion to take care of the extraordinary industrial and commercial activity of the coming year."

Expansion is the keynote of the organization represented by:

W. H. HOLMES, advertising manager of the Packard Motor Car Company:

"The Packard 1920 advertising campaign will be world-wide. The amount of appropriation will increase in direct relation to the increase in Packard production. Slight modifications in the appeal will be made, but in general the same plan as heretofore will be carried out."

In the "accessory" field we have the opinion of:

S. E. BALDWIN, advertising manager of the Willard Storage Battery Company:

"Outlook for 1920 for the Willard Storage Battery Company is the best that it has ever been. All prospects are for a business far surpassing our business of 1919."

"We have increased our advertising appropriation for 1920 very materially, and we have added considerably to our sales force."

Equally as optimistic is the forecast of:

C. L. HARRISON, sales manager of the Dayton Engineering Laboratories Company:

"The outlook for our company for the year 1920 will be the biggest we have ever had in the history of the organization. We are not only getting a lot of new customers but our old customers are making definite plans to increase their present output."

"Our advertising appropriation has been increased by about 20 percent. Our sales organization is one of an engineering nature rather than actual sales. We will add men to the sales organization so that we can maintain the same class of service to our customers that we have heretofore."

Still in the electrical device field, we get the thoughts of:

A. H. BARTSCH, general sales manager of the American Bosch Magneto Corporation:

"We certainly can say that the outlook for 1920 is indeed bright, and if the unforeseen does not happen it ought to be one of the most prosperous years that the Automotive Industries have ever known."

"We are optimistic, and therefore shall increase our advertising appropriation, mainly for two reasons—the rates have increased, and we believe in Business Insurance."

"We shall increase the number of mediums we use, but the main effort of our appropriation will be directed to fields in which we have not heretofore spent very much money."

"We expect to add to our sales force, and we likewise expect to produce more goods and to do a good deal more business in 1920 than in 1919."

"We will also keep our ear to the ground, as it were, more closely and more conscientiously during 1920 than we have ever done before."

From the motorcycle manufacturer comes the same production complaint through:

J. A. PRIEST, advertising manager of the Hendee Manufacturing Company:

"At the present time our problem is

neither sales or advertising but that of production. Production has, of course, been hampered by certain abnormal conditions, such as excessive demand for raw material and the inability to get in sufficient quantity castings and other accessories which we have to purchase outside. With a favorable adjustment of these difficulties in production the Hendee Manufacturing Company will make more motorcycles this year than in any other year of its history."

Another well known advertiser is represented by the opinion of:

H. L. COREY, advertising manager of the Champion Spark Plug Company:

"Our outlook for 1920 is very encouraging."

"While we may possibly add on a few

Sir

Gilbert Parker's

latest

"No Defense"

Starts in the February

MUNSEY

Now 25 cents a copy

**Quality Circulation
at a Quantity Rate**

150,000—\$250 a page

more salesmen and although our advertising expenditure will remain approximately the same, yet we feel that with the increase of our production, and with the training our new salesmen which were put on during 1919 have received, this will be of such value to us that 1920 will break all former records with reference to the sales of our product.

"Our new factory at Windsor, Ontario, Canada, will soon be in operation, and this will give us an additional production of 35,000 spark plugs per day, to take care of our Canadian and foreign shipments.

"We expect to do a large export business—to which field we are catering very strongly. We have advertised our product in a great many countries in the past, and expect to do even more advertising during the coming year, as our product is sold in approximately every country in the world."

Pretty much in detail comes the comments of:

S. SIMPSON, president of the Raybestos Company:

"In keeping with our practise of basing our advertising appropriation on our previous year's business, we have made contracts for over one-third more space than we have ever used, adding several new mediums.

"We believe the automotive industry will make tremendous strides during the new year, as with the automobile registration approximately seven and a half million and the saturation bugbear still a long way off, together with the ever increasing demand, both domestic and foreign automobiles, it is obvious that the manufacturers of a standard and well-advertised and properly marketed automobile accessory may rightly expect to profit greatly when taking into consideration that one of every sixteen persons in the United States are possible consumers of automobile accessories. This in addition to the fact that the production of automobiles in 1920 will far exceed that of any other previous year.

"In order to compensate for the ever increasing cost of labor, it is essential that the producers practise every manufacturing economy, and as so far as possible introduce labor-saving devices. In line with this thought we have recently almost doubled our manufacturing facilities and installed the most up-to-date equipment, making possible to very nearly double our 1919 output.

"To properly market our product we have opened up three new Branch Offices, and adding to our sales force very materially. All this with the greatest optimism and with the firm belief in the three requisites for success—i.e., product of merit, properly marketed and well advertised."

In the rubber and tire field, this note is made by:

J. R. WEDDELL, advertising manager, Firestone Tire & Rubber Company:

"We plan a 60-percent increase and expect to reach it—that means 150,000,000 of sales."

From the same city in Ohio comes the report of:

L. L. KING, advertising manager of the Goodyear Tire & Rubber Company:

"We believe that the general business outlook for this country is splendid, though undoubtedly we shall have a little difficulty here and there as a result of the present industrial situation. Goodyear did a business of close to \$170,000,000 this year, and we are hoping for a business of \$250,000,000 in 1920.

"Goodyear has nothing but optimism for the future. We believe that if a manufacturer makes the best product he can, if he makes a sincere effort to see that that product reaches the consumer backed by a service which insures the buyer convenience and satisfaction, and if he adopts a fair and aggressive sales and advertising policy, there is nothing for him to fear."

Another prominent tire manufactur-

er expresses these thoughts in the remarks of:

H. M. BACON, general sales manager, McGraw Tire & Rubber Company:

"The McGraw policy for the coming year will be one of conservative expansion in the matter of both advertising and sales.

"We contemplate opening a few branches at strategic points in addition to the fifteen we now have.

"We have made a liberal increase in our advertising appropriation over 1919, and will increase our selling organization.

"We look for a satisfactory increase in business over that of the past year."

Leaving no doubt about his company's optimistic expectations, and concluding the automobile list, is the comment of:

SAMUEL P. COLL, chairman, United States Rubber Company:

"The outlook for 1920 for our company's business is excellent. The indications are that the sales for the coming year will substantially exceed any other year in the history of the company, and business conditions on the whole are generally good."

Offices being more or less essential to business, it is fair to conclude that when offices buy more equipment and when new offices swell the demand, business must be satisfactory. (In this connection see the very interesting charts on this subject reproduced on pages 60 and 61 of this issue.) Therefore we have "segregated" the opinions of those men supplying the business field with tools, and present, first:

W. H. MARSH, advertising manager of the Burroughs Adding Machine Company:

"I have your letter of the 20th asking, in our opinion, what the outlook for 1920 is. The best answer I can give to this question is that our entire manufacturing and marketing program for next year will be speeded up about 25 percent."

Another opinion is advanced by:

H. K. GILBERT, second vice-president of the Oliver Typewriter Company:

"I am not qualified to speak for The Oliver Typewriter Company, but can only give you my personal views. It seems probable that there will be a large volume of general business in this country and abroad, and that it will be some time before the supply will overtake the demand.

"Our program for the advertising and selling departments of this business is substantially a continuation of our policy during the last year."

Another presentation of the "oversold" bogey is given by:

A. P. BRASKE, general manager of the Hammond Typewriter Company:

"I am pleased to say that we have increased our outlook since August more than 40 percent, but have made little impression on our oversold condition. The prospect for Hammond goods in various parts of the world seems most excellent, and if we could deliver with reasonable promptness, other sales would doubtless follow considerable increasing demand for Multiplex Hammonds. The Alum-

Theatre Program Advertising Pays

AS IS TESTIFIED BY THE STEADY GROWTH and CONTINUOUS USE BY NATIONAL ADVERTISERS

For Rates in All Programs in Los Angeles

(See Motion Picture Programs)

Write

JAS. G. SPRECHER

Sec'y National Theatre Program Association

625 MARSH-STRONG BLDG.

LOS ANGELES, CAL.



Experts hired by church to visit every farm

FROM farm to farm through half a dozen counties—on the road month in and month out—two people, a man and a woman, are bound on one of the most unusual of all errands.

They are two experts hired by a western church to give the farmers assistance and advice.

The man—a well-known agriculturalist—helps each farmer solve his own personal problems in raising stock and grain and marketing the crops. His wife—an experienced home economist—has helpful suggestions as to diet, home economics, care of babies, and a score of kindred subjects.

This is an illuminating example of what American

churches are doing everywhere today in their efforts to reach and benefit everyone. Church members are the most influential class in every community; alert, up-to-date, fair-minded people, to whom the religion of service is a vital, living thing.

Every week the CHRISTIAN HERALD reaches 300,000 of these progressive families—throughout the length and breadth of America. Seventy-five per cent of these subscriptions are renewals. Doesn't that prove the enthusiasm of Christian Herald readers? Packed as it is from cover to cover with interest and information, every number—every page—is interesting and important to them.

The Christian Herald

GRAHAM PATTERSON, *Publisher*

NEW YORK CITY

inum Portable De Luxe has met with a wonderful success, and we anticipate increased demands for 1920.

"We shall continue our advertising as a matter of general publicity, but shall not add to our advertising appropriation, which will only add to our oversold condition and also add up complaints for non-delivery."

From a business reaching both business people and offices, we note the comments of:

W. N. BAYLESS, advertising manager, the Conklin Pen Manufacturing Company:

"Yes, sirree! we most certainly do expect a big increase in business for 1920.

Our increase for 1919 was a whale—'way over our sales quota for the year.

"So we have set an ambitious selling program for the new year—and what's more, *we will attain it.* There is no question about that. We are all primed and awaiting the signal—'Let's go!'"

"Of course, this will take increased effort both in selling and advertising; and the advertising appropriation allotted my department for 1920 by our directors shows a proportionate increase over 1919. That won't exactly mean a proportionate increase in the amount of advertising it will buy—the curve of increasing costs is simply skyrocketing these days."

Another slant on the production question comes from:

R. N. FELLOWS, advertising manager of the Addressograph Company:

"Making deliveries is our greatest 1920 problem, consequently no new salesmen will be added to our force. Our magazine advertising expenditures were doubled during 1919. We expect to continue an equally aggressive advertising program during 1920. In short, we are not going to let people forget us because we are temporarily oversold."

And still another angle from:

O. J. DREYER, advertising manager, the Globe-Wernicke Company:

"We look for a much larger business in 1920 than we have had in 1919, which was a big year.

"We believe that most manufacturers have sufficient orders on hand to keep them going through the better part of 1920, and as the incoming volume of business is increasing each month, all indications point to 1920 becoming a record-breaker for volume.

"Anticipating this, we have just erected one five-story building, 75x341, and are now constructing another 1,000 feet long by 150 feet wide.

"Until production catches up with demand we will do little in advertising."

The position of the "institutional" advertiser is also explained by:

R. C. HAYS, advertising manager of the Baker-Vawter Company:

"Our advertising appropriation is based on a percentage of the present year's shipments, and as our business for the year 1919 has made a very substantial increase over 1918, our appropriation for the year 1920 will be larger. We look for a larger business in 1920 than in 1919. In fact we look forward to two or three years of wonderful prosperity.

"With us at the present moment the problem is one of production. Sales have far outdistanced our manufacturing capacities, and we have been compelled to apportion to each salesman the amount of our product he will receive, and can, therefore, sell during the first three months of 1920.

"We are increasing our facilities in our eastern factory at Holyoke, and have under construction an additional factory in Kansas City, Mo. We hope that this will be ready by May or June of this year.

"It is our intention to expand still further, but we cannot see any possibility of catching up with the present sales force during the next year. As our national advertising policy is based on advertising Baker-Vawter Company as an institution, and not as a merchandising method for marketing our product, you can readily see that we will continue with all the vigor we have to aggressively maintain and improve the position we now hold in the business world.

"Therefore, our advertising during the next year, although our product is limited, will be just as aggressive as we know how to make it within the limits of our increased appropriation."

Going back to the typewriter field again, we have:

A. C. RELEV, advertising manager of the Remington Typewriter Company:

"Regarding the outlook in general for American business during the coming year, it is hard to hazard an opinion. We hardly suppose that our own case is exceptional. On the contrary, it is reason-

Off to a Good Start!

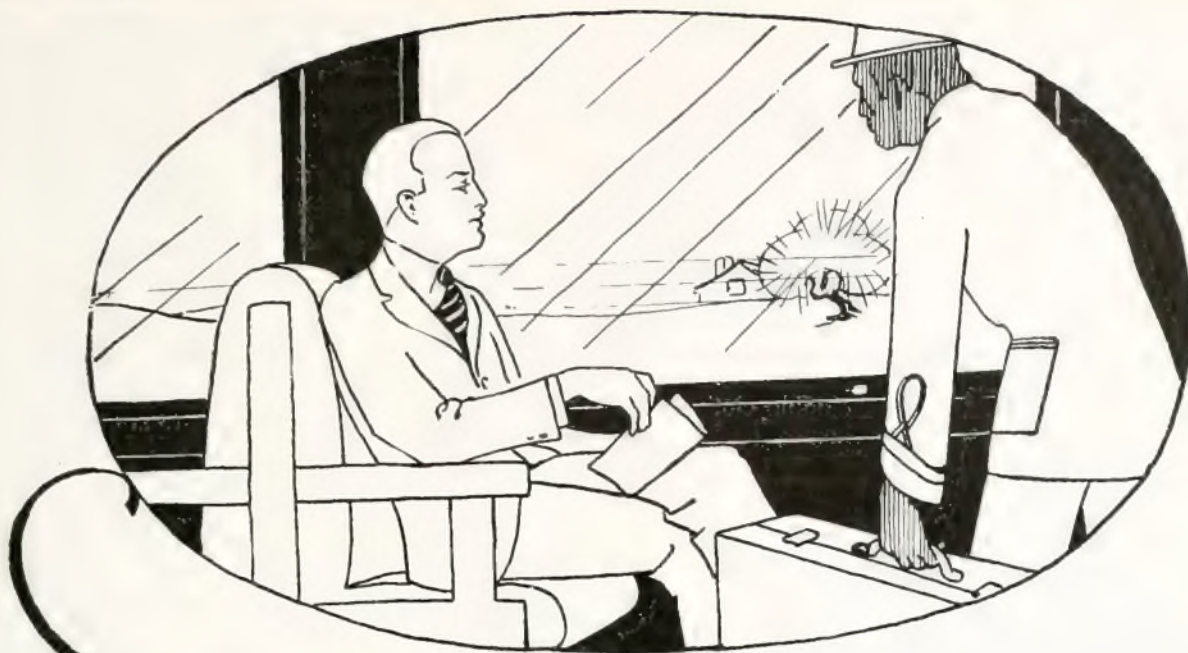
MoToR for January—the Annual Automobile Show Number—carried 314 pages of advertising, signalling our entry into the new year by the publication of **the largest issue in the history of the magazine.**

On the newsstands—at one dollar per copy—the big issue enjoyed an insistent sale that exhausted the entire 75,000 edition in twenty days.

Naturally we face 1920 and its problems with great enthusiasm. Production in the automobile field is rapidly assuming normal proportions and we feel optimistic enough to predict several "largest issues" during the next twelve months.

To all advertisers and advertising agents placing automobile accounts we suggest that the volume of business carried in the Show Number of MoToR indicates a universal recognition of the supremacy of this magazine.





That man is the best paid salesman travelling this territory”

Remarked my companion about the young fellow seated across the aisle.

“Why?” I asked.

“Because he has learned to sell his goods and his ideas. He is a remarkable chap! He is quite a student—studies himself as well as his line. His personality is dynamic, mostly because he has developed it. Then, he knows how to approach a prospect, can size him up immediately and knows exactly how to proceed with his sale. And I’ll tell you, few men get away from him. No matter how hard he has to sell he always leaves his prospect with a fine impression. But don’t think he is just a salesman for he is more than that. He can talk on prices, competition, service, tendencies in trade as though that were his only work. No one under the sun can hold that fellow down.”

Can anyone say that of you?

If you could gain an understanding of the principles of selling that would help you to become a salesman like the man referred to above—a successful, well paid salesman—by studying the fundamentals of selling, a training so thorough, so complete, so readable, that it at once strikes you as being just what you have been looking for but never found, wouldn’t you buy it at almost any price?

“Personal Selling” is that course. It will give you a well rounded understanding of selling—an understanding that will leave no doubt when big questions arise.

Wesley A. Stanger, the Founder of this Course, a Prominent Business Man, Publisher and Newspaper Man

Sales Manager Thos. A. Edison. “Ediphone.” N. Y. C., formerly staff writer SYSTEM, Chicago Tribune, and various trade papers, Secretary Chicago Trade Press Assn., Editor Office Appliances, etc. Later Manager Royal Typewriter Co., Chicago, Pres. Mitchell Automobile Co. of Mo.

It will cost you nothing to examine this comprehensive set of 12 books. Fill out the coupon opposite and mail today.

Personal Selling

1. **Importance of the Salesman.**
With an introduction by E. St. Elmo Lewis. Historical; evolution of salesmanship
2. **Requirements For Success.**
Importance of Study; knowledge of self and goods.
3. **Personality of the Salesman.**
Basic mental traits necessary and how to develop them; tests to apply; questions to ask oneself
4. **Solicitation.**
Approach; interesting conversation; keeping the dominant hand in the conversation
5. **Prospects.**
Perseverance with prospects. Follow up.
6. **Price.**
Relation of Price to the salesman’s job. Price vs. Value.
7. **Meeting Competition.**
Use of tact and knowledge instead of knocking to thwart the competitor.
8. **Meeting Objections.**
Thorough knowledge of your goods. Tact; positiveness.
9. **Resistance.**
Overcoming petty interruptions; keeping the prospect’s mind on the subject in hand.
10. **Closing the Deal.**
Be able to read the buyer, follow his thought, and help him make up his mind.
11. **Service.**
Being true to the house and yourself by giving the best of your thought and attention to the buyer.
12. **Compensation.**
Relation between the value of the service to the house and what it can afford to pay to what the salesman feels he is worth.

The Biddle Publishing Co. Dept. 22
19 West 44th St., N. Y. C.

Please send me immediately, on five days’ approval, your 12 books on “Personal Selling.” I will either remit the price, \$6.00, or return the books within the specified time.

Name _____
Address _____
Postoffice _____

Note—If you wish to make payment in advance we will include Mr. Stanger’s “The 3 C’s of Selling,” in uniform binding, as an extra premium. You to still retain the 5-day privilege.

19 W. 44th Street



New York City

able to believe that the suspended manufacturing activities, to say nothing of the untold waste resulting from the great war, have placed the available supply of all commodities far below the existing demand. Until a balance is again reached it seems reasonable, therefore, to anticipate a period of exceptional manufacturing and sales activity."

And last, but not by any means least, in the office field is:

J. W. SPEARE, advertising manager of the Todd Protectograph Company:

"We are adding a considerable number of men to our sales force as well as increasing the individual quota of each salesman.

"Our advertising appropriation will

naturally be increased accordingly. On account of the radical increase in the cost of white paper and of magazine space, we shall probably use less space than we did in 1919, and we may not spend as much money in any given publication, but the aggregate expenditure will be larger.

"It is our idea that it behooves advertisers to get along with smaller space wherever it can be done without losing too much of the effectiveness of the advertising."

The fifth group, representing folks who make things that are sold to the homes of the country—including clothing for the folks in the homes to wear—also constitutes a

safe medium for conveying the relative prosperity of the country. The reasons are obvious. First on this list is:

CARL J. SCHUMANN, secretary of the Hilo Varnish Corporation:

"The general outlook in the varnish industry is for decidedly larger business in 1920 than ever before, and we at Hilo are setting our quota full one-third over 1919.

"Our sales force will be added to and territories worked more intensively. Our appropriation for advertising is not pegged at any set figure, but is sufficiently elastic to meet such requirements as may present themselves from time to time.

"To sum up, in our opinion, the outlook for business at Hilo during 1920 is the brightest in our history."

Along the same line is the remark of:

LOYD MANSFIELD, advertising manager of the Buffalo Specialty Company:

"The year 1920 is unquestionably going to be the biggest year our company has ever had, both from an advertising and sales standpoint. We base our prediction not so much on the general prosperity of the country as upon the introduction of new goods which have demonstrated in a short period during the close of 1919 that a wonderful market awaits them.

"Our advertising appropriation will be bigger than ever and will be invested along slightly different lines on account of the introduction of these new articles. More than the usual amount of attention will be devoted to working with the dealer and his clerks."

From the electric field comes the cheery note of:

GEORGE A. HUGHES, of the Edison Electric Appliance Company, Inc.:

"We are increasing our advertising appropriation for 1920, and we confidently expect an increase of 40 percent in our sales for 1920 over our sales for 1919. It is largely a question of factory production rather than of ability to sell."

Concrete figures are presented by:

WALTER WILL, secretary of the Sill Stove Works:

"For 1920 we will add over 60 percent to the strength of our selling force, and we are continuing our same plan of advertising on an increased scale. We expect to increase our business in 1920 by at least 50 percent over 1919.

"You may judge from the above outline that we are optimistic for 1920. We surely are going to, as the saying is, 'go while the going is good.' We expect that there will be some slight reaction in 1920, but expect that the continued shortage of material and the insistent need for more houses will continue the seller's market for, at least, the entire year, and we further intend to secure our sales by increasing and improving our line, which we have already done and adding a new patented gas and coal combination water heater. This last mentioned apparatus has been in the making for five years, and we now have it perfected and our sales on it already before announcing it generally to the public has been more than gratifying."

From the drug industry comes the opinion of:



Picking Your Prospects

There may be only four in the town, there may be ten or fifty, but if they are possible buyers of your goods, the right Business Paper reaches them, and no one else.

Automatically the good Business Paper segregates all those interested in the same materials, processes or markets. Also it attracts to itself chiefly the most progressive and desirable element in any group. Truly a **hand-picked audience**.

What an ideal opportunity for scientific, intensive, wasteless, and immensely productive advertising effort? And what amazing results are being reaped by those who apply it properly, and who do not view the comparatively low cost as a disadvantage.

Our Advisory Service Bureau will help you find the best advertising route to your market, for the asking.

All Business Papers are good, but some are better than others. The phrase "Member of the Associated Business Papers, Inc.," means proven circulation PLUS the highest standards in all other departments.

The ASSOCIATED BUSINESS PAPERS Inc.

Jesse H. Neal, Executive Secretary

Headquarters

220 W. 42d St.

New York

C. MAHLON KLINE, first vice-president of Smith, Kline & French Company:

"We are increasing our advertising appropriation with the exception of one item where the raw materials are at such a prohibitive price that we are unable to do any advertising at all.

"We certainly expect to add to our sales force and we look for a larger business in 1920 than in 1919."

In the personal furnishings line the matter of insurance for the future is touched upon by

E. RALPH BRECK, treasurer of the Daniel Green Felt Shoe Company:

"This company is increasing its advertising and increasing its sales force for 1920, not in any way to take care of the increased volume of business which we expect, but rather for the purpose of educational work preparatory against the day when the buyers will not be as insistent in their demands as they are at the present time."

Other reference is made to supply difficulties by:

GEORGE A. WEINMAN, advertising manager, Emery & Beers Company, Inc.:

"Our advance business for the coming year shows such a great increase that we can safely state that we expect our business to be much greater than during 1919, although that has been the best so far in our existence.

"Present indications seem to show a continuation of the scarcity of labor and production in the manufacture of hosiery. The demand keeps far ahead of the supply, and for that reason it will be unnecessary to increase our sales force."

From the great shoe section of New England comes the opinion of:

H. W. FLEMING, secretary, Churchill and Alden Company:

"You can class us among the optimists. We believe that business for 1920 is going to be good. We are not resting on our oars, however, as we have increased our advertising appropriation for the coming year and are planning to add several new salesmen.

"It is our purpose to lay the foundation for an even larger business than we have at present."

Bringing out the advisability of national advertising is the point of:

H. J. WINSTEN, advertising and sales manager, the H. Black Company:

"From an advertising and sales standpoint we have every reason to look forward to 1920 with a great deal of enthusiasm.

"Our appropriation has not been materially increased, but we are extending our advertising into the Sunday rotogravure section.

"We are enjoying a larger volume for spring, not only in dollars but also in pieces; which in view of the higher prices established for spring is a very happy situation. We have every reason to believe, from the fact that the retailers are purchasing in liberal quantities, that they expect good business this spring.

"We further believe that retailers are going to favor trade-mark lines more than ever, in view of the uncertain conditions which are bound to prevail throughout the retail world. Retailers are more keen to secure actual converts to a

national trade-mark than shoppers who buy merchandise at a price."

Improving on a good thing is the aim of:

A. T. HAEFFEL, advertising manager, Chipman Knitting Mills:

"The year just ending has been one of the greatest business years we have had, and so far as we are able to judge, 1920 will be even more prosperous. In fact, we are greatly enlarging our facilities to handle the great volume of business which we confidently anticipate."

Topping off the opinions of all these men, engaged in the sale of products, none of which are non-essentials (except, perhaps, the automobiles in the pleasure car sense),

we have a few expressions from some other gentlemen engaged in producing various products which the public will buy only when it has a surplus. The comments they have to make are significant. Hardly any other line or lines could so well indicate prosperity—take, for example, the remarks of:

L. W. WHELOCK, of Stephen F. Whitman & Son:

"Our advertising and sales plans are all complete for 1920, and both are planned for considerable expansion and coordination with our increased manufacturing facilities.

"Our sales force has been idle since October, when business for us exceeded

825,000 Copies

of the February issue of the New York City Telephone Directory will soon be ready to deliver your message to New York City telephone users.

These books will be in circulation three months. They will be consulted 3,500,000 times daily.

Advertising forms will be held open until

Saturday
January 24th, 1920

Arrange today to join the 1,700 advertisers who now get big results through this medium at very low cost.



NEW YORK TELEPHONE COMPANY

Directory Advertising Department

15 Dey Street

New York City

Telephone Cortlandt 12000

our capacity for the remainder of the year, and they are just gathering in convention from all over the country, full of pep and enthusiasm, and with a considerable reinforcement of men, determined to

make 1920 the best year in the history of the company, if it can be done, and we all believe it can."

Then, speaking from the Canadian tobacco industry, comes:

L. R. GREENE, sales and advertising manager of Tuckett, Limited:

"We are looking forward to our coming new year with a good deal of optimism. We realize there is some uncertainty about conditions, but we also appreciate that unless we have confidence in the future, and back up our confidence by an aggressive business policy, we are only encouraging that condition.

"While our plans are not complete, we are contemplating an increase in our advertising appropriation, which was quite largely increased last year, and also an addition to our sales force. As far as Canada is concerned, we do not see why any of our manufacturers or merchants should be anything but optimistic."

Hounded by seasonable jinx added to common production troubles is:

DON FRANCISCO, advertising manager of the California Fruit Growers Exchange:

"We have increased our advertising appropriation and added to our sales force. We do not anticipate that the new year will be any better than 1919, which was an excellent year for us.

"It happens that our orange crop is lighter than usual, due to climatic conditions, and this will mean that our volume will be curtailed regardless of market conditions. Our lemon market at the present time is so low that much of our lemons are selling at a loss, but we believe this will change within a few weeks."

Speaking for a low-price article in the candy field, note:

J. ROY ALLEN, treasurer, Mint Products Company:

"We have again appropriated for 1920 \$500,000, the same sum as for 1919. An additional appropriation will be made shortly for some of our new lines.

"Our expectations for a large increase in our business in 1920 are exemplified by the investment of more than half a million dollars in a new factory at Port Chester, N. Y., which will give us more than double our present capacity. A sum almost equally as large will be invested in labor-saving machinery.

"We are planning to introduce some new candy specialties closely allied, however, to our Life Savers. This expansion will, of course, require an increased sales force as well as increased advertising."

Still in the confection field, we have:

B. K. WILBUR, of H. O. Wilbur & Sons:

"While the business outlook for the year 1920 is uncertain, the majority of opinion seems to be that there will be a larger volume of business during the coming year than ever before.

"In our own particular industry the uncertainty in regard to sugar offers serious complications and it is difficult to see how the volume of business can be maintained without increasingly higher prices.

"In spite of the fact that it has been impossible to supply the demand, we shall continue our advertising and probably increase the appropriation for the new year.

"After all, what has so frequently been said in regard to the future is undoubtedly true. The real basis for prosperity is rather in the attitude of mind than in actual physical conditions."

Considering various attending circumstances modifies the opinion of:

W. A. McDERMID, sales manager the Mennen Company:

"We do not profess to be able to predict what will happen in 1920. Partisan politics, with a callous disregard for the needs and problems of the country, are interfering seriously with the normal course of business, which would naturally become even better. It has happened before this, that business conditions have been used to accomplish political results, and it may happen again. Any discussion of politics would be out of place here, so that it may be summarized by saying that politics are the chief uncertain and disturbing factor in the business situation to-day.

"Our advertising appropriation will be, as heretofore, directly proportional to our volume of business, and we expect to continue to develop our sales force, and to tighten up and improve our organization and methods. This year we see as one of preparation for a period which sooner or later (probably sooner) must come, of restricted credits and lowering prices.

"If Congress will get on its job one half as effectively as the business interests have done in the task of reconstruction; if foreign credits will enable the export trade to get going instead of comparatively marking time, there is every reason to look forward to a great year, with less industrial difficulty, more

WANTED—HIGH GRADE PUBLICITY MAN

By Well Established Omaha Financial Institution

All references required showing capability to promote its business in a BIG WAY by advertising literature and personal activities. Address Box 4268, World-Herald, Omaha, Nebraska

ALLIANCE COVER

Try the strong and pleasing
colors of

The Alliance Line

When next you need Cover
Stock for

Moderate Priced Work

Where Color Is the Most
Striking Feature

Made by the Mill That Will

Peninsular Paper Co.
YPSILANTI,
MICH.

The Rotary Platform

Excerpts from the Rotary Platform, which indicate the character and standing of the 50,000 men who compose its membership:

" * * * * On account of its limited membership the Rotary Club does not constitute itself the voice of the entire community on questions of general importance, but its actions on such questions is of great influence in advancing the civic and business welfare of the community.

"The Rotary Club demands fair dealings, honest methods, and high standards in business. * * * * Election to membership therein is an expression of confidence of the club in the member elected, and of its good will towards him. * * * *

"Service is the basis of all business"—This spirit of service is exemplified thru their publication

THE ROTARIAN

The Magazine of Service

Published Monthly by the International Association of Rotary Clubs
CHICAGO

Eastern Representative, WELLS W. CONSTANTINE
31 E. 17th Street, New York

Advertising Manager, FRANK R. JENNINGS
910 So. Michigan Ave., Chicago

Great Britain, THOS. STEPHENSON, 6 So. Charlotte St. Edinburgh, Scotland

MEMBER AUDIT BUREAU OF CIRCULATIONS

WESTERN UNION DAY LETTER

Form 254M

GEORGE W. E. ATKINS, VICE-PRESIDENT NEWCOMB CARLTON, PRESIDENT BELVIDERE BROOKS, VICE-PRESIDENT

| | | |
|----------------|------------|-------|
| RECEIVER'S No. | TIME FILED | CHECK |
|----------------|------------|-------|

SEND the following Day Letter, subject to the terms on back hereof, which are hereby agreed to

December 15, 1919

S.D. Parker,
Leary Building,
Seattle, Washington.

How long business will continue at high tide in this country no one knows. Majority of men will go on thoughtlessly assuming it will continue indefinitely. The thoughtful few are seizing this opportunity to place themselves in positions so secure that no change can affect them. In the early months of 1920 they will ask themselves this question: "When the business tide recedes will I be one of the men who has made himself indispensable?" Whether they realize it or not this year will mark the turning point for thousands of men in America. It is your privilege to help them realize it in time.

Alexander Hamilton Institute

A New Year's Message that should apply to You

IN Buffalo a few weeks ago a business man said: "The Presidents of five different companies have asked me recently where they can find men for important executive positions; and everyone of them is still looking."

In New York the Vice-President of a twelve million dollar company remarked in private conversation that he had four high-salaried offices in his organization to fill and could not find men equipped to fill them.

This is the present business situation in America—a demand for men exceeding the supply. How long it will continue no one knows. But thoughtful men *do* know that the tide must recede sometime; and they are seizing this opportunity to give themselves an all-round mastery of business that will make them indispensable.

A message for you

The New Year's telegram reproduced above is addressed to the representatives of the Alexander Hamilton Institute

throughout the country; it should be addressed to every business man in America.

1920 is here. It offers high wages to common labor, and a slightly increased salary to the departmental man.

But to the man who has trained himself to handle larger responsibilities it offers an opportunity that may not come again in a life time.

This New Year's message is published not to give further facts about the Alexander Hamilton Institute. Those facts are familiar to you.

You know that it has only one Course; and that Course embodies the experience of the best men in modern business—the same sort of experience that you might gain if you were to move from department to department and serve directly under those men.

Not facts but a moment of decision

You know that its Advisory Council consists of leaders in education and business.

You know that more than 110,000 men have tested this training in their own careers and testify to its value. Some of these men live near you; the letters of scores of them are published in the Institute's book "Forging Ahead in Business," which is yours for the asking.

This New Year's message calls for but a single moment of decision—a moment in which you will say: "Surely a training

that has meant so much in the success of 110,000 other men is worth an evening of investigation at least.

Start this important year by reading this book

Before another day passes you owe yourself one important duty. At least one evening you should devote to analyzing your business assets, to asking yourself: "Where am I going to be in business at the end of the year 1920? And at the end of 1925? And ten years from now?"

The Alexander Hamilton Institute has a 116-page book that has helped thousands of men to think clearly in answer to those questions. It is called "Forging Ahead in Business;" it tells in detail what the Modern Business Course and Service is, and what it has done for men in positions similar to yours. There is a copy for every thoughtful man; send for your copy now. It will be sent without any obligation to you.

Alexander Hamilton Institute
269 Astor Place New York City

Send me without obligation, "Forging Ahead in Business."

Name
 Business Address
 Business Position



| S.E. | Typewriter | Stationery | Utility | Telephone | Duplicating | Addressing Mach | Furniture | Books | Office Furniture |
|---------------|------------|------------|------------|-----------|-------------|-----------------|------------|-----------|------------------|
| Maine | 1,150,000 | 495,400 | 3,800,000 | 69,400 | 42,400 | 102,000 | 54,000 | 21,300 | 1,200,000 |
| New Hampshire | 895,500 | 287,700 | 2,100,000 | 35,200 | 40,000 | 81,000 | 24,000 | 15,000 | 550,000 |
| Massachusetts | 4,127,000 | 1,622,750 | 12,735,000 | 356,500 | 337,000 | 374,100 | 1,700,000 | 1,100,000 | 7,000,000 |
| Connecticut | 1,430,000 | 777,000 | 4,220,000 | 78,200 | 154,000 | 159,500 | 652,000 | 23,300 | 1,046,000 |
| Rhode Island | 904,500 | 3,425,250 | 2,659,000 | 613,000 | 78,350 | 84,400 | 3,500,000 | 52,400 | 7,200,000 |
| Vermont | 623,200 | 321,500 | 1,700,000 | 32,700 | 70,000 | 40,000 | 234,500 | 1,000 | 450,000 |
| New York | 579,300 | 42,000 | 2,900,000 | 42,500 | 60,000 | 60,000 | 70,000 | 1,000 | 4,134,000 |
| Pennsylvania | 299,500 | 28,000 | 2,100,000 | 22,200 | 20,200 | 70,000 | 70,000 | 2,000 | 472,000 |
| Ohio | 1,215,000 | 700,000 | 3,000,000 | 50,000 | 70,000 | 60,000 | 240,000 | 1,000 | 1,200,000 |
| Indiana | 412,700 | 200,000 | 1,500,000 | 25,300 | 45,000 | 34,000 | 100,000 | 1,000 | 22,000 |
| Illinois | 3,100,000 | 250,000 | 10,000,000 | 31,650 | 60,000 | 45,000 | 155,000 | 1,000 | 5,000,000 |
| Michigan | 325,200 | 100,000 | 1,500,000 | 20,000 | 40,000 | 30,000 | 100,000 | 1,000 | 546,000 |
| Wisconsin | 680,000 | 200,000 | 1,000,000 | 20,000 | 40,000 | 30,000 | 100,000 | 1,000 | 22,000 |
| Minnesota | 294,300 | 250,000 | 1,500,000 | 32,300 | 60,000 | 30,000 | 100,000 | 1,000 | 452,000 |
| North Dakota | 580,500 | 400,000 | 1,500,000 | 38,850 | 45,000 | 40,000 | 100,000 | 85,000 | 500,000 |
| South Dakota | 700,000 | 278,000 | 2,212,500 | 73,400 | 674,200 | 74,000 | 2,100,000 | 110,000 | 5,770,000 |
| Nebraska | 400,000 | 100,000 | 1,500,000 | 16,000 | 20,000 | 20,000 | 100,000 | 1,000 | 1,000,000 |
| Montana | 200,000 | 50,000 | 1,000,000 | 40,000 | 50,000 | 50,000 | 250,000 | 1,000 | 500,000 |
| Wyoming | 300,000 | 100,000 | 1,500,000 | 30,000 | 40,000 | 40,000 | 100,000 | 1,000 | 1,000,000 |
| Idaho | 100,000 | 50,000 | 500,000 | 10,000 | 10,000 | 10,000 | 50,000 | 1,000 | 100,000 |
| Utah | 200,000 | 100,000 | 1,000,000 | 20,000 | 30,000 | 30,000 | 100,000 | 1,000 | 500,000 |
| Arizona | 100,000 | 50,000 | 500,000 | 10,000 | 10,000 | 10,000 | 50,000 | 1,000 | 100,000 |
| California | 1,000,000 | 400,000 | 3,000,000 | 100,000 | 200,000 | 200,000 | 1,000,000 | 200,000 | 5,000,000 |
| Washington | 500,000 | 200,000 | 1,500,000 | 50,000 | 100,000 | 100,000 | 500,000 | 100,000 | 2,000,000 |
| Oregon | 300,000 | 100,000 | 1,000,000 | 30,000 | 60,000 | 60,000 | 300,000 | 100,000 | 1,000,000 |
| Alaska | 100,000 | 50,000 | 500,000 | 10,000 | 20,000 | 20,000 | 100,000 | 1,000 | 500,000 |
| Hawaii | 100,000 | 50,000 | 500,000 | 10,000 | 20,000 | 20,000 | 100,000 | 1,000 | 500,000 |
| Total | 17,370,000 | 7,500,000 | 57,000,000 | 2,381,000 | 3,500,000 | 4,700,000 | 18,500,000 | 3,000,000 | 70,000,000 |
| Total | 1,370,000 | 510,000 | 3,700,000 | 44,500 | 16,400 | 19,000 | 100,000 | 30,000 | 1,272,000 |
| Total | 23,600,000 | 17,200,000 | 60,700,000 | 2,425,500 | 3,516,400 | 4,699,000 | 18,600,000 | 3,030,000 | 71,272,000 |

whose success is well founded upon the possession of a surplus capital by the American people:

ERNEST JOHN, advertising manager of the Victor Talking Machine Company;

G. W. HOPKINS, general sales manager of the Columbia Graphophone Company, and

ARTHUR J. PALMER, advertising manager of the Musical Phonograph Division of Thomas A. Edison, Inc.

They say, respectively, about future conditions:

"So far as the talking machine business is concerned, I feel that I have every reason to anticipate a very great increase of business and prosperity. We shall undoubtedly pass from a seller's to a buyer's market after a while, and quantity will become a much more important factor than it has been, all of which will be distinctly to the advantage of the buying public."

"We have very materially increased our advertising appropriation for 1920, and in all probability will also increase our sales force. We look for a tremendous increase in business in 1920 over 1919 and are most optimistic as to the outlook for future business."

"From the advertising and sales standpoint the outlook for this company for 1920 is the brightest in its history."

"In all probability we shall treble our advertising appropriation. We are expanding both our advertising and sales departments by adding several employees in each department."

"We have every reason to expect a considerably greater volume of business in 1920 than in 1919."

Better Letters and How to Write Them

Some Concrete Suggestions From a Specialist on the Subject

By RALPH L. WOOD

Principal of the International Correspondence School of Salesmanship

THE difference between the old and new style of business correspondence may be briefly described in the language used by a girl describing to her chum the words of a new popular song. She said, "The first verse is awfully simple and the second is simply awful."

The old style of correspondence dates back to the time when business was carried on largely by means of personal interviews, and letters were regarded as being useful merely as records of transaction. The average business letter was a mechanical form; made up mostly of stilted phrases, and utterly lacking in interest or convincing power. Such a letter would begin somewhat as follows: "Your kind favor of the 14th ult. has come to hand and contents have been carefully noted, and in reply would beg to state . . ." and would end in this way: "Trusting to be favored with a continuance of your valued patronage, we remain." These stereotyped and in most cases meaningless expressions were

an inheritance from the time when written communications served mainly as records for legal purposes, and consequently employed legal phraseology to a great extent. The old style of business letter was simply awful.

AWFULLY SIMPLE IS THE NEW STYLE

The new style of business correspondence is awfully simple, that is, the underlying principles are not very numerous, nor are they hard to comprehend. The application of those principles, in such a way as to improve greatly the interest and force of the letters we write in the ordinary routine of the day's work is not such a difficult task either.

It just requires a little thought and persistent practice to add to your equipment as a letter writer the most advanced ideas on the subject of better letters.

And the reason why more rapid progress is not made in the direction of better letters is probably twofold; it's hard to climb out of a rut, and people are not as willing to think as they imagine they are.

PLANNING THE LETTER

Unity, coherence and emphasis are the essential qualities of a letter.

Unity means oneness; that is, it means that your letter should have a definite topic and every thought in the letter should help to develop the main subject.

Coherence means order; that is, the parts of the letter should hang together. The first paragraph should lead up naturally to the second, the second to the third, and so on. The current of thought should be uninterrupted from the beginning to the end.

Emphasis means strength. It means such arrangement of the thoughts that make up a letter as will give due prominence to the most important ideas.

If these general principles of composition are kept in mind in preparing the outline of a letter, you will find it surprisingly easy, after a little practice, so to organize and arrange your ideas for a letter that the actual writing of the letter will be a comparatively simple matter. On the other hand, if you try to write without first planning what you write, you will have to rewrite laboriously what you first put down on paper, for it is certain to be unsatisfactory, either as to language or arrangement or both.

In considering the composition of letters, it is well to remember the importance of getting your ideas straight in your mind before you write them out. Clear thinking precedes clear writing, and nothing helps so much to produce clearness of thought in planning a letter as an outline. An outline helps an inexperienced writer to organize his thoughts. It shows him whether he has included everything essential, and also

whether he has included anything that does not help to develop the main thought, and therefore should be left out. It helps him to decide whether due prominence has been given to important sentences and paragraphs.

In this connection the method followed by Benjamin Franklin is worth noting. Before writing a composition, Franklin would first jot down short notes and hints of his ideas on the subject, just as they came to his mind. Later he would review his notes and rearrange them according to some plan, omitting those that were not needed for this purpose, and combining the rest into groups. Into one group he would put those notes that were most closely related to each other, because they had to do with one part of his subject, and into another group those that had to do with another part, and so on. Thus he kept together the things that belonged together. Next, he would decide upon the best order in which to arrange the groups. Then he was ready to write. He believed that this method saved time, because he said, "The mind attending first to the sentiments (thoughts) alone, next to the method alone, each part is likely to be better performed, and, I think, in less time."

WHAT THE LETTER WRITER SHOULD LEARN

Each letter writer will find out by experience just how detailed he needs to make his written plan. One writer will find it advisable to include in his outline not only the main topics, but also the subordinate topics, all quite fully stated. Another will manage to keep his writing and thinking orderly with the aid of a few headings, planning the subordinate topics as he writes. It is best to begin by making the preliminary planning quite thorough and complete. This keeps us thinking about the best ways of expressing ourselves, and enables us to develop the habit of easily deciding as to the most effective manner of presenting our ideas. Thorough planning will result in a letter that will need little revision, though some rewriting is always advisable.

The preparation of an outline will take considerable time and thought at first, but after a little practice, it will be possible to outline quickly in your mind the letters you write, and only the most important ones will require a written outline.

In the effort to get life and personality into their letters correspondents frequently succeed in developing verbosity instead. They forget that a letter should be a wholesome expression of sense and naturalness, rather than a Fourth of July oration or a declamation for a prize. Stately phrases and six-syllabled words don't give life and force to a letter; the spirit of the letter—the human note in what you write—is what counts.

Long sentences may have their uses, but as a rule they are out of place in a business letter. A long sentence strains the reader's attention, tires him, and is very likely to be obscure. Even if it contains only one idea, the reader is put to the trouble of finding just what you are driving at, and he is tempted to shoot the letter into the ever-ready waste-paper basket, without reading any further. So if you want to get your message across, prefer short sentences. They give a letter a tone of crispness, and carry the reader along

Paper for Letterheads

LETTERS but they can never be best
MAY BE unless they are written on
BETTER the right kind of paper.

BERKSHIRE TYPEWRITER PAPERS
A Business Paper For Every Business Use

EATON, CRANE & PIKE CO.

New York Pittsfield Boston
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Blotters

"To make Better Letters
Use Our Better Blotters"

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Mailing Lists

Mailing Lists

Commercial, Automobile, Investors or
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Trade Circular Addressing Co.

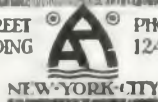
166 W. Adams St., Chicago

References: Agency Books or any bank or
business house in Chicago.

Advertising Artists

ADVERTISING ARTISTS INC.

33 W 42d STREET PHONE VANDERBILT
ADLAIN BUILDING 1240 AND 1241



without effort to a clear understanding of your message, in all its details.

DON'T BE TOO BRIEF

In the effort to make your letters free from verbosity and your sentences crisp and concise, don't be so brief that you sacrifice clearness, or so curt that you fail to be courteous. You can make your letters both short and sweet by the very simple plan of studying each letter that comes to your desk for reply, checking off the points that require attention, and covering these fully, forcefully and in a perfectly human and natural way. Read the following letter, one of the inimitable epistles that were produced by Mayor Gaynor of New York City:

"I have received your letter telling me that you and the little girls in your neighborhood have no place to play after school and that wherever you go to play you are chased. I am very sorry about it and I will see if I can

do something for you. Do you know that I receive letters daily from men and women who hate to see the children play in the street at all, but on inquiry I find that they are the people who have no children of their own?

"You say you want to skate on roller skates. Maybe I can get the police up your way to wink so hard with both eyes that they won't see you when you go by on roller skates. But be careful not to run into anybody or bump into an automobile. When one such accident happens a lot of people write to me as if it were the rule rather the exception."

There is no doubt that the little girl who received this letter felt that she was hearing from one who understood her and sympathized with her, and wanted to help her if he could. The letter is striking in many ways. Note especially the number of words of one or two syllables, the skillful construction of the sentences, and the adoption of just the right attitude—not patronizing, nor bored, but kindly and paternal.

On account of our educational conditions in America, we are producing a higher grade of intelligence than the average of other countries. These better educated people are asking more questions, and they will insist upon answers," he said.

"The answer in the case of large corporation especially can only be solved by proper form of publicity or advertising." At this point Mr. Perkins emphasized the thought that this would have to be "not the form of advertising that you would use to sell soap, but the form of advertising that would sell the institution, its accomplishments, its profits, how they were shared and similar interesting facts about the corporation or firm."

He called attention to those present of the wonderful opportunity that advertising men meeting big business men had in this present day. He said these conditions would not be solved within 30 days, 60 days or 90 days, and that by reason of the longer time on the hands of the working man, because of the closing of the saloons, and the reduction in the hours of work, and the further fact that the workman would now have an opportunity for sober thought, these questions would become more and more pressing and required definite answers.

The evening's entertainment closed with a brief and very interesting humorous speech by Robert C. Benchley, managing editor of *Vanity Fair*.

George S. Chappell acted as toastmaster, being introduced by Raymond B. Bowen of the *Outlook*, President of the Representatives' Club.

Technical Publicity Association Discuss Advertising Impulse

THE January meeting of the Technical Publicity Association, held at the New York Advertising Club on the evening of the 8th, was devoted to a discussion of "The Advertising Impulse"—introduced as a more workable name for "advertising psychology."

Professor George Burton Hotchkiss, head of the advertising department of New York University, addressed the meeting, and was followed by Harry D. Nims, member of the New York Bar, who spoke on the legal aspect of trade marks, trade names, and kindred subjects.

Professor Hotchkiss the first speaker after the demi tasse, described an interesting test made with 100 students in an Economy class at the University. A story was given them to read (on the H. C. of L.) and two weeks later, all the advertisements in that magazine were shown to them and a test made of attention value.

Some of the figures already compiled were quoted by Professor Hotchkiss as follows:

4 out of 100 remembered every advertisement.

50 out of 100 remembered 30% of the advertisements.

Color was registered as 13% more valuable than black and white for pure attention value, while theoretical estimates give color a 45% advantage. It was found, however, that the memory value of color was twice as lasting as black and white.

In size, it was found that a double page spread was only 38% more valuable than a single page, and placing a single page at the arbitrary value of 100%, the following figures were reached:

- 1/2 page 71%
- 3/4 page 47%
- 2 pages 138%

(Tests made by Dr. Strong, Professor Hotchkiss pointed out, showed figures of 51%, 81%, 100% and 149%, while the theoretical values given are: 50%, 71%, 100%, 141%—both estimates closely agreeing with the New

York University test results.)

For position it was found that the back cover was 2 1/2 times more valuable than inside color page and, costing only 43% more, was the cheapest position in the magazine.

The speaker promised to present further and more extensive figures on the results of this test as soon as the analysis has been completed.

Harry D. Nims, speaking on the importance of legal caution in the registering of trade marks and their choice, brought out some very interesting points very often misunderstood at considerable expense, and the result of his urgent request for sensible action on these matters was the appointment of a committee to study the matter and report back to the organization.

A lively discussion followed the speaker's.

Prominent Speakers at Annual Dinner of the Representatives Club

The Thirteenth Annual Dinner of the Representatives Club was held at the Waldorf Astoria on the night of January 9th. Many prominent speakers addressed 200 or more guests present. Lawrence F. Abbott, President of the Outlook Company, gave a number of personal reminiscences of Theodore Roosevelt.

Wilbur D. Nesbit, Vice President of Wm. H. Rankin Company, Chicago, spoke for a few moments on the "Eternal Triangle"—of advertising. Mr. Nesbit referred to the advertiser, the consumer and the agency. Following these remarks he quoted a number of interesting poems which had appeared during the time when he was in newspaper work.

George W. Perkins of the United States Steel Corporation and other large industrial concerns gave a very lucid talk on the subject of "Fundamental Causes of Industrial Unrest." Mr. Perkins brought out the fact that "the coming of prohibition meant indirectly the necessity of more advertising or publicity of a certain kind.

George H. Wykes, Well Known English Newspaperman, Dies

News of the death in London of George H. Wykes, well known newspaperman and most recently head of the press bureau of the League of Nations has been received in this country. Mr. Wykes was for many years a member of the staff of the Central News Ltd., and had covered many important assignments for that association including the Peace Conference in Paris. It was while on this assignment that he attracted attention of some of the members of the conference who urged him to associate himself with the League of Nations. Mr. Wykes accompanied the Duke of Connaught on his tour thru Canada and will be remembered by New York newspaper men in connection with his work on covering the Titanic disaster.

Collins Publicity Service of Philadelphia Changes Name

The Collins Publicity Service of Philadelphia has changed its name and will be hereafter known as The Collins Service. Hitherto this firm has devoted its time in bank publicity work educating bankers in the value of publicity and the public to a greater realization of banking facilities, but they are now planning on extending their service to a broader field, going into the problem of modern industry and the question of human relations.

New Canadian Business Publication

A new Canadian publication has made its appearance published in Toronto, and called *Business Methods*. It is described as being a magazine of progress and is devoted to articles and ideas for building success in business.

FOR SALE California morning paper in substantial fast growing city of 4,500. Doing annual gross business of more than \$25,000 and paying better than 15 percent net on price asked beside salary, \$300 per month to owner. Eight thousand Cash necessary. Balance easy terms. Unless you mean business, save stamps. Address Box 220, ADVERTISING & SELLING.

SALESMEN Several good specialty men who can sell to New York retailers, wanted by old established corporation with assets of over \$18,000,000. Splendid opportunity and future as sales executives is assured those who make good. Commission basis with drawing account. Address, "J. P." P. O. Box 822, City Hall Station, New York City.

POSTAGE
The monthly magazine that tells how to transact business by mail—Advertising, Selling, Buying, Collecting, Letters, Office Systems. A necessity in every business office. 6 mos., \$1.00; 1 year, \$2.00. POSTAGE, Room 297, Metropolitan Building, New York

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You can produce sales or inquiries with personal letters. Many concerns all over U. S. are profitably using Sales Letters we write. Send for free instructive booklet, "Value of Sales Letters."

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Calendar of Coming Events

Under this standing heading ADVERTISING & SELLING will run regularly the dates of all future conventions of any association or other body that has any direct relation to the field of advertising, salesmanship and allied lines.

The officers of all such organizations are requested to keep ADVERTISING & SELLING advised of the dates of future conventions.

The following are, therefore, by no means all of those occurring in the near future, or on which dates have been set but will be supplemented in forthcoming issues as the information reaches our editorial office:

January 19-21—Annual Conference of the National Boot and Shoe Manufacturers' Association, Hotel Astor, New York.

January 20-23—Convention of the Pacific Northwest Hardware & Implement Association, Davenport Hotel, Spokane, Wash.

January 26-31—Annual Convention, National Cannery Association, Cleveland, Ohio.

January 27-28—Annual meeting of the National Pickle Packers' Association, Hotel Statler, Cleveland, Ohio.

January 27-30—Convention of the Oregon Retail Hardware & Implement Dealers' Association, Imperial Hotel, Portland, Oregon.

January 28-30—Thirty-second Annual Convention of the Southwestern Lumbermen's Association, Muehlbach Hotel, Kansas City, Mo.

February 11—Annual meeting of the National Association of Wool Manufacturers, Copley - Plaza, Boston.

February 16-20—Annual Convention, National Brick Manufacturers' Association, Deschler Hotel, Columbus, Ohio.

February 18-20—Ninth Annual Convention, National Dry Goods Association, Hotel Pennsylvania, New York.

February 20-28—Fifteenth Annual Motor Boat Show, Grand Central Palace, New York, under the auspices of the National Association of Engine and Boat Manufacturers.

February 23-25—Twenty-seventh annual convention of the New England Hardware Dealers' Association in conjunction with the "Tercentenary" Hardware Exhibition, Mechanics Building, Boston.

March 10-11—Meeting of the National Basket and Fruit Package Manufacturers' Association, Orlando, Florida.

Steel Company Man Joins Morse International Agency

J. M. Hewitt, advertising manager for the Pittsburgh Steel Company, has resigned that position to join the Morse International Agency of New York.

H. V. Jamison Succeeds Montgomery at American Sheet & Tin Plate Company

H. V. Jamison has become advertising manager of the American Sheet & Tin Plate Company of Pittsburgh, succeeding Frank Montgomery, whose resignation and location in New York was announced in a recent issue. Mr. Jamison is well known in Pittsburgh advertising circles and is a former president of the Pittsburgh Advertising Club.

Firestone Tire Company Elects Three New Vice Presidents

At a meeting of the directors of the Firestone Tire Company three new vice-presidents were elected: A. G. Partridge, L. W. Thomas, and Thomas C. Clements. All three new officers have been in the Firestone firm for some time and will have in connection with their duties as vice-president, Mr. Partridge in charge of sales, Mr. Thomas in charge of production, and Mr. Clements in charge of offices and purchases.

Detroit Teachers Advertise Need for Pay Raise

Teachers of the Detroit schools, numbering something over 3,000, have begun a

newspaper advertising campaign to convince the people of Detroit that they need the raise in pay they have asked of the City Council. All papers are carrying quarter page ads.

Theodore F. MacManus Inc. Gets Axle Account

Announcement is made by Robert Enos, vice president in charge of sales and advertising of the Torbenson Axle company, of the engagement of Theodore F. MacManus, Inc., of Detroit, as advertising counsel.

Austin Parker Becomes Packard Publicity Director

The Packard Motor Car Company of Detroit has announced the appointment of a new director of publicity, and has picked a former member of the United States army air forces in France to fill the place. He is Austin Parker, of New York, former correspondent of the New York Tribune in France, and later a crack army flier.

Detroit Newspaper Man Becomes Head of Bollstrom Motor Advertising

The Bollstrom Motors, Inc., of St. Louis, Mich., has appointed E. A. Goodin, former assistant managing editor of the Detroit Free Press, to be advertising manager.

"GIBBONS KNOWS CANADA"