

Advertising & Selling

MARCH-6
1920



Walter Van Dyke

Foldwell

TRADE MARK



“Certainly, It will Preserve These Color Values”

“There would be no reason for buying quality art work and expensive engravings if the color values were to be lost in your broadside. But you *can* get a printed illustration just like this original by using Foldwell.”

Long experience has taught commercial artists to specify Foldwell Coated Papers for the best printing results. For Foldwell has a beautiful surface, which is so developed that it brings out the most subtle shading of which the artist and engraver are capable.

But more than this, illustrations beautifully printed on long-fibred Foldwell will remain beautiful. Unlike any other coated papers, Foldwell will not crack in the bindery, nor in the mail, nor even under manhandling.

You can depend upon Foldwell to take illustrations clearly and to deliver them to their farthest destination unmarred.

Out booklet “Illustrating the Sales Letter” on request.

CHICAGO PAPER COMPANY, Manufacturers, 829 S. Wells St., Chicago, Ill.

Leiler & Lathrop, Inc.,
29-33 Lafayette St., New York City.
Whitehead & Alliger Co.,
8 Thomas St., New York City.
John Carter & Company, Inc.,
100 Federal St., Boston, Mass.
Alling & Cory, Rochester, N. Y.
Alling & Cory, Buffalo, N. Y.
Alling & Cory, Pittsburgh, Pa.
D. L. Ward & Co.,
28 S. Sixth St., Philadelphia, Pa.
Phelps & Lasher, Bridgeport, Conn.
McCallan Paper Company,
700 S. Fourth St., Minneapolis, Minn.
McCallan Paper Company,
Duluth, Minn.
Acme Paper Company,
115 S. Eight St., St. Louis, Mo.

NATIONALLY DISTRIBUTED BY

Carpenter Paper Company,
106 Seventh St., Viaduct,
Des Moines, Iowa.
Cincinnati Cordage & Paper Co.,
Cincinnati, Ohio.
Spokane Paper & Stationery Co.,
Spokane, Washington.
Tacoma Paper & Stationery Co.,
Tacoma, Washington.
Carpenter Paper Company,
Ninth and Harney Sts., Omaha, Neb.
Kansas City Paper House,
Kansas City, Mo.
Carpenter Paper Company,
143 State St., Salt Lake City, Utah.
Commerce Paper Co., Toledo, Ohio.
Commerce Paper Company,
Columbus, Ohio.

St. Paul Paper Co., St. Paul, Minn.
Allman-Christiansen Paper Co.,
131 Michigan St., Milwaukee, Wis.
Cincinnati Cordage & Paper Co.,
535 E. Third St., Dayton, Ohio.
John Martin Paper Co., Ltd.,
Winnipeg and Calgary, Canada.
Chope Stevens Paper Co.,
Detroit, Michigan.
Blake, Moffitt & Towne,
142 S. Los Angeles St.,
Los Angeles, California.
Blake, Moffitt & Towne,
45 First St., San Francisco, Calif.
Blake, McFall Company,
Portland, Oregon.
American Paper Company,
Seattle, Washington.

ADVERTISING & SELLING, MARCH 6, 1920

29th year. No. 67. Issued weekly. Entered as second-class matter October 7, 1918 at the Post Office at New York, N. Y., under act of March 3, 1879. Price 15c the copy; \$4 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City.

WHEN a merchant or manufacturer charges twice as much for a piano, for instance, and sells twice as many as competing pianos, obviously it must be the best.

When a newspaper does this same thing obviously it, too, must be the best.

The New York Sunday American sells for ten cents and has more than twice the circulation of the Sunday newspapers which sell for five cents.

In fact it has the largest circulation in America—and at the highest price.

It is read by progressive, prosperous and discriminating people to whom Quality is more important than Price.

New York American
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

LARGEST CIRCULATION IN AMERICA

Frederick J. Ross, by friendly agreement, withdraws his interests about March 15th from Blackman-Ross Company of Ninety Five Madison Ave. New York. Thereafter this Company will be known as The Blackman Company.

F. J. ROSS COMPANY

INCORPORATED FEBRUARY 11, 1920

with organization personnel complete wishes to announce that it will practice advertising in its own quarters, on or about March fifteenth 1920, at 119 West Fortieth Street, New York. The members of its organization desire now publicly to commit themselves to a full acceptance of every obligation attached to the ethical conduct of business and the sound practice of advertising.



Advertising & Selling

Established 1891

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

H. B. Williams, Vice President;

William B. Curtis, Treasurer;
Paul W. Kearney, Associate Editor.

29th Year

MARCH 6, 1920

Number 37

Making Better Advertising Men

Something About Reading Books Which
Have Nothing To Do with Advertising

By ARNOLD W. ROSENTHAL

EVERYBODY remembers Arnold Bennett's "How to Live on Twenty-four Hours a Day"—a title clever enough to have been written by an advertising man. The volume is little more than good journalism but the inscription implies something of real importance—that a day constitutes more than eight hours and that the remaining available hours may be made to yield not only pleasurable reactions but solid, constructive values.

And that, precisely, is the point of my present thesis. I admit with Durant that a conclusion is an idea that has lost its breath. And yet, I am convinced that so far as literature and general interests go, the average advertising man is overlooking possibilities of incalculable importance.

I find, as a rule, that advertising men read—when they read at all—newspapers, magazines and a certain proportion of literature devoted to their calling. Now, up to a certain limit, there is no objection to this. I appreciate the trade possibilities and copy-angles to be gained from the daily press. I realize how important it is to read general magazines. I am sensible of the significance of such publications as ADVERTISING & SELLING and the technical information they give. I agree that it is of equal importance to read Nystrom on "Retail Selling." And then, of course, there is the usual bulk of "literature" that is consumed—best sellers and what not.

All of these items have a definite place of *some* value in an advertising man's equipment. It is my belief, however, that too much time is given to this sort of thing *and not enough to the subjects which have nothing to*

OBEYING THE POETS, SCULPTORS AND OTHERS

YOU all remember the immortal line of Bobby Burns where he prays for the power that we may see ourselves as others see us.

You probably recall what the sculptor Saint-Gaudens said about the desirability of inventing a machine which would automatically draw his students back from their work once each day that they might look upon it from the outside viewpoint.

And I am sure you have often heard the sweeping criticism made of advertising men that they too frequently get so wrapped up in advertising they overlook the broad fundamental principles of business.

So what Mr. Rosenthal argues for in the accompanying article has the endorsement of poets, sculptors and big business executives. It will well repay you for the reading.

THE EDITOR.

do with advertising. It is the books, apparently disassociated entirely from advertising itself, which, if read properly, will lead to greater originality, to more brilliance, to results which will place the advertising man among the constructive figures of his calling.

THE SOURCE OF ORIGINALITY

As Huneker said of Walter Pater, that author of golden phrases: "His originality was the result of accretions and subtle rejections; the tact of omission, as he put the phrase." In other words, Pater had absorbed a background which was wide and vigorous enough to set himself apart from writers generally. And this must always be the effect, with obvious limitations, of such a procedure, whether the student be a writer on Greek culture or guaranteed hosiery.

I have mentioned Pater. There is

hardly a writer who has used English as a medium of expression who could be read with greater profit by copy-writers, and advertising men generally, than this hedonist. I really ought to be afraid to call him a hedonist. As he himself once remarked, "I wish they wouldn't call me a hedonist; it produces such a bad effect on the minds of the people who don't know Greek." However, he was a pagan. He wrote exquisitely, "romantic prose" it has often been called. Take, for instance, his Greek Studies containing his observations about the beginnings of Greek sculpture or the Bacchanals of Euripides. Or again, his "Appreciations," which include essays on "Style," "Lamb," "Coleridge." Not so much as a critic but as a pure stylist is he of value to men who are writing advertising. He knew how to say things.

It is impossible to mention Pater without thinking of another man who wrote exquisite English. Oscar Wilde, I mean. You recall his *bon mot* about the difference between journalism and literature. He observed that the difference lies in this: that journalism is unreadable and literature is unread. He may be overrated as an author but the fact cannot be gainsaid that he wrote, among other things, the most perfect farce ever done in English—"The Importance of Being Earnest."

WILDE WOULD HAVE MADE A GOOD COPY MAN

His greatest genius lay, perhaps, in his conversation. Luckily, he wrote most of it down, and practically all of it may be read with profit. He loved words and played with

them delightfully. He never wrote a line of advertising in his life—if you exclude the things he said about himself—but I can conceive that he could have written Franklin Simon's men's clothing advertisements with considerable ease and extraordinary effectiveness.

Bracketed with this pair, only because he reflects the same æsthetic spirit, might be listed George Moore. With a French point of view and an Irish sense of humor, he is the author of the most beautiful English being written to-day. What a delicate tracery of words, like fine lace, are the passages that weave themselves in and out of his books. Read "Memoirs of My Dead Life," for instance, and see if you don't agree with me. His judgments on art are equally stimulating.

And then there is James Huneker, whom I have quoted previously. This critic knows more about modern music and art and literature than any other living American. After reading a volume or two of his, such as "Ivory, Apes and Peacocks" or "Unicorns," you will find yourself flying to your favorite book shop as well as to the Metropolitan Museum of Art, there to gaze at a great many of the pictorial treasures that advertising men are overlooking.

At the expense of seeming precious (I use the term in the Molièrian sense) I make the suggestion that not enough is known about the best pictures in the world by the men who are buying art work for commercial purposes. These old pictures and *objets d'art* are fine, not because they are old but because they possess the significance that makes them great. In this connection might be suggested one of the finest books ever written on the subject—"Art," by Clive Bell. If more art-directors understood what is meant by significant form, composition, the juxtaposition of color, less that is atrocious would appear in newspaper, magazine, bill board, and direct-mail campaigns.

The particular significance of these discursive recommendations may be summarized by quoting a sentence from Pater's once suppressed Conclusion to "The Renaissance." He said: "The service of philosophy, of speculative culture . . . is to startle it to a life of constant and eager observation."

That is the goal of the reading suggested. Not to absorb a quantity of self-conscious erudition, not to achieve ready-made opinions about Huysmanns or the Goncourts, Matisse or Picasso, but to gain, as a result of this varied study, a broader outlook, a more flexible point of

view, a vision, an æsthetic perception which will give advertising, in

its creative and physical aspects, a value of unquestioned permanence.

Fertilizer Salesmen Go to College

Efficiency and Service in Dealing with Soil Fertility Problems the Object

By CHARLES A. WHITTLE

Editorial Manager, Soil Improvement Committee of the South

THE fertilizer business is distinctly a re-selling proposition. To stay in the business or to grow, there must be money in it to the farmer. Out of the profit which fertilizers make for the farmer must come the money with which he will buy the next year's supply. In a word, the business can build only its own increment of profit to the consumer.

To know the kind of plant food and just the right amount to bring the farmer maximum profits on his particular soil is no small matter. A fertilizer salesman may know the selling game; he may know what plants take out of the soil and just how much of each element is removed, but that is far from enough. Many things happen in the soil to help and hinder a plant. To know these and to keep up with the latest discoveries about them is of greatest importance in selling fertilizers. Out of a keen appreciation of this fact grew the idea of the short course for fertilizer salesmen.

At its summer meeting at New London, Conn., in June, 1919, the Southern Fertilizer Association determined upon such college short courses for its salesmen. It was encouraged to take this step because of the great success attending the two-day salesmen's schools which had been conducted by the staff of the Soil Improvement Committee two years before. Why not a regular college short course of a week's duration, was the question raised. The very thing! There was enthusiastic agreement and committees were appointed to see it through. Incidentally, this college short course for salesmen is the first step ever taken by any organized industry.

The organized fertilizer manufacturers have for several years maintained Soil Improvement Committees, which committees employ agricultural experts whose business it is to keep up with soil science and emphasize every well-known fact about plant feeding. Upon the staff of the

committee of the Southern Fertilizer Association was placed the responsibility of arranging a course of study that would cover the desired work and recommend it to the colleges. This work was so well done that the colleges adopted the course without change, and offered it to the salesmen.

725 SALESMEN ENROLL

In all, 725 fertilizer salesmen enrolled at the four different short courses which were conducted by the North Carolina Agricultural and Engineering College; Clemson College of South Carolina; Georgia State College of Agriculture, and Louisiana State University.

The enrollment was more than 80 per cent. of all the salesmen employed by the members of the Southern Fertilizer Association. No comment need be made to further indicate the favor in which the short course idea was held.

Were the salesmen interested?

When a business man has been out of college and away from lectures and lessons for a few years, it will be conceded that he will have to be mightily interested to sit through a week of lectures touching osmosis, chlorophyl, protoplasm, bacteria, soil physics, nematodes, fungi, the origin of soils, and the like. But fertilizer salesmen did it, and never went to sleep. What more eloquent tribute could be desired. In fact, the faculty found the salesmen keen at both listening and asking questions, and disposed to add a thought now and then to the considerations in hand, on their own account.

While it was considered desirable to have lectures on fundamentals like, how plants feed, what they feed upon, the functions of each part of a plant, the origin of soils, soil physics, the functions of each plant food element, and the like, there were many discussions that related very closely to the successful use of fertilizers. Among these subjects

were "Fertilizer Requirements of Main Soil Types"; "Sources of Commercial Plant Food"; "Availability of Various Plant Food Materials"; "Organic Matter—Its Functions in Soil Fertility"; "Diseases and Insects Limiting Plant Growth"; "Importance and Limitation of Legumes and Livestock in Soil Building"; "Plant Food Requirements of Southern Field Crops"; "Fertilizer Laws"; "Factors Influencing Profitable Acre Yields"; "The County Agent and Soil Fertility Problems"; "Soil Management"; and "Methods of Applying Fertilizers."

KNOWLEDGE BECOMES SELLING POWER

Nothing was more directly helpful than the results obtained by the agricultural experiment stations. At every college field observations were made that proved the results given out in the lectures. No less important were the results of experiments gathered from various quarters and from various soil types. These were the direct answers of the soil and plant. These told what the plants were asking for and what the soil could not give. They told what must be supplied and the right amount for largest profits to the farmer. What information could be of greater value to the fertilizer salesman?

However correct a fertilizer formula and however correct the quantity of fertilizer that may have been revealed for a given soil type, it was shown in the lectures that they may amount to little if right soil management does not accompany them. Consequently, great stress was placed upon making the soil physically efficient by incorporating vegetable matter in it, by right plowing and proper cultivation.

When the fertilizer salesman has done all that he should do, when he has met every requirement within his power to grow profitable crops, it was shown that diseases, insects and drouth may undo much that has been done. Often a plant disease is not recognized by the farmer and he is inclined to lay his loss upon the fertilizer used. To protect himself against such charges the fertilizer salesman was taught how to distinguish several of the leading diseases of southern field crops.

Thus in every conceivable way the fertilizer salesman was taught how to get the largest returns for his customer and how to protect himself against unfair charges. Involved as it is with so many complicating factors, the sale of fertilizers is one of the most difficult jobs with which to make a permanent success; but,

fortified with a knowledge of the foundation principles of agriculture, and of plant foods, there is no more fascinating selling game in the world than the fertilizer man's. No work is more constructive. Few positions carry with them a greater amount of the satisfaction that comes from service.

Not until these salesmen's short courses were held did the fertilizer men appreciate fully the value of the data which the colleges and experiment stations afforded for the use of the fertilizer salesmen. Never

before was there such an appreciation of possibilities of cooperation between the fertilizer industry and the agricultural institution for the farmer's good.

Perhaps there is a reflex influence felt by the farmer already in observing that the fertilizer salesmen are attending college short courses for the sole purpose of making fertilizers pay the farmer better.

Certain it is, that from every viewpoint the college short courses for fertilizer salesmen seem to have been immensely worth while.

Men and Women Who Make Our Mediums

GRIFFITH OGDEN ELLIS

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

By VERNE EDWIN BURNETT

ONE day an editor in the West wanted to get some personal data concerning a noted writer. He wanted the information quickly. He wanted it authentic. And the first man he buttonholed gave this advice: "Get in touch with Griffith Ogden Ellis."

And sure enough, Mr. Ellis poured forth a whole treasure of information—just what was needed.

"It was nine years ago next week," began Mr. Ellis, "that the affair to which you refer happened. You see, that writer was a personal friend of mine."

Ellis doesn't pose as a memory shark and he probably does not know he is regarded as such. But in his offices, assistants have been known to speak with wholesome respect about that memory. It is not the kind where a certain question is tossed at the Precocious Prodigy at the circus and the answer pops out like a jawbreaker from the slot. Mr. Ellis simply has a great, active brain, which has lived through the constant tide of facts flowing about an editor, without being overwhelmed. He seldom if ever got excited; instead, he saw clearly and thoughtfully with the result that now he has a mind which is a miracle of a filing system. His keen grasp upon the past happened to be my first impression of the man, years ago, and to-day his memory is one of the most definite facts I could point out about him.

Mr. Ellis could apply his expres-

sion, "personal friend," to hundreds of noted men and women in the fields of literature, advertising and art. Take for example, Clarence Budington Kelland, perhaps the most prolific magazine writer to-day. Kelland was one of a long cavalcade of editors and writers, who grew up into their profession after a term as an apprentice or journeyman in the editorial offices of Ellis. Kelland, by the way, is the victim of what is dubbed the "Ellisian" humor whenever at a banquet with his former employer, inasmuch as Mr. Ellis invariably calls upon Kelland to give a toast to the title, "How I Almost Caught a Deer by the Tail."

Hamlin Garland, Melville Davisson Post, Peter Kyne and hundreds of other notables in the writing craft number Ellis among their warmest friends. Scores of them contribute to his magazine to-day. Likewise the same may be said for a group of famous artists including Norman Rockwell, Tony Sarg, Charles Livingston Bull and William W. Clarke. Several hundred testimonial letters were presented at a banquet for Mr. Ellis in November, 1919, celebrating his twentieth year with *The American Boy*, of which he has been for many years the editor. This enormous batch of mail came as a complete surprise and the roster sounded like part of the élite of the Who's Who of American Editing, Writing, Illustrating and Advertising. University presidents, industrial magnates, chiefs of great organizations, men of



GRIFFITH OGDEN ELLIS

the hour in the magazine and newspaper world—representatives of practically all public interests.

Ellis is an editor de luxe, but it is easy to see that he measures success to a considerable extent by his friends, and they are legion. They certainly aren't all professional acquaintances, for he is a member of a great number of clubs and organizations. In the Book of Human Friendships he holds an AA-1 rating.

UNAFRAID OF SHIRTSLEEVES

Mr. Ellis is a gentleman of gentlemen, a modern Beau Brummel to a slight extent. But you should glance into his office to learn another important side of his personality. I have seen him toiling away with coat on the hook and shirt-sleeves rolled up. Between 5,000 and 10,000 manuscripts are submitted to his office in a year and he reads thousands of them himself. That means he must make things hum in his office a great many hours a day. Many a time he works until even

the janitor has punched the time clock in the hall and left for home.

Then there is the unusual correspondence. Few men have so many letters to read and to write. He proofreads and signs his outgoing mail himself, inasmuch as a vast number contain something of a personal nature.

An assistant serving under Mr. Ellis enlisted in the Army during the war and discovered that practically every buddy in his company had at some time or other been a reader of the magazine. Mr. Ellis had had considerable to say in the education of perhaps a large part of the American Army. His twenty years of opportunity have not been wasted with the youth of the land.

"Why does light run around a corner?" is a sample of the letters which boys write to him as though their life depended upon the answer. Then the good-natured editor speaks the best of what he knows concerning the transfusion of light in the simplest of entertaining language.

He uses the dictating machine because, he says, it makes him sort of feel he is on a long distance line talking heart to heart with his boy pal.

"Is it a disgrace for a boy to have red hair?" is another of the perpetual torrent of letters which come to the editor's desk. Another sort is, "How can I start a newspaper for boys?" No one is allowed to pass by without getting the highest satisfaction which Ellis can give. I believe he would value the gaining of one life friend by performing some such service more than he would care for a big number of subscriptions coming through ordinary channels.

Some editors walk around their domain too much for the peace of mind of the staff. Some give too many little unnecessary instructions and suggestions to allow the best morale. Not Mr. Ellis. He gives his helpers private offices and opens the doors leading to them only once or twice a year. And yet he reads every word which enters the magazine and tests every line so that it measures up to the standard of clean Americanism. Besides clean, healthy Americanism, every possible effort is exerted to make every page and paragraph bright and entertaining. You see, he has the unusually hard job of keeping out every suggestion of evil. He endeavors to suit the most "persnickety" of fond mothers and at the same time tries to do what will be best for the boys.

Ellis doesn't bawl folks out. It would be about the hardest job he could stumble into. He is a big boy himself in spirit and sees the other fellows' side of the question.

He is the sort of man who doesn't grow fossilized because of great success coming rather early and coursing his career down a more or less fixed groove. He shows perpetual vigor and newness of ideas. There is no rut about his domain. And he could earn a good living if he were suddenly thrown into some other profession.

Graduating from the Law School at the University of Michigan, he conducted a law correspondence school in Detroit. It made a ten strike. Along with this venture, *The American Boy* was taken up in November, 1899, under what looked like adverse circumstances. It was published by the Sprague Publishing Company, of which Ellis is now president. Under Ellis, the publication made so many ten strikes that the law correspondence was dropped in the rush of the victorious magazine enterprise.

The business runs smoothly within

(Concluded on page 63)

Why Not Advertise to the Farmer in Summer?

He Gets More, Needs More and Spends More in
the Busy Season than in the Slack Winter Months

By J. H. LEWIS

WE find few advertisers who are thoroughly "sold" on the idea of advertising to the farmer in the summer time. The majority hold to the reasoning that, first, it is useless to pay for space during the warm months because the farmer is too busy to read. He has a great deal more work to do, less leisure and less inclination to spend his time with a publication than in the winter. Consequently, he is not as good a prospect during June, July and August as in any other set of three months or in any other season, if you will.

There seemed to be room for argument there and we proceeded to argue the point with a variety of advertisers, agency men and other folks interested in selling to the farm field. The majority of answers said that the farmer is too busy to read in the summer. And if any of them come from real ex-farmers, these men were working the soil some years ago—not to-day.

And that's where the argument ended. But in our individual minds there stuck a lingering thought that maybe the "whole blamed world is wrong." There are various reasons why a man with a more or less general line should advertise in the summer to farmers. On the expenditure of a little thought, they line themselves up, roughly, in this fashion:

1. The roads are open; the buying centers are accessible; automobiles are used frequently.
2. There are more people on each farm and the demand for general lines of merchandise is greater.
3. There are more visitors and more entertainments in progress.
4. There is more work which means that more food, clothing and utensils will be used up or worn out and replaced.
5. Money is looser because the end of the crop investment is in sight and spending becomes freer.

We read in the summer, particularly if the material we subscribe for so vitally concerns our work as do the farm papers.

A little personal observation on the farm convinces us that if the farmer has time (in his rush season)

to float down to the village and sit around the tavern or to go to the movies or to visit and entertain, then he ought to have a little time to read. The contention is that he isn't as frightfully busy as he is supposed to be—although it is willingly granted that he isn't taking any vacations during the hot weather.

HOW ABOUT THE FAMILY BUYER?

And, speaking about reading, how about the farmer's family? It is a fact that the average farm family is somewhere around five members or a little over. A little more observation leads us to believe that the farmer's family's work isn't increased in the same proportion during the summer as the work of the farmer himself. The woman of the house buys more stuff than her husband, having something to say in the purchase of his other materials as well.

Which gives us two premises—the farmer doesn't stop reading entirely in the summer; the slack in the family's reading is hardly noticeable—and none of them, certainly, stop buying!

Different things tend to back up these statements. It has been found, by concerns who tried it on general lines, that inquiries from advertisements run during the summer months equaled or exceeded those pulled in the winter. We have in mind a book publisher who found that to be true. It has been found, furthermore, by other concerns that their sales during the summer months jumped in the farm field. One at the finger-tips is the Maytag Company, washing machine manufacturers of Newton, Ia. L. B. Maytag, vice-president, told us a little bit about his experience that strengthens our contention. He said:

"It has been our policy to advertise continuously and it is a fact that our sales during the months of June, July and August have, for the past three or four years, been larger than in the months of December, January and February. We would not consider reducing copy in the summer time under any circumstances, because we believe those months are at least fully as good as other months, if not better, and it is our opinion that advertising is a good deal like firing a boiler—whenever

you stop shoveling coal, the fire begins to die out."

"IT PAYS" SOME PROVE

Another prominent manufacturer, talking about this question, said: "We have tried advertising to the farmer during the summer months. One significant feature of our farm paper advertising was the fact that insertions run in March and April kept on pulling right through to September, and even later. For illustration, a May insertion in a leading woman's farm paper pulled stronger in July than it did in June. In another leading farm paper of national circulation, the May insertion brought more inquiries than the June, although from a mail order standpoint we did not begin to cash in until August.

"It seems to me that as long as we keep advertising we get inquiries (and this man has a 'seasonable' product) regardless of the season. I know that in 1918 we received a larger number of orders in July and August than we did in March, April and May. In June and July I believe that small town dealers have greater opportunities to do a big business than during any other months."

This reference to the dealer, who is to be considered, is given much weight by the fact that a research shows a considerable increase in bank deposits by retailers during the summer in rural communities. Additional weight is given by a conversation had not so long ago with four different clerks in a farm community. One said, "I think the farmer will buy 100 per cent. more during the summer than during the winter." Another said, "In my opinion, the farmer will buy 50 per cent. more." The third said 60 per cent., while the fourth claimed the increase to be between 50 and 75 per cent. And so it goes.

To come back to the reading question for a moment (for that seems to be the mote in the advertiser's eye) two other thoughts crop up: Knowing the economic and frugal nature of the farmer, is it reasonable to suppose that he pays good cash for a publication that he will only read half of the time? Or, from the other angle, is the publisher going to print a publication that is doomed to get dusty on the hall-room table?

If We Could Only Be Present When Our Letters Arrive



This week cartoonist Stanley, who is drawing this series exclusively for ADVERTISING & SELLING, takes a gentle rap at some of our letter-writing ideas.

THE FARMER WANTS TO READ

The second thought is this: since the farm paper is essentially made to help the farmer do his work, won't he read it just as much during the period in which he has the work to do as he does in the period when he hasn't much?

Along this line, H. C. Fehr, advertising manager of the Pratt Food Company, Philadelphia, gave us a little light a short time ago:

"We presume," he said, "the opinion would prevail with many people that the farmer is so very busy during the summer time that he does not have an opportunity to read or examine his farm papers to any extent and, therefore, advertising done during that period is likely to be wasted. With the improved methods of working the farm existing at the present time and the desire of the majority of farmers to keep posted on all matters of interest to themselves, we are of the impression that the summer issues of the various farm papers receive almost as much attention as during the other seasons and, therefore, we know of no reason why a summer campaign in farm papers should not prove just as effective as during the other months."

Combining the questions of spare time and summer sales, A. H. Berwald, advertising manager of the DuPont Fabrikoid Company, Wilmington, Del., passes on some more information of interest. Mr. Berwald speaks of the characteristic of the field:

"I personally sold hardware and sporting goods to a large number of country stores for a period of eight years, and I know that their business on miscellaneous items of all kinds is much greater in the summer time than in the winter months. A great many necessities bring the farmer or some of his family into the store on summer days or evenings, and once there a good many things are purchased in addition to the items which occasioned the trip.

THE RETAILER'S EXPERIENCE

"Over the most of my territory, which covered northwestern Pennsylvania and southwestern New York State, there was an immense amount of snow fall each winter and the roads in some places were impassable for weeks at a time. Many of the farmers and their families practically hibernated and got to the stores very seldom. In fact, there was very little occasion for going there, since the cellar was well

stocked with food, the winter clothing on hand, and all the farm activities at so low an ebb that very few miscellaneous supplies were needed."

A prominent New York agency has organized an agricultural department and spent considerable time in research and investigation. After trying summer advertising successfully with several different accounts, this is what they have to say:

"There is a general impression that farmers do not read in the summer time and that summer advertising in the farm papers is not productive.

"It is undoubtedly true that the size of the summer issues of farm papers is limited by the smaller amount of advertising which they carry as the editorial content and advertising are usually on a fifty-fifty basis.

"But our own observation and experience is that the progressive farmers do read during the summer, and that advertising of many classes of products can be carried with profitable results through the summer months.

"It is difficult to prove just how much reader interest farm papers carry during the summer months. We know that for several weeks in the spring when the farmer is plant-

The Newspaper Situation in New York Is Changing!

Beneath the surface there are important changes working in the New York newspaper field.

The changes should be studied by all advertisers and agents interested in New York as a market.

Owing to the prevailing newsprint stringency these changes are not clearly reflecting themselves in circulation figures.

Some of the long standing traditions regarding New York newspapers are being, and, in fact, have been rudely shocked.

Certain papers that once were strong in the minds and hearts of the people are losing their strength and influence.

Others, with a high regard for their moral responsibility during these trying times in

particular, are winning greater confidence—developing greater influence.

Because of its broad and useful activities in the general welfare and because of its sound and comprehensive editorial policy, the New York Globe commands a position of marked influence and respect.

When an advertiser or agent is considering a newspaper as a vehicle through which to impress the people, he must not deal with only quantity of circulation nor that nebulous thing called quality, nor even both, without taking into account that priceless feature—character.

It is the belief of many worth-while people that The Globe is to-day the best edited and the most genuinely useful newspaper published in New York.

Member A. B. C.

THE NEW YORK GLOBE

180,000 a Day

JASON ROGERS, Publisher

ing his crops, and for a shorter period in the late summer or autumn when he is harvesting, that he has little time for reading. This period varies for different localities, and with the kinds of crops grown, with the result that only a limited number of the subscribers are too busy to read at any given time and then for only a small part of the summer season. Most farmers are busy all summer, but not too busy to read, and their interest in agricultural matter is keener because of the activity all about them.

"The old conception of summer advertising in farm papers may have been true once, but conditions have

changed. The farm paper of to-day is a better paper. It is a valued aid in the busy summer season as well as a means of 'passing the time' during the winter. The farmers are conducting their business more along the line of other businesses and they read at all seasons of the year just as other business men do."

In the face of these well-founded opinions, it is rather difficult for us (using the "us" editorially) to banish the idea that it is not a good policy to advertise to the farmer during the summer months.

You'll have to show "us" something more than flat denials!

conviction on our part, for as the policy and the advertising have progressed in unison, our success has multiplied. Each peace year more cars have been built and sold. There were, of course, unusual reasons why we were unable to begin to supply the demand during most of the duration of the war. But this year, again, the call for our product has been far beyond our ability to answer—out of proportion even to the general inflation of post war need. Dealers' allotments have been curtailed—necessarily. At times, showroom floors have remained bare of cars and only orders for delivery months later were accepted.

In all of this outworking of careful plan and procedure, we have found a thorough confirmation of the soundness of this plan and procedure. We have seen that our advertising has had the broadening and building influence which we intended it should have; that it has been a consistent force constantly gathering strength from the new strength it itself has helped to create and nurture.

To narrow this analysis: to endeavor to determine for what part of this success the advertising should be given credit, is not to us a vague matter. Rather it is quite clear to us, from to-day's vantage point, that our advertising should be given credit for a definite share in our progress-making—for that share for which all well ordered advertising should be given credit in a totally successful campaign of manufacturing and marketing.

It has multiplied the message. In so doing it has saved distributing and selling time. It has encouraged dealers to do more in each season, to plan farther ahead of each season. It has helped consumers to absorb our idea and to see in it the working out of their own practical ideas of what an automobile should be. It has helped to draw together the threads that have been woven quickly into a firm mercantile fabric of sales consummated.

So we emphasize the point that Oakland advertising *has saved time*. Only a few years have passed since the car has been established in the ownership of more than 100,000. This rapid advance into a tremendously big public acceptance, we are convinced, has been accelerated in thousands of ways by our advertisements in the national and farm press.

This accelerating influence was compensated during the war by another influence of this advertising: for, as we passed through several

Why We Have Not Featured Mechanical Details in Our Advertising

The Part the Oakland Publicity Program Has Taken in Building Up the Present Prestige of Our Car

By W. H. MASTER

ANY discussion of Oakland advertising, to give a thorough understanding of the purpose and plan underlying recent campaigns, must deal with all of it rather than with any particular part of it.

This is true for the reason that our advertising conforms exactly to our manufacturing and selling policy.

Our factory policy comprehends the building of a car of value and the marketing of it to automobile buyers generally; both to those seeking a car of merit and to those desiring particularly an automobile fundamentally economical.

This is reflected faithfully in our creed, a statement well known to dealers and among owners of our cars—which runs as follows:

"To build at a fair price an automobile so sightly as to uphold its owner's honest pride, so competent as to arouse his genuine respect, so reliable as to win his deepest confidence, so economical as to serve his highest interest—this has been the purpose, is now the accomplishment, and will continue to be the endeavor to which Oakland devotes the whole of its energies, its resources and its skill."

It is patent, therefore, that the Oakland cannot be presented adequately by way of emphasizing only certain mechanical features or by talking to grades of buyers.

Proceeding from this primary conclusion, let us note, then that Oakland advertising of recent years has had nothing of temporary purpose or fractional presentation in its make-up. It has been, rather, an investment made for continuous and cumulative returns of public appreciation. It has sought to build up and perpetuate about the name Oakland a confidence and good will which should transcend from year to year such variables and insecurities as mechanical details and features of construction.

A review of our advertising of several years past, shows how this theme has been worked out; mainly, it shows that the name *Oakland* has been stressed and that the character and competence of the company has been employed as reason for and evidence of the worth of the product, instead of dependence for advertising effectiveness and result being placed upon details of construction or design.

Right along, we have felt that this kind of advertising has held less of a speculative element; that it has been a necessary protection for investments in public recognition previously made; and that it has built around the potential market a bulwark of receptiveness and kindly feeling well calculated to endure.

This belief has been a growing

Collier's

THE NATIONAL WEEKLY

5 CENTS A COPY



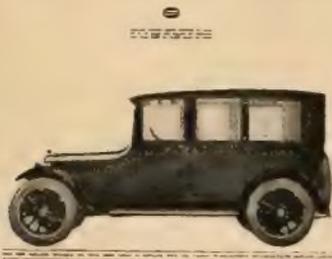
Lewis Homes and Collier's

The Lewis Manufacturing Company has chosen Collier's as the backbone of its 1920 advertising campaign in general publications.

"Watch Collier's"

abrupt stages of international experience, swiftly reversing markets, we noted the stabilizing influence of this advertising. The Oakland idea remained fixed in the minds of our dealers and our public during the period of curtailment. We had reason to know that this was so—when we observed what followed that period.

We refer here directly to the almost spectacular resumption of sales experienced since the Armistice. Consistent advertising had laid the foundation for such a resumption.



OAKLAND
SENSIBLE SIX

NOTE: Some of the most made of them, like the new Oakland Sensible Six, have been given in construction a number of thoughtful refinements. There is a daily convenience in permanent floor or seat cushions, not only for driving comfort at the rear wheel seat, but for riding. The 2000 machine, number of the machine is covering now. The Oakland Sensible Six is the most advanced production of this year and light-weight construction and a degree of mechanical refinement that over the last five years have never been before. Our industry is a national business and a production of standard mechanical make possible the day machine price of \$1000.00.

OAKLAND MOTOR CAR COMPANY
Piquette, Michigan

Typical Oakland copy showing absence of mechanical details.

And the new campaign emphasized the continuance of these principles. Consequently, results were practically automatic. So extensive was the demand for cars that two and three times as many could have been delivered during the winter and spring months.

In such a retrospect there can be but one conclusion; all of this activity points to the quickening effect of advertising properly representative of the produced and the product.

To-day, more than ever, we look upon our advertising as force vitally stimulating alike to our nation-wide sales organization and to all those processes by which public demand is directed and through which this demand is expressed.

New Type of Top To Be Advertised

The Green, Fulton, Cunningham Company of Detroit and Chicago, has the account of the General Top Company of Cleveland, manufacturers of Arcraft Tops, the new type of permanent top which is distinctively different from any heretofore made.

Selling the Dealer Before He Sells the Consumer

An Oleomargarine Campaign Which Starts With Selling the Dealer on How to Sell the Product

By HINTON GILMORE

AN advertising and merchandising campaign to set oleomargarine and the so-called coconut butters in a better light before the consuming public is now in operation.

Behind the new plan is the Kellogg Products, Inc., of Buffalo, manufacturers of Kingnut, which is a nut margarine of exceptional quality and which has already been introduced through an extensive and expensive campaign of publicity.

Under the newer conception of the field for this spread for bread a somewhat new tangent in advertising will be taken, the chief motif being the determination to give the product a commercial standing quite apart from its resemblance in texture, taste and uses, to butter.

Heretofore, the nut butters have been crowded into the class of "substitutes," but the Kingnut campaign is designed to lift the product into a field of usefulness of its own, rather than to have it succeed as a poor relation of the butter family. To this end, the future Kingnut advertising will eliminate the word "butter" from the dictionary. In the bright lexicon of the Kingnut advertising forces there will be no such word as butter. Kingnut will be a spread for bread and will be so designated. In other connections it will bear the designation of oleomargarine and the advertising will be prepared with an idea of giving oleomargarine a better standing with the consuming public.

In this connection, it is pointed out by W. D. Shafer of Stavrum and Shafer, advertising agents of Chicago, who are handling the Kingnut account, that oleomargarine, admittedly a useful food product, has had a "black eye" from the start, so to speak, because the original manufacturers were intent on palming it off as a butter substitute rather than as a product of innate merit. Another point against the popularity of oleomargarine has been the government espionage over its manufacture and sale. The government has branded it as a sort of a suspicious character in the world of food, and the public has accepted the government regulation as an indication of some undesirable quality.

In England and other countries, where the government regulation amounts to nothing in regard to this particular product, oleomargarine products are much more widely used than in this country, due to this better appreciation of the product thus created by the negative action of the government.

THE BIG PLAN OF THE CAMPAIGN

Through the campaign of advertising and selling now in contemplation oleomargarine products, in general, and Kingnut in particular will be given the benefit of an educational effort which will be designed to convince the public that oleomargarine and the nut margarine products are valuable household aids, quite irrespective of butter or other dairy products. It will be the plan, under this new conception, to give the nut margarines an individual standing.

The campaign, as at present contemplated, will include the education of the public to an appreciation of the product and an education of the dealer in the right treatment and handling of Kingnut.

It is said that the handling of oleomargarine products by the dealer has been of such a negligent character that much of the blame for the failure of these products to displace butter is to be laid at his door. In handling butter, the grocer is sure to give the product instant and constant refrigeration, but in handling oleomargarine products, which are affected by heat just the same as butter is, no provision is made for refrigeration. On the contrary, the goods stay for weeks on the open shelves in a hot atmosphere, with the result that the oleomargarine takes on the rancor of age. Butter, it is pointed out, will perform similarly under similar conditions.

THE CAMPAIGN STARTS WITH THE DEALER

Beginning with the dealer, the Kingnut advertising will show that Kingnut must be kept on ice. No dealer who declines to give such refrigeration will be permitted to handle the product. Frequent turnover is also insisted upon. A gro-

(Continued on page 16)

To make ADVERTISING PULL—*Try This*

*An editorial secret for
inspiring action in men.*

EVERY advertiser knows that his hardest job is to overcome that human inertia which keeps men from acting even after they are convinced.

How to make a message quicken the hidden energies of men, so that they not only will know what we want them to know, but do what we want them to do, is the problem every editor faces.

*Is there an editorial form
that rouses men to action.*

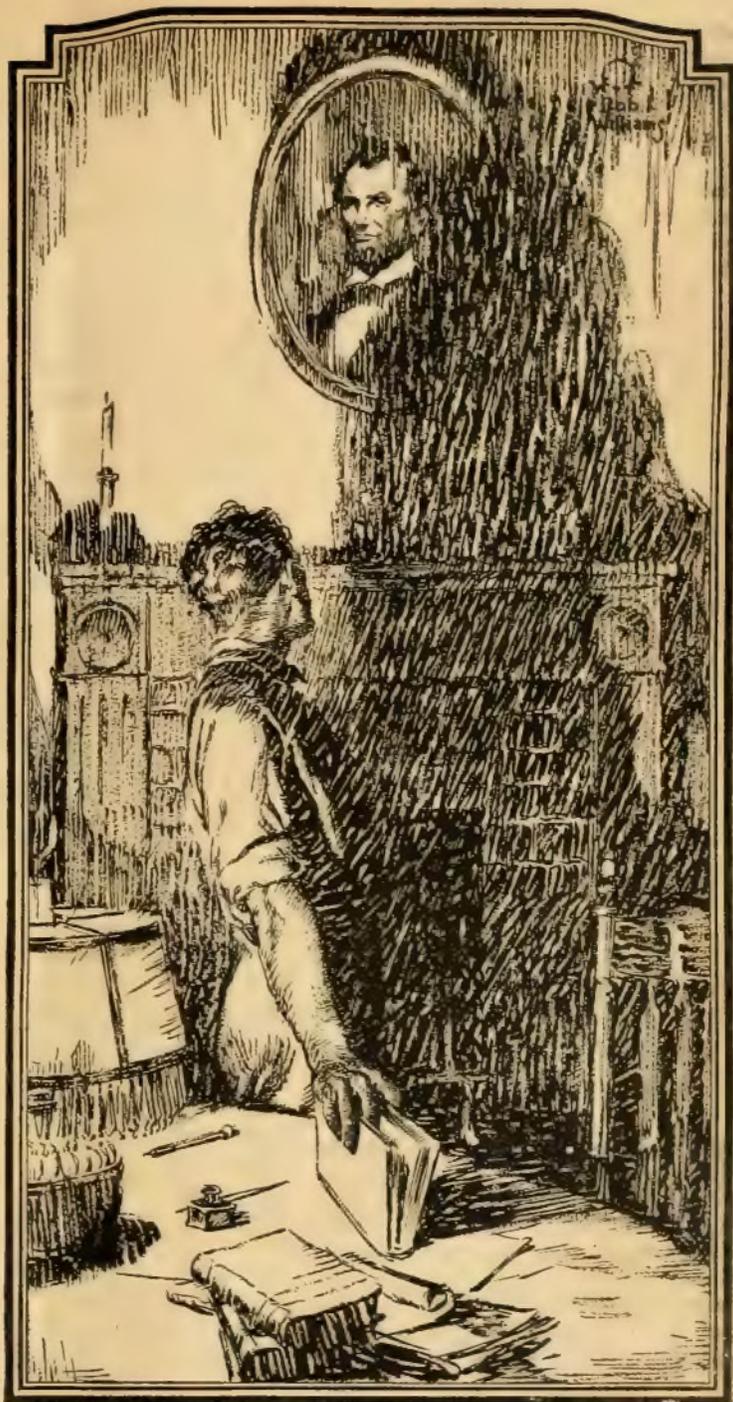
Here on *Farm & Fireside* we have learned that there is one form to give a message which always increases the responsiveness of our readers to it.

Whether the subject be crops or cattle, babies or buildings, *Farm & Fireside* tells not what *ought to be* done but what *has been* done.

Fact-stories of persistent effort, of ingenuity, of resourcefulness; stories full of "I's" and "You's," as chatty as crossroads gossip, as warm and friendly as a neighbor's greeting, as inspiring as the fact that a man you know has done something you would like to do.

Example is quick. "I was inspired by his example to go and do likewise." is said somewhere in every great autobiography.

From *Farm & Fireside's* more than 700,000 homes comes increasing evidence of that desire to *do* more and *be* more which is so valuable to editor and advertiser alike.



FARM & FIRESIDE

The National Farm Magazine

THE CROWELL PUBLISHING COMPANY

381 Fourth Avenue, NEW YORK

Farm & Fireside
The American Magazine

Woman's Home Companion
Collier's, The National Weekly

Fifteen Years of



C. A. TAYLOR

There is no business that has developed more in the last 15 years than that of publishing farm papers.

One of the leading papers which now has an advertising revenue of a quarter of a million dollars a month did not then exist; another with a present advertising revenue of from \$150,000 to \$200,000 a month was getting half its present rate and had a press capacity limited to 40 pages.



GEO. WEYMOUTH

Few general advertisers then were using farm papers. They knew nothing about them. Today all advertisers know them, many are using them and more are about to try them. It is recognized that to try to merchandise an article of general use which farmers buy, without using the farm papers is like trying to walk on one leg.

It is now twelve years since C. A. Taylor, president of Farm Life and D. W. Beach, secretary and treasurer, met in Indianapolis and decided to buy the Agricultural Epitomist which has since become Farm Life. The property they took over consisted of a subscription list and a very limited amount of office furniture.



D. W. BEACH

Mr. Taylor, however, had a wide acquaintance and a long experience as an advertising manager as a partner

SPENCER, IND.

Farm Life

Growth—and Progress

in a firm of special advertising representatives; Mr. Beach was experienced in the business management of publications and the conduct of their inside affairs.

Six years ago these two men were joined by George Weymouth, now editor and vice-president of Farm Life. He brought a wide range of editorial experience on many types of publications. He knew people and he knew how to write and what kind of writing it paid best to print.

The work of these three men has made Farm Life the third largest farm paper in the United States. It goes into 650,000 farm homes—every subscription paid in advance and no arrears—and it is read by millions of farm people.

It stands well with them. And because of this prestige and influence many of its advertisers report that it leads their list in low cost of inquiries and sales.

Farm Life starts 1920 with the largest circulation in its history. It is pulling better than ever. Rate cards and literature on request.

The Farm Life Publishing Company

THE JOHN M. BRANHAM CO.

Special Representatives

NEW YORK

CHICAGO

DETROIT

ST. LOUIS

ATLANTA

SPENCER, IND.

Farm Life



The outside fold of a very attractive three-fold sales letter used in the Kingnut campaign. The drawing was made by one of the leading illustrators of the day.

Selling the Dealer Before He Sells the Consumer

(Continued from page 12)

cer cannot buy more than a week or ten days' supply, but must constantly replenish the supply. Jobbers are rigidly instructed not to oversell the retailer—all this in an effort to give the public fresh, sweet and appetizing Kingnut.

In connection with the advertising, an absolute guaranty of quality, without strings or conditions, goes to the consumer. A printed slip with each package of the product informs the user that if the product fails in any respect to be entirely satisfactory, money will be refunded upon the presentation of that printed slip to the grocer, jobber or manufacturers. It is not even necessary to bring back the Kingnut—just the consumer's word that the product is not thoroughly satisfactory will be sufficient to secure the refund.

It is the purpose of the Kingnut manufacturers to meet the laws in every State to the letter and to go beyond them, if necessary, in order to give the product a permanent place as an article of food.

The campaign of advertising, thus far, includes the circular material for dealers. Consumer advertising has already begun on a large scale in many newspapers throughout the country. A house-organ, to be called *The Link*, has been started. This house-organ, edited by Mr. Shafer, is the link between manufacturer and distributor.

Ramsay Returns to the Manufacturing Field

Robert E. Ramsay, who for more than a year past has been editor of *ADVERTISING & SELLING*, has resigned to return to the manufacturing field. He will, at an early date, take up his duties as director of the sales promotion, advertising and publicity departments and executive assistant of the American Writing Paper Company at Holyoke, Mass.

Prior to his connection with *ADVERTISING & SELLING* Mr. Ramsay had for four years been the advertising manager of the Art Metal Construction Company at Jamestown, N. Y.

M. F. Duhamel, one of the small number of newspaper executives retained by Frank Munsey when he bought the *New York Herald* and *Telegram*, has been appointed managing editor of *ADVERTISING & SELLING*.

Mr. Duhamel, while only thirty-three years old, has had experience in the editorial and business end of newspaper work, having worked in the mechanical department, then reporter, city editor, managing editor and managing director in charge of the editorial, circulation and advertising departments.

Marschalk and Nystrom Address Representatives Club

At the monthly luncheon of the Representatives Club held at the McAlpin on Monday, March 1, some 125 members and guests were addressed by Harry Marschalk, of the Eugene McGuckin Agency, Philadelphia, and Dr. Paul Nystrom, of the International Magazine Co. Mr. Marschalk's subject was "Prophets of Prosperity," contending that the representatives could carry on valuable work by selling manufacturers on the ground that all indications for 1920 are for a banner year. Dr. Nystrom talked on the psychology of selling.

W. R. Hill Goes With the Isko Company

W. R. Hill, Manager of Builders' Hardware Sales for the Yale & Towne Manufacturing Company of Stamford, Conn., resigned his position with that company on

March 1. Mr. Hill is taking up a new line of work, in charge of sales and advertising for the Isko Company, of Chicago, Ill.

Mr. Hill who has been with the Yale organization for twenty-two years, is a member of the Sales Managers Club of New York and the American Society of Sales Executives.

In his new field he is undertaking a line of work in which he has long been interested. The Isko Company manufacture electrically driven and automatically controlled refrigerating machines for domestic and commercial use. The machines can be used on any ice box and may be installed either on the ice box itself or in the cellar, or, in fact, in any part of the house. It was only after thorough tests that proved the satisfactory application and operation of the refrigerating machines that Mr. Hill determined to apply his many years of experience in selling and advertising to the development of the Isko Company's machine.

His many friends in business and in personal fields will follow his new venture with a great deal of interest.

W. Bruce Morgan Becomes a Member of Floyd Short and Partners

W. Bruce Morgan, advertising manager of the *Great Lakes Recruit* during the war, and Western advertising manager of *Photoplay*, is now in the advertising agency business with Floyd Short and Partners, Chicago.

Editor of "Life" Shoots Himself Accidentally

Thomas L. Masson, the editor of *Life*, while cleaning what he calls a "safety revolver" this week accidentally shot himself in the fleshy part of his leg. The bullet wound though painful, was not serious. Mr. Masson, who returned home from the hospital in Montclair on Friday of this week, said that he did not regret the occurrence, as it provided him with the first real rest in years.

Advertising Manager of New York "Sun" Will Direct "Telegram" Advertising

Beginning Monday, March 8, D. Fitzgibbon, advertising manager of the *New York Sun*, will take over the direction of the *New York Telegram's* advertising department. Under a policy of strict censorship a remarkable improvement has been witnessed in the *Telegram*; and it is Mr. Fitzgibbon's purpose to maintain the new advertising standards which now rank with those of the *Sun* and other papers of the highest reliability.

Ambrose Is Radiant Advertising Manager

A. H. Ambrose, for the past eight years sales manager of the Associated Manufacturers Company, Waterloo, Ia., as sales manager for the "Jerry Boy" hand car engines, has joined the Radiant Manufacturing Co., Sandusky, Ohio, manufacturers of farm light and powers plants, as advertising manager. The company, under Mr. Ambrose, is about to start an intensive advertising campaign directed to dealers and farmers.

This Week We Use An Oil Painting for Our Cover Design

The timely cover of this week's issue was painted in black and white oil by William Van Dresser of the Ethridge Association of Artists.

This medium gives such great depth and richness to the values even in black

and white that for certain subjects it is very desirable.

The method of reproduction is simple. The straight half-tone plate in this case is printed in a rich dark brown, but it could be printed in almost any dark color, such as a rich green or a dark blue.

The second color is confined to the lettering. This gives the title added effect because it has no other spots of the same color throughout the design to interfere with its predominance. This color could be changed to any light or contrasting color to the key plate.

The Farm Journal

All Topics in Season

Photo Design by C. Gardner Richards



The Farmer Buys 22% More in Summer

General stores, in country trading centers, report that their total sales are 22% larger in June, July and August than in December, January and February. This means that the farmer's action-season is his buying-season. Copies of this new research may be examined at any of our offices.

The Farm Journal

15 E. 40th Street
New York City

Washington Square
Philadelphia

Mallers Bldg.
Chicago, Ill.

A Year Round Market
in
A Real Farm Land

There's a twelve months' market
for you in Ohio, Pennsylvania
and West Virginia if you will
but take it

investigate
it through

"The World's Greatest Farm Paper"

The National Stockman and Farmer
Pittsburgh, Pa.

An Order Worth Taking Is Worth Writing Well

Careless, Inaccurate Salesmen Write
Careless, Inaccurate Orders

By SAUNDERS NORVELL

Chairman of Board, McKesson & Robbins Inc.,

ONE carbon copy of each of the invoices that go to customers should be filed monthly under the name of each salesman. From these carbons the salesman's business is analyzed and his sales record is made up. Employees in the sales department should make from these invoice copies records of the sales of various goods made by the salesmen. The sales manager with these records can tell at a glance what lines the salesman is pushing—where he is strong and where he is weak. When the salesman makes his visit to the house in February, the sales manager, having all the facts, can inquire why sales of certain lines have not been made, and can strengthen the salesman on these lines by seeing that the information he needs is given to him.

Sometimes a salesman believes that some mistake has been made about the volume of his sales for a certain month. By having all of his invoices clipped together that were billed that month, he can be handed these invoices and told to check them up for himself. This system convinces the salesman that he is being given a square deal.

GETTING THE ORDER STARTED

Every new salesman starting to work up trade, especially in a new territory, should be given certain *very evident advantages in goods or prices* to offer the trade. Everything being just equal, it is quite difficult for the new salesman to break into the business. Almost every house is stronger on some lines than on others. In going over the prices of any house it will be found that some houses sell some goods lower than their competitors. Sometimes these differences in price are simply a matter of accident and other times there are reasons for them. The sales manager is naturally supposed to be better posted than any one else on these strong points. He should

call these items either in goods or in prices to the attention of the new salesman so the new salesman will use them as an entering wedge to open new accounts.

I, of course, do not believe in baiting a customer and cutting prices just to open an account. Such a method of doing business never commands respect, but what I mean is that a first-class sales manager knows or should know where his house is strong and where it is weak, and when instructing a new salesman he should tell him all the strong points of the house—the items that the house sells low—the most attractive lines of goods they have. By



giving this information to the new salesman, he can in turn call the customers' attention to these items and so get their business started. I have known certain houses to practically control the market on certain lines of goods with the sole idea that this control by reason of low prices brought so much other business that it was a paying proposition to sell this particular line of goods on a very narrow margin of profit.

THE ATTRACTION GAME

I mean by this that the house always priced this particular line of goods very low and gave the benefit of these prices to their customers. No one except their competitors could object to this custom.

As a matter of fact, if I were running a peanut stand, I would try to figure out a peculiar kind of whistle, different from any other kind of peanut whistle, and I would also try to dominate the peanut trade with a certain kind of peanut that could only be bought from my own peanut stand.

The writer knows of one very successful house which bought certain lines of goods and had a certain "off-brand" put on them with the sole object of selling these lines at a low price. While these goods were

in many cases of a very fair quality, as they bore "off-brands" they did not demoralize the market, but when sold by sample, where the quality of the goods and the price were taken into consideration, they made splendid order-starters. New salesmen were especially trained in the selling of these goods, not because they were especially profitable, *but because they opened an account* and got the house on the "map" and on the books of the trade in a new territory.

NEW SALESMAN'S MAIN DUTY IS TO OPEN ACCOUNT

In other words, in organizing a new territory, the first point is not always to make a profit. *The main thing is to open accounts*—to get merchants into the habit of buying. In doing this it is not always wise to be too insistent in pushing goods you wish to sell. It is rather wiser to sell the merchants the goods they want.

On his first trip a new salesman in a new territory should not be criticized too harshly if his business runs largely to staple goods. The main thing for him to do, as I have said before, is to open accounts. *If he does that, he is doing well.* Later in the year, when these new accounts have been "consolidated," it is time enough to start on your own specialties and the lines which you are most anxious to sell. The part I am now discussing is a very practical one. Many a sales manager and a new salesman have made a serious mistake—trying on the first trip to put over some pet hobby of the house in the way of a line of goods, and as a result getting turned down altogether by the retail merchant, while if pet hobbies had been kept in the background, probably valuable future accounts would have been opened.

DON'T BE CARELESS IN WRITING YOUR ORDERS

If I wrote a whole article on the following point, it would not be too long—I mean upon the absolute necessity of salesmen writing up their orders properly. An order that is worth taking is certainly worth writing up, but when I think of the years I spent as a sales manager and the work I have had to do in actually blackjacking salesmen into the habit of writing up their orders correctly, it is still a sore spot with me. The manner in which a salesman writes up his order simply indicates the accuracy or the lack of accuracy of his mental processes. Of course a salesman excuses himself on the basis of being in a hurry—so much work to do, etc. *No excuse is sufficient for a*



poorly written order. In the first place, names and addresses should be printed and not written. In large cities the street and number should be given. A salesman in writing up his order should consider the weak-minded Bolshevik into whose hands it may fall. His orders should come to the house fool-proof. He should anticipate the mistakes that are usually made and on such items should warn the house against these mistakes.

Having been a stock clerk is often a great help to a salesman because he knows then how orders are handled. I can remember when I was

a stock clerk that we used to grab certain salesmen's orders because they were always so well written up. It was so easy to get them out. Other salesmen's orders, if possible, were shuffled to the bottom of the pile. We knew when we got these orders that we would lose time trying to figure out what the salesman wanted and trying to decipher numbers and sizes. Often a stock clerk who had been in the business two or three months would guess what the salesman wanted. Sometimes these guesses resulted in horrible mistakes and errors.

THE GUYS WHO GUESS

I remember in one case that a carload of grindstones was shipped to a certain place in Texas with holes in them a FOOT in diameter because a certain green stock clerk understood the order to read one foot instead of one INCH.

Out in Colorado in a certain town there is a chain strung along in front of the stores, attached to hitching posts, that is as large as the anchor chain of a Cunarder. This chain, weighing several tons, arrived in Colorado from a hardware house because the stock clerk took it upon himself to guess at the size they wanted. Freight in those days was so expensive that they never shipped the chain back, and the wholesale house made the town a present of the chain.

Of course my drug readers will all remember some of the things that have been done to their customers by order clerks guessing at what is needed; but back of all this, if a salesman will write up his orders carefully, the percentage of errors that will be made will be largely reduced.

In this one particular there are still many salesmen who do not realize their responsibility. Put it down as a maxim that if you can only sell five items a day and have time to write up the order properly, then do not sell any more. It is an interesting fact, however, that some of the best salesmen, the men whose business looms up to the greatest volume, somehow find the time to write up the best orders. The man who drives the sales department to drink in writing up his orders is not the top-notch. He is usually some fellow who just travels along the ragged edge of being fired. Of all lines of business it of course is obvious that in the drug business orders should be written up the most carefully.

IT DOESN'T TAKE A LARGE CLERICAL FORCE

Now, in regard to the organizing of territory, let me state that I am fully aware that some of my readers will say they can not afford to employ the clerical force to carry out such ideas as I have outlined in my previous article. As a matter of fact, if our sales manager is a good teacher, it is not necessary to have a large or expensive force. The details can be carried out by a few bright girls. I have found carefully selected women very much better at doing this kind of work than men or boys, but of course the sales manager must explain clearly just what

"Who's Who-s" in the March Munsey

These notable writers are all listed in "Who's Who" in America and in England, and they have contributed 137 pages to the MARCH MUNSEY.

Judge
the
Reader
by
the
Writer

Sir Gilbert Parker, Author of "The Seats of the Mighty," "The Right of Way," etc.

Darwin P. Kingsley, President of the New York Life Insurance Co. A writer and speaker of authority, both on historical and financial subjects.

Svetozar Tonjoroff, Author, Journalist and Editorial writer. An authority on foreign affairs.

Herman George Scheffauer, Author and Contributor to magazine reviews—author of "The New Shylock," "Drake in California," etc.

Hildegarde Hawthorne, Author and Contributor of poems, short stories and sketches. Regular contributor to The N. Y. Times Book Review.

James Luby, Editor New York Evening Sun. Writer and Lecturer of note. Has traveled extensively.

Matthew White, Jr., Author and Editor. Dramatic Editor *Munsey's Magazine* for twenty-seven years. Author of "Eric Dane," "Guy Hammersley," etc.

John Fleming Wilson, Author of "The Man Who Came Back," "The Princess of Sorry Valley," etc.

Harold Titus, Author and Magazine Contributor. Author of "I Conquered," "Bruce of the Circle A," etc.

Voluntary circulation means—

"The Writer Makes the Reader"

Such a magazine is

MUNSEY'S

No premiums—no prizes—no clubs

is wanted, and he must see that the records kept are respected, and are therefore kept accurately.

I remember once I went through a large establishment and the president spoke very proudly of his system of figuring profits. Just to have a little fun, I remarked to him that I did not think his profits were figured accurately. He was very indignant. He said, "How do you know whether they are or not in the few moments you have devoted to walking through the house?" "Well"—I answered—"I will bet you a Dunlap hat that you could go over any salesman's file of profits and you will find that it is full of errors." He became interested, and we made a test. The profit figuring turned out to be a joke. Then he turned to me indignantly, and asked what made me think that their profits were not figured correctly. I answered: "Just because I took a good hard look at the man who is doing the work and I made up my mind from his untidy, slipshod appearance and the way he was jollyng the girl sitting next to him that no ACCURACY could come forth from that source."

NO SYSTEM IS GOOD WITHOUT ACCURACY

Therefore right here allow me to say that when you start a sales system, see that whatever systems you do introduce are done accurately. Better have fewer forms and systems and have them right. To pull a lot of records on a salesman in order to check up his work and then have him show you that these records are all wrong certainly makes a very bad impression upon the mind of the salesman. In other words, no sales manager can ever command the respect of his men and no system of records could ever command any respect unless the salesman knows that these records are ACCURATE just as far as is humanly possible for them to be.

GETTING MAIL ORDERS

Many houses have entirely overlooked the development of mail order business direct from customers. No house divided against itself can stand, so I have always believed in giving salesmen full credit for mail orders just as if they sold the goods in person. This enlists the cooperation and support of salesmen in having mail orders sent direct to the house instead of their advocating the risky business of having mail orders mailed to their headquarters.

In a comparatively small business the sales manager must manage sales

and the mail order manager must handle mail orders, but where the business is large enough to justify a number of sub-sales managers under a general sales manager, then the sales manager assigned to a certain geographical territory should also handle not only the salesmen's orders, but the mail orders and the claims from that territory. There might be a claim man who O. K.'d and checked up all claims when they were allowed, but the best results are obtained by having sales managers pass on both claims and mail orders.

The basic idea under the organization of even the largest business is to try to get it down to a point where it would be just as much as possible like the small business handled by one man.

I know some merchants will immediately say that the sales manager cannot do all this work; he cannot watch the salesman's orders, mail orders and claims. My answer is that he can do it, if he properly trains his assistants so they will relieve him of detail work, only referring matters to him for decisions.

(Continued on page 61)



"When people actually pay for the privilege of reading a paper, the advertiser gets full value for his money."

Printers' Ink, February 26, 1920

When you buy advertising space in The Bulletin, you deal in known quality and quantity, and enjoy the benefit of known rates that are absolutely not deviated from.

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

The Bulletin's circulation figures are net; all damaged and unsold copies have been omitted.

Dominate Philadelphia

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

The Bulletin

January
Circulation

463,551

Copies
a Day

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

Selling Your Wares to the Farmer

The Possibilities for High Quality Goods Often Ignored

An Authorized Interview by

H. ARTHUR ENGLEMAN

With W. F. THERKILDSON

MANY a manufacturer, at present confining his selling efforts to the large cities, would find the *logical* market for his merchandise among the farming communities. Yet comparatively few men engaged to-day in marketing, either understand or appreciate fully the enormous possibilities that the farm market affords!"

This at least is the assertion of my good friend, W. F. Therkildson. And Mr. Therkildson's statement may be considered authoritative. It is based on an experience in selling to farmers covering a period of over twenty years, as sales and advertising manager for Burpee's Seeds and as head of the agricultural division of one of the foremost advertising agencies in the country.

It is not generally realized, for instance, that the majority of talking machines are purchased in the rural districts and not in the metropolitan cities as one might suppose. And what Mr. Therkildson found recently being sold in a farmers' general store way down in Alabama, well illustrates the present buying trend of the modern farmer. Here, business in men's clothing is, in the main, confined to Hart, Schaffner and Marx and Stein Bloch Suits retailing around \$30 and up. Edwin Clapp Shoes at \$15 per pair and Stetson Hats at as comparatively high prices were among the best sellers in their respective class!

INCOME PER CAPITA \$1600

This growing demand for the finer things of life is manifest in countless ways, as will be seen by an examination of divers commodities advertised successfully in representative farm publications. One reason is that farmers as a class have the financial power to procure almost any article that adds to their personal comfort or to the more efficient conduct of their work. It is estimated that the *per capita* income of the average farmer is to-day at least \$1600 per annum in the better agricultural sections and not far below this average taking the country as a whole. The actual *purchasing power* of this

sum at least equals the \$4,000 or \$5,000 of the city worker. For one thing, the primary and living expenses of the farmer are considerably less than those of other classes—a condition that leaves a greater amount of money available for the purchase of innumerable commodities that the city worker must consider as luxuries beyond his means.



Henry Schott, director of sales and publicity for Montgomery Ward & Co., submits the above as a horrible example of how NOT to advertise to farmers. He suggests the artist wanted to convey the idea that the lady in the center was being measured for a circus tent. Just another proof of the progressiveness of the farmer to-day is evidenced by Mr. Schott's criticism of the necessity of using good art work.

And of course the farmer has, in recent years, been educated to an appreciation of the highest type merchandise.

In fact the farmer of to-day, as well as his entire family, are as discriminating in their choice of merchandise as will be found in any other walk of life. No longer is it profitable to regard him as a "rube" with whom it is possible to "put anything over." Quite the reverse. The manufacturer, seeking the farmer's continued patronage must deliver—always—quality merchandise of the highest type. Quality is of greater importance, even, than price. To-day, more perhaps than ever before, does the farmer demand both quality and style. He is more critical indeed, in this connection, than is his city brother. Style is perhaps of less moment than is

sterling quality yet it is an all important factor to be considered. The modern farmer is a shrewd buyer who knows values and who buys by comparison. That is what makes him such an excellent "prospect" for all kinds of quality merchandise. Upon investigation we find that in practically every rural district there exists a splendid demand for the better grade of merchandise of all kinds, including among other things, even the more expensive automobiles, pianos and furniture.

On the other hand, farmers are characteristically careful buyers, probably because they have little incentive to indulge in trivialities and pleasures associated with city life. Because of this they far better are able to satisfy real needs for any merchandise of intrinsic merit. In the purchase of commodities involving any considerable money, Mr. Farmer shows rare deliberation. It is not unusual that he makes his final choice in conference with his wife or other members of his family. In such cases a manufacturer must often show patience as well as tolerance towards his customer. The advertising of many successful advertisers for this reason, makes a special appeal to the woman's as well as the man's point of view. The wisdom of this policy will be appreciated when it is realized that about 80 per cent. of all merchandise purchased by the farmer runs into quite considerable money and that the woman on the farm plays a most important part as buyer both in the choice of articles for family use and farm equipment and machinery.

EDUCATION A BIG POINT

The education of the farmer's family receives more attention than ever before and often has a direct bearing on the purchase of some considered merchandise. Indeed, often for this and the financial considerations involved, is postponed the purchase of really needed farm equipment. When it comes to a question of investing certain monies in the education of the son or daughter or in the purchase of some desired article, the decision almost invariably is in favor of—education!

The type of selling message that most strongly appeals to the farmer, the human emotions upon which it is most profitable to base your advertising copy, are in practically all instances average common-sense appeals used in selling other folks. After all, the farmer and his family are just plain humans like everyone else and can be appealed to with



THE SAME DISPLAY

in any form of advertising, which frequently passes the notice of city people, will more surely attract the attention of farmers.

Successful Farming serves more than 800,000 farm homes, most of them in the great food producing heart of the country.

Our people have the money to buy and are not fed up on competing advertising in many lines. When you use our advertising columns you are talking to people who are interested.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

pretty much the same kind of intelligent copy. Of course the specificity—as apart from basis *appeals*—are of necessity varied to meet the needs of local conditions. The talking machine people emphasize the relief that their instruments give from the comparative isolation and monotony peculiar to winter existence known only too well to the farming communities. The average farm machinery advertisement talks to the farmer with sound “reason why” business arguments—that in other lines of business appeal say to the banker or captain of industry, “More profits from your crops,” or “More crops per acre,” are typical arguments employed. Love of family and their protection, are the sentiments appealed to by the lightning-conductor manufacturers. Pride—pride in the homestead—as well as its protection against the elements prove effective arguments in selling paints. On the other hand much business is solicited upon the reputation or experience of the advertiser.

What is it, on the surface of things, that makes farm paper advertising appear, at least to the casual observer, as something out of the ordinary?—it is the comparatively large showing of mail order announcements. *En passant*, selling the farmer is not, as is often supposed, mainly a mail order proposition.

START ON A SOUND BASIS

Your selling plan must be based on sound merchandising strategy as, quite as often as not, you will need the same whole-hearted dealer

coöperation that is essential when selling through more familiar channels.

The average business man would doubtless be surprised to know just how many farms there are in this country; their average size; their value.

In Alabama there are over 262,901 farms under cultivation. In Delaware over 10,836. In Maryland 48,923. In Missouri 277-244—to mention just a few random figures. In the entire United States there are under cultivation 6,361,303 farms with an average acreage of 138. There are no less than 50,135 farms of 1,000 acres and over; as many as 839,048 of 20 acres and over, while the farms of 50 acres or more reach the big figure of 1,438,052.

Speaking in round figures, the possible farm market aggregates a population of well over six million farmers living in strictly agricultural sections—a class to be considered as being quite apart from those other thousands situated, comparatively speaking, within easy reach of the big cities. To this population must be added the farmers' families, averaging possibly five to a homestead—not to mention the farm labor employed.

Each class presents of course a distinct audience, each having their individual characteristics and needs to be catered to. A farmer as a prospect must further be studied in relation to the locality of his acreage. A threshing machine of incalculable value to the farmer in Iowa would be useless in the Rockies. Farming methods in the South call

for their own individual equipment, clothing, etc.

The buying habits of your possible customers as they are influenced by the character of merchandise offered must also be carefully considered. While the farmer is of necessity a larger mail order purchaser, he shops personally for a considerable proportion of his needs. The sale of really expensive equipment invariably necessitates strictly personal selling. From this it will be seen how important, in many cases, is the matter of distribution. Actually, by far the bulk of the average purchases the farmer makes are with the general stores nearest to his homestead. As a first step to success in selling, in any rural section, a careful trade analysis is absolutely essential. A thorough geographical survey of the potential market is of paramount importance. Only with such data, based upon a first-hand investigation, is it possible accurately to determine just *where* your product can best be sold, and whether your advertising most profitably can be conducted upon a broad national, or an intensified local or a regional basis.

One of the real obstacles in securing at low per unit sales cost, intensive dealer distribution, is due to the fact that dealers are largely scattered over vast territories, making it more or less difficult to cover the field in an intensive way. As a result advertising must play an important part in this connection.

DEALER CO-OPERATION ESSENTIAL

Dealer advertising, indeed, plays a vital part in securing adequate distribution; and because it is of necessity largely a mail order proposition, must be prepared with utmost possible care. Form letters in conjunction with personal correspondence are especially valuable. It should be noted that the dealer pays far more attention to such sales ammunition than he does to other forms of advertising literature, such as broadsides, booklets and similar printed matter. Of course the out-and-out catalogue is an important factor, and one that is to be given careful consideration. Speaking in a general way, other forms of literature are of secondary value. Dealer advertising inserted in the general farm publications, especially when inserted in combination with consumer copy, is most valuable, and influences distribution in no small degree.

It should never be forgotten, however, that it is not possible for the average store to stock in any man-

(Continued on page 50)

The New Orleans Item
regularly receives
more money from
local display advertisers
than any other paper
published in its field

The Relation of Commercial Research and Sound Marketing

As the Buyers' Market Approaches This Recently Found Force Becomes More Important

By H. W. HOHAUS

Staff Member, Trade Extension and Research Department, The B. F. Goodrich Rubber Co.

THOUGH the consumer perhaps a dozen times a day concludes that producer and distributor are deep in the butter fat of increasing dividends, his buying is done with an eagerness and absence of deliberation bordering on a bank panic. Speculation and promotion run wild. Money is plentiful. Sales volumes are dizzy with unaccustomed expansion, and production facilities are stuffed with the execution of orders. There is indeed a need for professional study and research.

The essentials in the construction of healthy sales volumes are more and more looked upon as something in addition to the actual processes of selling the customer, or creating interest and necessity through advertising—though these are fundamentally necessary tools. Influences of competition, and federal and State governments are fastening themselves into the vital organisms of business. The source of stimulation and pioneering has been taxed as never before, and, because of established practices, has been found wanting.

A definite, far-reaching evolution to-day surrounds the man of business. He views his problems with a scrutiny comparatively new to him. There is present a determination to learn all marketing fundamentals, to set standards of operation and development, to prepare methods of comparison and analysis, and to build up a sort of search light of highest known power for detecting the new outlet and strengthening the old.

THE NEW NEED

It is now an established fact that an increasing sales volume requires not only adequate selling and publicity departments, but also an effective and tireless study of known and unknown forces. Research, sales and advertising analysis, extension, promotion, trade development, expansion of markets—call it what you will, it is a unit too scattered in most organizations and too distinctly valuable to remain decentralized.

It was natural, under stern competitive conditions, for the producer to recognize early the effectiveness

of a bureau of research, and we find universally the industrial research laboratory a centralized unit. Definite dependence rests on the production engineer for a product of approved standard—a standard determined by pride of progress and by competition. Because of his training as an engineer, he instinctively secures precision and nicely aligned tools to assist him.

Business men now realize that similar precision is basically essential in the field of marketing. Nothing indicates this interest more than the vigorous discussions in clubs, organizations and executive and managerial groups.

Centralization means a grouping of scattered appropriations to provide a single, complete and dependable source of equal availability to all properly accredited persons. Cen-

tralized research is the source of sales and publicity stimulation and vitality. All interested persons have made transfers to this unit—transfers of material gathered and developed individually and by departments, and which are now vastly enlarged in scope and effectiveness by a trained staff.

THE IMPORTANCE OF COMMERCIAL RESEARCH

A large manufacturer often has several trade channels. His products are grouped according to conditions surrounding their use. He has, therefore, several selling departments. He may be in the machine tool industry, in the business of meat packing, a cereal manufacturer, a builder of rubber products, or a great publisher. It matters not what the classification as producer, economic conditions urge him to efforts which obtain a precise solution and a sound development. It is here where commercial research determines sound marketing.

The director of sales has vital selling and advertising problems. His departmental sales managers are concentrating with greater vigor on the enduring essentials of a successful sale. Much of the basic and foundational effort is uniform in

Newark, New Jersey and Along the Lackawanna

(Comprises a wealthy population of over a million)

in which the Dominating Newspaper is the

Newark Evening News

NEWARK, N. J., the fastest growing industrial city on the eastern seaboard, with its wealthy suburbs, comprising the Oranges, Montclair, Glen Ridge, Madison, Summit, Morristown and other populous towns "Along the Lackawanna," offers the general advertiser a prolific market which can be thoroughly reached by NO OTHER MEDIUM.

The importance of the NEWARK EVENING NEWS to the general advertiser is evidenced by the fact that in 1919 it published a total of

14,645,840 Agate Lines of Paid Advertising

which exceeds, as it has for many years past, the total volume of advertising carried by any of the Daily Newspapers of New York City. This comparative statement may be enlightening:

NEWARK EVENING NEWS	14,645,840	Brooklyn Standard-Union	5,394,844
New York Times	12,040,055	New York Tribune	5,244,234
New York Morning World	11,002,517	New York American	5,157,604
New York Evening Journal	9,579,660	New York Evening Mail	4,824,119
New York Evening Sun	8,421,293	New York Herald	4,556,090
New York Globe	8,395,112	New York Evening Post	4,390,629
New York Evening World	7,907,884	New York Sun	4,021,243
New York Evening Telegram	7,869,331	New York Commercial	2,862,008
Brooklyn Daily Eagle	7,396,214		

Average Sworn Net Daily Circulation of the Newark Evening News for the Month of February, 1920 **100,568**

ADVERTISING AND CIRCULATION RECORDS OPEN TO ALL

EUGENE W. FARRELL, Business and Advertising Manager
Home Office: 215 and 217 Market Street, Newark, N. J.

O'MARA & ORMSBEE, Inc.
General Advertising Representatives
Brunswick Bldg., New York
1308 People's Gas Bldg., Chicago

FRANK C. TAYLOR
New York Representative
Brunswick Bldg., 5th Ave. and 10th St.
New York City

every respect. To do this work in each selling department denies it the powerful asset of a source directed and developed by men trained to search.

The man who is a distinct selling type prefers immediate action and immediate results. A centralized melting pot for facts and ideas assures him this preference. A peculiar zeal and a profound patience underlies the development of solutions through a research staff. It is this which brings about a realization of intensive selling. It is this which causes sales managers to feel a larger freedom for such broad visioned leadership as their positions call for. They may have at first reluctantly approved a research department's facilities. Now they wonder at their earlier negligence.

WHAT SUCH A DEPARTMENT DOES

A central research staff or department assembles all available data bearing on a larger field and a more intensive solicitation. Its functions are many, and as development advances a substantial stability and prestige will be acquired. The following outline suggests proper responsibilities of the central promotion and research staff.

1. Building up statistical groups of immediate value.
2. Developing sources of dependable information and quick reference both in and outside department quarters to assure accuracy and make possible fundamental and basic calculations.
3. Analyzing and making deductions and constructions from trade and field reports appearing regularly and containing specific data from field forces.
4. Making comparative studies and analysis of territories to determine tendencies and causes.
5. Assembling facts and authoritative opinions concerning territories not fully developed or not yet entered.
6. Observing possibilities for new selling channels and developing conclusions which become available at just the right time.
7. Supplementing much of the above with carefully planned tours by staff members.
8. Developing ways and means for distributing marketing and merchandising instructions to field selling units—branches, agencies, salesmen, etc.

Proper coordination between the research department and other departments of the selling organization rests above all else upon the form of authority possessed. Obviously, a research department can operate successfully only where it delivers a reliable and intelligent commodity. Its success is not centered in the authority it may possess. It renders a distinct service. Its usefulness cannot alone be determined by its initiative. Communications between the head of the research

staff and the heads of selling departments must be open and free. Such an atmosphere as the above suggests will follow only where professional knowledge and approach are advanced and not mediocre.

THE PERSONNEL NECESSARY

The personnel of a research staff must be directed by an expert on the subject of marketing, particularly as it is related to the business with which he is associated. He must have executive qualifications, and his training and personality must be such as to hold the confidence of those coming in contact with him. He will have power of sensible analysis. He will grasp quickly the lead for further development and drop the one of fanciful construction.

Among working tools, the one of greatest immediate value is the system of files. A filing division must be considered an important and outstanding element in the work. It must be so designed that information can be assembled rapidly, and with assurance that the results will be timely and accurate. A checking of all data will naturally be included so that the weak source of information can be located and improvements and further development can be inaugurated.

Discussing the work of a centralized research department presents, because of its scope, a task of no small proportions for the space permitted here. At the risk of causing the reader to feel that details are omitted without justification, that common procedure has been too little emphasized, and that actual operations are suggested only remotely, it is well to be reminded that the work of a centralized research staff cannot under any conditions be so described as to fit definitely into any industry.

The successful distribution of a product or line is based on hard work and a practical service machinery, and is guided throughout by alert observation and a close relation between action and timeliness. The hard work element is absolutely essential to the success of any enduring venture, while the guidance suggested above satisfies a positive necessity where competition under any other condition is likely to strangle whatever headway is made.

Hard work, alertness, action, timeliness—these are the factors to be emphasized, and they are those which must stand out in the mental and physical make-up of the selling organization. Nothing can be accomplished without them, and the weakness of any will honeycomb the entire structure.

James A. Morley, Advertising Manager of Wilson & Co.

James A. Morley, who has been appointed manager of the advertising department of Wilson & Company, is well and widely known to the advertising and publishing fraternity through his long connection with N. K. Fairbank Company. Mr. Morley was born in Canada, and for a few years was school teacher, but preferring a mercantile career he secured a position in the offices of a big wholesale grocery in Toronto. His natural sales ability demonstrated itself there, and he was soon offered a position as assistant to the sales manager of the printing house of R. R. Donnelley & Sons Co. of Chicago. In that position he acquired much experience of great value to him in advertising, which he turned to account when he joined the advertising staff of the N. K. Fairbank Company. Eventually he became advertising manager of that company, and during his connection with it he assisted in or directed the creation and naming as well as the exploitation of Sunny Monday Soap, Pummo Soap, Covo salad oil, Fair Flakes Soap, and other products, and was directly in charge of all the advertising of Gold Dust, Fair Soap and Cottolene. This embraced practically every known medium, and called for effective sales cooperation as well. Mr. Morley rounded out his sales and advertising training as sales manager for King's Dehydrated Fruits and Vegetables, which experience intensified his knowledge of the retail grocery trade. Mr. Morley is a young man of pleasing personality, a good listener and an efficient director of the kind of advertising which builds up institutional prestige as well as makes sales.

Important Steps Taken at Meeting of the National Advertising Commission

At the recent meeting of the National Advertising Commission in New York, Homer J. Buckley of Chicago was elected vice-chairman, and the constitution and by-laws of the Commission were amended in several particulars. One of the amendments provides for a Legislative Committee. W. Frank McClure, Chairman of the Commission, has appointed the following members on this committee: Chairman, W. N. Bayless, Conklin Pen Mfg. Co., Toledo, Ohio; Harry Dwight Smith, Fuller and Smith Co., Cleveland, Ohio; Henry W. Newhall, Priscilla Publishing Co., Boston, Mass.; R. Marshall, Concrete, Detroit, Mich.; W. A. Beatty, *The Herald*, Lexington, Ken.

A committee from the Commission to have general charge of preparation of exhibits of the various departmentals throughout the year and for the world's convention in Indianapolis, is composed of the following members: Chairman, Charles Henry Mackintosh, John H. Logeman, Guy W. Cooke, Charles F. Hatfield, Fred W. Gage, and Jesse Hanft.

The next meeting of the Commission is to be held April 1, in Cleveland. In connection with it three or four departmentals will put on exhibits and the present plans include a mass-meeting on Advertising for one evening, to be addressed by men of national note.

"Tribune" Real Estate Editor Dies

Arthur T. Nicholson, for many years reporter and real estate editor of the New York *Tribune*, died last Friday night of heart disease at his home, 445 Fourth avenue, Brooklyn, after a year's illness. He was the son of the late Donald Nicholson, who was managing editor of the *Tribune* for almost thirty years. He is survived by his wife and three sons. Funeral services were held on Monday.

Let Us Help You Investigate the Farm Market for Your Product

You know about the agricultural wealth of the nation—52 per cent of the sum total.

You realize that it ought to mean much to your annual sales. And that the farm market is worth a special, *direct* effort.

You know that the farm paper is the only medium which reaches that market in its entirety. There is no other way.

The Capper Farm Press

with more than 1,100,000 circulation in the sixteen States which produce two-thirds of the agricultural wealth of the country, will carry your message to one farm home in every three in its rich territory.

Let us help you investigate this market for your product.

Our research department will furnish you facts and figures—not guesses. Or better yet will make a special survey for you.

And we won't try to tell you how to run your business.

The CAPPER FARM PRESS

TOPEKA, KANSAS

ARTHUR CAPPER, Publisher
MARCO MORROW, Asst. Publisher



- CHICAGO - 109 N. Dearborn Street
- NEW YORK - 501 Fifth Avenue
- DETROIT - - Ford Building
- ST. LOUIS - - Chemical Building
- KANSAS CITY - Graphic Arts Building
- OMAHA - - Farnum Building
- OKLAHOMA CITY - Farmers Nat'l Bank

Marketing Farm Products Through Publicity

Standardization Leading to Increased Use of Publicity by Growers' Organizations.

The use of publicity in marketing agricultural products is not new, but it has not been developed to a degree comparable with its use in connection with manufactured products. It is perhaps natural that manufacturers and merchants should have blazed the way and that individual growers have been slow to organize for publicity efforts. National publicity, which embraces all forms of advertising, can be carried on only by large organizations and not by individuals.

With increased means of communication and improved transportation, the manufacturers, in the last fifty years, have outgrown their communities and have been able to reach out into distant markets with their products. In this reaching-out process they have found that one of their greatest assets was organized publicity, national and even international advertising, and they have in many cases become entirely independent of their communities as far as the marketing of their products is concerned. But manufacturers, especially in America where large-scale production was first developed, found it necessary to standardize their products not only as an aid to large-scale production, but as a prerequisite to successful national advertising.

ADVERTISING FOLLOWS STANDARDIZATION

The need of standards for farm products did not appear until the process of marketing grew more complex and increased transportation facilities led to the development of more distant markets. To-day, through organizations of producers and through national and state legislation, standards for farm products are being evolved and there is an increasing use of publicity for marketing these standardized farm products. The citrus growers of California and Florida, the apple producers of the Northwest, nut growers, and, to a more limited extent, potato growers, cranberry growers, grape growers, and others, are organized and are selling standard products.

Although wide publicity for agricultural products will necessarily await the more complete development of standards for such products, there are other forms of publicity which tend to prevent the disastrous market conditions which arise from faulty distribution or over supplies of a product in some sections of the country. In 1918 a publicity campaign, which included the cooperation of the war-time organizations and the newspapers, made possible the marketing of an enormous surplus of potatoes and prevented a waste of food; in a similar way the peach crop in 1915 and the dried bean crop in 1919 were distributed. Publicity has also been used successfully in some cities to overcome temporary gluts, and has been beneficial to the public as well as to the grower and the dealer. Recently local campaigns have been carried on in large cities to stimulate the use of milk and dairy products and to bring about a better understanding between milk producers and consumers.

Perhaps no better illustration of the far-reaching effects of advertising is found than the use of publicity to move farm products. Sometimes products, from even a small area, which are carefully graded, packed, and shipped under brands and labels, command the attention of the produce trade and are advertisements which bring prosperity and increased acreage to the grower.

From the consumer's standpoint, carefully graded products sold on a quality basis may represent an actual saving because such products can be more fully utilized than can ungraded or damaged products. One might go even further and say that the consumer profits also through the enjoyment of a more varied menu and that standard products from the farm, backed by publicity, add to the sum of human comforts.

All advertising authorities are agreed that it does not pay to spend money boosting any article that is not good and that does not measure up to high standards of quality. This attitude on the part of advertisers has led the public to associate quality with advertised products. A mere list of the farm products that have been nationally advertised would not convey an idea of the magnitude of this field, because there are a number of producers who are making use of brands and labels and who are advertising to the trade without using newspaper or magazine space. Among these may be mentioned potatoes which are now sold by some associations under trade-mark brands but are not advertised to the consumer.

ECONOMICS OF ADVERTISING

To one school of economists, advertising represents an economic waste in that it is supposed to take away trade from one entity and give it to another. In practice, advertising has justified itself to both producer and consumer because it has resulted in a product of higher quality and a lowered cost of distribution. Experience has shown that national advertising has made it possible for organized growers to sell their standard products through brokers on a smaller commission because such products are easier to move and dealers can make more money by handling larger numbers of cars of a standard advertised brand than smaller numbers of cars of a non-standard, non-advertised product.

The California Walnut Growers state that their distribution costs average about 3 per cent, compared with the independent growers' cost of 6 per cent. Because they refuse to sell culls, retail dealers are not tempted to mix culls with graded nuts and consumers are assured of nuts of better quality. All culls are sent to cracking plants where the meats are removed and sold to confectioners and manufacturers.

Through proper advertising, growers' associations have been able to extend their marketing season by creating a demand for their products during months in which normally there were no sales. For example, the demand for cranberries was at one time confined to November and December; through publicity producers have succeeded in marketing their cranberries in October and continuing sales into the spring months. This lengthening of the season tends to take care of any large increase of production which might prove disastrous in case the season was limited to two months.

TAKING CARE OF INCREASED PRODUCTION

To-day producers of fruits and nuts, anticipating a largely increased production, are depending upon advertising to stabilize their markets by spreading distribution and consumption over a longer period of the year. The citrus growers have already demonstrated the soundness of this policy, while the apple growers' organizations have also lengthened the period during which apples are consumed, because of advertising and proper storage. The walnut growers have succeeded in popularizing walnuts to such an extent that they are no longer a holiday luxury but have become an every-day food.

Progressive manufacturers are now developing their publicity efforts along lines of "cooperative advertising" and perhaps growers' organizations may follow manufacturers into this new field. Many publications are to-day carrying single advertisements paid for by a group of manufacturers who have found that they have a common interest in selling similar products. This is a step further than that involved in advertising a standard branded product and is intended to increase the sale and use of a product, irrespective of its particular brand.

(Concluded on page 33)

Keeping Up With The Times

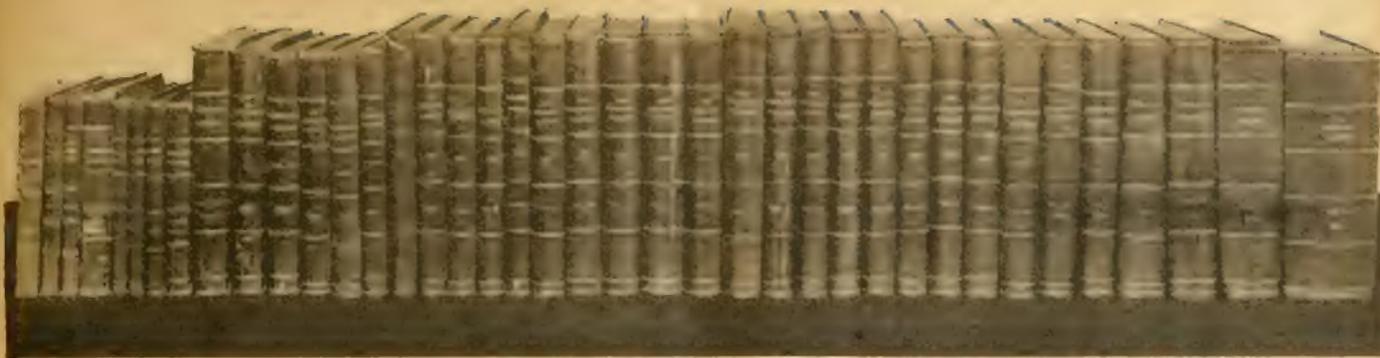
A FACT A WEEK

One of The Times' advertising men is threatened with premature obesity.

On three different occasions during the past week a client of his has questioned the result-bringing qualities of The Times in a proposition in which source of results is possible to identify. In each case the conversation resulted in the wager of a dinner and in each case the advertiser had to buy the dinner, because the records showed that the number of inquiries and sales resulting from the advertising in The Times exceeded those from any other medium.

Incidentally, it's the belief of The Times that results for this particular type of advertising come in so large volume because of The Times' policy of refusing advertising that is, or seems to be, fraudulent or misrepresentative.

The Washington Times
WASHINGTON, D. C.



Sixty Years Old—and Still Growing

Long before Nebraska had been admitted to statehood; when the "Territory" boasted of fewer than 30,000 white inhabitants; before any railroad touched its borders; and when Indians were still in possession of most of the land, Vol. 1, No. 1 of *The Nebraska Farmer* was published at Brownville, "Nebraska Territory,"—in 1859.

What vision and courage must have possessed Governor Robert W. Furnas, its founder, to establish this farm paper out here in the "wilderness!" St. Louis was the nearest "big city." Printing presses, paper and ink were brought from there, by steamboat. The finished copies were delivered to subscribers by pony express and stage coach. And yet the paper flourished!

The following editorial, which appeared in the first issue of *The Nebraska Farmer*, introduced the paper to the people of Nebraska Territory:

"Believing the time has arrived when the agricultural and mechanical interests of Nebraska demand the publication of a journal devoted exclusively to such interests, we have consented to publish *The Nebraska Farmer*, and here present the first number. It is a project we have long desired to engage in, and will use every effort in our power to make a paper worthy of support. We will command the assistance of able writers and experienced agriculturists in every portion of the Territory. . . . We are determined, with such assistance, to devote such energies ourselves as shall place the *Farmer* in the front rank with other agricultural papers."

Starting thus, as a sixteen-page monthly, *The Nebraska Farmer* has been a part of the agricultural life of Nebraska, through good years and

bad, for more than half a century. To-day it is a weekly, continually striving to add to the accumulated prestige of sixty years. To Robert W. Furnas—pioneer, soldier and statesman—we are grateful for the ideals with which he endowed *The Nebraska Farmer*.

J. Garside contributed an article to the first issue of *The Nebraska Farmer*. "In less than ten years," he wrote, "Nebraska will have

sparsely settled. Nuckolls county, for instance, had only sixteen white inhabitants; Polk county had nineteen; Hall county had forty-five; and Cuming county had sixty! To-day, the total population of these four counties is more than 60,000.

In 1860, Nebraska was an almost unbroken prairie. All the farms in the Territory contained only 118,799 acres of improved land, less than one acre for each of the Nebraska farms enumerated in the census of 1910. To-day, Nebraska boasts of more than 25,000,000 acres of improved land in farms.

In 1860, the census enumerators found 12,054 "work oxen" in Nebraska Territory. From "work oxen" to automobiles, trucks and tractors within a lifetime is rapid evolution.

As Nebraska has grown, so has *The Nebraska Farmer* grown. For Nebraska and *The Nebraska Farmer* are inseparable. Each is dependent upon the other. To those who live and work here, it is hardly possible to think of one without the other.

The Nebraska Farmer's first issue is an interesting document—both historically and as an example of mechanical excellence. We have reprinted it, complete, from photographic plates.

Would you care to have a copy? We will gladly send you one upon receipt of the coupon or a postal-card request.

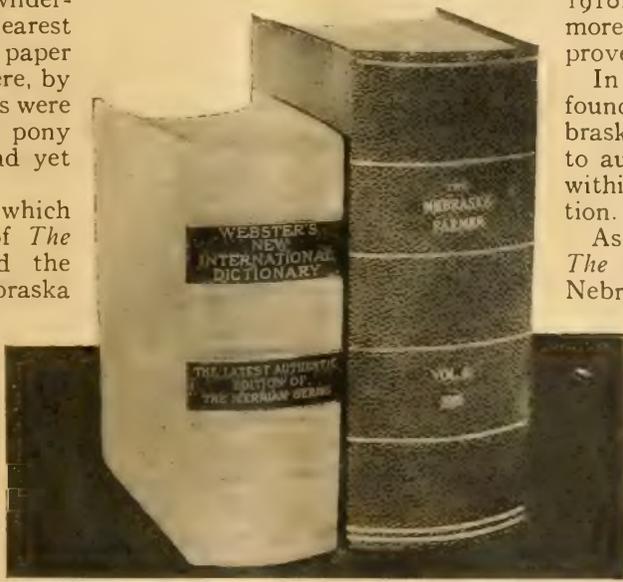
McKELVIE PUBLISHING CO., Lincoln, Nebr.

You may send me a copy of your reprint of the first issue of the *Nebraska Farmer*.

Name:

Address:

.....



This illustration shows the comparative size of Webster's big dictionary and a volume of the 1919 issues of *The Nebraska Farmer*.

ceased to be a Territory. She will have become a sovereign State and as such, in all her greatness, will proudly take her place among the bright constellations of our land."

In the census year of 1860 (the year after that in which *The Nebraska Farmer* was established) "Nebraska Territory" had 28,841 white inhabitants. Most of them lived in settlements along the Missouri River. The interior of the Territory was but

How Competitive Advertising Re-created the Boys' Clothing Industry in a Single Year

While Co-operative Campaigns Are on the Increase It Is Interesting to Learn What Competitive Advertising Has Done in One Industry

By LEWIS F. LEVENSON

THE CURTIS PUBLISHING COMPANY
Independence Square
Philadelphia, Pa.

Editor, ADVERTISING & SELLING:

We wonder whether you can give us any examples in which an entire industry developed faster when a number of competitors individually advertised their product to the public. One of the present examples seems to be an increase in the advertising of boys' clothing. Will this effect favorably all the advertisers of boys' clothing rather than injure the first fellow who started?

Do you know of any illustrations where we could say, "When number one advertised the business was limited; when number two, three and four got into the advertising game, then the entire market for all of them was greatly enlarged."

Assuring you that we shall be very thankful for any cooperation you give us, we are

Yours very truly,
Charles Coolidge Parlin,
Division of Commercial Research.

WHEREVER clothiers meet nowadays, no topic is discussed so keenly as the phenomenal growth of the boys' clothing industry. Reflected in greater retail prosperity, increased sales totals for manufacturers, and a tremendous growth in the quality and volume of advertising, it is the outstanding feature of the entire clothing industry to-day. When an entire trade emerges from its shell, establishes itself on a basis that will be enduring through years to come, the forces at work and the methods used are worthy of analysis. A few years ago, the manufacturers of boys' clothing pursued well-defined paths. They were producing a necessary article. A certain volume of their business was guaranteed yearly. They seemed satisfied.

Suddenly their product became specialized, both as to quality and sales methods. Retailers began to push it with unexampled enthusiasm. In the background, the factor which had caused this change, national advertising, grew until where but one house had used publicity of national scope, seven manufacturers appropriated advertising budgets of from \$50,000 to \$250,000 annually.

The strangest aspect of this growth in advertising is that it contained no element of cooperation. None of the manufacturers whose publicity has resulted in increased prosperity for all concerned, from the smallest retail store to the greatest national distributor, cooperated with the others, save indirectly. Although this statement may seem incredible, in view of the fact that practically all of the campaigns began at practically the same time, it is true. The use of national pub-

licity by boys' clothing manufacturers was spontaneous, and resulted from the gradual growth of the industry to a point where widespread advertising and the foundation of national boys' clothing institutions was the next step.

WHERE COMPETITION HELPED

There is no doubt, however, that the extent of this advertising was greatly increased and the consequent expansion of the industry hastened by the fact that the clothiers were appealing to the consumer as individuals and not as representatives of an industry. Their appeal was not, "Buy boys' clothing," because no one had to be told to buy boys' clothing. They said instead: "Buy *Our* Boys' Clothing," and so that their product might have advantages over that of their competitors, they improved it, added new features, gave better guarantees, with the result that the quality of the clothing itself was better than ever before.

As Samuel Dublirer, advertising manager of the Bauman Clothing Corporation, one of the first firms to use national publicity, puts it:

"It was impossible to advertise boys' clothing as an industry. The product was too varied. Each manufacturer has different features to mark his line, style, durability, details of design and manufacture. By advertising as an individual these details were brought to the fore, and consequently more effort was expended on their perfection, with the result that the general quality of the clothing itself was improved."

Heretofore, association and co-operative advertising has been undertaken for two reasons. One was to improve quality, in the way Mr. Dublirer mentioned. The second reason was to establish the industry, and incidentally the individual product, as a nationally-known institutionalized article. For some time a "seller's market" has existed in the clothing industry. The salesman dominates the field. Sales totals have increased largely, but because of the high price of materials, their scarcity, and frequent labor troubles, merchandise has been scarce. No break is in sight at this

time; men closely in touch with the pulse of the industry see no break for many months, but inevitably conditions must change.

The houses which have been advertising nationally for the past year are preparing for the future. When the break does come (and in this respect the boys' clothing industry is similar to a majority of the other important industries of the country), the trade names of those firms which have spent large sums this year on national advertising will linger in the minds of the buyers who will need merchandise. In other words, the firms which have placed their product before the nation now, during a "seller's market," expect to reap the benefit when the market is in the hands of the buyer, and when they will have to seek out the buyer, instead of being sought out by him. And competitive advertising, because it has pushed the individual trade name to the front, will be more successful in accomplishing this result, according to an advertising man who explained the effects of this year's extraordinary publicity on the boys' clothing industry.

"At present the retailer is receiving the full benefit of the advertising done by boys' clothing manufacturers," he said. "The consumer demand has undoubtedly been augmented. If this were normal season, production would have been increased, but because of the difficulties with which manufacturers are beset, the increased demand has increased prices and established the 'seller's market' more firmly than ever."

NOT IN FAVOR OF GROUP PUBLICITY

An interesting sidelight on the effect of advertising on this industry was mentioned by an advertising man who is handling one of the largest accounts. "Several years ago the boys' clothing group was so thoroughly dominated by the larger and more powerful men's clothing manufacturers that it had little identity. At present, boys' clothiers are still members of the National Association of Clothiers, but already they form a distinct faction and only require the occasion to

organize separately. I do not think that such an organization would attempt group publicity, however. The success of the competitive advertising of this year has been such that the advertisers are completely satisfied, and within the next year, I believe that more and more will fall in line and engage in national campaigns.

"The life of the boys' clothing industry depends now on the individual manufacturer. His own efforts have won a new place for his product. Before advertising was put on a competitive basis, the suit of clothing or overcoat sold to the retailer was merely something to clothe his boy customers. To-day it possesses distinctive style, greater durability; in other words, quality. It is an article worthy of national publicity, and strange to say, it required national publicity to give it that quality."

The story of the development of the boys' clothing industry as a result of the sudden appropriation by seven different firms of large advertising budgets is truly a romance of business. The manufacture of boys' clothing began when Mother Eve fashioned a fig leaf for her first offspring. Yet despite its broad field, it has always been held back by the strength of the women's and men's wear industries. They overshadowed it, so to speak. The large retailer was unwilling to put it before his more profitable adult garment department. He was given little, if any, help by boys' clothing manufacturers. So he relegated it to a secondary position in his store, rarely giving it advertising prominence or window display priority. It was one of those articles which, supposedly, sold itself.

Although the boys' clothing industry seems to have virtually "found itself" since the armistice, a little more than a year ago, the awakening, on the part of the manufacturers, has been gradual. Boys' clothing has been advertised before this year. Dealer helps, consumer ads, and much trade journal publicity, had been used, but only in a sporadic fashion.

Heretofore, a few simple appeals were relied upon to attract purchasers of boys' clothing. The mother was looked upon as the logical person to whom to appeal. Moreover, no effort was made to attract buyers through style features. A few manufacturers produced carefully designed and tailored boys' garments, of course, but it was generally supposed that mothers desired to buy none but strictly serviceable clothing, clothing

WEARPLEGDE
BOYS' SUITS AND OVERCOATS
are something *more* than smart and well-fitting

HERE'S a signed contract in the pocket of each garment. It's the kind of contract you get when you insure your life. *The Police*, in fact, which states clearly and emphatically:

"Should the Suit or Overcoat not wear its *insuring life*, a new one is forthcoming—FREE."

Now, it isn't strange that such a Policy is found only in WEARPLEGDE Clothes, because WEARPLEGDE is the result of a system of unusual tailoring that in itself insures long life and lasting satisfaction.

Each garment is beautifully made and finished. Before it is finally awarded the WEARPLEGDE label, it is passed upon by a Committee of Women, who judge each detail, and censure each fault.

A "Live" Leather Belt (non-removable) is attached to each suit, and a *waiver* follows each purchase.

Is it any wonder that WEARPLEGDE presents "THE CLOTHES IRRESISTIBLE" for little men the world over.

There's a WEARPLEGDE merchant near you. Failing to find him, write us. We'll tell you how to get that merchant, and send you (gratis) a copy of the little WEARPLEGDE grey book.

THE BAUMAN CLOTHING CORPORATION
110 FIFTH AVENUE Department L NEW YORK CITY

Specimen of high grade competitive advertising for boys' clothing which has helped to materially increase the volume of sales in that field.

that would "wear like iron," no matter how it looked.

The size problem was left unsolved, particularly in boys' furnishings. Instead of manufacturing hats or undergarments based on actual measurements of children's heads or bodies, the sizes were figured on proportional measurements of men.

As a result of this lack of effort, the boys' clothing industry was without horizon only a year ago. Farsighted men realized its possibilities, but little was being done in the way of development.

The idea of national advertising did not burst full bloom into the minds of the manufacturers. Someone had to start the ball rolling. Just now, because of the startling success which met their efforts, considerable rivalry is shown by the

various national advertisers, several of whom claim to have been the first in the field. The first announcement came in January a year ago and was followed immediately by two others, but it is evident that each of the firms had had the campaign in preparation for sometime, so it is difficult to credit any one house with the origination of the idea.

This very rivalry as to dates is evidence of the keenness with which the various manufacturers entered into their campaigns. They were forced to put their best foot forward and their enthusiasm bore certain fruit. In fact, no association publicity, even if such had been possible, could have become so instantaneously effective as this rivalry was. A natural law was at work, the law

of competition. Competition had suddenly reached a point where extraordinary efforts were imperative if the gradual expansion which had taken place in the last decade was to continue.

"There was no question of associated advertising of boys' clothing," according to Walter Ford, who, as representative of Sherman & Bryan, handled the account of B. Snellenburg & Co., one of the first manufacturers of boys' apparel to engage in national advertising. Mr. Ford pointed out that the greatest argument against group publicity is that it deprives the individual manufacturer of the fruits of his efforts. "Suppose that three manufacturers band together for the purpose of advertising their product. They may increase sales, benefit their industry generally, but they sink their own individuality at the same time, and never get any more out of the money spent than the temporary increase in sales."

Mr. Ford was emphatic in rejecting the idea of advertising by associations in preference to advertising by firms, and declared that competitive advertising had so many advantages over group publicity that its use had never been questioned, by the clothing industry, at least.

How these campaigns have affected the non-advertising clothier was illustrated by the experience of a manufacturer who gave the following explanation of his failure to join in the publicity movements of this year:

"We have been at the limit of our production for some time," he said. "We don't want any more trade, and our business has been established long enough to make us feel certain of a volume that will utilize our productive power to the full. Our attitude, you see, is a neutral one. Our customers come to us regularly for their quota of goods; we anticipate their orders, and they depend more often on our judgment rather than their own in making purchases.

"While I do not advertise, and, as I have pointed out, never will use anything more than trade journal notices telling when our line will be shown, I think the various campaigns this year have had a beneficial effect on trade as a whole. There is no doubt that the public is beginning to understand what a boys' suit or overcoat should be or should not be. The individual manufacturer now has to stand or fall on his own merits, and the level of the trade should be improved because of the advertising. As far as we are concerned, we believe in gradual growth. We are more or less conservative in our

aims, and enjoy our position of an onlooker."

Indeed, there is no contradiction of the tremendous value of a year's intensive national advertising to the boys' clothing industry. Houses which have spent thousands this year are satisfied with the results of their expenditures. Non-advertising houses agree that competitive advertising has quickened the pulse of the trade. Advertising men believe that similar results could not be reached by association advertising. And reports from retailers indicate that business in boys' clothing depart-

ments has never before been on so healthy a basis.

(The second and concluding part of this article, which will appear next week, will give the details of the national campaigns of several important boys' clothing houses and will describe how retailers and consumers reacted to the new policy.)

THE EDITOR

Chicago Advertising Women Contribute Two Hundred Books

Members of the Women's Advertising Club of Chicago have contributed over two hundred books to the Soldier's Business Men's Library at Fort Sheridan Hospital. The books cover such subjects as advertising, the psychology of selling, business building, and factory management. Several complete sets were donated as well as many pamphlets and business magazines.

The Part That Copy Plays

Do advertisers really appreciate the part that copy plays in the success or failure of an advertising campaign?

IN a certain line of business—one that probably uses more advertising than any other—it is interesting to note the part that copy plays.

The leaders in this line are frequently launching new products. And this is their method of procedure.

A territory is chosen for a tryout. Jobbers supplying that section are consigned a small amount of goods. Retail dealers are circularized, notifying them that the advertising is to start on the new product in local newspapers, and that if a demand is felt the goods may be obtained from the jobbers. When practical a full size package is sent free to each retailer.

This is the only trade work. No salesmen are employed, no dealer helps used.

The advertising then starts in the newspapers. It must not only sell the consumer but it must secure distribution. Usually if the product is a "live one" the campaign breaks even or shows a small profit at the end of three months. Then, of course, the big profits come from consistent repeat business.

One concern using this method is the largest in its field. Its turnover is many millions a year. The next largest uses the same plan. Neither employs a single salesman to call on the trade.

C. B. Leach Goes to Chicago to Represent "Power"

C. B. Leach, who has been representing *Power* in the Philadelphia territory for the last two years, will take charge of the Chicago territory for that publication on March 1.

Mr. Leach will replace A. H. Maujer, who has resigned to enter business for himself.

L. C. Lau Becomes Advertising Director of the Bagley-Allison Texas Papers

L. C. Lau has been appointed advertising director of the Bagley-Allison newspaper in Texas. They are: The Fort Worth *Record*, W. W. Murray, advertising manager; *Ranger Daily Times*, I. E. Mansell, advertising manager, and the Wichita Falls

Record News, Norris Ewing, advertising manager. W. H. Bagley is president and publisher, and J. H. Allison, vice-president and general manager. Julian Herndon is manager of the papers' national advertising, and the John M. Branham Co. is foreign representative.

Simplex, Locomobile and Mercer Combine

Emlen S. Hare, former vice-president of the Packard Motor Car Company of Detroit, announced last week the organization of the Hare's Motors, as an operating company to control jointly the Locomobile, the Mercer and Simplex automobile companies. Immediate increase in output of present factories; development of a truck line and joint control of the companies are the plans

announced. Former Packard executives head the operating company, and will be supported by existing organizations in the companies absorbed.

Foerster Is Promoted in Randall Agency

Charles E. Foerster, who has been associated for the past six months with The Fred M. Randall Company, advertising agency, Detroit, Mich., has been appointed manager of the Rate Department.

Harry Conover, War Hero, Enlists Services with "Factory" Magazine

Harvey Conover, recently discharged from the Air Service, has joined the advertising staff of *Factory* magazine, Chicago. Conover received five citations while serving in France, winning the Distinguished Service Cross and the Croix de Guerre during the Argonne offensive; was cited in A. E. F. despatches for work at St. Mihiel; was decorated by the 97th French Infantry Division in May, 1917, and was awarded the Aero Club Medal for general all-around work. Conover was wounded on October 17 while engaged in combat over the enemy's lines.

Delco-Light Is Now Part of General Motors

The business of manufacturing and selling Delco-Light Products, heretofore conducted by the Domestic Engineering Company, has been transferred to the General Motors Corporation, and since the first of the year the new corporate name has been the Delco-Light Company. E. D. Doty, advertising manager, makes his headquarters at the main offices in Dayton, Ohio.

H. L. Smith Is Piano Sales Manager

H. Livingston Smith of New York and Boston has accepted a position as sales manager of the Mathushek Piano Manufacturing Co. in New Haven, Conn.

\$25,000 for a Song

The Riviera Music Company, Chicago music publishers, are going to spend \$25,000 in an advertising campaign to popularize their new hit, "Desertland." The Shuman Advertising Company of Chicago are planning and will launch the campaign soon. All national publications are to be used, also some newspapers. A unique form of advertising is to be used.

Recently A. M. Gillespie, 74 Wall Street, New York, purchased a substantial interest in the Riviera Music Company, and he is now president, succeeding M. B. Lee.

"Retail Public Ledger" Editor on Leave—Taft Now in Charge

Mansfield F. House, editor of the *Retail Public Ledger*, Philadelphia, has been granted a leave of absence for several months, in which to recuperate from an attack of influenza and to prepare a course of training in retail salesmanship. William Nelson Taft, associate editor, will have charge of the publication in Mr. House's absence.

Marketing Farm Products Through Publicity

(Continued from page 28)

This new type of advertising has been tried in the case of magnetos, bearings, motors, canned goods, and other products. Producers of farm products may find that it pays to advertise a given product cooperatively, irrespective of its brand or geographic production center.

From the Market Reporter of the U. S. Department of Agriculture.

Their entire selling effort is their copy in the newspapers and magazines. Years ago they employed salesmen. Their present method is more profitable.

We cite this case not because we do not believe in salesmen and not because we do not believe in trade work—but to emphasize the part that copy is made to play in one line which includes several of the largest advertisers in the country.

Mail order advertisers too have learned the importance of copy—they have seen one appeal sell ten times the goods of another—they have seen a change of copy turn a losing proposition into a success.

Their records prove that the biggest part of success in selling the consumer is played by the copy, just as the advertisers mentioned above have found the same thing to be true.

Records covering the expenditure of millions of dollars have taught us the value of certain appeals—certain styles of copy as compared to others.

From these records we have formulated certain Tested Appeals—appeals that on sixty-odd accounts have outsold all other appeals.

Their experience is now available to advertisers who want their copy to play the part of which it is capable. Let us send you our little book, "The Tested Appeal in Advertising," the second edition of which is just from the press.

It may be interesting to note that the first edition of the Tested Appeal was exhausted by requests in less than thirty days after publishing.

RUTHRAUFF & RYAN
INCORPORATED
ADVERTISING
404 FOURTH AVENUE at 28th ST. NEW YORK
CHICAGO: 30 NORTH MICHIGAN BOULEVARD

Basing your paper selection on KNOWN FACTS

Paper Knowledge Means Greater Sales Power

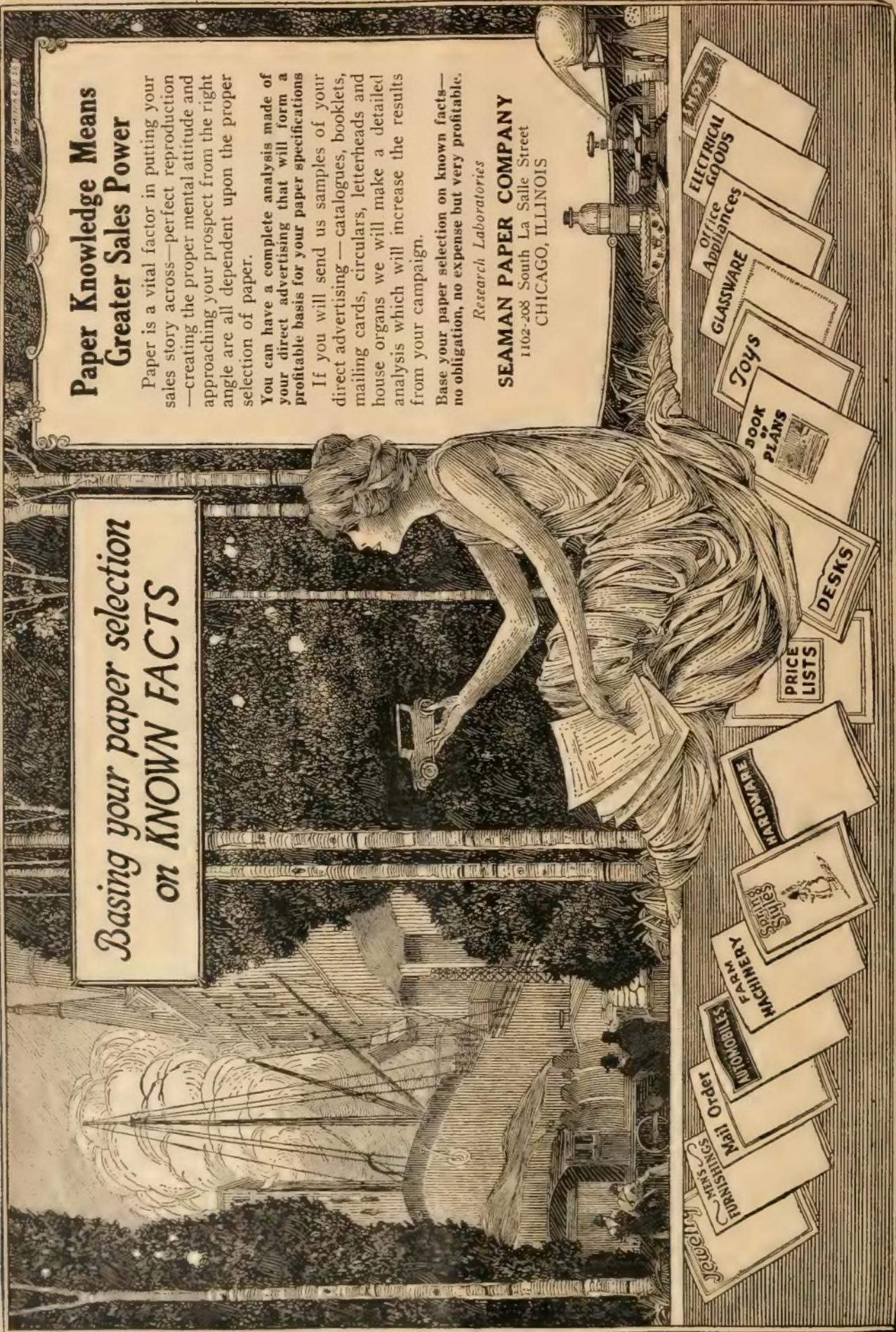
Paper is a vital factor in putting your sales story across—perfect reproduction—creating the proper mental attitude and approaching your prospect from the right angle are all dependent upon the proper selection of paper.

You can have a complete analysis made of your direct advertising that will form a profitable basis for your paper specifications

If you will send us samples of your direct advertising—catalogues, booklets, mailing cards, circulars, letterheads and house organs we will make a detailed analysis which will increase the results from your campaign.

Base your paper selection on known facts—no obligation, no expense but very profitable.

Research Laboratories
SEAMAN PAPER COMPANY
1102-208 South La Salle Street
CHICAGO, ILLINOIS



Wonder What a Certain Dog Thinks About - - - - - By BRIGGS

Copyright 1919 Rev. J. B. Tribuna Inc.



The cartoonist, too, is discovering the ad man, as is evidenced by this Briggs cartoon reproduced by permission of the New York Tribune

The Ad Man Discovers the Worker!

The Idea of Keeping the Employee Sold on the Advertising Campaign Is Gaining Ground

SINCE the appearance in our issue of February 21 of Gilbert Evans' article, "Are Your Workers Sold On Your Advertising," a steady stream of opinions and experiences pertaining to this subject has been received. Mr. Evans, who has served his time as a worker as well as a manager and who therefore is pretty well acquainted with the attitude of each party, made the point that a rich mine of discontent is hidden in our modern advertising expenditures. Despite the fond opinion of advertising men, everybody isn't sold on the worth of advertising. Among the "doubting Thomases" are some folks who ought to know better—but don't. All of us have bunched into some people with more than average intelligence who are skeptical about the power of advertising. What can we expect of the factory worker? Granted that he isn't, by any means, a boob in the usual sense of the word, our field is out of his line just the same and difficult for him to comprehend.

Therefore, when he learns of immense investments in advertising the first thought in his mind is: "Why don't we get some of that money?" And unless the brains be-

hind the organization make the reasons clear to the brawn of the organization, trouble is liable to brew.

These were the thoughts presented in the article. And it is interesting to note that some of the country's leading concerns agree both in theory and practice. A fair example of the type who write us that they are behind the plan is found in four letters just received: they are from the Burroughs Adding Machine Company, Detroit; Firestone Tire & Rubber Company, Akron; Baker Importing Company, Minneapolis; and the American Laundry Machinery Company, Cincinnati. These people, by various methods, are keeping their employees well informed of their advertising activities.

Of course, opinions differ. On the other hand one of the country's best known advertisers holds to the idea that "the only employees we have who are directly interested are our own traveling force and branch managers, and these are acquainted with the outlines of our campaigns before they are put into effect." Others have said that they take no means of getting employees interested on the strength of the personal opinion

that the employees are simply not concerned.

We have seen this attitude come to grief. One of the prominent advertisers who had been converted to the John Leitch Industrial Democracy plan, found himself with a strike on his hands in spite of this model system of self-government. There was not a thing wrong with the system—it is an admirable one—but the trouble rested in the fact that proper pains were not taken to keep the workers well informed of the activities of their representatives. There was no internal news or advertising service. Lack of information cooled the ardor of the employees and the racket came to a head eventually. This advertiser has learned the lesson, and he appreciates where the mistake was made. You can rest assured that the difficulty has been remedied.

SHOWING EACH MAN HIS VALUE

Stacked up against the experiences and discoveries of other people, however, these arbitrary statements don't seem to hold water. Others feel this way about it, too. W. E. Blodgett, advertising manager of the Autocar Company, Ardmore, Pa., says that his concern is greatly interested in an attempt to sell advertising to the factory workers. "Our object, of course," says Mr. Blodgett, "is to dignify the work of each one of the men. If we can make him feel that his own little particular job is simply a part of the Autocar motor truck, and if we can keep him at the same time conscious of the wonderful service that this truck is doing in essential transportation, we believe that we are helping him and know that it will tend to make permanent the wonderfully satisfactory relations the Autocar Company has always been fortunate enough to have with its employees."

Another concern that is getting into line is the O. C. Hansen Manufacturing Company, of Milwaukee, makers of the well-known Hansen Gloves. W. C. Bliedung, vice-president, says: "We have made no effort in the past to interest our employees in our advertising although we recognize that this is a matter that should be carefully considered. We have no doubt that the development of our advertising activities will result in action being taken along these lines."

An opinion expressing somewhat the same idea comes from C. C. Whistler, assistant advertising manager of the Delco-Light Company, of Dayton. Mr. Whistler says: "We regret to say that so far we have done too little towards interesting

our factory organization in the work of this department. This, however, is something on which we have been working and we expect very shortly to have a complete system made up so that every employee, whether in the factory or the office, may be well informed as to just what we are doing. We expect to educate them to the importance of advertising and the important part it has played in the development of our business."

The present system used in the Delco-Light organization is to furnish each department head and assistant with a copy of the magazines carrying the company's insertions, accompanied by a note drawing attention to some interesting phase of each advertisement. They have found that even this little effort is worth while and creates considerable valuable interest. It is backed up by the house organ references.

THE REASONS WHY WE ADVERTISE

According to J. J. Arnsfield, advertising manager of Fairbanks, Morse & Company, of Chicago, a somewhat similar plan is in operation there, in addition to which a complete story of the institutional campaign and its function preceded that campaign in the employees' house organ.

From K. L. Zimmerman, advertising manager of Henry Disston & Sons, the Philadelphia saw and file manufacturers, we get the idea that they believe in the plan wholeheartedly. Mr. Zimmerman says: "We are at the present time attempting to keep the scope and purpose of our national advertising campaign before our employees by means of articles regularly appearing in our monthly employees' magazine. This paper is distributed to our 3,600 employees in the office and shop each month." That is a fair-sized application of the idea.

EXPERIENCE OF THE THOMAS A. EDISON ORGANIZATION

One of the basic reasons for the success of any such plan is given by William Maxwell, vice-president of Thomas A. Edison, Inc.:

"I have observed that the workmen, who are employed in the manufacturing of racing cars, racing sulkeys, target firearms, or any other article that is to engage in competition or which will be called upon to perform some unusual feat, are likely to take greater pains than the workmen who recognize their output merely as an ordinary article of commerce. We endeavor to keep our employees advised of the various public tests to which the Edison Phonograph is submitted. We also

distribute among them copies of advertisements based on the results of these tests. We endeavor to create the same feeling that is entertained by the men who are building an automobile for a cup race.

"We have a newspaper, known as the *Edison Herald*, which circulates among our employees, and this is used as one means of keeping our workmen posted concerning our advertising."

Charles J. Crockett, of the Printz-Biederman Company, Cleveland presents a far-sighted thought on the topic in hand:

"Our co-workers are taught to know and feel that every label placed in our garments is a definite expression of conscientious effort in which each one has played a part.

"In fact we show them that it means more to them than it does to anyone, for it throws the spotlight of public opinion directly upon their handiwork and rewards them in proportion to the service and skill which they have rendered.

"For this reason, we place copies of our national and trade paper advertising conspicuously throughout our factories.

"Booklets pointing out their relationship to our dealers and the consuming public are mailed to their home addresses in order that in the quietude of their homes they may read and reflect more seriously.

INDIVIDUAL RESPONSIBILITY

"Sometime we slip into their pay envelopes a leaflet, emphasizing the responsibility placed on each individual by the appeal of our advertising to public consciousness.

"Occasionally some pertinent article appears in our house organ—"Printz-i-ples" to increase their interest in our publicity campaigns, for nothing would please us more than to have every individual associated with us feel that they had a working knowledge of and interest in our messages to the public.

"The value of these efforts are reflected in satisfying results from every point of view, especially each August when from one hundred and fifty to two hundred retail saleswomen come to our factory for a week of intensive instruction in PRINTZESS salesmanship — for then does the management realize that every individual under our roof knows the song of "PRINTZESS Distinction in Dress" and also how to sing it."

Lined up against this version is the question of George W. Cushing, advertising manager of the Hudson Motor Car Company. Mr. Cushing says:

"There are some very interesting things to be said about the relation of an advertising campaign to the employees. There is no question but what it might have a great stimulating effect if all employees could know what the advertising plans of a firm are. Then again comes the question of how much could be told."

Circumstances, we suppose, govern the answer to that query. But it seems that the fundamentals and the anticipated function of a campaign are sufficient to enthuse the worker over the idea. What they would like to know, primarily, is why that money is being spent and what good it does them. That's easy to explain.

HOW IT PAYS

The fruits of the effort necessary in explaining it are unquestionably worth while. One of the most convincing statements we have yet received comes from J. C. Ford, of the French Battery & Carbon Company, Madison, Wis. Mr. Ford says in part:

"We have pursued a policy for the past two years of aiming to get every employee on our pay roll either in sales or in factory, interested in our aim to make French products well known and established throughout the country. We feel very vitally that the securing of the interest of our factory employees in the advertising end of our business is very vital to us not only as regards factory morale, but in that it will make each employee more careful that each operation they do is done perfectly."

"Having gone through a period of great labor unrest in this city during which period our factory was the only factory not affected by strikes, we feel very vitally the importance of making every employee feel that they are not only vitally interested in French products but that they are further vitally interested in the success of this company in every department of activity."

One of the stunts used in this organization was the offering of a prize to the worker who picked out the mistake in the current insertion of the campaign. Mr. Ford says that this is only the beginning of their effort to put the idea across. A complete outline of the campaign will shortly appear in the house organ, and something on the subject will be used in each issue.

Such opinions and experiences as these certainly ought to impress the value of the idea in those places where it is dismissed on the strength of mere personal opinion—often conceived from a false premise.



TOO-HIGH FREQUENCY

BY STRICKLAND GILLILAN

Now Dubb was just wakin
To life, and just breaking
Into print in a national way.
He'd the goods, without doubt,
And had figured it out
That to hire an ad-writer would pay.

(Now Dubb didn't know
Just how he should go
At this little job he had tackled.
So he sought till he found
A publicity hound
By no other dealer be-shackled.)

The new fellow came—
What matter his name?—
And went at the work with a will.
He went through the shop
From bottom to top—
Of facts he was given his fill.

Some copy he made
And had it displayed—
Fair stuff, as an expert would term it.
But nobody bought
At the rate Dubb had thought—
Nor waited he long to confirm it.

He called in his lad
When a month he had had
In which to bring buyers by millions,
And said: "You're a blighter,
And not an ad-writer.
You ought to be leading cotillons!"

And so the poor devil,
Though quite on the level,
Was given his bitter congé,
And a man who could write
Copy different 'quite
He was hired at an increase of pay.

For a month and a week
Did the new spieler speak
Through papers of wide circulation;
Then Dubb tied the can
To the second ad-man
Who'd failed at inflaming the nation.

A dozen he tried
With experience wide,
And none did the work just to suit him.
He'd say that the stuff
Wasn't catchy enough,
Then ignorantly he would boot him.

He then saw the nub,
Did this terrible Dubb,
And said to his newest incumbent:
"You'll stay here—no fears,
For a couple of years—
While I wait for results, I'm recumbent."

Then patrons began
To come, for the man
Who talked through the prints had a show;
Now Dubb's constant song
Is: "I surely was wrong
To let my first ad-writer go!"

The moral? Tut, tut!
One who isn't a nut
Will grasp the whole truth at a glance:
A has-been or cub
Could have served Mr. Dubb
If he'd only been given a
chance.



GOTHAM STUDIOS



ESTEY PIANOS

Value of Hooking Up Your Name
With One Like That of ESTEY

Who has not been and will not be a victim of a great name, is of well known value to you. The fact that a great name is the thing that makes money in the business world.

And as business conditions continue to change, the building of a great name, it is no longer a matter of time, but a matter of fact. You have established credit on the strength of the Estey name, and experience with many of them.

The name of ESTEY is a great name to hook with yours. The public knows the name of ESTEY and is ready to buy. There is a constant demand and disposition to buy that is not to be denied. It is a name that is known in every part of the world. And it is a name that is known in every part of the world. And it is a name that is known in every part of the world.

The name ESTEY PIANOS is well known and will continue to be so. The name will continue to be so.

ESTEY PIANO COMPANY
112 Canfield Avenue
NEW YORK

Color is secured economically in the business press by running a full page tint block back of the regular black plate. In the case of the above double page spread the tint block was green. The succeeding advertisement had a red tint block and so on.

Color Helps Sell the Trade

A. V. W. Setley, Vice-president of Estey Piano Co., Tells of Value of Color in Advertising in the Business Press

By C. L. EDHOLM

"WE try to make our advertising in the business press as attractive as the Estey Piano itself, and so we do not hesitate at the additional expense of using full pages in color," said Mr. A. V. W. Setley, Vice President of the Estey Piano Company of New York City.

"In our effort to convey the distinctive quality of the Estey instruments, their beauty of finish, and their harmony with refined home surroundings, we prepare every detail of a pictorial advertisement with the greatest care. The setting of the instrument in an interior of fastidious taste, the selection of the models to be grouped about the instrument, the costuming and posing of the figures, are all supervised by artists; therefore it would be a mistake to omit the finishing touch of art in the advertisement, which in this case is color.

"Since it was reorganized a couple of years ago, the Estey Piano Company has used color in its advertising to the business to a far greater extent than ever before. That period corresponds with the time when our business expanded with startling rapidity, an increase of about three hundred per cent.

"Of course I do not claim that the use of color in our advertising to the trade is responsible for all

that growth, but it undoubtedly helped.

"It is not only in the business press that we use color in maintaining relations with dealers. We are putting out a series of mailing cards with brilliant poster effects, that bear the title, 'SPEEDING UP!' and carry out the idea of the present advance of business conditions by striking action pictures of airplanes, racing motors and thoroughbred horses. In the mass of mail that lies on the desk of a business man on Monday morning, one of these cards would stand out from the rest like a ray of sunshine through the clouds. It simply could not be overlooked, and it is too attractive to throw away.

"The subject of card number one of this series is Estey service to retailers, and its brief text gives the keynote of the campaign. It reads: THE SPIRIT OF THE TIMES.

"The spirit of the times shall teach me speed,' said a sage of Biblical days, and surely the spirit of THESE times teaches not only the value but the necessity of speeding up. Like the meteoric flight of the soaring aeroplane, a new era in business, and the piano business in particular, has been flashed across the economic sky with a swiftness that has transformed the whole

business firmament and set a pace many notches higher than the top record of the past.

"Are you quickening your stride to keep up with this pace?"

"The Estey company has keyed up its machinery of production and distribution to meet every demand of this quickened spirit of the times to a point that will keep it in the vanguard of the procession. And it is prepared to assist its dealers to speed up their business to a pace that will keep them in the forefront of the competitive race.

"Let us aid you with the profit-making Estey line and its accompanying up-to-the-minute advertising service, especially designed to meet the conditions of to-day.

"Let us help you to present your wares to the public notice in a way that will draw attention not alone to Estey instruments, but to your whole line of merchandise.

"Let us cooperate with you in a campaign that will redound equally to our mutual good and profit by speeding up together.

"The efforts of our experts will be yours for the asking.

"Note—The Estey Service is a distinct and definite department designed and functioning exclusively for the convenience and benefit of Estey dealers. It contains materials, means and methods of real practical value in promoting retail sales. We urge that you avail yourself of this service without stint and without delay. Apply it to your own uses. Perhaps it contains the very things to carry out what you are planning. Write us to-day what you have in mind."

COLOR IN OTHER FORMS OF ADVERTISING

"In this dealer service, color plays a very important part. A number of the full pages in color from business publications which we used as advertisements have been adapted to serve as lantern slides, and a set of them is offered to every dealer who will place them in his local moving picture theater.

"This additional use of the advertising designs helps justify the expense that goes into their preparation.

"Then we have a set of envelope stuffers, which are also in poster style, with flat color effects. These go to a mailing list of local customers, who may be induced to send in lists of possible buyers of pianos, piano players or talking machines.

"In these envelope stuffers, the color is used to feature not the instruments, but the desirable things that can be bought with the com-

Oklahoma, Tenth Agricultural State Leads in Acre-Value of 9 Chief Crops

Favored by the best average crop condition of any of the states, Oklahoma in 1919 climbed to tenth rank as an agricultural state, doubling her record production of 1918.

But what is still more significant of Oklahoma's unusual farm prosperity, is the fact that of the country's thirteen chief crops, Oklahoma's per-acre-value of nine of these was greater than that of the state leading in total production.

The following table of comparisons from the *Monthly Crop Reporter* yields some interesting information to the advertiser:

Crop	Value per acre in state of greatest production	Value per acre in Oklahoma	Average Value per acre in U. S.
Corn	Iowa \$ 49 92	\$ 30 48	\$ 38 54
Wheat	Kansas 27 95	28 70	27 63
Oats	Iowa 22 14	23 10	21 12
Barley	Cal 42 30	36 60	27 01
Rye	N. Dak 9 68	21 00	16 85
Potatoes	N. Y 158 05	164 00	143 93
Sweet Potatoes	Ala 106 22	216 00	134 19
Hay (Tame)	N. Y 30 75	33 22	32 65
Grain Sorghum	Texas 36 30	34 50	33 41
Broom Corn	See Below *	29 28	29 83
Sorghum Syrup	Ala 86 45	90 48	92 77
Peanuts	Ala 39 24	88 64	63 80
Cotton Lint	Texas 45 50	66 88	58 78

*Oklahoma produced more broom corn than all other states combined. The total broom corn production for the United States was 33,100 tons. Oklahoma produced 26,900 tons.

1919 Crop Values Increased 100% Over 1918

This table, also taken from the *Monthly Crop Reporter*, shows the value of Oklahoma's chief crops for the years 1919 and 1918.

Crop	1919	1918	Crop	1919	1918
Corn	\$ 94,488,000	\$ 38,130,000	Broom Corn	\$4,008,000	\$2,608,000
Wheat	107,912,000	66,127,000	Sorghum Syrup	706,000	236,000
Oats	34,650,000	26,208,000	Peanuts	1,418,000	964,000
Barley	1,830,000	422,000	Cotton and cotton seed	188,873,000	89,508,000
Rye	525,000	309,000	Fruit	5,095,000	1,589,430
Potatoes	7,216,000	3,315,000	Miscellaneous	11,012,000	(Not available)
Sweet potatoes	5,400,000	2,860,000			
Hay (Tame)	23,254,000	13,572,000			
Grain Sorghums	49,680,000	27,000,000			
				\$547,758,000	\$272,847,430

In addition to these crops, the February, 1920, crop bulletin places the value of live stock on farms at \$214,181,000. The Oklahoma Board of Agriculture fixes the value of milk produced at \$80,000,000; eggs, \$40,000,000; and poultry, \$9,000,000.

Ask for Information About This Rich Farm Market

The foregoing tables give indisputable evidence of the farm prosperity of Oklahoma and testify to the ability of the market to absorb more and better merchandise. The medium to reach more than 58% of these prosperous farm homes is the Oklahoma Farmer-Stockman. If you are "sold" on the market, let us tell you more about the medium.



The OKLAHOMA FARMER-STOCKMAN

Carl Williams, Editor.

Edgar T. Bell, Adv. Mgr.

National Representatives: E. Katz Special Adv. Agency

NEW YORK, 15 E. 26th Street CHICAGO, Harris Trust Bldg. KANSAS CITY, Waldheim Bldg.
 ATLANTA, Candler Annex SAN FRANCISCO, Monadnock Bldg.

mission on sales. A camping-out scene suggests the vacation that such a commission will pay for; a veranda with a set of artistic willow furniture indicates an addition to the home comfort from the same source, and a shopping scene on the Avenue accompanies a piece of glowing copy describing the delight of buying dainty things for the wardrobe. There is a small picture and a bit of text on each enclosure, prepared for the young people in the family. A baseball outfit, a motorcycle, a motion picture outfit for the home; these things are depicted in use, by bright color sketches, and the children are reminded that they can buy these things with their own money, if they send us names of buyers.

"Our ST seal trade-mark is reproduced in color as a price mark and guarantee notice combined. It has been used as a full-page color advertisement as well. As a price tag it goes to dealers to hang on their Estey pianos. The subdued shade of red shows up well in a salesroom, and the card is so small and so artistic in design that it looks well in place.

"But after all, it is in our advertising in the business press that the use of color shows the widest departure from old-style methods. You re-

member the typical trade journal of former years, with its heavy and uninspired advertising pages, which seemed to indicate that a rectangular space filled with black type and a crude cut was about all that was required for a message to the trade.

"To-day all that has changed. The business papers are blossoming out in colors these days, and we are maintaining our position among the progressive manufacturers who go to the dealer with color.

"Given a harmonious and beautiful picture, a large amount of copy is not required to tell the story. Sometimes a group at an instrument is shown with only the name 'Estey Piano' as text. When we have a lengthy message, we do not hesitate to use a double page spread, a picture, with a few words, facing a page of type run in a border on a tint block.

"Scores of letters from our dealers have convinced us that it pays to put forth our best efforts in appealing to their taste and sense of beauty by color advertising.

"The cost runs from a quarter to a third more than black and white on the same space, but the difference is more than compensated by the results."

The Farm Field as a Summer Market

Some Interesting Opinions and Figures Behind the Assertion That It Is Worth Trying for

By ALLAN DUANE

I'VE swapped ideas with a lot of folks on this matter of advertising to the farmer in the summer. One of the outstanding opinions that the mention recalls was presented by a man connected with a concern selling cooking utensils. They did not have, if I'm not mistaken, any definite method of checking up actual inquiries, but from a general observation of results it was this gentleman's opinion that they could find no reason at all why summer advertising wasn't as effective as winter advertising.

One of his points was this: "Our general magazine schedule is lighter during the vacation months because city population is more or less addicted to the vacation habit. We do not think this is true of the farmer, however. In fact, summer

being his busy season, he perforce must stay at home. However, there is a tendency on the part of the farmer to work shorter hours and to use improved machinery, which leaves him less fatigued in the evenings. Incidentally, he has one Sunday every week in the summer as well as in the winter. Furthermore, the high returns from farm products should make him think and read in order to be familiar with the best methods of increasing his yield."

Another man whose ideas on the subject were very well defined happened to be handling the advertising for a stove and furnace manufacturer. Advertising refrigerators or electric fans to the farmer in the summer seems to perplex some folks—this man was keen about advertising heating systems to them dur-

ing the hot months! After a trial, his company is going to continue to do it because they believe in it.

The mooted question, however, is whether or not the farmer is a good prospect in the summer—his busiest season. There is much to be said on both sides of the question, but probably more new angles to the affirmative phase of it than to the negative. One could discuss it without interruption for quite a length of time, but this won't resolve itself into a discussion. It will merely be a bit of testimony supporting the assertion that the farmer is a good summer customer, based on the information brought to light in a recent investigation of the agricultural field during this period.

SAME REPRESENTATIVE FIGURES

The investigators went to several sources for their information. The first one was the country merchant. A consensus of opinions from them proved that their sales during June, July and August are 22 per cent. larger than their December, January and February sales. Remembering that the month of December is the largest month in all retail lines, practically, those figures mean something. The statistics showed that such merchants as general storekeepers, hardware men, men's furnishers, druggists, furniture dealers, shoe merchants, clothiers, dry goods men, and jewelers, all had a consistent increase in business during the summer period.

To be specific, one dealer showed that while his total sales for January, February and March were, roughly, \$25,000, his volume for June, July and August was over \$30,000.

The reasons for this are interesting. One retailer said: "I think it is because the roads are better; the farmers get to town oftener; they have more people on the farms and, therefore, require more goods." Another said: "We sell more in the summer than in the winter because in the busy season a good crop is in sight, the end of the crop investment is in sight and the farmers begin to buy, and buy heavily."

Additional stress is given to the point these men make about visiting town more often—the prevalence of automobiles on the farm brings the farmer and his family considerably more in contact with the buying centers of the country. Talk to any country merchant and he will tell you what a big part better roads and the possession of cars play in the increase he is feeling in his summer business.

Combined with these strictly summer advantages there are a few more



I wish you fellows who are interested in selling your stuff to the dairy field would send to the address below for a copy of my autobiography—the story of *Henry Holstein*.

It tells just a few things about the people who own those great black and white dairy machines that produce probably very close to 75% of the nation's dairy products.

Henry Holstein

Dairy Farmer

Holstein-Friesian World
Syracuse
New York



or less general facts that render the farm field more attractive. Applying, as they do, to all-year-round conditions, these facts intensify our interest in the summer farm field.

The first is that farm families have on an average of almost one more person in the circle than city families. Remembering that vacations disrupt the city family in the summer while they hardly touch the farm group (in fact, many of the city families go out to the farm in summer) you have a salient point to think about.

MORE HARD CASH ON HAND

Another general point is that farmers to-day are paying *cash* when they buy. An investigation conducted by an implement manufacturer some time ago showed that whereas in 1913 only 19 per cent. of the purchases were paid for in cash, the figure in 1918 was 89 per cent. It is simple to draw the conclusion that the farmer has more money to spend, that he spends it—and in the summer.

What appeals to me, however, as the strongest argument that farmers read in the summer is that he pays for his farm papers during the summer months. Advocates of the farm field have been explaining for a long time that the farmer isn't particularly stingy or close-fisted—but that he is a wise, careful spender, getting dollar for dollar in value. He is cautious by nature and not very wasteful. I submit that a farmer of those characteristics isn't going to fritter his money away for literature he doesn't expect to read. It doesn't sound reasonable.

The number of advertisers who agree with me in this opinion is constantly growing as a glance at the summer issues of various farm publications will show. Just a short time ago I talked with the Eastern Manager of a prominent agricultural paper, and he showed me figures which proved to my satisfaction that this is true. As a matter of fact, his summer numbers last year carried about \$100,000 worth of business in excess of the previous summer. His winter increase wasn't anything as big as this.

Just the other day I got a note from W. C. Greenawalt, advertising manager of the Pennsylvania Rubber Company, who says, pertaining to this very topic: "During the present summer our campaign will be carried out without abatement. We have always been of the opinion that sporadic or 'special drive' advertising accomplished but negligible results."

Another new convert is the Way

Sagless Spring Company, of Minneapolis. Henry H. Way, advertising manager, recently said that he believed in the many arguments put forth in favor of all-year-round advertising and that as soon as the appropriation was enlarged, his company would go into the farm press in the summer time.

CONTEMPLATION REQUIRES STEADY EFFORT

Frank B. Amos, advertising manager of the Lalley Light Corporation, Detroit, seconds Mr. Greenawalt's point in saying: "I do not believe that spasmodic advertising gets anywhere with a high-class product or, rather, with a product requiring a considerable investment. This is certainly true when the slow-going, hard-headed, conservative American farmer is the fellow who is going to spend the money."

Still another slant on the question comes from the man who feels that while summer advertising for his particular line isn't essential or profitable, there are other lines more general in character that can well afford to talk to the farmer during the warm months. The objections of these men are not based upon the fact that the farmer is too busy to read or buy, but rather that he has bought their goods at another time—usually the winter or spring—for use from the beginning to the end of summer. In this classification I found a machinery manufacturer and an implement distributor. One felt that a man with a line of goods such as would be carried by any of the retailers mentioned earlier in this article could well afford to advertise in the summer; the other agreed with him to the extent of preaching that theory to the retailers who handle his goods.

W. H. Brandt, advertising manager of the Chain Belt Company, manufacturers of concrete mixers, sprockets, traveling water screens, elevators and conveyors, many of which are, of course, used on the farm, writes: "So far as we are able to determine from our returns there appears to be no difference in the effectiveness of advertising in the various seasons."

Still another implement maker of my acquaintance meets the same problem by turning out a variety of machines which are used at different seasons of the year. He, very naturally, advertises in the summer and in a copy of his house organ published a short time ago he, too, earnestly advised his retail distributors to do the same.

Then we run across the concern that finds out the effectiveness of

summertime advertising in an accidental way. The Perfection Manufacturing Company always used to stop advertising in June—they sell a milker. One year one of the farm papers missed an insertion and filled out by running the ad in July, which was not on the schedule. To everybody's surprise, that July advertisement brought more inquiries than any other insertion during the year!

WHAT ONE AGENT DISCOVERED

Mac Martin, president of the Mac Martin Advertising Agency of Minneapolis, who handles this account, has some very definite ideas on the farm field in summer. He said recently: "It has long been claimed that the farmer has no time to read in the summer, and that the only time to advertise was during the winter. Some publishers even admitted this. We do not believe in it, and we think we know what we are talking about because we make very extensive investigations of the farmer's reading condition during the summer. We call upon the farmers in Minnesota during the summer months personally, and wherever we go we find the farmers and their families have found time to read the latest issues of the agricultural publications."

For further evidence, you can pick up any of the farm periodicals and run through the advertising columns to see just what sort of concerns do advertise during the summer. We would find, for example, concerns like the Avery Company, Peoria, Ill.; John Deere & Company, Moline; Rock Island Plow Company, also of Moline; the De Laval Separator Company; Simonds Manufacturing Company; Thomas A. Edison; the Victor Talking Machine Company; tire concerns like Firestone, Goodrich, Goodyear, Ajax and the United States Rubber Company; Moline Plow Company; the Barrett Manufacturing Company, and scores of others. They obviously feel that it doesn't pay to knock off during the busy season—or else they would knock off. We know them too well to assume that they are spending their money for the mere joy of seeing it go out.

Looking over the summer farm field, talking with those most deeply concerned with it, and weighing the matter pro and con in an effort to draw out the real truth of the much-discussed question, the result of the "trip" is that I for one can't tear myself away from the logic of the affirmative side of the question. And I've run across a good many folks who won't be torn away, either.

Do You Know

1. That South Carolina stands eleventh in the entire United States in total value of Farm crops. Total value for 1919, Department of Agriculture figures:

\$520,522,000

2. That this makes for every Farmer in the State, both white and colored, according to U. S. Census figures, approximately

\$3,000

3. That South Carolina's only Farm Paper has a guaranteed circulation to these rich Farmers of over

40,000

The Carolina Farmer & Stockman receives the active endorsement and cooperation of South Carolina agricultural interests. The paper deals only with matters of value to Carolina farmers. It is the only farm paper through which you can concentrate in prosperous South Carolina.

The circulation of **The Carolina Farmer & Stockman** has been conservatively secured. Care has been taken to select only the best farmers—the type who would be most likely to benefit from the Publisher's editorial policy and respond to our advertisers. Application has been made for membership in the A. B. C. Our records are being kept in standardized form. We hope to receive our initial audit this April.

The rank of eleventh in the entire United States in total value of Farm crops commands attention. This fact, established by Government figures, justifies the special consideration of South Carolina as an individual market. The logical way to tap that reservoir of agricultural wealth is through the firmly established South Carolina farm paper.

Won't you write us now for further details about our market and our medium? We want to tell you about our editorial work and our circulation methods.

Line rate 30c flat. Agent's commission 15%. Cash discount 2%.

Carolina Farmer & Stockman

46 Broad Street (A. B. C. Membership Applied For) Charleston, S. C.

Represented by

E. Katz Special Advertising Agency

New York

Chicago

Atlanta

Kansas City

San Francisco

How the Hupmobile Entered the Foreign Market

A Concrete Story of What One American Firm Has Done Pointing the Way for Others

An Interview with C. G. POOLE

European Sales Manager of the HUPP MOTOR CAR CORPORATION

By LOUIS H. FROHMAN

"THE fact that before the war the Hupmobile had the second largest volume of sales in France of any American automobile, was not due to chance, but to an export policy put into effect as long ago as 1908," said Mr. Poole, when found at the Hupmobile stand in the recent Paris Exposition—the first one held since 1914.

THAT HUPMOBILE WORLD TOUR

"You will remember the tour around the world, in 1908, when Joe Drake, our vice-president, Tom Hanlyon, one of the factory mechanics, and our photographer, Tom Jones, twice circled the globe in the little original Hupmobile 20, visiting nearly every country where automobiles were used, and some where this car was the very first ever seen.

"Well, that gave the car a lot of publicity at home, and removed any doubt of the sturdiness of a "light" car. But that trip was really not a publicity stunt at all—it was the foundation of a steady export trade which has since given the Hupmobile the largest foreign sale, in proportion to total production, of any American car manufactured.

FOLLOWED UP WITH FACTORY REPRESENTATIVES

"We didn't wait for inquiries about the Hupmobile to come from Brazil, China, or South Africa; we started five factory representatives of our own to South America, Australia, the Orient, South Africa and Europe. These men found an interest created by the Hupmobile tour, but it needed following up to turn it into sales. They were vested with authority not only to give information and prices, but also to assign territory, close contracts and to bring, practically, the Hupp Motor Car Corporation itself to all the nations of the world.

"We have from the outset made the same conditions in our dealers' contracts abroad as at home. We reserve decision as to what other makes of cars our dealers may also handle; dealers are fully protected

in their territories, reductions from retail price or increased price where a buyer is willing to pay a premium for delivery are prohibited, and dealers must maintain suitable salesrooms, service stations, and a prescribed stock of spare parts. Aside from the observance of these fixed policies, we give our factory representative the broadest powers in his territory, which has allowed many difficulties to be quickly settled without recourse to the factory.

GAVE FOREIGN BUYERS WHAT THEY WANTED

"I suppose that the greatest factor in Hupmobile success in the export field is that we have followed the simple course of studying what the buyer preferred, and of then giving it to him.

"The Hupmobiles you see here at this Paris show will illustrate what we have done since the first Hupmobile 20 was boxed and swung into a hold. The foreigner prefers magneto ignition, so these cars have magnetos. He still likes the steering wheel at the right, therefore in this detail the choice is optional. When he needs to replace his tires, he can do so at any European garage, because they are all of metric dimensions and the clincher type. ('Straight-side' tires cannot be found in Europe.) The speedometers register in kilometers instead of in miles. Traffic regulations are not uniform in all countries, so even the tail-light may be had at the right, center or left, as may be required. And so with wheels, body color, top material, etc. Nuts, bolts and spark plugs are of metric sizes, and can therefore be replaced at any garage.

"All of these points may seem like mere details, but they should be given careful consideration, as when actually on the ground they loom up in importance, and contribute largely to the convenience and satisfaction of the buyer. They are just the principles which I have seen urged in our leading business magazines, yet it is surprising that they are not followed more universally.

ADVERTISING MEETS LOCAL NEEDS

"In our foreign advertising we get timeliness and home-trade appeal by allowing the dealer to prepare the copy and choose his mediums. He is supplied with cuts and suggestions, but he judges when to advertise and what to play up on. In newspaper advertising, we go '50-50' with the dealer up to a fixed amount. In some cases this is extended to space in the trade journals.

"I can give you an instance of why we believe in letting the man on the ground prepare the campaign. We often receive newspapers from countries where nothing but open cars are used, and find many advertisements illustrating coupés and sedans, and speaking of 'miles to the gallon of gasoline,' which creates no definite picture in the mind of a buyer who is used to thinking in kilometers, liters and of 'petrol.'

"We supply literature to dealers in all needed languages, and too much care cannot be exercised in preparing a well-expressed as well as an accurate translation. Even in our own English language we have found it advisable to prepare special catalogues for our British and Colonial dealers, as many parts of a car are differently named and descriptions can also be changed in phrasing, to better suit their taste.

MAINTAINED CENTRAL SPARE PARTS DEPOT

"As I told you a few minutes ago, every Hupmobile dealer has to carry a prescribed stock of spare parts. In addition to this we found it essential to have a larger spare parts depot of our own, so centrally located in Europe that telegraphic orders could be filled quickly. Before the war Hamburg was chosen for this purpose, because it was one of the three 'free ports' of Europe; that is a port at which goods could enter without duty, to be held and shipped in bond, paying duty only at the point of final delivery.

"I cannot emphasize too strongly what a benefit this was to our sales, for a purchaser had the comforting assurance that a trivial accident would not lay up his car for a month or more, or else go to the expense of having the part duplicated by hand.

"We had in charge at Hamburg a Frenchman and a Belgian. Needless to say, at the outbreak of the war the depot closed. We still have about a hundred thousand dollars worth of parts locked up there, but the company has given me orders to move them out of Germany.

(Concluded on page 51)

The Price of Leadership

TO BE a leader in any field of endeavor calls for four things in the main. First, Ideals; second, Devotion to a Cause; third, Concentration, and fourth, the Courage to "Carry On."

PHOTOPLAY'S leadership in the field of Motion Pictures has been no exception to the general rule. Early it picked ideals, to which it has been devoted; it has concentrated all its energy in its chosen field and backed it up with the necessary courage to carry them to a successful conclusion.

To-day, its leadership is unquestioned by advertisers and leading agencies, as well as the great army of people who have endorsed it, by stepping up to the newsstands each month and buying the magazine.

This has not been accomplished without difficulty, however. It blazed the trail editorially, doing much to direct the great industry of which it is an integral part, and its advertising columns have been kept clean and represent today as fine a line of merchants as has ever been acquired by a magazine.

Every month, business that might be thought objectionable has failed to secure space, and each advertisement is guaranteed by the magazine itself.

The wisdom of this policy has been proven by more advertisers and readers giving their support to each issue.

To-day the year closes with a 115 per cent. gain in advertising lineage and an increase in circulation guarantee of 100,000, with a large excess in addition.

Isn't this the sort of a medium that successful manufacturers need? It seems so to me.

Let the name stick in your mind, it's imitated.

PHOTOPLAY

The Magazine of the Fifth Estate

JAMES R. QUIRK, PUBLISHER

W. M. HART, *Advertising Manager*, 350 North Clark St.,
CHICAGO

NEW YORK OFFICE, 25 WEST 45TH ST.

Bowing Before the Great God "Positive"

Why I Think That Negative Advertising Is Justifiable and Produces Positive Results

By P. L. ATKINSON

UNLESS I am greatly mistaken, and that has happened once or twice I can assure you, the most important mission of a piece of advertising copy is to make the reader *remember* what it said; to make an indelible impression on his mind so that someday, somehow, somewhere he will buy the thing advertised. Few readers of magazines or newspapers rush out immediately to buy a tin of sardines or a tube of tooth-paste no matter how beautifully or how skillfully the copy writer has portrayed it.

It is possible, of course, to make anything seem so attractive, so desirable that the reader will exclaim, "I must have that!"—but while the spirit is willing, the flesh is weak and the need is, after all, not so pressing—it is great golfing weather and—well, if the reader is anything like the writer he may not be able to find his hat in a hurry anyway, so there you are.

Now what do people remember longest and recall oftenest?

WE REMEMBER TROUBLE

Unfortunately—but truly—the average person can remember "trouble" longer than anything else in his life.

Think back! Do you remember the pleasures or the frictions of your boyhood? Can you recollect the delightful moments of your early youth so vividly as you can recall the drubbings you got; the times "she" turned you down or the jobs you failed to land? What remains of the memory of a romance? The stillness, the moonlight, the mystery? Or—well, of one of his most delightful amours all Jurgen could call up was a dirty lamp chimney in an ill lighted apartment.

And would history be made more readable, more understandable, were it a record of peaceful days instead of a roster of the battles, the sieges and the fortunes of war?

What lingers in your mind concerning great cities? The London plague, the Chicago fire, the San Francisco earthquake, the siege of Paris, the fall of Babylon, the destruction of Sodom and Gomorrah.

Not positive thoughts, truly, but persisting ones.

Schopenhauer, shrewd old Ger-

man (not Prussian) philosopher said that perfect health is a state resembling innocuous desuetude; only pain is positive.

WHY SHUN THE NEGATIVE?

These, my friends, are negative thoughts I grant you. But we, in the advertising business, while youthful, are not childish. We have certain offices to perform, and we are mightily interested in performing them. If the judicious use of the negative helps, why should we shun it as a pestilence when it has a certain, well-defined value in selling.

For there isn't the least doubt in the world but that the mind will retain impressions of the slings and arrows of outrageous fortune long after it has ceased to function on the benefits of the fickle Jade.

Which is the most important—to have a pleasant shave or *not* to have an unpleasant one? Can the question be answered?

Well, a man changes from one shaving cream to another for one reason only—he doesn't like the cream he is shaving with. At least he *thinks* it's the cream. Does he call to mind the advertised cream that offers him a clean, smooth pleasant shave or does he recall the one that promised him freedom from the irritations he is suffering at the moment? We vote for the latter.

Certain advertised products feature protection. A few are tooth-paste, fire extinguishers, foods, motor trucks, investments, insurance, razors—the list is a long one.

I believe such products can be well advertised by the skillful use of the negative. For if you're going to protect a man from tooth trouble, fire, indigestion, extraordinary expense, poverty or irritation you simply have to tell him that you *can* do it. And how are you going to tell him that you *can* do it unless you employ the negative?

"Life is," as Mr. Webster says, "a continuous possibility of sensation." Only the dead are immune from it. Unfortunately, our sensations are frequently unpleasant. And it is to live people that advertisers must address their copy.

Another, a more modern philoso-

In Case You Missed the Start of This

LET us tell you that George F. Whitsett, an advertising man, under the title of "An Advertising Man Rises to Object to 'Poisonous' Advertising Copy" entered a vigorous attack upon the copy writer who attempts through "his fear of punishment and misery" to make him buy advertised goods.

As what he termed an average buyer, who was also an advertising man, he was of the opinion that they did not accomplish the desired result. Mr. Whitsett's article was based entirely upon quotations directly from advertisements of reputable firms in equally reputable publications, the originals having been placed on file with ADVERTISING & SELLING in connection with the article itself.

In the same number (February 21, 1920) we quoted at length an editorial from *The Christian Science Monitor* which seemed to ably second Mr. Whitsett's appeal, though each had written without a knowledge of what the other thought on the subject.

On these pages you have two of the many articles which have come into our editorial offices since our issue of February 21 appeared publishing the original article.

Mr. Atkinson on this page frankly disagrees with Mr. Whitsett, while on the opposite page Mr. Reidy as cordially agrees with Mr. Whitsett.—THE EDITOR.

pher than Mr. Webster if indeed Webster can be called a philosopher, said that life is just one damn thing after another. A comrade added: And then some more after that.

The modern idea is to reduce the friction of living—the friction of not being able to find a letter after it has been filed (or secreted) by the filing clerk; of being able to get one's clothes to fit and feel comfortable at the same time; of being able to get on with one's wife, with one's friends, with one's chief.

Advertising helps us to do that. Negative advertising recalls difficulties and tells us how to overcome them. We're interested in that. We are familiar with difficulties. We know what they are. They annoy us. We want to know how they may be overcome. And we will remember the advertising that is frank enough to say: "This is the trouble with you. Let us show you how to get rid of it."

THE OPTIMISTS HAVE DECEIVED US

We have, in a large measure, been deceived by the optimists. We grasp

Let's Put an End to "Frightfulness" in Our Copy

Is It a Far Cry from the Negative Copy of To-day to the Old-time Patent Medicine Stuff?

By D. A. REIDY

This Argument Vitally Affects Every Writer of Copy

IN presenting this matter we are not merely giving you an article which can be read, and perhaps forgotten. This subject is a vitally important one to every writer of advertising copy.

Sooner or later some check must be placed upon the advertising of pessimism just as we are now busy putting a curb on the too optimistic statement à la J. Rufus Wallingford.

The subject not only has to do with the ethics of advertising, whether it is permissible to build up your business by attacking a competing product in your copy, but further than that it goes at the root of the matter—is it permissible to attack the senses, trample upon the emotions and entirely disregard the feelings of our fellow-men?

We all know that certain things which are known to produce the "results"—not stopping to analyse what these results may be—are sometimes forbidden in the interest of the general public good. Our late departed John Barleycorn, for example, without taking sides on that question, came to grief because he kept bad company.

Advertising is a powerful force, admitted, but it must be used for the general good, or old General Good will step in and call a halt.

Why not give this matter of negative appeal, fear copy, etc., some thought and write us your opinion?—THE EDITOR.

wildly at the shadow of promise and fall back into the slough of the substance.

"Make people think pleasant thoughts! Make 'em smile. Paint a picture of beauty for 'em. People don't like to read about gloomy things."

Of course they don't want to read about gloomy things. They don't want to experience them either. Their whole lives are spent endeavoring to avoid them. They want the fine, the good and the beautiful. They strive unceasingly for it.

But—they are not babies to be pampered. They are men and women to be talked to—to be reasoned with.

Let's forget whether a thing is positive or negative. Is it true? That is the test. And will it be remembered and acted upon?

The great god "Positive" is frequently a false god. So is the great god "Negative." They are both treacherous, but not to be feared. Only subdued to the uses of strong, truthful copy.

HATS off, say I, to Mr. George F. Whitsett for his clever, indeed masterly, article on "Poisonous" Copy. Some such voice has been in order for quite some time. Now that the subject has been brought to the front through ADVERTISING AND SELLING let the powers that be see to it that it is not shelved or side-tracked or laid on the table for want of sufficient support. Mr. Whitsett is far from being alone in feeling that it is time a halt was called on advertising copy that strains truth to the extent of conjuring up mental pictures of dangers or conditions that exist mostly in the imagination of some acrobatic scribe. Let us put a permanent crimp if possible on this pernicious tendency to make capital out of the "creeping agonies of the flesh" to use a Lloyd George phrase.

Advertising is to-day more than ever looked upon as one of the great constructive forces of the world. It is recognized as a tool that works best in the hands of thoughtful, earnest men who understand that its power comes from its persuasive action on the human mind, and who endeavor to direct this power for good instead of using it for the propagation of fear, fallacy and fads or mustering it on the side of dismay, disaster and disease. The force of advertising is the force of mental suggestion, nothing else. To use this force adversely for the purpose of inciting fear or planting the seeds of unknown ills in human thought is a thoughtless proceeding to say the very least.

WHY ADD TO HUMAN MISERY?

Lord knows the average mortal has enough adverse suggestions to contend with in the news columns of his morning paper where the headline writers love to exploit the "flu" or other epidemics as if the whole family was sure to become victims over night, and danger lurked around the corner for every luckless wight who ventured out-of-doors or walked on the wrong side of the street. And now comes the string and flute brigade to crowd the mourners and still further bedevil us with burning lather on the skin, bloody razors on the cheek, awful acids in the mouth and far-fetched films on the teeth. Advertising, it seems to many of

us, has a much more useful mission to perform than to add to the sum total of human fear or prey on man's credulity to build up a transient trade.

Aside from its psychological effect such an abuse of advertising speaks very poorly for the resourcefulness of the copy writer. The man who can find no selling foundation in a product or commodity other than human fear and human weakness is in a sorry plight indeed. One scare thought argument calls for another to back it up, one stretch of the imagination begets another and one more, until in time the whole selling basis becomes a frail fabric of futility when some other fellow comes along with a more mysterious or outlandish scare. Every time our old colored mammy laughs and shows her row of gleaming ivories, I wonder what she would think of the fellow who would tell her she had acid mouth or films on her teeth.

THE ETHICAL SIDE

Then there is the ethical side. Where is it going to end? Are we going to have the day of horrible examples revived? It isn't so many years ago that certain magazine publishers as a matter of common decency refused to print the picture of a boneyard and bespavined horse in connection with a mattress advertisement and no decent publication would to-day accept the ancient illustration of the living skeleton with the hacking cough or the long-haired lady with the pitted face. Such scare pictures belong to an outgrown age.

The Christian Science Monitor is right when it says "the so-called advertising of the horrible, the diseased, the destructive should be no more tolerated even by advertisers themselves than liquor or opium propaganda." Even from a merchandising standpoint it has a bad reaction for sooner or later in the mind of the reader it will be promptly classified as "bunk" and the cry of "wolf" will fall on deaf ears.

It is generally admitted nowadays that advertising, to be respected, must be constructive, logical and not open to attack, and the examples to which Mr. Whitsett points, while perhaps less reprehensible than

others that might be named, are useful as calling attention to a possible lapse back to the days of Peruna, Pink Pills and "Heaven Bless You, Beck," when the test of a good copy writer was his ability to frighten women and children by painting vivid pictures of things that mostly weren't so. Let us put an end to "frightfulness" in advertising as we put an end to it in war, if it takes a Board of Censorship to pass on every ad.

Webb, Kendall & Bruce, Inc., Begin Business

Under the name of Webb, Kendall & Bruce, 65 Broadway, New York, and 199 Washington street, Boston, the following men announced, on March 1, that they had associated themselves for purposes of Industrial Management: Stuart W. Webb, Henry P. Kendall, John M. Bruce, Fred R. Ayer, Henry J. Guild and Charles B. Wiggin.

Former Detroit Reporter Buys a Paper

The Birmingham, Mich., *Eccentric* has been purchased by George Averill, former *Detroit Times* reporter.

The Matter of Ethics in Exporting

The Principal Types of Export Houses As Well as the Principles of the Types

By DR. E. E. PRATT

President E. E. Pratt & Co., Inc., formerly Chief Bureau of Foreign and Domestic Commerce, Washington, D. C.

F. R. E., Sales Manager, St. Louis, Mo.

We are sending a certain amount of business through a New York export house. We allow them a special inside discount. We now find that they are charging their foreign customers a buying commission. In other words, they are being paid at both ends. Is this a general practice? Is it a good business practice? Is it ethical? May we ask your opinion?

Blank Mfg. Company, Kokomo, Ind.

We desire to enter the foreign field with our products. We have interviewed and been interviewed by many export houses but there seem to be no standard methods, and on the other hand a great variety of concerns evidently are anxious to do business with us. Can you make any suggestions that will help us in selecting the right concerns with which we can cooperate?

ALTHOUGH these two queries may seem to be entirely different and in no way related, they do in fact have to do with almost identical features of the export business. So we first examine the second question.

This question is one which almost always arises when the manufacturer faces for the first time the problem of developing an export business. It very naturally arises because of the variety of export agencies that offer their service to the manufacturer for the purpose of building up foreign business. It is an important question, because the choice of the export concern means the choice of success or failure.

In a previous issue I pointed out some of the considerations in making a decision to go in for direct export business. What I said there will cover the phase of direct exporting and the principles underlying an export department. The following facts refer to the manufacturer who deals through an export house.

The following principal types of export houses are found in New York and other export centers.

1. The Export Commission House.
2. The Export Merchant.
3. The Manufacturers' Export Agent.

The export commission house, as the name indicates, is a concern doing business on a commission business. The commission is properly paid by the foreign purchaser. In fact, the commission house is a buying agent of foreign houses. If it is located in New York, it gives a buying service in this market, and for that service is paid a commission by the foreign customer.

In endeavoring to get business, the export commission house offers the importers in foreign countries a buying staff and a large volume of business. These two conditions enable them, as they state, to shop around in the market and to buy at market prices or better.

Obviously, therefore, an export commission house cannot represent a manufacturer and accept a commission from him, because the commission house is being paid by their client to do just the opposite, namely, to shop the market and obtain the lowest possible prices.

The export merchant is an exporter who buys and sells on his own account. He buys outright and sells outright. Usually an exporter of this type has his own branch houses abroad where he carries stock. Some export merchants even have their own retail establishments in certain foreign markets. Usually the export

What do you mean by a dominating evening paper? The News has more circulation per population than any other evening paper in the country. Check this up with your statistics.

THE INDIANAPOLIS NEWS

First in America in 3c Evening Field

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

USE NEWSPAPERS ON A THREE-YEAR BASIS

merchant is entrenched in one or two markets and does not attempt a world-wide business.

Naturally the export merchant seeks to get all the discounts and commissions that are obtainable. His aim is to purchase at the lowest prices and sell at the highest. The export merchant can often give the manufacturer the best service he can get in certain markets, and should be used. He does not, however, usually take a buying commission in any form.

Is There Any Question About Foreign Trade That Bothers You?

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

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

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

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

Dr. Pratt's answers to foreign trade questions will alternate with the series of articles on foreign trade by Clayton Sedgwick Cooper, the next article of which will appear in our issue of March 13.

Mail your questions to Dr. E. E. Pratt, care of ADVERTISING & SELLING Co., Inc., 471 Fourth Ave., New York City.

The manufacturers' export agent is a distinct and comparatively new development in the export field. He represents the manufacturers in one or all markets. He is compensated by the manufacturers who give him a special commission or discount. The manufacturers' export agent sells the product of the manufacturer whom he represents in any way and to any customer, always keeping to the foreground the fact that he is representing and developing business for the manufacturer.

The manufacturers' export agent cannot properly receive any compensation from the purchaser abroad. He is paid by the manufacturers or a super-salesman, and receives his compensation from the manufacturers only.

No wonder, Mr. Sales Manager (F. R. C.), that you are confused. The situation is made even more confusing by the fact that practically no one export house in New York or anywhere else operates on any one

single method outlined above. Almost every house does a little of each. I can only point out one or two houses that cleave rigidly to the pure commission business. Hence you find houses doing some business on a commission basis, and at the same time representing manufacturers and receiving discounts and commissions from them. At the same time, they are probably transacting some business on their own account as merchants.

This practice is not strictly ethical, but it is customary in foreign business, and foreign importers and our own manufacturers recognize and acknowledge it.

In choosing your medium through which to export, you can only keep these facts in mind, and carefully investigate the export concerns in New York in order to ascertain which one is best suited to your needs and will give you and your products the best service.

G. F. Hobart Now Department Director for Johnson, Read & Company

Johnson, Read & Company announces the appointment, of George F. Hobart as director of plans and space buying. Mr. Hobart simultaneously announces his resignation as manager of promotion and membership for the Audit Bureau of Circulations. As a result of his work for the A. B. C. Mr. Hobart's previous broad experience as manager of an advertising agency is now greatly reinforced. He has an unusually thorough knowledge of publications of all kinds throughout the United States and Canada. During his direction of the A. B. C. membership campaign, the roster practically reached completion, a great advance having been made in the past year.

Birmingham Newspaper Elects Directors and Officers

At an annual stockholders meeting of the Birmingham News Company, publishers of the *Birmingham News*, Victor H. Hanson, Thomas J. Heflin and James E. Chappell were elected directors, and the directors chose the following officers for the year: Victor H. Hanson, president, Thomas J. Heflin, vice-president, and John C. Clark, secretary and treasurer.

Dean of Catholic Editors Dead

John J. Shea, editor of the *Catholic Standard and Times* died in Philadelphia, Tuesday, after an illness of several months. He was seventy-nine years old and was known as the dean of Catholic editors in the United States.

He was founder of *The China Gazette*, having served as a war correspondent at various times in China and Japan for English and American papers, and was the author of several books. Early in his career he was a reporter and later sub-editor of the *Freeman's Journal* in Dublin, was on the editorial staff of the *United Ireland* from 1883 to 1893, and later was made associate editor of the *Catholic World*. He was editor of the *Young Catholic* until 1897, when he removed to Philadelphia and became editor of the *Catholic Standard and Times*, which position he has held since 1897. He was also an associate editor of *The American Catholic Quarterly Review*.



WHEN A WINDOW BECOMES A DOOR

When an advertiser puts into a dealer's window an advertising display that interlocks with the National campaign—

—and crystallizes at the point of purchase all those selling influences which go to make up a complete campaign—

—he is virtually making that window an open door to immensely increasing business.

Window advertising is coming to the front as the crux of an advertising campaign and Einson Interlocking Window Displays are setting a new standard.

We do everything the exclusive lithographer can do and many things in an art, copy, merchandising and service way which he is not equipped to do.

Interviews and correspondence are invited.

EINSON LITHO, INCORPORATED



NEW YORK:
71 W. 23d St.

CHICAGO:
332 S. Michigan Ave.

Selling Your Wares to the Farmer

(Continued from page 24)

ner the range of merchandise that the city merchant can carry. The general store, while it resembles the department store of the big towns in the variety of merchandise carried, is seriously handicapped by both lack of space and financial resources. This condition accounts for the fact that in so many cases the manufacturer finds that consumer demand must precede dealer cooperation. There are countless products that the general storekeeper

cannot possibly afford to hold in stock, although in most instances the dealer will gladly secure any article for which there is a call.

These are all conditions that make important the careful selection of advertising media, of which there are two or three hundred! These may be classified as local; regional and national, and again subdivided as highly technical, family and general in their appeal. A comparative analysis of circulation figures shows that some of the publications have an intensive circulation covering only one or two States, while others,

although reaching over a far wider area, touch only the high spots—and these only lightly. But circulation is no more to be considered than editorial policy and the merit of the general contents. Upon these factors depend reader influence and the subsequent confidence in the advertising columns.

To sum up it may be stated that the farm market offers the manufacturer of really worth while merchandise, possibilities only little realized, but it is one that calls for expert penetration if the pitfalls that beset the inexperienced are to be avoided.

SYSTEMS BOND

"The Rag-content Left-dried Paper at the Reasonable Price"



Successful sales executives do not merely send out a letter replying to an inquiry, or to a list of prospects they are anxious to do business with, without making sure the contents of the letter is sent on the right kind of a letterhead.

You and thousands of other business men are constantly using the wastebasket for sales messages presented in so poor a manner that you do not even trouble yourself to read through the letter.

One look at the letterhead convinces you that the message of the concern sending it out cannot be of much importance, but you will read a message if it reaches you addressed in the form in which it should be, which means the right kind of a letterhead.

We will be very glad to send upon request samples of letterheads on SYSTEMS BOND in white and six attractive colors. Why not send for these samples now and see if you cannot improve your present letterhead.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

Madison "Capital Times" Appoints Representatives

The Madison *Capital Times*, Madison, Wis., has appointed, effective from February 1, as their foreign representatives Payne, Burns & Smith, Inc., in New York and Boston, and G. Logan Payne Co. in Chicago and Detroit.

Brown Will Direct Sales and Advertising of Block Motors

The W. D. Block Motor Company announce the appointment of Wallace Brown, of Detroit, to be director of sales and advertising. Mr. Brown will still retain his connection with the Wallace Brown Brunswick shop in Detroit.

Four Governors and Prominent Business Men Will Conduct a Unique Advertising "Stunt" in May

Prominent business men of the South Atlantic port cities, including the governors of the four Southeastern states of Georgia, Florida, North and South Carolina, will charter a special train for a business boosting and advertising trip through Middle Western states the latter part of May and first part of June. During the trip about \$25,000 will be spent in advertising in newspapers and magazines in cities that will be visited along the route. The purpose is to advertise the South Atlantic ports, and to have manufacturers of the Middle West route their export shipments to foreign countries through these ports. The new freight rates make this possible without any more expense than to ship through the ports of the North Atlantic.

Places Advertising Direct

The American Steam Conveyor Corporation, Chicago, are signing contracts for advertising their American Trolley Carrier, which is labor-saving equipment for handling coal, ashes and like material. Guy S. Hamilton, who is advertising manager, is using trade papers.

Worlds Salesmanship Congress Incorporates in Delaware

Worlds Salesmanship Congress, which was started several years ago in Detroit by D. M. Barrett, was incorporated this week in the state of Delaware, with a capital of \$225,000 by Charles B. Bishop, S. H. Baynard, and H. N. Jefferson, Wilmington. They are chartered to engage in printing and publishing.

How the Hupmobile Entered the Foreign Market

(Concluded from page 44)

HOW THE WAR AFFECTED SALES

"Of course the war curtailed European sales, even in neutral countries, because while automobiles could be shipped to Spain, Switzerland, Holland and Scandinavia, tires were declared contraband. In South Africa, South America, the South Sea Islands and Australia, relations were kept up throughout the war, and in some cases sales were greatly increased, due to the suspension of all supply from Europe.

OLD CONNECTIONS NOW RE-ESTABLISHED

"It has been a great satisfaction to see all of our old dealers who could get here, signed up again during this Paris show. And the others, those in Germany, Austria, Turkey and Roumania, have written. Until our own entrance into the war our European man stayed right on the job. Not a car could he deliver, but he did the all-important work of keeping relations with our dealers. The effect of this was an immediate revival of business after the Armistice, with a demand for more cars than we can hope to deliver.

HOW ABOUT LONG CREDITS TO EUROPEAN COUNTRIES?

"We have always sold cars in just one way—spot cash at the factory. But we arrange for the dealer so that he can meet these terms. The most satisfactory method of finance is through a commission house which will buy the cars for their own account, insure and ship them, and collect from the dealer only upon delivery into his hands. The charge for buying and for handling the entire transaction is 2½ per cent., plus 6 per cent. on the investment for the time the cars are in transit.

"Our dealers in all countries have found this simple plan the best for them, as it relieves them of all risk and of investing their money until they can immediately turn it over again.

"In some lines of business, longer credits from American seller to European buyer will be desirable, and will help toward the physical and commercial reconstruction of the nations. For ourselves, however, we have found no reason to change from the policy above described; nor is there a lack of responsible houses ready to put the business through.

"It is my firm belief that none of the factors claimed to exclude a large sale of American cars in France will prove anything but theoretic.

French makers feared that the public sale of American Army cars would bring the market to the saturation point. Such has been far from the actual case. The French manufacturers' own estimate of the number of cars they can produce this year, is unquestionably too optimistic. But should they all deliver up to schedule, American makers will still find demand for all the automobiles they can ship. And what is more, our values will compare favorably in spite of the 70 per cent. duty. The French government collects from every purchaser of an American car."

Dinner for Publicity Man

In honor of Frederick M. McCloy, who has done newspaper publicity work for forty years, a dinner was given at the Ritz-Carlton last Saturday night. Among the speakers were: Governor Edwards of New Jersey, County Judge Reuben L. Haskell, Acting Mayor F. H. La Guardia and Borough President Henry H. Curran.

Associate Editors Change on Detroit Publication

F. W. Hershey, for years in the editorial department of the *Detroit Free Press*, has succeeded Thomas L. Munger as associate editor of the *Michigan Manufacturer and Financial Record*, Detroit. Mr. Munger becomes secretary of the inland waterways committee of the Detroit Board of Commerce.

Trade Conditions Changing

The time is rapidly approaching when the supply of goods in many lines will exceed the demand. Competition will be keen again and manufacturers will have to do more than quote prices.

Our Premium Service Fits the Situation

No stock to carry. No detail. No investment for premiums. You pay *after* the sale has been made.

Customers receive a direct monetary return for money so expended.

It Is "Good-Will Advertising"

It insures continuous buying on the part of the consumer. Quality and price being equal, he will insist on such brands.

Among the nationally-known concerns whom we serve and to whom we refer are: The Nestle's Food Company, Lever Brothers Company, The J. B. Williams Company, Foulds Milling Company, Federal Snap Fastener Corporation.

If you have a trade-marked product, write us and we will tell you how our Premium Service may be used by you.

The Premium Service Company

50 and 52 Franklin Street New York, N. Y.

Esten W. Porter, President and General Manager

F. W. Hutchinson, Sales Manager

Telephones: Franklin 1130-1131

Traveling Kitchens Plus Salesmen

An Idea of How Important the Salesman's Sample Case Is and How Its Value Can Be Capitalized

By PAUL W. KEARNEY

IF Brother Robert Burns were alive to-day and could see the wonderful variety of accoutrements modern salesmen carry with them now, he might change his oft-repeated phrase to "Ay, a Salesman's a Salesman for a' that." For it is true that the up-to-date commercial traveler has the advantage and assistance of many mechanical aids that a few years ago would have been scorned by the "drummer."

The salesman has learned to be a highly versatile person as well as an efficient chap who uses all of the available media which will cut his sales effort down. The examples are multifarious. One night I dropped in the room of a salesman friend of mine who was preparing to cover a large slice of middle-Eastern territory for a nationally known manufacturer. He was an "inside" man who was going out on his first trip, but instead of spending his last hours of ease reading up the approved books on "How to Sell—In One Evening," he was taking his last bit of sales training with one of those "Colt Automatic" screw-drivers.

The reason, according to himself, was so that he'd be able to put up

signs for his dealers without wrecking the shops he visited!

I know of another firm whose travelers carry moving-picture projectors with them! Instead of attempting the physically impossible task of carrying the machinery, or instead of using the inflexible and cold method of toting diagrams and blue prints and maps, these chaps have regular films and machines with which they show their prospects the *actual* machinery in *actual* operation.

DEMONSTRATING FOODS

There are other equally as interesting ideas on the same topic, but the one I am most keen about relating to you now is the plan of the Indian Packing Company, of Green Bay, Wis., and Providence, R. I., manufacturers of the nationally advertised line of Council Meats. The products of this company are put up in vacuum tins, of various sizes, both with respect to circumference and height. Some of the preparations are meant to be served cold and some should be heated before they go on the table. Nearly all of them are used to greatest advantage when

they comprise a unit of a recipe, so, you see, the problem of the salesman is not to demonstrate or exhibit a unified line, nor a single staple or specialty, nor an article which will present such an appearance to the prospect's eye that he will be sold on its obvious or apparent virtues.

If you are selling a line of hammers, saws and drills or a line of wall and mantel clocks, or a line of shoes and slippers, you can't do much more with your samples than display them. And although they can play a mighty vital part in your sales talk by being displayed in the most advantageous manner, they must still lean upon the salesman's words for most of their strength.

There are other lines of which this is not true, and in this general classification comes food products. The others we will not touch at the present, for the whole would make too long a story, but for those men, in particular, interested in marketing things to eat or drink the experiences of the Indian Packing Company will prove valuable. As a wider lesson, the story will teach every salesman and manager the potential possibilities of the salesman's sample case.

And perhaps we should bar the word "sample case" when referring to the equipment of Council Brand salesmen. Really, they are kitchenettes. They contain all the essentials for a square meal—from fire to food, for aside from a full line of sample cans and several "loaded" containers, the case contains two thermos bottles and a Sterno canned heat outfit. As you can see from the illustration, these items are not in sight until the salesman decides to show them, for nothing other than the goods that are being sold are displayed when the case is opened on the dealer's counter.

STARTING THE SALESMAN'S DAY

But to begin at the beginning: in the morning, before the salesman starts out, he heats several of the products which are most tasty when warmed with his Sterno set. These are put in the Thermos bottles and held in reserve, so to speak, for an opportunity to give the prospect a concrete sample right on the spot.

When the salesman goes into the store and opens his case on the counter, the first salient point about it is that the goods, as arranged, show the grocer exactly what a splendid shelf value the tins represent. Shelf value is always a point which greatly impresses a grocer, and the attractive labels on the cans certainly give that when used in the right way. Without going one step beyond this point, Council Meat salesmen have found

The Rotary Face—

¶ The Rotary Face is the face of the highest type of business man—the face of a man who loves his fellowman—the face of a man who stands for integrity, probity, strength of character and high ideals.

¶ The Rotary Face is symbolized by the Rotary Creed. The study and the practice of the Rotary Creed has developed the Rotary Face—a face that is apparent thruout the Rotarian world.

¶ If a composite face of all Rotarians in one locality were to be made, in it would be discovered a striking resemblance to all other Rotarians—everywhere.

¶ The Rotary Face typifies the 50,000 readers of

THE ROTARIAN

The Magazine of Service

Publish Monthly by the International Association of Rotary Clubs

Eastern Representative
WELLS W. CONSTATINE
31 East 17th St., New York

CHICAGO
Great Britain
THOS. STEPHENSON
6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager
FRANK R. JENNINGS
910 So. Michigan Ave., Chicago

Subscription price: \$1.50 in U. S. A. and Cuba; \$1.75 in Canada; \$2.00 in all other countries.

Member Audit Bureau of Circulations

Other Things Than *Books and Plays* Come From Indianapolis

YOUR kitchen cabinet, your better grade automobile, your breakfast bacon, perhaps your wire fence or your phonograph were made in Indianapolis. There are hundreds of different products made in the ten thousand factories of the Indianapolis Radius, and distributed over the world.

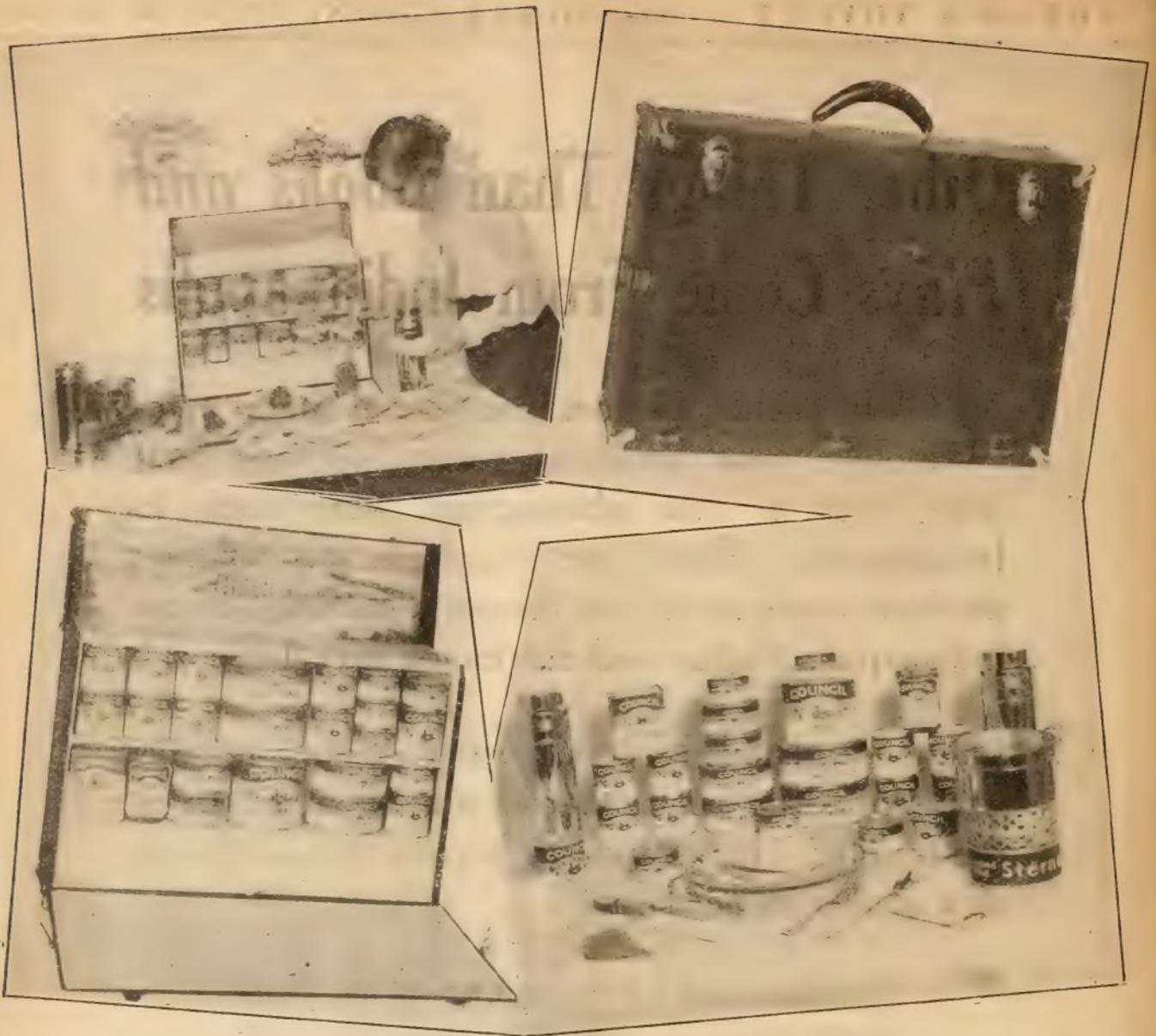
Labor conditions are in better shape in this truly American center than in any other section of the country. Indianapolis is known the world over as a *quality product city*.

The Associated Advertising Clubs of the World is only one of the many good things that have originated in Indianapolis. It is fitting therefore that the A. A. C. of W. come back to the fountain head for new inspiration. This great business convention will be devoted entirely to practical discussions of advertising. It will pay you to come to Indianapolis, June sixth to tenth.

This advertisement published by 1920 Convention Board, The Advertising Club of Indianapolis.



INDIANAPOLIS



Four views of the Indian Packing Company's sample case for salesmen, and its contents, showing the case closed, in use, a close-up of the case packed ready for closing, and the contents unpacked and on counter or table.

that they make scores of sales that might otherwise slip away, simply by virtue of the most efficient arrangement of the goods in the sample case. They arouse interest immediately, and they can be shown before the man can refuse to look at them.

That is a vital consideration with a line so new as this one.

If more time is available, the rest of the cards can be played. The case includes, besides the Thermos bottles and Sterno sets, a number of paper plates; small doilies; small spoons; a large aluminum plate, upon which can be put the contents of the various cans or the particular can which is being sampled; an aluminum knife, fork and large spoon; a can opener; paper nap-

kins; and a piece of chamois with which to keep the utensils beautifully clean.

How can any human grocer refuse to buy from a salesman who feeds him while he sells him?

There is another interesting and novel point about this Indian Packing Company case. In the national advertising that is being placed by the concern, considerable emphasis is being laid upon the fact that these food products come from the green country and its wholesome surroundings. The major slogan of the house is, "Fresh from Sunshine and Pure Air," and this is dramatized in the advertising by a reproduction of the picture of a view taken from one of the windows of the Wisconsin plant.

A CLEVER TIE-UP

You will notice that the top plate of the case, to which the handle is attached on the other side, carries the same photograph that is being featured in the advertising. That is a prime tie-up.

The more recent publicity produced by the company in the national media performs even a cleaner hook-up than that. It not only carries the picture of the rolling Wisconsin country-side, but it also shows the sample case itself, carrying the same reproduction, thereby accomplishing a sort of a triple tie-up, so to speak.

The copy, featuring this sample case, aptly capitalizes on it by telling the readers the story I have just



DR. CHARLES AUBREY EATON is one of the very few individuals who, in these days of unrest, enjoys the confidence of the man in the shop and the respect of the man in the office. He is, accordingly, one of the very few individuals capable of helping the country to a solution of its great problem. His articles and editorials are appearing exclusively in Leslie's—because he selected the medium (just as the advertiser) whose circulation is recruited to the extent of 52% from the employing class.

FRANK L. E. GAUSS
Advertising Director

Leslie's

Illustrated Weekly Newspaper

Half a Million Guaranteed
THE FIRST 500,000

THE FIRST THE FIRST THE FIRST THE FIRST THE FIRST THE FIRST THE FIRST



LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S

related, only much more concisely. It sells the idea that the grocers, from whom Council Meats can be purchased, were convinced of the quality of the line by actual experiment—by personal sampling, to be exact. The "grocer tries them before he buys," says the copy, and "one taste is sufficient proof that when it's your turn to try them, you will want to buy them, too."

This idea should be adaptable.

"Times" Is Sued by "Public Ledger"

The Philadelphia *Public Ledger* brought a copyright infringement suit early this week against the New York *Times* charging that it unlawfully published the Viscount Grey letter to the London *Times* relating to the United States and its attitude on the league of nations, which had been cabled to this country for the exclusive use of the *Public Ledger*. An injunction, the surrender of the alleged infringing articles, damages in excess of \$3,000 and an accounting of profits are asked in the injunction.

Carr V. Van Anda, publisher and managing editor of the *Times*, said that Lord

Grey's letter was received from their London correspondent, preceded by a statement that permission for republication had been given by the London *Times*. The *Public Ledger* maintains that it has contracted with the London paper for exclusive use and publication in this country of special articles.

Craftsman Advertising Service Is No More

The Craftsman Advertising Service of Rochester, N. Y., was dissolved this week.

Sorry We Are Out of Print—Who Will Help Out Mr. Kobler?

March 2, 1920.

Editor,
ADVERTISING & SELLING
New York City.

Dear Sir:

Will you be kind enough to send me twelve copies of your February 7 issue, and oblige
Yours very truly,

A. J. KOBLER,
Advertising Director,
American Weekly Magazine,
Columbus Circle, New York City.

"The Farm Journal" Celebrates Forty-third Birthday

On Monday afternoon, March 1, the 361 employees of *The Farm Journal*, Philadelphia, gathered with Wilmer Atkinson, the founder, to celebrate the forty-third birthday of the paper. From a modest farm paper of eight pages, with a circulation of 25,000, the journal has grown so, that the March issue, a representative one, has 172 pages, and a circulation of over 1,050,000. As a memento of the occasion, a copy of the edition, autographed by Mr. Atkinson, was given to each member present.

City Editor Goes into Advertising Work

E. C. Sutton, for two years city editor of the *Oklahoma City Times*, has left that paper to join the Brown-Connerly Co., Oklahoma City. Max Bosler, former courthouse reporter and feature writer on the *Times* and *Oklahoman*, is now city editor of the *Times*.

Lord & Thomas Direct American Stove Campaign

Through Lord & Thomas, the American Stove Co., has embarked on an extensive campaign of advertising which will feature the Lorain oven heat regulator. The advertising will be carried on through gas companies and dealers, and will enable them to supplement the national advertising, which has been running for some time in magazines, with effective local campaigns.

Advertising Head Is Made Sales Manager

A. H. Lipman, advertising manager of Mayer Brothers, Chicago, has been appointed sales manager of his organization.

Sales Manager Changes Position

E. A. Combine has resigned as sales manager of the Shoninger-Heinsheimer Manufacturing Co., and has become identified in the same capacity with M. Ainbinder & Co.

Interborough Publicity Man Testifies

Henry Proctor Waugh, one of the publicity men of the Interborough Rapid Transit Co., editor of the *Interborough Bulletin*, and of *The New York Railways Bulletin*, was called last week to testify in the present transit investigation. Mr. Waugh, who was closely questioned by Corporation Counsel Burr in regard to the expenses and objects of his department, said that the purpose of the *Bulletin* was to present the various activities of the companies to their employees, and "inculcate a spirit of politeness and courtesy among the employees as toward the traveling public," and that he received a salary of \$3,900 a year.



Our Many-Tongued Ancestors

Born of the diverse nations of the earth, Americans appreciate, now more than ever before, the necessity for national unity; one flag, one purpose, one form of patriotic understanding.

A confusion of tongues makes for a confusion of ideas and principles. Everything which goes toward the up-building and maintenance of a one language people makes for national strength and national progress.

It is in such service that the Bell Telephone has played so vital a part. Its wires reach every corner of the country, making

intimate, personal speech between all kinds of people a matter of constant occurrence.

But the telephone is no interpreter. If its far reaching wires are to be effective, those who use them must speak the same language. The telephone best serves those who have become one with us in speech.

Yet uniformity of language is not enough from those who would gain the greatest good from the telephone, neither is financial support enough; for complete service makes essential true co-operation on the part of every subscriber.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service



Program Committee of A. A. C. W. Appointed

Jesse H. Neal, executive secretary, Associated Business Papers, New York, who is chairman of the program committee in charge of the Indianapolis Convention of the A. A. C. W. announces the following members on his committee: J. George Frederick, president, The Business Bourse, Howard T. Griffith, sales manager, The Udell Co., Indianapolis, Walter Drey, vice-president, *Forbes Magazine*; Herbert F. De Bower, vice-president, Alexander Hamilton Institute, New York; J. D. Ellsworth, advertising manager, American Telephone & Telegraph Co.

"New York Commercial" Runs a New Feature

A column called the "Man at the Desk," conducted by Paull Hayden, has been recently introduced on the editorial pages of the *New York Commercial*, "The National Business Newspaper," and it has attracted considerable attention from readers. Big ideas of Americanism, labor co-operation, employee efficiency and personal development are taken up in a brief, pithy, epigrammatic, interesting way and practically applied to present day work and workers.

Piston Ring Account for the Green-Lucas Co.

The Green-Lucas Company, advertising agents, have recently secured the advertising account of the No-Leak-O Piston Ring Company, headquarters in Baltimore, Maryland and factory in Muskegon, Michigan. The No-Leak-O Piston Ring has been advertised in a limited way for the past three or four years and a more elaborate campaign is being planned for 1920. Practically the entire appropriation will be spent in class and trade journals.

Green-Lucas Company Increase Copy Staff

Miss Miriam Moses until recently connected with the copy staff of N. W. Ayer & Son, Philadelphia, has joined the copy staff of the Green-Lucas Company, advertising agents, Baltimore, Maryland. Prior to her connection with the Philadelphia Agency Miss Moses was Domestic Science Editor of the *Philadelphia Press*.

Randall Secures a Sales Specialist

Charles W. Mather, who has had many years of experience in the advertising and selling field, has been placed on the staff of the Chicago organization of the Fred M. Randall Company as a sales specialist.

Mr. Mather was formerly sales manager for the R. R. Donnelly & Sons Company, was also connected with the Baker-Vawter Company for a number of years, and recently was sales manager of the Postometer Company.

W. O. Woodward Co. Moves Next Week

On or about March 10, the W. O. Woodward Co., window display and direct-by-mail advertisers at 1239 Broadway, New York, will move their sales offices to 224 West 34th Street.

Dartmouth College Holds a "Study" Sales and Advertising Convention with the Aid of "Big Ben"

To Dartmouth College comes the honor of being probably the first educational institution to stage an actual sales convention. This sales convention was held under the auspices of the Amos Tuck School of Administration and Finance, Monday evening, February 23, 1920.

The convention was made possible through the courtesy of W. S. Ashby, advertising manager of the Westclox Company, who

sent on their sales and advertising plans for 1920 together with copies of all advertisements, trade literature, samples of their clocks and watches, etc. The hall was decorated in a regular convention manner, Westclox advertising being the keynote.

Second year students of the sales and advertising courses performed the complete work for practise and for the benefit of the first year men of a vice-president in charge of sales; sales manager, advertising manager and other officials who to go make up a sales convention.

Conner Agency Engages New Copy Man

D. Q. Burleigh, who has been with the Cutler publications at Evanston, Ill., has accepted a position in the copy department of the Conner Advertising Agency, Denver.

Hyatt Man Becomes Director of Publicity. Link-Belt Co.

William A. Scharon, formerly of the advertising department of the tractor division of the Hyatt Roller Bearing Company, has resigned to become director of automotive publicity of the Link-Belt Company, of Chicago, Philadelphia and Indianapolis.

Reo Advertising Manager Resigns

F. L. Waite, for seven years advertising manager of the Reo Motor Car Company at Lansing, Mich., has resigned. He will continue in the automotive advertising field.

Boswell-Frankel Locate

Boswell-Frankel advertising service is now located in larger quarters with increased facilities at 786 Sixth Avenue, New York.



The new Levant Letter File Sample Book is simply a handy reference folder, not designed to suggest the many uses to which Levant paper can be put advantageously. In cases where leather covers have been desired but considered impractical because of the cost of real leather, Levant Covers will give the desired effect at a cost that is comparatively low.

Made to simulate in color and texture the finest Levant leather, Levant Covers on booklets are striking and successful. Box-makers will find the light weight especially desirable for an almost unlimited range of products, such as boxes for jewelry, perfumery, stationery and candies. Levant Covers are made in one finish, one size and seven different tones: Gray, Red, Coffee, Yellow, Green, Blue and Black. This makes it possible for the person using Levant Cover Paper to choose the color best suited to his needs.

Send for this handy sample file. A copy of the latest XTRA, Dexter's unusual house organ will also be included.

C. H. DEXTER & SONS, Inc.

WINDSOR LOCKS

CONNECTICUT

The Film as an International Medium

Great Possibilities of the Screen
for Presenting an Animated Message

By MYRTLE PEARSON

THE first truth about the moving picture is that it has become a universal habit. It is rather unnecessary to call attention to the size and quality of the movie houses that have been built in the past five years. The class of picture they show, the strata of society they attract, and the popular approval with which they have been accepted are quite obvious, too. The largest theatre in the world has just been completed in New York—and it is a movie house. Seats are sold there in advance and the prices run well over a dollar.

It is no uncommon sight in this city to see a line of patrons nearly a block long waiting to buy tickets for any of the popular film theatres, and one often has to wait his turn for tickets even at such a late hour as nine or ten o'clock at night. From one end of the land to the other the motion picture house has become an established thing, an indispensable thing, filling a need never before realized but now very evident. This accomplishment is a long step from the days when the children were forbidden to go to the picture show, and has come about simply because the theatre people have learned to lift the screen from the odium which once surrounded it to the plane of general decency and worth it has now reached.

All of which may strike you as being a rather prolonged puff for the screen. It is. And it is essential to this story because you advertising men are continually talking about the influence of a medium upon its subscribers—"reader influence." The mere fact that first class houses are charging first class patrons first class prices and are still filled to overflowing is ample proof of the influence of the moving picture on its "subscribers" or patrons.

These questions of influence and acceptance being self-evident, the logical step is to appropriate these powers or qualities for your own ends. Advertise through the moving picture. The fact that the screen is a prime medium for advertising, by virtue of its peculiar characteristics, seems to have suddenly dawned on quite a few of our national advertisers who are right now

making splendid use of its possibilities. Yet the field has only been scratched—possibly because the field has developed so rapidly—and although the satisfied users of movie advertising are increasing in an encouraging degree, there is still a genuine virgin field to be worked.

Among the many concerns listed on the books of one producer are such well-known manufacturers and advertisers as the Dayton-Wright aircraft people, the International Correspondence Schools, the Western Electric Company, Firestone Tire & Rubber Company, International Silver, White Auto Company, American Multigraph Sales Company, Winchester Arms, and others. Just the other evening I saw one of the Ford Motor Car Company's series shown in a popular New York house, and received with a great deal of interest and keen attention.

AN INTIMATE MEDIUM

These advertisers base their reason for using the motion picture upon the principle that acquaintance is the essence of advertising, and that a more living, human, personal acquaintance with a product can be bred through the film than could be hoped for in impersonal white space, no matter how personal the message may be. Periodical advertising cannot hope to do more than present a conventional smattering of some of the outstanding arguments, sales-points—high-lights of your genuine message. Furthermore, the principal disadvantage of the printed page in comparison to the screen is that the former is compelled to carry "still" matter while the screen, of course, is decidedly animated.

The moving picture gives an *intimate* knowledge of the product. That is the sum and substance of its value. Can you conceive, for example, approaching for a moment the graphic strength of the screen in getting across the idea of carefulness in manufacture, conscientiousness in examinations or tests? If you, perhaps, are a baker, I defy you to utilize white space in an effort to show folks how sanitary your plant is as effectively as you

could do it with the motion picture camera.

Applying to the screen the common tests used for periodical measurements, we find that, first of all, attention value is supreme. There is nothing to compete with the reader's eye while the film is being run. Even if you plastered the place with bulletins and bill boards, I'd bet on the screen every time because it has motion to hold attention.

In the second place, its memory value is excellent. You see the living, almost breathing picture of the subject in action, and you see it (if it is a thousand-foot film) for eighteen minutes at a stretch. Compare that with the glance accorded some advertisements—even with the rare two-minute reading an unusual advertisement receives.

In the third place, the quality and quantity of the "circulation" go hand in hand. What we have said above is evidence of the quality. The fact that 50,000,000 Americans go to the 16,000 motion picture theaters in the country speaks fairly well for the quantity.

FOREIGN POSSIBILITIES EVEN GREATER

So much for the motion picture as it is concerned with domestic advertising. In foreign trade and commercial exploitation it has even greater possibilities. One can say that for American exhibition, the advertising film has three distinct advantages: It is the essence of pure, unadulterated advertising; it is the handiest method of showing samples yet evolved (particularly of heavy machinery and immovable fixtures); and it has no par for institutional purposes.

When we go into the foreign market we can multiply the intensity of these advantages by at least two. The South American, European or Asiatic is even more keen about seeing our goods, our plants, our methods than the American is. He knows less about them as a general thing and therefore presents a fertile field. And we certainly need to do a lot more good will building in foreign lands than we have had to do at home. Nothing could quicker establish a cordial relationship between a buyer and seller than an interesting visit to the manufacturing base, via the movies.

Of course, the movies are being used industrially for such work as labor instruction, welfare aims, etc. They are used, as I have mentioned hastily, for the purpose of "showing

"Sales Increased"

SHEFFIELD FARMS COMPANY, INC.
524-526 WEST 57th STREET

EXECUTIVE OFFICES NEW YORK Nov. 17, 1919.

Advertising Artists, Inc.,
33 West 42nd St.,
N.Y. City.

Gentlemen:

We are pleased to inform you that our experience with your organization has been most satisfactory ever since we began with you some seven years ago. The posters and car cards designed by yourselves have produced a surprising amount of publicity.

The sales of "Sealect" brand Grade "A" milk have increased perceptibly since we used your first design, and we can highly recommend your service to anyone.

Yours very sincerely,

SHEFFIELD FARMS COMPANY, INC.

By *A. J. Horton*

DFR EG



Sealect
BRAND
GRADE-A-MILK 110
The Milk for Children

Contains more Cream

Sheffield Farms-Slawson-Decker Co

Sealect
BRAND
GRADE-A-MILK 110
The Milk for Children

Sheffield Farms-Slawson-Decker Co

Sheffield Farms
Sealect
BRAND
GRADE-A-MILK
Contains more Cream

Nothing so good as a glass of Sealect Milk

Sheffield Farms
kiddies
get it

MORNING NIGHT

Sealect
BRAND
GRADE-A-MILK
Contains more Cream

samples" in cases where the actual goods are too heavy to carry or would require considerable work before being made ready for operation. In these lines the screen is invaluable, to be sure. But for the time being we are interested primarily in its value as a strictly advertising medium. For this purpose I have set down the foregoing as the principal features of the screen as a medium aimed at the ultimate consumer.

There is still another phase of it interesting to the average national advertiser. I mean the possibilities for dealer tie-up with the film. They are very great. When the film is ready for release, there are many forms of advertising furnished the exhibitor (theater man) by the producer. There are lithographed posters, heralds illustrated by scenes from the picture, dealer slides to be run a week before the picture, the regular "coming next week" slides used by the theater, and lobby photos, usually consisting of eight scenes from the film. These are all used by the theater man inside and outside of his establishment, and afford very valuable supplementary publicity for the advertiser.

INVALUABLE FREE PUBLICITY

In addition to the dealer slides, with which the retailer ties up with the film in the theater, the leading producing companies also prepare window cards, lithographed on board, and dealer circulars. There are many interesting ways, of course, for the advertiser and the dealer to work with each other on this business of tying up with the film.

There are still a few other features to be calculated in this review of hook-up possibilities. One is that the exhibitor himself is sure to advertise the picture at least in his advance program, if not in his regular newspaper space. The majority use both, and many of the leading houses add direct mail to these two.

Free publicity is another thing worth consideration. The news items run in the newspapers through their theatrical sections often prove quite valuable. In one case with which I am acquainted, the total lineage of publicity in newspapers and other periodicals devoted to the picture being run by an advertiser totaled, at card rates per line, to more dollar and cents value than the actual cost of the picture!

There are many equally as interesting facts and figures that might be added to this article about the effects, value and results of advertising with the screen. The scores

of well-known concerns using it at the present time is, perhaps, the strongest testimonial that can be forwarded. The motion picture medium is bringing them money. Talk to some of them if you don't believe it. They'll dispel the doubt in a jiffy.

If I could take you to the executive offices of a large silverware house I have in mind at the moment, you would see there a raft of letters from their salesmen all over the country telling of the success of the company's advertising film everywhere it has been shown. One salesman in particular wrote that dealers in his territory had sold \$14,000 worth of silverware **THAT COULD BE TRACED DIRECTLY TO THE INFLUENCE OF THE PICTURE.**

With the inherent advantages of the film, results like these are to be expected as natural things.

Rost, Vice-president, in Charge of Sales and Advertising of New Firm

Nicholas G. Rost, former general sales manager of the Duesenberg Motors Corporation, has been elected vice-president in charge of sales and advertising, of the newly incorporated Rochester Motors Corporation.

Atlanta Wants the 1921 A. A. C. W. Convention

At every opportunity Atlanta is bending its efforts toward securing the 1921 convention of the Associated Advertising Clubs of the World. At a meeting of the daily newspaper department of the A. A. C. W. held in Louisville this week, Charlie Miller, business manager of Hearst's *Atlanta Georgian* and *Sunday American*, who is president, started a movement among newspaper men to create sentiment in favor of Atlanta for 1921. Mr. Miller was recently appointed chairman of the daily newspaper committee of the Atlanta Ad Club, this committee's purpose being to help secure the 1921 convention for the Dixie metropolis.

Two Alabama Papers Combine

The *Times* and the *Journal*, two afternoon papers published at Selma, Ala., have been combined and will hereafter be published as the *Times-Journal*, daily and Sunday. The Selma *Times-Journal* Publishing Company has been formed with \$50,000 capital. F. T. Raiford will be editor and publisher. Other officers are Sam F. Hobbs, president; Isadore Kayser, vice-president; J. Percy Day, secretary and treasurer.

A Lady Vice-president and Four Officials Are Elected by the United Cigar Stores

George J. Wise, Miss L. I. Entwisle and Edward J. Wise have been elected vice-presidents of the United Cigar Stores Co.'s subsidiary company, the United Retail Stores Candy Co. Irvin Fuerst and Charles G. Guth, the big manufacturers of candy, were added to the board of directors.

Horace A. Brown, Jr., Hyatt Sales Manager, Promoted

Horace A. Brown, Jr., identified with the Hyatt Roller Bearing Company for the past nineteen years in positions of senior sales engineer, manager of the sales department and sales manager, has been promoted from

the latter position to the management of the Motor Bearings Division, with headquarters in Detroit.

Mr. Brown has seen the company develop from a plant of less than one hundred men doing a yearly business less than a \$100,000 a year to a plant of more than five thousand men doing a business of \$20,000,000 through the motor, tractor and industrial sales divisions. The department which Mr. Brown now heads has written orders amounting to \$15,000,000 during the last twelve months.

S. C. Beckwith Opens Atlanta Office

The S. C. Beckwith Special Agency, newspaper advertising representatives, has opened a Southeastern office in Atlanta and appointed Joel Chandler Harris, Jr., son of the late "Uncle Remus," manager in charge. Before the war Mr. Harris was advertising manager of the *Atlanta Georgian* and *Sunday American*, and since his return from the service has been with the Johnson-Dallis Company, advertising agents, of Atlanta. The Beckwith list includes some of the best known newspapers in the South.

Direct Advertising Service Moves into Larger Quarters

New headquarters have been established by the Direct Advertising Service, in the Marquette Building, Detroit. The new quarters have 25,000 square feet of office space. Charles G. Tobin is proprietor.

Andrew Ten Eyck, Publicity Man for N. Y. U., Goes to Paris for New York "Tribune"

Andrew Ten Eyck, former head of the New York University publicity department, has sailed for England from where he will go to Paris, France, as correspondent for the *New York Tribune*. He will work directly under Arthur S. Draper, head of the *Tribune's* foreign bureau. Joseph A. Esquirol, a graduate of New York University in 1917, has been appointed to Mr. Ten Eyck's position on the publicity staff.

Ferry-Hanly Man Directs Kansas City Ad Club Publicity

A. J. Lambkin, who is with the Ferry-Hanly Advertising Company at Kansas City, Mo., has been appointed chairman of the publicity committee of the Kansas City Ad Club. The organization, which is having an excellent list of speakers address it each week, recently increased the size of its bulletin, *Ad Club News*, and improved the appearance considerably.

Wilson Goes with Akron Advertising Agency

B. C. Wilson, formerly connected with the Martin V. Kelly Company, Toledo advertising agency, and later with the Miller Rubber Company of Akron, has become associated with the Akron Advertising Company of Akron.

Evans-Ayers Will Engage in Advertising in Detroit

Jule C. Ayers, Cecil R. Evans and George A. McIntyre have formed the Evans-Ayers Company, advertising agents, at Detroit. The concern has a capital of \$50,000.

"Dallas Journal" Puts Out Pershing Edition

When General Pershing visited Dallas, Texas, recently, the *Dallas Journal*, besides its regular fourteen page news section, put out, in black and red, a thirty-two page Pershing edition which is worthy of mention. Profusely illustrated and with many feature articles and attractive advertisements it shows excellent effort in both the editorial and business departments of the paper.

F. J. Ross Company Completes Organization

The F. J. Ross Company, which is headed by Frederick J. Ross, who withdraws his interests, by friendly agreement, from the Blackman-Ross Company on March 15, announced this week that its organization personnel was complete and that it would open for business at that date at 119 West 40th street.

"Modern Stationer and Bookseller" to Issue Shortly

Early in March the first issue of a new trade paper for the stationer and bookseller will make its appearance. It will be known as *The Modern Stationer and Bookseller*,

issued semi-monthly by Albert B. Abrams, for the past fifteen years with Geyer's *Stationer*, with William S. Donnelly, David Manley and James Ennis, who have also resigned from the Andrew Geyer Co. The paper in its announcement states that it will be "a progressive and constructive semi-monthly for those who buy and sell stationery, books, art publications, engraving and distinctive gift merchandise." The publication offices are at 225 Fifth avenue.

Stevenson & Foster Appoint Curry

Stevenson & Foster Company, Pittsburgh, printing and stationery specialists, have appointed E. W. Curry general manager of sales.

An Order Worth Taking Is Worth Writing Well

(Continued from page 21)

USUALLY TOO MUCH CONFUSION

Unfortunately under the system where various departments handle salesmen and claims, a sales manager may not know claims that are coming from his own customers, and a claim manager in handling a claim may not know when he writes a letter that he is destroying a deep-laid plan to increase the account of a very desirable merchant. Retail merchants often wonder at the very conflicting letters they receive from large houses. Some of these letters strike them as being absurd. The reason for this is that they are written in different departments, without one department head knowing what the other is doing. It is a comparatively common occurrence where the co-operation between the various departments is not properly organized, that a retail merchant in the same mail may receive a dunning letter emphatically requesting immediate payment and at the same time a very beautifully written letter from the sales department, asking for an increase in his business. If such a house used a card system as I have outlined in my last article, and if the credit department entered a signal on these cards that the sales department be shut off on a customer, such conflicts would not occur.

The salesman's name would be entered in pencil on these cards, and when the mail orders strike these cards, the salesman's name should be transferred to the mail order so that he receives proper credit.

Then memoranda should be made also on these cards in regard to customers' claims. If the claims become unusually numerous, the sales manager, in going over the cards,

should make a note that the next claim be referred to him, the head sales manager. He can then investigate the claim with extra care and attention and find out whether the house was giving this customer very poor service or whether the customer was trying to make an illegitimate profit out of the claim department.

THE CHRONIC KICKERS

When customers became K. K.'s, or "chronic kickers," I used to have them referred to me and I could write a chapter on some of the cases I investigated and what I discovered.

The card system such as outlined, accurately kept, will give the sales department plenty of work to keep it out of mischief, because when it is in operation it works automatically. Suppose, for instance, a sales manager wishes to see the next order from a certain customer. He has a memorandum made on the card, and when the order comes along, it is automatically referred to the sales manager.

Suppose you have goods waiting in one of your departments to be shipped with the next lot ordered by this customer. A note is made on the card and the next order automatically picks up these goods.

Now, of course, I appreciate the fact that a sales manager only has so many hours in the day, but this article is written on the theory that in the first three months of the new year the sales manager will devote the larger part of his time to new salesmen and new territories that are being developed. He may have to neglect some of the older salesmen in the older territories, but his

"Gotham for Art Week"



Our new telephone numbers are
Madison Square
8517
8518

GOTHAM STUDIOS INC.
 111 East 24th Street
 New York
 MARTIN ULLMAN, Managing Artist



Good. Better. Best.
Never let it rest.
Till the Good is Better
And the Better Best.

COPYRIGHTED

Am leaving shortly for Argentine and an extended trip through South America, and would like to handle some side lines or represent some exporting house to sell their goods, write for an interview.
GEO. SAMUELS, 189 Ashburton Avenue, Yonkers, N. Y.

What we sell is College and School papers space. However, the advertiser gets also, without extra charge, the most efficient college town merchandising service that possibly can be devised.

USAA

Collegiate Special Advertising Agency, Inc.
503 Fifth Avenue, New York Established 1913
Chicago office: 110 So. Wabash Ave.

SALES MANAGEMENT

A "brass tack" magazine that keeps you posted how others are building better salesmen, speeding up sales, putting more pull in sales letters, cutting sales costs, etc. Over 6,000 sales executives read it. Published monthly by leading clearing house for sales information.
Single Copy 25c \$2.50 a year.

SPECIAL OFFER: Send one dollar for four months trial subscription and FREE assortment of Salesmen's Bulletins describing plans used by notably successful salesmen to overcome such objection as "Not interested," "Come back later," etc. Money back on request.

The Dartnell Corporation, 1270 Brooks Bldg., Chicago

A Fertile Field for Shaving Soaps

Over 6,000 retail cutlery dealers and hardware dealers whose cutlery sales are important enough to warrant their studying the market read *The American Cutler*—the official monthly magazine of the American cutlery trade.

The dealer who sells a man a razor should also sell your shaving soap or powder, if you cultivated his goodwill through the advertising pages of *The American Cutler*.

The American Cutler
15 Park Row New York

By Specifying

REX OFFSET

Your lithographer is assured maximum production

REX PAPER COMPANY

KALAMAZOO MICHIGAN

SAMPLES SENT ON REQUEST

help is not needed as much by them as by the new salesman who is trying his wings.

I remember one case where a new salesman, after being out two months and having heard from me with great frequency, walked in, set down his grip, looked at me with an indignant expression, and hissed out in my face, "Haven't you a d—d thing to do but watch me every day and follow up my work?" The joke is I had not devoted very much time to him, but my system had. My assistants examined his orders and passed up their comments to me. From these comments I wrote the letters. I showed this young man the system. He scratched his head and remarked: "This is sure no place for a salesman who loves the pleasures of life." I intimated to him that we were not trying to run a pleasure bureau.

FAR OFF HILLS LOOK GREEN

Now, as a last word on this article on organizing territory, let me say one thing: More money can be made following up success than following up failure. What I mean is this: If you are doing business in New York, and it is a matter of pride with you that you wish to work up a fine trade in the vicinity of Portland, Oregon, you may make failure after failure in that territory. All these failures cost a lot of money. I have known houses that as a matter of pride determined to sell goods in a certain territory whether they could make money in it or not. They refuse to be beaten.

When I found that certain territories for certain reasons were

practically impossible, I rather let them rest until I could get through assimilating the cream out of the territories that came easier. Wherever I had a salesman that was doing exceptionally well, on the other hand, I sent him a good helper and I almost doubled his sales. As a sales manager it was always my policy to crowd success to the very limit.

I believe from a practical standpoint of profits for stockholders that there is a good deal of wisdom in what I am now writing, but sometimes businesses are not run for practical reasons but for the reason, as Solomon discovered, of "Vanity, vanity, all is vanity."

Conditions in territories in this country change rapidly. One year if a salesman sells a certain quantity of goods, he may be doing all the territory justifies, but the next year in the same territory these sales may be a very small part of the business. Always remember, regardless of the amount of business to be had, it takes a salesman a certain length of time just to do the mechanical work of writing up the orders.

Take for instance the oil lands in Texas. Business in these sections has increased more than one hundred fold. How many houses have increased their selling machinery in proportion to the increased business? During the war, in those cities where there were great camps and a large number of soldiers, business boomed. How many houses adjusted their selling machinery to take care of this situation? *How quickly did they do it?* Some were ready to take advantage of the situation just about the time the Armistice was signed! Suppose these houses had followed the principle that I have enunciated, of following up success quickly instead of chasing failure! Suppose they had insisted upon sending helpers quickly to those old salesmen whose business suddenly increased 50 per cent.! Wouldn't they have sold more goods?

Take care of the business that comes in the front door first. Then sell all the dealers you can on your block. Next get out into your own city. After that tackle your county, then your State, and after that, if you still have sufficient energy, there are foreign worlds to conquer!

(Reproduced by special arrangement with Topics Publishing Co., publishers of *Drug Topics*, holders of the copyright).

Tractor Advertising Manager Goes with Spring Co.

E. L. Sandberg, formerly advertising manager of the Beeman Garden Tractor Co., Minneapolis, has joined the advertising department of the Way Sagless Spring Co.

Griffith Odgen Ellis

(Continued from page 6)

itself, oiled upon the best of fellowship, confidence and tolerance and on the law of praise. The business on the outside is pushed with a wallop hard to resist. As a business man he is shrewd and masterful and a huge success.

HE RUNS TO HEIGHT

Did you ever notice that few editors are fat? In olden days constant running from irate readers was said to be the cause. Such is not the cause for Ellis' rather spare frame. He runs to height and looks about ten years younger than he is—which is somewhere around fifty. Moreover, he is not so homely as most men—when he has his glasses off. His careful, correctly-tailored clothes help the effect.

FIRM IN A FIGHT

One might think it a lovely job to bring together attractive, clean fiction and articles for aiding the youth of the nation. Far removed from the maddening mob, you may say. There you would be wrong. Ellis has been busy up to his neck in public issues of greatest moment. He took up the cause of preparedness and lost thousands of subscribers thereby. That was before the war with Germany was driven home to all. For a while it might have seemed that the splendid house he had reared was tumbling about his ears, but new thousands soon replaced the friends he lost and his issue triumphed. He can put up a splendid fight. The Boy Scout motto of "be sure you are right, then go ahead," might fit in well along this line.

Concluding a sketch of a notable, one is likely to hang flowers around the victim's neck. By rights, the weaknesses should be mentioned. He has what might seem a weakness to a person who is commercially lopsided, because Mr. Ellis loves others so much more than himself that he sacrifices much time and effort to help his fellow man. But it would be mighty hard to find a character flaw worthy of the name.

I would not boom him for President of the United States, and surely not for any halo of saintliness. Far from it. But he would make a good college executive, a good general manager of a railroad or factory. He would make a great prison warden or commissioner of recreation. He is a man's man, and editor's editor, a boy's buddy, and a regular fellow.



THE LATE C. R. WOODWARD

Charles R. Woodward Dies in Boston

Charles R. Woodward, brother and business associate of John B. Woodward, advertising manager of the *Chicago Daily News*, died in a Boston hospital on February 19, after two weeks of illness. He was fifty-four years of age.

Manager of his brother's New York office for the past two years, widely experienced in the periodical field, Mr. Woodward was one of the most prominent and popular men of the advertising business. With the Crowell Publishing Co. for over fifteen years, he was Eastern advertising manager of the *Woman's Home Companion* and *Farm and Fireside*. He also served as manager in Chicago and Boston, and achieved a reputation for himself. In his early years he was connected with the *Inter-Ocean* in Chicago and with daily newspapers. In 1917 he resigned from the Crowell organization, and joined his brother's company, representing in the East the *Chicago Daily News*, *Boston Globe*, *Baltimore Sun* and *Cleveland Plain Dealer*.

Mr. Woodward was accompanied by his brother, John B., to Boston where he was operated upon. John Woodward was returning to Chicago, assured by the doctors that the patient was recovering, when he was recalled by a telegram with the news of the death. Mr. Woodward, who made his home in New York, is survived by his wife, Ellen Woodward. Funeral services were held at Guilford, Conn., on February 24.

Monroe "Record-Commercial" Has New Editor

The vacancy caused by the death of Hobart Wakefield Alford, editor of the Monroe, Mich., *Record-Commercial*, has been filled by A. Burnham Bragdon, of Monroe.

President Urges Fund of \$2,000,000 to Advertise Wholesale Grocers

President Arjay Davies, of the National Wholesale Grocers' Association, stirred up considerable interest at the closing session of the New York Wholesale Grocers' Association convention at the Astor last week when he took up the question of national advertising. With the memory of the success of the California growing interests with this kind of publicity still fresh in their minds, and after an analysis of the advertising methods of the meat packers, the wholesale grocers showed unusual interest when Mr. Davies said:

"I am convinced that there is a field for

wholesale grocery advertising and to this we must give serious thought.

"There are, approximately, four thousand wholesale grocers in this country," he said. "I am convinced that two thousand of these would be willing to spend money for constructive advertising in addition to what is being spent by them to-day. Would \$1,000 per year each be too much to expect these two thousand merchants to spend—if not, this means \$2,000,000 for advertising, a nice order for any agency—a nice line of advertising for newspapers, magazines, etc. Good salesmanship would seem to me to suggest a plan for advertising, not a little hammer at every opportunity."

George H. Finn Is Elected a Director, Baker Tractor Co.

George H. Finn of the McJunkin Advertising Company of Chicago, has been elected to the board of directors of the Baker Tractor Corporation, and will have charge of merchandising for the corporation.

Detroit Adcrafters Elect Three New Members

The Detroit Adcraft Club has elected to membership Jeff B. Webb, sales manager of The Lowrie and Robinson Lumber Company; U. Parker Holden, of Seelye, Brown, Inc., advertising agents, and W. H. Powers, of Willens and Company.

Brother of President Wilson Addresses Harrisburg, Pa., Advertising Club

Joseph R. Wilson, vice-president of the U. S. Fidelity and Guaranty Co., and a brother of Woodrow Wilson, addressed the members of the Advertising Club of Harrisburg, Pa., at a dinner recently on "Truth in Advertising."

To Publish Newspapers in Albany

Incorporated in Albany this week was the company of Law and Order Under the Constitution, to publish newspapers. L. J. Arnold, F. A. Blanchard and L. Snyder are the organizers, and with 1,000 shares common stock, no par value, the active capital is given as \$100,000.

Cholmeley-Jones Leaves War Risk Bureau

The resignation of R. G. Cholmeley-Jones, head of the Bureau of War Risk, which is announced to take effect as soon as his successor can be appointed, according to reports, was submitted a month ago, at the time Secretary Glass resigned as head of the department. Colonel Cholmeley-Jones is well known to the advertising profession through his association with the *Review of Reviews*.

Railroads Adopt Slogan

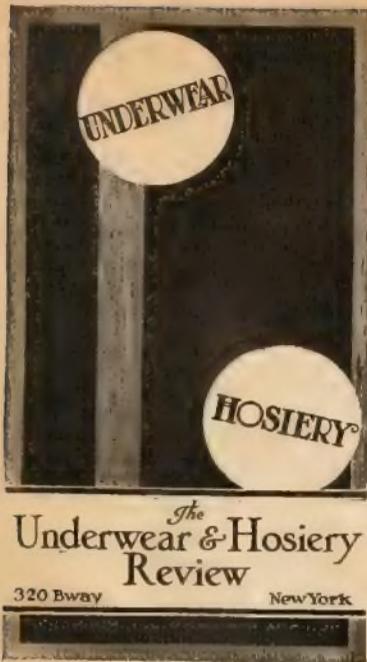
The operating departments of the railroads have issued the slogan: "Get your cars home."

"La Prensa" Increases Price

La Prensa, the Spanish daily published in New York, increased its selling price this week from two cents to three cents a copy.

Federal Trade Commission Gets After Three National Advertisers

Among concerns against which the Federal Trade Commission has issued a formal complaint for "false and misleading" advertising is the Silve Co., makers of Bethlehem spark plugs in South Bethlehem, Pa., and among those to which orders "to cease and desist" have been issued are the Black Cat Textiles Co., manufacturers of underwear in Kenosha, Wis., and the Glastonbury Knitting Co., Glastonbury, Conn.



We specialize in house to house distributing of
**Advertising Literature
 and Advertising Samples**
 We solicit your account
JAMES T. CASSIDY
 206 North Front St., PHILADELPHIA, PENNA.
 Write for our paper "FACTS"

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

Topeka Daily Capital
 Sworn government report
 for 6 months ending Apr.
 1, 1919. **35,247**
Arthur Capper Publisher
 TOPEKA, KANSAS
 Member Audit Bureau of Circulations

In every large institution THE
 SALES MANAGER—Monthly
 will be found on the desks
 of "Sales Managers"—
 because it makes
 them better
 sellers. Better
 selling means
 better pay.
 25c a copy—\$3 a year
The William Edward Ross Service, Inc.
 1414 Sun Bldg., New York City, N. Y.

POSTAGE
 The monthly magazine that tells
 how to transact business by mail—
 Advertising, Selling, Buying, Collecting,
 Letters, Office Systems. A necessity in every
 business office. 6 mos., \$1.00; 1 year, \$2.00.
 POSTAGE, Room 237, Metropolitan Building, New York

Calendar of Coming Events

Under this standing heading ADVERTISING & SELLING will run regularly the dates of all future conventions of any association or other body that has any direct relation to the field of advertising, salesmanship and allied lines.

The officers of all such organizations are requested to keep ADVERTISING & SELLING advised of the dates of future conventions.

The following are, therefore, by no means all of those occurring in the near future, or on which dates have been set but will be supplemented in forthcoming issues as the information reaches our editorial office:

- March 10-11—Meeting of the National Basket and Fruit Package Manufacturers' Association, Orlando, Fla.
 April 21-22—Annual Convention, American Newspaper Publishers' Association, Waldorf-Astoria, New York.
 April 26—National Association of Hosiery and Underwear Manufacturers' Convention and Annual Exhibition, Phila.

- April 27-28—Meeting of the Ohio Wholesale Grocers' Association Co., Columbus, O.
 April 28-30—National Association of Cotton Manufacturers' Convention, Boston, Mass.
 May 12-15—Seventh National Foreign Trade Convention, National Foreign Trade Council, San Francisco, California.
 May 18-20—Annual Convention National Association of Manufacturers of the United States of America, New York City.
 May 19-20—Second National Convention Tobacco Merchants' Association of America, New Hotel Willard, Washington, D. C.
 May 25-27—National Confectioners' Association of the United States, Annual Convention, St. Paul, Minn.

Swan Is Made Advertising Manager of Joseph Burnett Co.

E. Francis Swan, sales manager of Joseph Burnett Company of Boston, Mass., has been appointed advertising manager with office at 90 West Broadway, New York City.

Hoyt's Service, Inc., handle the account as advertising agents.

On-Seas Advertising and Trading Corporation Is Organized

The On-Seas Advertising & Trading Corporation was incorporated in New York last week with a capital of \$25,000 by B. Weissman, D. G. Cancelli, and J. V. Behar, No. 1 State Street.

Farmers to Enter Field of World Trade

Plans were revised for an international farmers' congress at the annual conference of the National Board of Farm Organizations held in Washington, recently, and a committee was appointed to take the matter in hand with instructions to communicate at the earliest possible moment with similar organizations in foreign countries. It is the purpose of the farmers to take a hand in the big economic questions of the day, and to act as a unit in bringing their needs to the attention of Congress.

Advertising Exhibition in Japan

One of the first undertakings this year of the Osaka Commercial Museum, which is a government institution in Japan for fostering foreign trade and commerce, is the holding of an exhibition of advertisements in the Hall of Design. The exhibition, which consists of posters, cards, wrapping material, cuts, catalogues, publications and articles of daily use on which advertisements have been printed, started on January 12 and will continue until March 31. Among the exhibits are a number of posters brought from America by Baron Groto, who has recently returned to Japan. A prize competition of posters and car cards will be held to encourage those who are interested in design work.

The Museum, which displays products of foreign manufacturers, and renders many

excellent services helpful to trade with Japan, publishes an English quarterly, *Commercial Osaka*, giving information of industrial conditions in Japan.

P. L. Apgar Joins with "Advertising & Selling"

P. L. Apgar, well-known newspaper representative and former manager of national advertising for the New York *Sun*, became a member of the advertising staff of ADVERTISING & SELLING this week.

New Changes in Critchfield & Co. Organization

Important changes have recently been made in the executive staff of Critchfield & Company of Chicago. As related elsewhere, C. W. Byrne has been made director of service and general manager. J. R. Woltz has been elected first vice-president, succeeding the late W. A. Pritchard. Charles Groff, formerly with the Toledo office of the company, has been placed in charge of the Detroit office. Paul Wing has been placed in charge of the New York office, succeeding H. K. Boice, who comes to Chicago to be president of the company.

Miss Mabel McIlvane is a late addition to the copy staff of the agency.

Chicago Advertising Man Handles Presidential Campaign for General Wood

The advertising campaign in behalf of the presidential aspirations of General Leonard A. Wood is being handled by Arnold Joernso of Chicago.

Byrne Is Director of Service and General Manager, Critchfield & Co.

C. W. Byrne, for fifteen years associated with Critchfield & Company, of Chicago, has been made director and service and general manager of the company. He is also a new member of the Board of Directors. Mr. Byrne has been especially well known in advertising circles because of his long connection with the Firestone Tire & Rubber Company account which is handled by this agency.

"GIBBONS KNOWS CANADA"