

Two Sections—Section One

Library
Kansas City, Mo.

Advertising & Selling

FORTNIGHTLY



Drawn by Frank Swift Chase for Davey Tree Expert Co., Inc.

OCTOBER 21, 1925

15 CENTS A COPY

Public Library
Kansas City

In this issue:

“Where Leakage Weakens Advertising Force” By W. R. HOTCHKIN; “Going After the Banker With the Right Bait” By WILLIAM R. BASSET; “They Want to Know the Results!” By S. H. GIELLERUP; “Apportioning the Appropriation Among Industrial Markets” By A. M. STAEHLE; “Where Shall I Get Salesmen?”

Where Local Advertisers Lead Others May Profitably Follow

That local display advertisers buy space in proportion to the direct results obtained, is a principle of business generally accepted by experienced and successful advertisers, both local and national.

In Chicago the "results obtained" are indicated by the figures supplied by the Advertising Record Co. for the first nine months of 1925. According to these authoritative figures, The Daily News in that period published 11,145,645 agate lines of local display advertising, as against 9,147,423 agate lines published by its nearest competitor in this field—a morning newspaper.

THE CHICAGO DAILY NEWS
First in Chicago

"Coordinating Advertising with Sales"

*Address delivered before the
1925 Convention of Associated
Advertising Clubs of the World*

By

ARTHUR W. SULLIVAN

Vice-President

Joseph Richards Company, Inc., New York

MR. Sullivan's address is notable for the ideal of advertising agency service which it establishes and develops. And this ideal, as presented in his address, represents the policy of the Joseph Richards Company, Inc., in its relationship to its clients; a policy which is helping to build sound, profitable sales and advertising programs. In response to numerous requests for reprints of Mr. Sullivan's address, we have published it in booklet form. Any interested business executive may obtain a copy by writing us.

JOSEPH RICHARDS COMPANY, INC.

251 PARK AVENUE · NEW YORK

An advertising agency established 1874

Member American Association of Advertising Agencies

‘ ‘ F A C T S F I R S T — T H E N A D V E R T I S I N G ’ ’

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEW TT WORK-LIGHT
SILVER KING GINGER ALE
ORPHOS TOOTH PASTE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.



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

Page 5—The News Digest

Associated Business Papers, Inc.

Will award prizes in the business periodical field similar to the Pulitzer awards for newspaper work. There will be three annual prizes of \$500 for the following: Definite and outstanding service to the industry or trade with which the publication is connected; definite and outstanding contribution to an improvement in public relations on behalf of the trade or industry; special journalistic achievement.

American Association of Advertising Agencies

Announces the election of Roy S. Durstine, Barton Durstine & Osborn, Inc., New York, as president. Other officers are: vice-president, James W. Young, J. Walter Thompson Company, Inc., Chicago; secretary, St. Elmo Massengale, Massengale Advertising Agency, Inc., Atlanta, Ga.; treasurer, H. K. McCann, The H. K. McCann Company, New York.

C. C. Winningham

Detroit, will direct advertising for The Frederick H. Young Company, Toledo, Ohio, manufacturers of cosmetics.

G. Lynn Sumner

Has resigned as president of the Association of National Advertisers. He has been succeeded by Carl J. Schumann, secretary of the Hilo Varnish Corporation, Brooklyn, vice-president and chairman of the board of directors of the Association.

Associated Advertising Clubs of the World

Twelfth district (Pacific Coast Advertising Clubs Association), will hold its annual convention at San Francisco, July 5-8, 1926.

Directory and Reference Media Department

Of the National Advertising Commission, Associated Advertising Clubs of the World, reelected all its officers at a recent meeting.

Frank J. Fannon

Formerly with Rand, McNally & Company is now connected with the Educational Advertising Company, Inc., New York, representing *The Scholastic*.

Gray Advertising Company, Inc.

Kansas City, announces that W. W. Burgess and L. D. Johnson, president and treasurer of the company respectively, have resigned their positions and disposed of their interests. Ward H. Webb, formerly vice-president of the company, has purchased the holdings of Mr. Burgess and Mr. Johnson.



The Thumbnail Business Review

By Floyd W. Parsons

THE increase in business activity is becoming more pronounced. There are definite indications that we are emerging from what we have called a state of good business, into an era of more or less general prosperity. Whereas our industrial policy has been to buy from hand to mouth, the present tendency in many lines now is to place forward orders. Whether this portends the coming of another period of inflated inventories and frozen credits is not yet clearly evident.

Orders are accumulating in iron and steel, while even the textile industries show signs of coming to life. August imports came near setting a new record, and reached a total that all but closed up the gap between exports and imports. Speculative activities have reached a stage that is causing many people to become apprehensive. Not only have stock exchange transactions set new high marks, but building construction, railroad traffic, automobile output, cement production, gasoline consumption, mail order sales and bank clearings have attained to unprecedented levels for this time of the year.

On the favorable side of the sheet are several factors of much importance. Our excess of productive capacity in most industries will likely prevent a dangerous and unjustified rise in commodity prices generally. A very material increase in railroad equipment and efficiency has, to a large extent, removed the menace of a traffic congestion. The steady advance in interest rates is causing somewhat of a tightening of money that may at least partially restrict excesses in speculation. Industrial employment is high, agricultural conditions are the best in several years, and the assurance of a large cotton crop makes it reasonably certain that the buying power of the South will be satisfactory.

Charles C. Green Advertising Agency, Inc.

New York, will direct advertising for Eimer & Amend, same city.

George Batten Company, Inc.

New York, will direct advertising for the Dutchess Manufacturing Company, Poughkeepsie, N. Y., manufacturers of trousers and knickerbockers.

Harlan C. Greenfield

Formerly advertising manager of *Architecture*, has become associated with Devoe and Reynolds Company, New York.

The Powers-House Company

Cleveland, will direct advertising for The Van Sweringen Company, same city.

Mumm-Romer-Jaycox Company, Inc.

Columbus, Ohio, will direct advertising for the Cleveland Tractor Company, Cleveland, Ohio.

Barton, Durstine & Osborn, Inc.

New York, will direct advertising for the Creo-Dipt Company, Inc., North Tonawanda, N. Y., manufacturers of "Creo-Dipt" stained shingles and stains.

Richard A. Foley Advertising Agency, Inc.

Philadelphia, New York office, will direct advertising for the United Hotels Company, New York.

J. Walter Thompson Company, Inc.

New York, will direct advertising for the Good Luck Food Company, Inc., Rochester, N. Y., manufacturers of "Good Luck" desserts and pie crusts.

Reimers & Osborn, Inc.

New York, will direct advertising for the Aetna Insurance Company, Hartford, Conn.

The Wildman Advertising Agency

New York, will direct the mail-order advertising of the Highland Park Knitting Company, New Brunswick, N. J.

G. Lynn Sumner

Formerly vice-president of the Woman's Institute, New York, and for several years advertising manager of the International Correspondence School, has established an advertising agency in New York known as The G. Lynn Sumner Company. Mr. Sumner was until recently president of the Association of National Advertisers, and is a contributing editor of ADVERTISING & SELLING FORTNIGHTLY.

Outdoor Advertising Agency of America, Inc.

New York, will direct the outdoor advertising of the J. N. Collins Company, Minneapolis and Philadelphia, manufacturers of Honey Scotch Candy.

[ADDITIONAL NEWS ON OTHER PAGES]

A NEW SIDE TO AN OLD TRIANGLE



The new interest that the vote has brought into the lives of women has made THE LITERARY DIGEST as necessary to women as it is to men.

In the old days women's supreme interests were three: COOKING, CHILDREN, CLOTHES, to which has now been added CITIZENSHIP.

The new duties and responsibilities, the opportunities in business and in the professions, the need to know what is going on in order to talk and act intelligently, have made women turn to The Digest in such large numbers that to-day The Digest is actually read by a few more women than men, and it is preferred by the women in Digest homes, who by a large majority vote it to be more necessary than any women's magazine.

The 1925 analysis of The Digest's circulation fixes the number of readers and divides them as to age and sex. We found that there are:

A	2,388,925 Women and Girl Readers	B
	2,320,368 Men and Boy Readers	
	3.3 Readers per family	

The Digest is preeminent as a family magazine. Examine its advertising pages and note the regular appearance of the advertising of those who make products used in the home and for the personal use of the women who read The Digest. Many of America's greatest advertisers of household products are regular Digest users.

A greater number of intelligent women can be reached through The Digest than through any other medium and with women, as with men, there is nothing that takes the place of

The Literary Digest



KINKORA WORKS OF JOHN A. ROEBLING'S SONS COMPANY AND THE NEW JERSEY WIRE CLOTH COMPANY

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Known throughout the country for its
WIRE LATH AND SCREEN CLOTH



JOHN WANAMAKER'S STORE
PHILADELPHIA, PA.



HUDSON TERMINAL BUILDING
NEW YORK CITY



UNITED STATES SENATE OFFICE BUILDING
WASHINGTON, D. C.

IN the construction of steel frame buildings vast quantities of Jersey Wire Lath have been used. It has been applied with satisfactory results in some of the largest and finest public and private buildings, including hotels, office buildings, governmental structures and residences in all of the large cities on the continent of North America. These buildings were constructed by well-known contractors, under the supervision of leading architects, who have often expressed themselves in words of commendation. At the present time Jersey Wire Lath is being specified for similar buildings by many authorities, who have carefully considered all kinds of material and, undoubtedly, it will never be superseded.

It is used as a foundation for plaster for ceilings, the lath being attached to metal furring, which is fastened by one of the various methods to I-beams, and forms a continuous surface under beams and arches. For partitions, either solid or hollow, it recommends itself. The lath is tied to vertical iron bars, which are secured at the floor and ceiling. Also, it is often employed for cornices and false beams, which are formed of iron bent in the proper shape, to which wire lath is attached. It is often employed, too, as a foundation for hard finish composition floors, the lath being laid down over the rough floor and the composition afterwards applied.

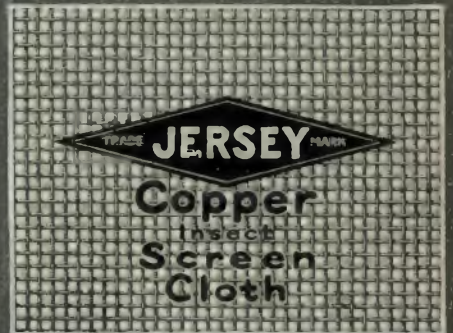
The manufacture of wire lath greatly adds to the value of Trenton's industrial output and insures employment for many workers.

This is number fourteen of a series showing the industries of Trenton. For reprints of other advertisements, request envelope "P."

Trenton Times

TRENTON, NEW JERSEY

Kelly-Smith Co.
NATIONAL REPRESENTATIVES
Marbridge Bldg. | Lytton Bldg.
New York | Chicago



JERSEY WIRE LATH



JERSEY NETTING

OUR readers want what they want when they want it.

No clever saleswoman says, "This is just as good" to Mrs. Bank President as she would to meek little Mrs. Jones.

No, indeed! Mrs. Bank President's trade is much too valuable.

The saleswoman promptly says, "I'm sorry we're out of it to-day; we'll have it in a day or so; shall I send it up?"

Afterward, the department head says to the saleswoman, "What did Mrs. President want? . . . Did you say we'd get it for her?"

When our readers see something good advertised in our magazines, they demand it at their favorite store; and the store sees that they get it.

The buyer knows too well that when they don't get it, they don't substitute other merchandise: they substitute another store.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

Life presents ... *Andy Consumer*

Reproduced from a full page in LIFE



GET OTHER FOLKS TO BACK MY JUDGMENT

[*This is my first ad—the first ad a consumer ever wrote to advertisers*]

FROM my standpoint, one good thing about advertising is that it costs you advertisers real money. I suppose advertising has put a lot of you out of business.

Well, that suits me.

If your goods aren't good enough to stand big advertising, you don't last long. I love that!

When I see an advertiser sticking to advertising for years and years, I know that I am not the only guy who thinks his stuff is good. It's a

sign thousands or millions of other consumer folks like me have found value in the thing that advertiser has to sell.

Of course I can't devote all my time to choosing things I eat and wear and use. When I see something advertised over and over, it shows me other people think well of it too—or the ads wouldn't be there long.

Advertising saves me time by getting lots of other people to help me choose.

Andy Consumer

THE NATIONAL ADVERTISER BETS HIS ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

EAVESDROPPING is the most exciting form of listening.

The public is getting thrill and amusement (and an earful of education) eavesdropping on the talk Andy Consumer is giving big national advertisers.

It's a nervy ruse of ours to find a new and indirect form for the message of advertising's service and saving to consumers.

Of course he's really working for you. LIFE keeps Andy up because you have kept LIFE up to the tune of fifteen million.

LIFE's net paid circulation is 124,423, but if you want to know LIFE's ACTUAL circulation just lay a copy of LIFE somewhere and get behind a curtain and watch how many people pick it up before it wears out, and multiply by 124,423.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

(Andy Consumer's loud and laughable logic in LIFE is addressed to advertisers but we'll tell you confidentially it is really intended for an eavesdropping public. This is the second in the series of Andy's ads to advertisers.)

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

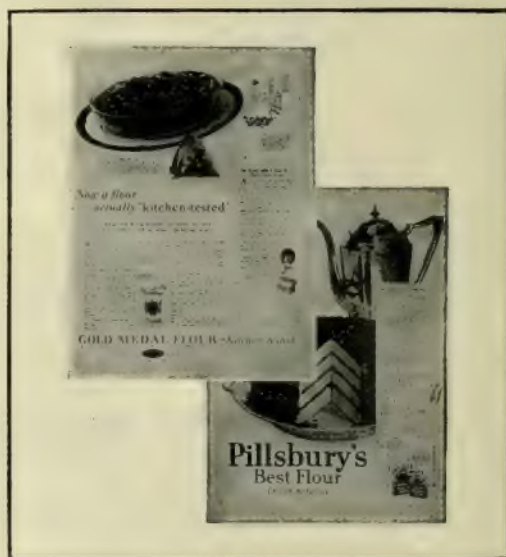


HAS HOME BAKING become a lost art?

REMEMBER back ten years. Frequently you heard the expression, "She is a good cook." How often do you hear it now?

Some people think that the preparation of food, especially the making of bread, pies, cakes, and dessert, has become a lost art in the home, as the bakery and delicatessen store "just around the corner" have supplanted the need of home baking.

This condition may exist in the large towns, where many of us in the advertising and publishing business live; but how about the small towns? A recent questionnaire sent to a cross section of our subscribers, scattered from Maine to California, shows that 95% of our readers still do their own baking at home.



Successful National Advertisers of Food Products who use People's Home Journal

American Cranberry Exchange
Beech-Nut Packing Company
Borden Company
California Fruit Growers Exchange
California Packing Corporation
Campbell Soup Company
Corn Products Refining Company
Cream of Wheat Company
Crescent Manufacturing Company
Douglas-Pectin Corporation
Florida Citrus Exchange
Jell-O Company, Incorporated
Kellogg Food Company
Kitchen Bouquet, Incorporated
Knox Gelatine Co., Inc.
Mellin's Food Company
Nestle's Food Company
Pillsbury Flour Mills Company
Postum Cereal Co., Inc.
Quaker Oats Company
Sun-Maid Raisin Growers
Washburn-Crosby Company

The Minneapolis Millers are taking advantage of this condition as are also other leading food manufacturers. They realize the importance of the small town market and particularly that portion of the market which is influenced by PEOPLE'S HOME JOURNAL service departments, because to our readers baking and the proper preparation of good food is not a lost art.

People's Home Journal Food Departments are prepared under the direction of Katherine Clayberger, Service Editor, by Emma F. Hollaway, Supervisor of Institutional Courses, School of Household Science and Arts, Pratt Institute, Brooklyn, New York.

PEOPLE'S HOME JOURNAL

118,102 more families

Read The Post Than Either Cincinnati Daily Morning Paper

15,196 new families

In Greater Cincinnati Have Joined the Great Family of Post Readers Since Oct. 1, 1924! Every Evening More Than

185,142 Posts

Go Into Homes of Cincinnati and Vicinity!

The Cincinnati Newspaper Situation Has Changed in the Last Six Months

Here's

How:

*The Cincinnati Post has GAINED 17,159 and has a total daily circulation of **185,142**

*The Cincinnati Times-Star has LOST 176 and has a total daily circulation of **157,184**

The Cincinnati Sunday Enquirer has LOST 1923 and has a total circulation of **173,579**

The Cincinnati Daily Enquirer has gained 2029 and has a total daily circulation of **67,040**

The Sunday and Daily Commercial Tribune has gained 3924 and has a Sunday and daily average circulation of **57,849**

*Member of the A. B. C.

Are you, Mr. Advertiser, taking advantage of the tremendous selling opportunities offered by

The Cincinnati Post

A Rate Increase Is Inevitable

All mankind loves a bargain—but too much of a bargain is never justified, either for “he who gives or for he who takes.”

For a long time we have been giving an excess of circulation to advertisers—an excess which in many instances amounts to the total circulation of many magazines of respectable proportions.

The time is fast approaching when an increase in the TRUE STORY advertising rate will be necessary. We shall always give advertisers what they pay for—and more—no matter what the rate. But to continue delivering an excess amounting to half a million or more copies, more than 33 $\frac{1}{3}$ % in addition to our guarantee, is carrying the spirit of a bargain too far.

Now with print orders of two and a half million or more, with a newsstand distribution of nearly two and a half million and returns running ridiculously low, a rate increase looms on the horizon.

You will do well to hasten your decision with respect to the use of “*The Necessary Two Million+*”.

True Story
“*The Necessary Two Million+*”

“GREATEST COVERAGE—LOWEST COST”

Tobacco Is Selling Now in Winston-Salem, N. C.

(The World's Largest Direct from Farmer to
Manufacturer Tobacco Market)

This is the time of year when the tobacco farmers of North-western North Carolina are selling their tobacco crop. They are exchanging their "golden leaves" for gold dollars, with which to buy automobiles to use over North Carolina good roads, clothing for themselves and for their children who attend the good public schools that are found in every rural section, machinery and equipment for their farms which are largely individually owned and worked, radios for their entertainment, and in fact every kind of necessity and luxury that appeals to prosperous, intelligent people.

You can reach these prospects who now have their tobacco money in their pockets through the advertising columns of their newspaper, the

Winston-Salem Journal

Every day Winston-Salem tobacco manufacturers pay about \$300,000 in excise taxes to the United States government. Last year North Carolina paid more than half of the cigarette manufacturing tax of the United States, and nearly half of the total tax from tobacco manufacturers.

You don't usually have to "walk a mile" for evidence of the activities of tobacco growers and manufacturers of Winston-Salem and North-western North Carolina.

Winston-Salem Journal

SEVEN-DAY MORNING NEWSPAPER—A. B. C.

SANTFORD MARTIN, Editor

OWEN MOON, Publisher

W. K. HOYT, Manager

KELLY-SMITH COMPANY

National Advertising Representatives

Lytton Building, Chicago

Marlbridge Building, New York City

A. D. Grant, Southern Representative, Constitution Building, Atlanta, Ga.

A Former Editor Lands The Journal

The Journal recently received a copy of a story written by Bruce Craven, of Toledo, Ohio, which appeared in the Journal in the issue of October 12, 1925. The story is a criticism of the Journal's policy of news coverage.

Toledo, N. C.
October 13, 1925.

Prof. Edward Johnson,
Department of Journalism,
Ohio University,
1360 11th Street, Athens,
Ohio, Friend,

Returning to you about conversation about the newspaper brought in North Carolina, I am enclosing herewith the editorial from the Winston-Salem Morning Journal, October 12, complimentary to the industry of America. I respectfully submit that the "Mockery" from the Toledo measures up to the real standards of real journalism. The story and Craven and others did not make it necessary to consider both sides of a question primarily stated as a proposition. If the verdict was an outburst, surely takes the kick out of the proposition to add in effect, "but please understand, Brother Cole, I wouldn't say anything to hurt your feelings, and I think you are a nice man, and everything." And in fact he is right, if he is not a murderer.

I don't suppose you ever heard me mention the fact that I was once editor of The Morning Journal, but I don't mind bragging about it these days. A newspaper is an anomaly in human life anyhow. The definition of being a quasi-public institution does not fill the bill. It really has a soul, being the only corporation with that distinction. It may be a tarnished soul, or a lost soul, but when it has one with whose jet unclanned, it is a very beautiful thing, and the greatest tonic there is for public consciousness.

Cordially yours,
BRUCE CRAVEN.



The Showman who forgot to sell tickets at THE MAIN ENTRANCE

"BUSINESS," said the Showman, "is distinctly poor. There is but a mere scattering and handful of the population present whereas I had delicious anticipations that the assembled multitude would reach a vaster aggregate. In fact, the mop-up looks measly. The side door is doing business, but the main entrance is just another of the great open spaces."

He found that the ticket-seller at the Main Entrance wasn't on the job. Then he put on two extras to serve the waiting customers and business picked up until the blue bleachers sagged like summer-hotel hammocks.

There is a big door and a little door by which Southern buyers can be reached. The Main Entrance is by way of Newspapers. Magazine circulation in the South is small while Newspapers play an important part in every day life south of Mason and Dixon's.

Moreover line rates are less expensive. Newspapers form the sure and economical medium for reaching this vast section of native-born Americans.

Since the great war, the South has shown material advancement that almost staggers the imagination. Here is a market of infinite possibilities, eager to buy, ready to pay. For full information on the market for your product, write to the Southern Newspaper Publishers' Association, at Chattanooga, Tennessee, or to any of the papers listed below.

THESE PAPERS ARE THE "OPEN SESAME" TO THE SOUTHERN MARKET

ALABAMA
Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile News-Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA
DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Orlando Reporter-Star

Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA
Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY
Paducah Sun

LOUISIANA
Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States

New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI
Greenwood Commonwealth
Gulfport & Biloxi Herald

NORTH CAROLINA
Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News & Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Journal
Winston-Salem Sentinel

SOUTH CAROLINA
Charleston News & Courier
Columbia Record
Columbia State

Rock Hill Herald
Spartanburg Sun
Spartanburg Item

TENNESSEE
Chattanooga News
Chattanooga Times
Clarksville Leaf-Chronicle
Columbia Herald
Greenville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA
Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE
Bristol Herald-Courier
Bristol News



"Sell it South Through Newspapers"

FINAL NOTICE!

Increase in Liberty's Advertising Rates

Based on Net Paid Circulation of 1,100,100

SCHEDULE OF INCREASE AND SAVINGS

Orders for 1926 issues accepted up to November 1 at these	Orders placed after October 31 subject to these	Your saving on average 13 time order
PRESENT RATES	NEW RATES	Placed Before November 1
Line Rate\$ 4.25	Line Rate\$ 5.00	Line Rate\$ 9.75
Eighth Page 312.50	Eighth Page 375.00	Eighth Page 812.50
Quarter Page 625.00	Quarter Page 750.00	Quarter Page 1625.00
Half Page 1250.00	Half Page 1500.00	Half Page 3250.00
Full Page 2500.00	Full Page 3000.00	Full Page 6500.00
Roto Page 2500.00	Roto Page 2850.00	Roto Page 4550.00
Two-Color Page 3000.00	Two-Color Page 3750.00	Two-Color Page 9750.00
Four-Color Page 4000.00	Four-Color Page 5000.00	Four-Color Page 13000.00
Back Page 5000.00	Back Page 6500.00	Back Page 19500.00

You Can Save as Above by Ordering Your 1926 Liberty Advertising Now!

No Orders at PRESENT RATES Accepted After Saturday, October 31, 1925

When the present rates were made, Liberty's net paid circulation was 900,000
Now it is 1,100,100 and fast climbing. Therefore we must raise the rates

"Meet the Wife, Too"... "No Buried Ads"... Minimum Circulation Waste

LIBERTY offers three unique advantages in its field. Advantages that curb advertising waste, a vital factor in determining advertising success or failure.

As a result, Liberty has become the publishing sensation of the day.

Liberty has largely changed the advertising situation in the weekly field.

These advantages are such that every thinking man must grant them. They offer a virgin field for advertisers. A field where seasoned advertisers are re-living the days of 20 years ago when advertising was less competitive than today in the pages of various publications.

1. "You Meet the Wife, Too" in the weekly field. A field commonly judged for men before the day of Liberty. 85% of all advertisable products are influenced by women in their sale. Thus but few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. 26% are housewives. 54% are men. That means a 100% reading in the home.

2. "No Buried Ads." Thinking men no longer ask, "Will my ad be read?" when that ad is booked for Liberty. Every ad in Liberty is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up, which no other publication employs. One ad read has more value than many missed.

3. Minimum Circulation Waste . . . a factor due to studied circulation methods; 78% of Liberty's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor car registration, and in which by far the great majority of advertised products are sold. Consider what this immeasurably important factor alone does in cutting advertising waste.

Thus advertising results are being multiplied. Markets are being held against competitive activity at less cost than before, and new markets courted with less dollar risk.

Cut advertising waste and you increase advertising profits. America's leading advertisers have found this out. Note today how they are buying Liberty.

Present rates are based on 900,000 circulation. Present circulation is 1,100,100 . . . and mounting every month.

Placing 1926 orders before October 31 means a great saving through the year, plus protection against further increases which are sure to come.

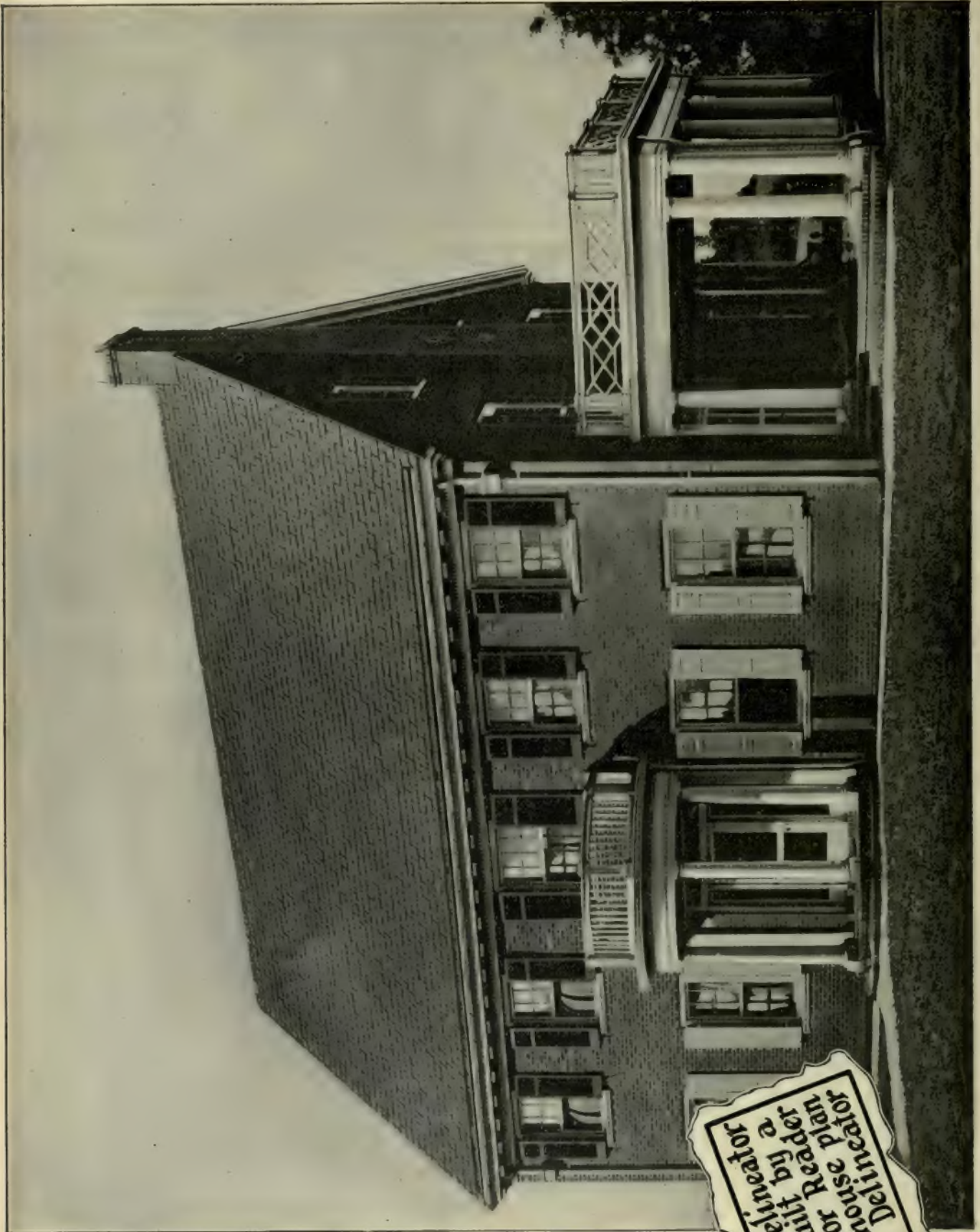
Note that increases still leave Liberty with lower rates than its rival publications, except the back cover . . . always tremendously in demand.

Note that rotogravure is LOWER than black and white, so as to cover your incidental expenses in handling this type of copy over straight plate matter.

Note that in 4 colors—13 times—you can reach 1,100,100 buyers in the restricted districts which comprise your real markets for \$52,000, and in 2 colors for \$39,000.



All orders placed not later than October 31, 1925, for 1926 issues will be accepted at present rates.



This is a Deltreator
Deltreator - Built by a
house - Built by a
Deltreator Reader by a
house plan
in The Deltreator

Advertising & Selling

FORTNIGHTLY

Where Leakage Weakens Advertising Force W. R. HOTCHKIN	19
Airplanes—Main Floor, New Building ROBERT R. UPDEGRAFF	20
Apportioning the Appropriation Among Industrial Markets A. M. STAEHLE	21
Window Display: What For? BERNARD J. MULLANEY	22
On Being Amiable in Your Advertising FRANK HOUGH	23
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OCTOBER 28, 29, 30 will see the Eighth Annual Convention of the Direct Mail Advertising Association, which is to be held this year in Boston. Elaborate preparations have been made by the various committees and all the indications point to the most detailed and successful convention that this organization has held. Among the features are general business sessions, departmental meetings, an exposition and an attractive entertainment program. Upward of one hundred exhibitors have reserved space for the exposition, which promises to be one of the high points of the affair. Five trophies will be awarded in open competition for excellence of achievement during the past year in various phases of direct mail work.

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SELL THIS ARMY of LIBERAL SPENDERS

☪ In considering magazine circulation values, the discerning space buyer will measure carefully a most important reader trait—*spending habit*.

☪ Some people spend money more freely than others. They demand first quality—and do not quibble about price. They are alert and progressive—quick to accept and pay for new conveniences and comforts. They are influenced by their surroundings and dwell, for the most part, in urban communities where the standard of living is governed in large measure by the neighbors.

☪ *Cosmopolitan* has found it mighty profitable to cultivate these free spenders residing in the urban centers of population. As a matter of fact, the most remarkable achievement in publishing is the tremendous and constantly increased sale of the magazine at 35c a copy. More than 1,500,000 families read *Cosmopolitan* each month.

☪ The 35-cent price is indicative of a willingness to spend, and, while not proof of buying power, is proof of a free spending habit. In other words, almost anyone *can* spend 10c more for a magazine, but not everyone is *willing* to do so.

☪ This willingness on the part of readers of *Cosmopolitan* to spend more money for the magazine is reflected in the returns enjoyed by advertisers using the publication.

Hearst's International

Combined with

COSMOPOLITAN

OCTOBER 21, 1925

Advertising & Selling

FORTNIGHTLY

FREDERICK C. KENDALL, Editor

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

Where Leakage Weakens Advertising Force

And the Way to Plug the Leak

By *W. R. Hotchkin*

WHAT would be the use of harnessing the tides of Fundy to create a wealth of electric power if the users of that power had dead or damaged fuses at their points of contact?

Perhaps there might still be an abundance of power from that great source to make it profitable, even if half the power were wasted; but would it be good industrial economy to permit the continuance of that waste simply because conditions were profitable in spite of it?

Advertising is a vast and marvelous industrial and psychological power—so great, so powerful, so wonderful that it is profitable, although it constantly and almost universally suffers a vast wastage at its point of contact with the consumers.

Production has reached a wonderful stage of efficiency in the United States. From canned soups to gas-consuming cars, our products and methods have amazed the commercial world.

American advertising, in a very wide degree, is splendid, powerful, desire-compelling. It stirs up the people of a nation to want things. But if some power could give us the gift to see how many people have to fight to get the thing for which the desire has been created, and how many who want it never have a chance to get it—and how many



MR. HOTCHKIN, who is a director of The Standard Corporation, New York, was for ten years advertising and merchandising manager for John Wanamaker

more would eagerly buy it, if it were shown to them, or any good effort were made to sell it to them—most advertisers would be hopeless pessimists about ever getting the results that they deserve from the advertis-

ing and promotion methods they use.

But it is like the men who shoot around a hundred at golf all their lives and get a world of good out of it. They get a hundred and fifty or seventy-five yards on their drives and are quite happy about it. But, if they could ever learn to *follow through* and hit the ball true at the right point of contact, how vastly better the results that they would get!

THAT is just where almost all advertisers and sales managers fail. They don't *follow through*. They do a superb job all the way around the swing; but they don't have their eye on the ball *at the point of contact*.

Here is the usual schedule of promotion:

1. A fine product, in an attractive package;
2. Well worked out distribution;
3. Well-prepared, well-distributed advertising;
4. Tons of colorful booklets, perhaps;
5. A thorough job of selling to buyers and merchants;
6. A good percentage of window displays secured.

And salesmen and sales managers, advertising managers and advertising agents think they have done a whale of a good job—

And *they have*—so far!

That line of power is full and strong all the way from the Bay of Fundy to the merchant's desk in San Antonio. He is sold on the product, and the department manager, if it is a big store, is sold all right; but the line to the salesperson at the counter is *dead*. The current doesn't reach the point of contact with the customer at all.

Salesman and sales manager thought that if the merchant and manager had the story, they would put it across to the salespeople; but merchant and manager had a lot of other things to do, and hundreds of other lines of goods to sell, and the big and *deadly fact* is that mighty few merchants or department managers ever talk to their salespeople

about the goods they have to sell. It is only in rarest instances, in most stores, that a manager *tells his salespeople what to say* about the goods that they must sell.

Incredibly amazing as it may seem, most merchants and managers have the general idea that their salespeople are indifferent and dumb,
[CONTINUED ON PAGE 54]

Airplanes—Main Floor, New Building

By Robert R. Updegraff

TWENTY years from now we may look back on Columbus Day, 1925, as a date significant in history as being the day the airplane was first offered for sale "over the counter" in a department store advertisement. For with its *flair* for the dramatic and the newsy in merchandising, the John Wanamaker store, New York, came out on Oct. 12 with an advertisement of the first Ford of the air!

Wanamaker's may be ahead of the time, but perhaps not so far ahead as we are wont to think. Who would have dared prophesy that within twenty-odd years of the first retail announcement of the Ford car more than seven million Fords would have been built?

Next to the significance of the advertisement as a milestone of aeronautical progress, the most interesting thing about it is the fact that as an advertisement it will not seem quaint and old-fashioned twenty years from now. Where this comment of mine on the appearance and significance of this first retail advertisement of the airplane will bring a smile to the face of anyone who may be browsing through an old copy of the FORTNIGHTLY in 1945, the advertisement itself will amaze the reader by its matter-of-factness. The picture will seem odd, of course, and the facts and figures in the

First Ford of the Air Now on Sale at Wanamaker's

An All-Metal plane—duralumin—the strength of steel with one-third the weight.

Fuselage and wings are of this new alloy of aluminum and copper, which has the strength of steel, with about one-third the weight.



The plane weighs only 3,650 pounds, with a wing spread of 58 feet 4 inches, and can support a test sand load of 16 tons on the wings.

The metal is naturally non-inflammable, and heavy corrugations prevent the wings from buckling or crumpling, minimizing the danger of accidents in the air.

The self-starter which whirls the giant Liberty Motor removes yet another chance of accident. Dual control wheels enable either pilot or mechanic to control the plane—another safeguard! And that same Liberty Motor develops a speed of 115 miles an hour with ease—fast enough to speed the plane from Detroit to New York in 5 hours of flying.

Speed with safety—in the First Ford of the Air. No complicated struts and guys. No heavy steel fuselage. No cloth wings. No excess weight. Yet, as you look at it here in the Store, you realize its hidden power. It is concentrated energy!

There is ample space in this model for four passengers and for over 600 pounds or 200 cubic feet of baggage. Thus loaded, and with its fill of 150 gallons of gasoline and 15 gallons of oil, the plane can cruise for six hours.

This Ford of the Air is guaranteed by the Ford Motor Company and by John Wanamaker, just as the Ford Motor Car was guaranteed back in 1904. The plane is on exhibition and for sale on the Street Floor of the New Building, at the Ninth Street Motor Entrance. The price is \$25,000.

Ninth Street Entrance, New Building

copy will be laughable, not to mention the price; but the copy will be thoroughly modern even in that day, for it will not differ materially from the copy that will be seen in the current newspapers advertising popular priced airplanes.

Study this copy. It is almost insolent in its sophistication. Beyond the heading there is nothing to indicate that the item in the panel is any more special or unusual than the items in the panels surrounding it in this Wanamaker advertisement.

Instead of starting out to convince the reader that the airplane is here as a mode of transportation, it calmly begins to describe it as a piece of ordinary merchandise: "An all-metal plane—duralumin—the strength of steel with one-third the weight." Then, as if describing a sewing machine or a kitchen cabinet or a bicycle, it goes on to give the weight and dimensions and supporting capacity, points out the fireproof quality, the safety feature of the self-starter, the dual control apparatus, and the speed.

But the crowning touch of the advertisement is the close:

"The plane is on exhibition and for sale on the Street Floor of the New Building, at the Ninth Street Motor Entrance. The price is \$25,000. Ninth Street Entrance, New Building."

Apportioning the Appropriation Among Industrial Markets

By *A. M. Staehle*

Westinghouse Electric & Manufacturing Company, Pittsburgh, Pa.

AN advertising appropriation is something like an army in action. While its strength, naturally, is somewhat dependent on numbers, its effectiveness is even more dependent on the proper distribution of its units. This is especially true of an industrial advertising appropriation which must often scatter its forces over wide and diversified battlefields known as markets. The expenditure of too much effort in one market with a consequent dearth of effort in another, is as dangerous to the success of advertising as the commission of a similar error would be to military strategy.

The difficulties of properly gauging markets for advertising effort are numerous. They may, however, be divided into two classes: internal and external. By internal I mean the sort of internal organization difficulties which involve the personal opinion, or prejudice, of one or more members of a sales department as to where and how advertising effort should be expended. By external I mean the inherent difficulties of estimating the importance of one market as compared to others, purely from an advertising viewpoint.

The decision as to how much advertising effort should be expended on one market as compared to another is primarily one of planning sales messages to thousands of prospective customers.

The importance of this problem is apparent. Its solution is, however, seldom obvious, because it generally involves too many factors and too few facts. Granting the truth of this generality, it logically follows that any plan which can reduce the

number of factors involved and at the same time produce more facts, should be useful in solving the

problem which is under discussion.

This article deals with the description of such a plan which was used by the Westinghouse Company in apportioning its industrial advertising appropriation for certain electrical products. The plan is not particularly concerned in determining how large the total appropriation should be, but rather with the proper distribution of a given appropriation among a considerable number of markets.

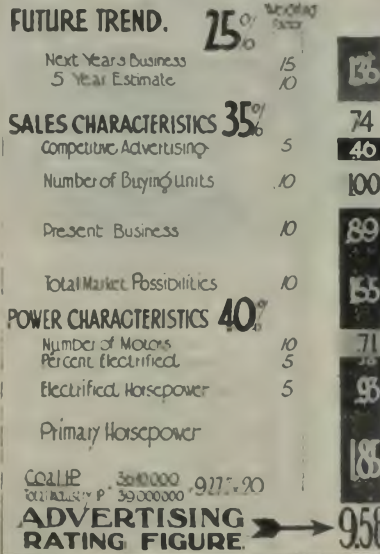
This plan consisted in determining a numerical advertising rating figure for each of the industries in which our products are sold, the purpose of this figure being to give each market a definite rating for advertising effort. The advertising rating figure was determined by reducing the most important factors influencing the need and desirability for advertising in any market to numerical terms.

Each industry or market was considered from ten different viewpoints. In other words, ten important factors were taken into consideration in determining the amount of advertising which each market should receive.

Since many of these factors are expressed in different terms, it was necessary to reduce them to a common denominator in order to make their summation possible. Therefore, each of the ten factors was reduced to percentages. For example, the total primary horsepower in all industries is 39,000,000. The primary horsepower in the coal industry is 3,640,000. The percentage of primary horsepower in the coal industry is, therefore, 3,640,000 divided by 39,000,000 or 9.27 per cent.

It was not deemed
[CONTINUED ON PAGE 60]

HOW ADVERTISING RATING FIGURES ARE DETERMINED



INDUSTRIES CLASSIFIED BY ADVERTISING RATING FIGURE

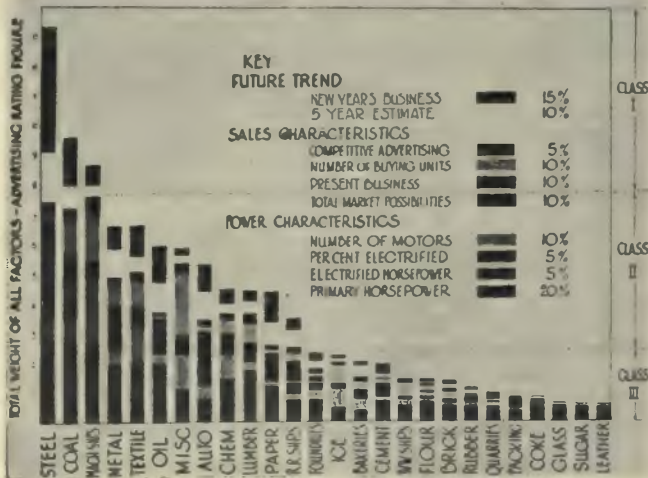


CHART I (at top) shows how the various factors in the coal industry were combined to determine the advertising rating figure for that industry. In the second chart each industry is shown with its final rating figure, determined by using all of the ten factors

Portions of an address before the convention of the National Industrial Advertisers Association, Atlantic City, N. J.

Window Display—What For?

By Bernard J. Mullaney

Vice-President, The Peoples Gas Light and Coke Company, Chicago, Ill.

WINDOW displays as they are now mark a long jump from the days, not so far back, when window "trimming" was the job of junior salesmen assisted by errand boys. Even advertising for the sale of investment securities, which used to be thought of as the advertising aristocracy, now uses windows and uses them successfully.

It is all evidence that window display is taken seriously as an adjunct to business. This in turn indicates that advertising itself gains in completeness of acceptance as a business force, in breadth of coordinated application of its different forms, and, I hope, in definite employment for producing easily measurable results.

If there is one indictment that can be laid against advertising and made to stick—and in advertising I include the two-legged exponents of it in all its ramifications—the indictment is: too much of generalities and too little of demonstrated facts and measurable results; or to use the ancient phrase of the trade, too much blue sky and hot air.

In the business that provides my meat and potatoes—mostly the prosaic gas business, with some electrical for excitement—we are measuring good will, public opinion; not guessing at it nor making deductions from superficial and obvious circumstances, but measuring it; and measuring the factors, and the relative strength of the factors, that go to the making of it. If such intangible things as public opinion and the component sources of it can be measured—then surely there is in advertising more opportunity for definitely measuring ways and means and results than has ever been utilized.

Advertising is coming on in this



© Brown Bros.

A WINDOW should be a more or less direct selling agent. It should sell pleasingly, quickly, decisively, implanting the desire to enter the store and buy. In doing this it should sell good will, born of the confidence created by and shown by the act of buying

respect, I grant you. Keyed advertisements, test campaigns, research (when it is research and not bunk) and all the rest of it show much progress. A brilliant ray of hope is in the apparently well founded assertion of one advertiser, as published recently, that he definitely tests and measures the pulling power of his advertising copy before using it and so determines which piece of copy will pull best before he spends his money. But it is still a fact that advertising works with less definiteness in the use of its tools and in the measuring of results than any other branch of modern business. It spends money, heavy money, with a gay irresponsibility as to definiteness of procedure and results which is almost a scandal. In these respects it lags where it should lead, considering the brain power employed in it; maybe because an undue share of the brain power is applied to "selling advertising" instead of selling merchandise by means of advertising.

I am not presuming to tell you how window display advertising may be made more measurable in appli-

cation and in results—I do not know how. But there are enough bright minds to find out the how if they but realize the importance of it.

No doubt we all agree that the "What For" of window display is to help sell goods, whether the "goods" be tangible merchandise, an idea, "atmosphere," "institutional prestige," good will or what not.

Those terms "institutional" and "good will" and especially the latter: when used as they so often are, for connoting a special kind of advertising different from advertising to sell goods—those terms are apt to set me off into inarticulate barking, punctuated with long howls of rage. Every sale of merchandise

ought to include a sale of good will, else it is not a complete sale; talking of "institutional" and "good will" advertising as some kind of specialized high brow advertising is the bunk.

To window display men it is probably unnecessary to say that a window display justifies itself only as it is a selling influence, more or less direct. Window features having no direct relation to the merchandise shown but intended primarily to make people stop and look in and then see the merchandise—maybe—are becoming so scarce as to be negligible.

I said a display window should be a more or less direct selling agent. The more direct, the better. It should sell pleasingly, quickly, decisively, implanting desire to enter the store and buy. In doing this, it should sell good will, born of the confidence created by and shown by the act of buying.

If the display can also sell a suggestion of how the merchandise can be used advantageously by the buyer—what it will do for the buyer—so much the better. In our business, for example, we frequently display

Portions of an address delivered before the Convention of the Window Display Advertising Association, Chicago.



DODGE BROTHERS lead up to their selling talk by means of an amiable illustration. The car itself appears discreetly in the background where attention is drawn to it by the text. Atwater Kent makes agreeable use of the modes and contrivances of another day

ATWATER KENT RADIO

"If we were
only rich, too"

Like a ticker to the
broker is the radio
to the farmer



Can you afford *not* to have it?



On Being Amiable in Your Advertising

By Frank Hough

SOMEDAY—probably about coincident with the Millennium—will come the advertising Utopia. But in the meanwhile the people at large will continue to take their reading as recreation rather than as business exercise and will read for enjoyment or cultural enlightenment rather than for information as to what they should buy and where they should buy it. They will read fiction, news, articles; coherently developed trains of thought which appeal to their various emotions. The desire to buy is undoubtedly an emotion, but it is not the emotion which builds up the circulation of our great periodicals—or our lesser ones, either. When people read an advertisement it is generally a matter of accident to a large degree. They stumble across it; something about it intrigues an interest which up to that instant has been absorbed in something entirely different—or in nothing at all. How to pique this interest and at the same time to deliver a sales message before the interest

lapses again has been the inspiration of many more or less technical volumes. And we are still trying to find out what it is all about.

Setting aside for the moment the question of smashing layouts, splurges of color and arresting headlines, any one or all of which may be coincidental, it seems to me that the most telling element about an individual advertisement is the tone it assumes. Granting that the advertisement is successful, ask the question—"why?" Perhaps it possesses great intrinsic beauty. But beauty does not always sell and is not appropriate to all media or all merchandise. Perhaps it has "human interest," but this element is very prone to react on the none-too-interested reader as burlesque. Perhaps it is forceful or humorous. Either is often commendable but both may be overdone too easily and are often out of place. Perhaps its tone savors of any one of a number of moods or characteristics which any advertising man can reel off,

but no single one of these can be assumed to have a universal application. Apply each "tone" where it seems appropriate and where experience has shown that it will produce results; and if you are looking for one broad, sweeping, flexible characteristic with which to clothe your various combinations of text and art work, here is a suggestion which should promise fair success: *Be amiable in your advertising.*

In the first place an advertisement owes it to its reader to be agreeable. Its function calls for intrusion upon and interruption of minds which are occupied with other matters. It is in the form of an imposition, if you will, even though its place is bought and paid for; even though the price of that place made possible the very reading matter with which it is competing for attention. When a salesman calls upon you and interrupts the work that you are doing, you expect that at least he will be pleasant about it. He may be devoutly sincere, have an excellent product,

THIS COMMENTARY is illustrated with Samplers worked by Senior Members of our firm who have abandoned the follies of youth for the abiding happiness that only worsted gives.



The unearthly beauty of Maria Countess FORTNUM causing one of our glazed and dressed BOARS' HEADS to assume a roguish expression

This pretty incident took place in 1725 and was attested to by many witnesses at the time. Note: We lost our peage through an error of judgment during the rebellion of 1745

THE British sense of humor is more subtle than ours, while not so exuberant. The accompanying delightful absurdity is from a Fortnum & Mason booklet

thoroughly sound selling arguments and a fine technical background to support him, but if he allows his seriousness or any of his other not particularly inspiring traits to carry him away and you happen to have a frown on at the moment, you will waste little time in showing him to the door. Or if you are in the best spirits in the world and only too eager to listen and anxious to buy, you must admit that a little cheerful amiability greatly helps the interview along. Advertisements, they say, are "silent salesmen."

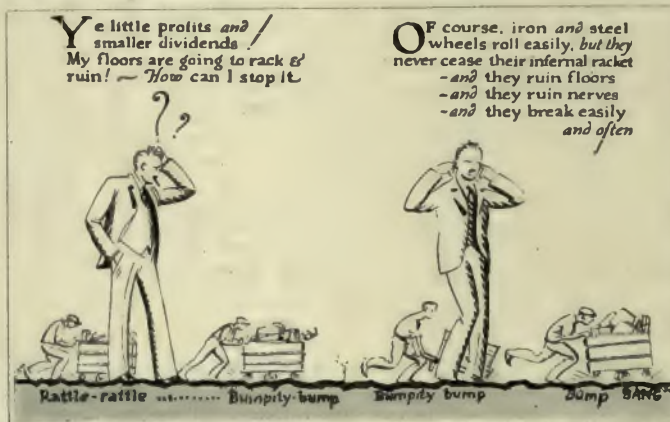
How prone we all are to take ourselves seriously, and how prone others are to take us lightly! Not all those toward whom the Truth in Advertising Movement has been directed were actuated by viciousness. Many were simply carried away by their own enthusiasm about their products until they actually believed most if not all of what they said. To the layman of fair intelligence such advertisements appear more ridiculous than sinister, and by such regrettable examples he is prone to judge advertisers

of today who strain the superlative adjective near to the breaking point. Is it not more pleasant—and generally fully as effective—to have the reader smile with you, even at the expense of a few minor selling points which might have been inserted in 6-pt. type somewhere near the bottom of the layout?

Just exactly what constitutes "amiable" advertising? There is a difficult question to answer and one which I doubt if any two persons would answer in precisely the same way. To my mind it is something closely akin to humorous advertising, with the subtle differentiation that amiability causes the reader to smile *with*, while humor causes him to smile (or laugh) *at* the particular example under consideration. A delicate line of demarcation, there.

So far this discussion has consisted of a few platitudes, several truisms and a great deal of theorizing. It is time to become specific and cite examples. I can do no better than to point out as exhibit "A" the extremely well done piece of art work appearing on the first page of this discussion and which emanates from Dodge Brothers.

The most remarkable thing about this whole series, which is too well known to need description here, is the fact that while the pictures have no immediately visible bearing on the text and vice versa, the whole does not seem incongruous and jar on one's sense of the fitness of things. You do not get the impression that the picture was dragged in by the proverbial heels, in other words. The copy speaks of the virtues of the Dodge Type-B Sedan which appears well in the background of the illustration. It is there and



BASSICK Ruboid Wheels, according to their manufacturers, make less noise than any other similar wheels and also last longer in service. They have made a very convincing test to prove this and illustrations and text like the accompanying lead the reader up to the test and its results as a sort of grand climax



they think it's the city hall

Up in Waterbury, Conn., people come in and ask to be married. They think they're in the City Hall but they're not. They are in the central offices of the Chase Companies, built of limestone and marble by Cass Gilbert who designed the Woolworth Building.

The Chase offices are really beautiful and we are proud of them for they mark a half century of successful service to the brass industry.

Chase Brass

A PLEASANT and unusual way of telling the public about the company. Chase Brass advertising is amiable and for this if for no other reason is convincing to the casual reader

illustrates the selling talk of the text, but without the text it is doubtful if any person glancing at the picture casually would even be aware of its existence. On the other hand, how many readers would pause to read the text if it were not for the picture? Some would, of course, but how many, comparatively speaking? Here the illustration plays a part analogous to the salesman's approach. It greets its prospect pleasantly and leads adroitly up to a terse and pointed selling talk. And furthermore it leaves him with a smile.

Other members of this particular series might also serve to illustrate this point, but many of them, while making the same general appeal, tend more toward pathos than amiability, although the general effect is much the same.

All or nearly all advertisements attain amiability by means of their illustrations. Often the text carries out the program, but this is not necessarily the case. Frequently the sales arguments are better handled in the more serious vein.

Atwater Kent Radio makes pleasant use of the

[CONTINUED ON PAGE 74]

Going After the Banker With the Right Bait

By William R. Basset

Chairman of the Board, Miller, Franklin, Basset & Company

WHEN the fish don't bite, the experienced fisherman decides that he is probably using the wrong kind of bait, and tries another. But when the same Isaak Walton, in his everyday guise of a business man finds that bankers don't snap at the bait he offers, he disgustedly assumes that all bankers are cold-blooded fish. That his bait may be all wrong seldom occurs to him.

For the good of industry in general it is well that bankers are not often emotional, warm-hearted altruists in their business affairs. For should such a one over-extend to a manufacturer with whom he likes to play golf, a half dozen big depositors might easily be thrown into bankruptcy and before the catastrophe ended fifty more fundamentally sound concerns might well be dragged under.

Bankers have to learn to steel themselves against the blandishments of prospective borrowers. They can, when considering a loan, give but scant consideration to the borrower's golf game, the way he does his hair or his skill in assembling dry Martinis from his excellent supply of real French Vermouth and pre-war gin.

Yet aside from the very large corporations which are generally managed by men highly skilled in all branches of finance, I doubt if one concern in fifty goes to the banker with the right bait. Most men seem to think that the important thing is to "sell himself." He pays little attention to the all important thing which is to sell the banker the idea that his business is sound and is likely to remain so at least long



© Brown Bros.

enough to repay the money which it wants to borrow.

The most common approach which city bankers have to face is somewhat along this line: A slightly graying gentleman, close to fifty, offers his hand to the loan officer, introducing himself as, "Jones, Hiram K. Jones, president of the Jones Iron Works of Syrachester. You doubtless know of our company. We employ a thousand people.

FOR thirty years we have handled all of the big bridge jobs up-State. We have just finished the steel skeleton for the new twenty-story hotel in our town.

"We wish to secure a line of credit from your institution so that we may have sufficient working capital to handle the large amount of new business which we can easily

secure. Feeling that you might like to know something of our financial condition I just jotted down a few pertinent facts."

Out comes a soiled envelope on the back of which, in pencil, are the "pertinent" facts. Mr. Jones continues:

"We have been in business for thirty-one years. During that time we have never paid less than 20 per cent dividends. When times have been especially good we have often paid as much as 50 per cent to our stockholders—who, by the way, consist only of myself and my immediate family.

"We estimate the fair valuation of our plants at \$1,000,000. We have on hand close to \$200,000 of raw and partly finished materials. Our accounts receivable are \$250,000. We have \$35,000 in cash on hand. Our total accounts and notes payable

and accrued liabilities are about \$300,000. So you see we are in good shape."

If the loan officer has plenty of time on his hands that day he may go so far as to give the iron-master a short course in elementary finance. He can do it—having had long experience—in a couple of minutes, thus:

"My dear Mr. Jones, it is doubtless because I have of late been quite engrossed with the bank's affairs that I have never heard of so well known a concern as yours, nor, if I may say it with all courtesy, of you.

"Knowledge is the basis of credit and what you have told me is rather against you than for you. In the first place we demand that a concern in your line maintain a ratio of at least two to one between its quick

[CONTINUED ON PAGE 46]



Sky medicine for the children



"VACATION time is here and the long summer lies ahead—two months of freedom for the children.

"Don't be afraid to fill them up on sky medicine. Take them out in the family bus and let them range the hills! Let them climb like so many little bears—go berrying—learn for themselves something of the great joy of the out-of-doors.

"Then, when the winter comes, the youngsters will be fortified against disease, kept warm with the splendid fire of good health.

"Beyond any town the hills loom up, and wherever you go, whenever the long road invites you and the kiddies, remember how dependably and economically Socony Gasoline and Motor Oil will take you there and back again.

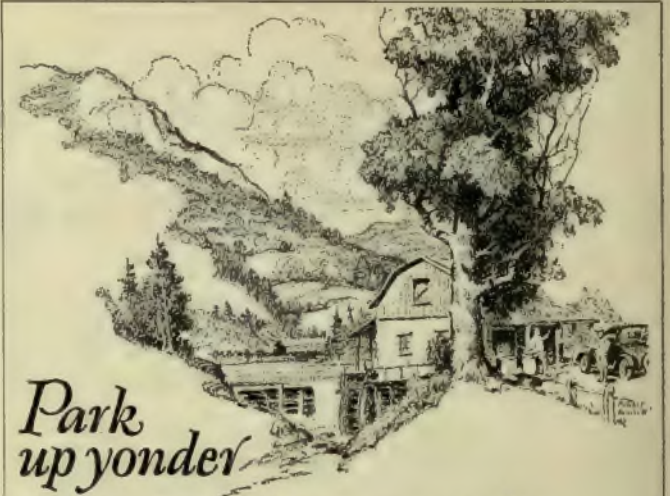
"There's health in the motor ride—longer life and happier."



SOCONY is "Standard"

The Venus Motrix

STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY



Park up yonder on the mountain



"WE outdoor chaps all have some favorite hang-out in the hills, where peace descends like a mantle, and the music of moving waters is sweeter far than the clamor of the cities.

"Don't go on cheating yourself. Body and soul alike resent the strain and strife of these long days and longer nights under torrid roofs.

"Park up yonder on the mountain. It's not so far away. There wait the cool quiet of the hills and the playground of the winds. There sound sleep comes, and with it rest for whatever ails the morrow may bring.

"And no matter how steep the grades, or how rough the road, with Socony Gasoline and Socony Motor Oil, there's full power in reserve to conquer new heights.

"There's health in the motor ride—longer life and happier."

The Venus Motrix



STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY



Auto-matic HEALTH



SOCONY is "Standard"



"LIFE these days is a high-speed affair and the gear ratio is getting higher. Difficult business to keep one's footing, to be free from worry, to guard a generous measure of abundant health.

"Sometimes I think the automobile is the greatest single agent of preventive medicine that we have in this hurly-burly age—that the mere ability to pack up at will and hit the long trail into the peace and quiet of the country, is a gift that few of us realize, and too few take advantage of.

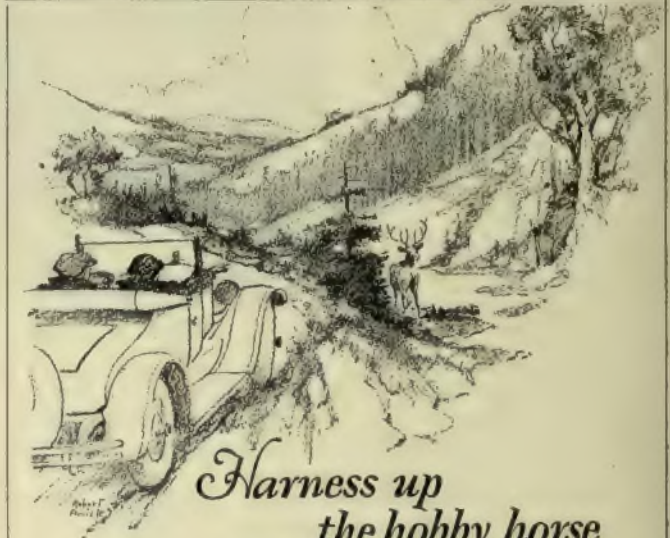
"That's why I like to preach the gospel of Auto-matic Health—the best life assurance in the world. Nothing like the sun in your face and the wind at your back to keep the body fit and the courage soaring.

"And there's nothing better than Socony Gasoline and Socony Motor Oil to keep your engine fit, ready for any twist of the road.

"There's health for the whole family in the motor ride, longer life and happier."

The Venus Motrix

STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY



Harness up the hobby horse



"SOMEWHERE today, in the valley of many hills, the deer come down to drink and munch upon the tender browse. Oh, far up among the ledges, where the blueberries purple the rocks, the moose has his bear and her twin cubs go scolding into the break at the sound of the horn.

"There's much to see and much to feel—the shimmer of sun on the hidden lake among the hemlocks, the fresh, smart breeze from the north, the sweet smell of bacon in the mingled smoke of the campfire.

"A wholesome hobby, the thrill of following unknown trails.

"But whatever the urge that sends you rampant far and wide, the automobile is a necessity.

"And there's no road too long or too hard for Socony Gasoline and Socony Motor Oil to conquer. It's a team-hearted combination.

"Whether going or coming, there's health in the motor ride—longer life and happier. Harness up the hobby horse, and let it take you where it will."

The Venus Motrix



STANDARD OIL COMPANY OF NEW YORK ~ 26 BROADWAY

SOCONY steps out bravely with a series of newspaper advertisements that will inevitably breed goodwill, for they are trying honestly to put some of the fun back into the leisure of life. It is as much of a relief to read them, after reading several miles of "cylinder knock" and "pep gas" copy, as it is to look at one of Socony's outdoor "travel" posters after seeing nothing but geometrical "trade-mark" posters.

Character of Business Papers From an Advertiser's Viewpoint

By Paul T. Cherington

Director of Research, The J. Walter Thompson Company

IN reasoning about business paper circulations measurement standards quite different from those applied to either daily papers or national magazines are necessary. This is fully as true in the matter of measures of influence as in the numerical measuring of subscribers.

Each craft, business or profession is a selected group. To such a group general, human averages do not apply; nor do the averages for groups selected on any other basis. A newspaper in a market representing two million adults would be proud to have a circulation of ten per cent of that number, a magazine whose possible clientele is twenty-five million women is a leader in its field when it passes the million mark. But a business paper often is disposed to explain and apologize for a circulation which represents a much larger percentage of its market than either newspapers or magazines can attain. And if this is true of total circulation figures it seems to apply equally to the figures by which editorial influence may be measured.

Most business markets are small. In some cases several occupations may be combined, but even so the aggregates are not impressive for their size, but rather for their smallness.

It is interesting to observe how many of the business and professional occupations in the United States have between 125,000 and 150,000 people engaged in them. Here is a partial list (Census of 1920):

Bankers, brokers and money lenders.	161,613
Clergymen	127,270
Commercial travelers	179,320
Insurance agents and officials	134,978
Lawyers, judges and justices	122,519
Musicians and teachers of music	130,265
Physicians and surgeons	144,977
Real estate agents and officials	149,135
Technical engineers	136,121
Trained nurses	149,128

For the "arts" the numbers, of course, are smaller. The number of artists, sculptors and teachers of art

is about 35,000, architects 18,185 and actors 28,361, these being representative of the profession calling for peculiar creative gifts, as distinct from ordinary mental capacity.

Since these figures include not only principals, but in some of these crafts many people who must be ranked as more or less minor employees, the obvious conclusion is that the field for circulation of papers published to reach these special business or professional classes is limited. After allowance has been made for the large percentage of subordinates in some of these groups it is surprising in how many it will appear that a circulation of 10,000, if properly placed, must be reaching a large percentage of the alert followers of the calling.

MANY book publishers (it might be said in passing) have been slow to sense the full significance of this situation. The publishers of medical and law books apparently have long had the conviction that their sales must be limited and hence they charge professional prices for their publications. Five, ten or fifteen dollars is the recognized range of prices of books for these professions. But certain book publishers, lured by the large aggregate figures for the numbers of people in business, have been disappointed at the meager sales of "business books" which they have tried to sell at popular book prices. Outside of the retail field or a few others where the population is large, no book publisher should hope to get a sale of more than a few thousand for a business or professional book and he might well base his prices and his sales activities on this certainty.

Publishers of business publications do not need to have this numerical narrowness of their market "rubbed in," but they might do well to let their clientele, both subscribers and advertisers, realize the full significance of the facts. If a business paper has a potential circulation of 10,000 and its actual sub-

scription list is a reasonable margin below that figure the subscription conditions are ideal. If the number of subscribers begins to climb it may signify only that the paper is getting out of its sphere.

In short, it may be taken as axiomatic that the number of subscribers is not a guide in the appraisal of a business paper unless carefully weighed in connection with the size of the market which the contents of the paper are designed to reach. An engineering paper with a circulation like that of a popular weekly might be a fine property for its owners, but it would obviously be reaching outside of the engineer market and hence might have less value as a medium for reaching engineers alone than would another with a smaller but better chosen clientele.

The failure of mere numbers as a basis for judging the advertising value of a publication drives us to the need for arriving at some measure based on quality. From the standpoint of the buyer of advertising space there appear to be at least two quite distinct qualitative standards for judging a business paper. It may be judged by (1) its contents, or (2) its influence with its readers.

SO far as contents are concerned the judgment may be made with some certainty even though the details of the standards of measurement are difficult to state in a few words. The value of a medium of this sort usually will have a definite relation to how it measures up to three main and fairly obvious editorial requirements:

(a) *Has it real news quality?*

The answer to this will determine largely whether it is a suitable place in which to put paid-for copy which is designed to reach buyers. The significance of this news quality is difficult to present vividly. We may love a classic or admire a quarterly review; but what we expect from them is essentially different from what we expect from the daily paper,

They Want to Know the Results!

By S. H. Giellerup

ON a certain evening each year great crowds gather. Men and women stand for hours watching election bulletins. They may shiver a little, they may get wet, but there they stand just the same. They have left comfortable homes, abandoned chosen forms of recreation, and having come they suffer uncomplainingly all sorts of elbowing and jostling.



© Brown Bros.

TIMES SQUARE takes a big gulp of humanity every Election Night. Most of these men and women will be but slightly affected, no matter what the outcome. Yet, their eyes strain to see the results. You, the advertiser, have a financial interest in the outcome of your advertisements. How often do you take the trouble even to *count up* the vote and act upon the result?

Why? Can an election in which fully half the qualified voters fail to participate be of vital importance to the other half? If the Republican ticket is elected, will those who voted for Democrats sleep any the less soundly? If Democrats win, what can the rank and file of Republicans do about it—that night? Why don't these people go about their business as usual, in comfort, and read, as they will anyway, the complete report in the convenient morning paper?

What we must remember is that Election Night is the climax of a drama lasting many weeks. During those weeks it gives the weather a brief respite from its function as chief topic of Main Street conversation. It occupies front page space to the exclusion of all but the direst murders and most sensational divorces. And out of all the pointing with pride and viewing with alarm, the flag-waving and the mud-throwing, the hand-shaking and the baby-kissing, there emerges a clear and distinct outcome, a simple issue that the simplest mind can understand: one man is to be elected, the others are to be defeated.

So your crowd turns out, each member of it having already taken sides. And there these people wait, enjoying the rare thrill of learning whether their side wins or loses.

There is in this aspect of Election Night something for national advertisers to think about. The great magnet for the crowd is the definiteness of the result. An election is never one of your "no decision" bouts. One candidate wins, another loses. The crowd watching the bulletins compares figures. It sees the finish of the fight; *otherwise it would not have come.*

EVERY day is election day for the advertiser, but *he* seldom takes the trouble to count the vote. Among his advertisements in any given year there are winners and there are losers. Every day the public acts on one ad and passes by another. The vote is rung up on a thousand cash registers, but only an occasional tinkle of the bell reaches the ears of the man who pays for the whole campaign.

More and more, however, advertisers are attempting to count the public's vote, to learn the sales value of individual advertisements. The sales test, an undertaking considered by some to be difficult, really

offers but few problems. Its cost runs from one to five thousand dollars depending upon its extent, and its results enable advertisers to increase by substantial percentages the effectiveness of six figure expenditures. In conducting the test, you must observe certain rules. The necessity for them can quickly be appreciated by applying them roughly to the efforts of the crowd before the bulletin board to predict the outcome from partial returns.

The first rule is: *Test one thing at a time.* Let us say, for instance, that you are advertising Lemburski's Full Fashioned Paper Weights, and

that your partner, Mr. Gratz, disagrees with you about the kind of copy to use. In his misguided way, he believes the name Lemburski so dear to the hearts of the paper weight buying public that the finest possible ad is one in which that name occupies 75 per cent of the space. You, on the other hand, are equally certain that the name Lemburski means no more to the callous citizenry than the buttons on their coat-sleeves, and that the one way to sell your paper weights is by enlarging on their full fashioned features.

During the verbal encounters which occur, Gratz happens to show his lack of innate refinement by sneering at the full-pages which you have deemed necessary. Being a piker at heart, he is anxious to double the number of insertions for the money by using half-pages.

So you decide to have a showdown, to convince him, by counting up the sales, that his judgment about advertising is as crude as his manner of expressing it. But, in your effort to expose his ignorance to the full, you make the mistake of including in your test both copy and

[CONTINUED ON PAGE 42]

THE · EDITORIAL · PAGE

An Editorial by Earnest Elmo Calkins

FROM a letter to the author of a book which quite frankly criticises advertising:

"I feel that advertising ought to be criticised from every point of view. No one knows better than the advertising man how full of faults it is, how many failures there are, how much waste there exists, and every worth while advertising man is working and learning, trying to correct these things, trying to make advertising a surer and more economical method of selling goods. And so the more criticism there is, especially if it is sincere and honest criticism, the better, and the more discussion it leads to, the more we will all learn."



Poor Taste

WE see no reason why advertisers should not employ the talents of well-known actors and writers to prepare copy for them, but we think such copy should be given the same careful scrutiny that any other copy-writer's work would be given, and censored if need be. This observation is prompted by a piece of copy written for Bull Durham Tobacco by the inimitable Will Rogers, who we admire much, both as an actor and a writer.

But when Mr. Rogers writes copy like the following over the signature of The American Tobacco Company, it seems to us in poor taste and ill calculated to build good-will, either abroad or among many of our own citizens:

These Nations are just stalling until another War comes along, and the first thing you know our debt will be four Wars behind.

We have enough saved up to fight again, but they are using it now to enforce Prohibition.

Oh, yes, "BULL" Durham. I like to forgot to mention that. Well, that is what the Foreign Nations are paying us in.

"BULL" DURHAM without the DURHAM.



Department Store Buying

ANENT the wave of protest that seems to have been rolling up over department store buying methods, we note that one large New York store—Macy's—does not propose to leave itself open to criticism.

Recently this store held a luncheon which we believe is unique in department store history, at which buyers and trade salesmen who sell them merchandise sat down together; and Jesse Straus personally appeared and gave a brief talk.

As a result of that luncheon several improvements were decided upon. For one thing, buyers will begin to see salesmen at 9:30 a. m. instead of at 10; and for another a bulletin will be posted on the street floor entrance to the buyers' elevators giving names of buyers, hours when they see salesmen, and the kinds of goods they buy. The Macy buyers agreed to be present at those buying hours, and to keep appointments scrupulously.

A change in the method of handing out appointment

tickets was suggested by the salesmen's representatives and adopted by the buyers. Under the new plan, instead of appointment numbers being assigned in direct rotation, there will be two kinds of numbers; one on blue cards for salesmen with samples and another on white cards for those without samples. Since it takes longer for a buyer to interview the salesman with samples, he will be able, through this division, to see in a comparatively short time all his non-sample visitors and give his full time to inspection of merchandise. He will also be free from the annoyance of interrupting his inspection to listen to the salesman who wants to "see him for just a minute."

If all of the big department stores would hold similar buyer-salesmen luncheons and iron out some of the wrinkles in their relations with each other, selling would be less difficult and less expensive; and so also would buying.



Posthumous Wisdom

"IT is vastly important that a business institution be in tune with the spirit of contemporary public thought and feeling," wrote the late George L. Dyer.



Retail Advertising Pays, But—

COMMENTING on Charles Edison's address, "America Has Swallowed a Slogan With Blind, Unthinking Faith," published recently in this magazine, Newton R. Barrett, who is connected with a large chain store organization, brings out a point in connection with the "It pays to advertise" idea as applied to retail advertising and selling, as he has watched it over a long period of years, which deserves recording.

"The first need for the successful operation of any retail store," he says, "is a man in charge who through his own personal effort can account each year for a certain amount of business. To such a man newspaper advertising is an aid; but it is not a crutch on which he can lean. For the moment he begins to lean on it he will find that he needs two crutches instead of one, and finally a wheel chair.

"Here is a typical example of how we handle men who show a tendency to over-praise the virtues of advertising. A young man in charge of one of our successful stores recently addressed a letter to us in which he included the following paragraph: 'I want to thank you for your splendid co-operation. You know the old slogan "It pays to advertise" and advertising is what got my business.' This young man is of the ultra-active type; he uses every and any device for getting business, but more than anything else he uses HIMSELF, through his windows, the telephone, people he meets at lunch, at evening affairs, etc. He personally accounts for much of his business."

This is just another way of saying that the man who would succeed best without advertising will achieve the greatest success with advertising. Advertising adds momentum to effort.

Bread and Butter Problems of a Sales Manager

Where Shall I Get My Salesmen?

By V. V. Lawless

OUT in Iowa they have a saying, "A dog that will bring a bone will take one." Which in itself sufficiently explains why about the poorest way to recruit the sales force is to hire men away from a competitor. If you hire a man merely because he knows the line and the territory, his knowledge will make him just as attractive to your other competitors as he is to you. If in addition he can bring you business which his old house held, he is certain in time to sell that same business to the highest bidder.

I find that most sales managers agree that to steal salesmen is poor policy and not done; but under pressure I find that most of them fall once in a while when a peculiarly attractive opportunity presents itself.

Usually the experience is so unpleasant that they refrain from pirating for a year or so and then, being human, forget their last experience and repeat.

There seem to be four other principal sources of salesmen—advertising for them, transferring men from other departments of the business, employment agencies and getting salesmen to recommend their friends. All of these methods produce good results sometimes. As a rule, though, the turnover of men so secured is apt to be high, and a good many of the salesmen fail to make good.

I know one veteran salesman who worked for more than a dozen different concerns in nearly as many lines before he finally struck the right one, in which he has made good for the past ten years. His comments on sales managers he has worked for are pointed though provocative.



SALES managers are coming to believe that it is essential that their salesmen have a knowledge of the industry to which they are expected to sell. A salesman who is familiar with office procedure is better qualified to sell special equipment than is the salesman who has no such knowledge

"Mighty few sales managers," he says, "have the slightest idea what qualifications their salesmen should have. Some of them never give it any thought. Others I know have studied the problem. Usually these men have spent a period of apprenticeship on the road themselves and have become sales managers because they were unusually good salesmen.

"**B**Y analyzing the reasons for their own successes as salesmen they hope to find what qualifications other salesmen should have. The trouble is that mighty few good salesmen can tell what causes their success. They know how they sell but seldom why.

"I was hired by nearly a dozen sales managers to sell in fields for which I was utterly unsuited. I guess I was a natural salesman—at least I could always convince employers that I could sell. But I

knew nothing about the industries to which I was expected to sell. That to my mind is today the chief qualification a salesman should have."

That is a conclusion many sales managers are reaching. Many manufacturers and wholesalers of food products get their salesmen from behind the counters of grocery stores. Machine tool makers are constantly on the lookout for bright machine shop foremen who know the problems of the shop and who have had experience with machines of many types.

A distributor of building materials used to employ only technical graduates fresh from college. These men did not know construction work at first hand and most of them flopped.

Now he employs only construction foremen, material clerks on construction work or men who have had considerable experience in architects' offices. He has less turnover, his men make more money and his selling cost is lower.

The sales manager of a concern making office equipment of a somewhat special nature has come to the same plan. He believes that a knowledge of office procedure and routine is the one qualification which is indispensable to his salesmen. He insists that his men know the type of work that is done in the credit department, the sales department, the shipping room and every other part of an office. The ex-office manager is for him the ideal raw material. If such a man has a fair personality and will work persistently without becoming unduly discouraged, he is a success, according to this sales managers' experience.

To find this type of man several experiments were tried.

[CONTINUED ON PAGE 51]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

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

Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

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

How I Find Copy Material

By *M. J. Evans*

Republic Flow Meters Company, Chicago, Ill.

WHEN considering the question of sources of copy, the first question to answer is—"Who are you trying to reach?" Who this executive is depends, of course, upon the industry. In the power plant, our experience has indicated that the most important man to sell is the chief engineer or the power superintendent—the man directly in charge of power production, whatever his title may be. The general manager, president, and sometimes the purchasing agent are, of course, important, but to a lesser degree.

Where our equipment is sold to heat treating plants, brick and clay plants, etc., the first man to convince is usually the general superintendent or factory manager; in smaller plants, the general manager or president.

Keeping these facts in mind, we carry the great bulk of our advertising in industrial papers reaching these individuals, and our copy is selected with the idea of appealing to men of this type with the greatest effectiveness. In selecting copy for such readers, our experience has indicated that they are chiefly interested in what our product will do. Will it reduce operating costs? Will its use lower the percentage of rejections due to faulty manufacturing? Will it enable the executive to maintain a better supervision of manufacturing processes? At the same time, they are, of course, somewhat interested in how this is accomplished, but this is a secondary consideration, and we rely on our catalogs to answer such questions.

After a man has become interested in a certain instrument or machine, he wants to know who is using it and what has been their experience. Is it a new and untried device, or one that has an acknowledged place in the field? Still later, he is interested in knowing in a general way the position of the manufacturer, his reliability, the kind of service which he offers, etc.

With these points in view, we try to build each individual advertise-

ment in such a way as first to attract the readers favorable attention, and then to interest him sufficiently to lead him to write for literature giving additional information.

While our advertising aims to accomplish to a certain degree all of the aims already mentioned, our experience would indicate that the most effective way of accomplishing all of them at the same time is through an interesting account of an installation in some other plant in the same industry, which illustrates in a particularly striking manner some important advantages of the equipment.

Each installation which we have usually illustrates the advantages of one particular type of equipment better than any other. In order to keep the entire line before our readers, it is necessary to carry an occasional advertisement featuring the fact that we are one of the few companies from whom it is possible to get a complete instrument layout, regardless of plant conditions.

After the attention has been attracted, the most important step is to have some concrete data to give the reader with reference to actual accomplishments in the plant illustrated. To obtain such facts and figures, we have, in many plants, used Nielsen Reports quite successfully. In other installations we are able to get excellent photographs through our branch office managers, together with very complete records as to performance, savings, increased production, decreased rejections, etc.

INASMUCH as this forms the backbone of our copy, it is necessary to have a continuous supply. When this plan of campaign was originally adopted we went through our customer list and listed every customer of importance. Since then we have been continuously at work on this list, getting photographs, letters, data, etc., and in practically every case, the cooperation we have given has been 100 per cent. This, of course, can be done most effectively through our branch managers. Every effort, therefore, has been made to gain their active cooper-

ation. They are urged to criticize our copy, our broadsides, letters, etc., and quite frequently some of this material is submitted to them for approval and suggestions before it is used. This we have found gives them a much more active interest in our work than could be obtained in any other way. Their suggestions and comments have also been very helpful. Their daily contact with the trade is extremely valuable, if their cooperation can be actively enlisted. Our experience has been that one of the greatest things an advertising department can accomplish is to sell the entire sales force on the fact that everything it is doing aims to make sales work easier. The only way this can be accomplished is by the advertising department offering genuine assistance; and we have found that there are a large number of ways in which this can be done.

FOR us, the sales department has proved one of our most important sources of copy. Whenever an order from a new customer is received, this is noted and placed in a "bring up file" to be considered as a copy source three months later. At this time the branch office is written and the machinery started to obtain a photograph and complete data. It is very seldom that this is accomplished at that time, as such work can only be sandwiched in between the routine work of our sales engineers. From this time on it is followed in various ways until ready for use as copy. In this way we have a continuous supply; and so far our copy material has always been ahead of our needs.

As far as the write-up of the actual copy itself is concerned, our policy is to tell as simply as possible what the equipment accomplished in the plants shown, giving details which will be of genuine interest and value to the reader, and if possible assist him to the solution of any similar questions in his own plant, always tying it up with a suggestion that the reader send for whatever literature will complete the story.

We have found that the engineer

You Can Collect A Crowd by Shouting

but to sell you must talk to those who can influence purchases of your products—more so in the railway industry than in many others. The departmental organization of the railway industry and the widely different activities make it necessary to gain the attention and confidence of each department individually.

Intensive railway selling is justified, for the amount of business, once it is secured, is so large that it is not only highly desirable but the ultimate selling cost is relatively low.

Railway advertising is a part of railway selling. The five publications in the RAILWAY SERVICE UNIT enable you to apply the same intensive methods in your advertising as in your sales work, because each publication is devoted exclusively to one branch of railway service.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago

6007 Euclid Ave., Cleveland

New Orleans Mandeville, La. San Francisco Washington, D. C.

London

A B C and A B P

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively and without waste.



is always interested in definite data or information which will help him to carry on his work more efficiently. For this reason we try to make all of our advertising as informative as possible. This is done first by giving concrete details of installations as already mentioned; and second, through the literature which we have available for distribution. At

the present time we have one of the foremost men in each of our three fields—power plant operation, heat treating, and ceramics—writing a continuous series of short articles dealing with the engineering problems in each of these industries. This material is entirely original research which has never before been published. No mention

is made of our products, and as these men are writing for no other organization, their data are very valuable. Professor G. F. Gebhardt is author of *Power Plant Engineering* and head of the Department of Mechanical Engineering at Armour Institute. Professor H. M. Boylston heads the consulting staff of several

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Shopping in London

By James M. Campbell

TO me, shopping in London is a never-ending joy for, no matter what type of store I enter, I always have an "experience."

Yesterday, I went into a tiny book-store in Bayswater to buy a book—one of those "helpful hand books" which come from the English press every month or two.

"Sorry," said the young person behind the counter. "We are all out of it. But we can have a copy for you at six o'clock this evening."

"Very good," said I. And I gave her two shillings and my address. Then I asked, "How do you do it?"

"Do what, sir?"

"Get a two shilling book in five or six hours from a publisher whose place of business is three or four miles away. We think we are pretty quick in New York, but we don't do things as rapidly as that. How do you do it?"

From a dark corner in the rear of the shop emerged an elderly man.

"I'll explyne it to you, sir," said he. "We've been 'ere three generations. We're very well organized."

"Yes. But how do you do it?"

"Well, sir," said the elderly man, "it's this wye. We 'ave two men who do nothink but fill orders. A gentleman comes in before half past twelve. 'E wants a book. Other gentlemen—and lydies, too—'ave been in, yesterday afternoon, we'll say or lawst night or this morning. These men I speak of tyke these orders. They go from one publishing 'ouse to another and fill the orders. That's 'ow it's done. There's no profit in it to us, you understand. It's an accommodation to the public—a sort of an advertisement for us. Yes, sir!"

In a men's outfitting establishment near this book-store, I had another

adventure. The man who waited on me was well over seventy. I told him what I wanted—a shirt of a certain color, size 15.

"Fifteen! Ah, yes! Number 3!"



© Underwood & Underwood

"No! No!" said I. "Size fifteen!"

"That's it, sir," he answered. Then counting with the forefinger of his right hand on the upheld fingers of his left hand, he continued, "Fourteen is number one. Fourteen and a half is number two. Fifteen is number three. Quite right, sir. George! (in a commanding tone) George!"

From somewhere or other—the cellar for aught I know—came hurrying a boy, garbed in a light-green uniform, and wearing a semi-military cap.

"Excuse me, sir," said the aged salesman. Then, handing the boy four copper coins, he said "'Urry!"

"Yes, sir," said the boy and he

departed from the shop in haste.

Before the aged salesman had finished wrapping up my shirt—he did not "urry"—the boy was back—with a pot of tea!

Another experience. A month or so ago, I purchased a pair of crêpe-soled shoes and at the same time and from the same salesman a pair of woolen socks. Four or five days later, my wife called my attention to the fact that there was a good-sized hole in the heel of one of the socks.

Yesterday, I took the socks to the store where I had bought them and told the manager what had happened.

"What do you want me to do?" he asked.

"That is for you to say," was my reply. I added, "Do you think I have been given good value for my money?"

"Leave them here, sir. I'll take the matter up with the manufacturer. Will you come in tomorrow afternoon, sir?"

I went in, an hour ago. The manager greeted me with a smile. "The manufacturer tells me that he has tested the yarn in your socks. It is thoroughly bad. If you will have your socks laundered, we will be glad to give you a new pair in exchange for them."

"But I am sailing tomorrow," I said. "I say," I went on, "I'll pay the cost of having them laundered. How much is it?"

"Never mind, sir. Under the circumstances, we'll make an exception to our rule." And he handed me a new pair.

Then it was that I told him why I had gone to so much trouble on so small a matter. "I've heard a lot," said I, "about British honesty. I wanted to find out if there is such a thing. There is. Thank you! Good day!"

I take off my hat to these people!

THE average net paid circulations of The News, New York's Picture Newspaper, for the six months period ending September thirtieth, 1925, were—

DAILY 920,956
SUNDAY . . 1,122,065

The Largest Circulation in America—morning, evening or Sunday—and still growing.

Advertisers: Buy on a rising market!



September 1925 Averages

Daily . . 980,859

Sunday . 1,153,641

THE NEWS
New York's Picture Newspaper

25 Park Place, NEW YORK
Tribune Tower, Chicago

An Advertising Agency in Altruria

By Willard G. Myers

MY friend seemed more and more puzzled as our talk continued. We had met again that morning and after luncheon at the Advertising Club were chatting downstairs in one of those sumptuous rooms that always give you a half-embarrassed sense of appreciation of all this grandeur and yet with it a feeling that it is hardly the atmosphere for an advertising club. But my friend from Altruria had enormously admired the splendid mantel; you do not qualify your feelings about that mantel.

He was intensely interested in my somewhat inadequate presentation of the details of advertising practice in the United States. He murmured polite encouragement as I paused to clarify my points in my own mind before putting them into words. But his guileless, gentle questions grew more and more embarrassing. With every explanation, I felt myself coupling to it a defensive footnote. It was getting tiresome.

"But your advertisers are still paying for the privilege of telling about their wares to a reading public that is supposed to be reading something else?"

This didn't seem quite right and I said as much. But he didn't seem to notice my objection. "And your great advertising specialists—your advertisers get their services for nothing, do they not? These publishers who have a 'list' price to advertisers—do they not set aside a part of that money to recompense the specialist who is working for the advertiser—in other words, the publisher being better organized is able to get sufficient money from the advertiser to pay the specialist the compensation he couldn't hope to get himself?"

Somehow he seemed to be putting the wrong complexion on everything merely by his irritating way of constructing his questions.

"Tell me about advertising as it is practiced in Altruria," I said. "Give me some idea of an advertising agency as it operates in your country."



Willard G. Myers
President, Myers-Beeson-Golden, Inc.

We had painfully hurdled that word "agency" before this, so he knew what I meant.

"Well," he said, "I begin to realize that Altruria must have passed through a period similar to the present state of advertising in the United States as you describe it to me. My father, who founded the house I now manage, has told me of his early days in advertising and they seem quite similar to certain practices you describe, although I don't remember that they were quite so crude—if you will forgive the expression.

WHETHER our present system was a matter of evolution or design I can't say—probably a little of both. But, broadly speaking, an advertising agency in Altruria works along these lines. Everybody in Altruria reads. In this we are not far ahead of your country but there are no illiterates in Altruria. Standards of taste are slightly higher—in other words, there is a pretty high level of culture but that of course does not affect the advertising man, for his training has taught him the reaction of all degrees of culture and it is only a matter of shaping the

appeal to fit the type of mind.

"Of course advertising in Altruria is simply advertising—we never speak of newspaper, magazine, direct mail, outdoor, moving picture or radio advertising, for a campaign to sell goods comprises all of them.

"And an advertiser pays for accomplishing a certain result. Most Altrurian advertisers, or agencies, as you would call them, have adopted the "unitpower" system on which charges for advertising service are rendered. It is like buying so many kilowatts of electricity—if you get what I mean. As I said, practically all our advertisers have adopted the system, so there is no difference in the cost per unitpower, no matter what advertiser you employ. But of course there is a difference in the service of the different organizations. There is no greater proportion of pure advertising geniuses in Altruria than in the United States and the organizations possessing them do the superlative jobs.

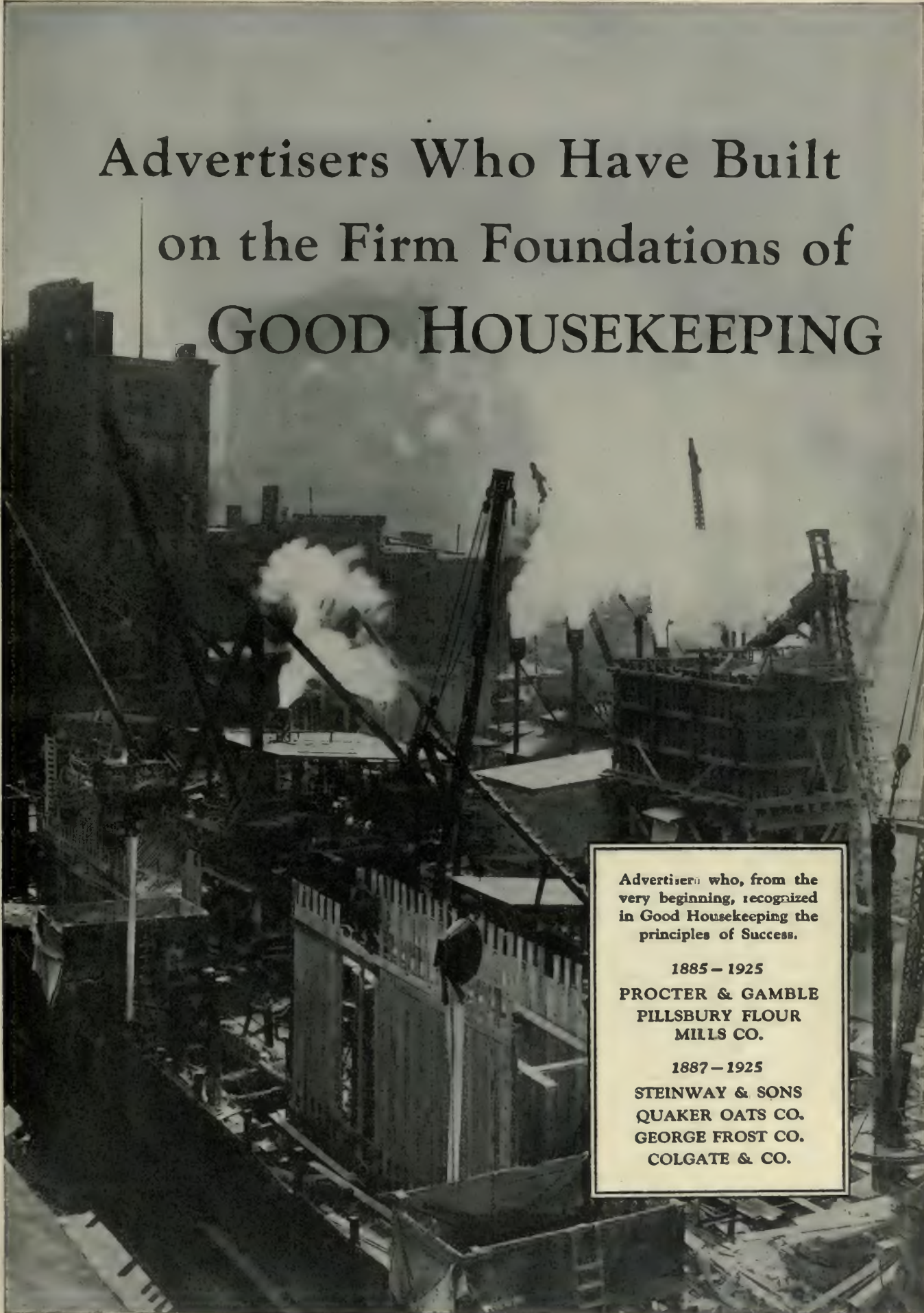
"The advertiser is retained, the problem surveyed and the work is started. The advertiser's sales department plans its work in conjunction with the agency. Most campaigns are worked out in this way. The territory is decided on, the advertising organization through its publicity channels starts to call the public's attention to their client's product."

I interrupted: "But you spoke of buying unitpowers of advertising—how does the agency pay the publishers, the owners of outdoor display, the radio companies?"

My friend seemed puzzled, then laughed. "Oh, I forgot you didn't know—in Altruria, the advertisers, the advertising agencies, are the publishers, they own the outdoor locations and operate the radio stations. You see, as my father pointed out, the old situation was intolerable. The advertising agency was in an anomalous situation. It did not wholly represent itself, its client or the publisher. My father says that the publisher, in the dim, long distant past, started out with

[CONTINUED ON PAGE 64]

Advertisers Who Have Built on the Firm Foundations of GOOD HOUSEKEEPING



Advertisers who, from the very beginning, recognized in Good Housekeeping the principles of Success.

1885 - 1925

PROCTER & GAMBLE
PILLSBURY FLOUR
MILLS CO.

1887 - 1925

STEINWAY & SONS
QUAKER OATS CO.
GEORGE FROST CO.
COLGATE & CO.

How One Trust Company Extended Its Field of Activity

By John A. Reynolds

Assistant Vice-President, Union Trust Company, Detroit, Mich.

THE building up of any type of business is governed by several very self-evident laws, which in our modern way we adhere to by developing "selling" and "advertising." One is as important to the other as any relationship we may think of. Advertising in every institution is valueless without salesmanship, and salesmanship will bear little fruit unless backed up by advertisements of proper strength and directness.

Nowadays we misuse the word advertisement. We seem to think an advertisement must always be the printed ad which is placed in our newspapers and periodicals or the poster which is spread upon billboards and signposts. An advertisement needs not merely to be a sign in print. It may be anything which attracts attention. It is rather an ingenious device which attracts an inquiring public to a commodity or fact. The commodity may be tangible or intangible. It may be professional services. It may be good will. It may be a piece of machinery or a mountain.

Salesmanship may be an advertisement, in fact is an advertisement, and we must remember that while we frequently differentiate the two they are as indissoluble as day and night. Salesmanship does not necessarily imply the activity of hired solicitors. Salesmanship is an ability to attract others through the ingenuity of mental effort or the cogent focusing of attention on compelling arguments. It may mean, and more often does mean, the power of creating a desire in the heart of those to be attracted for articles or services to be disposed of or secured. We can never attribute definite results to one individual of any organization for its success. Nor can we at any time determine that a definite piece of literature or a certain ad is responsible for selling a given product. It is impossible definitely to

cite the exact reasons why we respond to appeals. The point I am making is that only when organizations realize the great importance of utilizing every means for the securing of business do they achieve any success in building or expansion. Advertising and salesmanship must be combined absolutely.

The Union Trust Company in Detroit had proceeded for years under the force of its own momentum and had relied solely on the prestige of its name for its development. A few years ago it was deemed advisable to extend its efforts and to adopt actively the modern scheme of advertising to promote the further attention of Detroiters to its facilities. That time is marked by the advent of Mr. Clinton F. Berry to the position of its advertising manager. Mr. Berry had very definite ideas about display work and believed that in the securing of business no little amount of attention must be paid to the matter of attractiveness of display.

Coincidental with the coming of Mr. Berry to our company, there occurred the creation of a New Business Department, which was to work hand in hand with his office in the active solicitation of such different leads as might be secured from our advertising and which was as well to assist in the promotion of an interest in Union Trust affairs by calling personal attention to its services.

THIS was to be accomplished by telephone calls, personal visits, letters and other means of direct communication. At that time the Union Trust Company consisted of approximately two hundred fifty employees. It was recognized that these two hundred fifty people must have any number of relations, acquaintances and friends who knew little or nothing of the services we had to offer. It was thought certain that in the developing of particular services, such as insurance trusts, a campaign of enlightenment directed through our employees to

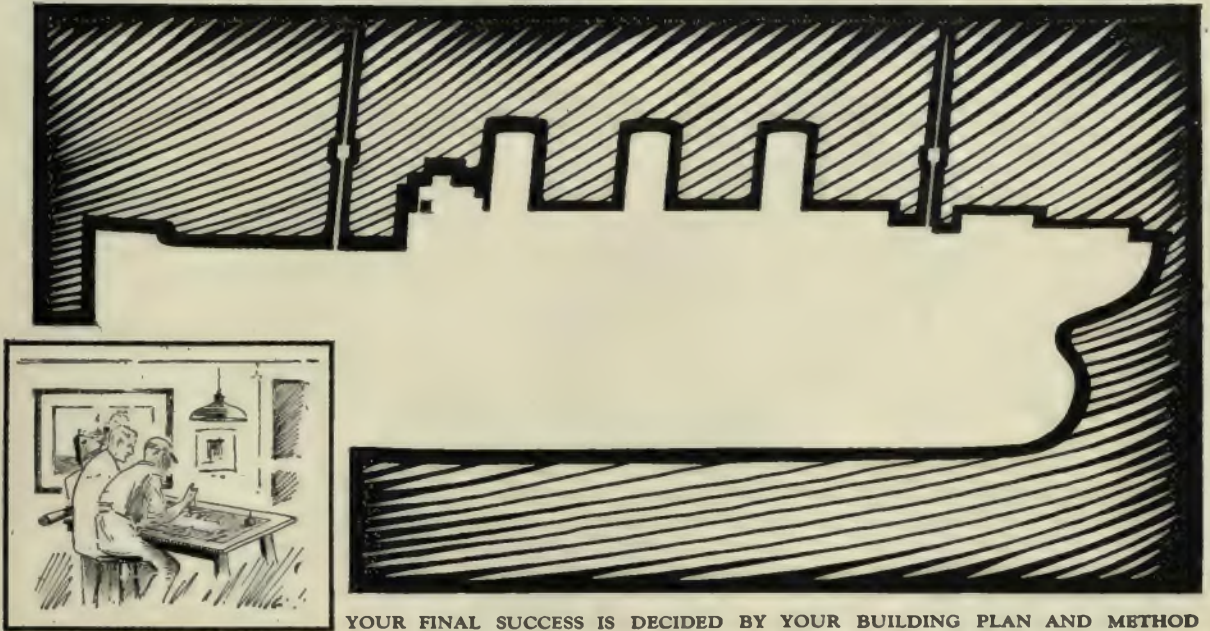
such an end would create in them an interest in the welfare of the organization and which would prompt them to discuss our services outside of office hours, would produce favorable results. It did. Various instructive pieces of literature having to do with the use and development of our various services were prepared by the advertising department and were distributed among them. Among these was much comprehensive material on insurance trusts. These cards, bulletins and notices requested the employees to turn over to the Business Development Department the names of all who might be interested in our trusts and other services.

THE result was very gratifying. Among other things it proved to us that the insurance trust could be readily sold and we at once began a campaign on the general public to that end. We recognized there were approximately three thousand people actively interested in the sale of insurance in Detroit and we sought to promote their interest in insurance trusts by adopting means of advising them of the various features embodied in these trusts through talks, letters, personal calls, telephone conversations, and many other means.

Our advertising has always been along institutional lines and we pointed out to insurance men the similarity of operation and control existing between insurance companies and trust companies. We laid stress on the stability of our company, on the fact that it had never lost a dollar to any of the beneficiaries or dependents of any of its trusts, and we emphasized the type of service we could promise to clients by inviting them to use our facilities personally. We prepared or purchased endless series of booklets and pamphlets dealing with the subject, which we distributed to them and to their clients gratis. We arranged striking advertisements devoted solely to the sale of life insurance and

Portions of an address before the convention of the Financial Advertisers Association, Columbus, Ohio.

IF the product is right—IF it answers the wants of the many—IF you sell it fairly to all factors—you will be able to build a great business structure



YOUR FINAL SUCCESS IS DECIDED BY YOUR BUILDING PLAN AND METHOD

WITH efficient sales promotion you will build a safer, stronger business, and do it sooner—but be sure your promotion is efficient. ECONOMIST GROUP advertising, carefully planned, is that kind. Where a line sells through department and dry goods stores, this is your straightest approach to the factors that make your fortune.

Here are business papers accurately geared to the varied needs of their readers, the merchandising minds of the foremost stores in practically every city and village of the United States. These stores are ready to expend, in *your* behalf, *their* vast resources of prestige and promotion.

Tell and sell the merchant and he'll tell and sell the millions. The ECONOMIST GROUP offers you the practical, profitable way to win the buying favor and to warm the selling fervor of an industry *whose daily concern is the success of your product*. No other means can help so much—in fact, there is no other tool for this job.



The ECONOMIST GROUP [Dry Goods Economist, Merchant-Economist]

NEW YORK (239 W. 88th St.)—BOSTON—PHILADELPHIA—CHICAGO—ST. LOUIS—SAN FRANCISCO—LONDON—BRUSSELS—PARIS

Our 35,000 stores in more than 10,000 centers do over 75% of the country's retail business in dry goods and department store lines.

Manipulating Inventories to Increase Profits

By *Ralph K. Wadsworth*

HOW to get more profit from his present volume of business is a problem puzzling many a manufacturer today. He cannot increase prices because competition forbids. He can lower costs but little because labor and raw material remain about the same. One solution lies in increasing his turnover on his investment.

In the final analysis, this is the source of the greatest net profit to any business. As everyone knows, it is being applied with great success by the chain stores and large department stores, but probably few firms are in position to carry it to the extremes that the mail order houses do today. The very nature of their business enables them to follow sales figures through to an unusual degree.

Generally speaking, there are two ways of increasing your turnover. One is to increase your sales without adding to the stock you have on hand, which is not always possible. The other is to handle your present volume of business with a smaller inventory.

For example, let us say that with \$100,000 stock you are able to show at present a net profit of \$10,000 a year, or 10 per cent. If you can, with more scientific methods, reduce your stock to \$50,000 and still handle the same sales, your net profit doubles and becomes 20 per cent on your stock investment.

This principle is thoroughly understood by such firms as Montgomery Ward and Sears Roebuck, and they have worked out various scientific methods of operating on reduced inventory which might be studied to advantage in many businesses. One method used quite successfully is that of carefully manipulating their stocks by sizes, colors or grades, according to customer demand.

The exact figures available in a large mail order business permit of their carrying this principle further than most stores or manufacturers are able to do.

In all lines, whether paint, dress goods or tires, some sizes sell better than others. Consequently it would be folly to stock the same quantity of goods in all sizes. You would not only increase your inventory unnecessarily, but you would have a surplus of broken sizes left at the end of the season which would have to be jobbed off at a loss.

LET us take a woman's silk canton dress for example. This usually runs in six sizes, 34 to 44. Suppose your best-selling sizes call for ten sales within a month, and that the dresses cost you \$15 each. To carry a stock of ten garments for each size would mean an investment of \$900. Yet Montgomery Ward would handle the same volume of sales on an inventory of \$480, about one-half as much.

This is made possible by a careful record of sales year after year. Montgomery Ward's experience in the sale of a woman's silk canton dress, for example, works out as follows from figures compiled by them:

Sizes	34	36	38	40	42	44	Total
Per cent sales	13	23	31	15	10	8	100%

But the scientific manipulation of inventory does not stop here. It is applied according to color also. In this case your garments will sell according to color as follows, and you would apportion your stock accordingly:

	Sales According to Color, Per Cent
Navy blue	29
Black	14
Brown	13
Flesh	7
Taupe	27
Copenhagen blue	10

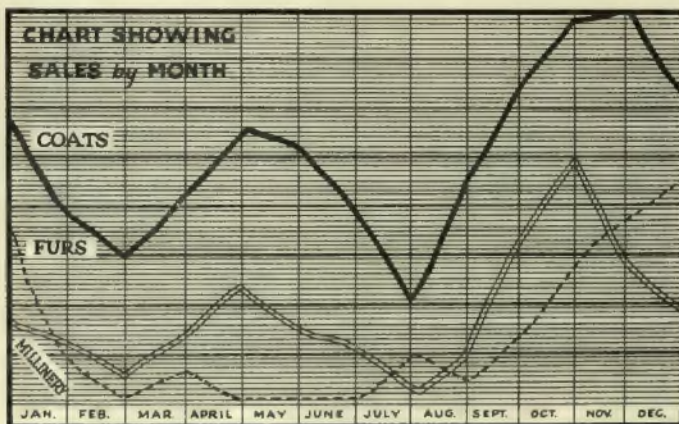
These principles are not confined to clothing, but are applied by the mail order firms to other lines as well. Take tires as another example. Your sales on these should be:

	Per Cent	Per Cent	Per Cent
30x3	— 7½	32x4	—12½
30x3½ cl.	—57½	32x4½	— 5
30x3½ ss.	— 6½	33x4	— 2
31x4	— 3	33x4½	— 1
		34x5	—2
		34x5	—1
		34x4½	—1
		35x5	—1

This does not take into consideration balloon tires and truck sizes, which must be treated as separate items, each with a corresponding variation in sales according to individual sizes.

There is another application to this same principle used by the mail order houses which you can employ with great success, and that is to manipulate your inventory according to seasonal demands. No matter what class of goods you carry there are some months when your demand is greater than others. Therefore, it would be a waste of capital to carry the same inventory the year around.

For example, in a jewelry line you can reduce your stock to the very lowest ebb in the spring and summer, but in the fall you must have on hand four times as much merchandise, because this is the greatest season for that class of goods.



THE above chart giving the actual sales of a mail order house will serve to illustrate the problems involved in manipulating inventory according to seasonal demands. The smaller the stock, the more rapid the turnover will be if proper inventory is used



2,112,110

Largest Daily Circulation in Ohio!

Gain of 9846 in six months!
 Gain of 16,395 in a year! Largest daily circulation ever attained in Ohio!

174,170 of this was City circulation! A GAIN of 8,346 in six months; a GAIN of 16,946 in a year; now over 65,000 more city circulation than any morning daily newspaper, and 15,411 more *city* circulation than the other *evening* daily newspaper has total circulation!

This is *Cleveland's* newspaper!

The Cleveland Press

FIRST IN CLEVELAND!

NATIONAL REPRESENTATIVES:— ALLIED NEWSPAPERS, INC.,
 250 Park Ave., New York City 410 N. Michigan Blvd., Chicago
 CLEVELAND, CINCINNATI, SAN FRANCISCO, SEATTLE, LOS ANGELES

A SCRIPPS-HOWARD NEWSPAPER

They Want to Know the Results!

[CONTINUED FROM PAGE 28]

size of space. That it was a mistake, you learn to your chagrin later, for although your kind of advertisements make more sales, you cannot tell whether this was the result of the copy or the size. Thereafter, when you assert that "full fashioned" is the better copy appeal, Gratz says triumphantly, "How do you know? Maybe it was the full-page." And when you boast about larger space, he counters, "How do you know? Maybe it was the copy."

In your election returns you have problems of the same sort. Two thirds of the election districts in the State capital show the entire Democratic ticket running exceptionally strong. But the Democratic candidate for mayor is an unusually popular man and you are, therefore, unable to tell whether it is a Democratic year and the whole State ticket will win or that the one popular local candidate is carrying his ticket with him and that in the districts where his support is lacking the Republicans will get the vote.

Don't, I repeat, try to settle more than one question at a time. The simpler you make the test, the less opportunity for dispute in interpreting the results.

When Smith was running for reelection as Governor of New York last year, the earliest returns I saw gave him a remarkable lead. But these returns were all from New York City which is the Governor's stronghold. It was impossible to forecast the result on the basis of these returns as the up-state Republican vote *might* have wiped out the city lead. That incident partially illustrates the second rule: *Include in the test an adequate number of cities all of the same kind.*

The question of whether the best copy appeal for ear-muffs is their exceptional warmth, or their patented feature of automatically lifting up on the sound of autohorns, snow ploughs, and the voices of bill-collectors—this question can never be settled by running one type of copy in Florida and the other in Alaska.

Not only should the set of cities in which you run one type be similar in character to the set in which you run the other type, but each set

Six Rules for Running a Sales Test

Formulated from experience gained in a number of efforts to compare advertisements on the basis of sales.

1. Test one thing at a time.
 2. An adequate number of cities all of the same kind.
 3. A group of control cities in which no advertising is done.
 4. An accurate report of sales in the stores doing the bulk of the business.
 5. A report of sales in all test cities during the period just prior to the advertising.
 6. Don't let dealers know that the advertising is to run.
-

should include at least six cities. Otherwise there is danger of an abnormal condition in one city affecting the total results to an extent which renders them non-typical of the territory as a whole.

Of course, that feature—results that are typical of the territory or country at large—is essential. But when the product advertised is widely distributed and passing across the counter daily, you are up against an obstacle that in some way must be surmounted. You *must* differentiate between the sales you would have made anyway and the extra sales due to the advertising. The rule to follow is: *Include a group of control cities in which no advertising is done so that you may compare sales WITH advertising with sales WITHOUT advertising.* If, therefore, you are to get the lowest possible low-down on the advertisements of your Little Wonder Golf Ball Detector, you must not only advertise and check sales in two cities in each of six states, but you must check sales in a third city of each state.

CONSEQUENTLY, your test will embrace at least eighteen towns, six in which you run advertisements of Type A, six in which you run advertisements of Type B, and six in which you run no advertisements at all. However, in all eighteen the fourth rule applies: *Secure an accurate report of sales in the stores that do the bulk of the business.* Look forward—or backward—once more to the first Tuesday after the first Monday in November. When

you read the report that 1,327 election districts out of 4,453 have given *your* candidate a goodish plurality you can't rush around immediately and collect your bets. But, later, when 3,995 have reported the same plurality, you no longer have to wait; Fortune has favored you with her sweetest smile.

In cities of from fifteen to fifty thousand population, an average of from three to twelve stores do the bulk of the business. The number, of course, depends on whether they belong to the ubiquitous grocer or to the less frequently found hardware dealer. Have your salesman

or whoever does the checking take an inventory of the stock on hand of your product. Then on his return take inventory again and inquire how many boxes, tubes, bottles, or barrels were ordered and received since his last visit.

BE careful to have this inquiry into the store's activity occur at the three essential times. Your man must do his checking, of course, the day before the advertising takes effect, and immediately after the main effect of the last advertisement has been felt. These two dates would be sufficient were it not for the difficulty of getting any three sets of six towns that are exactly the same in the total volume of business. If such a condition were possible it would be necessary merely to subtract the sales in the control cities from those in the other groups.

It is the impossibility of this that makes the fifth rule necessary: *Secure an accurate report of sales not only during the period of advertising, but in the similar period just prior to the advertising.* Your man must make three visits. Then, from observing the trend of sales in the control cities you will know whether sales would normally increase or decrease in the period of advertising. An increase works to the advantage of your advertisements, a decrease to their disadvantage. Determine the percentage of fluctuation and allow for it in calculating the results.

Thus far you have been careful to follow the rules meticulously. Now for a shock. One of the younger

[CONTINUED ON PAGE 71]

One Responsible Man

In many industrial plants (even some big ones) production processes are so simplified as to make extensive and highly departmentized engineering organizations unnecessary. Here you will find one man responsible for the entire power system—generation, transmission and utilization. He may be an executive, superintendent, chief engineer, master mechanic, mechanical engineer or production manager. But the chances are good that he's a reader of POWER. Editorially and in the advertising pages it affords him guidance for all of his activities.

To be sure he buys stokers, boilers, engines, valves, and other exclusively power-plant equipment. But he buys electrical, power transmission, heating and ventilating, refrigerating and miscellaneous equipment as well. Such as:

*Do you sell
any of these
products?*

Air Coolers	Metals
Air Washers	Motors
Ammonia Compressors	Paints
Belting	Pipe Coils
Brushes, Carbon	Pipe Threaders and Cutters
Cement	Pulleys
Cement Guns	Refrigerants
Chain Drives	Refrigerating Machinery
Clamshell Buckets	Shafting
Clutches	Speed Transformers
Controllers, Electric	Switchboards
Dust Collectors	Transformers, Electric
Elevators	Transmission Cable
Flexible Couplings	Ventilating Fans
Fuses	Ventilators
Gears	Welding and Cutting Equipment
Heating Systems	Welding and Cutting Gases
Instruments, Electrical	Etc.
Locomotive Cranes	

This doesn't mean that a reader of POWER buys the above equipment in every case. But there are enough cases to justify an already large and growing volume of advertising on the above products; and enough to justify a very serious study of POWER's market, editorial policy and circulation with regard to your own product. We have the data to facilitate this study.

A. B. C.

POWER

A. B. P.

Tenth Avenue at 36th Street, New York

—a McGraw-Hill Publication

THE 8-pt PAGE

by
Odds Bodkins

I SEE by the papers that a group of Seventh Day Adventists, working in relays, have read the Bible aloud in 55 hours and 47 minutes, thus breaking all records. For my part, I've been at it for thirty-odd years, trying to get the old Book read through consecutively, but I haven't made it yet.

It isn't the "begats" that stop me; nor do I gag on Jonah; what slows me up is the fact that every few pages I fall to ruminating mentally over the simplicity of expression, or the marvellous brevity, or the skill with which repetition is used, or the art with which living pictures are created with mere words.

"Ah!" I say to myself. "If I could but write like this!" And then I am off on some thought-path that leads me far from the maxims and sonnets of Ecclesiastes or the rhapsody of the Chaldeans as written by Habakkuk, the prophet. Nor do I continue my reading until I have followed this path to its conclusion, whereupon it is very like to be bedtime, or the hour to keep some engagement.

Yet I shall persist, and when I shall have finished the Book, having taken time to digest it and make it in an humble way part of me, I shall have derived more benefit, assuredly, than had I galloped through it in 3,347 minutes.

—8-pt—

I noticed this at a lunch counter yesterday: "After luncheon you don't have to walk a mile for a Camel. We have them!"

—8-pt—

Many hospitals in New York City subscribe to an agency headed by an accredited member of the medical profession who keeps constantly an up-to-date card index of persons whose blood is suitable for transfusions. But the Mount Sinai Hospital of Cleveland maintains its own file and builds it up by running this advertisement, for which I am indebted to I. I. Sperling of Cleveland, in the classified columns of the local newspapers:

WANTED: Strong, healthy man to give blood for transfusion. Liberal reward. Apply Mount Sinai Hospital Laboratory, 8 a.m. to 8 p.m. daily, except Sunday, 1808 E. 105th Street.

A novel use of advertising, to build up a novel prospect list!

The Pullman Company seems to have embarked on a systematic campaign to educate the American public on how to travel. This is commendable in itself, but the particular thing about this campaign that appeals to me is that whoever is writing the copy for the framed cards that are being displayed in the company's cars did not leave his sense of humor at the terminal when he started out.

One of the cautions now being featured reads: "Strangers who invite you to play cards generally have too good luck for the average mortal."

With this whimsical statement to build on, anyone can write his own Caution.

—8-pt—

A reader of this page sends me this picture of a gentleman of color, taken from an English photo-engraver's advertisement in *Advertiser's Weekly* (London) with this penciled comment:

"A real idea here for an American



cigarette, or some other popular product, to appeal to colored folks via the Leyendecker tea-hound route. Make them look almost as classy as white folks."

It might be done!

—8-pt—

When James Wallen, of persuasive pen, delivered himself of an address before the American Photo-Engravers Association at their convention some weeks since, he made a statement that has found lodgment in my mind and will not be shaken out. Said he:

"By example and argument we are showing the business men of the nation



that progress comes in exact ratio to the use of pictures; that whereas in the old days the emotional force of oratory swayed the masses, today it is the power of the picture that promotes progress."

—8-pt—

Another good sentence from this same address ran: "Child's have conquered Fifth Avenue, but it is a bronze fronted Child's with a discreet bowl of fruit behind plate glass in lieu of a name plate."

Which suggests to me the value to any concern of a certain measure of adaptability, which admittedly some of our highly standardized commercial enterprises seem to lack.

—8-pt—

My hat is off this morning to The Oster Manufacturing Company, of Cleveland, Ohio. This company has discovered how to use a check to make a form letter welcome, and how to use a form letter to make a check solicit business! Here is the letter:

Gentlemen:

The enclosed check is tendered you in payment of our account. Will you also kindly accept our thanks for the services you have rendered us? We hope the transaction just closed has helped you and your business as it has helped us and ours.

Our business is the manufacturing of machinery from the raw material. Most likely the material purchase from you has been used somewhere in turning out equipment that you need.

When you install new water, gas or steam lines in your plant, repair old ones, put in new conduit for wiring, or do any of the thousand and one piping jobs, there are threads to be cut. Or perhaps you have customers doing such work, to whom you sell or recommend the equipment necessary.

We make stocks and dies and power machines for cutting threads on pipe and bolts. The best tools and machines that we know how to make, and we've been at it thirty years.

So the next time you or any of your friends have use for such equipment—won't you think of us as we have thought of you when we needed your product? Won't you give us a chance to help you as you have helped us?

Yours respectfully,

THE OSTER MANUFACTURING CO.



In this section of Mt. Lookout, there are 149 residence buildings. Here, 107 Enquirers are delivered every morning.

Mrs. Mt. Lookout

....always on the lookout for the newest

A few years ago, a Cincinnati family decided that they wanted a new home in a new location—and on a bluff near Ault Park they found just the site they were looking for.

Then Mrs. Mt. Lookout, for she it was who really chose the location, searched about for the newest in houses. She decided upon an English design in stucco. And a handsome home it made, too. Of course there had to be the newest in decorations and furniture; and in the kitchen, the newest and finest of conveniences—an automatic range, an incinerator, an electric ventilating fan.

As with Mrs. Mt. Lookout's house, so with Mrs. Mt. Lookout herself. Always a step ahead. A new dessert?—Mrs. Mt. Lookout is serving it. A new style?—Mrs. Mt. Lookout is wearing it. A new book?—Mrs. Mt. Lookout has read it.

Where does she learn so much about the news? From a variety of sources, of course. But one of them you'll find on her breakfast table each morning. It is The Daily Enquirer. And her neighbors follow suit. In this community are 411 residence buildings; here, 317 Daily Enquirers are delivered.

Advertisers could not wish for a more modern, more keenly discriminating patron than Mrs. Mt. Lookout. They could not wish for one more willing or better able to buy. And they could not wish for a better medium through which to reach this same customer than the paper she reads every morning—The Daily Enquirer.

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

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI



ENQUIRER

"Goes to the home,

stays in the home"

Going After the Banker With the Right Bait

[CONTINUED FROM PAGE 25]

assets and quick liabilities. Yours as you see is only a trifle more than 1.6 to 1.

THE fact that you have paid such large dividends doubtless accounts for that condition. You should have kept more of your earnings in the business. Perhaps in your calculations of net profits you have failed to give sufficient consideration to the depreciation of your plant. That is a common fault among small concerns which pay large dividends.

"You give me figures in round thousands of dollars with a fine large disregard of mere dollars and cents. That suggests that such vital figures as plant value and inventories are based on guess-work rather than on a careful valuation.

"I don't say that we cannot accommodate you. Your business may be sound and it is possible that you might become a highly desirable customer of ours. I suggest that you come to see me again some time was a complete statement of condition and of operations over a period of say five years. Also have an appraisal made of your plant. Tell us to whom you sell. Tell us about the people who run the business.

"And above all things have these reports made by outsiders of high standing. Not by some little accountant who keeps the local tradesmen's books in the evening. He may be thoroughly capable—many of them are—but he has no reputation to lose. Have the reports prepared by some widely known firm which has large contracts year after year with the same clients. It has too much at stake to be able to afford making a mistake of any kind. And such a firm will be able to tell you just what kind of information a banker wants from an applicant for a loan. Goodbye and good luck."

Even though Mr. Jones had taken to the banker a fairly complete set of financial statements prepared by his own accounting department, he would have received about the same cool welcome.

It is not solely because the banker suspects that any shrewd merchant is likely to put the best apples on the top of the barrel. In fact, a good many men go to the other extreme, and feeling that a bank wants a conservative statement, are too modest. The banker wants to do business. He does not want to be frightened away from a good customer merely because the customer understates the possibilities of his business.

An outsider will make a report on all phases of the business which will be as dispassionate as it can be made. It will not lean one way or the other. And having had experience dealing with bankers the expert knows what the banker wants to know.

A few years ago a statement of operation and a statement of conditions were the only reports most bankers were interested in. They based the desirability of a loan largely on what the business would bring if it had to be liquidated to pay off the loan. Today the bank wants its notes paid off from the proceeds of an orderly and going business which makes money and is likely to continue to. Therefore it must know what the prospects are that the business will go on profitably.

I FIND that each banker is apt to be governed in the questions which he asks by the mistakes he has made in the past. One banker invariably dissects the item of inventories. He compares and sets up ratios between sales and stocks of raw materials and finished goods. He looks over the whole report, of course, but he spends as much time studying the inventory figures as he gives to all the rest of the report. He had been badly stung in a depression through the depreciation of excessive inventories of goods which had been bought for speculation rather than for the ordinary conduct of business.

The trouble is that when going to a banker for the first time you have no way to know what his pet question or test is. Therefore it pays to submit a report that will answer any and all questions that bankers have been known to ask.

From an accounting point of view there will be, first of all, the two statements of operation and of condition. The last named one is also often called the balance sheet. It tells the banker in detail what your various assets and liabilities amount to. It lets him determine whether your business is solvent, and, by comparing various ratios between the items with ratios which he has set up as standard, whether the business is in balance. He can tell whether you have too much money tied up in plant or store building for the business you are doing. He can also tell quite closely whether you really need the money you are asking for and what use it will probably be put to if you get it.

However, of far more importance as an indication of sound management is the statement of operations which

should preferably be built up from cost figures and give profit and loss by lines of product. Such a statement shows how the profits were made, and sometimes points the way to increased profits.

Some of the items set forth on these two major statements should be given in more detail on schedules. For instance, a complete list of accounts and bills receivable with notations as to how much any of them are overdue is a recognized help. Accounts payable should also be listed as well as any other sums owed on notes. These give the banker a good idea as to how careful you are about collections and how carefully you observe your obligations. That is to say, how able a financial manager you are.

The inventories should also be dissected to a greater or less extent depending upon the nature of the business. It is well to segregate the inventories of raw materials, supplies, goods in process and finished goods. The inventories should preferably be vouched for both as to count and value by outsiders and notation made as to whether any part of them are obsolete parts which will move slowly if at all.

THE fixed assets such as plant and equipment should be valued on the basis of an actual appraisal certified to by qualified experts. If the property as carried on the books has not been depreciated regularly, that fact should appear in the report.

So much for the strictly accounting or financial report. Nowadays bankers are taking more and more interest in how the business is actually managed.

Therefore it is well to submit a list showing the salaries and bonuses paid to the executives. If these are unduly high indicating that the owners are inclined to bleed the company's profits rather than to keep a fair amount of the profits in the business, an unfavorable impression is made. A record of dividends paid over a number of years is also an indication of whether or not the management is conservative.

A rather detailed report on the company's advertising may make a great difference in the bank's attitude toward lending. In recent years it has become a recognized fact that the maker of an advertised product is a better risk, other things equal, than a concern which does little or no advertising. It is an undoubted fact that advertising sells credit as well as goods. So by all means include in your report to the bank an analysis of your advertising. Tell how much you spend year by year

The Sun

The Sun's Commanding Position in the Advertising Field Has Been Won Solely on the Character and Quality of the Newspaper Itself

IN September for the third consecutive month The New York Sun published a larger total of net paid advertising by 71,820 lines than any other Evening Newspaper in New York.

In September The Sun carried 1,253,426 lines of advertising, a gain of 113,894 lines over September of last year. This gain in advertising is greater than the September gain of all the other New York Evening newspapers combined.

Moreover, it is a greater gain than the combined gain of all the New York morning newspapers on their weekday issues and it comes within only two hundred lines (200) of beating any one of these morning newspapers with both its weekday and Sunday issues—six days of The Sun against seven days of the morning.

Last year The Sun carried 13,268,308 lines of advertising and all in six-day weeks—no Sunday issues. This year The Sun will show a gain of better than a million lines.

Mere volume of advertising, however, doesn't tell the full story. It doesn't reflect the full meaning of The Sun's very splendid growth in advertising. The full meaning is found in the character and quality of The Sun's advertising considered in connection with the actual lineage gain.

Measuring growth by lineage alone takes no account of character and quality. The newspaper that is careless about the character and quality of the advertising it carries has a wide field to draw upon. A line of advertising is a line of advertising in the count whatever the character.

THE NEW YORK SUN

280 Broadway

New York

WASHINGTON, D. C.
Munsey Building

BOSTON
Old South Building

CHICAGO
208 La Salle St.

LOS ANGELES
Van Nuy Building

SAN FRANCISCO
First National Bank Building

PARIS
49 Avenue de l'Opera

LONDON
40-43 Fleet St.

It's H

AT LAST Aero B is ready for service. It is the most reliable "B" battery of a fully-charged "B" battery.

Price \$44.00

AERO B
BATTERY ELIMINATOR

Maturity

LEADERSHIP in an air is not to be assumed overnight. An organization must grow and mature, must become more and more the habit of making its partners and rivals with their ideals.

The Glenn L. Martin Company organization is matured, smooth, efficient, successful. There is no doubt about its success, reasonable forward progress and unerring dependability in its products.

The purchase of a Martin plane is safeguarded by the maturity of experience.

Prepared by The Powers-House Co.

YOU can't measure the truth of an agency's advance promises by any known measuring device. But you can readily measure its *actual performance* by the number of years it *retains its clients* ✓

The

Powers & House Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers
President

Frank E. House, Jr.
V. Pres. & Gen. Mgr.

Gordon Risley
Secretary

for the various forms of advertising and compare it with what your competitors do as closely as possible. Show samples of your advertising and tell who your agency it.

A market analysis is a proper companion exhibit. Tell how many customers you have and who they are. As I have already suggested, most banks prefer a concern which sells directly to retailers or to a great many wholesalers. They do not like to see a large part of the business done with a few big buyers. There is too much danger that a considerable falling off in sales will result through one such customer leaving the fold.

A complete history of the company is desirable. Stress the length of time it has been in business. Tell of the problems it has had to solve and how it has succeeded in overcoming difficulties. That is an excellent indication of the management's skill. The longer a company has been in existence, the more acceptable it is as a risk.

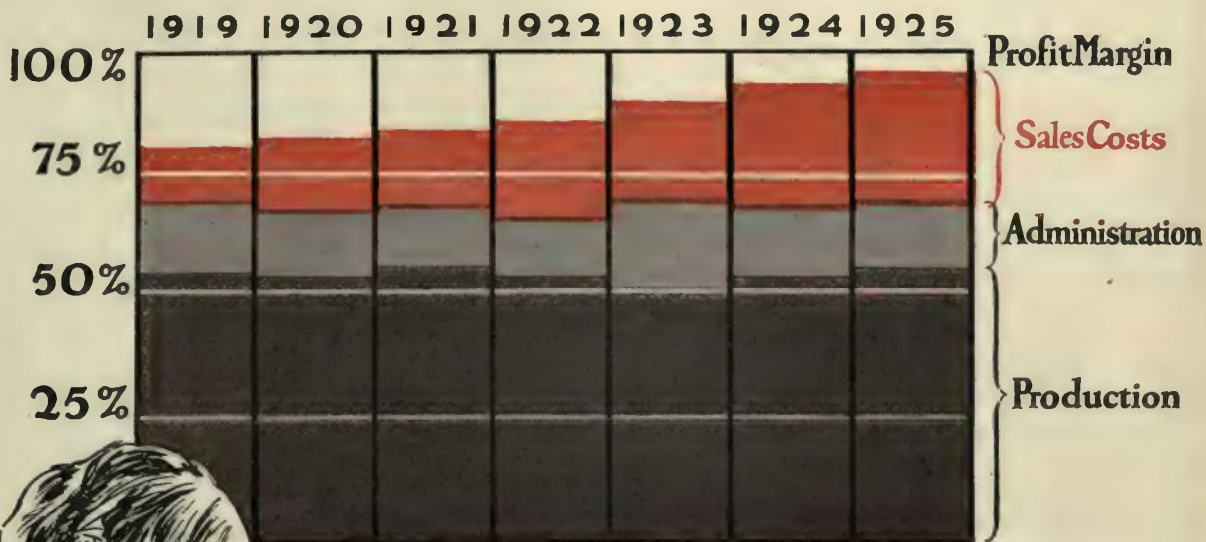
Have expert outsiders present a report on the personnel of the management and its ability. If the executives are up to snuff in every way an outsider can say so in a way that would seem immodest coming from anyone on the inside who is qualified to speak.

THEN have production and cost engineers report on the production methods and cost accounting system. Many a concern which has what it considers to be a cost system, is actually worse off than if it had none. No figures at all are better than those which, because they are inaccurate, give a false sense of security. The banker will be glad to know from outsiders that you have a cost system which lets you know just what you are doing. The words, "He didn't know his costs," have been the epitaph for many businesses, as every banker knows.

The engineers will tell whether your production methods are such as to enable you to get work through in the minimum possible time, thus reducing the amount of working capital which must be kept tied up in goods in process inventory. They will report on the efficiency of your labor and equipment and indicate whether your costs are low or excessive. That has a bearing not only on your present profits but upon your ability to meet competition.

Such a report will tell of the conditions which exist in your labor market, whether you have a plentiful supply of good workmen, whether you get along well with your men and the experience your company has had with strikes on the part of your employees.

As you read over in this article the list of points which a banker would like to know about your business you will realize that every one of them has a direct bearing upon your company's ability to pay back out of current income any money which it may borrow. Loss of sales through the defection of a large customer or through failure to



Expanding Sales Costs - *major problem of business*

THERE is a "danger line" limit to sales costs in every business. Cross it, and profits are wiped out. Raise prices and markets shrink.

In many lines of business, economical production and administrative methods are being offset by extravagant sales costs. The only effective remedy is planned selling based on facts.

To business men interested in increased profits through planned selling, the member papers of the A.B.P. offer accurate information as to current conditions and practices in all industries and professions. Availing yourself of this constructive cooperation involves no obligation.

A.B.P.

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

THE ASSOCIATED BUSINESS PAPERS, INC.

Over 120 papers reaching 54 fields of trade and industry

Executive Offices: 220 West 42nd Street, New York, N. Y.



Pep Up the Dealer

Oh yes, pep up the dealer! Make him a better merchandiser. He will then push your line, also your competitors'. Send him dealer helps. Your competitors will also. Send your salesmen around to see him. Have them arrive with ammunition of all kinds. When they leave, your competitors' salesmen will walk in with more sales ammunition. What will the dealer do with all this sales ammunition? Nobody knows. Perhaps he may save it for winter—the anthracite strike, you know. The poor dealer, he is pretty tired at night. Oh, yes, pep up the dealer.

Caxton campaigns in which the dealer uses the sales appeal of your choosing—which is mailed out under the dealer's imprint and over his signature and which gives him and his store equally as much advertising as your goods—are received by him all stamped and ready for mailing. Do not clutter up his counters and do not take up his time, but do create consumer demand and his good will.



THE CAXTON COMPANY
CAXTON BUILDING
CLEVELAND

advertise would cut into your income severely. High costs may cause you to lose sales. Labor trouble may cause a prolonged shutdown which would lose to you your entire market. And so on.

The points I have suggested to be covered in a report apply whether you approach a commercial bank for a line of credit on short time, a firm of underwriters for a bond issue or a concern which specializes on raising capital through the sale of stock.

If a concern is in a bad way, the most beautifully drawn report will not get it money.

But there are innumerable concerns which need money and which would be satisfactory, even desirable, customers of a bank, which fail because they do not know how to dress their windows. Apply the same selling principles when you try to sell your credit as when you sell your goods. Make yourself attractive and tell the prospect all about your good points.

Statement of the ownership, management, circulation, etc., required by the Act of Congress of August 24, 1912, of Advertising and Selling Fortnightly, published bi-weekly, at New York, N. Y., for October 1, 1925, State of New York, County of New York, ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared M. C. Robbins, who having been duly sworn according to law, deposes and says that he is the Publisher of the Advertising and Selling Fortnightly, and that the following is, to the best of his knowledge and belief a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Publisher, M. C. Robbins, 9 East 38th Street, New York, N. Y.
Editor, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
Managing Editor, None.
Business Manager, J. H. Moore, 9 East 38th Street, New York, N. Y.

2. That the owners are: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

Advertising Fortnightly, Inc., 9 East 38th Street, New York, N. Y.
Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
Robert R. Updegraff, Scarsdale, N. Y.
Affiliated Publications, 9 East 38th Street, New York, N. Y.

The stockholders of Affiliated Publications, are:

M. C. Robbins, 9 East 38th Street, New York, N. Y.
J. H. Moore, 9 East 38th Street, New York, N. Y.
Floyd W. Parsons, 9 East 38th Street, New York, N. Y.
Marcus P. Robbins, 134 Cliff Ave., Pelham, N. Y.
Florence Page Robbins, 134 Cliff Ave., Pelham, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)

None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

J. H. MOORE.

(Signature of Business Manager).
Sworn to and subscribed before me this 30th day of September, 1925.

JAMES J. DUFFY,

(Real)
(My commission expires March 30, 1926.)

Where Shall I Get My Salesmen?

[CONTINUED FROM PAGE 30]

Under the "Salesmen Wanted" section of the classified advertisements, an item headed "Salesman-office manager" was inserted. This brought a few men, most of whom were down and outers desperate for any job and willing to take a chance that their office experience would not be too closely looked into. One or two fair specimens were secured whose success, however, was not startling.

THEN an advertisement with the same heading was used in the general help wanted section. This was alternated with the same copy except that it was headed "Office manager-salesman."

Both of these were far more effective, probably because they caught the eye of the office man who was ambitious to increase his income rather than the professional salesmen.

But advertising for men was never quite a complete success. The plans now used by this office equipment sales manager are based still on the idea that office managers are preferable to mere salesmen. The method is more direct, however.

His best plan is to interview the employment managers of big concerns—banks, steel companies and an automobile manufacturer have so far been approached.

He puts his problem to the employment manager about like this:

"I want to hire men who have been office managers or who at least have had a great deal of varied office experience. They will be taught to sell, so they should make a favorable impression and have the usual earmarks of a salesman.

"Undoubtedly you have applications from good men answering that description whom for some reason you cannot place at the time in your organization.

"I would appreciate it if you would let me look over your recent applications from men of that type, and if you get similar applications in the future from men whom you cannot use I wish you would send them to me."

This plan has worked out admirably. A number of men have been referred to him of which a higher percentage have been put on the sales force than from any other source previously used. As salesmen they have all made good.

Occasionally this sales manager asks the large users of his device to recommend men, either from within or from outside of their organizations. This plan has not produced so many salesmen, but when it does it has a noticeable effect in stimulating sales to the old customer. They seem to feel that they are under a sort of a moral obligation to help the man they suggest to succeed.

One thing most sales managers, especially those whose products par-

**the real
buying public is
bounded by
the ages of 17 and 45
... in Detroit territory
the Detroit Times
represents that
especial public to a
degree difficult
to equal anywhere—
its circulation is big
its reader influence is
intense—
it sells merchandise.**

MORE LAND NEW PRESSES

We have just bought new frontage adjoining our present building, which will enable us to *double* our present floor space.

We have within the week ordered new printing equipment which will *double* our present production.

THIS MEANS

that we are preparing to *double* our present volume. We know it is coming. We've got the advance orders now and a lot more are on the way.

The *Homecraft* magazine is the real leader in the small town field. No national campaign is complete without our million circulation.

People's Popular Monthly

Des Moines, Iowa

CARL C. PROPER, Publisher

GRAHAM STEWART, Adv. Director

1,000,000 Circulation

take of the nature of specialties, are pretty well agreed upon: It is much easier to teach a reasonably personable man to sell than it is to instil in him a thorough knowledge of his customer's needs and problems. He simply has to absorb that knowledge from experience. The fact that the most successful men selling staples to retailers have had merchandising experience shows that the rule applies in most kinds of selling—not merely to specialty salesmen.

Knowing, then, what qualifications are essential for a salesman in any line it should not take a particularly keen intellect to determine where men of the right experience can be found.

The Walter A. Allen Agency, Inc.

Hartford, Conn., will direct advertising for the Phoenix Insurance Company, same city.

George M. Murray

Formerly advertising manager of the Lehn & Fink Products, Inc., New York, has joined the Charles W. Hoyt Company, Inc., as account executive in the New York offices.

Tuthill Advertising Agency, Inc.

New York, will direct advertising for the Petroleum Heat & Power Company's domestic oil burner for home heating.

C. P. McDonald Company, Inc.

New York advertising agency, will direct advertising for Eden Washer Corporation, electric clothes washers, and for the Murdoch Machine Corporation, manufacturers of Murdoch Household, Hotel, Restaurant, and Cafeteria Dishwashers. Both concerns are located in New York City.

Associated Advertising Clubs of the World

Fourteenth district (Great Britain), will hold the second British advertising convention at Blackpool, England, May 1-5, 1926.

J. H. Adams

Formerly advertising manager of The Winchester Repeating Arms Company, has joined the staff of the Wilson H. Lee Advertising Service, New Haven, Conn.

The H. H. Reber Company

Is the name of a new firm of publishers' representatives organized by Howard H. Reber, formerly business manager of *Wireless Age*. The company will have offices in New York and Chicago.

F. W. Martling

Has been appointed sales manager of the American Friendly Greetings Company, Newark, N. J.

W. R. Patterson

Formerly western manager of Canada Dry Ginger Ale, Inc., has been appointed manager of the cheese division of the Pabst Corporation, Milwaukee, manufacturers of Wonder Cheese.

Topeka Daily Capital

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

Topeka, Kansas

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.
The Golden Age of Architecture has taken place during the last 50 years.
THE AMERICAN ARCHITECT will commemorate its 50th birthday by issuing a Golden Anniversary Number on January 5th, 1926, tracing the progress of architecture during that 50 year period. Full details concerning this historical issue will be sent on request.

243 West 39th St. New York

MORE CASH MAIL ORDERS

per thousand by mail, assured, than any other method known, using Pallen's new RETURN "CASH-ORDER" DEVICE. Send particulars of your proposition for suggestion, sample and reduced prices. J. PALLEN & CO., Mfrs. Columbus, Ohio.

Shoe and Leather Reporter

Boston

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



BY THE NEW YORK TIMES, New York.—“Newspaper Advertising Typography.” A collection of the specimens of advertising typography which were submitted in its recent Advertising Typography Contest. The book contains over four hundred specimens of carefully planned layouts, and is valuable to those interested in the progress of good typography.

BY THE MERIDITH PUBLICATIONS, Des Moines, Iowa.—“What Farmers Eat.” A comprehensive study of the farm market for food. Contains complete figures and percentages obtained from data gathered from 55,000 replies to questionnaires distributed in the thirteen North Central States.

BY THE MERIDITH PUBLICATIONS, Des Moines, Iowa.—“Radio on the Farm.” Results of an investigation into the conditions pertaining to the merchandising of radio products in rural markets. Contains exhaustive data obtained from the replies to ten thousand questionnaires distributed among farmers, principally in the thirteen North Central States.

BY HALDEMAN-JULIUS COMPANY, Girard, Kan.—“Hints on How to Advertise,” by E. Ralph Cheyney. A booklet embodying a brief introduction to the business of advertising. Comprises a consensus of opinion of the varied knowledge of several advertising men and women. Offers rules that have stood the test of practical use rather than theories. Price 5c.

BY WALKER & COMPANY, Detroit.—“Outdoor Advertising Display.” Color and black and white illustrations of effective outdoor posters, signs and electric displays. Contains statistics on the “circulation” of such advertising in Detroit.

BY THE BUTTERICK PUBLISHING COMPANY, New York.—“Midas Gold.” A study of the partial payment system of selling. Asks the question, “Is installment selling breaking down national morale?” and discusses it at some length. Quotes from many publications and economic authorities. Also takes up higher standards of living, per capita buying power, etc.

BY JOSEPH RICHARDS COMPANY, INC., New York. “Coordinating Advertising with Sales,” by Arthur W. Sullivan. A reprint of Mr. Sullivan’s address before the 1925 Convention of Associated Advertising Clubs of the World. Deals with the functions of an advertising agency and with its relationship with the sales department of its client.

BY THE FARM JOURNAL, Philadelphia.—“Acres of Profits.” A description of the farm market including information such as the density of trading centers, the proximity of buyers to the towns, the proportion of stores of different kinds in each section, the percentage of farms, farm wealth, improved roads, farm cars and farmer-owned farms in each section.

An advertisement that is poorly printed is only half effective.

Be it in color, or black-and-white, it must be faithfully re-produced in order properly to perform its function to attract, interest, convince, and incite action from the reader.

Needlecraft Magazine has always recognized the advertiser’s right to good printing.

It prints its inside pages on super-calendar stock. Heavy stock is used for Colored Covers and Colored Inserts, and the printing is done by experts on Meihle flat-bed presses.

The excellence of its printing has done its part in bringing Needlecraft to the high position it now holds among worthwhile advertising media.

Robert B. Johnston
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston



Member A. B. C.

Where Leakage Weakens Advertising Force

[CONTINUED FROM PAGE 20]

and yet they seem to assume that they have some miraculous power—purely instinctive—of knowing all about any goods that they may be called upon to sell, without ever being told what it is, where it came from, why it is there, why anybody should want it, or what they should do with it after they got it.

The usual pepping-up talk from a department manager, when new goods come in, is something like this:

"Here's some stuff that should sell like hot cakes. It's the very newest thing—just out this month—selling a lot of it in New York. Get it out and push it. See how much you can sell of it."

AND the manager goes out to lunch—shoots a little pool—talks to some salesman, or makes his reservation for his next trip to market.

Mr. Manufacturer—Mr. Sales Manager—your product is *not sold* when it is delivered to the store. It is only piled up there *as a dam* to prevent your making any future sale to that store.

The person who must break that dam is the *salesperson at the counter*.

If merchant or manager has to break the dam, the price of your goods will be cut, to get rid of them, and your product will be on the black list.

In ninety-five cases out of a hundred—except where the product is most simple and in very broad demand—there is a deadly leakage of selling possibility right at the point of contact between the salesperson and the customer—

And your goods are not sold!

Advertising energy is WASTE unless it *follows through* and exerts its power *at the point of contact* between the salesperson and the customer.

Perhaps you realize this whole condition fully, perhaps you have worried your brains about it, and thought the search for a cure was hopeless. You may think that it is impossible ever to get the chance to talk to the salespeople, except in a fragmentary way, and in scattered instances. You may think that merchants and managers do not like to have the time of their employees wasted by conversations with your salesmen and demonstrators.

You are right. They don't.

But there IS something for which all live merchants and right-thinking managers are *hungry*. There is abroad in the trade at this time a very general realization that the weak spot in retailing is in *salesmanship*. Merchants very broadly realize that their own advertising falls far short of its possibilities because salespeople don't read it,

and don't know their goods or show them as they should. They know that the condition exists; but *they don't know how to cure it*.

Most of them blame this condition on the spirit of the age.

They just say that salespeople are not what they used to be, and they, too, have almost given up the hope of there being any cure for that condition.

In the business with which I am associated, we produce for retailers a service whose very great value is largely dependent upon the material being used with promptness and intelligence. It has been our experience that the service is not properly used, and hence does not develop its value, unless there is considerable help and stimulation provided by our own organization. This has compelled us to adopt the policy of maintaining visiting inspectors who go to client stores periodically to see that the service is being properly used, and to stimulate and instruct the people in the better use of the service.

These visits by our inspectors take up a lot of time of the store's most valuable people, as well as the time of a large number of their salespeople. But the time so taken is *never wasted!* The store never finds it a bother to give time to our inspector. Instead of considering our inspector a nuisance, we are constantly besieged with urgent requests to arrange for early *return visits*, together with enthusiastic reports of the high value of the work that has been done, not only in helping with our service, but in *stimulating and educating the entire store personnel!*

Right there is the *key* to this whole situation.

ALMOST invariably the so-called "demonstrator" of the national advertiser, or non-advertising manufacturer, does work that is entirely *selfish*. The whole direction of such forces is amazingly stupid.

The advertiser wants to send his agent into a store to work entirely for his own selfish ends. He expects the merchant to give time, space and often advertising effort to sell the goods of that one manufacturer. And most merchants have a lot of other things to do, and a lot of more profitable merchandise to sell.

When a merchant gives time and space to a manufacturer he confers something of *large and definite value* upon him, and deserves and *must get* something of equal value in return, or he won't continue to cooperate.

Any manufacturer of a worthy



Editorial Alertness and
Trade Knowledge Main-
tain the Unquestioned
Reader Confidence and
Interest

of 75% of

The Best Retailers

in the U. S. who
pay \$6.00 a year for

NUGENTS

Published by

THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway New York



Closing Prospects

There's a new kind of salesman. His sales run into billions annually. There wasn't many of him twenty years ago. But today he is here in force. He is here to stay.

He is Mr. Outside Retail Salesman. He sells direct. Keen, alert, energetic he steps out into the residential districts and *sells*. He knows what he is doing. His work has been scientifically organized beforehand. He is a *closer!*

Don't confuse him with the old fashion run-over-at-the-heels canvasser. He isn't a doorbell ringer!

Mr. Outside Retail Salesman sells insurance, high-grade reproducing pianos, automobiles, radio, washing machines and dozens of other specialties.

The modern outside retail specialty salesman is preceded by Direct Mail from his dealer who sends it out regularly to definite selected prospects. Sales resistance is worn down. Step by step, prospects are cultivated months in advance.

Appointments are made by telephone. The salesman calls knowing that much of the missionary work has been done in advance of his call—by Direct Mail.

Electrograph plans and puts into operation the most modern development of direct selling, coordinating printed and personal salesmanship. Entire national dealer organizations through Electrograph assistance are doing the same thing in a tested, standardized way.

THE ELECTROGRAPH COMPANY
Home Office: 725 W. Grand Boulevard • Detroit, Mich.

Electrograph

Created **DIRECT-MAIL** Localized
Individualized
Distributed

Fred Moninger

Your Story in PICTURE leaves NOTHING UNTOLD



"**B**EAUTIFUL BUT DUMB," says cynical maturity—and would gladly give all it has to go back to that age when *appearance* is at its peak.

The eye is always more easily captured than the mind. You, who sell, can find no quicker method than by picture. And to reap fullest benefit from good pictures—
use good engravings.

GATCHEL & MANNING, Inc.
C. A. STINSON, Pres. *Photo-Engravers*



W. Washington Sq. 230 South 7th St.
PHILADELPHIA

Chattanooga

**Superb Southern Manufacturing
and Distributing Center.**

Chattanooga, Tenn., Oct. 21.—With daily reports of new industries, new enterprises, new developments of varied kinds, coming in from all sections of the South, it is safe to say that prosperity exists to a splendid extent throughout the entire fourteen Southern States.

Manufacturers and distributors of practically all commodities can gain a share of the good business in the South by going after the Southern trade in a persistent, efficient manner—half-hearted, indifferent methods cannot yield satisfactory results.

An essential step in any effort to sell the South is the establishment of a centrally located base of operations within the Southern territory—to all concerns contemplating this step, Chattanooga offers unsurpassed attractions.

Strategic location, excellent transportation facilities, adequate office and building accommodations, ample skilled and unskilled labor and many other assets contribute to the value of the "Dynamo of Dixie" as a site for Southern sales offices, warehouses, assembly plants, branch and main factories.

Write today for information regarding Chattanooga's inducements to your particular business. Address Chattanooga Clearing House Association, 890 James Building, Chattanooga, Tennessee.

ADVERTISING AGENCIES Do You Need Me?

**Advertising Salesman
Merchandiser
Ideas and Plans
Copy Writer
Layouts**

Have had long hard experience in all phases of agency work. Know my business thoroughly, have run my own small agency, and have worked on a number of large accounts. Can furnish unquestioned proof of ability. Can afford to start at \$6,500 with some arrangement for participation after I demonstrate. Address Box 320, c/o Advertising and Selling Fortnightly, 9 E. 38th St., New York City.

Better Direct-Mail Results!



Catch the eye with Selling Aid Cutal Picture sales ideas. Increase "pull." Send 10c today for proofs and advertising plans.

SELLING AID

808 Wabash Ave., Chicago

**Turn Now to
The Market Place
on Page 81**

product can win the cooperation of nine stores out of ten by providing an educational service that will work just as hard for the good of the merchant as he does for his product.

Demonstrators who act on this policy will accomplish at least *double* as much in results for the product they work for as they could by following the old selfish methods. If such demonstrators are qualified and trained to educate and *stimulate* a store's entire personnel, they will be welcomed wherever they go, and invited back as often as they can come. They will also be given time and opportunity to educate and stimulate the people who sell the product which they represent.

Such a person will make fast friends among the sales force, and his words will be listened to and heeded, and wherever such direct educational contact is secured with the salespeople who sell the manufacturer's product, that product, if worthy, will win an amazing increase in its sales in that store.

No advertising power, however great and good, can be of any avail with a consumer, if that power is short-circuited before it reaches the point of contact between the salesperson who has the goods to sell and that particular consumer.

Tighten up the circuit and see that it follows through to every salesperson who sells the product, with the right knowledge of what the product is and does, and what the salesperson should say to customers to sell the goods, and the advertising cost of promoting that product will fall far down, while the results will multiply indefinitely.

H. A. Wainwright

Formerly assistant advertising manager of the *New York Telegram and Evening Mail*, has been appointed local advertising manager to succeed Thomas F. Burns.

A. P. Afanassieff

Formerly of the advertising staff of *International Studio*, has been appointed advertising manager of *The Art Digest*, a new monthly magazine devoted to art and homes.

Wallace Meyer

Formerly secretary of the Charles F. W. Nichols Company, Chicago, has resigned his position and become associated with the Reincke-Ellis Company, Chicago advertising agency, as director of plans and copy.

Advertising Specialty Association

Announces the election of the following officers for the ensuing year: President, Edwin N. Ferdon, president of the Blanchard Company, Aurora, Ill.; first vice-president, Charles B. Goes, Goes Litho. Company, Chicago; second vice-president, L. C. Glover, Novelty Advertising Company, Coshocton, Ohio; treasurer, J. B. Carroll, J. B. Carroll Company, Chicago; executive secretary, Bernice Blackwood.

Business Papers from Advertiser's Viewpoint

[CONTINUED FROM PAGE 27]

and we soon learn to discover and adhere to the paper that gives us each day the largest measure of what we are interested in out of the doings of the world. Just so, the business paper which has the largest measure of news value to the alert numbers of any given craft will draw to it a substantial following which will read it and be interested in it for reasons not unlike those leading them to read their daily papers—daily.

(b) *Has it authority?* But the parallel, with a newspaper is not complete, for in addition to all the craft news as such that could be presented something more is expected of a business paper. It is of little account without authority. This is like credit, like personal integrity, or personal character, or reputation, or honor; it is difficult to break up into component parts and yet without it, all else is of little use. The conditions favorable to its growth include at least one man with a vision, combined with practical knowledge of the craft covered, a staff with ability and industry, adequate financing, and a receptive trade or profession—but the presence of all these essentials does not of itself guarantee authority. That is as elusive as the spark of genius.

(c) *Has it constructive quality?* William James in writing of "Attention" said: "There is no such thing as voluntary attention sustained for more than a few seconds at a time." And again he says, "No one can possibly attend continuously to an object that does not change" and in the same paragraph he shows that if the topic which is brought to mind by voluntary attention is a congenial one it "develops." Out of these fleeting elements must be built that curious thing often referred to by the hyphenated term "reader-interest." In addition to news and authority the business paper in order to hold its readers calls for the development of ideas, progress, movement, the stirring of thought, the sustained holding of attention by the preservation of a constructive quality in the paper's contents.

It is customary to associate these three ideas of news, authority and constructive quality with the news columns alone; it is a fair question whether business papers, more than any other, should not set up and insist on high standards with respect to these three things in its advertising pages also. It is customary to speak of the contents of the advertising pages as a measure of the quality of a business paper. With the rigid application of such standards they would be, without it they may be a better



VACANT CHAIRS AND SOME SCRIBBLED NOTES - *Are these the remains of your Conferences?*

When the smoke clears—will this be all that remains of your important conference? Or will you be assured of an able presentation of the proceedings through a report rendered by a Master Reporter?

Where important ideas are to be presented—there a permanent record is needed. Your stenographer can't do this work—she's not trained for it. But we supply an able Stenotype operator who is specially trained to be calm and collected where ideas and words flow rapidly—and all our employees are consistently intelligent. No meeting is too technical for them. The report will be competently edited and neatly typed—a permanent record of valuable ideas.

Master Reporting Service is available almost everywhere. The costs are remarkably reasonable. Write or call at our nearest office for further information and a schedule of rates.



The Stenotype is a small, compact, absolutely noiseless machine which takes the place of shorthand. Just as the typist can produce a finished transcript more readily than one who writes with pen or pencil—at higher speed and in larger continuous volume for a longer time without fatigue—so likewise does the Stenotypist derive from a perfected stenographic machine the same increased speed, accuracy, and facility.

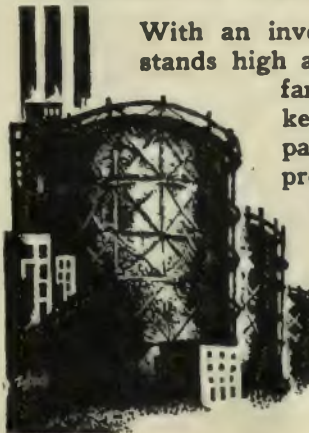
The MASTER REPORTING CO., Inc.

Chicago
605 No. Michigan Ave.

New York
37 West 39th St.

Cleveland
715 Prospect Ave.

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

During the week of October 12th the American Gas Association convened at Atlantic City. Here national public utility figures gathered to discuss and plan for the tremendous future growth of the gas industry.

To any one interested, we will be glad to send free our issues giving comprehensive reports of the major discussions.

Gas Age-Record

9 East 38th Street,
New York

A. B. C.

A. B. P.

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

measure of the soliciting staff's skill.

When it comes to judging a business paper by its influence with its readers most of the results will be found to be comparative. What is meant by this comparative quality of results may be gathered from some points recently brought out by a mail questionnaire sent to practically all the important architects in the country. Out of less than 20,000 practitioners of the craft, replies were received from over 2000 concerns. Of the papers in the field of architecture it was found that five were read regularly by more than half of the concerns reporting. The percentage of the total number reporting was as follows:

Magazine A 72%	Magazine D 56%
Magazine B 67%	Magazine E 52%
Magazine C 61%	Magazine F 24%

In all there were over 75 publications in this or allied fields which were reported as being regularly read by an appreciable number of architects. In reply to the question as to which of these papers they spent the most time in reading the answers did not coincide with the above order. The same papers were reported:

B by 37%
C by 24%
A by 21%
D by 17%

In reply to the question of which was found most useful in the office by the chief designer and the specification writer respectively the results were still different:

Chief Designer	Specification Writer
B — 41%	C — 31%
C — 26%	B — 25%
D — 23%
A — 19%

Obviously each of these four leaders was filling a specific need in the architect's offices of the country both with its reading and its advertising pages. Magazine E, while taken by over half of the reporting concerns did not rank with the other four on any of these three counts. And yet, it would be difficult to say which had in the abstract the most influence with its readers. All such results must necessarily be regarded as comparative.

For the benefit of those not familiar with the inside factors of the business a system of standards of measurement would seem to offer promise. If a committee of this association were to agree on the factors that make a business paper valuable, arrange these in an orderly fashion and assign arbitrary weights to each, it would be possible for an outsider to judge the value of any business publication.

By some such method as this a catalog of business paper publishers' platform could be got together and a method set up showing the aims of such papers and how completely these aims are achieved. Such a scale, used in connection with the A. B. C. audits, would remove much of the uncertainty as to how far a necessarily small circulation is compensated for by the influence of the paper.

Gas Age-Record

"The Spokesman of the Gas Industry"

Client wanted:

AN advertising agency with some rather different working methods and marketing ideas wants as a client a manufacturer in the household specialty field who is dissatisfied with his present rate of progress in sales and distribution and is ambitious to attain a position of leadership.

HE MUST have a good product, an open mind, the business acumen to appreciate the wisdom of paying for high-calibre co-operation to insure absolutely disinterested counsel as to marketing methods and mediums; also a conviction that there is too much of the conventional in present-day advertising, sales and distribution practices.

HIS PRODUCT may be a vacuum cleaner, an oil stove, a washing machine, a kitchen cabinet, a piano, a rug, or practically any other specialty for the home. His business may be located anywhere east of St. Louis. He must be able to command capital sufficient to carry out a carefully planned progressive marketing program, but if he has a natural aversion to spending a dollar without knowing pretty definitely what it is buying for him in the way of progress toward a pre-determined "objective," it will be in his favor.

WE CAN take on one such client at this time. We have some ideas that will interest him, and we can assure him of a quality of advertising service and marketing co-operation that he will appreciate. Address, in confidence and without obligation: **RAY D. LILLIBRIDGE INCORPORATED** (*A General Advertising Agency with an Engineering Background*) No. 8 W. 40th Street, New York City.

Apportioning the Appropriation

[CONTINUED FROM PAGE 21]



Your Engraving Problems Solved by this Book

The trouble that many advertising men have with engravings is more often due to lack of knowledge of what can and cannot be done than to the quality of the engraving itself. By getting on common ground with the engraver—by being able to talk his language—better results than ever can be achieved.

Now—A Definite Treatise on Engraving

Harry A. Groesbeck, Jr.'s, book, "The Process and Practice of Photo-Engraving," is designed to teach the "layman" just what engraving is and can do. Mr. Groesbeck, twenty years in the engraving field, and now general manager of the Walker Engraving Company, has seen this problem from the "inside." And he knows just what advertising men should know about the engraving art.

A Marvelous Reference Book

The book is as enlightening as an extended trip through a modern engraving plant. Every detail of the production of plates is explained—from the simple principles to the finest points of special processes and color work. The reference value of this book cannot be overestimated.

The Contents

Basic principles of photo-engraving. Making a photo-engraving. Principles of photography. Lenses and light. The camera. Making a line negative. Making a half-tone negative. Negative turning and inserting. Photographic printing on metal. Etching. Routing. Halftone finishing. Laying tints. Color work. Photography of colors. Proofing and presses. Blocking. Electrotyping stereotypes. Repairs and corrections. Preparation of copy. Special methods and other processes.

Free Examination!

Only a thousand copies of this excellent volume are now available. Every office where engravings are used or ordered should have one—the time and money saved will many times equal the purchase price. Send the coupon now for ten days free examination.

Doubleday, Page & Co.,
Garden City, New York

Send me a copy of Harry A. Groesbeck, Jr.'s, authoritative work, "The Process and Practice of Photo-Engraving." If, at the end of ten days, I find it unsatisfactory, I will return it to you. If not, you may bill me for \$7.50.

Name

Address

City..... State.....

reasonable that all ten factors were of equal importance, so each factor was weighted in order to give it a numerical value commensurate with its importance. Taking again the example of the coal industry; although the primary horsepower represented only one of the ten factors, it was considered of greater importance than any other factors, and accordingly weighted as being worth 20 per cent of the total of all factors. The percentage of 9.27 was, therefore, multiplied by 0.20, giving that factor a numerical value of 1.854.

BY adding the numerical values of all ten factors together, a so-called advertising rating figure for each industry was determined. *The especially valuable feature of this rating figure is the fact that it represents the exact percentage of the total appropriation which should be allotted to the particular industry!*

The illustration in Chart I shows how the various factors for the coal industry were combined to determine the advertising rating figure for that industry. Under the caption of Primary Horsepower, a sample calculation is shown. The advertising rating figure is the sum of the values of all ten factors calculated in a like manner.

The description of this plan would be neither complete nor understandable without some discussion as to the reason for selecting ten factors. While it will not be possible within the scope of this article fully to explain the reasons for all factors, a more detailed account of some of the factors will serve to bring out the principles involved.

The amount of electric horsepower in an industry is naturally a very important factor influencing the sales possibilities for electric motors, and consequently an important advertising factor. Other things being equal, that industry which has the greatest installed electric horsepower represents the industry to which the most advertising should be directed. Other things are, however, not equal. That is the reason for the consideration of other factors. The oil industry, for instance, if regarded from the standpoint of installed electric horsepower alone, appears to be a relatively small market. The fact, however, that this industry rates very much higher from a standpoint of primary horsepower indicates that it is not well electrified, that machinery is being driven by other than electric power, and that for this very reason it presents a much better

advertising opportunity than indicated by the electric horsepower factor. This example significantly shows the fallacy of gauging markets for advertising by considering only one factor.

A worth while buying unit was considered as a separate company or purchasing organization which employed more than twenty men. Other things being equal, again, that industry which comprises the greatest number of buying units represents the best advertising opportunity. The steel industry, when studied from the viewpoint of electrified horsepower, ranked third; whereas, when considered from the viewpoint of number of worth while buying units, it ranks as the eighteenth industry! The steel industry, which has almost 21 per cent more electric horsepower than the textile industry, has on the other hand only about one-tenth as many worth while buying units. This factor, therefore, indicates that the need for advertising in the steel industry is not as urgent as it appeared at first, and that on the other hand the need for advertising in the textile industry is somewhat greater. At least, that is what the buying unit factor indicates. Other factors may again change this relationship.

THAT industry which has bought the largest number of the products which one is selling certainly deserves a considerable share of the advertising appropriation. An industry, though otherwise not apparently important, may turn out to be one which purchases a large number of small units. It may represent a market either easily overlooked, or one not given due advertising consideration. Markets, which buy small units often have unusual profit possibilities because the smaller units are generally more standardized and, therefore, yield greater profits than the larger special units. In other words, such a market may place orders which, though small in themselves, are large in the aggregate.

For example, the machine shop group which was second in importance on the other two classifications is now almost twice as important as any other single market. The miscellaneous group, which ranked only eighth on Chart I, now ranks second. The importance of the textile industry is again emphasized. This factor thus served as another important guide in determining our advertising effort.

The strength of sales competition in certain markets is a factor which should be taken into consideration. Although the advertising effort of com-



We Confess to Two Brief Years

PERHAPS we'll soon be talking of our "anniversaries."

In the midst of our soliloquy some one says "What have you done in those two years?" Well, let's see:

First. We started out to build a publication that would fill a place in the advertising and sales world that no other publication could, or had filled.

Did we do it?

Our circulation has grown like a Burbank marvel. Starting from scratch, today we have secured at a conservative figure at least 70 per cent of those who create and buy advertising. We *must* have succeeded or these people would not subscribe—and renew.

Second. We believed that if the Fortnightly had a purpose in the world, that purpose was the stimulation of frank discussion of the vital (if neglected) issues of advertising and marketing.

Did we succeed?

"Knee Deep in Literature"; "The Fortnightly Adopts a Farm"; "Who Pays for the Advertisement that Doesn't Pay for Itself?" "Are You One of Advertising's Overspenders?" "What is Quality Circulation?" These pungent, rapid fire articles spread far beyond the circle of Fortnightly readers.

Third. We believed that if the Fortnightly was good enough to attract readers because it had something they wanted to know or think about, it would be good enough as a medium through which to sell these same readers.

How did this work out?

The first issues of the Fortnightly averaged 23 pages of advertising. The issue in which this appears carries 53 pages.

There ought to be a lesson to all advertisers in this last paragraph and, indeed, in this whole story.

Advertising
& Selling
FORTNIGHTLY

Announcing

A NEW
ADVERTISING AGENCY

The G. Lynn Sumner Company

804 LIGGETT BLDG.
41 EAST 42nd STREET
New York



Serving, among others, the
SINGER SEWING MACHINE COMPANY

petitors is by no means a reliable guide for your own advertising, it is important that its strength be gauged so that in part, at least, the advertising appropriation may be so guided as to offset any particular pressure. This factor was not, however, considered of great importance, and was therefore given a low weighting. It is generally preferable to plan advertising with a view of its inherent value, rather than with a view of offsetting competition.

In Chart II all of the ten factors considered were combined, and each industry was given its final rating figure. In other words, after each industry had been analyzed from ten different viewpoints, and after all of the factors thus studied had been duly weighed and summarized, each market assumed a definite relative position with regard to all other markets. The question of apportioning the advertising appropriation had been definitely answered. The exact percentages of the total appropriation which should be allotted to each industry or market were determined.

There are certain dangers in the application of a plan of this sort, if not properly used. The dangers lie in the temptation to follow the plan too strictly. Judgment and common sense must be exercised, otherwise the plan may become a boomerang. Other and perhaps unforeseen factors not employed in the system herein described, may completely alter the desirability of advertising in certain markets. Labor conditions, such as strikes, price wars, inadequate stocks of goods, changes in the trend of an industry, the introduction of a new line of goods, and other similar conditions may all upset the most elaborate theory and calculations. The plan is perhaps a scientific guide, but it is certainly not a horoscope.

Northwest Advertising Executives

Has effected its final organization and adopted a code providing for the standard of practice conforming closely to the standard adopted by the National Association of Advertising Executives. S. S. Anderson, advertising manager of the Tacoma News Tribune was elected president and J. A. Davidson of the Portland Oregonian, secretary-treasurer.

Miss Alma Zaiss

Has been appointed to the staff of the Chicago office of the George Batten Company, Inc., New York advertising agency.

Lynn B. Dudley

Formerly associated with the Michigan Electrotpe Company, has joined Campbell-Ewald Company, Detroit advertising agency.

Carl Gazley

Has been appointed assistant general sales manager of the Yawman & Erbe Manufacturing Company, Rochester, N. Y. Mr. Gazley will continue to serve as head of the advertising department of this company.

Manipulation of Inventories to Increase Profits

[CONTINUED FROM PAGE 40]

With the mail order houses this matter of seasonable requirements is carried to extremes—even to individual selling numbers. Here are the figures as used by Montgomery Ward on their line of all wool tricotine suits and wash skirts week by week:

Date	Per Cent Sales Each Week	
	Ladies All Wool Tricotine Suits	Ladies Wash Skirts
Jan. 7	0.0	0.1
14	0.0	0.4
21	0.9	0.6
28	0.9	0.7
Feb. 4	0.4	1.2
11	2.6	1.8
19	0.9	1.6
26	4.3	2.1
March 3	5.6	1.8
10	12.6	3.2
17	10.9	3.5
24	17.8	4.3
April 1	12.5	3.6
8	8.9	4.0
15	5.2	5.1
22	4.3	5.0
29	2.6	4.8
May 5	2.2	4.4
12	1.3	4.3
19	0.4	5.5
26	4.0	8.0
June 2	0.4	7.0
9	0.9	5.5
16	0.4	6.5
23	0.0	9.0
30	0.0	6.0

100

100

You will notice that these figures are carried out week by week. At the beginning of each season only a four or five weeks' supply of each item is kept on hand and the sales on individual items are carefully compared with those of the previous year. If the sales seem to drop off one-third on an item, then future buying is guided accordingly and the past year's stock figures taken only for two-thirds of their worth.

One more method is applied and that is keeping a perpetual inventory. The assistant buyers, or head stockmen, have a record of every item with the quantity supposed to be on the floor. As sales are made they are deducted from this record book, and as new stock is received it is credited immediately. At the end of each week the totals are balanced. This gives you a close check-up on the quantity of each item.

Perhaps at the beginning of your season you had put in your order for regular deliveries every two weeks of a certain quantity of goods on the supposition that there would be a steady demand. In the middle of your season, let us say that your demand falls off, so that you have on hand more than enough to take care of your requirements for the balance of the season. Your perpetual inventory will quickly show you this, enabling you to job off the surplus in the height of the season, when you can secure the best prices as well as to keep your inventory down.

Certainly here is a source of additional profit which will bear close watching by every manufacturing or merchandising concern.



A modern dry goods store in a small town doing most of its business with the farmer—Bishop, McBride & Co., Auburn, Indiana



“Farm Commuters” Doubled This Store’s Trade!

Bishop, McBride & Co. is the leading dry goods store in Auburn, Indiana (population 4650). Sixty per cent of its trade is with the farmer.

“The farmers here,” says Mr. McBride, “might be considered commuters to a larger city. They come from a wide radius, including many of the neighboring small towns. More than the population of Auburn can come into town within half an hour, via automobile and trolley.

“Farm trade predominates in this community, and they buy the highest class of merchandise.”

The farm merchant of 1925 sells the same high grade merchandise on display at the city stores. He is dealing with a class of trade whose shopping standards would astonish the average manufacturer. You can reach this responsive market effectively and economically through the advertising pages of *The Farmer's Wife*.

THE FARMER'S WIFE
St. Paul Minnesota

Twenty-five Most Brilliant
Copywriters Have Written
This Book

MASTERS of ADVERTISING COPY

Principles and Practice of Copy
Writing According to Leading
Practitioners

Edited by

J. George Frederick

formerly Editor of *Advertising
& Selling*, Managing Editor of
Printers' Ink, etc.

Write your own list. Put down on it only "professionals"—men and women who have been paid large sums of money to write selling copy for great national campaigns, whose ideas and discoveries are the foundation of modern copy writing. Be sure you list the most famous masters of copy.

Then compare them, name by name, with this list of authors of MASTERS OF ADVERTISING COPY.

T. HARRY THOMPSON
FRANK IRVING FLETCHER
GEORGE L. DYER
BRUCE BARTON
THEODORE F. MACMANUS
JAMES WALLEN
CLAUDE C. HOPKINS
RICHARD A. FOLEY
JOSEPH H. APPEL
KENNETH M. GOODE
F. R. FELAND
J. K. FRASER
CHARLES ADDISON PARKER
MRS. CHRISTINE FREDERICK
J. GEORGE FREDERICK
A. O. OWEN
HARRY C. CLELAND
WILBUR D. NESBIT
HARRY TIPPER
HELEN WOODWARD
JOHN STARR HEWITT
A. HOLMES
HUMPHREY M. BOURNE
RUTH LEIGH
BEN NASH
JOHN LEE MAHIN

It took four years to write this book. Had these master writers been paid regular fees at even their minimum rates for their contributions to this book, the manuscript alone would have cost \$50,000.

Here is the guide book to advertising success—the great standard sourcebook of advertising lore—the Bible of the profession.

MASTERS OF ADVERTISING COPY is a splendid book mechanically—printed on antique white wove paper with wide margins and bound in boards. You will be proud to own this book.

\$5.00 at Bookstores, or
sent upon receipt of price

FRANK MAURICE, Inc.
Publishers
15 W. 37th St., New York City

An Advertising Agency in Altruria

[CONTINUED FROM PAGE 36]

the laudable idea of printing news or literature or helpful information and selling it in a form less permanent than a book, and while the early publishers were undoubtedly animated by the desire to enlighten their fellow men by this means, they also hoped to make a modest income out of it. Then it was discovered that if some space in the front and back of these articles was used to tell about certain articles sold to the public, the same people who read the articles would read about these products and it became easier to sell them. Makers of these products became more and more anxious to make use of this new aid to selling, the profits of the publishing business became larger, and the publishers were soon able to spend more in producing their magazines or papers.

“CERTAIN men began to acquire quite a little skill in preparing these so-called advertisements. It was found that it paid to use their services. At the same time, the publishers found that they could sell advertising space at wholesale rates to representatives called agents, who would then re-sell this space to advertisers. After a time the advertising agent began to employ the advertising specialist or the specialist began to buy space for his client and the difference between the wholesale and retail rates began to be considered as the basis of compensation for the services of the advertising specialist. This was an intolerable situation. Hundreds of checks were devised to offset the obvious evils in this condition. The publishers watched the affairs of the agent, getting special reports on what he was doing, his financial condition, etc., the agency associations watched both agency and publishers, the advertisers' associations watched the agency, the publisher and their associations.

“But in the meantime the public attitude toward advertising was changing. It was no longer necessary to sneak up on a man, so to speak, who was reading a magazine and let him be ‘surprised’ into reading your advertisement. The public became conscious of advertising as a matter worthy of their serious attention, even as worthy as the editorial matter. The advertising pages of his magazine, his newspaper, even his tradepaper, were often more interesting than the contents for which he ostensibly paid his money. The revenue from the advertising pages was paying for the production of the magazines, so much so that swarms of magazines began appearing that were mailed free to particular

groups of people, groups that the advertiser was interested in selling and for the privilege of reaching whom he gladly paid practically the same rate per reader as in magazines of paid circulation.

“Our first experiment was when the Advertisers' Association decided to take over the most powerful publishing house in Altruria. By degrees the contents of the magazines owned by this house were turned solidly into advertising. It will be hard for you to imagine this until you realize that our advertisements at the time of this change were hardly to be distinguished from the editorial pages of our magazines. You have probably noticed a trend in that direction in American magazines. The same great writers often wrote our advertisements, the same artists illustrated them; it was not unusual for one advertisement to occupy four or five pages and, as you will easily recognize if you think of it, many of the editorial articles in your own magazines are really advertisements.

“You see this matter of advertisement, as we found in Altruria, is so complicated that the proper definition of the word is only the very beginning of the science. So much so that I understand that in America many authors and artists are willing to sell their wares at remarkably low prices to the great magazines of world wide circulation for the sake of the advertisement it gives to their names, just as I also understand that most radio talent in your country can be secured free of charge if only the announcer broadcasts the name of the artist and requests the radio audience for expressions of ‘applause.’

“THIS matter of the radio brings up the question of free circulation (as in radio) versus paid circulation. Of course we experimented with giving away the magazines we published free but found that the nominal price charged before we took them over was enough of a stimulus to careful reading to make it more of an asset than free distribution. By experiment we learned just where to draw the line between free distribution and paid. Our experiments showed excellent results from women and certain classes of trade on free distribution. With business men we found that we were more certain of our magazines being read and we got better returns from the advertisements where there was a charge for every copy.

“Of course we went through our

PRINTS INCOME TAX PAID BY EVERY IOWAN

**Des Moines Register and
Tribune-News Completes
Huge Task.**

At an expense of thousands of dollars The Des Moines Register and Tribune-News compiled and published the complete list of all income taxpayers in the state of Iowa.

Forty persons were employed by the newspaper for a week at the internal revenue office at Dubuque, Ia., copying the names of taxpayers. The list which comprised nearly 70,000 names and addresses was printed in installments of two pages daily and four pages Sunday and continued for three weeks. The names were grouped by cities alphabetically.

The feat attracted wide interest in all sections of Iowa and brought many new readers to The Des Moines Register and The Tribune-News.

No other middle western newspaper attempted the task of listing all the taxpayers of its home state.

The Des Moines Register and Tribune-News is the back-bone of a successful advertising campaign in Iowa.

We had to do it!

The popularity of rotogravure with both readers and advertisers has forced The Des Moines Sunday Register to add a second rotogravure section.

Two rotogravure sections every Sunday, beginning Oct. 11.

No newspaper in America more thoroughly covers its home city and state than The Sunday Register covers Des Moines and Iowa.

Is it any wonder that

The Des Moines Register and Tribune

holds the world's circulation record for newspapers published in cities of less than 200,000 population

167,939 Daily—138,085 Sunday

Net Paid Average for September

Have you ordered your copy of

Crain's Market Data Book and Directory

1925-1926 Edition Now Ready!

The Indispensable Advertiser's Reference Book

Marketing Facts!—Publication Data!

The basic facts regarding every trade, industry and profession. Five hundred pages crammed with the information you need in planning your advertising and sales promotion work. Authoritative data—no guess work.

Every section contains a complete classified list of publications serving the field with rates, circulations and mechanical requirements.

The only published list of foreign business papers.

Sent on approval—Price \$5.00
Order Now!

G. D. Crain, Jr., Publisher

537 S. Dearborn St., Chicago

troubles. We had to complete the job by taking over all the publications, but you will of course understand that conditions favored it or it could not have been done. It was easier with outdoor display. They had never attempted to carry advertising as a corollary to pure literature or art. The moving picture was harder than the magazine and the radio hardest of all. Of course the publishers of books, literary, scientific and other periodicals, continued to produce their wares, but without advertising. Moving pictures like the stage had special performances, minus advertising, so no one need go to an advertising show unless they wanted, but of course everyone in Altruria goes, just as they would attend an exhibition of news pictures.

"You see," said my friend, "the combination of the public appreciation of advertising, the really interesting character of the advertising message, the literary, artistic and scientific ability that went into its production made the old subterfuge of 'next to reading matter' a farce. The advertising pages, as the reading public began to find, were the interesting pages.

"Now you see," he said, with a smile, "the advertising man in Altruria really sells advertising."

I think I shall go to Altruria in the spring.

J. Roland Kay Company

Through their New York office is inaugurating an American campaign for Allenbury's Pastilles made by Allen & Hanbury's, Ltd., London.

Charles C. Green Advertising Agency, Inc.

New York, will direct advertising for the Utility Company, manufacturers of Gre-Solvent.

Implement & Hardware Trade Journal

Kansas City, announces the opening of an Eastern office in Boston under the direction of Forrest O. Poor.

Myers, Beeson, Golden, Inc.

New York advertising agency, announce that the following men have joined their art department: Edward E. Tevis, formerly of the Schwarzkopf Studios, Toledo; William H. McIntire and Joseph Albus, formerly of the Chilton Class Journal Company; Edward Fischer of Philadelphia.

Plastics

Is the name of a new publication devoted to the manufacture and use of composition products such as celluloid, bakelite, etc. Sylvan Hoffman is publisher; Carl Marx, editor; Dan Rennick, associate editor; J. H. Hodgkinson, advertising director.

A. J. Amos

Formerly editor of the Automotive Division of the International Harvester Company, has joined the staff of Crosby-Chicago, Inc., advertising agency.

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.

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

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

National Miller

Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
850 W. JACKSON BLVD., CHICAGO

Window Displays

[CONTINUED FROM PAGE 22]

gas fired heaters for homes giving the heater a background and accessories that suggest both the direct comfort to be derived from it and the annoyances—coal handling, dirt, dust, ashes, etc.—to be eliminated by it. When we do that we start a train of thought that tends to bring us a sale.

HENCE the amplitude of opportunity, in window display, for intelligence, ingenuity, good taste and artistic conception and execution. No form of advertising, not even the six and eight thousand dollar pages in the "quality" publications, offer more opportunity.

Ingenious displays, thus planned, not only display products to their best advantage, but even transform their vices into virtues, as it were. A lawn mower by itself, in a bare window, might arouse only a picture of drudgery and perspiration. With appropriate surroundings the impulse to buy it as a means to achieving a beautiful lawn can be stirred.

This does not mean that window displays shall be necessarily extremely beautiful or ornate. The setting for the merchandise should emphasize the desirability of it and augment desire to possess it, not overshadow it. One sometimes wonders if the building of surpassingly beautiful windows may not be overdone at times. An analogy is the painted advertisement so striking or attractive that one says "what a corking ad!" and then forgets the thing advertised; the commodity dwarfed by its wrappings. The best displays focus attention upon the thing to be sold.

Use of color and motion when practicable in "window merchandising," as it may be called, you will have discussed by persons more competent to deal with the details. The force of those adjuncts needs no discussion nor emphasis.

Then there is "the psychological moment," when the customer decides to buy. Need of the thing to be sold has been felt or desire for it aroused by other advertising. A successful window translates that into action and practically clinches the sale.

This emphasizes the importance of window work being coordinated with and tied into the remainder of the advertising program and general house policies. This is not universally done if observation has been correct. There is hardly an exception to such a rule.

To combine all the essentials of successful display in one window, the planner should know his audience, the people that pass. Without this, technical skill will be wasted. He should know his public as thoroughly as theater managers or newspaper editors know theirs. He cannot know this automatically and "sizing 'em up" and "inspiration" are not safe guides.

"Able and Efficient" Says War Department

"We acknowledge receipt of market prices on yarn to be sold by the Government under sealed bids, which will be opened at this office on April 5th. This office takes this opportunity to express its thanks for the able and efficient manner in which this data was prepared and submitted to this office by your representative."

The above is from the War Department, Office of the Quartermaster Supply Officers, and addressed to the Editor of the American Wool and Cotton Reporter.

The editorial matter of the American Wool and Cotton Reporter is authentic. It is relied upon by the Federal Government as well as by 9,000 textile mills in the United States and Canada. They all come to the American Wool and Cotton Reporter for information.

We publish scores of inquiries and answers to inquiries every week. The inquiry of one manufacturer covers also the troubles of scores of others. One inquiry published with the answer is of interest to every other manufacturer in the same line of business. The published inquiries and answers in the American Wool and Cotton Reporter are on subjects of interest to all textile men and the answers to the inquiries are furnished by our own editorial staff in co-operation with more than 500 individuals who are actually engaged in textile manufacturing.

More than 500 overseers, superintendents, mill officers, etc., give freely of their manufacturing experience to any person who makes an inquiry of us. This represents only a part of the service of the American Wool and Cotton Reporter.

The man who wants business in the textile manufacturing industry will advertise in the American Wool and Cotton Reporter and secure immediate and satisfactory results.

Standard 7 x 10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Net Paid Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

Research on Rayon Industry

Few people seem to grasp that this is a great new industrial giant; already it has out-distanced silk; and for 3 to 5 years will be oversold. Splendid, detailed report.

PRICE, \$150.00

THE BUSINESS BOURSE

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

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS

for
WINDOW,
COUNTER,
and EXHIBITS

Effective-Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK



THE FISHER-BROWN AGENCY of St. Louis recently forwarded us a renewal contract, saying: "It is gratifying now after the first season of advertising our client in your publication to be able to send you an additional contract for an increased number of insertions.

"Luck plays no part whatever in the delivery of a contract for this client. Hard, fast rules are set, rigidly fixed, and every effort stressed to obtain satisfactory results for all advertising that appears in publications."

Plain language, isn't it? And doesn't it tell you why *Furniture Manufacturer and Artisan* should be on your list, if it isn't now? Write us about it—we have more interesting information you may wish.

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

In
SOUTH BEND
It's the
NEWS-TIMES

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

We lead in local advertising.

Member of A.B.C.

Represented by

Lorenzen & Thompson, Inc.

New York

Chicago

San Francisco

In Sharper Focus

Don M. Parker

I WAS born in the fertile plains of Illinois, in a little town called Mason City, on January 31, 1881. At the tender age of six months I moved with my family to the larger and more rapidly growing city of Lincoln, Ill., where Abe Lincoln first practiced law. I was raised by an indulgent father and mother in this town and lived there until I became of age. After dashing madly through the high school course I plunged headlong into the business of learning to be a stenographer, and before I had time to per-



fect this interesting profession, I was dragged to New York to become the secretary of young McClure, who was then handling the newspaper syndicate department for the S. S. McClure Company.

Naturally I went through all the trials and tribulations of a country boy landed in New York, greener than grass, but somehow I got along, and finally was transferred to the advertising department of the book end of the McClure business. That was my first taste of advertising, and I have been enjoying it ever since. After being with the advertising department of the McClure Phillips Company for several years, I left and opened up the Eastern office of *House Beautiful*, which was then published in Chicago. This gave me my first soliciting experience. I left *House Beautiful* to go with *McClure's Magazine*, then *The Market Place of the World*. Meeting George H. Hazen on the street one day, he intimated that he would like to have me with him down at the Century Company, at Seventeenth Street, so I resigned from McClure's and started on perhaps the most interesting work I ever did—namely, looking after the interests of *St. Nicholas Magazine*.

For fifteen years I was advertising director and secretary of The Century Company. I recently resigned to go into the advertising agency business with

my very good friend John Hawley, and I am now the vice president of the Hawley Advertising Company, and I like it fine!

I am not an author. I have written numerous short stories, and a lot of golf stuff. That golf is my favorite hobby is well known to the advertising world, because golf, advertising and Don Parker have been inseparable for twenty years.

* * *

Warren C. Platt

DELAWARE, Ohio, saw him first and, with Mansfield, Ohio, shared the excitement of seeing him grow up.

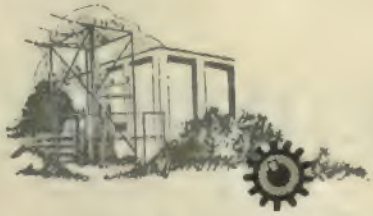
He first smelled printer's ink while working during his high school vacations on the *Mansfield Shield*, a form of endeavor which I shrewdly suspect was foisted on him by his parents in order to keep his pent-up energy out of mischief. Like lead poisoning, the ink got in its deadly work and Platt has never recovered from its insidious effects.

When the time came for him to go somewhere, he didn't "Greeleyize" and go West. Instead, he jumped seventy



miles due northeast and landed on the reportorial staff of the *Cleveland Plain Dealer*. Through this foresight of not jumping farther, he made it easily possible nowadays to drive the children down to their grandparents' at Christmas time.

Somewhere along the line of his eight years of reporting he discovered that a great industry stood in need of a Joan of Arc, so one day in 1909 he took the vast accumulations of gold which every reporter amasses and spent them in launching a new and militant publication—*National Petro-*



Do you get the *profitable* industrial business?

MANY a manufacturer selling direct to industry has filled his plant with orders—but not with profit. He hasn't been able to land the *profitable* business in industry—he has sold his product on a slim basis to close buyers. With his plant running to capacity, he makes only a meager margin.

More intelligent sales effort and well directed advertising in the industrial field will succeed where cut - throat price competition will fail.

Our years of experience in helping manufacturers sell direct to industry has shown us how to help them land the *profitable* business. We have learned the short-cuts

to direct sales — we have learned where to advertise in the industrial field and where not to advertise. That means that our clients advertising dollars are spent where they bring back the results.

More than an advertising agency—we are specialists in advertising to industry. We handle nothing but industrial accounts. That means an accumulation of experience that only years of such specialization can duplicate.

A little booklet, "the advertising engineer," tells an interesting story. We'll gladly send you a copy—and maybe you'll want to get better acquainted.

RUSSELL T. GRAY, Inc.

Advertising Engineers

Peoples Life Building, Chicago

Telephone Central 7750



FIFTEEN AGENCIES

SELECT

American Shoemaking

EXCLUSIVELY

AS THE BEST
SHOE FACTORY MEDIUM

for

TWENTY-ONE ACCOUNTS

BECAUSE OF ITS

Indisputable Supremacy
IN THE SHOEMAKING FIELD

Complete Facts Sent
On Request

AMERICAN SHOEMAKING
683 ATLANTIC AVE. BOSTON, MASS.

MEMBER A. B. C.

leum News—(note that he had the foresight to select an industry which was then approaching the beginning of a vast and spectacular growth).

That first issue bulked up a slim sixteen pages but it swung the cudgels lustily in behalf of the independents and *N. P. N.* soon numbered a loyal following. As time, progress and legislation changed conditions within the oil industry, the original targets at which Platt aimed his cudgel also changed. It is to Platt's lasting credit, however, that all through his attacks he fought so fairly and squarely that, today, he is *persona grata* in the sanctums of the very companies he hammered and hectorated most insistently.

His paper, however, has remained militant. It speaks out frankly in church whenever Platt thinks any condition needs airing and sanitation. One internationally prominent man in the oil world asserts that Platt has done more than any other man to clean up the scandal of fake oil stock selling.

In addition to unquenchable energy and courage, Platt has another characteristic which, perhaps more than the other two, has contributed to the success of his paper—he isn't afraid of Pullmans. He uses his office most as a place to send things. He drops down to Houston with as little ceremony as a New Yorker devotes to the long jump to Philadelphia. Tulsa sees him on a Tuesday and the next Monday he's in New York, or Dallas, Chicago, Boston, Fort Worth, Oil City, or any other place that seems to offer an opportunity for his energy. In the effort to atone for his incessant wanderings, he brings home to Mrs. Platt marvels of colorful, diaphanous merchandise.

He threatens to learn golf—but does not. He threatens to learn bridge—but doesn't. His idea of a real good time is a flannel shirt, old khaki trousers, a slouch-hat, a rowboat and a fishing rod—or the same haberdashery and something out of kilter in his automobile, to give him an excuse to take it apart. He tried radio but the attack lasted less than a fortnight.

Oh, yes—there should be some data. He was born somewhere in the middle 80's, has a wife (who helped him wrap and mail the first issue of *National Petroleum News*), and two daughters. He was one of the founders and vigorous workers of the Cleveland Better Business Commission and has served as a member of the Executive Committee of the A. B. P. as well as on its Agency Relations Committee.

Charles C. Green
Advertising Agency, Inc.

New York, will direct advertising for Sasieni Pipes.

Howard V.R. Palmer

Secretary and director of the Sheffield-Fisher Company, has become associated with the Case-Hoyt Corporation, Rochester, N. Y.

C. K. Woodbridge

President of the Associated Advertising Clubs of the World, and president of the Dictaphone Corporation, was the principal speaker at a meeting of the Women's Advertising Club of Chicago held in that city Oct. 6, 1925.

If it puts pep in
the sales-talk—
it's an

**EINSON-FREEMAN
WINDOW DISPLAY**



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

In the
Lumber
Field



It's the
American Lumberman

Established 1873

Published Weekly CHICAGO, ILL.

They Want to Know the Results!

[CONTINUED FROM PAGE 42]

members of your go-getting tribe returns after his first stock-taking trip to test city stores puffed with pride. With glowing eye he boasts that he has lined up all the dealers in the town he visited to take a big ad right next to ours. You give him a look—one of those glances so cold that could it be preserved it would prove one of the greatest single blessings ever bestowed upon the residents of Hades. But what can you do? It is now too late for that situation. What you should have done was observe rule No. 6: *See that your salesmen preserve the utmost secrecy about the advertising planned, and instruct all newspapers that any ads of your product by local dealers are not to be placed on the page with your test ads. Urge publishers to persuade dealers to postpone their advertising until after the test is finished.*

At last your test is completed and you figure up the results. There is solid satisfaction in doing this. You win no matter which ad is elected. And you continue your regular program, either changed or unchanged, secure in the knowledge of what your advertisements are actually accomplishing.

Cole-MacDonald-Wood, Inc.

Is the name of a new advertising agency that was incorporated last week with general offices in Detroit. The officers of the organization are: President and treasurer, Walter C. Cole, former secretary of the Detroit Board of Commerce; first vice-president, Edmund D. Wood; second vice-president, Arch H. MacDonald; copy chief, P. H. Bruske. The new agency has taken over several of the accounts of Power, Alexander & Jenkins, which recently liquidated.

Advertising Calendar

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

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

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

OCTOBER 26-30—Poster Advertising Association, Kansas City, Mo.

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

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

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

APRIL 12-14, 1926—Fourth District Convention, Associated Advertising Clubs of the World, Orlando, Fla.

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

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

Re-orders!

DURING the first week that the October FORUM was on sale, re-orders were received from the American News Company for New York, Boston, and Philadelphia news stands, in spite of the fact that we had already increased our distribution of copies of that issue by over 37%.

News stand sales have increased over 200% since January; subscriptions nearly 50% and total circulation has more than doubled. The only explanation is the remarkable editorial content. The FORUM is naturally becoming recognized as an excellent advertising medium, as well.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Discussion
247 PARK AVENUE · NEW YORK CITY

Printed salesmanship is entirely different from any other method of contact between manufacturer and the buying public

And no manufacturer can get maximum results from advertising selling without expert help in its preparation.

We are specialists in producing printed salesmanship for technical advertisers.

Our booklet "Technical Advertising" will be cheerfully mailed to you upon request.

Arthur Henry Co.
INC.
Advertising

1487 BROADWAY
NEW YORK

Telephone BRYANT 8078

More than 23,000
plant executives
anticipate these

6
FEATURE
NUMBERS

!



PREVIOUS specialized numbers of Power Plant Engineering have been received with such enthusiastic appreciation by its readers that the announcement of the Six Feature Numbers already has aroused a high degree of anticipation.

Nov. 15, 1925 — Announcement Number, New York Power Show, will give names, location and chief features of exhibits—an advance guide to the show.

Dec. 1, 1925—New York Power Show Number, the issue at the show giving representatives of exhibitors and program of talks and motion pictures.

Dec. 15, 1925—Annual Review Number, will outline important engineering progress of the year.

Jan. 1, 1926—Specialized Reference and Textbook Number on Boiler Plant Operation, the 18th of Power Plant Engineering's Annual Specialized Numbers.

Jan. 15, 1926 — Announcement Number, Chicago Power Show, will enable engineers to select in advance what to see and where to find it.

Feb. 1, 1926 — Chicago Power Show Number, a guide to visitors and a record of exhibits, talks and meetings at the show.

IMMEDIATE action is necessary to have a description of your products included in the advertising pages of these Six Feature Numbers, to which more than 23,000 power plant men will look for information on the latest machinery, equipment and supplies.

Member Associated Business Papers
Member Audit Bureau of Circulations
Member Chicago Business Press Assn.

**POWER PLANT
ENGINEERING**

537 So. Dearborn St.

Chicago



Good Enough? No!

The apartment house in which I live is only six stories high and not at all "smart." I like it for those reasons, for I abhor big buildings, especially if they are new and shiny.

The tenants in my building are a good deal like the building itself—they are everyday people. Their incomes, I imagine, are just large enough to enable them to have most of the comforts and a few, a very few, of the luxuries of life. That, perhaps, is the reason why the elevator boys come and go so frequently—they decide, in a week or two, that "these people ain't spenders."

I do not criticize them for feeling as they do. What I criticize them for is that they do their work in so slovenly a fashion.

The newest elevator man is the worst of the lot. He seems to think that if he stops the elevator within eight inches of the floor levels, it is "good enough." It isn't!

He does not know it, of course, but the fact is that that "good enough" thought of his explains why he runs an elevator. If he had a keener sense of the fitness of things, a higher conception of his responsibility or a greater degree of exactness, he would not be an elevator man. He would be doing something more important, something that commands a higher wage.

Thrift!

You have noticed, of course, that in picture plays, written by American scenarists, the checks which from time to time are shown on the screen and which are offered as evidence that the "deal has gone through," are seldom for less than a million dollars. That seems to be our idea of a fairly sizable sum of money.

In films, written by Europeans and produced in Europe, 50,000 francs—about \$2,500 at the present rate of exchange—appears to be the limit. Apparently 50,000 francs will do wonders in Europe. For that amount—or less—one can bribe a Cabinet Minister, purchase a chateau or effect an entirely satisfactory arrangement with the lady who has in her possession letters of the most incriminating character.

Travel-philosophy

"Palace" hotels, no matter where they are located, are much alike. They may differ exteriorly, but interiorly they are pretty much of the same pattern. Cooking, furnishings, service—there is very little difference.

The first time I went abroad, I made up my mind that the only way to learn anything of the people of the country in which I was sojourning, was to live in hotels and "board-residences," whose patrons are natives of that country. And that is what I have done, ever since. The "busy business man" from Akron, Ohio, can stay at the Cecil or the St. Maurice. Give me the Continental or the Pension Splendide. There for half what he pays, I have a better room, better meals, a rose-garden in which to sun myself—and an opportunity to study, at close range, the comings and goings of men and women whom, in a big hotel, I would never meet.

'Twas Ever Thus

During the last two or three weeks, I have called on the editors of several publications in the hope—and with the expectation—that they would commission me to write articles on certain subjects which, I believed, would interest their readers.

In every case but one, I have been received with consideration. In most cases, I have been told that the stories I outlined are almost sure to be accepted. In other cases, I have been given definite commissions.

Only once was I made to feel that I was asking a favor. Perhaps it would be better to rewrite that sentence and make it read: Only one of the editors on whom I called acted as though he thought I was asking a favor.

As it happens, this man was the only one of the nine or ten editors I interviewed whom I am personally acquainted with and who is under some obligation to me. More than once I have cashed checks for him. More than once, we have lunched together (always at my expense) and then gone motoring.

He greeted me, not as a friend but as a stranger, asked curtly, "Well, what do you want?" (though my letter was on his desk) and rose to his feet, as though to end the interview before it began.

Thank the Lord, I can always get a smile—and an item for the FORTNIGHTLY—from such an experience.

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

**The Human Side
of a
Great Business
Publication**

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.



David J. Witherspoon
Associate Editor

DAVID WITHERSPOON is best known to readers of **HARDWARE AGE** as the genial creator of Cornelius Leadpenny, the hardware dealer who has his full share of business problems to solve, and also as the humorous but helpful cartoonist who teaches pleasantly many a wholesome lesson in hardware merchandising.

His cartoons have been reprinted in many business papers and house organs. His Leadpenny stories have formed the text for many store meetings of dealers and their clerks. Both have been interesting, amusing and at the same time extremely instructive in the elements of successful selling.

In addition to his literary and artistic efforts, Mr. Witherspoon devotes his attention to the physical make-up of **HARDWARE AGE**. The arrangement and effective presentation of the market reports, news, edi-

torials, feature articles and merchandising stories rests in his capable hands.

Mr. Witherspoon's work has added greatly to the attractiveness, interest and intrinsic value of the well-rounded service that has made **HARDWARE AGE** the weekly business guide and inspiration of its readers—the jobbers, jobbers' salesmen, retailers and retail clerks of the hardware trade.

Because the men who create **HARDWARE AGE** know what the hardware merchant needs to conduct his business successfully and ably supply those needs in every phase and in full measure, **HARDWARE AGE** has become a necessity to every forward-looking hardware dealer.

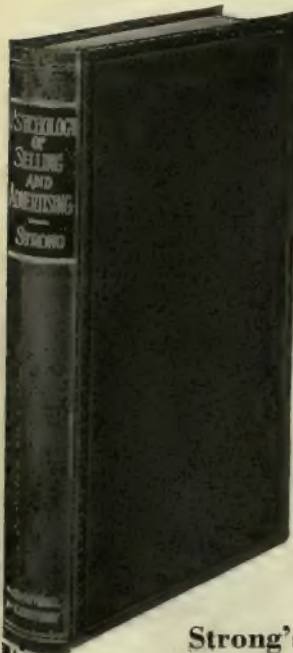
It, therefore, offers the manufacturer a direct, sure route to the attention of the live element of the hardware trade in every section of the country.

"The Most Influential Hardware Paper"

Hardware Age
A.B.C.  A.B.R.
239 West 39th Street New York City

Get More Business

through the use of sound sales
and advertising psychology



**JUST
OUT!**

Here is a book that will enable you to cut right into the heart of your distribution costs by explaining the methods of advertising and selling along the lines of least resistance. It is based entirely on the new attitude in merchandising which looks beyond the immediate sale and does its selling in terms of permanent satisfaction, from the buyer's point of view, to make customers as well as sales.

Strong's PSYCHOLOGY OF SELLING AND ADVERTISING

461 pages, 5x8, illustrated, \$4.00

This book explains how people buy and how they can be sold. It analyzes the buying process completely and expresses it in a formula covering every purchase at bedrock, around which every selling effort centers, or should center. It gives you a practical guide with which you can analyze your own selling and advertising problems and follow the line of least resistance in overcoming obstacles.

Buying habits analyzed for you

The book digs deep down into the roots of human nature and describes man's native wants, social wants, acquired wants, shows how people discover solutions to these wants, how they make decisions and take action and explains the parts played by satisfaction, feeling, sentiment and good will.

How can you improve your selling and advertising?

After explaining in detail the workings of the human mind in buying, the book discusses the psychological selling and advertising methods of using this information—selling and advertising with least friction—selling and advertising methods that are quicker and more lasting. It discusses motivation, suggestion and other methods of arousing immediate desire for a product. It covers appeals, their relative values, and methods of using them. It gives you the key to your advertising and selling problems. And every chapter is practical and sound. It tells you how to put the "you-attitude" into your selling efforts.

Examine this new book for 10 days free

No obligation to purchase—be sure to see this book. Mail the coupon now!

McGraw-Hill FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.,
370 Seventh Ave., N. Y.

You may send me for 10 days' free examination Strong's PSYCHOLOGY OF SELLING AND ADVERTISING, \$4.00. I agree to return the book, postpaid, in 10 days or to remit for it then.

Name
Address
Position
Company

A.F. 10-21-25

On Being Amiable in Your Advertising

[CONTINUED FROM PAGE 24]

past in their advertising of what is comparatively a new product. It approaches the humorous only because of the somewhat perverted trait in humanity which causes people to laugh at the modes, manners and contrivances of other days. Murphy Varnish is another concern which has made use of this same device in their advertising with the double effect of amiable approach and of emphasizing the age and stability of the company and its product.


OFFHAND it would appear that manufacturers of industrial products would have the most difficult task in being amiable in their advertising. Metal ingots and machinery of various sorts have only a limited and generally a technical appeal. We are accustomed to think of great industrialists as persons upon whom thoughts of the lighter things of life are wasted; men who have been tempered by the hardness of the alloys and metallic elements with which they live their daily lives. That this is not true and that users and manufacturers of industrial or semi-industrial products can be as human as anyone else is demonstrated by two little booklets, one got out by the Chase Metal Works and the other by the Bassick Company, advertising their Ruboid Wheels. Illustrations from both of these booklets are here reproduced. They more nearly approach that danger line of humor than the previous examples, but to my mind they still keep on the amiable side. These booklets both carry convincing selling talk intermingled with their light humor, which element may not be best illustrated in the two samples which is all our limited space will permit us to reproduce here.

The British do this thing as well as we do if not better on the whole, though what I am about to cite as examples of amiable advertising would probably be considered by the native islanders to be distinctly humorous. There is no avoiding the fact that the British do have a sense of humor, personal experiences notwithstanding, and a sense of humor which is far more subtle and discerning than ours while not being so exuberant or possibly so keen.

Here is a bit of copy from Fortnum & Mason's, London, regarding such a commonplace commodity as bacon which we in this enlightened country have come to regard as little more than a first-string substitute for ham as a running mate for our breakfast eggs:

"When the fragrance of its frying rises through the area, passers-by give savage cries and raven at the railings. This is one of the disadvantages of living in town.

"The fascination of our bacon lies in the secret manner of its curing. It is mellowed in the suave smoke of certain rare woods and old-world herbs. Bacon with meaning and beauty in every mouthful. Often we stand for hours before a side of

Advertising  Typographers

A bond house writes—

"YOU may follow the same style of composition employed in the previous ad. The ads have been splendid so far, especially is the last two column ad a fine piece of work."

[FROM 100 MILES AWAY]

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

Reliable Agency

Affiliation open for
Active Man Controlling
Business

WE have an attractive offer awaiting such a man of clean cut type, willing to associate with fully recognized Christian agency located uptown, well financed.

Address in strictest Confidence

Box 318

Care Advertising and Selling Fortnightly
9 East 38th Street, New York, N. Y.

The Standard Advertising Register

Is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.

Incorporated

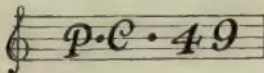
15 Moore St., New York City
R. W. Ferrel, Manager

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

our wonderful bacon, musing in deep reverie, and finding therein our greatest happiness."

Of course this is an absurdity—but an amiable absurdity. Certainly no one is going to be offended by it, and it is too refined to cause anyone uproarious mirth. The illustration which accompanies this text shows passers-by "ravening" (whatever that is) at the railing. "Suave smoke" is a phrase worth remembering for future reference. Here is a case where copy and illustrations both work in the same tone throughout to attain their end.



Anyone may have that little job of his, but not his Trylite suppers with cook. Those are not occasions for a high-power artificial light. You want something discreet, and yet clear. In fact, a Trylite.

Trylites are beautiful to look at, and burn with a clear white flame. You buy them in handy packets of six, which are so easy to store. Because of their triangular shape, Trylites fit a much greater variety of candlesticks than the old round candle did.

Use Trylites to-night.



TRYLITE

The Modern Candle

WONDERFUL VALUE

6 FOR 3^d

PRICE'S PATENT CANDLE CO. LTD. BATTERSEA, LONDON

The series featuring Trylight Candles, one of which is reproduced with this article, is another excellent example of what the British are doing in this line. Some members of this series rather overdo the humorous element, but this one seems particularly appropriate.

Very much in the British tone just mentioned are many of the current and past advertisements of Ovington's, Fifth Avenue gift shop. The illustrations consist of pen and ink draw-

Jobber Acceptance

Buy Jobber Acceptance, don't simply buy trade papers.

RADIO MERCHANDISING has the active endorsement of more than fifty leading radio jobbers* in United States and Canada.

Put RADIO MERCHANDISING on your list. It'll make the job of getting distribution and constant turn-over a great deal easier.

25,300 copies monthly, reaching every known jobbing and retail buying unit in the industry. Daily reports from jobbers keep our circulation up to date and eliminates the "dead ones."

A new analysis of our circulation is ready. It will interest you because it shows where the most important radio trade centers are and how thoroughly RADIO MERCHANDISING blankets them. We would like to send you a copy.

RADIO

Merchandising

THE MAGAZINE OF THE RADIO TRADE

MERCHANDISING MAGAZINES, INC.

243 West 39th Street
New York City

*Names on request.

Access to 600,000 Purses and a \$23,000,000 Budget!

The Womans Press is the official publication of the Young Women's Christian Association, and is the one magazine read by all its 600,000 members. It is probably the most thumbed magazine to be found on every Y. W. C. A. library table.

members who buy for themselves and their families, this monthly magazine reaches those Y. W. C. A. officials privileged to spend the \$23,160,537 national Y. W. C. A. budget.

In addition to these young women

Send for rates and sample copy.

The Womans Press

600 Lexington Avenue

New York

Verdict of Readers of THE NEW YORK TIMES *Magazine Section*

OF the 430 answers received to a questionnaire recently sent through the BOSWELL-FRANKEL Advertising Agency to subscribers of THE NEW YORK TIMES, the following tabulation has been made:

- 387 indicate that they read the Magazine Section.
 353 women read the Magazine Section.
 317 state that they keep the Magazine for leisurely reading.
 352 read advertisements in Magazine.
 244 indicate that they answer advertisements.
 3 on an average in each family read the Magazine Section.

Notations on the questionnaires from readers of the Magazine Section indicate that after reading they dispose of it as follows:

Given to a library in a small town.

Filed and kept for reference.

Presented to friends and to clubs.

Kept on office table of a country doctor.

Sent to a brother in the Orient.

Mailed to a friend in the Navy.

Passed on to neighbors.

A woman in Florida says the Magazine Section is her principal shopping method.

One subscriber says he reads and answers the advertisements because they are up-to-date and instructive.

One man who has spent 25 years in the tropics believes that 75% of all Americans outside of the United States read The New York Times.

The New York Times Magazine Section is printed and illustrated in rotogravure. Advertising rate \$1.00 an agate line—the lowest rate for rotogravure advertising in the country, quality and quantity of circulation considered. Distributed to approximately 600,000 purchasers of The New York Times each Sunday.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

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

Thus, space reservations and copy for display advertisements to appear in the November 18th issue must reach us not later than November 9th. Classified advertisements will be accepted up to Saturday, November 14th.

ings for the most part which are hung adroitly upon the peg of social convention. They feature the bride, the butler, the dowager and all the lesser lights and adjuncts which go to make up the glamor and glitter of the life of that *crème de la crème* of our upper middle class which constitutes by approximation the American aristocracy—humorously referred to sometimes as the "Four Hundred." Amiable again; very much so.

AMIALE advertising is not limited to any medium or any publication. It may be used in car cards, posters, direct mail, trade papers, newspapers and periodicals of general as well as special natures. I will not say that it may thus be used indiscriminately because this is far from being the case. Here, as anywhere else in advertising, it is a case of using your head. The whimsical quality which goes to make up the most telling advertising amiability has a particular appeal to certain types of readers, and in publications reaching these types may be counted upon to pull better than in publications which reach another class entirely. But there is no class or type, and very few individuals, who may not be reached by a friendly message which approaches with a smile and invites amicable confidence. Thus the question is not *whether* we should be amiable but what constitutes amiability in the mind of the people who will—or who we hope will—read our advertisement.

You may be proud of your factory, proud of your history, proud of your product; but the reader of your advertising does not give a continental for your factory or your history and is interested in your product only from his own point of view. What *you* happen to think about it is likely to strike him as somewhat prejudiced opinion, especially if you are given to the use of superlatives. Your factory may be modern and sanitary; your president may be a very nice fellow and kind to his mother; your product *may* have all competitors backed off the map, but remember that while all this may be a matter of life or death, dividends or debits, to you, to the customer it is simply a matter of spending a sum of money which will neither make nor break him. Don't take yourselves too seriously and, in the famous words of Owen Wister's *Virginian*, "When you say that—smile!"

Edgar G. Herrmann

Of the advertising department of the Victor Talking Machine Company, Camden, N. J., has been appointed advertising manager of the Victor Talking Machine Company of Canada, Ltd., Montreal.

Kenneth L. Ede

Formerly with Henri, Hurst & McDonald of Chicago, has joined the staff of the John S. King Company, Inc., Cleveland advertising agency, in charge of market research.

Summary of A. B. C. Meetings

MORE than 900 advertisers and publishers assembled in Chicago last week for the twelfth annual convention of the Audit Bureau of Circulations and for the thirteen allied conventions held during the same week. Every section of the country was represented and many members of the Canadian A. B. C. were present. Every group meeting of the week was largely attended and each organization edited its activities down to a strictly business basis.

Convention week opened Monday night with a meeting of the board of directors of the Inland Daily Press Association and culminated in the annual dinner of the Audit Bureau, Friday night, the most successful in history. Headed by Postmaster General Harry S. New as the principal speaker, those on the program included Senator Arthur Capper of Kansas, former Governor Frank O. Lowden of Illinois and Henri Gagnon, publisher of *Le Soleil*, Quebec. O. C. Harn, president and chairman of the board of directors of the A. B. C., opened the general sessions of the bureau's convention Friday morning with his annual report, followed by the presentation of the eleventh annual report of the board of directors.

The meetings of the six departmentals of the A. B. C. were held Thursday afternoon, and on Thursday evening members of the board of directors met to consider matters referred to them by these various departmental meetings.

W. S. Ashby, Western Clock Company, and Philip Thompson of the Western Electric Company, were elected to the Board of Directors of the Bureau.

The Business Publications Division followed the lead of the agency and newspaper divisions in voting against the abolition of publishers' statements. The group also decided to change its name to the Business Paper Division of the A. B. C. and eliminate all but business periodicals.

The Associated Business Papers, Inc., elected officers for the coming year at their meeting on October 15. Malcolm Muir, vice-president of the McGraw-Hill Company, Inc., New York, was elected president; J. H. Bragdon, *Textile World*, New York, was elected vice-president; and Warren C. Platt, *National Petroleum News*, Cleveland, was elected treasurer. The Executive Committee will consist of John N. Nind, Jr., of the Periodical Publishing Company, Grand Rapids, the retiring president; George Slate of the Simmons-Boardman Publishing Company, New York; E. E. Haight, *Motor Age*, Chicago; Lt.-Col. J. B. MacLean, MacLean Publishing Company, Toronto; Everit B. Terhune, *Boot and Shoe Recorder*, Boston, and Merritt Lum, A. W. Shaw Company, Chicago.

The Great American Family of K-C



Loyal Readers of Their Own Magazine

COLUMBIA is now well into its fifth year and since August, 1921, when the first issue was published, its circulation has always exceeded 750,000.

The stability of this circulation is assured because it is based upon the full membership of the Knights of Columbus.

More than three quarters of a million men and their families welcome every issue of **COLUMBIA** —their own magazine. And since it is so closely aligned with the faith and ideals of its readers, **COLUMBIA** inspires in them a feeling of confidence and allegiance in which the advertiser naturally participates.

Note: Columbia is an outgrowth of the "Columbiad," which was established in 1893 as the official monthly of the Knights of Columbus.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and Circulated by the Knights of Columbus

Net Paid Circulation **757,540** Member of A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street
New York City

J. F. JENKINS, Western Manager
134 South LaSalle Street
Chicago, Ill.

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

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



The Only Denne in Canadian Advertising

You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.

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

MOVING

Be sure to send and your new week before date which the change both your old address one of issue with it to take effect.

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 15,423 copies weekly (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Dr. Swelland's Column

In which will
be told stories
of direct-mail
campaigns he
has created.



Direct-Mail deals a blow to the rag man

The Economy Machine Towel Service Co. of New York had a unique service to offer to printers.

Printers use large quantities of rags for cleaning ink from rollers and presses. This new service offered to the printer clean towels instead of the unsanitary rags, and the towels would be called for and laundered much in the same fashion as the usual office towel service.



A three-piece Direct-Mail campaign was prepared telling the printers of their emancipation from the use of the much despised rags.

Within two days from the time the first piece was placed in the mail, over 3% of the printers had replied and the sales force has averaged closing contracts with over 50% of those replying.

Direct-mail advertising, properly done, will keep your sales staff busy calling upon people whom you know are interested in your product instead of literally ringing door bells with the hope of finding a good prospect. Let the postman do your missionary work and your salesman the closing.

If you will tell us something of your problems we shall gladly make suggestions as to a d.m. campaign that will build business for you.



A Trust Company Extends Its Field of Activity

[CONTINUED FROM PAGE 38]

mentioning little or none of the characteristics of our company in its indorsement of insurance, other than that we believed it to be good. We encouraged insurance men to come to our office, offered them the services of our tax department and agreed to go with them personally to their clients' offices to explain the arrangements which might be worked out from the avails of their policies. We gave them personal letters from our president, Mr. Frank W. Blair, indorsing insurance, and had them carry these letters in their kit bags for the edification of their prospects. We reproduced our full page newspaper advertisements in miniature also for the salesman's kit bags, a service which has since been much in demand and is very well appreciated. In short, we endeavored to do everything at the start which would purchase good will and force the insurance people in our locality to think in terms of Union Trust Company. The response to these efforts was more than we anticipated. At that time it was a novelty for us to receive more than one insurance trust a month. Today it is a novelty for us not to receive at least one insurance trust a day.

We went over the personal affairs of the general agents and managers and laid out programs for their wills and for the arrangement of their estates, wherein we were named as executor or as trustee. We had our trust department go into the matter of trusteeing the renewals of insurance agents after their death, and recently we have prepared contracts with the owners of insurance, whereby we pay the premiums on their policies under a savings arrangement whereby they deposit stipulated amounts with our company monthly.

WHENEVER we began a campaign for whatever we were endeavoring to attract insurance people to, we first outlined a cooperative scheme whereby the New Business Department solicitors would follow up the work of the advertising department to a minute degree and there has always appeared a spirit of cooperation, not only between these two departments, but between the employees of these two departments and the rest of the organization as well. The results achieved have been most gratifying. Today nearly one thousand employees are required to conduct our business and the number of new accounts and the value of those which we have received through insurance men is incalculable.

A thing which causes me great satis-

faction is the number of letters I have received from insurance salesmen who have stated they have doubled or tripled the amounts of insurance they have sold by using our facilities and by advocating insurance trusts.

There is in our company one other department which has contributed in no little degree to the cultivation of insurance men. That is our Department of Public Relations. This department is supervised by a veteran newspaper man, who has both an ear and a nose for news. He has secured space in innumerable newspapers and periodicals for articles dealing on the relative merits of insurance companies and trust companies and these items have been clipped and sent to the various insurance agents as an indication of our interest.

ONE hazard we approached in our early negotiations was the lack of faith in the stability of trust companies felt by some insurance salesmen. There was a feeling that in the development of our life insurance trusts we might quite possibly be attempting to under-rate the value of any of the good contracts which insurance companies were able to write and that our campaign was instituted with an idea of removing from insurance treasuries funds which ordinarily would be kept by them for administration. This was vaulted by consistently hammering on the fact that our insurance trusts were created for a similar purpose, namely, the safeguarding of such funds as might best be conserved in the vicinity of the place where the beneficiaries were to reside. We made it clear to insurance men that there was nothing competitive about our efforts and agreed with them there were instances where the insurance trusts were far less desirable than contracts which they might prepare with their own company. They finally agreed with us that insurance trusts have their greatest value in the discretionary power which they vest in a local trustee, power it is impossible for insurance companies to wield for obvious reasons. And there grew up a spirit of kindness between these representatives and our own which we prize very highly and which could never have been purchased with money alone.

No one can say, however, that the salesmanship of our particular representatives was entirely responsible for whatever success we may have attained. The salesmanship of the institution as considered in all its many varied forms joined in building up good will, which in the end created business.

SWEETLAND ADVERTISING
INCORPORATED
DIRECT MAIL CAMPAIGNS
25 WEST 43RD ST.
NEW YORK

Salesman's Data Book

for 1926

An Every Day Help to Bigger Sales

MOST popular holiday remembrance of all Dartnell productions. The 126 pages carefully compiled, provide space for all the records and memoranda a salesman wants to keep. The practical suggestions for increasing sales are a constant inspiration to bigger accomplishments. Enables a salesman to better organize his time, and points out many opportunities for making calls produce more sales.

Includes a section of suggestions for selling various types of buyers; ruled pages for call-backs and appointments; space for auto expense, insurance policies, income tax and deductions from tax to which salesmen are entitled; pages for formulating a personal budget; comparative sales records; charts showing relation of turnover to profits; list of best hotels for salesmen; trading population of cities; and other valuable data for salesmen.



WHAT OTHERS THINK—

"The writer has made a personal presentment of the Data Book to the salesmen for two successive years as a Christmas reminder. We find that it is now expected, not so much for the sentiment as the value of the book itself. We do not believe any of our boys would be without it."—HALL LITHOGRAPHING CO.

"Our men use their Data Books very regularly, and very intelligently. We entered in them comparative sales records, which the men have kept up very faithfully, and I don't believe there is one book which is not carried in the pocket of its owner at all times."—IMPERIAL CANDY CO.

"The Data Book is the only thing I have ever furnished our salesmen that has stayed with them throughout the year. When will the 1926 book be ready?"—A-B STOVE COMPANY.

"We have given our salesmen the Data Book for the last two years, and they expect it as much as they do new samples when leaving for their territories on January 1."—U. S. RUBBER COMPANY.

"You can rest assured that your Data Books are in the pockets of every salesman to whom they were given. In fact, they came in to my desk while I was away and "swiped" 3 copies I had reserved for myself since February. Instead of 60 or 70—the number I ordered last year—I shall want at least 100 this year."—Geo. H. BOWMAN CO.

"One of our representatives just wrote us that in the Data Book for 1925 he found information he had been looking for and was unable to obtain elsewhere."—HOLE-PROOF HOSIERY CO.

"I plan to give quite a number of these books the latter part of this year as prizes to our representatives."—BETTER BRUSHES, INC.

"We supplied this book to some of our advertising and office men as well as salesmen. All of them appreciated the Data Book and the information it carries."—COCA-COLA BOTTLING WORKS.

Sales Executive's Personal Record Book

A handsome, limp leather bound desk book for executives. Organized space for sales records, plans, daily appointments, memoranda, etc., especially suited to the executive. Includes 50 pages of tables, tabulations, lists, and charts of information of daily use to the sales executive. A splendid gift for \$5. Ask for Circular.

Every Salesman Will Want One

For Gifts to Salesmen

Makes ideal holiday remembrance. Practical information and attractive appearance insures its use every day in the year. Special inserts make the Data Book particularly interesting to firms with large sales organizations.

For Banquet Place Cards

With individual names stamped in gold on covers these books make exceedingly attractive place cards for salesmen's banquets. Adds a distinctive touch to your program.

For Brokers or Agents

The Data Book is particularly appropriate. Information and data it contains will be of constant usefulness and will serve to keep your interests before these men.

For Hotel Guests

Prominent hotels catering to salesmen guests find the Data Book makes an ideal holiday remembrance. An investment in good will that pays dividends out of proportion to the cost.

For Jobbers' Salesmen

Imprint your firm name on these books and present them with your compliments to your jobbers' salesmen. Will build good will for your company and keep your products before men who have a thousand other products to keep in mind.

For December Contests

Offer Data Books, with individual names in gold on covers to your salesmen to stimulate sales for December. Increased sales will easily show a profit on the investment.

As Convention Souvenirs

Present each salesman with a Data Book. Insert this year's sales totals by months in spaces provided for comparison with next year's results. Will be a constant inspiration to improvement.

For Friends Who Sell

No more highly appreciated remembrance could be selected than the Data Book, with individual name stamped in gold on covers and mailed in holly boxes. Send us your list and let us take care of your holiday remembrance problem this year.

The DARTNELL CORPORATION

Publishers of Sales Management Magazine and the Dartnell Service for Sales Executives

Chicago—New York—London

Sample Copy \$1.00 Quantity Prices on Request

Sample \$1; by the dozen \$10.50. Gold stamping salesman's name in panel 25c a book extra. Ask for quantity prices.

Fits the Vest Pocket

Send a sample copy of the Dartnell 1926 Salesman's Data Book—\$1 (25c. extra for gold stamping name) and quote price on following quantity—

Check Possible Use of Quantity

- Gifts for Salesmen
- Jobbers' Salesmen
- Dealers
- Branch Managers
- Banquet Place Cards
- Convention Souvenirs
- Contest Prizes
- Brokers or Agents
- Hotel Guests
- Friends Who Sell
- Customers

Name

Company

Address

Mail to the Dartnell Corporation, 4666 Ravenswood Ave., Chicago

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of the largest steel companies, and is head of the Metallurgical Department at Case School of Applied Sciences. Professor C. W. Parmalee is past-president of the American Ceramic Society, and head of the School of Ceramic Engineering at the University of Illinois.

For copy appealing to the higher executive—the president or general manager, a man who presumably is not an engineer—we adopt a slightly different attack. For such advertisements I have found it very profitable to keep a file of clippings of articles written to appeal to this type of man. I have found such articles to be a very fruitful source of headlines, copy suggestions, and thoughts around which an entire advertisement can be built. In this file are data from every conceivable source. Many of the ideas, while absolutely unsuited to our purposes, still have a thought which can be worked out very effectively along different lines. We again rely very largely on the appeal of increased profits to reduce steam costs, lower rejections, etc., to accomplish our purposes, with an illustration to attract attention.

In this class of advertising, as judged from an inquiry standpoint, the sales made have been much smaller. In the advertising direct to the man who actually uses the equipment, we have determined the effectiveness of our appeal as far as this is possible by actual results. On a few occasions we have purposely changed the nature of our copy, and the result has encouraged us to believe that the performance copy has the strongest appeal.

Campbell-Ewald Company

Detroit, will direct advertising for the new General Motors car (yet unnamed) which will be manufactured in the Oakland automobile factory at Pontiac, Mich.

Thomas Kennet

Editor of the *Pelham Sun*, was elected president of a new Westchester County Weekly Newspaper Publishers' Association which was formed at White Plains, N. Y., Oct. 2, 1925. Other officers are: Fred Drumgoold of the *Mount Kisco Recorder*, and Harry Sattler of the *Harrison Observer*, vice-presidents; G. Harris Danzberger, publisher of the *Hartsdale Herald*, secretary; Colin T. Naylor of the *Peekskill Highland Democrat*, treasurer.

Louis H. Sebbes

Formerly editor of the directories division of the Chilton Class Journal Company, has joined the Reincke-Ellis Company, Chicago advertising agency, as account executive in the automotive division.

Is America Becoming Over-Industrialized?

By Frank O. Lowden

Ex-Governor of Illinois

IT is a hopeful sign that those engaged in other occupations are beginning to interest themselves in the farm problem. For, after all, it is their problem. Every civilization is conditioned upon its food supplies.

Our exports of food products of recent years have been negligible. Indeed, there have been times when we have bought from foreign countries more food than we have sold to foreign countries.

So at last it is the soil and its fertility which sets a limit to national growth. The products of industry multiply indefinitely. Science and invention are busily engaged in suggesting new wants to man and then supplying them. If it were not for one limiting factor, no one can say to what heights this industrial era in which we live might go. That limiting factor is the raw materials that come from out the earth. Most important of all these is food.

A short time ago I visited England. The remark I heard oftenest among her economists and publicists was that England was over-industrialized. England was the mother of modern industrialism. In the early days of what we now call the industrial age England was supreme. In invention, in business organization, she led the world. She appreciated her unrivalled advantages in manufacturing and in commerce. Her agricultural territory is limited. She looked across the sea. She saw, it seemed to her, unlimited cheap foods which she could transport in her own bottoms in exchange for manufactured products. It is not strange, therefore, that England at that time, under the circumstances then existing, deliberately adopted the policy of subordinating her agriculture to her industry and commerce.

And yet after the lapse of a little time—for what is a century and a half in the life of a nation?—the most thoughtful men in England are today wondering if that policy was not a mistake. If England, with her unrivalled advantages, already has come upon evil days as a result of her policy, would not we in America do well to stop and reflect before we adopt a similar policy? For today all the nations of the great western world are engaged in manufacturing upon relatively equal terms. The problem of today and tomorrow is to balance agriculture with industrial progress. It now becomes more and more apparent that a nation is only secure in time of peace as well as war when it is able to feed itself. Thus viewed, the problem of agriculture becomes a national problem of the first importance.

Portions of an address before the annual dinner of the Audit Bureau of Circulations, Chicago.



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

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

GET YOUR COPY OF OUR BULLETIN OF PUBLISHING PROPERTIES FOR SALE

Address:
HARRIS-DIBBLE CO.,
345 MADISON AVE., N. Y. C.

BIG BUSINESS OPPORTUNITY

About \$5,000 annual income on each \$1,000 invested. Responsible company offers new, exclusive advertising proposition having unlimited possibilities. Opens a new and necessary field. Assures advertising at the selling point. PROTECTED TERRITORY. Experience unnecessary. NATIONAL KEI-LAC CO., 1836 LOCUST ST. ST. LOUIS, MO.

The Intercollegiate Sales Service wishes to secure exclusive connections with reliable firms dealing in the chief students' supplies, such as jewelry, pennants, pillowcases, blankets, golf apparel, athletic goods, etc., on brokerage basis. Many small and middle size college town stores do not carry full "college" lines; therefore the opportunity to sell to the collegiate trade is excellent. Write for further information, stating, withal, what you have to offer in the above lines. Intercollegiate Sales Service, Watertown, N. Y.

Service

DISTINCTIVE COPY SERVICE

Complete campaigns—features—readers verse—house organs published—advertisers anywhere write—Forrest W. Tebbetts, 623 Knickerbocker Bldg., New York City.

COMPLETE MAIL ADVERTISING SERVICE

Work done in a manner to please the most exacting. Lists supplied, addressing, folding, inserting, sealing, stamping, mailing. Equipped for quantity production on a quality basis.

MAIL SALES CORPORATION
222 West 18th Street Watkins 1408

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Help Wanted

SALESMAN WANTED

Advertising solicitor in New York City on high class publication; state experience and give telephone number. Box No. 314, Adv. and Selling Fort., 9 East 38th St., New York City.

Salesman: One who is calling on advertising agencies, advertising and sales managers, manufacturers; who desires to increase his earning on part or full time; with little effort; the suggestion is all that is necessary. The proposition will not conflict with your present work—but will help you to a closer contact with your clients—commission and bonus. Give full details of your present work—territory you cover. Reference. Address Box 309, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

ADVERTISING MAN, high class, seeks new connection; eighteen years with national magazines; experienced in every branch. Wide acquaintance, New York and Eastern accounts and agencies. Box No. 319, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN with excellent qualifications can benefit agency with his services immediately; is capable executive and contact man; fine idea man; good copy writer and artist. Have had wide direct mail experience. Have general knowledge of agency practice. Box No. 321, Adv. and Selling Fort., 9 East 38th St., New York City.

NEWSPAPER ACCOUNTANT

Accountant, college graduate, Christian, 34, now employed in executive capacity; thorough knowledge of newspaper accounting. Has instituted system for prominent newspaper. Seeking connection with newspaper or periodical. Highest references. Box No. 322, Adv. and Selling Fort., 9 East 38th St., New York City.

Artist, free lance, experienced lettering, layout and design. Have been successfully connected with agency going out of business. Desire space—Peter Reinhardt, 185 Madison Ave., New York City.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.

K. WORLD
166 W. Washington, Chicago

Enclose an advertising blotter. They serve after your letter is destroyed. 1000 blotters \$5.00, you mail \$1.50 pay postman balance. W. Hyde, 144½ Russell St., Portland, Ore.

BINDERS

Use a binder to preserve your file of Fortnightly copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

"GIBBONS knows CANADA"

J. A. Gibbons Limited, Advertising Agency
TORONTO MONTREAL WINNIPEG

Catholic Institutions Constitute a "Scattered City" Large as Pittsburgh: Untouched by Ordinary Advertising Appeal

THE advertiser has only one door into the Catholic Institutions. That door is the Catholic press, and in particular **EXTENSION MAGAZINE**. Every Catholic Institution is vitally interested in the work of **EXTENSION**. Consequently **EXTENSION MAGAZINE** is held in the highest esteem by every Catholic Institution in the country.

There are 3,316 large Catholic Institutions in the United States. Each institution purchases for an average of 200 persons; therefore, 3,316 institutions purchase for 663,200 persons all the year 'round. These figures were obtained from the replies to a recent questionnaire.

The population of the Catholic Institutions of the United States more than equals the population of Pittsburgh, Pa., the ninth largest city in the country. **EXTENSION MAGAZINE** offers the only effective door to this tremendous "scattered city" which is neglected by many of the large advertisers.

The enormous buying power of the Catholic Institutions is shown by the following figures, compiled by a firm of certified public accountants from replies to a questionnaire.

Average amount expended per institution per annum . . . \$41,366.97
Average amount expended for food per year per institution 15,539.54

Out of 398 institutions which replied to our questionnaire (12% of the total) 198 contemplate new buildings at a cost of \$47,726,200.00.

These 3,316 Catholic Institutions will spend more than 137 million dollars during the next twelve months for supplies and maintenance.

AND REMEMBER PLEASE, THAT THIS INSTITUTIONAL INFLUENCE IS A PLUS SERVICE IN ADDITION TO OVER 323,000 WELL-TO-DO CATHOLIC SUBSCRIBERS, WHO DEMAND PRODUCTS-BY-NAME, AND PURCHASE IN SIZEABLE QUANTITIES.

Extension Magazine

*The World's Greatest Catholic Monthly
Member of the Audit Bureau of Circulations*

Eastern Representatives:
Lee & Williamson,
171 Madison Avenue,
New York, New York

ROBERT P. O'BRIEN, Director of Advertising
General Offices:
180 North Wabash Avenue
Chicago

Pacific Coast Representatives:
V. M. Deputy & Associates,
Pico at Main Street,
Los Angeles, California



RODNEY E. BOONE



HAROLD A. STRETCH

In New Offices

EIGHT men, each skilled in advertising and merchandising, comprise the staff of the eastern advertising offices of the six newspapers in this group now located in new quarters at 9 East 40th Street, New York City.

These men are at the service of eastern advertisers. They are thoroughly familiar with the six markets covered by the newspapers they represent. They are rendering intelligent, helpful service to scores of advertisers.

Any representative of this group will welcome an opportunity to show you how one or all of this newspaper sextette may be used to increase your business.



HERBERT W. BEYEA



JOHN H. BAUMANN



ALFRED G. EAGER



FRED M. VAN GIESON

RODNEY E. BOONE

Eastern Advertising Representative

9 East 40th Street New York City
 Telephone Murray Hill 6100

CHICAGO EVENING AMERICAN
 BOSTON AMERICAN
 DETROIT TIMES
 WISCONSIN-NEWS
 ROCHESTER JOURNAL
 SYRACUSE TELEGRAM



LOUIS C. BOONE



WALDO S. KEMP

Postum

one of the world's largest advertisers
uses more lineage in The Chicago Tribune
than in any other publication on earth

Thirty years ago C. W. Post started the Postum Cereal Company in "The Little White Barn" at Battle Creek. Today, the new Postum Building at 47th and Park Avenue, New York, stands an impressive symbol—a leader in the field of cereals.

Such success eliminates any argument concerning the policies the company has followed. They must be correct. Whether you sell food products, face powder or washing machines, you may find ways to profit from this experience.

Postum is especially qualified to speak with authority on markets, mediums and merchandising. The company spends more for advertising than any other food producer.

Intensive Selling and Concentrated Advertising Win Success

The mediums used include newspapers, national magazines and billboards. A conspicuous factor in building this success has been recognition that the United States is made up of several individual markets.

To reap the full harvest from the most fertile fields, intensive sales efforts are backed up by Postum with concentrated newspaper advertising.

As with many other manufacturers, the richest of these zone markets has proved to be The Chicago Territory—Illinois, Indiana, Iowa, Michigan, and Wisconsin.

Year after year, Postum has concentrated large appropriations in this territory. Last year 124,516 lines of advertising were used in Chicago newspapers to promote the sale of Post Toasties, Post's Bran Flakes, Instant Postum, Postum Cereal, Grape Nuts.

Of this lineage, the morning papers received 42% more than the evening papers. The Chicago Tribune led the other morning papers by 68%.

Now, The Tribune receives a larger share of the appropriation than any other newspaper in

the country. It is carrying, in fact, more agate lines of Postum advertising than any other magazine or newspaper on earth.

Yet as recently as 1920 The Tribune received only a small share of the Chicago appropriation. Prior to that, it was omitted entirely. Following that, its portion has increased yearly. Results have won for The Tribune this overwhelming lead in lineage.

Although the Chicago Territory occupies only one-twelfth of the nation's area, it produced in 1924 more than one-fifth of Postum's total sales.

This means that The Chicago Territory consumes every week more than a million packages of Post Health Products.

A Method, a Market and a Medium Worth Your Consideration

In the words of The Postum Cereal Company, "As the largest advertiser in the food industry, this company is logically the largest food advertiser in point of lineage in The Chicago Tribune, the World's Greatest Newspaper."

The lineage figures are convincing proof that the company recognizes The Chicago Tribune as the most powerful selling medium in the great Chicago territory.

Isn't such evidence of a rich and responsive market worth investigating? Doesn't this testimony to the selling power of its dominant advertising medium mean something to you?

Can't you, too, get greater returns from newspaper advertising—and particularly from newspaper advertising that is read in the morning, before instead of after the daily marketing tour? A Tribune man will welcome the opportunity to talk it over with you.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 670,000 on Week Days and Over 1,000,000 on Sundays