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Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by McClelland Barclay for Fisher Body Corporation

AUGUST 13, 1924

15 CENTS A COPY

In this Issue

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“Teaching the Retailer How to Sell the Goods” By JOSEPH EWING; “How
a Popular Product Protects a Technical Business” By ROBERT R. UPDEGRAFF;
“Ten Simple Rules for Improving Direct Advertising” By VERNE BURNETT

Advertising Under Test Conditions in Chicago

ADVERTISING is made profitable to an unusual degree in Chicago by The Chicago Daily News, which offers the advertiser opportunity of conducting his campaign under circumstances approximating "laboratory conditions."

His advertising expenditure is concentrated almost wholly upon his immediate market—the area necessarily cultivated by his salesforce as a unit. The 94% concentration of The Daily News circulation in Chicago and suburbs assures that.

He thoroughly covers the "advertisers' market"—the great majority of financially competent citizens of Chicago. This is assured by the 400,000 circulation of The Chicago Daily News, and its reading in nearly every worth while home in Chicago by the various members of the family.

His advertising is placed side by side with the bulk of the advertising of local merchants in the medium to which the buying public of Chicago habitually looks for merchandise news that is essentially *complete*.

The Chicago Daily News

First in Chicago

Page 5—The News Digest

National Industrial Advertisers Association

Has invited all industrial advertisers in America to make exhibits at the annual meeting, which will be held at the Edgewater Beach Hotel, Chicago, October 13 and 14. Ezra W. Clark, P. O. Box 14, Buchanan, Mich., is chairman of the Exhibit Committee.

John J. Carr

Associated with Rand, McNally & Company eighteen years, has resigned as assistant manager Eastern branches to join Andrew H. Kellogg Company, printers and lithographers, New York.

McKinney Company

Chicago, will direct advertising for The National Funeral Directors Association, the Chicago Utility Garment Corporation, and Dovenmuehle, Incorporated, investment bonds, all of Chicago.

Carlton E. Williams

Recently with Manternach Company, Hartford, Conn., now associated with John W. Odlin Company, Inc., Worcester, Mass.

Western Shade Cloth Company Appoints George Batten Company

The Western Shade Cloth Company, Chicago, manufacturers of window shades and shade cloth, has appointed George Batten Company as counsel in the advertising and merchandising of its products. Service will be given by the Chicago office of this agency.

Rogers Company

Chicago, appointed A. Earle Higgins director of sales. He was recently sales promotion manager Henry Linnenmeyer & Son, New York. E. W. Birr, formerly assistant secretary of Union Bank Company, Kansas City, Mo., has joined the sales staff.

Rosenberg Company

Chicago, will serve as advertising counsel to The Goldsmith Clothing Company, St. Louis.

Advertising Craftsmen, Inc.

New York agency organized by Max A. Haber and Sidney A. Siegel to specialize in layout, typography and advertising production.

Leonard W. Smith

Recently treasurer of The Dunlop-Ward Advertising Company, Cleveland, and present chairman of the Cleveland Chapter of the American Association of Advertising Agencies, will become, with its September issue, president of *The Mailbag*, direct advertising mail journal published at Cleveland. William Feather retains his interest and becomes secretary and treasurer.



The Thumbnail Business Review

INCREASES in corn, wheat and hog prices are having a marked effect on business sentiment, not only in farming states, but over the country as a whole. Wheat leads the march to prosperity. Estimates of the world's exportable surplus of this grain are around 725,000,000 bushels, which is 25,000,000 bushels below anticipated world requirements. Farmers will receive from 10 to 25 per cent more for their products this year than in 1923. The cotton states, too, are prospering. Western farmers are paying their debts.

There is an improved demand for iron and steel products. Railroads have come into the market for rails and other equipment. Car loadings, however, are still about 10 per cent below this time last year. Automobile manufacturers appear to be satisfied with the way things are going and expect to increase production in the fall. Outlook for textiles is better than it has been in months. Low inventories in many lines signify increased operations as soon as buying starts.

Chain stores did more business in July of this year than they did in July a year ago. The Woolworth Company's volume of business in July of this year increased \$1,948,472 over the same month in 1923. Basic commodity prices are advancing. During last week in July index registered an increase of 3.3 per cent over the record of the week previous. Reports to the Federal Reserve system show that bank deposits increased \$1,250,000,000 from March 1 to July 15.

Changes are all for the better, although there is no boom apparent. Indications point to a broad recovery of business in general late in the fall. ALEX. MOSS.

Keeler & Hall Company

Cincinnati, will direct advertising for The Faraway Radio Company, and the Co-Operative Pure Milk Association, which controls the French Bros-Bauer Company, distributors of milk products; both are Cincinnati organizations.

Chauncey Lawrence Williams

Cleveland representative of the F. W. Dodge Company, publishers of the *Architectural Record*, New York, died May 7.

Fred J. Worsley

Formerly with Linde Paper Company, Newark, N. J., succeeds Bruce Kleinsmid as director of sales Blake, Moffet & Towne, paper supply house, Los Angeles.

Harvey Advertising Agency

Atlanta, Ga., will direct advertising for Freeze-Bacon Hosiery Mills, Henderson, N. C., and Shuptrine Company, Savannah, Ga.

Lord & Thomas

John Cole, co-manager of San Francisco office, has been promoted to New York office. Franklin Bell, of Los Angeles office, succeeds Mr. Cole in San Francisco. In the management of the San Francisco office Mr. Bell will be associated with Dwight Jennings, who has been co-manager. Account of California Prune and Apricot Growers Association, San Jose, will hereafter be handled from San Francisco.

Walker & Co.

Outdoor advertisers, Detroit, have added John W. Marshall, Andrew Richardson and John B. Patterson to staff.

F. C. Eibell

In charge of technical advertising and publicity Yale & Towne Manufacturing Company, Stamford, Conn., has resigned as of August 15.

C. F. Bouldin Co.

Los Angeles, Cal., has been appointed Pacific Coast representative of the *Messenger of the Sacred Heart*, Catholic monthly published in New York.

Eric Wilburn Smith

Formerly central station salesman and assistant manager of St. Louis office of General Electric Company, has joined staff of Ray D. Lillibridge, Inc., New York. He will specialize in developing relations of clients with electric utilities.

Women's News Service, Inc.

Coincident with removal to 1823 Broadway, New York, announces that Helen M. Hill, formerly of Alco-Gravure, and past president of the League of Advertising Women of New York, is vice-president and a director. Katherine A. Clark, former secretary of Smith, Sturgis & Moore, Inc., New York, is secretary-treasurer and a director. Mrs. Ida Clyde Clarke, founder of organization, continues as president.

[ADDITIONAL NEWS ON OTHER PAGES]



A corner of the Directors' Room, Aetna Life Insurance Company.

Courtesy Aetna Life Insurance Company, Hartford, Connecticut.

For the Want of a "Yes" the Sale was Lost

How important to you is the final approval on corporation purchases. It is only a small thing. A half-hour conference, then a "yes" or a "no" and it's all over. Yet weeks of expensive selling effort may be pointed to that conference and the expense justified or lost in that few minutes. When the final Ok is the only thing standing between your salesman and the order— isn't it exactly as important as all the rest of the selling put together?

Many advertisers believe it is. And, in addition to other advertising, in addition to personal selling, in addition to direct mail, they see to it that *The Nation's Business* is at work constantly for them in its special field, carrying their sales arguments behind doors shut to the ordinary approach and spreading those sales arguments intensively and powerfully before the men whose "yes" they must have to close the business.

Why delay? Now—in advance of next month's meetings—send your advertising announcements to these men who have the final say. Give your salesmen the support of a magazine campaign aimed directly at this final authority group. Make your showing in *The Nation's Business* so strong that there can be no possible misunderstanding at the last minute when the all-important final approval must be obtained.

More than 38,000 Presidents of Corporations read The Nation's Business
More than 17,000 Vice-Presidents of Corporations read The Nation's Business
More than 18,000 Secretaries of Corporations read The Nation's Business
More than 8,000 Treasurers of Corporations read The Nation's Business
More than 15,000 General Managers of Corporations read The Nation's Business
More than 121,000 Major Executives in 99,247 Corporations read The Nation's Business

You will find of interest a detailed analysis of our 155,000 subscribers. Let us tell you how other advertisers are using this magazine to make their advertising expenditures more productive. Get an executive "yes" when the order hangs in the balance.

The NATION'S BUSINESS

WASHINGTON



MORE THAN 155,000 CIRCULATION.

MEMBER A. B. C.



She Went in to Buy Garden Hose

But before she left she bought an electric fan. That's the way electrical appliances sell in the hardware store, the department store, the housefurnishing store and other non-electrical stores selling electrical appliances as a side line.

What Kind of Store is This? →

...store which sells electrical appliances—even as a side line—is an electrical appliance store. It may be the store of the ELECTRICAL dealer, or it may be the appliance department in the store of the NON-electrical dealer who also sells hardware, department store ware, housefurnishings, or sporting goods.



← Atmosphere Plus!

In the "homey" atmosphere of the housefurnishing store a wonderful setting is already created for the display and sale of lamps of all kinds, colors and designs. And as with lamps, so also with all the other household electrical appliances.



Papa Keeps Cool

When father decides to keep home and office cool in summer he hires himself to the nearest store that sells electric fans. This store may be the ELECTRICAL dealer's store. Or it may be the NON-electrical dealer's store, where electrical appliances are sold side-by-side with hardware, sporting goods, housefurnishings, department store ware, etc.

46,000 Live Stores

If you manufacture electrical appliances — you can reach 15,000 electrical stores through ELECTRICAL MERCHANDISING, and 31,000 non-electrical stores (where electrical appliances are sold as a side line) through ELECTRICAL RETAILING.

Through both papers you can sell to 46,000 live electrical appliance stores!

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy in the following fields:
 Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity, Construction and Civil Engineering; Engineering News-Record.
 Mining: Engineering & Mining Journal Press, Coal Age.
 Transportation: Electric Railway Journal, Bus Transportation.
 Industrial: American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering, Engineering in Spanish-Speaking Countries; Ingeneria International.

ELECTRICAL MERCHANDISING
 Tenth Ave. at 36th St., New York
 McGraw-Hill

ELECTRICAL RETAILING
 Old Colony Building, Chicago
 Publications

Not how exclusive, but how inclusive

IN mansions along Fifth Avenue, Lake Shore Drive and on Rittenhouse Square, there are ancestral portraits — painted by masters.

Perhaps one of these American ancestors, sitting before a Gilbert Stuart, said, like Oliver Cromwell sitting before Lely, "Paint me as I am. Put in every wrinkle and scar or I shall not pay you a shilling."

IN thousands of other homes throughout this land, there are old photograph albums, reverently preserved.

These are the portrait galleries of the average American family—the domestic archives in which are preserved the traditions and the memories of bygone days.

But the art of photography has developed marvelously since the time of Louis J. M. Daguerre, discoverer of not a few of the fundamentals on which modern photography is based.

Now, there are millions of other albums in other homes, containing millions of snapshots which will preserve for posterity a history of the habits and customs of our own day.

These albums have been put on living-room tables by advertising in the magazines which have the widest and the most popular appeal.

IT is not in the homes where ancestral portraits hang on brocaded walls—not in the homes that buy Raphaels, Rubens and Corots—that American advertisers seeking great volumes of sales, find their markets.

If you are such an advertiser, manufacturing something to sell to the masses, yours is a snapshot market—a market among the millions of homes that have learned through advertising to "Kodak As They Go."

True Story reaches one home out of every thirteen in the United States—is read by one out of every twenty-three people in this country, surely a conservative estimate.

WE do not know how many paintings of great value you might sell through advertising in True Story, for advertising is a wonderful thing. It reaches heights of purchasing power of which no advertiser can make an accurate estimate.

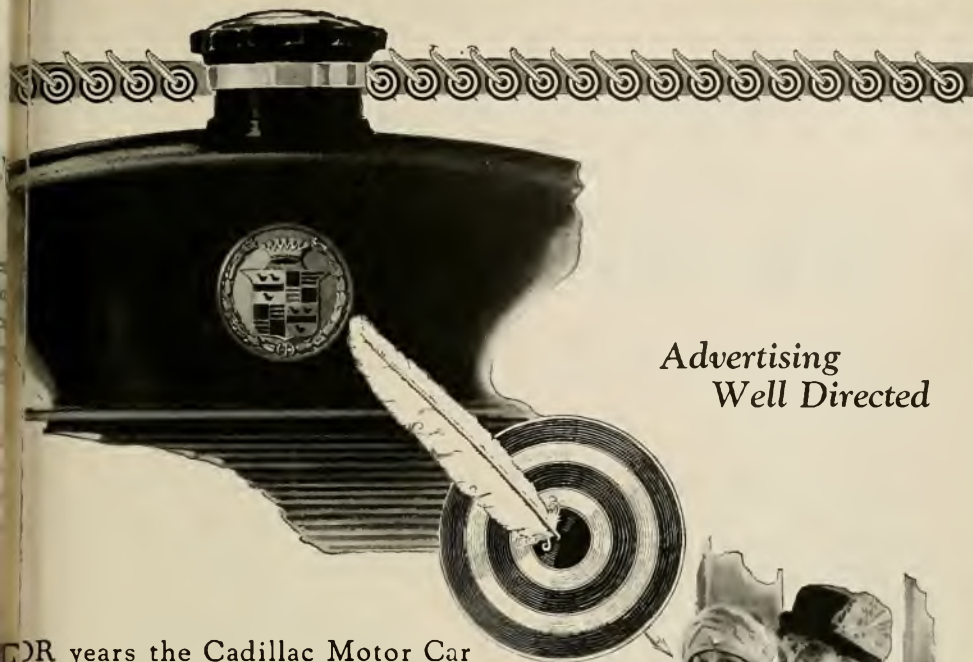
But, we do know that two million True Story homes must be fed, clothed, entertained and educated.

The results that True Story's advertisers now get prove that the readers in these homes are young, responsive and alert.

They "Kodak As They Go"—and they buy on the way.

True Story

Magazine



*Advertising
Well Directed*

FOR years the Cadillac Motor Car Company has devoted itself to making the finest and most dependable automobile that it is possible to build.

And as Cadillac's remarkable sales leadership proves, the great majority of buyers of the finer cars are convinced that the Cadillac *does* represent the standard of automobile quality.

Cadillac's chief advertising purpose, therefore, has been to give expression to the favor which owners and non-owners alike entertain for the Cadillac, and thus to extend its leadership.

At Campbell-Ewald Company's pleasant privilege to have assisted Cadillac in the preparation of its advertising.



© C. E. Co. 1924

The Campbell-Ewald organization of 160 people, with financial and physical facilities of the largest advertising organization between New York and Chicago, and a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you. There will be no obligation on either side.

CAMPBELL~EWALD COMPANY

H. T. Ewald, Pres.
E. St. Elmo Lewis, Vice-Pres.

Advertising

Guy C. Brown, Sec'y.
J. Fred Woodruff, Treas. & Gen'l Mgr.

General Offices, Detroit, Michigan

New York

Chicago

Toronto

Dayton

Los Angeles

San Francisco



How Much of That
\$1,000,000,000
Will You Get?

BETWEEN now and Jan. 1st, 1925, the farmers and small town people will have \$1,000,000,000 *extra*, due to present crop and live stock prices.

Between now and Jan. 1st, 1925, sixteen issues of the Christian Herald are available. Through them you can reach over 200,000 farmers and small town families.

Rate { \$950 a page
\$1.50 a line

CHRISTIAN HERALD, New York, N. Y.
GRAHAM PATTERSON, *Publisher* Paul Maynard, *Adv. Manager*

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

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© Brown Bros.

THE Graphic Arts Exposition and Fifth Annual Convention of the International Association of Printing House Craftsmen, to be held jointly in Milwaukee, August 18 to 23, promises to be the largest gathering of craftsmen in the history of the movement. The Milwaukee committee is making arrangements to care for from ten to twelve thousand delegates, who will come from all parts of the world.

Morning sessions will be taken up with business meetings, at which important addresses will be made by leaders in the graphic arts industries from the United States and Canada. Afternoons will be given over to various entertainments and visits to the exposition, which houses exhibits of the latest appliances and apparatus used in the printing and allied industries.

M. C. ROBBINS, PUBLISHER

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Peoples Gas Bldg.; Wabash 4000

CLEVELAND: A. E. LINDQUIST
403 Sweetland Bldg.; Prospect 351

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

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

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

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Avoiding the Pitfalls

THE product had not been sold in the United States. The manufacturer was entirely unfamiliar with this market. The best sales channels were not what might have been anticipated. Other manufacturers had met with disaster through unsound practices encountered in the trade.

Our knowledge of the situation has enabled us to direct the initial merchandising of the product into safe channels.

We are frequently in a position to help in solving sales problems as well as those of advertising.

THE H. K. McCANN COMPANY

Advertising



AUGUST 13, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

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

Moving the Factory to Reduce Manufacturing Costs

Discussing a Problem of Vital Importance to All Sales and
Advertising Executives Interested in Bringing Down
the Costs of Production and Marketing

By Roger F. Davidson

TWENTY years ago, the idea that plant location had anything to do with an advertising man's or sales manager's interests would have been thought fantastic. But today competition and close figuring on selling costs, margins, distribution policies and conditions are well-nigh universal; and relocation of manufacturing plants is one of the important policies involved in the tasks of a broad-gauge sales executive.

When, some years ago, the western shoe manufacturers began to grow bigger than most of the New England shoe houses, the business world began to sit up and take notice of the strategy of location as it affected selling. More recently the textile mills and their migration southward have stirred up interest; while even still more recently the de-

velopment of Pacific Coast manufacturing has provided other thrills to those not yet awake to the fact that geography has much to do with success. The recent movings of publishing plants is simply an indica-

tion of similar shifts in other lines of industry.

Bluntly speaking, this country is today suffering rather extensively from *industrial mislocation*. We started from a colonial scheme

barely more than a hundred years ago in which New England was the absolute industrial center. The covered wagons for seventy-five years afterward—and the railroads for the last fifty or sixty years—took *people* west, but *industry* was much slower to follow. New England was the principal supplier of manufactured goods for many decades; but even New England was suffering from mislocation.

In the pre-steam days, factories had been built where there was water-power—which meant up in the hills and out-of-the-way valleys. Then coal and steam-power arrived—and the ridicu-

WITH the steady growth of the country, and the changing complexion of population, industrial plants that were located strategically fifty, or even fifteen, years ago, are now operating in sections where they do not belong. Executives in many lines of industry have come to recognize this fact, which accounts in great measure for the uprooting of entire manufacturing plants from what was formerly fertile soil and their transplanting in a more favorable environment, where they have a better chance to take root and flourish in the face of high labor costs and keen competition. New England, once the greatest shoe-producing section in the United States, is fast losing its place to some of our Western States, while the migration of textile plants to the South during the recent past has furnished further food for thought. As time goes on the necessity of eliminating waste in transportation and locating a plant close to its raw material and labor supply will become even more paramount than it is today. In the next half-century the industrial map of the United States will show startling and most revolutionary changes.

lous double-haulage began. The railways hauled hides from the far west or cotton from the south into a New England valley, and also coal, and then hauled the finished goods many miles back on the same road. So not only has it been necessary to take some industries away from New England, but also to relocate some of the industries that stayed there!

The people on the Pacific Coast have for years paid an extra cost on much goods manufactured in the east, because of the long overland haul. And on goods for which it

had superlative raw material—furniture, for instance. The Pacific Coast is a great world-lumber supply source—and yet it was buying furniture made 2500 miles eastward! No wonder there has been considerable Pacific Coast development of furniture manufacture. The same was true of many food items. Special western plants are now operated by famous advertisers—Ivory Soap, for one.

The key to this whole development has naturally been population. The center of population has steadily moved definitely westward. It was

in Baltimore in 1790. The center migrated slowly through West Virginia, to Chillicothe, Ohio, to Cincinnati, Ohio, and by 1910 it had reached Bloomington. Between 1910 and 1920 the movement westward was only 9.8 miles; whereas between 1900 and 1910 it had moved 39 miles, indicating the tendency now to stabilize, for a long time at least, since immigration is cut down and the population movement is toward already established centers, rather than long migrations such as we used to have.

[CONTINUED ON PAGE 24]

New Window Merchandising Idea Sells More Stationery

THE problem of creating a window display idea that will surely sell merchandise right from the dealer's window is one that has confronted the national advertiser for many years. There has seemed to be no sure way of hitching the window display idea to the merchandise in such fashion as to make them work together of necessity.

But a new window display created by Eaton, Crane & Pike Company, social stationery manufacturers, has seemingly solved the problem, in a limited way at least. Briefly, the idea behind the display is a graphology character-reading service which is definitely tied up to two special boxes of writing paper, one of Crane's Linen Lawn and the other Eaton's Highland Linen. Each of these two special boxes, known as "graphology boxes," bears a label on the box end reading:

Send this end of box cover with one dollar attached to your letter written on Eaton's Highland Linen (or Crane's Linen Lawn) to Eaton, Crane & Pike Co., Dept. G, 225 Fifth Ave., New York, for a character interpretation as indicated by your handwriting.

The only way this character reading service is being promoted at present is by means of dealer window displays furnished, free of cost,



In a way, stage sets of the a sort of background for the thought of the writer
George M. Cohan

GEORGE M. COHAN
"...Has tremendously keen sense of humor... sees matters as a whole as well as in detail... He is liberal minded, enthusiastic, genial..."

with a special window display. The main feature of the display is a large centerpiece, measuring 28 inches wide and 40 inches high, lithographed in ten colors, reproducing a striking oil painting.

Accompanying this large centerpiece, or background, are six smaller cutouts, each of which features the

portrait of some prominent actor or actress or movie star, and on the card with each picture is a facsimile letter in the artist's own handwriting, with an explanation of the character traits revealed by his other writing. These picture and character readings give reality to the display and make a popular note that adds tremendously to its appeal.

Another unit of the display is a placard printed in display type offering to furnish a character reading to the purchaser of a box of either D 302 Crane's Linen Lawn or F 500 Eaton's Highland Linen, for a moderate service fee.

When set up in a dealer's window, with piles of the two graphology boxes, this display is a self-contained advertising and sales plan. The consumer cannot take a box on the display without resulting in a definite sale of one of the particular packages of merchandise featured in the window. And if he or she subsequently

interests friends in this graphology service as a result of the character reading obtained (which results in an important by-product of nearly every sale), the friends must purchase one of these special boxes of stationery, thus continuing the influence of a dealer's display even after it may have been removed

Teaching the Retailer How to Sell the Goods

By Joseph Ewing

MANUFACTURERS, in working for the betterment of the condition of their retail dealers, put too much stress on the non-essential sides of retailing and too little on the most important. This is not an idle statement; it is based on observation and experience.

The efficiency of accounting systems and stock records, the relative number of light units shown on the merchandise by a given type of fixture, the display of merchandise in shelves, counters and cabinets—all of these slide into insignificance if the personal side of the selling is not right. And this side of retail selling is *not right*. For right selling depends on the right kind of salespeople. And that store is an exception which has competent salespeople, trained to serve both customer and store to the greatest advantage of both.

Their lack of competence is not the fault of the clerks. Rare indeed is the clerk who can develop himself into a salesman without intelligent outside assistance.

To better this condition as it affects our line of products we have thought about what we consider a rational plan, temperately balanced, and bound to bring about the results we feel the need of. It is in no sense radical; and for the very reason that it is unpretentious, I feel that it may contain some constructive help for the other fellow who, like ourselves, may not feel justified in entering any ambitious plan to bring about the results by spending money freely. As we size it up, the situation can be met quite as effectively by unpretentious but intelligent effort as it can by any radical, expensive departures.

Our approach has simply been that of emphasizing to our salesmen the necessity of helping the dealer to sell our goods by teaching his salespeople about them. The corollary has been to provide our salesmen with the opportunity of doing a bit



Joseph Ewing
General Sales Manager, Phillips-Jones Corporation

of educational work among the retail sales forces in his territory.

An ordinarily energetic salesman is a good deal like a bull pup in disposition; he wants to get an order from one customer, then dash on to the next likely source of an order. And in general this tendency is to be commended, in contrast with that of the lazy man who tries to get by.

WHILE we have pretty well succeeded in eliminating the drone salesman, we are deliberately encouraging the energetic man to devote a bit more of his energy in each place, rather than try to get over too much territory less thoroughly. We have been giving a great deal of attention to convincing our salesmen that, in the long run, they will sell more goods to a merchant by spending time to teach him and his salesmen how to sell the goods.

We have been talking it up to our

salesmen in our regional sales meetings and in personal face-to-face talks. We have been giving the subject lots of space both in our salesmen's house organ and in our general sales letters. And the idea is beginning to take hold.

Unquestionably the retail salesman is the weakest link in retailing; that is far from an original idea. But it seems to us that the merchant is more to blame for this than are his employees. Our retail salespeople in the United States lack the finish, the technique which can only come from skillful training by experts.

The most striking proof of this is afforded by the contrast which we find in the better grade of British shops. Take, as an example, the experience of a friend of mine who, during a short stay in England, was invited to a high society garden party.

He was not equipped for the affair. He needed a top hat. So he proceeded to the best hatter he knew of in London.

The salesman who met him was very much the gentleman, well-dressed, courteous, but not subservient. His very manner, so my friend reported, radiated confidence in himself as an expert in whatever matter might have brought the American into the shop.

My friend told the salesman what he wanted. The salesman measured his head, stood off ten feet or so to squint at the customer through half-closed eyes, studied his profile from both sides, and marked down some sort of facts on the sheet which already bore the measurements. Then he said, "Very well, sir. We shall have your hat for you in a fortnight."

"Good heavens, that will do me no good!" exclaimed my friend, "I need this hat for a garden party tomorrow."

"Then we can hardly equip you as we should like to," explained the clerk. "We had of course planned to make a hat which would exactly

suit you." But he scurried off, brought back with him another man, and stated the situation. "This gentleman must have a top hat to wear tomorrow, so we cannot make his hat for him. Do you suppose that we could fit him with a proper hat out of stock?"

"Hm. Not at all usual," demurred the second. "But we can surely do something about it. Let me see, now—doesn't he remind you of Lord Blank?"

"Quite," assented the first. "Rather a remarkable resemblance. And I believe the head-size is the same. I shall get one of Lord Blank's hats and see how it suits." So off he trotted once more.

"Does that mean that you keep a stock of hats made up in advance for your customers?" inquired my friend.

"Oh, indeed," agreed the manager, as my friend later identified him. "But Lord Blank is now in India, so that we could safely let you have

one of his hats, and make up another for him before he returns."

The final result was that my friend purchased one of his lordship's hats, paying £8 for it. The question of a stock hat was never brought up during the transaction. Yet my friend found on inquiry, after he had emerged from the shop and shaken off his trance, that the shop dealt in a very good grade of top hats at £4 6s. The salesmanship had been so excellent that he had utterly failed to think of this contingency. And he has been everlastingly grateful to the shop ever since; for while all of his previous experiences with toppers had been unsatisfactory, and of a kind to convince him that he and toppers were never intended to get along together in harmony, he has found that everyone tells him how good he looks in this one.

Perhaps this incident is rather one of extremes; one cannot hope to find this super-selling in every shop in

the British Isles. But one can, at times, find a much higher class of sales skill and knowledge of merchandise everywhere there than is likely to encounter in this country. My experience points in the direction of this conclusion; so do the reactions of almost everyone with whom I have ever discussed the subject.

And what is the reason for it? Simply that the British merchant takes seriously the question of the sort of employees he will allow to represent him in dealings with the public. He chooses the employees carefully, and then takes infinite pains to teach him the facts he needs to know.

American merchants, on the other hand—if we except a few of the larger institutions which attempt to pick help scientifically and to educate new employees before they go behind the counters to sell—generally hire the first likely looking fellow who comes along, show him where to lo-

[CONTINUED ON PAGE 6]



Albert Hall, London, during the night of the reception and ball given by the Lord Mayor to the delegates attending the convention of the Associated Advertising Clubs of the World. In the inset are shown the Lord Mayor, the Lady Mayoress, Mr. and Mrs. Lou Holland, the Sheriff and friends in the Lord Mayor's box. The occasion was one of the few times Albert Hall was devoted to other than a municipal function.

Importance of Research in Industrial Advertising

By Alfred M. Staehle

THE importance of research in industrial advertising has never been sufficiently appreciated by manufacturers selling to industrial markets. The value of finite knowledge of the total or partial market for any product is obvious, and therefore the desirability of securing this knowledge is usually apparent. The sources from which such information may be secured are, however, not always readily discernible. The problems attending any particular investigation are usually distinctly individual and generally different in some respects from others. It is, therefore, impossible to establish any formula for the solution of all problems of market analyses, but it is possible to suggest certain means for acquiring reliable and helpful data from which to build sound sales plans.

Among the most valuable and easily accessible, as well as the most reliable and authentic of these sources, are the government statistics periodically issued by almost all governments. Accurate estimates of the relative values of various markets can thus be obtained, and from the detailed figures of each industry information may be gathered as to the number of wage earners in each industry, the cost of materials, the value of products, number of establishments, capital invested, amount of power used, whether steam or electric, whether the power is purchased or generated, some information as to the materials purchased, geographical data as to the location of manufacturing plants, and many other interesting and valuable facts.

Even of greater importance is the fact that these statistics are usually comparatively presented with respect to other years; thus the rise or decline and trend of any industry in many of its phases are clearly shown. I hazard a guess that there is hardly an industrial advertiser who could not improve his merchandising methods in some way, by a



Alfred M. Staehle
Publicity Department, Westinghouse
Electric & Manufacturing Co.

careful study of such statistics. They act in a sense as a measuring stick for sales effort, and provide an important portion of the answer to the question, "How much shall I spend in this industry as compared to another?"

THE publisher of trade and technical journals represents another avenue for the securing of evidence as to the extent of the market of particular industries. If the publisher thoroughly knows his business, he is in a position to provide sales and advertising data and viewpoints of the greatest value. His knowledge is not only the result of compilation but also of intimate contact with the very persons whose buying habits we wish to study. In many cases, he can provide statistics more up-to-date than government statistics. The publisher is in a position to feel the pulse of the industry he serves, and to advise regarding its slightest fluctuation, as well as to predict intelligently its future activity. He can point the way to new and unsuspected mar-

kets. He often has a better measure of the strength of competition than anyone else; he knows its strong and weak points.

AS a means of assembling specific facts regarding any industry or market, the well-known questionnaire method has its meritorious points. This method is particularly useful for securing replies to specific questions practically unanswerable in any other way. There are certain dangers in its use which must be taken into consideration. Frequently the returns are so meager from the standpoint of percentage of replies received that false premises are established. The opinion of a small minority of any group may not represent the thought of the majority, nor even the average. Undoubtedly, many plans have failed on account of false conclusions being reached from too few returns.

The construction of the questionnaire itself is a matter which must be given more than casual attention. Lack of clearness, too many questions, too intimate questions, fear of resultant publicity on the part of the person answering and questions requiring too much effort to answer are some of the causes for questionnaire failure.

If the results of the questionnaire are to be used also as sales evidence, it is highly desirable that the investigation be made by an outside agency. Self-conducted questionnaire campaigns lack the weight of conviction attending those directed by an apparently impartial organization.

All statistical data, whether secured from government figures, publishers, questionnaires or other sources, must be carefully analyzed and intelligently used. One of the gravest dangers of the incorrect use of figures, of this kind, is the false conclusion often reached regarding the so-called "average buyer." For example: a manufacturer of a farm lighting plant consults his farm statistics and finds that in a certain state there are 150,000 farms. From

Portions of an address before the London Convention of the A. A. C. of W.

Fire's handwriting on the wall

The steadily rising curve of the Fire Loss Chart means extravagance and wastefulness. Since the amount is paid for fire insurance, these and other startling facts are recorded in an unusual book—

The Red Plaque
which every property owner should read for and read it with interest and describes a dangerous watch-word and remedy.

The Hartford furnishes in addition to sound insurance a complete Fire Prevention Service that frequently reduces the cost of insurance. The Hartford's financial resources are sufficient to meet every contingency. It promptly pays every just claim.

You can get Hartford Service plus Hartford Insurance at no greater cost than the usual premium. Call upon the Hartford agent near you. Write direct to us for the booklet. It is free.

Hartford Fire Insurance Company
Hartford, Conn., U. S. A.

WHILE FIRE LOOKS ON AND SMILES

MEN who smoke while handling gasoline are inviting Fire, and thousands of blackened ruins bear testimony to their carelessness. Fire is a public enemy. We must fight it. We must protect our homes, schools, public buildings and places of business and safeguard the investment of their represent. The Hartford Fire Insurance Company will help you prevent fire and will make good your loss if fire does come.

There is a Hartford agent near you who will see that you are protected by a Company that has been serving property owners faithfully for 114 years.

HARTFORD FIRE INSURANCE CO.
Hartford, Conn.

Keep Fire Out!

Your own vigilance and fire fighting equipment may prevent a fire from ever starting in your property. Yet a careless neighbor can place you and your business in danger. Guard against the entrance of fire. Also insure against loss by fire, whether it comes from

without or within. Carry protection against all kinds of loss in this old, strong, well-known Company.

Hartford Agents are capable, experienced men, well qualified and willing to serve you. Your local Hartford agent will help you keep fire out. See him today.

HARTFORD FIRE INSURANCE COMPANY, Hartford, Connecticut
The Hartford Fire Insurance Company and the Hartford Fire and Marine Insurance Company were previously the Fire of Hartford through life.

Fire, when recording your carelessness, makes a secret under "Accounts Receivable." He enters every unextinguished match or cigarette, every rubbish heap, every blocked fire door. He watches all building construction and marks for collection every structure built by those who forget him or who scold at him. His income increases each year. If there are two safe ways to protect yourself against loss by fire, by preventing fire through removing their cause, and by sound insurance. The Hartford Fire Insurance Company provides both. Our trained Fire Prevention Engineers will inspect your property and cooperate with you in discovering and removing fire dangers,

and suggesting preventive measures. If its agents, selected for their insurance knowledge, will see that you are fully and economically insured in a sound, strong, fair-dealing company with a record for prompt and full payment of all honest losses over a period of a hundred years. If the story of Fire's starting record and the Hartford's fight against it is graphically told in our new booklet, "The Red Plaque" Send for a copy—it's free.

HARTFORD FIRE INSURANCE CO.
HARTFORD, CONN.

RENE CLARK'S happy combination of artlessness and shrewdness in the use of color has done more to dramatize fire than all the squirting nozzles and fire helmets used in the past fifteen years. And it is refreshing to see a symbolic figure handled in some other way than as a hairy bunky in a leopard skin. The use of honeycomb wires of a reinforced window as a decorative texture is fine craftsmanship.

How a Popular Product Protects a Technical Business

The Foote-Burt Company, Makers of Machine Tools,
Insure Their Future with a Washing Machine

By Robert R. Updegraff

THE Foote-Burt Company, of Cleveland, is well known in every automobile plant in the country. It has pioneered in the designing of high-production machinery used in the automotive industry, including cylinder boring machines, piston turning machines, valve grinding machines, valve hole drilling machines, and many types of way-drilling, way-tapping and multiple spindle drilling machines.

All these machines are what might be called "custom-made" products, for nearly 90 per cent are built to order to customers' specifications. The company has a line of standard machines, but in nearly every case orders call for some slight change at least, which takes the machines out of the "stock" class.

In fact, since 1892 the Foote-Burt Company has literally placed its plant and its engineering skill at the service of the automotive and allied industries. If a motor car maker—Mr. Ford, for example—wanted a new drilling machine that would drill cylinder blocks from six directions at once, he had but to put it up to this company and in time the machine would be forthcoming, built to fit Mr. Ford's specification.

The business had long grown and prospered on the basis of this highly specialized service to industry. But the officers of the company were forward looking men, and as they surveyed their very limited market they asked themselves what would happen to their business should the automotive industry ever experience a severe and prolonged period of depression. They resolved to be prepared for such an eventuality, and

began to study the potentialities of their plant in relation, not to another industrial market, but to a popular market. They believed their business would be safeguarded best if, to complement their industrial

several years in the development of an electric vacuum cup washing machine, and had sold a great many of them. Upon investigation, the Foote-Burt Company decided their machine was the one they wanted, and they therefore purchased the Bell Washer and Wringer Company outright.

Along about this same time, strangely enough, the business depression of 1920 struck the automotive industry. Though the company had planned for just such an eventuality, its officers little dreamed that their plans would so closely synchronize with business conditions, and that their washing machine would help them to weather this depression because of its broad consumer market.

No sooner was the new washing machine on the market than the management again began to look forward, this time to a still better washing machine. The first Aerobell was a very convenient and efficient machine, but its mechanical construction did not satisfy these engineers who had been so long associated with the automotive industry where high production with small tolerances was a necessity. They decided to design an improved washing machine and, reversing the policy followed for so many years in their industrial line, to use automotive quantity production methods, and to concentrate on one model, so that every part would be standard.

This they did, and a year and a half later the new standardized washing machine was in production and ready for the market.

Meanwhile the automotive industry had "come back" and the company found itself with two busi-

THE whole trend of modern education is toward the "case" method. A principle is developed and then a definite "case" introduced to show the principle in actual operation. The same principle is equally applicable to editorial presentation.

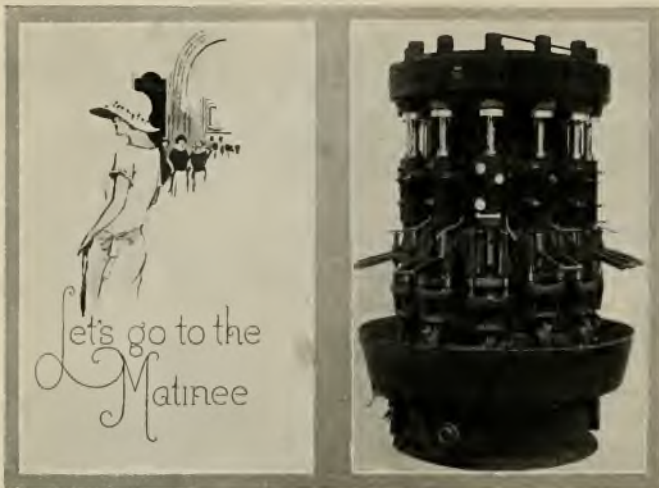
There have appeared in recent issues of this publication several articles on industrial marketing, establishing certain principles in connection with the marketing of products and materials which move from industry to industry. One of these articles ["The First Two Steps in Industrial Marketing," April 23, 1924] stressed the importance of deciding whether a business is to make a standardized product or line of products, to be sold as such on the volume and price basis, or whether it is to operate on the principle of the custom tailor, making what industry wants and charging for made-to-measure service. In another article ["A Progressive Policy for Industrial Marketing," July 30, 1924] the need of looking ahead and anticipating the uncertainties of industrial markets was stressed.

Both of these points—and a number of others as well—are covered in this article, which forms what might be called a "case" from current business.—THE EDITOR.

line, they had a product selling to the general public.

Along about 1920 their study and planning crystallized. They decided to bring out a high-grade washing machine, a product which they could make in their plant to excellent advantage, yet one not dependent for its market on the state of any particular industry or any special section of the country.

The Bell Washer and Wringer Company of Cleveland had spent



Since 1892 the Foote-Burt Company have been making machines like the one shown above. There are only a few customers for a machine of this type, so the company decided to protect their business by manufacturing a product they could sell to the masses. "Let's go to the Matinee," is the title page of a booklet descriptive of the Foote-Burt Company's new product—washing machines

nesses—one "popular" in character and the other industrial. The problem was so to organize these two businesses, as to manufacturing and marketing functions, that they could both be run efficiently, taking full advantage of the facilities of the plant and organization for each line, but avoiding any conflict of fundamental principles either in manufacturing or marketing.

This the company has done very successfully. In the manufacturing end the regular equipment of the plant has been utilized so far as possible. All operations such as gear generating, machining of small parts, grinding and hardening, are handled by the same men, using the same machines, as are employed in making machine tool parts. And the same receiving and shipping departments serve both businesses.

But when it comes to assembling, the washing machine is handled as an entirely separate business, with a separate assembling department operated on a standardized quantity production basis by men who are specially trained to that type of production. And of course separate costs are kept all the way through, so that the two businesses stand "on their own" as to bookkeeping.

Much the same policy is followed in marketing the two lines. The same sales and advertising organization at the home office takes care of the marketing of both, but there

are separate sales-order departments for the machine tool line and the washing machine. But the outside sales organizations are completely separate, without any connection between the washing machine salesmen and the machine tool representatives. They are as distinct as though they represented different companies.

I am informed by M. C. Wickham, advertising manager of the Foote-

Burt Company, to whom I am indebted for the facts in connection with this interesting business development, that with the revival of the automotive business and the consequent return to a normal demand for machine tools, the twin businesses have run along together very smoothly and successfully.

If this were one of those business romances of fiction, the tail would now be wagging the dog—the washing machine business would have overshadowed the old business; but as it is strictly a fact story from current business, let us be satisfied with the realities: the washing machine business has shown a steady growth from the start, and now amounts to about one-third of the total business. It stands today as a form of business insurance, protecting the company against the hazard connected with any business which is dependent upon the prosperity of any one of two industries. And at the same time it fits in with the Foote-Burt Company's production processes and affords steadier work for many of its machines and men in making standard parts. By so doing it automatically reduces the overhead chargeable against the machine tool business.

On the other hand, the washing machine business enjoys the benefit of a highly trained engineering staff and the facilities of an exceptionally well equipped manufacturing plant without having to carry the entire overhead of such a staff and such a plant, which would be a severe financial handicap to any new enterprise.

Trademarks and Crime

STILL another human blessing opens up to trademarking and advertising — namely, easier crime detection! Murderers of the Frank boy in Chicago were located by means of a pair of spectacles dropped. Unfortunately, there was no trademark on them, which might greatly have accelerated the catching of the murderers.

Luckily, however, a particular type of hinge made by a single Brooklyn firm was on the spectacles, and the makers were able to indicate three dealers in Chicago to whom they sold, from which one was singled out because the spectacles were a short-temple model. The opticians then located the purchaser from their records.

In the Anna Aumueller murder case a pillow-ticking bearing the tag of the manufacturer was the clue

leading to the murderer's arrest.

Modern crime detection omits no detail, including microscopic tests. In the famous Kraus will case the precise typewriter used to forge the will was located by means of the sample of typing; while the watermark on the bond paper used enabled detectives and experts to follow through from paper mill to purchaser.

This is an age of publicity for merchandise so intense that criminals find it next to impossible to leave some trace of themselves if they leave any physical article behind. Even in an age of quantity production of standardized merchandise, the criminal who leaves a purchase of his behind leaves a clue, for the merchandise world is a great gallery, lighted by the trademark, which hiding is next to impossi-

The Advertising Wagon and the Star

By Robert Cortes Holliday

EVERY once in awhile since time began somebody has set out to start something. A religion, perhaps, or a revolution, or something like that.

Now persons who have given particular notice to such matters have observed that to carry anything on several things are required. A well built organization, it has always appeared, is a useful thing to have in hand. And a good cause, it seems, has in the long run much the better betting chance over a bad one. That is, if you really haven't anything worthwhile to sell you're going to get found out in the end, and will have to shut up shop, whether you're poet or a Presidential candidate.

But one of the prime things for success in carrying on, it is quite evident, is some kind of a symbol—a cross, a flag, the mark of Aldus the printer, the celebrated "white lock" of immie Whistler, Roosevelt's big stick, the elephant of the American Republican party. People, the way they are made, have to have something to tie to. Otherwise, they are more than likely to forget today that yesterday you set out to start something. A man can get interested in something which becomes familiar to him. He recognizes a repetition of the same picture as an acquaintance. He loves, when it appeals to him, a familiar figure. It is not for nothing that Napoleon always appeared in a habby overcoat and on a reager white horse (amid rebellendent officers), nor that Charlie Chaplin's affecting mousche and shoes remain the same.

They created what scientific advertising men today have come to call "an established atmosphere and layout style" for the purpose of "visual influence." And anybody will



Robert Cortes Holliday

Born in Indianapolis. Began as a magazine illustrator, did work for Scribner's—next, bookseller in Scribner's store; then, assistant literary editor, *New York Tribune*; with in succession, editorial departments of Doubleday, Page & Company, George H. Doran Company, Henry Holt & Company; editor, 1919-1920, *The Bookman*; staff writer, 1921, *Leslie's Weekly*; feature writer, 1921, McNaught Syndicate; regular contributor book criticism, 1923, to *Life*; frequent contributor to various magazines and newspapers. Author of: "Booth Tarkington," 1918; "Walking-Stick Papers," 1918; "Joyce Kilmer, a Memoir," 1918; "Peeps at People," 1919; "Broome Street Straws," 1919; "Men and Books and Cities," 1920; "Turns About Town," 1921; "A Chat About Samuel Merwin," 1921; "In the Neighborhood of Murray Hill," 1922; "The Business of Writing," 1922. Now with Barton, Durstine & Osborn.

"trademarked their advertisements."

We say, for instance, "Napoleonic," and we say "to kodak"—same sort of thing: the words by dint of continual knocking about have been caught in the woof of the language. Little drops of water, little grains of sand, make the mighty ocean, and so on. Hammer, hammer, hammer. Individuality. Distinctive character. And the rest of it. Great geniuses in advertising instinctively knew the ropes long, long before the advent of the advertising profession. As ever in any art, what is as fresh as the morning is as old as the eternal hills.

THE lesson today is this: You (or I) may have started something. Our tastes may run to business, and perhaps we have set up a store, or are engaged in the manufacture of a certain product. We know we've got something good, and we naturally want to tell people about it. Now if we tell something about ourselves to a person who is busy about something else (as most people are) he probably won't hear a bit of what we say. We have to keep on telling him. Then after awhile he'll begin to think that maybe something is being said to him. And he'll look up. The remarkable point about this is that when he looks up he will remember to have heard what we have been saying to him all the while.

Learned university professors talk forever and a day about something which they call Psychology. Learned advertising men have written copiously about a thing which they call "continuity" in advertising. There is no need, however, for simple natures like ourselves being thus grand, gloomy and peculiar. We merely want to be known, and remembered.

admit that they have not been so bad in their way, put up right off a "central thought"; and, being no slouches in the way of persistence, they held on toward a magnificent "cumulative effect." In short, they

[CONTINUED ON PAGE 50]

Ten Simple Rules for Improving Direct Advertising

By Verne Burnett

Secretary, Institutional Advertising Committee
General Motors Corporation

THE average user of direct advertising can make this medium more effective if he will obey certain fundamental principles. These are neither mysterious nor complicated; rather, they are so obvious and simple that they are often overlooked.

Ten principles are set down in the following paragraphs. More could be added, but observance of those given should help to eliminate most of the defective forms of direct advertising one sees today. They apply to nearly all direct advertising campaigns which use the mails.

1. *Analyze Your Market.* Most persons rush into a direct advertising campaign. They get a sudden hunch that this medium will be just the thing to cure their merchandising ills. "How soon can it be run off the press and got into the post-office? We're off; let's go!"

This method of starting a direct advertising campaign means that no foundation has been prepared upon which to erect a stable structure. The basis of nearly all successful advertising and selling lies in preliminary analysis.

Analysis might show that for certain kinds of products direct advertising is not the best medium to use at a stated time. Careful study may reveal that a campaign released for a certain city or section of a city will create a demand for which there is insufficient distribution. Or it might show that an appeal intended primarily to interest men should be extended so as to appeal just as strongly to women.

2. *Draw Up Your Complete Program.* Before putting high pressure on artists and printers, any direct advertiser might save himself a lot of grief by designing a general program of the campaign clear through the follow-up system, if one is to be used. Every little detail, of course, cannot be drafted in advance, but certainly the lines of march can be

plotted so that victory is more sure. A direct campaign without a fairly definite program might well be likened to a mob, instead of to a thoroughly drilled army.

A complete program should include the conclusions reached from the preliminary analysis. It should show *why*. Not only why direct advertising should be used in preference to other forms of advertising or selling, but why the certain kind of direct advertising that has been chosen is preferable to any other. Perhaps letters should have been used; or booklets. Perhaps something else. But in any case, it pays to know the *why* of the situation.

Then we come to the adverb *where*. Where is the proper field of distribution? If a campaign is to be designed for a tailoring firm in a part of the city away from the main business section, where should the letters be sent? From how large a radius do men come to have suits tailored? If it is a case of selling motor vehicles to farmers through dealers, should the mailing list include a county where there are no dealers? And so on. Distribution maps should be studied with great care. Trying to cover a zone 10 or 15 per cent beyond the real business radius may be just costly enough to take the profit out of a campaign.

THEN comes the study of *when*. The early bird doesn't always catch the worm. Sometimes a campaign to sell spring clothes has been started so far in advance that prospects forget about the advertising before winter actually ends. More often a campaign starts too late.

Last, and by no means least, we arrive at *how*. This is the point where most of the unsuccessful direct advertising campaigns start. In reality it should follow most of the other preliminary planning and analysis.

3. *Get the Best Possible Lists.*

One of the main troubles with mailing lists is the fact that they are not only incomplete at the outset, but that new prospects are not added as fast as they might be. This is particularly true in certain lines of business where dealers' lists are sought.

Where from 20 to 40 per cent of the prospects change their address at least once a year, and where from 20 to 40 per cent more prospects appear on the scene, as is the case in many lines of business, one can imagine what a proposition it is to get lists which are accurate in the first place and then keep them so.

IN addition to this basic trouble is the human element in preparing lists. This results in names being misspelled—using a "Mr." instead of "Dr."; calling Jesse Smith "Miss" instead of "Mr."; using the wrong initials and so on.

One embarrassing case occurred in the campaign of an automobile company in St. Louis. Letters were being addressed by hand to residents on an important street called "Pershing Avenue." This street before the war was called "Berlin Avenue." The girls who were doing the addressing either maliciously or as a joke used the designation of "Berlin Avenue" to some seventy or eighty names. This resulted in a stormy protest from the prospects.

The cheapest kind of help is sometimes the most expensive in working on lists for a direct mail campaign.

4. *Make Certain That Lists Are Kept Up to Date.* Certain advertisers have found that they could cut the costs of their campaign if they did not have to pay for perpetual repair work on lists. A little study would have shown them that the waste involved in mailing matter to wrong addresses is much more costly in most cases than spending a little more to have the lists as nearly accurate as possible in the first place.

[CONTINUED ON PAGE 5]

Don Smith Goes West

What Happened to a Star Salesman Who Couldn't Ride
Himself of Back-Home Traditions

By H. J. Mountrey

MANY eastern executives often wonder why it is that such a large percentage of eastern trained men have a reversal of form when sent into far western territories.

It is a fact that salesmen who have been able to run up record sales in markets like New York, Pennsylvania, etc., peter out completely when sent into markets like Arizona, Nevada, Utah and the Pacific Coast states. While this condition is puzzling to many sales managers, it is simply a case of selecting men who are of the type and temperament that will adjust themselves to western provincialism.

I can best illustrate this with the case of Donald Smith, who as the top-notch salesman on the metropolitan force of a large food product house, had proved himself a sure-fire producer. One hour after being hired he was put to work and in less than two months' time had pushed his way to the top of a force of about thirty-five men. For a whole year he held this position as the star salesman of the entire force.

Just about that time his firm suddenly found it necessary to throw a larger sales force into Oregon. They figured there would be considerable time lost if their district manager hired and trained his own force, so they decided to send him a few of their well grounded, established producers from New York. Don Smith was given a ticket to Portland and a raise in salary, and told that the firm looked to him to set the pace for the other ten or twelve men in that territory.

Right from the very start Smith went into a decided slump. Week after week his sales were far behind the poorest of the local talent and, after exhausting every effort to get him going in his old form, his firm finally had to pull him back to New York.

Here is how the district manager, in oldtimer on the Pacific Coast, explains this reversal of form: "Don is not particularly to blame. He is



just as good a salesman today as when he left New York, but he is not of the type and personality that wears well in some parts of the west. Perhaps I should have kept him in the city for a while, where the trade is more metropolitan in character, but instead I sent him into the back country, along the Cascade Mountains, where the merchants are old established westerners and to whom a man of Smith's type is particularly irritating. Don could not at any time forget, nor would he let any one else forget, that he was from New York.

WHEN a merchant asked him how he liked the west, Smith would launch into an obnoxious comparison of 42nd and Broadway with Main Street, and at great length explain how there was no place like 'little old Manhattan.' In the first place, comparisons of that kind are rank poison to our small town merchants. They quite naturally resent having their provincialism held up

to implied ridicule. Secondly, their action was that here was a man for whom the west had no appeal or attraction and who would probably soon be heading back east where he belonged, so why give him an order which they could better save for a man who was more a part of themselves? So Smith would find that about fifteen minutes after leaving the store some jobber's salesman would come in and book the order.

I THEN arranged for Smith to travel with some of the jobbing salesmen, feeling that this association with a known native would offset his lack of tact. But man after man would tire of his New York prattle and ditch him cold at the end of a few hours. Time and again I pointed out to Smith that he was selling goods and not New York, but by the time he had pulled himself together he had completely ruined his chances with that trade."

There would not be much significance in this were it not for the fact that it is anything but an isolated case. We see a continual procession of men who have made reputations as star producers sent into the far west by eastern firms, who find that in a short time they have the alternative of firing them or pulling them back to their old territories. And the explanation pointed out in the above case is not apparent to the sales manager who looks for the reason in sales reports.

Invariably only one man out of fifty brought up on a New York sales force and who has never been farther west than Trenton is able to absorb and adjust himself to western mannerisms and methods. This is not only true of specialty men calling on the retail trade, but also of many sales managers themselves.

About a month ago I was sitting in the office of a jobber in Santa Rosa, N. M., a typical desert "tank town." Off on a side road, with two trains a day, this particular

[CONTINUED ON PAGE 40]

Luring the Casual Reader

A Picture Idea That Might Be Used in Advertising Machinery or Kitchen Cabinets or Automobiles

By J. R. Worthington

THE illustration reproduced on this page is from *The Bundharist*, and illustrates a section of a Wilton rug. As you will have noticed already, this rug is liberally spotted with numbered circles. Each of these circles surrounds a wildflower, there being twenty-five different flowers in the pattern of this rug. This is interesting in itself, but in the application of this numbered circle lies its chief interest to advertisers.

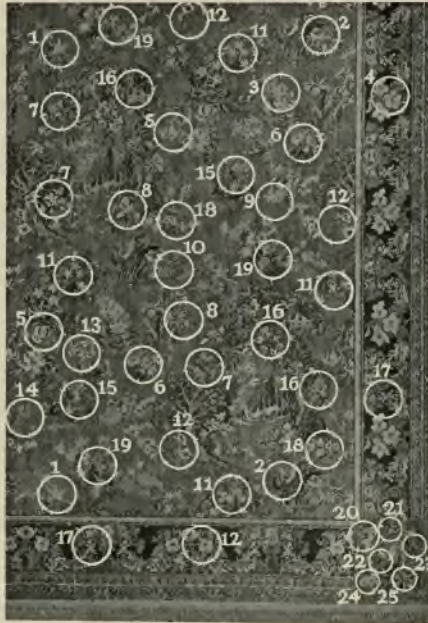
These twenty-five numbers refer to a table listing the twenty-five flowers, and this table in turn is supplemented by twenty-five copy paragraphs, each paragraph giving some interesting fact about the flower of that number.

For example, No. 3 refers to the water hyacinth, and the paragraph reads:

No. 3. Lining the shores of the St. Johns River and many of the lakes and sluggish streams of Florida, the water hyacinth may be seen in masses varying from fifty to several hundred feet wide. The plant is a native of Brazil, and it was thought that it was about 1899 that it was introduced into Florida.

So well is this descriptive idea worked out that one is lured into studying the pattern of the rug in great detail, with the result that it establishes itself in one's mind as a rug of distinction, far above the ordinary.

This idea might well be applied to illustrations of other products—machinery, electric household utilities, automobiles, kitchen cabinets and many other things. Adapting it to, let us say, an automatic weighing and packaging machine, the numbered circles might be placed at each point on the picture of the machine where some particularly difficult operation



If an advertisement or a salesman should merely call attention to the fact that this is a "wildflower" rug, we should be only passively interested; but when every flower in the rug is "sold" to us by means of a paragraph of copy, the rug takes on individuality and becomes something to be desired. Any one of a dozen other types of products, from steam engines to fireless cookers, might be featured thus

is performed, or where some special invention has been incorporated, or where trouble or danger has been eliminated, or some weakness overcome.

Then, instead of resting content to label these points, carry the idea further: devote to each numbered circle a paragraph telling what happens at this point, how and when and why this particular feature of the machine was worked out, and what it means to the user. As an

imaginary example, one paragraph might read something like this:

No. 5. At this point the package has been formed and filled at the top flaps are pushed down by these automatic roller arm. In the old type of packaging machine this was always a troublesome point. But on June 18, 1920 our engineering staff worked out the Neff patent which got away with all this trouble.

By describing the function of each important part of the machine, and then going on to tell how it came to be worked out, who solved the problem, when it was perfected, and any other point of interest, a picture so treated could be made to serve as a complete sales canvass.

We are all familiar with the type of salesman who presents his product or his proposition interestingly point by point, with here and there some special bit of information, or some fact or figure of name or date that gives his solicitation a reality that carries conviction. We know that some men have the happy faculty of making us see everything there is in a rug or a picture or a house or an automobile or a piece of furniture. And seeing it, we appreciate it—and generally desire it.

That such a job of selling can be done by a picture to makers of this wildflower rug have proved.

The secret lies in the fact that such a picture has a far stronger appeal than any mere illustration, no matter how attractive. It has what might be termed a special "interest factor" which lures the reader into studying it for himself or herself much as a picture puzzle does. It holds and sustains the reader's interest. Every minute of this sort of study is a minute of self-selling.

The Editorial Page

The Psychological Reaction.

DON'T 'sympathize' with the prospect," says a recent bulletin sent out by a large concern selling through the retailer, and goes on to give some good advice to salesmen on the dangers of falling in with the dealer's tendency to pity himself on the score of high prices, taxes, etc. Too many salesmen, out of a desire to seem to agree with the prospect, join him in creating an atmosphere of gloom over politics, income taxes, governmental scandals, or what not, in the midst of which it looks like a monumental folly to place an order for goods. The successful salesman, the bulletin points out, must be a bringer of good tidings, not the reverse; and the attitude of "Yes, ain't it awful!" is generally the prelude to a turn-down. It is not amiss for all of us to remind ourselves at times that the calamities, scandals, crimes, and so forth that occupy so much space in the newspapers are news simply because they are unusual, and that the normal tendency of life is all the other way.

Placing Visitors at Their Ease

IN *Scribner's*, Edward T. Mitchell tells of his first interview with Charles A. Dana of the *New York Sun*, when having spoken the usual platitude about encroaching on a busy man's time the great editor threw forward a rush-bottomed chair and put the young man at his ease with the remark that "Doomsday was still a long way off." We have progressed since that day and age! Many of our big executives of today appear to be possessed with the obsession that Doomsday is due within the next five minutes, and the gentle art of placing visitors at ease is at a premium in certain offices. And we sometimes wonder which loses the most; the caller who goes away with his best ideas still unexpressed, or the callee who has endured an interruption without finding out what it was really all about.

Salesmen Are Still Human

AN ounce of facts is worth a pound of 'special compensation,'" said a successful sales manager the other day. "We make a varied line of products, and it is frequently necessary to get the salesmen to put special effort behind certain goods for a time, not always those which are the easiest to sell, or the most profitable in commissions. For a long time we tried out a system of special compensation for a limited period, with fairly good results; but at the end of each season there were always disputes and controversies that made trouble. Then one day, the president sat down and wrote a friendly letter to the salesmen, telling them exactly *why* it was necessary to push a certain line, and saying nothing about special compensation whatever. He gave them the real facts and figures, so that they could understand the company's position fully, and the results were surprising to everybody. We found that the majority of our men would give service to the company willingly and graciously under the new conditions, that we couldn't bribe them

to give without the knowledge of why it was required of them."

A small thing perhaps, but success in business is made up of a multitude of just such small things. The difference between working *for* a company and working *with* it may seem trifling, but the difference in the human reaction to it is often far from trifling. And salesmen, as we sometimes need to be reminded, are still human.

Intolerance

WHY is it," writes the vice-president of a Detroit corporation, "that advertising men, as a class, are so jealous and spiteful of one another's success? I have listened to engineers and lawyers comment in a generous way about the work of their competitors. But I have never yet heard an advertising man praise another's work. Why is it?"

If this executive's viewpoint is correct—and many of our readers will doubtless agree that it is—it explains, in part, why advertising men as a class are regarded with cynical tolerance by the heads of some businesses. Advertising men roar lustily in defense of advertising whenever it is criticized. But unless there is a greater desire on the part of those who engage in it to help one another sincerely and constructively, advertising will never raise itself to the professional standard—with the professional ideals and ethics that some of us hope for it.

Will Drug Stores Return to Prescriptions?

CAREFUL observers tell us that there is a marked tendency in the drug trade to get away from the specialty and novelty atmosphere, and to emphasize more clearly the professional side of the business. The Colleges of Pharmacy are vigorously encouraging the idea, and are endeavoring to enlist the support of the medical profession and manufacturing chemists in discouraging the tendency of the druggist to make his store a catch-all for general merchandise. What will come of it is perhaps a question, but at least it is worth watching.

Your Attitude—and His

THE development of standardized, trademarked commodities has to a large extent rendered obsolete the peculiar function of the retailer as a selector of grades and qualities to suit his individual market. Hence the tendency to regard him more and more in the light of a mere distributor who must respond, willy-nilly, to an organized demand in the public mind.

The man who meets his customers face to face is in an infinitely superior position to one who meets them on a printed page. In the secret places of your heart you may, if you like, regard the retailer as a slot-machine, but it doesn't do to let him suspect it. A slot-machine can't talk back.

Advertising and the Evil of Unjust Cancellation Orders

By E. P. Cochrane

A CERTAIN manufacturer who has been particularly keen in his denunciation of the widely prevalent returned goods and cancellation evil was sitting in his office not long ago orating about it.

"It is a practice that is absolutely undermining business, and the fact that business men are guilty of it shows what a dreadfully lax point of view we've gotten into since the war," he flung at me vigorously.

Just then the telephone rang.

"Oh, it's you, Jones," he said. "I just wanted you to know that business conditions are such that we can't continue that space contract. We'll have to let up on our advertising for a while.

"What? . . . Oh, yes, I'm aware of that. But when we signed it, we naturally didn't anticipate the slump. Sorry. Goodbye."

And then he was actually about to go on with his story—when I stopped him short.

"Pardon me for eavesdropping," I said, "but didn't you just cancel an advertising contract over the phone?"

"Well-er," he said, "I'd hardly call it cancelled. I'm just cutting down a little bit."

"But you had a real honest-to-goodness contract for a certain amount of space, didn't you?" I persisted.

"Ye-es, we did," he reluctantly admitted, "but—"

"No buts about it," I followed up. "I'm just interested enough in this subject to look at it accurately. The very evil you're complaining of is nothing more nor less than the attitude you yourself take. It seems to depend largely on whose ox is being gored. It's a state of mind where business men follow their desires rather than their pledged word. And particularly it is regarded by some that advertising contracts are not

WHAT, precisely, is the returned goods and unjust cancellation evil? The thing starts back at the roots of business, the attitude of the consumer. The woman who sends back a blouse which she has purchased in the hypnotic fervor of the bargain sale; the merchant who, confronted by forgotten or unexpected difficulties, wires a cancellation order to his wholesaler; the wholesaler who, in turn, rescinds his order from the manufacturer; the manufacturer who, finding his cherished outlets closed, frantically refuses to accept a shipment of raw material are, in most cases, upstanding, God-fearing members of their community. An accusation of dishonesty would be received with just indignation and denial. And yet . . . Someone has to pay for the added cost of doing business on this basis, and Mr. Cochrane in this article points out that industry as a whole, and manufacturers and retailers, would be benefited if the practice were eliminated by mass action.

real contracts." I think I set him thinking along a new line, for although he had practiced what he preached in regard to merchandise orders, he had not extended his principles to advertising. *It is precisely this sort of discrimination between contracts you will or will not honor that has caused the unjust cancellation evil to grow and spread, among even business houses of honor and probity.*

THE evil is a real one. Recently there was formed in the textile trades a special association, interlocking with all other textile trade associations, to combat it. A college professor had first probed into the situation and presented his findings, which were alarming. The chemical trades have been particularly upset about it, for it seems that raw materials and basic industries are the ones usually hardest hit.

Advertising gets the same prejudicial discrimination; always has, as a matter of fact. Business men knife into advertising appropriations and even into advertising "contracts" with great suddenness and without much scruple, if they can

"get away" with it. Advertising, however, is hurt in a more fundamental way by the general cancellation evil, i. e. the fact, as is explained further on, that the feverish up and downs of business are caused to a considerable extent by cancellations. Rapid ups and downs in business do not make for the best interests of advertising and hold down the general level of advertising volume.

The effects of returns and cancellations are far-reaching and highly important from an economic standpoint. Many a manufacturer or retailer struggling vainly to rid his books of "red," wonders if the real double standard of morality is not something quite apart from its accepted meaning. Are the ethics of

business different and unrelated to the ethics of personal conduct? Or has the dollar some subtle but degrading influence which makes most of us view it and its working with different eyes?

The margin between pathos and comedy, between love and hate, has its counterpart in the margin between carelessness and dishonesty. The careless buyer may wreak much havoc and cause much loss. The instinct of self-protection may be responsible for the haste with which the average person "passes the buck" when confronted with a possible money loss, but this particular instinct is a peculiarly selfish one.

The game of business should be one of give and take equally, but there is a marked preponderance of "give."

If you ask the retailer what he thinks of "returns" he is quite likely to be threatened with apoplexy because of the inadequacy of language as an expression of feeling. When you ask the manufacturer what he thinks, he can, by referring back no further than 1920 and 1921 prove to you that the pot still persists in calling the kettle black. The

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
W. Arthur Cole
Francis Corcoran
Margaret Crane
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
A. R. Fergusson
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Winfred V. Guthrie
F. Wm. Haemmel

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



NEW YORK
383 MADISON AVENUE

BOSTON
230 BOYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

number of retailers who cancelled orders during that stormy period would read like a commercial census. And the manufacturer is quite likely to overlook the number of times when he rang for a messenger boy to convey with such haste as seemed physically possible the news that he was already filled up with goods and could not and would not take another dollar's worth of material for more.

A vicious circle, indeed, and without remedy save for the "honor system." Even when goods are delivered and paid for there is no assurance that it will not come merrily home again, with full expectation of the welcoming aroma of the fatted calf. Perhaps the retailer bought too much; perhaps the fickleness of demand has made it "dead stock," perhaps a hundred good reasons why

it should be passed back to its source and turned into cash or credit instead of liability. The wholesaler may have to repack the whole lot before it is salable once more. Or he may, provided demand be fickle enough, never be able to sell it. Why worry? One wholesale druggist got back some twenty carloads like that in 1921, which cost him well over a quarter of a million dollars before they were ready to fare forth again. In 1920 the rubber interests of Akron cancelled orders for chemicals amounting to over \$2,000,000. These had been bought on contract, which is the real foundation of big business. If such contracts to buy are worthless, it is not remarkable that the cost of living is high. How else can production be maintained at a proper level?

There is, of course, a certain ele-

ment of chance in all business, but the reduction of this to the lowest possible point is economic salvation. Just as long as destructive fluctuations, called in their downward course panics and in their upward flights prosperity, continue to be accepted as inevitable—just that long will prices be high and the future of industry be uncertain.

There is a general complaint that all lines of business are overcrowded. And a perfectly just complaint it is. There isn't much doubt that there are too many manufacturers and too many distributors. There is both over-production and over-buying. And why not? With the cancellation situation as it is, a of them can afford to gamble. Order the stuff and try and sell it. If happens to come out that way, all

[CONTINUED ON PAGE 54

Advertising Helps Solve an Irrigation Problem

CALIFORNIA'S light rainfall during the winter of 1923-24 recently brought about a situation in the southern part of the state that caused two of the most prominent of national advertisers to join hands in a mutual effort to maintain the usual volume of business and assure the quality of the crops.

The majority of the electricity in Southern California is generated by hydro-electric plants, dependent upon water for their source of supply. The extreme light rainfall last winter was not sufficient to feed these plants throughout the summer's dry season, the result being a shortage in electricity that for a while threatened to hamper the prosperity that has for so long been a characteristic of this section.

A power commissioner, appointed to control the supply of electricity in this time of need, insisted on a 25 per cent cut in power in all places where it was used to any extent. Street lighting, street railways, industrial plants, etc., all curtailed in an effort to save enough electricity to span the dry gap until fall rains commenced. Agricultural interests found



Two People to One Light —it can be done quite easily and will help Farmers Save Their Crops!

8 Ways
You can save thousands in your home
by buying an extra one at extra cost for you?
1. Buy a lamp with a 100-watt bulb.
2. Buy a lamp with a 150-watt bulb.
3. Buy a lamp with a 200-watt bulb.
4. Buy a lamp with a 250-watt bulb.
5. Buy a lamp with a 300-watt bulb.
6. Buy a lamp with a 350-watt bulb.
7. Buy a lamp with a 400-watt bulb.
8. Buy a lamp with a 450-watt bulb.

THAT big table lamp with three lights going gives light enough for two rooms—why burn an extra one at extra cost for you?
That one light turned out in many homes will help thousands of farmers.
They need it badly—do you need it as much?
We know that public-spirited people will respond to this request!

It is a chance for you to help a nation that you all love to give. It costs you really nothing, and it really pays the farmer—so the more to this.
Southern California agricultural interests in a large measure rely on electric power to pump water through the irrigation. At least 75 per cent of the cost of this power is paid by the rate payers. The more the shortage of electricity and the less the power, the less the water.

Because of this a severe drought in California means a great deal of loss to the farmer. It is a great danger to the Southern California farmer. The Southern California Growers Association, representing 100,000 farmers, is a great danger to the Southern California farmer. The Southern California Growers Association, representing 100,000 farmers, is a great danger to the Southern California farmer.

California Fruit Growers Exchange
California Walnut Growers Association

Save Electricity to Save the Crops

that this cut was going to impair the crops seriously. Lack of electricity to pump the irrigation water from its new low level would affect the quality of the crops, as well as the size. Realizing that an emergency of

this kind called for immediate constructive action of some kind, the California Fruit Growers Exchange and California Walnut Growers Association joined hands to launch a special advertising campaign in the city of Los Angeles urging the people to conserve sufficient amount of power in the home to permit the agricultural sections to get the amount that they needed.

While it is, of course, impossible to check up the actual work done by this advertising; and therefore to make a definite statement as to just how effective it proved in this crisis, the fact that the entire community became interested and cooperated, talked about it, or even "reprimanded" associates who burned too many unnecessary lights, seems to point to the success of this effort.

Temporary cuts in street railway power, street lighting, advertising display lighting, etc., together with this appeal to the people to conserve in their homes, resulted in sufficient saving of electricity to supply the farmers with the amount they needed to insure size and quality of crops. Another advertising accomplishment

Vacation Announcement

*Beginning August 11th, our offices—
East and West—are closed for a
period of two weeks, until August
23rd—for the Summer vacation.*

Our experience last year proved this to be a much better idea than to allot "individual" vacations, which string along thru the summer and handicap the entire organization in the efficient handling of their work.

We sincerely extend a wish to our friends—

*"May you, this year, have the most
pleasant vacation you've ever had!"*

STANDARD RATE & DATA SERVICE

The National Authority

CHICAGO
NEW YORK

LOS ANGELES
SAN FRANCISCO



Technique of the Okay

By Walter M. Lockenbrook

AN advertising agent in Cincinnati recently received a curious request. The president of a food-product house for which this agency works wrote in: "I have just decided to cut down our advertising committee, largely because I am afraid that we have been overwhelming you lately with our own ideas and putting them over by sheer numbers and quantity of salesmanship. When Mr. A— (the agency account executive) and Mr. J— (the agency copywriter) come down with advertisements for approval they are greeted by a committee consisting of our advertising manager, his assistant, our general sales manager, the brand sales manager, and myself."

Condensing the balance of the letter, the president's idea was this: The agency was retained for its superior understanding of advertising to the consumer—their outside viewpoint. But when the two agency men submitted copy they were outnumbered 2½ to 1 by executives connected with the manufacturer. From the discussions that ensued, the advertising was apt to emerge with too much of the manufacturing viewpoint. The head of the business decided therefore that it would be better to cut down his own okaying committee to two people.

This, no doubt, is an unusual handling of an unusual situation, but it raises an interesting point: What is the best procedure in affixing the okay?

* * *

A FEW agencies never submit copy until it is actually in proof form, all set up, with pictures in 'n everythin'. But this is fairly rare. It is, however, the ideal way in some cases—particularly where the advertiser is not very good at picturing in his own mind just how the advertisement will look in final form. Words take on a different significance as they make each step from speech to handwriting, from handwriting to typewriter, and from typewriter to print.

The better the physical appearance of both layout and copy, the easier the okay seems to come. That is why the most experienced advertising men are the strongest advo-

cates of finely finished layouts and beautifully typed copy. The person to whom they are submitted just hates to soil such offerings with scribbled changes!

* * *

THE perfectly grand thing about this advertising business is that few will admit that they haven't any talent at it. It's like a cold—everyone can suggest a sure-fire remedy, though not two in twenty remedies may be alike. The advertising manager for a machinery house must submit all advertisements to three people—the sales manager, the chief engineer, and the president. He had a hard time of it for years. With perfect sincerity each one could often show him how to do it better. But today things are simpler. To each piece of copy is attached a blue slip. It reads:

O. K.	
For Sales policy.....	(Salesmanager signs here)
For technical accuracy.....	(Engineer signs here)
From house standpoint.....	(President signs here)

He has sold his employer on the idea that this is the right policy and results seem to prove it.

* * *

ONE advertiser who is listed among the seventy-five biggest in the country, insists upon inspecting all copy submitted him in its "cold" state. He claims that it is bad business to discuss an advertisement with either his advertising manager or his advertising agent before he has gone over it and formed his own judgment independently. His feeling is that he must try to see the advertisement in the same way that the consumer would see it. "Where the advertising man submits copy," he says, "and explains his aims and why the text is worded in a certain way, he is prejudicing me in advance in his favor. He will get no such chance with the person who reads the advertisement when it appears in the magazines. Again, some advertising men like to read aloud the copy they are submitting. That, too, I consider bad

practice. The reading may make the copy seem much more effective than it will appear when it gets into cold type."

And so, in this case, the copy and layouts are delivered without an explanation. The advertising manager approves them. Then the sales manager goes over them. Finally the president gets his look. If snag are struck, the advertising manager and the agent may come into the picture again. "But we rarely have difficulty," says the advertiser, "because we discuss things so thoroughly before the copy is written that when it comes through we are rarely critical except in minor respects."

An agency executive once said to me: "There are two kinds of advertising writers. The first is always busy with his pencil and when given a job starts in immediately to produce copy. Then he patches, rewrites, and maybe fills the waste paper basket before his product is ready to submit. The second kind of writer when given a job puts his feet actually or figuratively on the window-sill or perhaps goes out and walks in the park. He is thinking. He may make a few notes. Then he writes his copy. And because he has thought so thoroughly, he does not need to rewrite much. Nor does the client have any misgivings when he sees the copy." This is simply another aspect of the previously described point in okaying; to summarize—a thought in time saves nine and writes and is a great help when the copy is ready to okay.

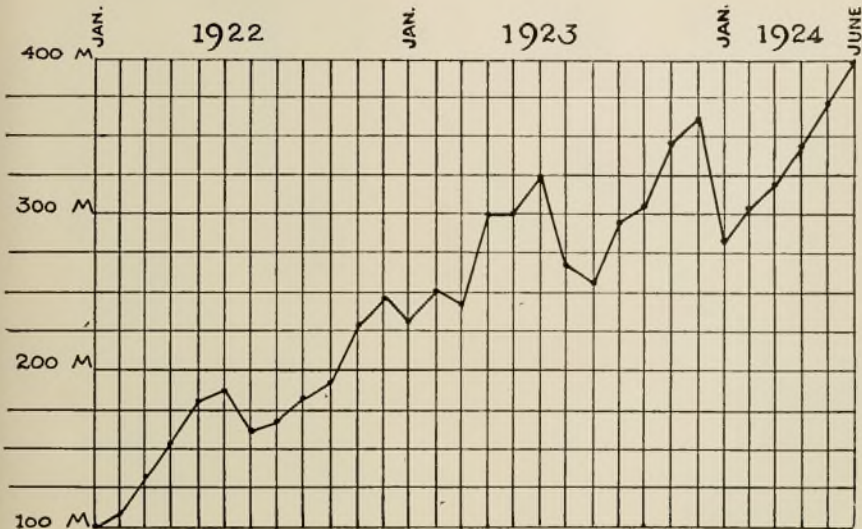
* * *

SHOULD the copy be submitted by the man who wrote it or by so-called "contact" man? It all depends.

One agency believes it destructive to the morale of the copy man to have his work submitted by another. Their belief is that the writer should be there to protect his character and trim its hair himself should such trimming become necessary. And this agency is one of the four largest.

But in another of the four largest the copy man is hardly ever present when copy is submitted for okay. Why not? Well, the executives say that their copy men are primarily

Increase 300 per cent



Upward and Upward

The graph shows the increase in advertising lineage of The Christian Science Monitor from January, 1922, to June, 1924, inclusive.

If this newspaper did not prove its value as an advertising medium, could this upcurve have been maintained for two years and a half?

Boston Office and Nine Branch Offices at Your Service, to Show You What the Monitor Can Do for You—or, if You Are an Agency Man, for the Clients Whose Appropriations You Are Investing.

The Christian Science Monitor

An International Daily Newspaper

Member A.B.C.

PUBLICATION OFFICE, 107 FALMOUTH ST., BOSTON, MASS.

BRANCH ADVERTISING OFFICES

New York.....	270 Madison Ave.	Kansas City.....	705 Commerce Bldg.
Cleveland.....	1658 Union Trust Bldg.	San Francisco.....	625 Market Street
Detroit.....	455 Book Bldg.	Los Angeles.....	620 Van Nuya Bldg.
Chicago.....	1458 McCormick Bldg.	Seattle.....	763 Empire Bldg.
	London.....		2 Adelphi Terrace, W. C. 2

Mathematics vs. Psychology in Advertising

By E. T. Gundlach

STUDY of magazine advertising from 1918 to 1924 reveals marked changes in the fundamentals of copy. In 1918 and 1919, "atmosphere advertisements" predominated—attractive illustrations, artistic borders, clever slogans, "type effects" (with the effect of illegibility), copy "bristling" with brevity, alleged argumentation condensed into half-sentence rhetoric—these were the characteristics of the era of "boom" advertising—when the income tax collector lost 80 per cent and the advertiser paid only 20 per cent for his "publicity."

Then, after the orgy of buying, came the period of frantic selling, or rather of frantic effort to sell. With the factories in danger of shutting down, and the goods stocked high on the shelves, the merchants and the manufacturers concerned themselves but little with "institutional" advertising. When the pocketbook groaned, the advertiser, whose copy had satisfied his vanity, pleasing *him* rather than attracting his *customer*, began to wonder and question.

Thus came about the greatest change in style of copy ever seen within a brief period of advertising. Solicitors forgot to talk about a "vision" and "institutional prestige"; they told the man who made the goods to advertise for the purpose of *selling* them. The old ideas of salesmanship on paper, of "show me" copy, of proved results, came back with a rush.

The old ideas, yes; but in a new and better form, developed through the period in which institutional pages had shown not a 100 per cent value, yet more than a 20 per cent value. The old ideas, but not the old "cheap" mail-order ideas. We should say rather the old principles, the unerring, simple principles of selling by the printed word, which at all times resemble closely a form of selling by mail.

So in 1924 we see that new kind of copy predominating, yes, almost ubiquitous, in the magazine field. Attractive illustrations are used, more attractive than ever; but they illustrate the goods the house is sell-

ing. (Example: Gruen Watches.) Clever slogans are sometimes used, but there is a point to the slogan; not a banal witticism, but a vital fact of interest to the prospective buyer. (Example: Florence Oil Range.) "Type effects" are used, but for the purpose of bringing out the message, and of making it clearer, *not less* legible. (Example: Parker Pen.)

Above all, copy bristling with real argument, copy that says something, has supplanted the institutional appeal. (Examples: Sunkist Oranges, Palm Olive, the new Cream of Wheat campaign, Paramount Pictures, the new Ivory Soap publicity, and scores and scores of others.)*

Another marked change *inevitable* in connection with every step toward true salesmanship on paper, is the increase by several hundred per cent of coupon advertising or other copy in which a reply is invited. The *Saturday Evening Post* from a few issues picked at random (February) carried four times as many pages, half pages, and quarter pages of coupon copy in 1924 as in the corresponding period in 1914. Here are the comparisons from four issues:

	Half Pages and Quarters	Full Pages	Totals
February, 1914....	18	3	21
February, 1919....	9	12	21
February, 1924....	45	37	82

This is exclusive of an enormous growth of inquiry lines in copy without use of actual coupon. The coupon is really not a fundamental; it is merely a device to increase the number of inquiries and to facilitate checking of keyed results.

Besides the increase in inquiry advertising, there is a sweeping growth of other copy seeking direct action, sometimes by way of turning orders into dealers or even by inviting direct sales in territories where dealers refuse to sell or insist upon being laggards.

*There are still many advertisers whose message is brief; and in some cases it may be better that little be said, since a simple assertion is better than a flat, silly, or worst of all, a specious argument. But in general, on an article regarding which the seller would naturally talk at some length, the advertiser today is putting at least a reasonably complete *summary* of his talk into print.

The importance of this last change of advertising policies—to *secure* action rather than mere impression—the change upon which in *fin* analysis all other changes are based—can hardly be exaggerated. Why? Because it forces the evolution from the hackneyed *deductive* method, *inductive* reasoning on publicity, from theorization to a record of results; from psychological vagaries to mathematics.

The minute you put a coupon on copy and try that coupon on different kinds of copy—theorizing ceases; *facts* sweep away "opinions." The kind of copy that pays step by step crowds out the other. Soon institutional "bunk," artistic, no sense, and fallacies about brevity are relegated to the background. The copywriter creates ideas, but he constantly revises his ideas on the basis of reports from the clerks who count the coupons.

IN connection with this evolution of policy, the principles already established in mail-order advertising are of value.

Among the fundamentals which all advertisers can safely adopt as the basis of mail-order experience are perhaps only the following:

A *headline* designed to attract one of a mass of readers, the few who may become prospects—*not* a headline, therefore, that is attractive to the largest percentage of readers, but rather to the largest percentage of prospects.

Illustrations that illustrate what you are talking about—not illustrations that display the artist's skill; for the edification of magazine readers in general.

Copy that argues, appeals, reasons, or in some other way holds and interests the prospect—not copy, therefore, that attracts and entertains the large percentage of casual readers.

An *appeal* designed to bring to prospects by telephone or through store call or by mail in touch with the advertised goods—not an effort in copy, therefore, to make a sale, but to produce an inquiry.*

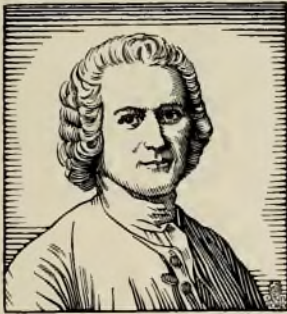
*Sometimes the sale may be the objective, but in 99 cases out of 100 it is not. The point is that the mail-order man has learned from sad experience that he must know his objective clearly and that the publicity advertiser should be equally clear. "Swifling" on this one point spells disaster for an otherwise excellent piece of copy.

THE INTERRUPTING IDEA

NUMBER NINE

NEW YORK

AUGUST 1924



JEAN JACQUES ROUSSEAU

"Every general idea is purely intellectual; let the imagination play with it, and it becomes a particular idea."

Advertising's Someday

SOME day there will come a man in whom are met the experience of the years, the presence of the prophet, and the voice of the leader.

And he will give form to his burning conviction, somewhat as follows:

"I have made a decision about advertising.

"You may take your nice advertisements, your impeccable advertisements, your subtle advertisements. Take of all them. They influence no one but him who creates them.

"You may take your cold advertisements, your fact advertisements, your reasoned advertisements. They persuade no one but him who writes them.

"Such advertisements do not generate any more power than a dummy dynamo. But—

"Give me advertisements that are human,—that stir human imaginations, that play upon human emotions, that rouse human tendencies.

"Reason? Yes, but reason only sanctions.

"Look at the masterpieces of literature,—the writings which have moved entire ages, entire nations. What is the secret of their power? They trafficked not with cold certainties or vague subtleties; they dealt in men's hopes, aspirations, doubts, and fears. They were alive.

"Look at the masters of oratory,—the men who swayed vast congregations of people. Did they talk as lawyers presenting briefs, or announcers only stating facts? No, they appealed to their human audiences *where they were most human*.

"My advertising must be built around an idea. Without an idea, an advertisement is just words, just pictures. With an idea, a real idea, it is a force that causes things to happen. The world's greatest wars have been waged over ideas; the world's greatest movements have been hitched to ideas. An idea is mental dynamite.

"And that idea must be dramatized. It must be made Interrupting. Pictures!—but pictures which put the idea into the human drama. Copy! But vivid, pulsing paragraphs which make the idea live, move, compel.

"The advertisement which gives wings to the imagination, which looses the emotions,—that is the advertisement I must have.

"Produce it for me, and I will show you action in the minds and markets of the world."

§

For ten years, Federal has proposed and preached and practiced the Interrupting Idea; and in its current campaign for Canadian Pacific World Cruises you see such an idea—Gateway Ports of the World—elaborated with the enthusiasm that Interrupting Ideas always induce.

§

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

Anent—The CONSUMER I

ONCE a man had a *hundred thousand* dollars to spend in advertising women's hosiery. Naturally, before deciding where and how, he got all the facts. He found that his money would buy *one page* in three leading women's magazines for *five insertions* in black and white. In this way he could reach a grand total of something like *five million families* or get a *twenty percent coverage* of the country's possible purchasers.

This man was wise and he went further—into the stores where the women he knew went for hosiery, into other stores where his laundress bought hers. He sent many assistants to do likewise. At length he decided that even if every reader of his advertising were "sold" (golden dream) not over *one-third* of the total could find his product where the final sales are made. More figuring, with a definite decision that the net power of his advertising might conceivably reach *seven percent*, could not go higher.

There is no knock at consumer advertising in this, even in relation to lines where the merchant's judgment predecides the brand, but our business (and everybody's business) demands that we make every dollar do all the hard work it can. Read what our hero actually did with his money.

\$100,000

1 page

5 times

5 million families

20% cov'ge

33% effect

7% power

"What about
"What can I do
and what then"

He studied the
fact-and-figures
learn what he could



(The "dry goods" merchants of this country already have a clientele of a hundred million purchasers! The favor of the merchant, who buys in advance of consumer preference, who at all times controls community buying, is essential—first, last and always. ¶ The ECONOMIST GROUP regularly reaches 45,000 executives and buyers in 35,000 foremost stores, located in over 10,000 centers and doing 75% of the total business done in dry goods and allied lines. ¶ "It is easier by far for a thousand stores to influence a million people than vice versa.")



The ECONO
DRY GOODS ECON
MERCHANT-ECON

ence of DEALER Advertising

pers?" said he.
t the merchant,

ave orders to his
was amazed to
half his original

sum. For *fifty thousand dollars* he could buy a *two-page spread* with extra color, in *twenty-five issues* of all *five editions* of the **ECONOMIST GROUP**, whose merchant-subscribers pretty well predecide the purchasers of *twenty million families*. He learned that the **ECONOMIST GROUP** covers the stores that do *seventy-five percent* of the total business done in dry goods and allied lines. He found that his advertising might be *ninety-seven percent* efficient (since in 97 cases out of every 100, the judgment of the professional buyer, not the request of the shopper, decides the brand bought). Applying efficiency to coverage, he arrived at a final figure of almost *seventy-three percent* possible power. "Let's go!" said he, and he did—with glorious success.

\$50,000

2 pages
(with color)

26 times

20 million
families

This is not an unusual case. Results in a market so powerful, so earnest, so alert are quick and tremendous. Where product and policy are right, where promotion is wisely planned, advertising to the merchant can do almost everything.

75% cov'ge

97% effect

Think of the *consumer* influence of the merchant's selection, the merchant's personality, the merchant's promotion! Think of the piled-up power of *dealer* advertising!

73% power



These other business papers, also the leaders in their various fields, are published by the

UNITED PUBLISHERS CORPORATION

The Iron Age, Hardware Age, Hardware Buyers Catalog and Directory, El Automovil Americano, The American Automobile, Automobile Trade Directory, Motor Age, Automotive Industries, Motor World, Motor Transport, Distribution and Warehousing, Boot & Shoe Recorder, Automobile Trade Journal, Commercial Car Journal, Chilton Automobile Directory, Chilton Tractor & Equipment Journal, Chilton Tractor & Implement Index.



ST GROUP

(National, Weekly)
(Zoned, Fortnightly)

Producing Dealer's Display Cards That Get Used

By Ralph B. Milbourne

HAVE you ever taxed the Sales Department for their inability to get up display cards on counters, walls, or in windows, and had them come back at you with explanations for their "failure" which somehow didn't quite satisfy? That was a problem with three advertising managers who as old friends meet periodically to discuss their difficulties. Their lines differed widely and are distributed through entirely different classes of retailers. And yet they found that comments from the trade on their dealer displays were very much the same.

One of these three houses has over 16,000 customers on its books. Another has 12,000 dealers. The third sells his line through only 6000 outlets. All enjoy a business of national scope.

These gentlemen hit upon the idea of conducting a joint investigation. They felt that they might get more valuable information if they simply asked the dealer in a general way to tell what forms of display cards most appealed to him, what kind he nearly always put up, and what kind he nearly always threw away.

Evolving a questionnaire, each advertising manager sent it to one hundred dealers on his company's books. So three hundred dealers were covered. They were evenly distributed throughout the country and represented all types of outlets from the crossroads general store to the highly specialized metropolitan shop. Some dealers did not answer. So other dealers were written to until three hundred dealers in all had turned in answers.

Some of the surprises that came to the investigators were these:

That practically one-third of the dealers said they did not favor the use of manufacturer's display cards. That 265 of the 300 retailers declared that nearly all display material was too large. That the average display card is merely a reminder and thus actually has no selling value.

These and other points will be considered here.

The idea of "reminding" the consumer of a product at the point of sale is responsible for a great deal of waste in store cards and displays. Representative of many comments is the criticism of a Texas dealer who was formerly an advertising solicitor with one of the newspapers. "Sell 'em—don't tell 'em," he writes, "should be the test for store cards. Too many displays supplied by the manufacturer merely remind. A card that says 'Jones' Laundry Soap goes further' is better than a card that merely says 'Jones' Laundry Soap.' As a dealer I would expect the card to be still more productive if it says 'Ask us for Jones' Soap. It goes further.'" This comment illustrates three successive steps in display cards:

1. The mere reminder.
2. Reminder plus sales point.

3. Reminder that brings dealer into the picture and includes selling point.

The more thoughtful dealers seem to prefer the third type of display, and Type 3 usually stays up a lot longer than Type 2, while Type 1 is too commonly thrown away.

In short, the best display is that which the dealer instantly feels will help him sell the goods. Brand name alone is not sufficient.

NEARLY every manufacturer sells through high-grade and low-grade dealers, exclusive shops and cheap stores. And of course there is the intermediate trade. One manufacturer has found that it pays handsomely to get up different types of trims for these different types of dealers. Formerly he straddled—aimed his trims at the middle class store. High-grade dealers said they "weren't dignified enough." Cheap stores said they "weren't attractive (flashy or showy) enough." Today this advertiser produces two sets of displays, one set somewhat dignified and the other in brighter colors and of more pronounced design. He was at first inclined to continue his middle-course cards for the middle-class trade, but he found by expe-

rience that either of the other two types of displays were very acceptable to the individual retailer in middle class.

GENERALLY speaking, the better type of dealer is not exactly eager to put up manufacturers' displays. This is proved out in a simple way by the fact that displays, cards, etc., are used most freely in the poorer parts of the average city. To get the dealers in the better streets to use the manufacturer's store advertising material these test questions may be helpful in any preparation work. I make no attempt to list them in the order of their importance, as this will vary in different types of businesses and with varying types of retailers.

1. Does the display logically and unselfishly fit in with the retailer's business? Good dealers resent making their stores mere posting locations for the manufacturer.

2. Does the display fit in with the manufacturer's advertising in magazines, newspapers, or other media? Manufacturers are sometimes tempted to accept a freak design submitted by a printing house which may not at all join hands with the regular advertising.

3. Has a method been worked out which will enlist the interest of the salesmen in getting the displays up?

4. Is the appeal in the display timely?

5. Is the size known to be suitable? In cases of doubt it may be well to submit sample sketches to a number of dealers before producing the finished designs.

6. Is the text as brief as possible and yet containing a sales point?

7. Is the display material packed in such a way that it will reach the user in perfect condition?

8. Is some means devised whereby the dealer will be interested in advance in the display and thus more apt to use it?

9. Is the display so simple that a fairly intelligent boy can put it up?

10. Is it strong enough to withstand extra rough handling either



A Billion Dollars More!

That is the present estimate of the increase in value of the farm crops for 1924.

This vast increase in the purchasing power of the farmer is sure to be felt by merchants the country over. Those who will most benefit by it are advertisers who present their products to him through a

publication which reaches all sections of the country and which has his full confidence.

With over 1,200,000 national circulation, and a record showing nearly 50 years of service to farm people, The Farm Journal has gained for itself the position of being first in the farm field.

The Farm Journal

first in the farm field



How Do They Buy

By Price? —

PURCHASERS advanced in years are notorious bargain-hunters. The normal conservatism of age makes price the prime factor.

The time was when a shopping tour was a glorious adventure in possession. Today, dimmed enthusiasms make it only an investigation of values.

The comment now follows the conventional form of—

“How much is this? Really? Why I saw *the same thing* yesterday at Blackwood’s for 67 cents! Have you nothing else?”

To be sure, such purchasers must not be neglected—if the factor of price plays an all-important place in your selling plans.

But—

PHOTOPLA

Predominant win

JAMES R. COU

C. W. COU

750 N. Michigan Avenue, Chicago

221 West 57th St



Your Product?

Preference?

WOULDN'T you *rather* sell to those who buy from preference?—from the pride of possession rather than prejudice about price?

These "preference purchasers" are the young men and women of America in the age-group of from 18 to 30.

With these eagerly-minded buyers, price is not the primary consideration. It is prestige that plays the predominant part in influencing the final decision. Warm instincts stir; enthusiasm triumphs over calculation.

It is this rich "preference market" that is offered to reputable advertisers by Photoplay Magazine. Your sales-messages in its pages go straight to the buying hearts of the country, hearts which still beat high when an appeal is made to any of the instincts that dominate Youth.

MAGAZINE

Age Group

Other

ing Manager

Yek

127 Federal Street, Boston



*A Book
that will
help you*

PITTSFORD'S MANUAL for ADVERTISERS

A greatly enlarged edition of Pittsford's Ad-Type Manual. 224 pages of helpful, concise information for producers of advertising. Practical, non-technical and fully illustrated.

Not intended for promiscuous distribution, but will be gladly sent — without cost or obligation — to executives and buyers of printing in Chicago and vicinity, who write for a copy on company stationery, giving name, address and official connection. *To all others, the price of this advertising text book is \$2.50.*

BEN C. PITTSFORD COMPANY · CHICAGO
433 South Dearborn Street

TYPOGRAPHERS



Don Smith Goes West

[CONTINUED FROM PAGE 23]

jobber is not overrun with salesmen; and typical western merchants of this kind like to do business in an unhurried, informal way. Booking an order is somewhat of a ceremonial, preceded with a certain amount of shirt-sleeve sociability, a discussion of politics, crops and general gossip. They enjoy being friendly, and it is usual procedure to just "visit" the first day without mention of business. Then the following day you are expected to open right up with your order book and pencil and get down to work. A man calling on trade of this character can rarely sell them the first time, as they want to feel you are permanent and that you are going to be thoroughly honest and square before they will do business with you. The high-pressure salesman finds his dynamite quite ineffective until about the third call.

ON this particular occasion, while the jobber and myself were trying to elect the next President between us, the 'phone rang and the man on the other end of the 'phone introduced himself as the sales manager of a Chicago canned meat house, waiting to make an appointment for an immediate interview. The jobber told him to come right over, and he sure did. He hustled in with all the dramatic self-assurance of a typical eastern executive, laid his card on the desk with a flourish, pulled out his watch and started off with: "Mr. Brown, I dislike to hurry you, but I expect to sell you on my proposition in fifteen minutes. The only train out leaves in twenty, and I must catch it or I will be stuck in this 'burg' over night."

Right there he committed the unpardonable sin of hurrying a western merchant with eastern tactics. I could see Brown get red behind the ears, and that high-pressure S. M. was through before he started. He caught his train, without removing his yellow gloves to soil the order book, and when he left Brown simply remarked: "I was waiting for a salesman from that house to call, as I wrote them I wanted to take on the line; but he was in such a hurry to catch his train I didn't want to make him stay in this 'burg' over night just to write up my order." And you can be sure it will be a long time before this jobber stocks that line.

In Brown's modest explanation we get a flash of the psychology of the



How about an agency's own advertising? If it doesn't sell its own goods by advertising, why pay it to experiment with yours?

See Berrien's Big Black Book

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

typical western small town merchant. Solid, easy-going citizens who want people they do business with to be as friendly as they are themselves.

It takes the average eastern salesman a full year to adjust himself to these conditions. There is one district manager on the Coast who is particularly successful in absorbing men from the eastern force. He makes it a point always to have such a man first travel for two or three months with one of his old native salesmen and listen in without doing much actual selling. This oldtimer is thoroughly posted and knows what is expected of him, and he takes a keen delight in remodeling any promising young chap. On the other hand, if the eastern man has been sent out with a successful record and in the way of a promotion, he is led to believe that in view of his success he is expected to use his ears as an observer and make recommendations for building up the territory. In that way there is no slap at the man's pride, and in two or three months the transformation takes place insidiously. The next step is to put him to work in one of the larger Coast cities for five or six months, and by that time he has forgotten his New York mental associations and it is usually safe to send him into the back country or the Rocky Mountain territory.

We are constantly hearing of young men who feel the urge to come west. To these I want to point out the obvious moral in this story. By all means take Horace Greeley's advice, but don't forget that when in Rome you are supposed to do as the Romans do. Otherwise buy a return trip ticket and save money for the firm.

The Lumber Manufacturer and Dealer

New name for *Lumber*, formerly published weekly in St. Louis. Publication has recently established branch offices in Birmingham, Ala., and Seattle, Wash. Will appear fortnightly in the future.

Glaser & Marks, Inc.

Boston, have been appointed advertising counsel to Nichols & Stone Company, makers of Windsor chairs, Gardner, Mass., and for the Town Taxi Company, Boston.

Stephen B. Brigham

Formerly with the American office of The Northcliffe Press, has been appointed American representative of The Oceanic and European editions of *The Chicago Tribune*, with offices at 512 Fifth Avenue, New York.

Fall Schedules

ADVERTISERS that are to be represented in the Cincinnati market this Fall are using *The Enquirer* to bring their message to Cincinnatians.

They are using *The Enquirer* both daily and Sunday because it is the one paper that reaches everybody. A recent survey showed that it goes into 104,000 out of 106,000 homes.

National Advertisers are following the lead of Local Advertisers—and are buying not only the circulation of a newspaper but what it represents in buying power.

The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

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

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

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

THE 8-pt PAGE

by Odds Bodkins



MY son, Odds, Jr., aged seven, is just arrived at the point where he makes a good advertising laboratory. He is an omnivorous reader of the advertisements in the children's publications he receives, and every once in a while he is so impressed with one that he reads it aloud to his mother or me.

Only last Sunday I was taken on an advertising pilgrimage to the Beechnut plant at Canajoharie; and at the same sitting I was regaled with a list of the valuable prizes—free prizes—one publication would give a boy for securing only four subscriptions.

But what I started out to tell was the jolt it gave me recently when the lad asked skeptically of a certain advertisement he had just read, "Is that a true story?" In my childhood, type had all the authority necessary to establish truth; but apparently the present generation of seven-year-olds has grown much more literarily and advertisingly sophisticated!

Copywriters on children's accounts please note!

—8-pt—

S. Keith Evans writes: "Dear Brother Bodkins—You may remember that the original name of the Pilgrim Publicity Association was 'The Boston Ad Men's Club,' and it met at Rowe's Wharf 'At the Sign of Four Lanterns.' It was not as dignified as this new name, 'Advertising Club of Boston,' sounds; but it certainly was a fine old club to belong to."

It was, indeed!

—8-pt—

I bought a book today and in it I found a slip reading:

"This volume is the product of the most approved practices in book-making. Editing and proofreading have been done with utmost care. The type matter is easily readable and is well printed on a paper selected to reduce eye strain to a minimum. The binding is durable and business-like in its uniformity.

"These things combine to make this volume a genuine example of book craftsmanship—a substantial guarantee of the valuable information it holds."

This brief appreciation made me see the book with new eyes. It seemed much more individual as a volume, and worthy of greater respect than one accords an ordinary book.

"Why do not more manufacturers accompany their products with some such appreciation as this?" I asked myself. "If people could be made to

see the pains and quality and integrity that go into many products, they would hold them in much higher regard, and be wonderful word-of-mouth advertisers for those products."

—8-pt—

I see by the papers that the electrical appliance people in solemn convention assembled have voted to abolish the term "broadcasting" in favor of "radiocasting."

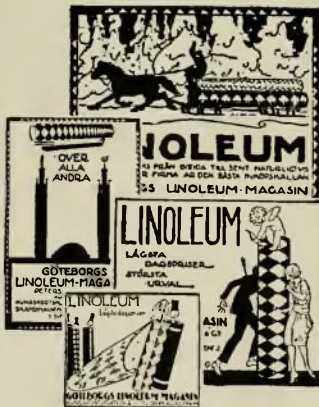
Now it will be interesting to see how long it will take to get the new term into our language and edge the old one out.

—8-pt—

What with *Life* and *Liberty*, all that is needed now to make our newsstands complete is for some enterprising publisher to bring out a magazine styled, *The Pursuit of Happiness!*

—8-pt—

"Why are nearly all American advertisers so deadly serious in their advertisements?" I asked myself as I studied this group of humorous Swedish linoleum advertisements which I ran across in the Armstrong Cork Company's little paper, *Linoleum Logic:*



In my cub days I was told solemnly that humor was a dangerous tool for advertising men to use. But I've never been completely convinced. If it is dangerous, I think perhaps it is the kind of danger represented by a very sharp knife—dangerous in the hands of an inexperienced youngster, but mighty effective in the hands of a skilled carver who knows how to use its keen edge for his purposes.

They tell a good story on the saxophone player of a jazz orchestra that played one night at a Chicago ball. This saxophonist had something on his hip, and between pieces he slipped out onto a dark balcony and sampled it generously.

As the evening wore on his playing grew worse and worse. Finally he made such a sour mess of one piece that several of the dancers sought out the chairman of the dance committee and urged him to do something about it. The chairman, a young man more celebrated for his social prowess than for his physical courage, reluctantly approached the saxophone player, determined to say something so sharp that it would serve the double purpose of bringing him to his sober senses, and stopping the trips to the balcony.

"Say," he began, addressing the player in his severest tone—
"Huh?" demanded the drunken player, leering so belligerently at the young man in the boiled shirt that the shirt seemed suddenly to be about three sizes too big.

"Wha-a-what was that piece you just played?" stammered the social lion, abruptly changing his mind about his speech as he cowered before the saxophonist's bloodshot gaze.

The saxophonist tried to focus on his music, then shook his head and turned to the leader at the piano. "Bill, here's young man wants know wha' was piece we jus' played."

"On the Back Porch," announced the leader.

"Funny," declared the saxophonist, again focusing his unsteady gaze on the music on the rack in front of him. "I was playin' 'The National Blues.'"

There seem to be quite a number of saxophone players going around the business world these days playing "The National Blues," while the real orchestra of business is busy playing a piece that is in tune with the inherently sound and prosperous condition of the country.

The next time one of these gloomy-minded saxophonists begins his dirge in your presence let him talk for a few minutes; then break in on him abruptly and tell him this story!

In This Issue—Engineering for the Service Man—Auto. 10

MOTOR AGE

I am willing to make a bet with any associate dealer in the country selling any car under \$1200, that any good Jordan dealer anywhere in the country will make more money in 1924 selling twenty-thousand Jordans than the other dealers can make selling one hundred of a cheaper line. Are there any takers?

MOTOR WORLD

DEALERS, JOBBERS AND GARAGEMEN


Reo's ability to efficiently serve in every field of highway motor transport, and freight, is a complete line—

Passenger Cars
The Model
Speed Wagon
Wooded Bodies
Luxury
Stoke Engine
and Wagon
Delivers
Reo Bus

Vol. XXVIII Over 40,000 Copies of This Issue No. 10

AUTOMOBILE TRADE JOURNAL

MARCH 1, 1924



Buick Dealer Cooperation Brings Profit

Read a complete article on this subject in this issue of the Automobile Trade Journal. It is the only magazine in the industry that gives you the complete picture of the industry from the inside.



Coverage



COVERAGE of trade buyers is vitally important to an automotive manufacturer seeking to obtain or enlarge his market. Between him and his prospective customer stand over 90,000 retailers. Without their assistance his products cannot be sold, as nearly all automotive products are bought on the recommendations of dealers.

These men are all-powerful. Theirs is the power to make or break a product. Buying decisions rest on their recommendations. Their negations are fatal to success.

To market an automotive product you must get the interest and support of these dealers. Three trade publications—Motor Age, Motor World and Automobile Trade Journal—provide the quick, sure, economical way.

These three combined give the most comprehensive coverage of automotive trade buyers it is possible to obtain in subscribed-for publications, having a combined paid circulation of nearly 80,000,* among which are 61,257 separate retail establishments. They include nearly all the worth-while automotive merchants in the country.

This circulation is distributed from coast to coast and from border to border. It comprises all classes of automotive retailers and is found in all sizes of communities. It is coverage of the most complete character.

The thoroughness of this coverage can be illustrated by taking the five states having the largest number of trade units. In New York, out of 7,639 dealers, 5,799 subscribe to one or more of these three publications; in Pennsylvania, 5,523 out of 6,938; in Illinois, 5,120 out of 5,796; in Ohio, 4,405 out of 5,508; in California, 3,013 out of 5,121. Substantially the same proportions follow in the other prominent automobile-using states.

Use space in these papers to tell your story, to explain why your make is best, to show the profit in it, and to get the confidence of the dealers. Each of the three is a powerful merchandising force. Each is far in advance of any other paper in the field in power and influence. Each can help you get your market.

But you need all three! Obviously the more dealers you can reach, the greater are your chances for sales volume. Motor Age, Motor World and Automobile Trade Journal, with their tremendous coverage, will help you get the distribution necessary before you can win your market and will make your product known to the trade throughout the entire country.

Address our offices in New York, Philadelphia, Chicago, Cleveland, Detroit, Indianapolis, Los Angeles or San Francisco, for further particulars.

*The total duplication in paid, trade circulation is only 10.27%.

UNITED PUBLISHERS CORPORATION

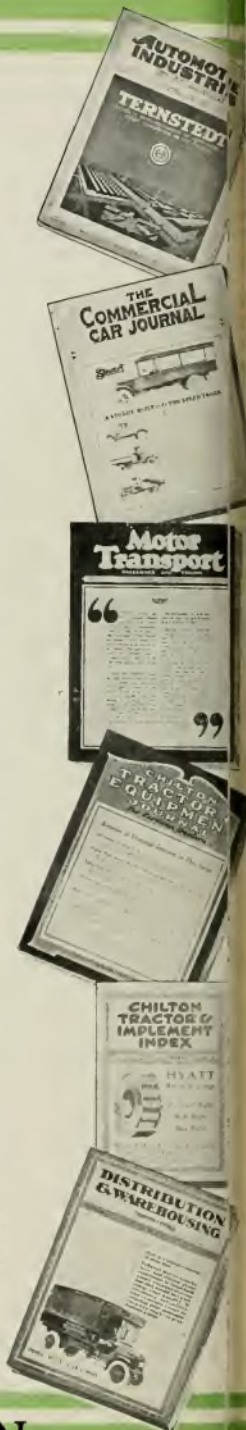
THE CLASS JOURNAL COMPANY

239 West 19th Street
New York

CHILTON COMPANY

Chestnut and 56th Sts.
Philadelphia

The
AUTOMOTIVE DIVISION



Using Advertising as a Direct Sales Tool

AN idea of the manner in which the Kalamazoo Loose Leaf Binder Company is using its advertising as a direct sales tool may be had from the illustration below. When the company's first advertisement appeared in the *Saturday Evening Post*, the salesmen were sent a list of all Kalamazoo customers who had an advertisement in the same issue. The salesmen were supplied with stickers reading "A User of Kalamazoo," and were instructed to paste



them upon each advertisement of the companies listed.

Salesmen of most products are always meeting the question "Who Uses It?" and the Kalamazoo field men were quick to sense the value of this method of presenting a list of users. Some of the salesmen have worked out a complete "first call" presentation of the line without resorting to the sample case. As they turn the pages of the magazine with the stickers pasted up, they call attention to this or that customer who is using a certain product for a certain purpose.

The salesmen are unanimous in agreeing that this original method of presentation is a novel and decided advantage over the old plan of printing a list of users. It affords the salesman an opportunity for direct work without the necessity of breaking too much ground.

Thomas R. Shipp

Formerly Washington representative of the William H. Rankin Advertising Agency, has been appointed managing director of their southeast division, with headquarters in Washington.

Check the one You Make or Sell!

- Washing Machines
- Radio Sets Complete
- Kitchen Ware
- Toys and Wheel Goods
- Rugs and Floor Coverings

WHAT do you actually know about the markets for your goods? Not the retail outlets you've been selling year in and year out, but the possibilities for increasing your sales in a new direction.

Result—greater production. Better quality at a lower price is then possible because of lower operating expense. Watch sales in *present* outlets spurt ahead when that happens.

Above are listed five products whose big opportunity is NOW, in the furniture store. Check the one you make or sell. Return this advertisement to us with your name on the margin. We'll tell you frankly what is being done and what can be done to stimulate buying in the furniture field.

The Grand Rapids FURNITURE RECORD

Grand Rapids, Michigan

A. B. C. Audited Circulation—Members the A. B. P., Inc.



The one complete Buyers' Guide, 4300 pages, 9 x 12, aims to include all manufacturers, regardless of advertising patronage, but secures preferred attention for advertisers. The only one in the "Paid" Circulation class, the only A.B.C. Member.

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

Wanted, ordered, paid for and used by those important buyers in all lines which demand the best as a rule, they use it exclusively—substantial foreign circulation. More than 2000 advertisers—including many of the biggest manufacturers, financial institutions, etc.

\$15.00

Thomas Publishing Company, 461 Eighth Ave., New York

LIVE SALES HELPS

AUTOMATIC-MOTION COLOR-ILLUMINATION

without Mechanisms

Animated Signs-Displays

designed to help sell
your Product in the win-
dow or on the counter.

Ask About Our

"MYSTIC MIRROR"

a novel method of attracting atten-
tion to your Product. Write for
particulars or visit our office to
see for yourself.

ANIMATED PRODUCTS CORPORATION

19 W. 27th St. New York

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
799 Broadway, New York City
Tel. Stuyvesant 8346

Moving Factory to Reduce Manufacturing Costs

[CONTINUED FROM PAGE 14]

It is readily seen, then, that heretofore the aspect of marketing and distribution in the United States was one of constant change of base, geographically speaking. But today we are ready to "settle down." The settlements have grown into towns, which have later grown into cities, with a concentration of buyers. Other changes have come.

THE same is true of other factors. New methods of working, new sources of power, new machinery have been developed and have changed the old conditions. The factory that was strategically located fifty, or even fifteen or twenty years ago, is now compelled to work under a stifling overhead because of these changes. A new one must be started under more advantageous conditions if it is to live at all.

Competition daily becomes more intense; fractional adjustments are more and more compulsory. To meet them it is essential that costs be kept as low as possible. This is an era of large quantity production and low price. "More for your money than others can offer" is the modern slogan. With foreign competition this is especially important because of the relatively much higher cost of labor in this country. To add an unnecessary location burden atop of a handicap of high labor cost is doubly dangerous. The best possible location is a natural advantage which every manufacturer should have. Even if he be fortunate enough to be independent of competition, he is, rarely indeed, superior or indifferent to added profits.

A considerable number of American manufacturers are at present accepting as inevitable an overhead which is from 10 to 20 per cent higher than it need be. They are either paying too much for their power, too much for the delivery of their raw material, too high a price for the type of labor required, or the distribution cost after the goods is made is too high, due to an abnormal distance from the center of distribution. The fault may lie chiefly in labor turnover, which is traditionally costly and which might be obviated or reduced by a relocation.

A detailed comparison of location

factors is often illuminating as to comparative profits. The manufacturer who is located at a disadvantage and who is operating upon a dangerously narrow profit may be quite as capable a manager, have as good as or better a product, and as comprehensive a distribution as his competitors who are making bigger profits without such hard work. By calculating where his costs are higher, it is often possible to greatly increase his money-making power by changing his location.

Of first importance is a reckoning of nearness to source of raw materials, and the point of greatest nearness to market. The cotton industry is an instance where it has, in many cases, been found more profitable to move nearer the source of raw materials, which was also nearer to the center of distribution. There has been, in the last decade, a decided increase in the number of cotton manufacturers who have removed their manufacturing, either in whole or in part, to the South. Sometimes, as the market is enlarged, the cost of shipments goes up alarmingly because shipping is done over the longest distance instead of the shortest.

IN choosing a new location, careful investigation not only of existing conditions, but also of the trend and possibility of change is required. While it is impossible to foresee every contingency, many of them are written plain if time is taken to observe them. The waning of power supply, the tendencies in production of raw material, the mutations of the market—all of these things are worth study.

In general, the relative costs of transporting raw material and finished product, kind and quantity of labor supply needed for the most economic operations, source of power, living conditions, cost of space and convenience of site, building conditions, and similar factors are of first importance in considering either a new location or a relocation. The fact that some enterprising and over-enthusiastic community offers ground at little or no cost is no indication that it would not be ultimately more profitable to go two or three hundred miles away

TELL IT TO SWEENEY!

—especially the Young Folks

THERE may have been an era outside of Sunday school books when children were seen and not heard—much; when the adolescent male had to sprout whiskers and the female gather wrinkles before they became accredited members of society. But times, as the song writers remind us, have changed since father was a boy. Ever since the war the so-called younger generation has been on the cosmic consciousness and conscience. A girl now enters society at an age which previously entitled her only to give up dolls. Young men move faster and earn more in business than their fathers did. (How long have some of you hoary advertising men who read this been out of college?)



In consequence of these social changes, the young idea must be reckoned as an advertising target of first importance.

Consider the course of the Sweeneys, the average American family. Along about the time the wolf has been scared from the door and progeny are advancing in age, in grace perhaps, and in what is assumed to be an education, Mr. and Mrs. Sweeney have settled down. Mr. Sweeney enjoys a deserved feeling of accomplishment at having found some place in the world. He still has his ambitions, but in his heart he knows he will never be a world-beater. Other men may go farther, fare better, find more money, live in larger houses, make the front pages, smoke better cigars without inciting him to envy or inspiring him to effort. And Mrs. Sweeney has begun to admit that she is getting—well, a little stout; and has definitely abandoned any ambition of becoming a movie actress, a business woman, a perfect housekeeper or of knocking the Four Hundred for a goal. Mr. and Mrs. Sweeney are sedative with middle age. The starry heights, green pastures and far calls no longer move or molest them.

AT THIS point Nature gets in several good licks at replenishing the earth with new aspirations, dewy dreams, incandescent illusions and fresh assortments of the goods and

chattels of this world—via the ignorant, ambitious and intense younger generation.

This new force is first felt at home. The Brussels carpet that still looks as good to Ma and Pa as the day it came from the mail order house, gives way to the juniors' propaganda for rug replacements. The mission furniture with the indomitable upholstery elegantly finished in imitation leather, is given the raspberry by the growing daughters; they drag Ma down to see something swell in mohair or brocatelle. And if the bankroll can possibly stand the strain the elders are gradually apprised of the fact that an automobile is an imperative essential.



While the Old Man still raises Cain with his tailor trying to get a fifty-dollar suit at the pre-war price, his sons overbid him on an outfit that includes plus fours. Ma will still snoop around the Bargain Basement while her married daughter takes over from a modiste a modest model at an immodest price. Many a girl whose mother haggled over the price of ham hocks can phone an order for petit pois, marrons glace, and antipasti without stuttering. The hard earned dollar of middle age moves nimbly as a nickel when youth starts to spend it. All this may be Bad News if you are the Old Man, but it must be good news if you are a business man because it means new markets.

TELL IT to Sweeney, the young Sweeneys, and make sales for today and tomorrow. Tell it first in New York where there are most young people, the most incomes, the most opportunities to make money, the most inducements to ambition, advancement and emulation.

Tell it first in THE NEWS, which not only has more readers than any other daily newspaper in America but probably more young readers (under thirty) than any other newspaper in the world. The circulation carries the message farthest and the tabloid page with its high visibility and attention value carries it quickest—and at lowest cost. Get the facts.

TELL IT TO SWEENEY has been issued in folder form. Write for the series on your business letterhead.

The Largest Daily Circulation
in America—now in excess of
800,000

THE NEWS

New York's Picture Newspaper

25 Park Place, New York

7 S. Dearborn Street, Chicago



Pittsburgh Business Women

will buy your merchandise. We can furnish a list of 5,355 names giving residence address. Includes 4,291 Clerks, 2,814 Stenographers, 631 Bookkeepers and 589 Telephone Operators. Guaranteed 99% Mail Delivery up to Sept. 1, 1924. "Use the Mails—Increase Your Sales!"

TANK!

WRITE ELMER J. ROEPER
Est. 1907 446 Wood Street

The Architectural Record

119 West Fortieth Street, New York

Established 1891. Not paid circulation in excess of 11,000 per issue including 6126 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. R. P., Inc.

ON REQUEST { Sample copy, A. B. C. report, index, 35 page booklet, "Rolling the Architect," building statistics, etc.

National Miller

Established 1895

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

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

THE JOHN IGELSTROEM COMPANY

Mason, Ohio Good Salesmen Wanted

Bakers Weekly A.B.C.—A.B.P.—

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

Change of Address

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

and pay a seemingly exorbitant price for a site.

As in everything else, first cheapness is no indication of worth. It may turn out that, where female labor is needed, the men who make up the population are either too prosperous or there is too large a proportion of men without families or some other cause which will cripple the factory because the labor supply is limited and therefore both costly and uncertain. If there are other factories employing female labor it may be found that there is no supply at all. If a more or less specialized type of worker is in demand, it is better to locate where similar types are already settled. Bringing new ones into the community is not always successful, and always expensive.

Transportation conditions are always important. Competition of transportation lines is usually desirable, as any other situation often puts the manufacturer more or less at the mercy of the road as regards shipping facilities, while the road, in turn, is at the mercy of other influences which may work hardship on the individual manufacturer. The probable location of the market, the distance from which raw material must be brought, shipping facilities at intervening points—all these have their bearing.

At one time when the balance of the population was in and about New England, about all that needed to be considered was cheap power. As the population spread, however, and new sources of material were developed, many factories outgrew their old water-power, and found themselves at a tremendous disadvantage as to location. Both unfinished and finished materials had to travel necessary miles, through a "neck" of the continent to their respective destinations, and many of these manufacturers have either moved away, in whole or in part, or have shown excessive costs.

Discoveries of natural gas have often drawn, with the sugar of low power cost, many industrial flies which have been left entangled and helpless with the waning of the power supply. Many of these have found, to their cost, that low power cost did not offset other rises. Only by a consideration of all important factors entering into cost of production can location be determined with any degree of assurance that the choice will, at least, minimize the difficulties as much as possible.

The choice between country (or small town) locations and city loca-

tions involves rather more than the possible advantages of cheap land and plenty of air. It may be that there are no possibilities for living quarters for workers, that the community offers nothing in the way of amusement, or that certain churches are not represented. These things can be brought, but the cost of doing so may be higher than the relative cost of differently chosen land not only in actual money outlay but in labor turnover during the formative period. If a city is chosen, cost of living for workers, shipping, or local transportation congestion or power costs and so on may be deciding factors.

CLIMATIC conditions also have their bearing, not only upon the actual manufacturing processes, but upon the workers. It is climate that has concentrated manufacture so markedly within certain sections of the United States; less than one fourth of the whole country. But also in this section there is the greatest possible opportunity for workers, so that where the invigorating moderate climate is not a factor, cheap labor is desired, the location of a manufacturing plant outside this area might have great advantages. Some other point where there is a surplus of the type of labor required could succeed in reducing costs beyond any saving to be effected in the more densely populated section.

The gradual scattering of population has also effected many changes in the way of enlarging plants by the establishment of branch manufacturing plants. Kansas City, for example, has become a sort of intermediary point where much goods sold in the Southwest, and has gained many large plants in this way. By establishing a different plant, the costs of shipping are reduced as low as possible. Wherever refrigerated shipping is necessary, regional distribution of plants is essential if wide distribution is to be obtained.

Many manufacturers who have indicated manufacturing and selling ability in their own more or less limited districts could repeat their success by establishing plants in various carefully chosen places in order to serve other districts. The market in one part of the country is for most products, just as good as the market in any other. This is the theory upon which all the great chain organizations have been built and they are illustrative of its success. Perhaps a better example is the establishment of a Sears, Roebuck factory in Philadelphia. 1

he layman it would appear that the real market for mail-order selling lies in the great farm districts, and it is true that it was from such districts that the company builded up its business. But it is now found that the East, with a little cultivation, offers great possibilities in spite of the frequency of shopping centers; and the company feels justified in building a plant to take care of this territory and thus cut down shipping costs and delay. As a matter of fact, New York City itself, with a shop on every corner (almost) is, itself, a very good patron of the great mail-order houses!

It comes to be a question of which, to the individual manufacturer, is of first importance in enabling him to operate economically and profitably, and if it is found that his location is actively against his success, it is certainly justifiable to simply transplant the whole business elsewhere, just as a plant dying in infertile soil can be placed elsewhere and flourish. A careful weighing of important facts will indicate where the point of success lies; and such an analysis and such a change would put the flush of health into many now languishing businesses.

A. T. Roberts

Recently advertising manager of The Columbus *Enquirer-Sun*, has been appointed vice-president and sales director for the Southland Pecan Company of that city.

Paul G. Hobart

Formerly with The W. E. Long Co., appointed advertising counsellor, in charge of analysis, plan and copy department of the F. W. Bond Company, Chicago.

Alfred Austin

New York, will direct advertising for the Gropper Knitting Mills, neckwear, same city.

Allied Newspapers, Inc.

Publishers' representatives, New York, have established a branch at 215 Higgins Building, Los Angeles, which will be managed by Charles H. Moody, formerly advertising manager for *The Western Farmer and Better Fruit*, Portland, Ore.

H. K. McCann Company

Los Angeles branch will direct a campaign in national publications for the Salt River Valley-Arizona Club of Phoenix; will also direct advertising for the California Coast Highway Association.

Answer these questions!

Can your newspaper reproductions be improved?

Are you paying more than is necessary for Plates and Mats?

Do you believe the manufacturer who specializes in one thing can give you **BETTER SERVICE?**

Your answer determines your interest in Gagnier—Equipped with the world's largest Stereotype Foundry—a day and night shift of well-trained workmen, special machinery (much of which has been invented by the Gagnier organization), we produce the highest quality Plates and Mats at a very low cost.

With Gagnier Plates and Mats you get Gagnier Service—A Service too comprehensive to tell about. You must use it to know its full value.

Let us give you actual evidence of Gagnier Service. Send us an order, large or small, easy or difficult, and see how we handle it.

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

GAGNIER STEREOTYPE FOUNDRY

The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard

"INCREASING DIRECT ADVERTISING RETURNS"



A New Hook by FLINT McNAUGHTON

Here is a book YOU need. Filled with practical, result-producing information. Outlines plans for increasing returns in business places for increasing jobbers, acquiring and sales, winning jobbers, creating demand, etc. Shows advertising fundamentals. Explains right practices and winning methods. How to increase pulling power in inquiry and order cards, coupons, order blanks, etc. Analyzes coupons in magazines and trade papers. Just the information all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 201 advertisements. 220 pp. Cloth. At Live Bookstores.

Sent Direct for \$2.50

Selling Aid, 1304 Jackson Blvd., Chicago

BUSINESS STATIONERY



ENGRAVED LITHOGRAPHED

SEND FOR PRICES & SAMPLES

MORRISON

Fine Arts Bldg, Rochester, N.Y.

Shifting Currents of Reader Responsiveness

By William Dunn Barrett

A FEW weeks since, a well-known New York newspaper changed ownership and literally overnight became a different paper—different in type dress, different in its editorial page, different in its news, different in its features, different in just about all the ways a newspaper could be different, save in size and name.

From the public's standpoint all these differences created a new newspaper personality. From the advertiser's they create a new problem in space buying. This problem has to do with reader responsiveness, that intangible quality which determines the value of any publication as an advertising medium. Whereas the reader responsiveness of the old paper was a known quality among the advertisers who used it, the new paper is now in process of establishing the reader responsiveness of its new personality.

This change was so abrupt that it could not be overlooked. But what of the dozens of publications—news-papers, magazines, business papers, farm journals—that are changing in reader responsiveness under our eyes all the time, yet so gradually that the change is scarcely noticeable? Need advertisers concern themselves with such changes?

For answer, consider the experience of a certain mail-order advertiser. Ten years ago this advertiser finally dropped a well-known woman's magazine from his magazine list because year after year it had failed to produce catalog inquiries at a profitable figure. For the next ten years nothing could prevail upon him to use that magazine. He had given it a thorough trial, he insisted, and it had fallen down.

Last year his advertising agency induced him to add the magazine to his list. In the ten years since he used it last it has apparently changed little. Its name is the same. Its size and form are the same. Its typography is the same. It is edited by the same editor. It has increased in circulation only to

the extent of a normal ten-year growth, and its advertising rate has increased proportionately. In short, to all outward appearances the publication has not changed in any important respect during the past ten years. Yet when the season's returns were in this magazine headed the mail-order advertiser's list with the lowest cost per catalog inquiry of any of the eight magazines he used. In fact, whereas his next best medium (and the one which has been his best for five years) brought inquiries at .249, this magazine established a record low cost of .145. Had this result been obtained from one insertion only, he would have regarded it as a freak result; but the second month (which is never so good with this advertiser) the newly discovered magazine produced inquiries at .208 as against .302 for the publication which had headed his list for five years.

PUZZLED, this advertiser investigated and discovered that some six or seven years ago the owners of the magazine under consideration became worried over the fact that theirs was not a responsive circulation and they took some very definite steps to develop a circulation with greater reader responsiveness. (Just how they did it is their own secret, but there can be no questioning the accomplishment.)

The mail-order advertiser is now reproaching himself for not having used this publication for the past five years.

On the other hand, this same advertiser is seeing another magazine that has for years stood well up on his list gradually sink to the bottom. It has not actually gone back in circulation, but it has not gone ahead much, and for some reason its circulation is not as responsive as it used to be.

This fluctuation of reader responsiveness is going on all the time in connection with all classes of periodicals. The experienced space buyer knows that a publication name is

only a name, and that as an advertising medium it is not the name that counts, but the number and responsiveness of its readers, in relation to the line rate.

RESPONSIVENESS depends largely on personality. Some magazines and newspapers have warm, outflowing personalities that develop a reciprocal attitude on the reader's part that carries over into the advertising pages. Others are more quiet and retiring, but friendly and confidence inspiring, like a quiet and confidence-inspiring salesman. Still others are cold and manage to hold their readers aloof, as do some salesmen.

This brings us to one of the most effective tests we can apply to determine the reader responsiveness of a periodical in advance of its use or in the absence of definite knowledge of results obtained by other advertisers in the same or some similar line. That test is to measure the periodical against these questions:

What kind of salesman is this periodical editorially? Does it succeed in selling its own news, its own articles, its own stories, its own editorials, its own features, to its readers? Has it developed a confidence-inspiring personality to which readers would naturally respond?

It is the need of knowing the answers to these questions that makes the space-buyer's job more than a job of buying space. For it is not space, but reader responsiveness that advertisers must buy if they are to invest their money wisely, and reader responsiveness fluctuates with changing ownership, changing management, changing editors, changing editorial aims and policies.

All this may seem very obvious but it is by keeping such obvious considerations in our minds all the time that we keep alert to the shifting currents of reader responsiveness in the periodicals we are using or perhaps should be using.

Program of Graphic Arts Exposition

THE tentative program of the Graphic Arts Exposition and Fifth Annual Convention of the International Association of Printing House Craftsmen, which is to be held in Milwaukee, Wis., August 18 to 23, is as follows:

MONDAY, AUGUST 18
10.30 a. m. to 12.30 p. m.

Reception—Registration.
Convention called to order by William H. Badke, President of the Milwaukee Club.
Invocation by Rabbi Samuel Hirschberg or Rev. Gustav Stearns.
Address of Welcome by Hon. Daniel W. Hoan, Mayor of Milwaukee.
Response to Address of Welcome by Perry R. Long, First President of the International Association.
Formal opening of convention by Harvey H. Weber, President of the International Association.
Appointment of committees.
Report of Credentials Committee.
Roll call of delegates.
Resolutions and amendments received and referred to proper committees.
Open forum.

1.30 p. m.

Opening of Exposition

Opening Address by Hon. John J. Blaine, Governor of Wisconsin.
Exposition closes 10.00 p. m.

TUESDAY, AUGUST 19
9.00 a. m. to 12.00 m.

Roll call and officers' reports.
Address by George K. Horn, President of the United Typothetae.
Report of Committee on Resolutions and Amendments.
Address, "The Relation of Technical Schools to the Craftsmen," by Dr. C. A. Prosser, Director, Dunwoody Institute.
Further resolutions and amendments received and referred to proper committees.
Address, "Cooperative Educational Effort," by John Clyde Oswald, Publisher, The American Printer.
Open forum.

Exposition 1.00 to 10.00 p. m.
Entertainment

Afternoon—2.00 p. m. Ladies visit industrial plant.
6.30 p. m. Banquet and ball.
Evening—8.30 p. m. Fireworks display at Baseball Park.

WEDNESDAY, AUGUST 20

Roll call and report of Committee on Officers' Reports.
Address, "The Duty of One Man to Another," by Rev. A. C. Fox, S.J., President Marquette University.
Reports of district representatives.
Report of Finance Committee.
Report of Committee on Resolutions and Amendments.
Address, "The Education of the Future Composer," by James M. Lynch, President-elect International Typographical Union.
Further resolutions and amendments received and referred to proper committees.
Exposition 1.30 p. m. to 10.00 p. m.

Entertainment

Afternoon and evening, trip to Waukesha Beach.

THURSDAY, AUGUST 21

Roll call and report of Committee on Constitution and By-Laws.
Address, "Educating the Apprentice," by Leighton Hawkins, Director of Educational Bureau, United Typothetae of America.
Report of Committee on Resolutions and Amendments.
Address, "History of Printing," by John M. Niven, City Attorney of Milwaukee.
Selection of next meeting place.
Election and installation of officers.
Adjournment.
Exposition 1.00 p. m. to 10.00 p. m.

Entertainment

Afternoon—2.30 p. m. Ladies' automobile trip through city.
Evening—8.15 p. m. Ladies' theater party.
Gentlemen—Smoker.

FRIDAY AND SATURDAY

Friday and Saturday Exposition.
10.00 a. m. to 10.00 p. m.



What Therefore Is Big Space?

UNCLE JIM is 6 feet 2 inches in his Holeproofs, and weighs 225 pounds with straw hat and belt.

His voice is big and sonorous. He has a way when talking, of pounding the table, if one is near. If not, he chiropractors your lame shoulder.

If what he says doesn't particularly impress you, his laying on of hands, he figures will.

He is a "good-looker" and a "loud-sayer" and has all the earmarks of being a double page spread in colors. But when you come to add him up, he is just a space eater.

His wife, Aunt Sylvia, in contrast is but 5 feet tall, weighs only 95 pounds, and has a sweet clear, convincing voice, that makes you think of a vesper bell. She never raises it, but you always seem to hear what she says. She never clears her throat when she comes in a room, but you always feel and welcome her presence.

With advertisements as with folks, it has always seemed to us that it is quality that counts.

The Message is the thing.

That's why we believe copy is paramount.

The size of the Ad. should be dictated by the size of the message, and not by the size of the appropriation.

If you agree, you will doubtless find we have other things in common.

TUTHILL ADVERTISING AGENCY

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



For Advertising Designs

Telephone
Madison Square 7267

HAROLD W. SIMMONDS
37 East 28th Street
New York City

Posters, Magazine & Newspaper Illustrations

Want
more
sales?

One of our clients has ordered another 15,000 display cartons. His first order was for 10,000. Every carton means a \$3.00 order. It stands to reason our mail campaigns must be getting big results or this client wouldn't need so many boxes to fill orders. If you want more sales thru direct mail advertising, place your order now for September delivery. We are four weeks behind orders now.

Edward H. Schulze, Inc.
37 floor
Woolworth Building
New York

Color in your Advertisement

APPROPRIATE color is a vital asset to most successful advertisements. Besides attracting the eye of the reader, it radiates the character of your product—it makes a definite impression upon the mind of the reader.

The principles governing color are quite as important as the principles which govern any other force. Every shade and hue embodies certain powers of impression—negative and positive.

In choosing appropriate color for your booklet, circular, insert, catalogue, etc., we invite you to consider our suggestions. You can place your color problems in our care—as other successful advertisers are doing.

**SUPERIOR
COLOR COMPANY**

CARL F. SCHWENKER, Pres.

Makers of Superior Printing Plates
209-210 West 38th Street
NEW YORK

The Advertising Wagon and the Star

[CONTINUED FROM PAGE 21]

In the little matter, therefore, of our producing a permanent impression on the popular mind we're not such dumbbells as not to know that talking about ourselves in a haphazard way won't get us much for-warder. The advertiser whose advertisements are not in some way trademarked sails a rudderless course. A brilliantly coined name like "Uneeda," or the perpetual use of an actual name like "Ford," has oftentimes gone a long way in winning—and holding—public attention. A hypothetical Eskimo, or Don-Marquisian Aunt Jemima, frequently serves mighty well in keeping the audience from walking out on the show. A striking slogan such as "A Skin You Love to Touch," or "Built Like a Skyscraper," has been made to bring home a good deal of bacon. And a fundamental appeal aimed at some universal weakness of the flesh, such as susceptibility to fear, pride, embarrassment, desire for success and so on, continuously applied, has done much in piercing through.

AGAIN, there is much more to the springs of successful life than just signs and symbols. There is subtlety. Without the aid of any mystic emblem, like (let's say) the old-time cigar-store Indian, the cumulative value of continuity in the physical appearance of advertising—as they say, the "format"—it is quite observable makes an effective call to human nature. The consistent use of a typographic or illustrative style (as employed, for one example, in the LaFayette layouts) is a flash in advertising which says, "Here's another message from so-and-so."

This "family resemblance" throughout one's public appearances has been fairly well proved by many veteran advertisers—from Adam on down to Messrs. Hart, Schaffner & Marx—to have just as great a value as the patent trademark. "Tickle your type and make it talk," is a dictum of a great typographer. A style of type-face, or the repetition, maybe, of a distinctive border, may be made in time to tell instantly of the great name-blown-in-the-bottle brand.

Further, there is the manner of

saying. Tiffany never says anything but "Diamonds, Pearls." To say more would be to detract from that consummate smartness of effect. In fact, it would probably be ruinous. The casual reader of the papers spots Lord & Taylor as readily as he would Doug and Mary.

Continuity may be retained by an advertiser through years of campaigning, without sacrifice of variety. Witness: Campbell Soups, Yale locks, Mazda lamps, Camel. Other examples, various. The device is a durable idea. In the case of Mazda, for instance, the theme of, so to say, the Greek chorus is Light.

MEN have risen to great power by riding day in and day out just a few simple ideas. Mr. Coolidge is such a man. He is not "full of ideas," as the popular expression puts it; but he is full of his ideas. In his speeches the same thoughts recur perpetually. He finds them applicable to any problem. And they are Coolidge.

Let it be remembered, too, that often the advertiser is likely to tire of his make-up long before the public does—he sees it much more. Maybe Napoleon sometimes yearned to give his old clothes to the poor. And one has frequently heard of celebrated actors and novelists who grew weary, at times, of themselves as the world loved them.

In a word—let us, who would make ourselves memorable, hitch our wagon to an idea, and follow that idea as it were a star.

D'Arcy Advertising Co.

St. Louis, will direct advertising for the Wallace Pencil Company, that city.

U. S. Advertising Corporation

Toledo, has appointed M. N. Pierce space buyer.

Tuttle

Agency at Greenville, N. C., has been appointed advertising counsel to Kenilworth Inn, that city.

Simpson Advertising Co., Inc.

St. Louis, will direct advertising for the B & H Laboratories, disinfectants, and Economy Heat Company, oil burners, both of that city.

To the head of any business

"too technical to be advertised"

THERE are some businesses making highly technical products, or rendering some strictly technical service, that just naturally can not be "advertised" in the ordinary sense of the word.

YET THE HEADS of these enterprises are as ambitious, as anxious to build up their businesses, and as willing to use every modern method that promises to help to that end as are the heads of businesses more naturally "advertisable." They have watched other men use advertising with profit, and they have given earnest thought to how they might apply this modern force to their own business development. But always they have been forced to the conclusion that theirs is too technical a business. They cannot use advertising directly enough or effectively enough to make its use practical or economical.

YET SEVERAL of our most important clients, companies that are now using advertising successfully and as a matter of

course, were in that same situation when we first began to serve them. Indeed, for the first eighteen of the twenty-five years of our history we rather specialized in helping makers of industrial products, and companies rendering technical service, to find ways of using the modern force of advertising to promote their growth.

IN THIS we have been successful, first because our agency has been built up against an engineering background; we know technical products and technical marketing problems, and we are used to advertising to highly trained buyers. Second, because our twenty-five years of serving both general and technical advertisers have taught us many things about the application of popular marketing and advertising ideas and principles to technical businesses. We have discovered how to adapt them and to focus them in such a way as to make their use not only possible but exceedingly efficient and profitable.

The LILLIBRIDGE "Objective" Method

THE development of a technical marketing program lends itself particularly well to our "objective" method of advertising and sales promotion.

BOILED DOWN to a sentence, this "ob-

jective" method is to crystallize a client's needs and problems, whether they pertain to distribution, sales, good-will or prestige, and set up definite, attainable "objectives." Then, unhesitatingly disregarding conventional methods

WARD LEONARD



Figure 12—Realistic lightning was produced in the Paris Opera in 1860 by means of a so-called magic mirror, which consisted of a parabolic mirror with an electric arc at the focus. An electromagnet operated by a thumb switch permitted the carbon electrodes of the arc to be snapped together at will, thus producing flashes like lightning.

to install illuminating gas, to arrange for its manufacture on their premises. At first the methods of manufacture and control were rough and impro-



Figure 13—The first electric spotlight was apparently the one here shown. It was employed in the Paris Opera in connection with the production of "Moses" in 1860.

ELECTRIC COMPANY

vised, and though gas provided more illumination than candles or oil lamps it did not come into general use until about 1850.

LIGHT CONTROL

The value of gas lighting in the theatre was due, not so much to its greater illuminating power, as to its being subject to regulation and control. The new system and its develop-



THE modern theatre switchboard dimmer is a piece of complex apparatus that presents peculiar marketing difficulties inasmuch as the purchase of such equipment is often dictated by men of non-technical minds. Therefore, part of our work for the Ward Leonard Electric Company was to reduce the theory and practice of theatre lighting to ABC form and furnish these clients with virtually a complete, illustrated sales canvass on their equipment.

This we did, after considerable research, by preparing a comprehensive and exceedingly readable story of the development of theatre lighting, starting with the old time "cresset" which served as a holder for blazing pine knots, and carrying the reader step by step down to the present modern Ward Leonard switchboard apparatus.

WARD LEONARD

ELECTRIC COMPANY



Bank of Ward Leonard Vitrohm plates, controlling the reactore dimmers shown below. The center picture on the opposite page shows this pilot dimmer with the pilot switches and steel front added. This is the largest and finest auditorium in the United States, having a seating capacity of 11,000 persons. The dimmer is the largest in the world. Total load connected to dimmers, 900 kw. The pilot board shown in the center of the opposite page controls the contactor board in the basement. This was built by the Cleveland Switchboard Company.



The Ward Leonard Reactore Dimmers installed at the rear of the contactor board in the basement of the Cleveland Auditorium. These are controlled by the bank of Vitrohm plates, shown above, and regulate the lamps of stage and house from full brilliancy to maximum. This is the first installation of its kind and has been in operation for about nine years giving perfect satisfaction.

EACH fresh advance, each new mechanical development, each improvement in principle, we pictured and described so simply and clearly that the theatre promoter and his banker and his architect, as well as his electrical counsel, could understand Ward Leonard equipment and weigh its advantages intelligently against the equipment of competing makers—a thing that no ordinary technical catalog or booklet would accomplish.

Thus the first "objective" was to create understanding and lay a solid foundation on which to build an advertising and sales program.

This is but one of many interesting problems worked out by our "objective" method during our 25 years of agency service.

where they promise to be uneconomical or ineffectual, and actually creating new promotion methods if need be, we formulate plans for reaching these "objectives" in the shortest possible time and by the most direct route. These plans we carry through to the last detail.

By "*to the last detail*" we mean more than the usual details connected with the production, placing, and checking of advertisements. We mean details such as research; work with the profession or

trade; editing house organs; compiling and printing catalogs; writing sales bulletins, helping with the preparation of papers to be read before conventions and technical societies; compiling accurate mailing lists for special promotion purposes—in short, all those "mean jobs" that are generally considered as unprofitable nuisances around an advertising agency (and indeed around the advertiser's own offices) but which often form the only promotion work a technical advertiser can do at first.

Why we can afford to handle technical accounts

OUR charges are based upon the amount of work required by a client, rather than on the volume of advertising done.

FROM THE BEGINNING the founder of this agency realized that while he could expect a certain income from agency commissions, in many cases the commissions earned by an account would not pay for the kind of job he wanted to do. At least not in the early stages of the work. He believed it would serve the best interests of his clients if he could be independent of "billing."

THERE SEEMED to be just one way to make certain this independence. That was to charge every client a substantial fee as the basis of his remuneration, regardless of the amount of advertising to be done or the methods to be employed.

THIS IDEA has developed into what is now known as the Lillibridge "Fee-and-Bud-

get System." This system is a combination of the fee system (we charge a minimum retainer of one thousand dollars per month) and the sound business practice of making out separate budgets covering every phase of an advertising program *before* it is undertaken.

WHEN WE WORK UP such a set of budgets we figure definitely on field and market study, the preparation and placing of advertisements, and the necessary "follow-through" plans and materials. For example, our budgets include beside the cost of publication space: the carefully estimated cost of art work, type composition, engravings, copy, booklets, technical papers, printing, postage, catalogs, direct-by-mail advertisements, house-organs, and so on. To these items we add a moderate service fee to cover the time and labor involved in the details of creative and production work and the mechanics of "follow-through."

WITH such carefully worked out budgets a client knows *in advance* not only the amount of his advertising bills, but also where every dollar he appropriates for advertising is going and what it is expected to accomplish for him. And because we are assured of a fair return for our time and skill and labor, the client is just that much surer that every dollar's worth of his appropriation will produce every dollar's worth of results that his and our combined skill and experience can make it produce.*

IF THIS be important in connection with advertising accounts in general, it is particularly true of technical accounts which may require months or years of careful development work before any considerable volume of advertising, in the ordinary acceptance of the word, may be employed.

OUR BUSINESS has grown steadily for 25 years, because our working methods have drawn new clients (both general and technical) to us, and because our work has been instrumental in developing some of our original technical clients to the point where they now require almost the same broad advertising treatment required by a popular product or a non-technical business.

AMONG THE responsible executives to whose attention this message may come there may be some who, while believing in advertising, have always regarded their businesses as "too technical to be advertised." We think they may welcome this as an introduction to an advertising agency which can help them promote their enterprises along sound lines. It will be a pleasure to us to explain our service in greater detail to any such.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899



Incorporated 1909

111 BROADWAY

New York

**The Lillibridge "Objective" Method of building a promotion program and the Lillibridge "Fee-and-Budget System" are explained in greater detail in previous messages, copies of which will be sent to any interested executive on request.*

The Impulse to Buy

By A. Holmes, Ph.D.

Professor of Psychology, University of Pennsylvania

THOSE who have watched masses of people buying articles know that much of the transaction is merely impulsive. It is not the deliberate and well-seasoned action of a man or woman who has thought long and profoundly upon the purchase in all its phases and consequences.

The inborn impulses to buy are often instinctive. How completely the ordinary man—and especially the ordinary woman—with natural tastes and ideas are delivered into the hands of the advertiser will be seen by a very brief notice of such instincts themselves. This can best be shown by defining instincts. Dr. Wm. McDougall, Professor of Psychology in Harvard University, in his "Social Psychology," says: "We may, then, define an instinct as an inherited or innate psychophysical disposition which determines its possessor to perceive and to pay attention to, objects of a certain class, to experience an emotional excitement of a particular quality upon perceiving such an object, and to act in regard to it in a particular manner, or, at least, to experience an impulse to such action."

Here, at the very foundation of human nature, born in men and women, is all the material the artist in publicity desires for making an effective appeal to prospective customers. No advertiser needs to "create" interest. Interest is already created. A great reservoir of attention stands ready to be tapped by the conduits of the advertiser and conducted to the article which he wishes to sell. The passer-by is determined to perceive and to pay attention to his advertisement. Nobody can keep him from doing that if the sign is rightly made; if it belongs to "objects of a certain class."

Likewise a feeling follows immediately upon the perception and the attention to such an object. The feeling itself will either continue the attention or stop it; either hold the readers' eyes enchained or turn them away to more pleasant objects. The shape, position, color, content will all contribute their share to either attracting and holding the reader or to turning him away.

To show just what appeal is right, we will have to know enough about the instincts in detail to recognize

them, at least. Dr. McDougall gives a list of them:

I. *Unfavorable*.—Flight and its emotion, fear; pugnacity and anger; self-suppression and humility.

II. *Favorable*.—Self-assertion and elation; sex and all its emotions; parental instinct and all its emotions; imitation; suggestion; sympathy; curiosity and wonder.

Each one of the foregoing instincts with their feelings would demand a volume in explanation and application of their traits to sign-writing. I can only point out the obvious fact that it would be fatal to arouse some of them by any piece of publicity seeking to make sales. "Flight and Fear!" What more contrary to the true buying impulse. Yet they can be innocently aroused by advertising. Sometimes several instincts are aroused at once. Some advertisements do that, even though the writer has no intention of arousing any secondary feelings. It is a subtle fault. The sex instincts are overworked. Curiosity and wonder by means of novelty are much sought for. Imitation is appealed to widely, especially in fashions. Suggestion is everywhere present, sometimes in a subtle and refined form, sometimes destroying its own efficacy by the very loudness and broadness of its appeal. Sympathy often is appealed to by charitable organizations. "Suppose Nobody Cared!" is an appeal of one welfare society. A little boy holding out his arms and saying, "Come back soon, Daddy!" will drive almost any traveling man to take out travelers' insurance.

It is from material like this that human action is made. These are the deep springs of decision. From these instincts spring immediate action; by them are our thoughts guided and determined to a large extent; from them in various mixtures we make our characters, building upon them mixtures of emotions, ideas and decisions to action which become habitual in our lives and which constitute those great and complex masses of consciousness which we call sentiments. In the handling of such human material the advertiser is doing far more than merely selling. Enormous spiritual by-products flow from his work. Whole communities are lifted to higher planes of tastes and endowed with new desires and more refined judgments in all things.

What Is the Value of Position in Publication Advertising?

Results of an Exhaustive Study—Ten Columns in Magazine and Field—Trends to Increase the Relative Value of Different Advertising Positions

By William T. Lewis

Selling the Farm Field

What Effective Emphasis on the Business That Makes the Farmer a Valuable Customer of the Automobile Industry

By G. M. Kile





Advertising and Selling Fortnightly

FOURTH EDITION

PUBLISHED BY THE AUTHOR

Copyrighted Under U.S. Pat. and Foreign Patents

Borrowed Plumes

The Mailed Manufacturer Who Shows the Reader the Difference

By Everett Elms Collins



Advertising and Selling Fortnightly

52 Vanderbilt Ave., New York City

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

Name

Address

Company

Position

No. 2 of a Series

Figure it out for yourself.

How many cans of Old Dutch Cleanser do *your* folks use up each month?

Is a cleansing soap less used in a clean home? Or a lawn mower less used on a well-kept lawn? Or shaving soap or an alarm clock less popular with successful men?

— *No*, of course they aren't. If anything, these things are used and used up oftener in Q. G. homes than elsewhere.

Lines of least resistance are good lines to follow in advertising. The line leading to pocketbooks is the line to results.

The Quality Group

ATLANTIC MONTHLY
HARPER'S MAGAZINE

REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE

WORLD'S WORK

681 Fifth Ave.

The Quality Group
COVERS
The Quality Market

New York

Ten Simple Rules for Direct Advertising

[CONTINUED FROM PAGE 22]

Few direct advertisers will get their results they hope for unless they comply with the laws of common sense. And one of these laws is obviously the keeping of mailing list as up to date as possible.

5. *Coordinate with Other Selling Efforts.* Many direct advertising campaigns fly off at a tangent. The fail to capitalize on magazine, newspaper, outdoor and other advertising which may be used to push the product.

Sometimes a campaign will work along entirely different themes—stress sales points scarcely touched upon in the other forms of advertising or salesmanship. While such a campaign may bring good result its chances are far better if it ties up with the other merchandising efforts of the company by putting over one or more important sales points.

It is unwise for an advertiser to expect the reader to remember more than one or two basic things about any particular product. Concentration upon a basic sales idea becomes more and more essential in advertising.

6. *Observe Highest Principles Advertising.* The other day a piece of promotion matter was sent to me by one of the best known magazines in this country. The publication is renowned for its prestige, its refinement, its discriminating type readers. Yet the direct advertising appeared on low grade paper, poorly executed and entirely out of keeping with the reputation of the magazine, or even with the promotional matter it had issued formerly. There may have been some deep laid plan behind it, but the surface impression was almost bound to be unfavorable; and the surface impression is about all one can hope to put over. There is just as much need for care in layout, typography and art work in direct advertising as in any other form of publicizing.

7. *Time Mailings Precisely.* One large advertising-by-mail campaign started in the late fall. Two or three printers were engaged to get out the different mailing pieces. The November piece was printed a month too early and the October piece was a month too late, which meant that the introductory late fall booklet was issued after the wintery follow-up book had been mailed in advance of its schedule.

HOTEL ST. JAMES

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

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



Rates and Booklet on application
W. JOHNSON QUINN

For 15 years the leading best equipped business research organization.

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

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

BUSINESS BOURSE

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

Prospects forget a product quickly. So long a lapse in its advertising as result in its oblivion so far as most prospects are concerned. The public forgets most of the good things said about a product, but has strange way of remembering anything that is unfavorable. Getting things out at the exact time when they are most needed is vital to the success of most campaigns.

8. *Make Sure Your Campaign Is Making Hold.* Some campaigns are of such a nature that return postcards or some other check-up as to results are available. But many campaigns of a good will nature, or along other general lines, require constant inquiry among dealers, salesmen or prospects. Sometimes a return postcard can be used in such campaign as a check-up to see how things are going.

9. *Give a Campaign a Fair Trial.* Just when an advertiser is almost red unto death with his campaign, the chances are that it is beginning to go over big with the prospects. An advertiser sees so much of the campaign, and in so many different forms—dummies, proofs, final proofs, etc.—that it wears him out.

It takes time to make a real dent in the public mind. A campaign should be given a fair trial before it is put into the discard. Many campaigns would have proved successful if they had been continued only a little longer.

10. *Follow Through.* As in golf, one of the main things in direct advertising is to follow through, or rather, to follow-up. Each inquiry should be developed for all it is worth.

Further, a system should be established and maintained that will assure each inquiry being run down to the ground. Frequently an advertiser will get inquiries and merely acknowledge them by letter or with a booklet, although he has salesmen who might just as well make a thorough personal canvass of all who took the trouble to get in touch with the company.

Sometimes a campaign which is run for a period of several months is left hanging in the air when it might better have ended with some sort of appeal—some method of checking up the effectiveness of the whole campaign.

A thorough follow-up in some cases is just as important as the preliminary analysis. Prospects should be given an opportunity to express themselves, if practicable. The way should be made perfectly clear for them to buy.


**Fastest Growing
Radio Magazine**

**Over 100% Increase
in Circulation**

129,022
Weekly Average
NET PAID CIRCULATION

A. B. C.

Publisher's statement
six months ending
June 30, 1924.



160,449
PEAK ISSUE

Net Paid A. B. C. of the March 29, 1924, Number

NEW RATES

ON ACCOUNT of our fast growing circulation we are compelled to raise our advertising rates beginning with the September 20, 1924, issue, last forms for which close August 30th. The present low rates offer the biggest buy in Radio today. Contracts must be signed and copy started on or before the September 13, 1924, issue, to receive the benefit of our present low cost rate card.

Lowest Agate Line Rate of All Radio Publications
We have just recently made a survey of our readers. Much interesting and instructive data are available. Write us for "Facts Not Fancies About Radio."

FOR PRESENT LOW ADVERTISING RATES

Write

510 North Dearborn CHICAGO 611-12 Times Building NEW YORK

**Fastest Growing
Radio Magazine**



Bound copies of Volume II are now ready. A few copies of Volume I are still available. The price is \$5, which includes postage.



**Since
1919**

Lavoris has used Oral Hygiene full-pages to reach the entire dental profession.

Oral Hygiene

PITTSBURGH, PA.

CHICAGO, Peoples Gas Bldg.; NEW YORK, Flat Iron Bldg.; ST. LOUIS, Syndicate Trust Bldg.; LOS ANGELES, Chapman Bldg.

Efficiency
and economy
can
go together

WE prove this statement every day—by getting real results from conservative appropriations.

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
Mc CORMICK BUILDING
CHICAGO

Advertising and Unjust Cancellation Orders

[CONTINUED FROM PAGE 28]

well and good and a nice profit is written on the ledger. If not, then turn it back and get credit for it. And there you are.

When the department store hangs up a sign, "No credits and no C.O.D.'s," the goods is sold to the woman of judgment who knows what she wants and what she can afford to pay. It doesn't stop the sale, however. And elimination of cancellations would not—and could not—stop commerce. The man who can go into business on a "long credit and cancellation" basis does so lightly and carelessly. If he wants to make good and has the ability, the manufacturer would be justified in his attitude. But how many of them do? One maker of men's goods maintains a complete force for the sole purpose of salvaging whatever is possible out of the wrecks of such enterprises. And probably a great many others do the same thing. Someone has to pay for this, of course. The ultimate consumer is the logical person to assume the burden, and he does. He pays a cent or two cents more for each item than would be necessary if it were not for the incompetence of dishonest dealers who cost the manufacturer money. And yet that manufacturer is an old and conservative one who would be scandalized at the accusation that he was an accessory after the fact in any dishonest practice.

When things get too bad, he calls anathema on the dishonest retailers and cancels his advertising contract until things get better. The advertiser cancels the space contracts, and the price of a newspaper goes up a penny.

Is it simpler to let the cancellation cost go on and on, penetrating into every furthest corner of commerce and let the consumer foot the bill? That all depends on the exact length of suffering which said consumer will endure. There is considerable indication that this is unlimited. However, that is an assumption without basis in actual fact. There was a time when it would have been difficult, if not impossible, to convince the average person that the mark could descend

to the inconceivable depths which it reached. It would be still more difficult to convince anyone that the dollar could, under certain conditions, follow a similar course. Let us hope that it never can. But nothing is, as we know, impossible.

THE tremendous natural advantages of this country do not, after all, give it immunity from disaster when the manipulation of those resources is perverted either through carelessness, indifference or ignorance. The upright and honest conduct of business is of considerable more importance than the upright and honest conduct of a single individual. Anything can be accomplished provided it is desired and striven for by the mass. Mere desire is not enough. We have had some remarkable examples of accomplishment by the minority who worked for what they wanted instead of merely wishing for it. A single factor in commerce is read and anxious to expound on the evil of cancellation, but it has never been seriously attacked by the mass. It is of greater economic importance than appears on the surface, as anything which will work to the stabilization of prices and the elimination of chance in business is of the utmost importance.

Nothing can make every person in the world honest. Indeed, to do so would destroy one of the important factors in self-appreciation. But the number of honest people is in the majority and their concerted action would be highly effective toward an enduring stabilization of business as a whole.

Advertising is viewed gingerly by boards of directors in times of uncertainty and rapid fluctuation. It thrives best when plans can be made a long time ahead, and not disturbed; when a well-reasoned program can be developed without the machinery being suddenly jammed by a monkey wrench thrown into the gears today, or a wild-eyed speed undertaken tomorrow. In every way it is possible for them to do so, it is to advertising men advantage to back this movement and eliminate the evil of unjust cancellations.

Technique of the Okay

[CONTINUED FROM PAGE 30]

writing men, not salesmen. And salesmanship may be necessary even when the best of copy is submitted.

ONE of the well-known figures in the advertising world absolutely refuses to patch copy. If the manufacturer makes fairly extensive criticisms, he says, "All right, we will throw that one out." Some consider this a pose. They think this writer is assuming superiority in refusing to meet the critic half way. But they're wrong. The writer simply feels that patched copy is no more attractive than patched trousers. Perhaps he is not entirely right, but mixed personalities in an advertisement seldom add to strength.

The advertisement doesn't deserve an okay until it is a well thought out, well expressed, well dressed unit. And when it reaches this point its okay usually gravitates to it as easily and naturally as water flows down hill.

Churchill-Hall, Inc.

New York, appointed advertising counsel to Multibestos Company, lined brake shoes, Walpole, Mass.

Patterson-Andress Co., Inc.

New York, will direct advertising for American Sole & Belting Leather Tanners, Inc., same city.

C. H. Fernald

Formerly professor of advertising, University of North Carolina, is now instructor in advertising at University of Illinois, Urbana, Ill.

Henry M. Cunningham

Formerly trade and markets editor of *Electrical World*, has been appointed to take charge of publication advertising and sales promotion literature issued by the Robert Bosch Magneto Company, Inc., New York. Mr. Cunningham has been connected with the Bosch organization since May.

Ray D. Lillibridge, Inc.

Has been appointed advertising counsel to the following divisions of the Chase Companies, Inc., Waterbury, Conn.: Chase Metal Works, brass pipes, tubing, sheets, etc.; Waterbury Manufacturing Company, brass parts; and the Noera Manufacturing Company, hand pumps, oil cans, etc.

A. E. Priest

Formerly with the Blaine Thompson Agency, Dayton, Ohio, is now associated with Tuttle, Greensboro, N. C.

Teachers are Good Mail Order Buyers

Normal Instructor-Primary Plans purely on its merits as a business producer in direct returns, has established itself on the list of publications in which mail order advertisers are regularly using full page space. The experience of these advertisers in successfully selling a wide variety of products (see illustration) through Normal Instructor-Primary Plans is evidence that it is not a class publication, but one which will deliver results on many general propositions as well as on articles appealing strictly to teachers.

Circulation 84% in places under 5000 population. (The mail order field.)

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

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

NORMAL INSTRUCTOR and PRIMARY PLANS
A. B. C. Applicant

Notice!

Keep a file of your issues of
ADVERTISING AND SELLING FORTNIGHTLY

At the conclusion of each volume an
index will be published

AKRON, OHIO Is An Ideal Try- Out Field

Its cosmopolitan population—the average wage and salary being far above that in other cities of its size, affords the advertising agency an opportunity to place its client's message before various classes of readers, in which will be found the particular element to whom it wishes to appeal.

The Akron Beacon Journal

Is so far ahead in circulation that all doubt as to which paper to use is automatically removed.

Represented by

M. C. WATSON
270 Madison Ave.
NEW YORK

STORY, BROOKS & FINLEY
Room 621, London Guarantee
Accident Bldg.
360 N. Michigan Blvd.
CHICAGO, ILL.



Eliminating Guesswork in Merchandising

IT is significant that one of the fundamental reasons underlying the growth of the United States as an industrial nation is our insistence upon knowing rather than guessing. Patient research workers in the chemical laboratories of our manufacturing plants and technical colleges have by their discoveries made life better and easier to live. Business men are coming more and more to look upon the laboratory for light on the problems of manufacture, so that it seems quite in keeping with the spirit of the times that Filene's, the well-known Boston department store, some time ago established a chemical laboratory for the purpose of testing many of the materials it merchandises.

Every part of the huge store uses the services of the laboratory. The restaurant makes daily tests of milk and cream, while the garment shops constantly determine the strength, fastness, purity and other qualities of the fabrics it makes up into clothes. In fact, in the men's and boys' shops all the garments are laboratory tested throughout. Practically everything sold in the baby shops, from talcum powder to coats, is first sent through the laboratory so that its quality may be determined.

In March of this year, the Filene laboratory made 2138 tests, an average of about 85 analyses a day. Sam-

ples of merchandise are first put through an analytical test and then later a check-up is made with the articles when they are delivered. The laboratory, located on the roof of the store building, contains a full equipment of microscopes, chemical balances, and other instruments of precision, and is under the supervision of an expert from the Massachusetts Institute of Technology.

One of the most important pieces of apparatus is an abrasion or rubbing machine, which tests the wearing qualities of a fabric by putting a piece of the cloth through exactly the same experience it will encounter in actual usage. In this way the choice for materials that will make the best clothes for active youngsters is determined from known facts.

The laboratory tests materials not only for their wearing qualities, but for fading, washing, the effect of perspiration, sizing, weighting, tensile strength, waterproofing, shoe mud spots, shrinkage, wool, cotton, silk, fiber, linen, camel's hair, threads per inch, etc. This insures that the store gets not only the best of merchandise for its customers, but guarantees to the customer full value for the money expended. It means the elimination of waste through faulty manufacture and the creating of goodwill for a product through the rendering of consumer satisfaction.

Recently Published

By CHARLES AUSTIN BATES, New York.—"Does Advertising Pay the Consumer?" Twenty-six short talks on advertising, embodying fundamental facts and aims. Price, 25c.

By AMERICAN NEWSPAPER PUBLISHERS' ASSOCIATION, New York.—"What Costs to Buy Space," by the Bureau of Advertising in conjunction with *Editor & Publisher*. Analysis of circulations and rates of various newspapers, trade and class publications, compared by market groups.

By DEPARTMENT OF THE INTERIOR, Ottawa, Canada.—Third Edition of "Compact Facts, Canada, 1924," by the Natural Resources Intelligence Service. Thirty-page booklet of skeletonized information relative to Canada's population, finances, exports, agricultural and mining production, etc.

By DOMESTIC DISTRIBUTION DEPARTMENT OF THE CHAMBER OF COMMERCE OF THE UNITED STATES, Washington, D. C.—Leaflet explaining the activities of the Better Grocers' Bureau of the National Association of Retail Grocers. The Bureau is described as "a comprehensive effort to develop and maintain a fundamental as well as advanced and specialized educational service for the retail food distributing business."

By GENERAL ELECTRIC COMPANY, Schenectady, N. Y.—"General Electric Publicity, 1924." A comprehensive review of the company's various phases of advertising, accompanied by reproductions, tables and graphs. The main purpose underlying the book is to show that the many aspects of General Electric publicity are bound together by one common purpose—service to the public. The contents page lists more than twenty different forms of publicity which the company is engaged in developing. 11 1/2 x 14 1/2 in., 110 pages, illustrated.

By NEW YORK EVENING JOURNAL.—"Sales Manual of the New York Market," a comprehensive and exhaustive analysis of the metropolitan market for sales executives, advertising directors and advertising agencies. The book is divided into three sections, one devoted to characteristics of population and the physical size of the market in comparison with others, one to merchandising methods and accomplishments, the third to a tabulation of retail outlets. Tables, graphs and charts are given and a routed list of all suburban towns and territory, to be used in conjunction with a sales manager's map of the market which accompanies the book.

By BEN C. PITTSFORD COMPANY, Chicago.—"Pittsford's Manual for Advertisers." The buyer of printing and advertising who seeks a basic knowledge of copy, type, layout, paper, etc., will find it in comprehensive form in this handy volume of 224 pages, written by one who has had a quarter century experience in the handling of type. It is thoroughly practical and should prove of advantage to all who are interested in improving the physical appearance of their advertising and printing. Will be sent to executives and buyers of printing in Chicago who write for a copy on company stationery. 4 1/2 x 7 in., 224 pages, illustrated.

TOO BUSY TO COMPLAIN—

The Eastern farmer (of New York, New Jersey, Pennsylvania and New England) gets very little newspaper publicity for he goes on quietly producing products for which he has an immediate market.

He sells dairy products, fruit, garden truck, live stock and poultry to nearby large cities—which explains why his average income last year was the average for the entire country.

This market, whose products yearly total from 1 1/2 to two billions in value, is very responsive to advertising. It cannot be adequately covered without adding to your list *RURAL LIFE* and *Farm Stock Journal*, which now has 80,000 subscribers (and is increasing by four to five thousand each month) and has a record of 43 years of service to the farmers of this section. *Member of A. E. C.*

Rates are 50c. per agate line. 186 agate lines to a column. Four columns to the page.

RURAL LIFE and Farm Stock Journal

8 North Water St. Rochester, N. Y.

THOMAS H. CHILD, Eastern Representative, 1111 Fuller Bldg., New York City
Phone, Ashland 7725
HARRY R. FISHER, Western Representative, 700 Mallers Bldg., Chicago, Ill.
Phone, State 4550

An Important Market for Bathing Suits



The annual regatta at Biloxi, Miss., this year attracted crowds of spectators. There were 49 different boats entered for the races, making 12 different classes.

This part of the Mississippi Gulf Coast is the South's most beautiful and popular water resort. Here, every kind of out-door sport is enjoyed practically all thru the year. And here is a ready market for all articles connected with boating, fishing and swimming.

Bathing Suit Manufacturers, take notice! Use the advertising columns of the *Daily Herald* and you will get immediate and profitable results.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers

Jewish Daily Forward, New York

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

THE WORLD IN PHOTOS

Just added Bertin Helms, De Cou, and Hino collections to my vast and rapidly growing list of subjects, making 150,000, for huge orders, advertisements, magazines, trade papers, books.

EWING GALLOWAY

118 E. 25th St. New York

Display Forms

for

ADVERTISING AND SELLING FORTNIGHTLY

close one week
preceding publica-
tion date.

Classified forms
close Saturday be-
fore date of issue.

Space reservations
for the August
27th issue must
reach us not later
than August 20th
and copy for-
warded at once
will help us give
you a good posi-
tion.

Classified Adver-
tisements for this
issue will be ac-
cepted August 23.

Advertising
and Selling
FORTNIGHTLY

52 Vanderbilt Avenue
New York

The Trademark Clinic

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

By Roy W. Johnson

BERNARD L. CLARK, New York—Are there any statistics available as to the value of well-known trademarks? I recollect having seen something of the sort in print, but cannot locate it.

A trademark is of no value whatever except in connection with the business it serves to identify, and the moment it is separated from the business it ceases to exist as a trademark. The word "Kodak," attached to a product of the Eastman Kodak Company, is undoubtedly of considerable value, but the same word attached to the product of any other trader is worse than worthless because it is a fraud. It is as impossible to place any separate valuation upon it as it would be to appraise the "value" of the signature of J. P. Morgan.

It is quite true that trademark rights are sometimes appraised, but only when the business is on the point of changing hands or going into liquidation, and then only as a part of the general good will of the business. Occasionally you see an item in a balance sheet referring to "trademarks, patents and good will," or something of the sort, but the figures are purely arbitrary estimates to meet the exigencies of bookkeeping. The usual practice is to omit this item entirely, or to set it down at one dollar. A trademark, in other words, has no separate intrinsic value, and it is futile to quote figures which belong entirely in the realm of metaphysics.

* * *

A. D. C., Minneapolis—We are every year originating special styles in garments to which we give distinctive names—such as "Campus," "Sorority," and so on. All are sold under the general trademark that covers the whole line. We find that these style names are being copied more or less, and would like to know if there is any way to prevent this, whether by registration or otherwise.

If the style names are actually attached to the garments, by labels or otherwise, they are probably registrable as trademarks. That will help to remedy the situation to this extent, that it will provide a somewhat better position from which to inaugurate legal action for infringement, and it may possibly scare somebody off who would otherwise be inclined to infringe. Otherwise the situation will remain practically where it is now. In any legal action, moreover, the question is likely to arise as to whether these words are trademarks (i. e., marks of origin), or merely "grade marks" or "style marks," indicative of something aside from origin. In all probability, I should say that the best way to prevent the confusion would be to abandon the use of fanciful names entirely in this connection, and distinguish the styles in the conventional way.

Generally speaking, there is nothing to be gained by creating subordinate trademarks for the different "models" or "styles" or "grades" in a particular line, and it often causes a great deal of trouble. It is likely to cause confusion in the minds of the consuming public because, in place of a single distinctive mark of identification, there are perhaps half a dozen different marks, an different combinations of marks. A of this makes the line harder to recognize, and increases the chances of overlooking the main trademark entirely. Moreover, it increases the opportunities for infringement enormously, and makes it necessary to defend half a dozen different positions at once.

The job of prosecuting infringers is no holiday excursion, and is commonly more expensive than most people imagine, so that business men are wise not to invite any more opportunities for it than are absolutely necessary. I have actually heard men claim that reduplication of trademarks on the same line of goods was a "safeguard." It is just about the same sort of a safeguard that would be represented by an indefinite number of different personal signatures at the bank. If there is one trademark and one only by which goods can be identified, it is comparatively easy to distinguish the genuine. But if the number of genuine trademarks is indefinite, who can tell where to draw the line? Not the ordinary, casual consumer at all events.

Sometimes, of course, the use of subordinate trademarks can scarcely be avoided. The National Biscuit Company, for example, finds it necessary to give the public a means of identifying the particular kind of product that is wanted, as well as a general mark of origin, and it is advisable to use fanciful names which can be protected. Many other concerns are in a similar position. But where it is possible to avoid reduplication it is wise to do so especially when the subordinate trademark is used in connection with a special style of goods which may last no longer than a few years at the most.

* * *

There have been a number of cases in which manufacturers have imagined that they were buying trademark rights as a separate commodity, only to find that they had acquired nothing whatever. And in many other cases the purchaser of only a part of a business has later discovered that instead of being the exclusive owner of the trademark, he was obliged to share the use of it with the original proprietor.



Jon O. Grubaker

GROUPED in hundreds of neighborhood buying centers, 25,000 grocery and delicatessen stores sell millions of dollars worth of food and household supplies every day to the two million families in the New York Metropolitan District. This immense market can be covered completely and effectively by Painted Wall and Bulletin advertising. It is Point-of-Purchase Advertising at its best—at the right time—in the right place—and at a cost of only one cent per family per month.

The O.J. Gude Co. N.Y.

550 WEST 57th STREET

- Chicago
- Atlanta
- Cincinnati
- Richmond
- Pittsburgh
- Akron
- Philadelphia
- St. Louis
- San Francisco
- Wilmington
- London, England

I honestly believe that we are on the verge of a very successful organization as we are rapidly reaching the point where the textile men are coming to us. I am quite sure that it is only a short time before we will make a glorious success of D-13* and it should be a great credit to you and your paper to be the first to recognize the possibility and give prominence to the report of its deliberations.

*A committee for the standardization of textile testing.

D-13—and T. W.

The above quotation is of interest simply because it refers to a type of editorial service, the significance of which is not always appreciated by advertisers.

This service is something more than news service or technical service—both vital in themselves. It is a service which attempts to *lead* the industry—to seek and *find* ways of placing the industry on a higher, more efficient basis. As in the case mentioned above, industry is sometimes slow to grasp the importance of new tendencies. It must be taught—it must be guided.

That TEXTILE WORLD is able to render this type of super-service may be due to the bird's-eye view enjoyed by its editors—perhaps it is due to the make-up of the editors themselves.

Whatever the case, it indicates that TEXTILE WORLD is a power in the textile industry—an important factor in its development. As such it has the admiration, respect and CONFIDENCE of its readers.

This reader CONFIDENCE is about the biggest thing TEXTILE WORLD can offer to its advertisers.

Textile World

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Ave., New York

Dealer's Display Cards That Get Used

[CONTINUED FROM PAGE 36]

during transit or when it is at its destination?

11. Will it be delivered at a time when the dealer will be most inclined to use it?

12. Will the display be effective without any need of extra window trimming which the dealer may not want to do?

13. Is the mailing list—dealers' names and addresses—absolutely correct?

14. If the display is expensive and transferred from store to store, will it withstand sunlight as well as rough handling? Is it free from extraneous dingbats and doofiddles which may be broken off or misplaced?

The manufacturer who can really put himself in the dealer's place is the one who has the least trouble in getting his displays put up and given a fair run for their money.

Such a manufacturer asks himself: "Would I be glad to put that display in my own store, if I had one?"

If he is a real genius he is familiar with the material being offered to his dealers by other manufacturers, in other as well as competitive lines, and the question may then be: "Why should I put this sign up in preference to any others that were offered me this week?"

I. B. Spafford

President of The Spafford Co., Inc., Boston agency, has been elected vice-president and director of the Emerson Shoe Company, Rockland, Mass.

Post and Dispatch

Two Houston papers have been merged and will be known as the *Post-Dispatch*. The new paper will appear mornings and Sundays. Ross L. Sterling, who held the controlling interest in the *Dispatch*, heads the group who purchased the *Post* from Roy G. Watson. William P. Hobby, former governor of Texas and publisher of the *Beaumont Enterprise and Journal*, is president. Ray L. Dudley, president of the Gulf Publishing Company, is also associated with Mr. Sterling.

Kendall Banning

Has been appointed vice-president and editorial director of Leslie-Judge Company, New York, publishers of *Judge* and *Film Fun*. He is also editorial director and vice-president of New Fiction Publishing Corporation, publishers of *Snappy Stories* and *Live Stories*, and is editor of *Popular Radio*.

The CHURCH MARKET

The CHURCH DOES NOT CLOSE
When Business Slumps

SHE SPENDS \$500,000,000 ANNUALLY

BUILDING—REMODELING—OUTFITTING

Churches — Parish Halls — Parsonages —
Parochial Schools

YOU, TOO,
CAN REACH THIS MARKET THROUGH

The EXPOSITOR

The Preachers' Trade Journal since 1899

F. M. BARTON, PUB.
CAXTON BUILDING
CLEVELAND, OHIO

Chicago:
37 S. Wabash

New York:
17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio
Please send me Rate Card and Sample
Name _____
Address _____

BROWN'S DIRECTORY OF AMERICAN GAS COMPANIES

IS NOW READY FOR DISTRIBUTION

\$10.00 a Copy

\$7.50 to Gas Companies

ROBBINS PUBLISHING COMPANY

52 Vanderbilt Ave., New York City

Teaching the Retailer How to Sell the Goods

[CONTINUED FROM PAGE 16]



PROVE IT! SHOW THE LETTER

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

Write for samples and prices

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

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 12,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Before you plan to advertise in CANADA ask our advice on methods and media. Our counsel is based on years of practical experience in the Canadian field.

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

CRAM CUTS—

for booklets, three organs and advertising.

\$1.00 each

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



MULTIGRAPH RIBBONS RE-INKED

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

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

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman

Est. 1873

CHICAGO, ILL.

for the price tags, and set him to work. Even the large stores generally devote 90 per cent of their attention to teaching the new worker the routine of the store systems—how to fill in a sales slip, what to do when a customer desires to make an even exchange, and so on. The knowledge of selling methods, and of the merchandise itself, is simply assumed to have been born in the new clerk.

That is why so many of the people behind retail counters in this country are clerks, instead of salesmen and saleswomen.

So much for the condition which exists. How can the individual manufacturer better it, insofar as it slows up the movement of his product from factory to consumer?

WE are trying to meet the condition by getting our salesmen to spend more time with the individual store. Take one class of our salesmen, the class composed of men who carry a full line of all our products except shirts and work-shirts, and who sell in medium-sized towns. Such a salesman has a territory of the medium-sized towns in a fairly densely settled district, and only those towns which may be reached on good automobile highways.

Central Illinois is such a district. The salesman gets over a whole list of towns such as Decatur, Bloomington, Champaign, Danville, Pontiac, Joliet. And he calls on the substantial class of merchants.

We tell this man: "Don't worry about hitting every store in a town which may possibly sell three dozen collars a month. You will get a whole lot further by passing up these little stores until you have lined up the better outlets. Spend every minute you can possibly afford in working with the better merchants, and especially in showing their salespeople how to sell our goods. In that way you will increase your sales volume much faster than you can in any other way."

It works out that way, too. The salesmen are spending their time with these better stores, and are in many instances doubling and tripling the volume from a store.

Not infrequently we encounter the merchant who says, "I don't want you taking up my salespeople's time, and getting them to push your line and no other. We are here to give the people what they want."

"All right," our man comes back at him. "You were pretty hard to sell, weren't you? Your whole training has been to resist any salesman who comes to you and wants you to buy anything new. If you didn't resist, you would have failed long ago.

"If I know the advantages of my line well enough to sell you, a hard-boiled buyer, I am certainly the man to show your salespeople how to sell it to the consumer. It isn't that I want to get a monopoly on everything you sell in our line; I wish that all our competitors would do the same thing for you. It would build up your departments, and we'd all get more business—including you, ourselves, and our competitors. What I'm after is for you to let a little information get through to your salespeople so that they will be able to sell more goods, and make more profits for you."

THE argument is, we think, logical. And it generally convinces the merchant or buyer. So the salesman gets a chance at the store's salespeople in our departments either then or very soon.

When the collar clerks begin to listen to the salesman, hardly one in twenty knows the Van Heusen as anything more than "just another semi-soft collar." Experience has proved this to us; and it would have surprised us if our own experiences in buying our collars in stores had not already proved it to most of our executive force.

Our man tells those clerks about the origin of our collar, how it was invented. He points out the curve in the weave, shows a sample of the narrow curved fabric the way it comes from the looms. He explains the break that is woven in so the collar will fold naturally; he shows samples of the different collar styles, and points out their differences. Then he emphasizes that the different models are not made for the sake of variety, but because each one is

ade to fit some one of the ten most frequently encountered types of tale neck.

Before he gets through, those retail salespeople know at least the right spots of the reasons why we feel that our collar is entitled to reference. They are equipped to help the customer who comes in with the common remark: "I wish I could wear a Van Heusen collar, but they look rotten on me." The clerk now shows him the style to fit his neck.

That is exactly how we are going about it, with all our classes of salesmen. In some classes we are, of course, finding it easier to get results than in others. Some types of stores are almost impossible to get by; others work well with the helpful salesman from our house.

And, as I said, we are doing nothing radical or spectacular. We are simply working with the stores which will let us, and are doing it through our salesmen who have a direct interest in up-grading the collar, shirt, night-wear and underwear salesmanship of the folks behind the counters.

The astounding fact about it is that it pays us, despite the unpretentious scale on which we do it. Also, it pays our dealers.

Simpson Advertising Company

St. Louis, selected to direct advertising for the American Security Credit Company, national protection service or credits and collections, same city.

Pacific Rural Press

San Francisco, commencing with issue of August 16, absorbed the circulation of the *California Farmer*, Los Angeles, which it recently purchased.

A. H. Peck Company

Kalamazoo, Mich., is successor to Peck & Staake, the latter having withdrawn from the partnership.

William Karpen

Formerly Eastern advertising manager of *Radio Merchandising*, New York, is now associated with Davidson & Hevey, publishers' representatives, same city.

Advertising Men Honored by France

At a Paris banquet, attended by 700 advertising men, the French Minister of the Interior presented the Cross of the Legion of Honor to Jesse H. Neal, executive secretary of the Associated Business Papers, Inc., and to H. H. Charles, president of the Advertising Club of New York.

Baker Advertising Agency, Ltd.

Toronto, Ont., Canada, has been appointed advertising counsel to Thos. J. Apton, Ltd., same city.

"The Dealers' Own Paper"

"The Dealers' Own Paper"—shows a NET PAID circulation of 4,924 in our June 30 statement to the Audit Bureau of Circulation—over 90% to building supply dealers!

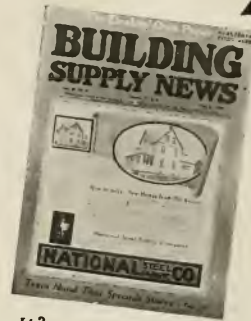
BUILDING SUPPLY NEWS is not only the leader—it's traveling in a class by itself—far ahead of any competition.

If you'll give us the opportunity, we'll show you that your advertising in BUILDING SUPPLY NEWS keeps you before a greater potential market than you can get thru other sources with ten times our circulation.

Will You Let Us Prove It?

BUILDING SUPPLY NEWS

A. B. C. 405 Old Colony Bldg., CHICAGO A. B. P.
More NET PAID Circulation than any other dealer paper in the building field.



Prestige

Just as John Wanamaker and Marshall Field gained everlasting *Prestige* as merchandisers, through Confidence and Service, so has THE ROTARIAN gained *Prestige* in the advertising field by the same methods.

The success of THE ROTARIAN is really remarkable, but it owes its success and *Prestige* entirely to a persistent and consistent effort to hold the Confidence of its readers and advertisers by rendering real Service.

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

THE
ROTARIAN
The Magazine of Service
CHICAGO

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

Member Audit Bureau of Circulations

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

Published Monthly by Rotary International

Advertising One of the Tools of Marketing

In order to accomplish its purpose, advertising must coordinate with the entire selling plan.

A complete survey of marketing possibilities is a necessary preliminary before an advertising campaign may be definitely accepted.

We have no advertising agency affiliations. It is our function to make marketing surveys independently and to recommend the one best method in each instance.

FREDERICK A. HANNAH AND ASSOCIATES
32 W. 40th ST., NEW YORK



Action

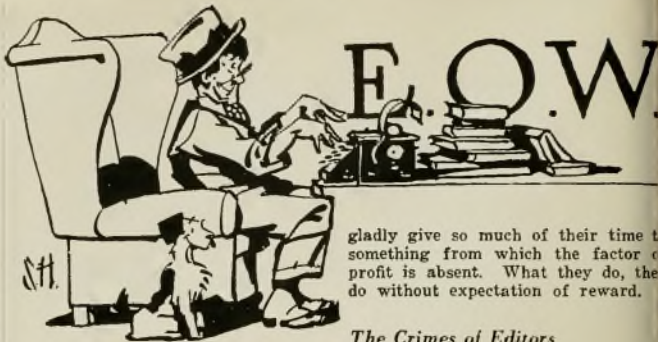
"LET'S have a little action on it," is sometimes the last-minute order. And all is hustle and bustle with the printer, the electrotyper and engraver.

But in one small office there sits a man who could have given quicker "action" and perhaps saved both worry and money. Much last-minute "action" all along the line might have been precluded if he had been called into his customer's office, some weeks ago, to talk over plans for the printed matter, before they assumed definite form.

Not only do your photo-engraver's suggestions tend to save time by preventing disappointments and mistakes, but they add distinction and force to your printed message — and lessen costs.

Gatchel & Manning, Inc.

C. A. STINSON, President
PHOTO-ENGRAVERS
Philadelphia



gladly give so much of their time to something from which the factor of profit is absent. What they do, they do without expectation of reward.

The Crimes of Editors

THROUGH A COMBINATION of circumstances for which he was in no way responsible a man whom I have known for many years found himself out of a job three years or so ago.

He is no longer young, has worked hard all his life and has an income of perhaps \$2,500 a year from investments. For these reasons he was inclined not to reenter business.

"I believed I had earned the right to live my life in my own way," he told me. "As you know," he added, "I have had an exceptionally varied and interesting career; and it seemed logical to suppose that I could supplement my income by writing articles on business topics."

Well, he started in. For five hours a day, five days a week, he worked industriously and systematically as he had ever done. Knowing the publishing field thoroughly, he did not make the mistake which many writers make of sending his articles to the wrong publications. No! He sent them to the right publications; and with very few exceptions they were accepted and eventually published.

Nevertheless, at the end of a year he — abandoned the joys of authorship—not because his articles were not published; not because they were not paid for, but because of the fact that months elapsed between the time he wrote an article and the time he was paid for it.

"I'd mail a manuscript in March," he said, "I'd be advised in May, and June that it was accepted. I'd be paid for it in September. That got my nerves. I never knew where I stood. Some months my income from my pen would amount to \$250. Other months it was less than \$50. My total earnings from the writing I did in 1922, were \$1,760—almost exactly the amount I had figured they would be. But the trouble was that some of the articles I wrote in 1922 were not paid for until well on in 1923."

I wonder if it would do any good to bring this matter to the attention of Senator Walsh. He and his associates are investigating pretty nearly everything. Why not editors? However, I specifically except the editor of FORTNIGHTLY. He pays "on the nail"

JAMOC.

The Market Hasn't Been Scratched

I PRESUME that all these amazing stories one hears about the radio are quite true—that "millions" really listen to the music and speeches and what not that are broadcasted nightly. Yet in a pilgrimage which is of six weeks' duration and has led me through sections of four states and into innumerable homes and hotels, I have heard only one radio and seen only one house equipped to receive aerial messages.

Granting without argument that all that radio enthusiasts say about the popularity of the radio is true, it is equally true that the market "hasn't been scratched."

A Bad Year for Summer Hotels

THIS is not a good year for summer resort hotels; and I have an idea that next year—and the year after, too—won't be any better. The automobile, so hotel people tell me, has upset everything.

One man with whom I talked yesterday had this to say: "We are crowded to the roof, Saturday and Sunday, and empty or nearly empty, from Monday until Friday. People don't make long stays as they used to. I have only one guest who will spend the entire summer with me. Ten years ago, I had fifty. There is no money in this business, any more."

An Orchestra of Business Men

TWICE THIS YEAR, it has been my good fortune to attend concerts given by the Brooklyn Orchestral Society, which as you may know, is composed almost entirely of amateur musicians.

Its active membership comprises real estate agents, bankers, physicians, advertising men, merchants, etc., etc., all of them sufficiently interested in music to be willing to devote several hours a week to rehearsing and practice.

My judgment in matters of music is valueless, but it seems to me that the Brooklyn Orchestral Society plays astonishingly well. But that does not interest me half as much as the fact that men of affairs, as these men are, should

Advertising Calendar

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

AUGUST 26-28—Annual Convention National Council of Traveling Salesmen's Associations, Hotel Pennsylvania, New York.

SEPTEMBER 17—Fall meeting, Interstate Circulation Managers Association of Pennsylvania, New Jersey, Maryland, Delaware, District of Columbia and West Virginia, Hotel Sylvania, Philadelphia.

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

SEPTEMBER 23-October 1—First Annual Convention Window Display Advertising Association, Cleveland, Ohio.

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

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

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

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

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

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

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

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

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

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

vermore & Knight Company
Providence, have appointed as manager of their Boston office Franklin L. Trney, formerly with the Curtis Publishing Company, Philadelphia.

ost, Landis & Kohn
Appointed national advertising representative for the *Times-Journal*, Salt Lake, Ala.

uth & Ferris
Los Angeles, will direct advertising of the Sunset Specialty Company, automobile windshields.

exander F. Osborn
Vice-president in charge Buffalo office, Barton, Durstine & Osborn, has been elected a director of the Wildroot Company, Inc., hair tonic and liquid shampoo.

atar & Provost
is the new name of The Capital Advertising Company, New York. Personnel remains unchanged.

Proof that the Gas Industry is Expanding

Will Spend \$100,000 on New Manufacturing Unit

To Spend \$100,000 for Mains and Services

Natural Gas Supply

New York & Queens Co. to Extend Gas Mains

Consolidated Gas Co. of New York to get \$60,000,000

\$5,000,000 Gas Plant Planned by Coal Operators

Cincinnati Utility Allowed to Expand

Winamac to Receive Gas Service Soon

To Continue 1924 Construction Plans

St. Petersburg Asks Bids on Gas Machinery

Construction of Modern Gas Plant Started

To Extend High Pressure System

\$200,000 to Be Spent on Lodi Gas Plant

Pittsburgh Company Plans Big Gas Line Extension

Contract Is Signed for Gas Service

La Salle, Ill.—The contract to furnish gas to Spring Valley has been signed by the Citizens Lighting Co. of

THESE items were clipped from recent issues of **GAS AGE-RECORD**. Each issue contains similar items—construction and extension items which record the unusual expansion of the gas industry to meet an increasing demand for gas. Not only is technical equipment to be bought, but all the equipment that modern business uses is in the budget. Money is to be spent. Put the message of your product before gas men in the **GAS AGE-RECORD**. It is 99.47% efficient (based on total annual gas output of subscribers).

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

The only A. B. C. & A. B. P. paper serving this field
We also publish *Brown's Directory of American Gas Companies* and the *Gas Engineering and Appliance Catalogue*.

Gas Age-Record

"Spokesman for the gas industry"

Letters That Come In The Morning's Mail



EARL L. HESS, General Manager,
Detroit White Lead Works.

"I look forward to reading each issue of the Fortnightly. I like the thoroughness of its articles and the crisp manner in which they are written. They are stimulating as well as substantial."

Earl L. Hess

Advertising and Selling FORTNIGHTLY

Research in Industrial Advertising

[CONTINUED FROM PAGE 17]

the total acreage he calculates that the "average" farm has 100 acres, just the right size for the sale of farm lighting plants. He decides to turn his selling and advertising effort on that state. Later he finds that only one-quarter of the farms are 100 acres or larger, and that this number many already secure electricity from central stations who have extended their lines to rural districts. It also develops that a considerable percentage of the farms are not occupied by owners but by renters. A person merely renting a farm is not especially interested in spending a great deal of money to improve his landlord's property. The campaign in that territory would naturally not be a success. Failure would be due to two errors: first, false deductions regarding the "average" farm; and second, the lack of complete data on all essential phases of the subject.

I do not wish to minimize the value of statistics by pointing to such an example, but rather to emphasize the fact that statistics must be used with intelligence and discretion. More advertising dollars are probably wasted due to no analyses of the market being made than to false analyses. Particularly is this true, I believe, of industrial advertising. The reason may be that in so-called national advertising we usually deal in larger sums, and that consequently more care and study is required. This is no doubt true to a certain extent, but from the consideration of advertising efficiency the proper expenditure of \$100 is as important as the proper expenditure of \$1,000.

Accurate knowledge of the market is the first fundamental to successful advertising. It is the basis of my sales plan—the compass pointing to the true course. Without it, advertising is in exactly the same predicament as a ship without a compass; it may get there or it may not—probably not. To carry the simile further, statistical research, by means of such methods as I have pointed out, will chart the true course of advertising just as the old mariners charted the seas by searching for new lands.

C. J. Ollendorf Company

Chicago, is to conduct advertising for the Witter Water Company, medicinal mineral waters, that city.

How Shall We Pay Our Salesmen?

IN any one business there is usually one best way of paying salesmen, states an interesting analysis of the subject made by the Blackman Company, New York, and issued in folder form as part of a series of copyrighted memorandums on matters that are of interest to advertisers, present or potential. Explaining the reason for the issuance of the data, the folder enumerates fifteen representative methods that are in vogue for compensating the field force. Leading advantages and disadvantages are summarized. The following suggestions are outlined:

If extremely enterprising and aggressive salesmanship is required commission, bonus or profit-sharing arrangements are advisable. These may either be the basis of the plan or in addition to a salary. In a lesser degree a prize contest may serve to attract this type of salesman.

Custom in the field will determine in many employers' minds the methods to be adopted. Yet this may easily be a mistake. Salesmen often wish to go to another field or to a new employer in the same field largely because the method of remuneration seems more attractive.

In general the fewer the elements in the remuneration plan the better. Complicated plans which require elaborate figuring do not seem to be favored by the salesmen.

In the consideration of any plan of payment, some of the points which should be carefully considered are:

Is the plan attractive enough to win desirable recruits?

Will it hold good salesmen over a period of years?

Does it assure adequate coverage of old trade?

Will it assure coverage of every worthwhile prospective customer?

Does it insure adherence to the house policies?

Does it assure sufficient steady income to prevent worry on the part of the salesman?

Is there proper reward for house loyalty, good general business judgment and length of service?

Does the plan assure proper selling of various sizes and items in the line?

Is the method of payment sufficiently clear and clean cut?

Is there provision for prompt recognition of any sudden growth in the salesman's abilities?

Is there leeway for the house in case general business conditions make high remuneration impossible?

Ray D. Lillibridge, Inc.

Appointed advertising representatives of the O. K. Chick Hatchery, Frenchtown, N. J.

New Jersey Newspapers, Inc.

Appointed M. C. Gilbert manager of Philadelphia office, in the Wurlitzer Building.



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

Business Opportunities

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

BUSINESS PAPER

This paper is not the only one in its field, and it is not the leader. But it is regarded very favorably by the field and has considerable business under contract. Present owners desire a man who would be interested in purchasing an interest and who has the ability to help develop this paper. Address "A. M." Box 166, Adv. and Selling Fort, 52 Vanderbilt Ave., New York City.

Help Wanted

ADVERTISING AND SALES PROMOTION MANAGER

High grade woman's specialty shop in a large middle east town. An applicant must have education, culture and background of metropolitan experience. Box 164, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

CIRCULATION MANAGER

A young man thoroughly familiar with every phase of circulation work. One who knows how to get subscriptions. This position requires a man who has arrived but is looking for a large field. State age, experience, etc. to Box 165, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

To meet expansion needs we want an Assistant Advertising Manager. The man we seek must be between the ages of 25-35 and have proved his ability to successfully handle the position. There is an unexcelled opportunity for the man who qualifies. Address "Advertising Manager," Box 170, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

ADVERTISING MANAGER OR ASSISTANT

possessing more than the necessary qualifications for a \$3,500 job. Does all his sleeping at night. Aged 32. Good personality. "S. P." 286 Fort Washington Avenue, New York

Position Wanted

ADVERTISING AGENCIES!

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

ARTIST

All around man with ability for lettering, figure and layout work, can also do retouching. Desires permanent position with chance to grow. Have samples of my work for your inspection. Am 26, married. Available at once. Box 169, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

EXECUTIVE

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

COPY AND LAYOUT MAN

I'm looking for a real opportunity. Am anxious to connect with an agency in New York City. Have had four years' experience at writing copy and preparing layouts. Box 171, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

SOME WESTERN AGENCY

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

Miscellaneous

For your little daughter—a cheerfully comfortable country home on the Sound. Excellent schools nearby. Careful motherly supervision. Preliminary interview in New York. Cornelia P. Lathrop, 42 Fifth Ave., New York City.

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Mathematics versus Psychology

[CONTINUED FROM PAGE 32]

Beyond these fundamentals, there are some incidentals that *perhaps* are known—*e.g.*, repetition in various languages of the keynote to back up the main point, rather than an array of the largest number of points; and *e.g.*, the value of indication such as testimonials, references; and *e.g.*, language of assertion put into relative classes, *i.e.*, not putting the main claim into a direct sentence as is ordinarily maintained by "psychological experts" whose theories have never been checked up by a single figure.

Put all of these fundamentals and incidentals together, and the publicity advertiser has a slight basis upon which to begin to build his own structure. But that structure cannot be built upon set principles which some mail-order men claim to know from alpha to omega. The mail-order expert must not presume to know *à priori*, the kind of copy needed by any particular advertiser; on the contrary each campaign must be a growth *nurtured by experiments* with the particularistic experiments of each advertiser.

CARE must be exercised by the advertiser whose copy is designed for other than exclusively immediate results, not to exaggerate the pertinency of the lessons taught in mail-order practice; for in the latter the "offer" and the immediate action are of overwhelming importance and the ultimate effect, while by no means a mere incidental, applies more to the sale itself and less to the copy than in the case of so-called publicity.

Furthermore, every advertising campaign means a new problem. Even in the mail-order businesses, there are only a few universal basic factors, and for each mail-order business, the years and years of tested results present few ready baked formulas. They present in large degree only the *method*, by which the advertiser can, with greater safety and closer approximation to certainty, work out the kind of copy that best fits in with his particular business. He never reaches the point where knowledge becomes fixed and experiment ceases.

So, all the more on copy which is designed only incidentally for an immediate record of effect (and much publicity cannot hope even for that) the advertiser's problems are individual.



Look for
this Emblem



George du Maurier

The Birth of the Best Seller

BY JAMES WALLEN



GEORGE DU MAURIER, author of the immortal "Trilby" and "Peter Ibbetson" was the inventor of the "best seller" among books. Du Maurier had the felicity to be an accomplished artist as well as a spinner of yarns.

"Trilby" caught the fancy like a new fashion, when it appeared with Du Maurier's illustrations. The story was serialized in Harper's Magazine.

The speedy acceptance of "Trilby" was due in large and certain measure to the pictures which illustrated the text. And so the best seller was born. Folk have not changed greatly since Du Maurier's boutonniere and diamond days. I predict that all live publishers will soon return to his way of winning the readers' market.

With our electrical methods of

distribution a picture on the artist's easel may gladden the eyes of millions within a fortnight. An idea conceived on Monday can be a living thought of the masses by week-end.

Any picture thrown off by brush, pen or pencil may be reproduced with absolute fidelity and amazing rapidity. The photo-engraving process resolves thought into action like a vitalizing chemical.

George Du Maurier evidently believed that "Your Story in Picture Leaves Nothing Untold." Alert business men and publishers are using more and better engravings.

In a little booklet for the American Photo-Engravers Association, I tell you how the engraving craft is protecting your interests. Ask your engraver or the American Photo-Engravers Association for a copy of "The Relighted Lamp of Paul 'Revere.'"

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

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NEW YORK
342 Madison Ave.