

Advertising & Selling

Public Library
Kansas City, Mo.

MAY 15, 1920

How Publishers Advertise in Chicago

Publishers spent more money in The Tribune during 1919 than in all other Chicago papers combined. The following chart pictures the apportionment of lineage in this class of advertising among Chicago papers.



Hearst was the chief publisher advertiser in Chicago newspapers during the past year. His publications placed 347,445 lines in the papers of this city. Of this total 288,210 lines ran in his own two newspapers—The Herald-Examiner and The American—14,995 lines ran in The Tribune, and 14,242 lines in the other three papers combined.

The Crowell Publishing Company was the next largest advertiser—166,837 lines appearing in the Chicago newspapers to promote Collier's, American Magazine, Woman's Home Companion, and Farm and Fireside. Of this total 113,387 lines, or almost 70 per cent, was placed in The Chicago Tribune, leaving 53,450 to be divided among the other five papers.

It is exceedingly significant that the most successful men in the publishing business should so unanimously select The Tribune to carry the bulk of their advertising in Chicago.

Foldwell

TRADE MARK



“This Folder Will Talk Right Up to Our Prospects”

“It has plenty of punch in it now—but what is really important, it will still have punch when it reaches our prospects. That’s the beauty of Foldwell. We can depend on it to carry our messages clean and whole to the ends of the earth.”

Foldwell is the only coated paper that is capable of such performance. The best engravings and drawings that money can buy print without any loss of value on Foldwell. But more than this, Foldwell *always preserves* the impressiveness created by good drawings and engravings. Folding or rough handling does not mar Foldwell. Its strong fibres and rag base insure it against cracking even when *folded against the grain*.

The effectiveness of any direct advertising can be measurably developed by using Foldwell. Our booklet “Paper as a Factor in Modern Merchandising” explains. We will send it gladly.

CHICAGO PAPER CO., Manufacturers, 834 S. Wells St., Chicago, Ill.

NATIONALLY DISTRIBUTED BY

Lasher & Lathrop, Inc.,
29 Lafayette Street, New York, N. Y.
Whitehead & Alliger Company,
8 Thomas Street, New York, N. Y.
John Carter & Company,
Boston, Mass.
D. L. Ward Company,
Philadelphia, Pa.
The Alling & Cory Company,
Pittsburgh, Pa.
The Alling & Cory Company,
Buffalo, N. Y.
The Alling & Cory Company,
Rochester, N. Y.
Chope Stevens Paper Company,
Detroit, Mich.
Cincinnati Cordage & Paper Co.,
Cincinnati, Ohio.

Cincinnati Cordage & Paper Co.,
Dayton, Ohio.
The Commerce Paper Company,
40 St. Clair Street, Toledo, Ohio.
Allman Christiansen Paper Co.,
Milwaukee, Wis.
Acme Paper Company,
St. Louis, Mo.
Kansas City Paper House,
Kansas City, Mo.
McClellan Paper Company,
Minneapolis, Minn.
St. Paul Paper Company,
St. Paul, Minn.
McClellan Paper Company,
Duluth, Minn.
Carpenter Paper Company,
Des Moines, Iowa.
Carpenter Paper Company,
Omaha, Nebr.

Carpenter Paper Company,
Salt Lake City, Utah.
Blake, Moffit & Towne,
San Francisco, Calif.
Blake, Moffit & Towne,
Los Angeles, Cal.
American Paper Company,
Seattle, Wash.
Tacoma Paper & Stationery Co.,
Tacoma, Wash.
Spokane Paper & Stationery Co.,
Spokane, Wash.
Blake McFall Company,
Portland, Oregon.
John Martin Paper Company, Inc.
Winnipeg, Ont., Canada.
Parsons & Whittemore, Export,
200 Broadway, New York, N. Y.

When You Think *of* New Orleans Think of New Orleans **STATES**

EVENING

SUNDAY

Because:-

**Large Circulation
Concentrated In The City
Proper-Your Profitable Market**

Suburban New Orleans is too limited and scattered to cover economically.

Advertise in the Daily States and center your efforts on the city itself. Excellent opportunities for distribution of any product. People responsive to advertising. High per capita purchasing power.

WRITE

ADVERTISING DIRECTOR

*Want More Information?
We'll Gladly Furnish It.*



Baltimore Is Forging Ahead

Baltimore has a present estimated population of 710,000 and is the trading center of an extensive rich, agricultural and manufacturing section never so prosperous as now.

For five years Baltimore's varied industries have profited tremendously. Her people are earning enormous wages. Higher standards of living have become general. Baltimore, with plenty of money and the willingness to spend it, offers advertisers an attractive opportunity.

The line of least resistance to this inordinately prosperous and active market—the only advertising line needed to secure confidence and patronage in Baltimore, is The *Sunpapers*—Morning, Evening, Sunday.

You can't cover Baltimore without using The *Sunpapers*. You can cover Baltimore with The *Sunpapers* alone because

Everything In Baltimore Revolves Around THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

29th Year

MAY 15, 1920

Number 47

Developing a New Advertising Medium

How a Country School Teacher Has Succeeded in Putting
the Merchandising Message Into the Old First Reader

By RALPH BEVIN SMITH

THE creation of a new advertising medium is an event. It builds a milestone in business history. It is something that advertising men date from.

This is the story of the creation of a new medium by a country school teacher. It is also the story of the good fairy who brightened the school books. Phrased in the more usual vernacular of the business periodical, it is a survey of the *modus operandi* of handling the novel idea of merchandising space in educational literature.

If you will let your mind drift back to

"School days, school days,
Dear old golden rule days"

you may remember that the tomes wherein the mysteries of "readin', an' writin' an' rithmetic" were set forth were generally pretty dull affairs. There was the text, possibly a crude picture or two, and a snuff brown binding; and—oh, yes—there was a discreet list of other educational works—sheep of the same fold—inside the back cover.

TO BRIGHTEN THINGS UP

Now, suppose that inside the back cover there had been a well set up, well illustrated advertisement with a picture and a catchy slogan—and everything. Suppose there had been two or three more at back and front. Suppose they had been the kind of advertisement that makes car cards so fascinating to our children—and no less to us—today. Wouldn't we have blessed the good fairy who put them there?

The good fairy who is putting advertisements in school books today and appealing not only to the juvenile

THE AD ENTERS THE SCHOOL

ADVERTISING has gone into the church and is now playing a notable part in putting across the splendid Interchurch World Movement. It has been welcomed into the libraries and is spreading broadcast the slogan, "Books for Everybody." These ventures have been "written up" for previous issues of ADVERTISING & SELLING.

This article tells the story of how advertising is entering the schools via the hitherto blank pages of the old First Reader and its companion compendiums of knowledge. It recites the tale of how a little country school teacher's dream is resulting in the association of the great force of paid publicity with the third of that trio of world institutions that make for better ideals and better citizenship.

It heralds the discovery of a new medium.—THE EDITOR.

taste for variety, but to the business acumen of one of our most conservative groups of advertisers—the publishers of those same school books is Miss Eleanor G. Dougan. The agency through which she is doing it is known as the Educational Advertising Company of America, with offices in Chicago and New York. Seen in the cold white light of business investigation, what the Educational Advertising Company of America is doing, is to sell space in school books, by arrangement with the publishers, to firms having products which can suitably and profitably be advertised through this unique medium. Seen through Miss Dougan's eyes, what it is doing is making a country school teacher's dream come true.

"It all started several years ago when I was teaching school in the country," she told me. "It was real,

honest - to - goodness country, too, miles from the nearest depot and I had a poor, poor district. The children used to come to school barefooted as late in the fall and as early in the spring, as they could stand it, to cut down the high cost of shoes. And, like most poor communities, there were many children to each family. Each youngster had to buy four or five books every fall and it was honestly a problem. I often wanted to buy them for the children, but was receiving the munificent sum of \$10 weekly for my services, and I simply couldn't afford it.

WHY NOT ADS?

"So, because I was brought so close to this problem of the cost of school books, I used to wonder as I tramped along the muddy road, why school books should cost so much when they are printed by the million, while a newspaper printed fresh every day cost only a penny. I couldn't figure it out. A year or two later, however, I became a copywriter in a Chicago advertising agency, Vanderhoof & Company, and increased wisdom brought the answer to my question. The penny didn't pay for the paper—the advertising did it.

"Well, why not put advertising in school books? That question followed very logically.

"The more I thought about it, the better I thought of it. There seemed to be any number of things which could be advertised to good advantage in school books—tooth paste, sporting goods, cameras, foods, books, colleges, etc.

"Then I tried to figure out if



Operate Your Own Radio Station.

Learn the science of wireless telegraphy with radio outfits that receive messages up to 1,000 miles and send them from three to five miles. Gilbert Radio Outfits which contain only the most approved types of apparatus are not collections of individual items, but a combination of the equipment which experience has found, is most frequently used by amateurs. They contain loose coupler, radiotector, audion, receivers, oscillation transformers, spark gap, condensers, and all other apparatus necessary for setting up, sending and receiving stations.

With each outfit is included an authoritative and easily understood book on wireless, giving the wireless code and complete instructions on how to rig up your outfit. Write for complete catalog of these Radio Outfits giving detailed information and illustrations.



The A. C. Gilbert Company are also the manufacturers of other scientific outfits and upon receipt of 25 cents will send you the book "Boy Engineering" including catalog of sets on Electrical Engineering, Chemical Engineering, Structural Engineering, Hydraulic Engineering, Civil Engineering, Telephony and Telegraphy.

THE A. C. GILBERT COMPANY

Makers of the Educational Gilbert Toys

200 BLATCHLEY AVENUE

NEW HAVEN, CONN.

A typical school book advertisement reproduced in almost the exact size used

there was anything wrong with the idea.

"From the point of view of the child, I could see how the ads would actually improve the school books—would be educational and interesting—and my experience in teaching had shown me how vital it is to make education interesting and how the teacher will seize on any legitimate means to do so. I thought that this one fact alone ought to have great weight with the advertisers who might use this space and, of course, I hoped to reduce the cost of the school books. Thus, the students would benefit twofold from the idea.

"Then I thought of the publisher. Why, surely he, too, would profit for he could even afford to reduce the

cost of his books and still make more profit than he had hitherto.

And the advertiser - - -

"Ah, school books would certainly be a golden medium for him. Think of the prestige and authority he would gain from having his story told within these almost sacred covers! And the life of the school book—it averages three years of daily active circulation. Wouldn't advertisers be grateful to have an opportunity to teach their products, actually have their products become part of the A. B. C. foundation of the future generation's life? No, I could not see where there could be any question about it from the advertisers' point of view!

"But how to do it?

"I didn't know. I took the matter up with several big advertising men. They all thought it was a wonderful idea—so good in fact that 'there must be something wrong with it or it would have been done before.'"

A year passed with the big idea still in the process of germination and Miss Dougan left the Vanderhoof Company to go with the National X-Ray Reflector Company of Chicago to take the place of George D. Bryson who was leaving to join the service. Another year passed and Mr. Bryson returned, to become interested in Miss Dougan's dream, to suggest practical steps to its fulfillment and ultimately become the secretary of the Educational Advertising Company.

WORKING OUT THE IDEA

This was the company that Miss Dougan and Mr. Bryson incorporated to represent the school book publishers and to sell their advertising space to the advertisers. It was first financed by Jay P. Black, President of J. P. Black & Co., and vice president of the First National Bank of Oak Park, Chicago. Mr. Black is now president of the company.

"From this point on," declared Miss Dougan, "Mr. Bryson dominates the stage. Unfortunately, much of the dramatic part of his acting in persuading the school book publishers to permit us to earn money for them cannot be made matter for this history because it involves other folk than ourselves.

"However, after having shocked these very conservative gentlemen, almost to the point of enmity by his proposal to put advertising in school books, he shocked them back again to friendliness by showing them how they could recoup their recent losses caused by increased production costs, if they would put advertising in school books. He showed them how the advertising he would recommend would actually be an asset to the books from an educational point of view, and how, in fact, they had always been putting advertising in their books anyhow by putting in their own book announcements.

"Casper W. Hodgson, of the World Book Company, was the first publisher actually to give us space in his books to sell, although the friendly moral support of various other publishers, notably Wm. E. Pulsifer, President of D. C. Heath & Company, and Chas. E. Merrill, Jr., of Chas. E. Merrill & Co., has added greatly to our confidence in going ahead with the plan.

"It is a little less than a year ago that we began to offer this space to advertisers, and during the period, we have sold it to the Procter & Gamble Company, the N. K. Fairbanks Company, the Kellogg's Toasted Corn Flake Company, Colgate & Company, the A. C. Gilbert Company, Rice & Hutchins, the United States Rubber Co., and others of their class.

"As time has passed, the proposition has developed along normal lines but with what we are convinced are wonderful opportunities for advertisers. We have found four ads to a book to be the most satisfactory average, which, of course, means dominance for the advertisers who use the space. We have also found that we can offer an advertiser any circulation he wants, from 10,000 to 25,000, in any territory he wants, local or national. This, of course, is of extra importance to an advertiser who wishes to concentrate in any one place, or who wishes to strengthen weak territory.

"As an illustration of some of the unique features of this service, Mr. Rogan, Advertising Manager of Procter & Gamble, says he welcomes this space as a means of getting his selling points before the colored population in the South—that he knows of no other way to do it for the people read so few newspapers or magazines. They must read the school books.

"One of the features of this medium of particular interest is the opportunity it offers for follow-up



Won't Teacher be Glad

When you raise your hand! For your hands can always be clean now. And mother won't ever again have to rub your ears till they hurt,—for all the dirt comes off quickly with FAIRY Soap. We have a big room full of pretty white cakes of FAIRY made just for you boys and girls. After school this afternoon each of you put in a penny or a one-cent stamp with your names and school address; then send them all together to

The N. K. Fairbank Co.

1435 Conway Building, Chicago

For every penny that you send you will get a pretty white cake of FAIRY—special small size for boys and girls.

After you've washed your hands with FAIRY, go up and show them to your teacher—and surprise her with a cake—for FAIRY is good for her, too! And she'll be very, very glad to have a cake of the soap that keeps her kiddies' hands so clean.

Tell your mother, too, and when your small cake is gone, ask her to buy a big one at the grocery store.

There's lots of FAIRY for all of you—it's white and pure—it floats—it keeps you clean. Send for it quickly.

FAIRY SOAP

The lesson of neat hands carried on this soap advertisement wins favor with both teacher and pupils

work. In most cases, we are enabled to give the advertiser a list of the teachers' names in the territory where the books are used, then if the advertiser has any educational follow-up literature—recipe books, calendars, or the like—he can circularize the teachers. And in every case, we give him a list of the towns in which the books are distributed. This gives him a chance to have his dealers tie up their window displays or other appeals with this advertising.

WHAT THE EDUCATOR'S SAY

"One of the questions we are asked most often is 'What do the Educators say about this?' The publishers who are putting advertising in their books—and several of the biggest ones are now doing it—take this matter up with the Educators, and when it is clearly explained that the advertising means actual added educational value to the books, and is helping the Publishers meet their increased cost of production, they universally approve. And, after all, why should any one doubt that the Educators are progressive enough and have vision enough to recognize the tremendous force for good that advertising has proven itself? Surely, the Educators could not be more conservative than the clergy and the clergy are using advertising very notably."

Needless to say, the space that Miss Dougan and her associates offer is all in a "restricted neighborhood." The advertiser who gets his copy into it must pass the censor. His product must be strictly compatible with the high standards of

school books. Needless to say, also, this is a feature that appeals to the kind of advertiser whom the Educational Advertising Company's representatives approach.

It is a little early to quote figures on success or even to make unreserved predictions as to the future. But there need be no reservations about the statement that the erstwhile country school teacher has created a new advertising medium—and a medium in which an unbiased onlooker can find many features that should make it popular among national advertisers—a medium which enables them to get an early hold on prospects, to sow their slogans in fertile minds along with the alphabet and the three R's—a medium that goes into the home and, especially in communities where the parents must themselves buy the books, receives the attention of the older generation as well as the younger.

And there need be no reservations about the statement that the good fairy has succeeded in brightening the school books.

Spencer-Lay Company in New Quarters

The Spencer-Lay Company, specializing in the production of commercial literature, has occupied new quarters at 110 West 34th street, New York.

Donald McLeod Lay, formerly managing editor of *Automotive Industries* and later with the J. Walter Thompson Co., is president, and Leslie V. Spencer, for a number of years associated with the Class Journal Co., and later with *Motor Life*, is vice-president.

Traffic Truck Appoints Publicity Man

Harry H. Hawke, general sales manager of the Traffic Motor Truck Corporation, St. Louis, announces the appointment of Millard S. Binney as publicity manager. Mr. Binney was connected with the Chalmers Motor Company prior to the war and, since returning from Europe in September, he has been sales manager of the Omaha branch of the Fulton Motor Truck Company.

"Factory" Representative Now in Philadelphia

John H. Stevens, *Factory* magazine's Pennsylvania and southern representative, has moved to the Philadelphia office of the A. W. Shaw Co., 303 Widener Building.

Peck Gets 50-50 Account and Others

The Peck Advertising Agency, New York, has secured the advertising account of the Fifty-Fifty Corporation, manufacturers of the 50-50 beverage, and is now placing schedules in western newspapers.

The Empire Bakers' Specialty Co., makers of Reelegg (eggs in powdered form), The Phytone Co., and the Home Supply Co., all of New York, have also placed their accounts with the Peck agency.



Mother Says I'll Never Have Corns

She says corns, bunions, growing pains, fallen arches, cancruses, and other foot ills, come from wearing shoes that are not the right shape.

That's why she buys me Educator Shoes. She says she wants my feet to grow straight and natural, with no bent bones, just as my hygiene lesson says they should.

And the best of it is, my shoes never hurt—not even when they are new! I can run and play all I want to. I don't have to "break them in," because they are made with plenty of room for all five toes to do their work.

Ask your mother to get you Educators. You can buy them at your regular shoe store—but be sure the name Educator is branded on the sole, or else it is not an Educator.

Write for "Bent Bones Make Frantic Feet," a free book about good and bad feet.

RICE & HUTCHINS, Inc., 20 High Street, Boston, Mass.

EDUCATOR SHOE

Made for Men, Women, and Children

The educational copy employed to win young friends for a well known shoe

Exporters Present Solid Front to Capture World's Trade for Uncle Sam

National Foreign Trade Convention at San Francisco Notable for Spirit of Cooperation Shown Among Business Representatives Present

COOPERATION has been the watchword of the seventh National Foreign Trade Convention, held at San Francisco this week, under the auspices of the National Foreign Trade Council and ending today. Called together to discuss the general convention theme, "The Effect of Being a Creditor Nation," the American business men there assembled including leading manufacturers, bankers, publishers and sales experts have shown an amazing willingness to share the fruits of their individual experiences in the foreign field and to contribute to the united success of all in the venture into foreign markets. Aside from discussions of mooted questions with a view to formulating a foreign trade program for legislative, executive and industrial action during the year 1920-21, the convention has been remarkable for its "experience meetings" at which a long line of authorities have laid before the delegates, frankly and openly, invaluable data and material on export trading with the object of enabling American industry to present a united front in the competition with the European nations determined to give Uncle Sam a heavy tussle for world trade.

FOREIGN DELEGATES PRESENT

These talks have been listened to and the discussions entered into by delegates from thirty foreign nations. Representatives from many of the big trade associations gave the convention a national authority which impressed these visitors from abroad. Among the associations cooperating have been the Associated Advertising Clubs of the World, the American Manufacturers' Association, the National Association of Credit Men, the American Paper and Pulp Association, and American Chambers of Commerce both here and abroad.

Advertising and selling talk bulked large at the five general convention sessions beginning Wednesday morning. Foreign trade advertising had a special group of its own. Sales methods were discussed in several groups, particularly in that given over to direct selling abroad.

The Foreign Trade Advertising Group held its session in cooperation

with the American Association of Advertising Agencies on Wednesday morning under the chairmanship of Harrison Atwood, of the H. K. McCann Company, of San Francisco, with Samuel P. Johnson, of the Johnson-Ayres Company, of San Francisco, acting as vice-chairman. Among the speakers at this session were Frank A. Arnold, of Frank Seaman, Inc., who gave a talk on "Agency Service" and J. C. Culbertson, president of the Wichita Motors Company, who spoke on "Advertising Results."

PREPARING FOREIGN COPY

Telling of his company's foreign trade development from a single initial order from Cuba in 1912 to current sales to eighty-three countries throughout the whole world, Mr. Culbertson said in part:

We have found that educational advertising, to be effective, cannot be general. We must confine ourselves to the conditions of each particular locality or country. For example, the denizens of the deserts of Asia or Africa are not interested in motor equipment adapted for transporting logs or lumber. The wool growers on the Patagonian plains care nothing about the advantages of steel dump bodies for transporting sand and gravel, and the South African Zulus are not at all concerned about motor street sprinklers and flushers.

We have used three general methods of getting results, and these three are closely related: First, advertising in export trade publications; second, advertising through local trade publications and daily and weekly newspapers published in the foreign country where the product is to be sold; third, advertising by direct appeal, through personal letters, catalogues, and our own house organ.

In the preparation of all letters, it is important to have accurate information on the general conditions surrounding the prospective client, whether he be wholesaler, retailer, or ultimate consumer. We have a mass of data relating to our particular line in all countries, and we employ trained experts from foreign lands to supplement our general knowledge of existing conditions.

Our export catalogues must be very complete. We avoid the use of bombastic descriptions and superlatives. We carefully describe our product, and make our product measure up to these descriptions. Quality advertising goes hand in hand with a quality product, and advertising has no power that will bring repeat orders for an unsatisfactory commodity.

Taking up another and different phase of the use of publicity in foreign trade, E. P. Thomas, president of the United States Steel Products Company, told delegates gathered at the group session on Sources of Imports on Thursday afternoon that "there has been, so far, a notable absence of publicity with regard to foreign products which might be widely used in this country, but with which our people are only partially, if at all, familiar." He continued in part:

PUBLICITY FOR IMPORTS

A beginning has been made in the organization of foreign chambers of commerce in New York and elsewhere, the primary object of which is presumed to be the exchange of information as to the capacity of the United States to absorb certain classes of imports, and the ability of foreign countries to find a market for certain classes of exports.

The usefulness of such chambers of commerce could be greatly extended were they to concern themselves with the communication to our financiers and merchants of the opportunities for profitable investment presented by their respective countries, and for the establishment there of branches of American trading concerns and of American industries. There is a large and unoccupied field for popular education here with regard to the consumption of foreign goods, or rather the creation of a demand among our people for foreign products not now entering into American consumption or not yet utilized for further manufacture in this country.

The problem of a continuous and enduring expansion of our export trade, particularly in manufactured products, depends for its solution on a corresponding increase in our imports.

THE WORK OF THE EXPORT PRESS

How the export press is playing its important part in the furthering of trade relations between American manufacturer and foreign consumer was set forth by Franklin Johnston, publisher of *American Exporter* at the Thursday evening session of the Foreign Trade Press Group. Speaking on the value of advertising in the export journals Mr. Johnston said:

The advertising pages of any trade or technical paper are as interesting and valuable to the reader as the editorial pages—perhaps more so. This is particularly true in the case of export papers, for the importer abroad has a more di-

rect dependence upon the printed word than the merchant here at home. Salesmen cannot call as frequently or be summoned on short notice by telephone, telegram or letter, as in this country. A single exchange of letters may take two months. The importer must of necessity buy more largely by correspondence and less by personal interview than here, where merchant and manufacturer are within easy distance of each other.

In its advertising pages, the export press offers a medium for the individual manufacturer or merchant to acquaint the foreign buyer with his specific product. These pages, being so utilized by hundreds of manufacturers, constitute for the merchant abroad an invaluable buyer's guide to American machinery and merchandise.

Advertising in export papers has been the initial step taken by many manufacturers towards cultivating foreign trade. Such advertising is used both by small manufacturers, some of whom use no other form of foreign sales promotion, and by large manufacturers with their own branch establishments in the principal foreign countries.

INFLUENCING OPINION ABROAD

In these days when national consciousness in every country is so much in evidence, it is easy for actions or policies to be misunderstood and misinterpreted, particularly when reported only by abbreviated cable messages or sensational press reports. The export paper is in a position to present the true facts to our foreign customers, men whose influence on public opinion and on foreign affairs is very great. One of the duties of the export press is to help expose the fallacy that international trade is a kind of warfare, instead of being an exchange of products and services to the mutual advantage of the countries involved.

Andrew C. Pearson, secretary of the United Publishers' Corporation, acted as chairman of this group. Other speakers who addressed the session were James H. McGraw, of the McGraw-Hill Company, on the subject of "The Service of the Business Press," and G. Howard Davison, president of the American Publishers, Inc., on the subject of "The Agricultural Press."

Another significant group meeting was that at which the subject of direct selling abroad was considered. This meeting, held in cooperation with the American Manufacturers' Export Association was presided over by W. L. Saunders, president of the association, while Leonard S. Smith, of the American Laundry Machinery Company, acted as vice-chairman, and Robert F. Volentine, secretary of the American Manufacturers' Export Association, as secretary. The opening address was made by Mr. Saunders on the subject of "Why Direct Selling." He said in part:

THE CASE FOR DIRECT SELLING

The question of direct selling abroad

seems to me to be altogether a question of whether or not we are in a position to finance a project looking to the extension of one's business on a permanent scale.

All experience points to the conclusion that if we have a product of value, something which is, or which might be, used in a foreign locality, and if there is a fair chance to sell it at a price not too much above that of the native product, we should open an office there. At first, except with large concerns with plenty of money, it is best to get desk room in a house of established reputation. After a while, if all goes well, the branch can be extended.

In no case that I am familiar with has a business been established on any large and permanent scale abroad except through direct selling. I have a case in mind where a foreigner had the agency of an American product. He was doing a good business and the manufacturer at home was well satisfied. This agent retired from business. An American youth, who was only a sales clerk in his office, was made manager, and he doubled the business the first year.

Not only does direct selling bring the maker and buyer in closer contact and afford means of mutual sympathy and interest, but it enables the maker of the goods more nearly to meet competitive conditions. It shows him how to build his product to meet the needs or the fancies of his customer. There is also a psychological value in direct selling. The customer thinks and feels that he is in a position to get better prices and terms. Close contact between principal and agent always makes for the best results; there is created a mutual bond of interest.

Methods of surveying new markets were taken up by E. Wilhelmi Droosten, of the Robbins & Myers Company, who delivered an address on this subject before the group session which yesterday considered the practical problems of the export manager. He said:

Do not attempt foreign trade unless you intend to make it a part of your business. Analyze your markets before you start, and your ability to do the business right. Do not look upon the foreign market as a secondary condition or a dumping ground for left-over or imperfect goods. If you make a start with a foreign customer, stay by him. England, Germany, France and Austria put in intelligent efforts to develop the big foreign trade they had, and you will have to do the same. The concerns in this country who have made a success of their domestic business owe it to a thorough knowledge of their home market conditions. They can make the same success in foreign fields if they plan as carefully.

Educate your employees at the factory in the export business so that the different departments may become familiar with it and know how to take care of it intelligently, so they do not feel that there is some mystery about it, as many of them do. For this reason, it is frequently sidetracked and domestic business, with which they are more familiar, is given the preference. To the man who has made a study of the export business, it is easy, as certain rules and conditions

have to be complied with to the satisfaction of the foreign buyer. You can hold his business against competitors who come with lower prices and more attractive propositions because, as I have already stated, he realizes he is a long distance away from the market of supply, and if he is given the service so that he gets what he orders and within a reasonable time, and his goods arrive in good shape so he can go on with his business, he appreciates it and it is difficult for anyone to take his business away from you.

Yesterday afternoon saw the calling of an important group session to discuss the Webb-Pomerene Law as it affects export trade. Among the speakers on this subject was the Hon. Huston Thompson, vice-chairman of the Federal Trade Commission.

Other important subjects brought up at group and general sessions of the convention covered the foreign exchange situation, transportation problems, methods of financing foreign trade and questions of conditions in Russia and in the Orient. The convention banquet was held in the civic auditorium last night and the big meeting closed this morning with a final discussion of a national program for foreign trade.

Sales Managers Appoint Secretary

The National Association of Motor Truck Sales Managers has secured as permanent secretary H. D. Dabney, formerly of the Society of Automotive Engineers. He will open a permanent office in Detroit on June 1.

Kansas City Ad Club Holds a Show

One of the features of a very successful "Advertising Show" recently held in Kansas City by the Advertising Club there, was the inviting on each day of the week of a business organization to a luncheon in the Display Room, which was in the Coates Hotel.

Chicago Advertising Man is a "Collar and Shirt" Strike Leader

Included in the strike committee, which led 1,300 Chicago business men and office workers last week in abandoning their starched linen for the soft shirt with collar attached, is George F. Bryant, of the Robel-Bryant advertising agency.

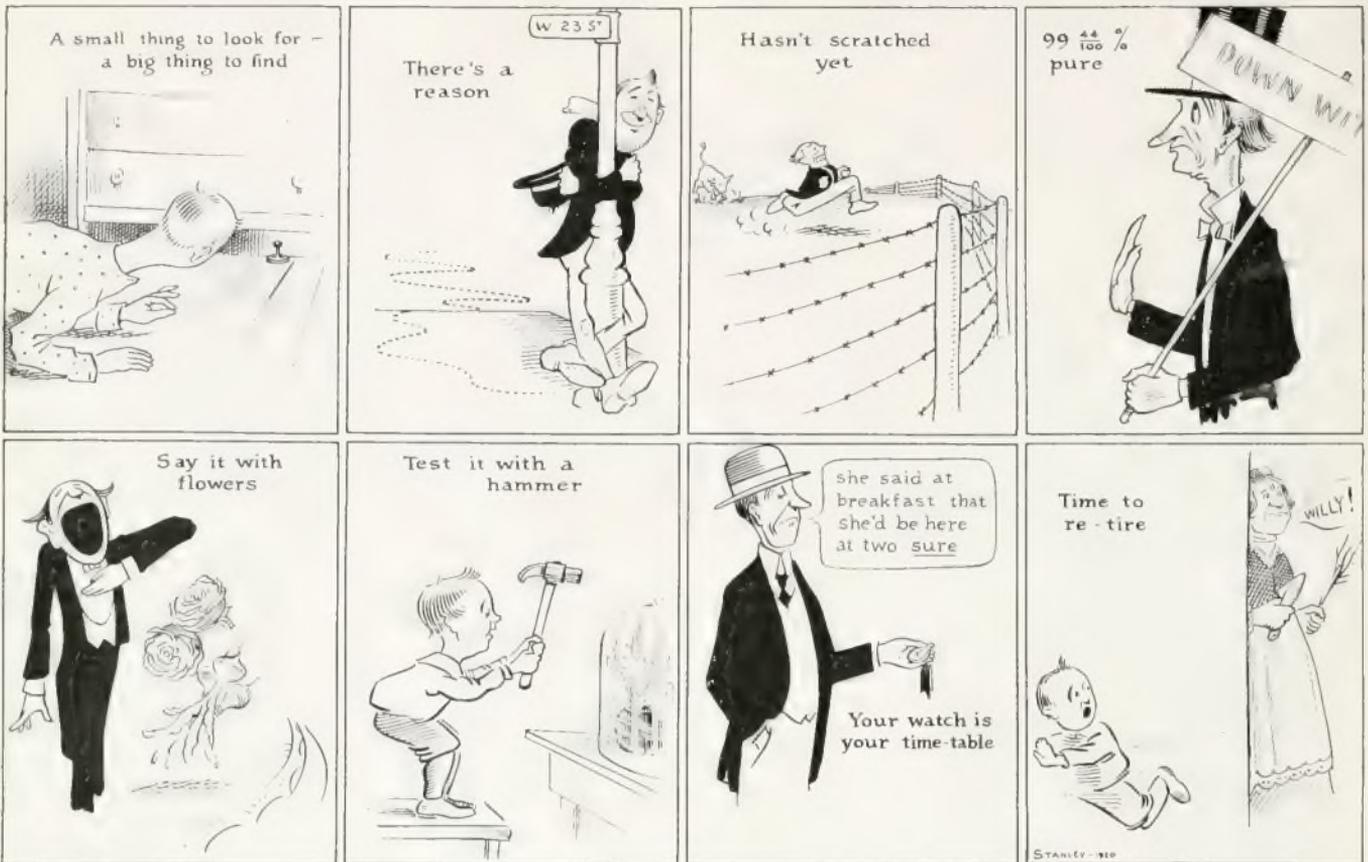
Purity Cross Advertising Head Resigns

A. Raymond Hopper, after a year and a half with Purity Cross, Inc., Orange, N. J., first as assistant to the president, later as sales manager and recently as advertising manager, has tendered his resignation, effective May 15. Mr. Hopper was formerly assistant advertising manager of the Edison Storage Battery Company.

Pere Marquette Railway Places Account

The advertising account of the Pere Marquette Railway has been secured by the Green, Fulton, Cunningham Co., advertising agency in Detroit.

Translating Advertising Slogans Into Every-Day Talk



As Artist Stanley of ADVERTISING & SELLING sees some of us do it

Helps for the House Organ Grinder

Some Hints That Will Serve to Lighten the Toil
of Those Who Get Out the Employees' Papers

By "MUDGE"

AS WE approached the Tool Room, the Boss nodded toward one of the old-timers and remarked to me: "Jack's a corking good toolmaker; I wish we had more like him."

Just then the Chief was called away. Moved by a sudden curiosity, I asked confidentially: "Jack, you've been here twelve years—what do you think of the Boss?"

"He sure is a damn fine man," Jack replied with hearty sincerity, "he's no more stuck up than me nor you."

The employer looks at the economic side, the worker at the human side. Every successful administrator of a business just naturally gets the habit of wearing his long-green spectacles. Unconsciously he thinks of his workers as factors in production, or commerce.

In wrestling with dollars, dividends, raw materials, unit costs, assets, profits, the Boss loses much of his native facility for seeing the

human side. And it's ten to one that he doesn't realize it.

But Jack the Toolmaker is pretty nearly economically blind. It seldom occurs to him to weigh the Old Man's fitness for coordinating finance, production, and sales, and earning satisfactory dividends. He

Editing Employees' Papers

GETTING out internal shop magazines, especially when their appeal is directed to vast numbers of employees, is something more than mere editorship; it calls for some qualities which the average reader of such papers in fact, of general publications also—does not always stop to consider.

Your good employees' paper editor or director must be a pretty keen person, not only with a "nose for news," but with a well seated understanding of what is in the minds of men besides.

The anonymous writer of the accompanying article is the editor of one of the really successful papers in its field, and if his modesty precludes the use of his name, his generosity allows the dissemination of his message, which is a really helpful one.

THE EDITOR.

passes judgment on the Boss as a man, and lets it got at that.

It is this wide difference of viewpoint which makes the life of an internal house-organ editor so alluringly uncertain. In almost any producing plant or commercial organization, it would be easy to edit a paper suitable to the employees; and just as simple to get out a sheet which would please the heads of the business. Trying to do both at the same time is what provides the "situations."

Before we go ahead with this story, let's get acquainted. I advertising-manage for a manufacturing company, without the aid of oversize non-skid spectacles—I'm a regular feller just like you, but I dassen't sign my name to this. Fame is sweet, but I don't want to take a chance on weakening the influence of our paper with the workers who read it.

Well, everybody's starting a "company paper." Recently we

have received a steady stream of letters from substantial concerns who are interested in internal house organs, asking for sample copies, please exchange, etc. Most of them signed "Advertising Manager," although occasionally a Purchasing Agent, Vice President, or assistant to the President writes.

So it is plain to be seen that a good many advertising men will begin to mix another kind of copy, for internal consumption. Something a little out of their regular line. Let us mark a few of the rocks and shoals, and chart a clear channel for some of these newly launched craft.

First of all: Sell the Boss, and sell him right! Clean up on this job before you go further. This bit of worldly wisdom has been refined from long experience, not so much my own but that of other house organ editors, good and bad (of papers dead and alive).

Mr. Advertising Man, whether the paper is your own pet which you have pleaded for and finally brought proudly into being, or whether it has been thrust upon your more or less broad and willing shoulders—lay out a clean-cut plan, and sell it thoroughly, before you go deeper. It will make the going much easier.

The management's purpose in starting the paper, in every case I have heard of, is to benefit both workers and company by increasing production and reducing wasteful labor turnover. It is proposed to accomplish these things through the promotion of interest and pride in the plant and product, resulting in increased loyalty and perhaps greater diligence.

So far, so good; but just what kind of paper is best calculated to produce the desired effects? Here is where the battle rages.

Of course there are some employers who are in close, personal touch with their rank and file workers, and such employers naturally will prescribe and advocate the sort of paper which will attract and influence the workers. But as intimated a while ago, it is exceptional to find such employers in larger organizations.

AS TO THE MATERIAL

In the great majority of cases, the contributions which come to the editor from the management are "Sunday-School stuff."

"Let's print some good articles in the paper, showing that every man ought to stick to his job and work hard," says the Boss. He is accustomed to giving the men di-

rect orders to do things, and he falls into the natural error of supposing that direct suggestion will make them think things. He uses TELLING when he should use skillful SELLING.

Copy suggestions come to the editor's desk which would not be considered except for the imperial stamp of approval which they bear. Talks on the necessity for hard work; lectures on thrift; articles on vital necessity for having brainy management to direct labor. Violent attacks on Bolshevism. The perennial story, in one form or another, of the man who got ahead by being a Good Indian.

Perhaps the stuff is true—but who wants to read it? You don't; I don't. Neither does Jack the Toolmaker. And since he won't read it, why print it? It weakens the paper.

I don't pretend to know the type of mind prevailing in every factory and store. But if we could judge from some of the papers on our exchange list, the average of intelligence is somewhere between that of the polyp and the oyster. Well do I know that the stuff in some of these papers would merely disgust our men and detract from their interest in the paper; and there would soon be no interest, if we persisted in printing such crude press-agent stuff.

Some internal house-organs are seized eagerly and taken home for the wife to read. Others are thrown upon the street.

We do not print one line of lecture, preachment, moralizing, or any such, unless perhaps it is contributed and signed by one of the shop men. And it is significant that not one contribution in a hundred is of this stripe.

THE READERS MAKE THE POLICY

So right at the start, face the fact that your first duty is to hold your audience. If your workers happen to be interested in themselves and people they know, in the store or shop where they work, and the products that they make or sell—if they prefer to be interested in such things and to read of them in language that "comes easy," then you must write of these things, in this way. The paper must be edited for the readers, and it will profit well by any courage that you may have to keep out the extraneous propaganda.

Let us take a long, sharp look at Group Spirit, or "Esprit de Corps," which we are so desirous of promoting. How can you grow it in your organization? What is it?

What is the summation of impressions which equals a loyal worker?

A man's loyalty to his company may be analyzed into this trinity:

1. Gregariousness; innate cohesion to a gang. The group instinct is so strong that it flourishes under the most adverse circumstances.

2. Attraction to other individuals within the group.

3. The concept that loyal service within this group will prove profitable to him as an individual.

Such influences as suitable tools and pleasant working and living conditions will, very naturally, have a marked effect on labor turnover; yet I don't mention them because they are outside the immediate human problem involved in loyalty. At the same time, we should face squarely the fact that the best of internal newspapers cannot sell the employes on a place which is not unquestionably a good place to work; that the employer who best held his workers without any paper, will get the most satisfactory results from a good paper.

Getting back to our trinity, we will now consider each of these three elements of loyalty, and describe the sort of editorial matter which has a corresponding appeal.

PROMOTING GROUP SPIRIT

The paper should idealize the plant or store, by furthering every worthy group interest. Baseball, basketball, bowling—all sports, of course, and most especially those in which the company is represented by a team bearing its name. Written up in lively sporting-editor style. The bum street-car service to the plant; the nearby beaneries. In fact, everything which affects the group as such should be seized upon and written about, to encourage the habit of group thinking; the herding instinct. Articles which promote pride in the product by describing it in service come under this heading, and such stories are eagerly read.

Not only should the paper make the most of every existing common interest, but the live editor will seek to create new group interests. For instance, last Christmas one paper promoted a collection to buy toys for the poor kids of the town, working with shop committees who collected the money, bought the toys, and played Santa Claus. Contests of various sorts may be held, preferably some game or sport at which a large number of the workers can compete.

PROMOTING REGARD FOR INDIVIDUALS

News stories about the activities of the workers may well make up

a large part of the paper. The man who works at the next bench is invested in a new aureole when he has been written up in the paper as a champion concocter of home brew. After Paul Schultz has been seen gathering chestnuts with that red-headed girl, written up in the paper, "kidded" about it for a week or two, and has shown his capacity for standing the gaff good-naturedly, the fellows have actually been drawn a little closer to Paul than they were before.

The continued publication of personal items is a sort of continuous cross-welding operation which knits the folks in your organization ever closer, and makes the organization ever more homogeneous and firm. To any man who has not taken the time to look close, it may seem frivolous to serve up small talk about Fred Werner's new coach dog, and the auto race between Mac's Lexington and Skinny's Ford—but these items do promote the good fellowship and mutual regard which are essential to shop or store spirit.

Further, under this heading of "selling the individuals to each other" comes the opportunity to make the executives better understood. Write them up from the human side, especially the ones who have worked their own way up from the ranks. Such stories not only show the value of well-directed ambition and hard work, but far more important, they show that the "big guns" are real human folks. If there is a little innocent spoofing in the stories, the fact that the executives enjoy a mild joke on themselves is the best sort of evidence that they are not "stuffed shirts."

PROVING THAT IT PAYS TO STICK

There are several good ways to do this. Here's our favorite: We feature several old-timers in each issue, printing their pictures and life stories. In the course of the story it develops naturally that Fred has worked at the plant for thirty years; that he has sent his four boys to college and one is a successful dentist here in town, one is superintendent of a big manufacturing plant, etc.; that Fred owns a buzz wagon and his cozy home and one or two pieces of real estate besides. The moral points itself. Fred stuck here thirty years; Fred has everything a man could wish for. Like faithfulness should produce like prosperity in any case.

There is no lecturing or exhortation to "stick to your job"; just an interesting story about a man they know well.

And now for a few "Don'ts" and other general suggestions.

GENERAL POLICY

Keep the stuff not only personal, but lively. The first function of the house organ is to get itself eagerly read, from cover to cover. Failing in that, you fail in everything. So remember that your readers work hard all day, every day; they have plenty of the dull grind, and will respond most warmly to lively wit, hearty slang, exaggerated good nature. If Providence has not fashioned you to be a humorist, hire one or two.

Use stock that will take a half-tone, and get out a decent-looking paper. If cheapness is an object, save your entire printing bill. Many internal house-organs recently started are serious reflections upon the organizations they are put forth to boost, and any man or woman would be ashamed to show such a miserable-looking thing to a friend in another shop or store.

Make the paper not merely self-respecting in appearance, but invitingly pleasing to the eye. Break up the pages with cuts and vary the page layouts.

Don't have "Departments." Keep the stuff all jumbled up, so that a reader will be encouraged to go right straight through the paper, instead of favoring certain sections. The advantages seem obvious enough to me, but gosh! lots of them just will do it the other way.

Don't have any "Editors." Let the paper edit itself, and first thing you know, everybody in the place will have a hand in it. Nearly every house-organ makes the mistake of publishing a masthead with names of editors, and the reporters in each department. This encourages the attitude expressed by: "George is the reporter; he is getting the credit. Let him send it in."

Much better to have boxes around, and let them drop the stuff through the slot. Also send a couple of bright lads scouting through the shop for news. Working it this way, we have scores of wide-awake reporters plugging actively for the paper, throughout the plant. We don't print any masthead at all; less than three per cent of our men know the editor's name, but they all holler like the dickens when the paper is late.

Of course, there is actually plenty of editing to be done; almost every story is a writing job. A live monthly can be counted on to keep a man hustling, steady. You will have to hire an extra man for the

paper, but don't make it his exclusive job. If you have an advertising department, it's better to hire your new man for all-around service in the department, and then let everybody do some of the work of getting out the paper. The "internal" will then be a diversion for everybody, good fun, whereas it sometimes gets to be a rotten grind when it's one man's steady job.

If the extra hand you put on has newspaper experience, or if there is any in the department, it will help plenty.

Watch the percentage of personal stuff, and keep it high. We feel suspicious when ours falls to two-thirds of the total space.

Be ever new and original—keep pulling new stuff.

Be democratic enough to treat the men and the Boss alike in the paper, or else don't mention the Boss at all. It will not go down well, to refer to the Boss as "Mr. Sword," and call an employee of the same age "Joe." Use the Boss' nickname; call him "J. S." sometimes, and sometimes Mr. Sword. Treat Joe the same way.

A trifling matter, but one of those many little points which call for tactful handling. The job of an internal house-organ editor just fairly bristles with 'em. But it's great fun—go to it!

EDITOR'S NOTE—If you are running a paper, or seriously considering it, write to ADVERTISING & SELLING and ask that your letter be forwarded to the author of this article, who will send you a copy of the publication he edits and maybe a few additional hints.

"Fire and Water Engineering" Represented by Burns

Frank H. Burns, special representative with offices in the Little Building, Boston, has been appointed to represent *Fire and Water Engineering*, New York.

David Relinquishes Charleston "American" Representation

George S. David Co., 171 Madison avenue, New York, has resigned from the representation of the Charleston, S. C., *American*, effective May 1.

Patterson-Andress Adds Two to Staff

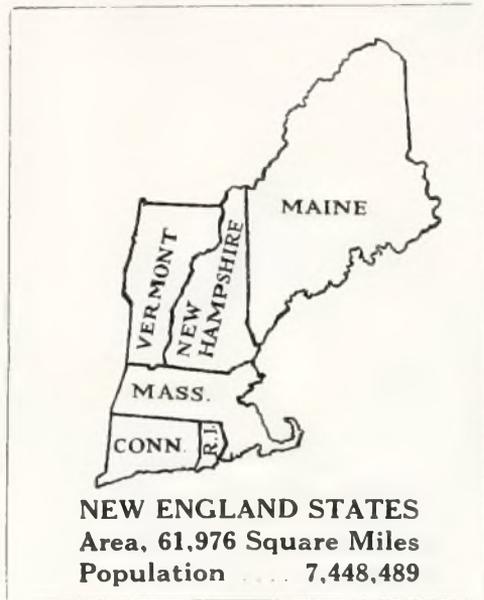
Frank Jepson, formerly assistant sales manager of the Hurbert Motor Truck Co., has joined the copy staff of the Patterson-Andress Co., New York advertising agency. He was previously promotion manager in the Metropolitan district for the Firestone Tire & Rubber Co.

C. W. Heck, who has become a member of the agency's art department, was previously art director for Anderson & Ruwe, Inc., printers.

Will Direct Forge Products Sales

Charles H. Brennan has been appointed sales manager of the Jefferson Forge Products Co., Detroit, Mich.

Statistical Comparisons No. 1



	New York	New England
Number of Families	2,046,845	1,463,942
Literate White Families	3,306,268	1,637,320
Number of Automobiles, 1920	535,000	482,000
Expenditures for Better Roads, 1918	\$21,152,057	\$22,838,909
Number Personal Income Tax Returns, 1917	489,089	279,689
Net Income on Personal Returns, 1917	\$2,439,736,148	\$1,010,575,105
Net Tax Yielded Income Tax, 1917	\$249,597,422	\$68,860,803
Manufactured Products, 1914 Census	\$3,814,661,000	\$2,926,676,000
Expenditures for Public Schools, 1915	\$69,761,125	\$49,761,125
Average Circulation Daily Newspapers, 1919	4,677,393	2,945,059
Taxable Wealth, 1912	\$21,912,000,000	\$10,969,000,000
Bank Clearings (year ended Sept. 30, 1918)	\$202,480,000,000	\$14,781,000,000
Liberty and Victory Loan Subscriptions	\$7,659,948,400	\$2,221,316,700
Building Operations, 1919	\$415,855,043	\$23,037,922
Crop and Animal Production, 1919	\$813,179,000	\$528,641,000
Number of Farms, 1919	215,000	189,000
Farm Acreage, 1919	7,998,800	4,632,000

Facts upon which campaigns to reach those with most money to buy advertised goods may be based.

Member
A. B. C.

THE NEW YORK GLOBE

180,000
A Day

JASON ROGERS, Publisher

What Advertising Means to the Dealer

He Must Be Considered In Every Campaign for Consumer Products

THERE was a time when many dealers were inclined to look upon advertising with suspicion, or at least with a feeling of doubt. They could not see in just what way advertising was an advantage in the retailing of merchandise.

There are two reasons for this. In the first place, advertising was never properly understood, and secondly, which logically follows, it was never properly used by the dealer.

Now that advertising is a recognized necessity and plays an important part in merchandising, the question is no longer, "Does advertising pay?" but, "How can you make it pay?" In other words, dealers are wondering how they can arrange their selling methods so as to take full advantage of the advertising which the manufacturer directs to the dealer's customers.

In order to answer this question properly, we must have a clear understanding of just how advertising works. At one time dealers took the position that, "Advertising must show me." In other words, "dared" advertising to do them any good, and in many cases advertising did not do them any good.

The purpose of advertising is to create a consumer market for the merchandise which the dealer handles. In other words, the object is to make it easier for the customer to come into the store and easier for the goods to go to the customer. But it doesn't operate independent of the dealer's activities.

GETTING YOUR "MARBLES" OVER

To use a familiar illustration: Suppose you take a handful of marbles, all of the same size and weight, and with one swing of the arm, throw them up a sloping board, the object being to get them all over the top end of the plank. For some reason these marbles go unequal distances. Some go to the top of the plank and roll over; others go almost to the top, then come to rest and if nothing happens, roll back to the bottom. Now the object of your throwing these marbles up in the first place was to get them all over the top. Apparently something was lacking to accomplish this purpose.

The smart thing to do then is to have someone stationed at the top end of the sloping plank, and with

very little effort, reach out his hand and pull them over. The man at the top end of the plank does not have to go down to the bottom and carry them all up, he merely stands there and with slight effort converts into actual accomplishment what is otherwise an unfinished job. And he gets the benefit of all the effort applied in getting the marbles up to the top end of the plank and over.

Advertising works much in the same way. It shows the goods, and showing the goods is salesmanship. It creates an interest on the part of consumers. It vouches for the quality of the merchandise. In other words, it gives the consumer an incentive to go after that product or, to get back to our illustration, it throws the marbles up the hill, toward the dealer's store.

The dealer who features advertised products and makes this fact known to his customers, is like the man at the top end of the plank who reaches out and pulls the marbles "over the top." It is the easiest and least expensive way to create actual business.

The smart dealer is the man who takes advantage of influences already at work, just as in the elec-

tric light industry they took up with a waterfall already in action. This, obviously, is simpler than creating a waterfall. So, also it is simpler for the dealer to actually hook up his own operations so as to utilize all the advertising in his territory which has been done at the manufacturer's expense.

In other words, when the manufacturer advertises, the consumer wants to know, "Where can I get this product?" That is, she is "ripe" for a purchase, and if the sale is to be an actual fact, the dealer must say, "We have it."

There are many ways in which he can do this.

It is up to the national advertiser to see that the dealer has the proper kind of "helps" to enable him to meet the large campaign, and, by displays both in his place of business and in such media as he has at hand, to inform his trade, that he is, in fact, THE DEALER from whom to obtain this or that product. If the national advertiser does not protect his dealers he may not stay long in the national group, and if the dealer does not tie up with national campaigns he may have to meet competition that does.

Leaves Aeolian Advertising Department

C. C. Applegate, for five years connected with the Aeolian Company, New York, has resigned his position in the advertising department.

Publishers Appoint Executive Secretary

At a recent meeting of the board of directors of the National Publishers' Association, New York, Theodore Waters was appointed executive secretary and assistant to the president. George E. Cook is now president, pro tempore.

90-Day Clause in Advertising Contracts

In a bulletin sent out to members by the executive committee of the Associated Business Papers this week, recommendations for a clause in advertising contracts, giving publishers the right to advance the contract rate on 90 days' notice, were made. This is in accordance with the action taken at the special meeting of the association in New York on April 6.

Mackenzie is Appointed Timken Advertising Manager

Robert E. Mackenzie has been appointed advertising manager of the Timken Roller Bearing Co., Canton, Ohio. Arthur H. Cummings was formerly advertising manager of the company.

Burlington Paper is Elected

The Burlington (Ia.) Gazette has been elected to active membership in the American Newspaper Publishers' Association.

Kansas Stores Advertising Man Resigns

H. S. Street, advertising manager of the Pelletier Stores Co., Topeka, Kan., has resigned to become representative for the American Salesbook Co. in that territory. He is succeeded by Miss Ann Walker, sister of J. B. Walker, president of the Pelletier Stores Co.

Elmiger Joins Mayers Dealer Service

F. J. Elmiger, poster artist, formerly with Stanford Briggs, Inc., has joined the art department of the J. R. Mayers Dealer Service Co., New York.

Kobbe Places Diamond Pen Advertising

The advertising of the New Diamond Point Pen Co., makers of the Diamond Point Fountain Pen and the Auto Sharp Pencil, is now being placed by the Philip Kolbe Co., New York.

Randall Gets Another Account

The Fred M. Randall Co., Detroit advertising agency, has been appointed to handle the advertising of Fenton, Corrigan & Boyle, investment bankers in Detroit, Grand Rapids and Chicago. Orders are going out to central west newspapers.

Collier's

THE NATIONAL WEEKLY

5 CENTS A COPY
10 cents in Canada



AutoStrop Razor and Collier's

The AutoStrop Safety Razor Company is using Collier's as the backbone of its national advertising campaign.

Watch Collier's

The Men and Women Who Make Our Mediums

CHARLES DANA GIBSON

President of *Life*

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 BENJAMIN OGDEN WILKINS

CUBIST? Futurist? Which of the new schools does he follow? That seems to be the first consideration regarding an artist when one is mentioned these days. But Charles Dana Gibson is none of these new-fangled species—no's way above all that. And when I say above it all, I mean it, literally; and here's one fact that proves it.

His studio is located in a building which has its eccentricities—that has to be admitted. Perhaps some of the oddities were allowed in order to make the futurists and the other curious cults feel at home.

For instance: In ascending by elevator, one notices that the floors are numbered quite according to the accepted customs applying to such things, until you pass the *fifth* floor. Then note what happens! The very next level is labeled "6 and 8" and, as if that were not quite enough to prove the location of the cubists, the next floor (above "6 and 8," remember), is the *seventh*. But, as I said, Mr. Gibson is far above all these fads and currently stylish peculiarities—he is safely perched in a handsomely equipped studio on the *ninth* floor, in the tower of the Carnegie Hall studios building—that is, Gibson, the artist.

For thirty years Mr. Gibson has been a regular contributor to the principal periodicals of the country, although for some time past he has been devoted to *Life*, and besides being its newly installed publisher-president, he now confines his artistic efforts exclusively to that publication.

Charles Dana Gibson was born at Roxbury, Mass., on September 14, 1867, and about the time he joined the Art Students' League, in 1883, he began successfully to submit his drawings to *Life*. Some of his series caricaturing American society life in a broad, kindly, humorous way, have run into volumes of considerable size. Probably "The Education of Mr. Pipp," (in which the leading character is shown fashionable and the way a father should

be properly brought up by his daughters and a mother devoted to her children), was the most popular. But the later series, continuing the trials of Mr. Pipp, in "The Adventures of Mr. Pipp," as well as "A Widow and Her Friends," and "The Social Ladder," were great favorites. Other groups of pictures done by Mr. Gibson and issued in book form, are: "Humorous American Pictures," "Pictures of People," "Sketches and Cartoons," "The Americans" and "Sketches in Egypt."

Then, too, he has done a group of illustrations of "People of Dickens," and aims to complete this collection so that most of that author's works may be illustrated in the Gibson style. He was a personal friend of Richard Harding Davis, and illustrated that author's stories and travel works. All his work has been very popular. In fact, there are not many rooms in the girls' boarding schools which have not at least one reproduction of this artist's drawings.

FOLLOWING A DEFINITE PLAN

Mr. Gibson has chosen to use comparatively few characters rather than many types for his work, but these he has created and excels in. Everyone knows The Gibson Girl, and in the drawings wherein there are several women, the faces of all are alike, though some have an added line or two which deftly gives the age and mentality of the character.

Mr. Gibson deliberately sought and found a method in which he could express his personality—and he chose the line drawing, generally called "black and white," for his medium. One of his critics, Arthur Crane, said it was Gibson's "dialect of line" that characterized it and made it recognizable as far away as one could see it. He is "a humorist—a satirist in black and white."

It has been said that he never draws without a model, although he has followed his art so long. When, recently in his studio, I

asked him about that, he laughed at the question, answering: "Of course I use a model. But you can't draw the model—it takes imagination—you have to draw what the model represents."

I think Mr. Gibson would be most ready to declare that his habits of work and industry have been the best backing and support for his genius and natural gifts. His early drawings, done on order, kept him busy and stimulated him so that he has turned out an enormous amount of completed work during the past quarter of a century.

In his early drawings there was a talent exhibited far beyond customary for those who will later develop to fame, though he was not stunted by precocity.

DILIGENT, FROM EARLY YOUTH

Although he enrolled at seventeen in the Art Students' League and in 1886 made a showing in the periodicals, three years later he gave that up and went to Paris to be a student at the famous Julier's. Then he came back to New York after one year abroad, and issued his first book of drawings. The following year he again went over and spent a year, this time in London, soon after producing a series of drawings entitled: "London as seen by C. D. Gibson." Then, two years later, he spent a winter in Munich to further perfect his work.

During each of these trips, he was assiduously collecting material and studying, rather than giving his time to diversion. He realized, even at this early stage, that the specialty is the thing—even for an artist—and, while there were many clever and well known men in the field, Mr. Gibson pursued his own angle of the work, cultivating the cartoon habit, depicting customs and laughable situations for his satires. His work represents so much genial humor which reaches the heart of his audience, that, for the past thirty years, he has had orders for as much work as he can produce.

This all meant that Gibson was not becoming a fad, he was much more than that—he became an American institution. He picks his unknowing subject much as did the beloved O. Henry; from the ball game, a scene in the park, a waiting-room of a ferry, or in the theatre. He has been called "a genial satirist of polite society" who gives us "genteel, pictorial comedy."

It is easy to learn which of the series of Gibson pictures has been the favorite with the public, but I

was curious to learn which was Mr. Gibson's own choice. He surprised me with his reply: "Why, it's the one I'm just about to begin. THAT will be the big one."

But it developed that the one piece of work he considered his best had always been the one about to be started. There is, I think, a moral in that. We have many confessions, these days, about the success of prominent men and their formulas for repeating the triumphs—but Mr. Gibson's, it appears to me, is a truer one and more frank than most: to make the work about to be done the fulfillment of all the dreams of perfection, to surpass, in it, anything done before. That, surely, is the secret of a great career, and, likely, his secret of the fountain of youth.

THE MAN AND THE PUBLISHER

But the man himself! Well, he has so long been a public figure and a popular idol, and has been seen by so many people (when once pointed out, his distinguished figure and manner are so clearly impressed), that it seems hardly necessary to try to describe him. He is tall, a very tall man, well over six feet; he has a listening look, one that you know at once is taking in each syllable and weighing it for possible use in molding a phase of his work. And his hands are large, manly hands, with slender, but capable fingers.

On his favorite walk through Central Park one morning a few days ago, noticing the men at work turning up the sod for the Spring planting, Mr. Gibson said to me: "How I wish I could be up at my country place now and watch the men ploughing and getting ready for the summer!" And, as I looked at him, I knew he was longing to take hold of a spading-fork with his own able hands, and get close to the soil and dig—dig hard and heartily, like a boy. He is young, in spite of his fifty-two years. He walks up and down hill like a lad of twenty, and his wonderful endowment of youth, I believe, has kept his heart and mind plastic and impressionable so that he has kept pace with, if not a little ahead, of the times. Though he is grandfather to a six-months-old little idol, and has a son now in Yale, he does not grow old.

And now he has bought *Life*, the publication to which he has contributed for over thirty years, and through whose pages many have learned to look, that they may get a glimpse of the world through his eyes. He is not interfering in its



CHARLES DANA GIBSON

direction, but has maintained the same editorial staff and even allowed the old art department to continue working out its own policies.

"Brooklyn Daily Eagle" Party Returns from Enjoyable Tour

The Brooklyn *Eagle* party of 120 members, organized at the request of the Department of Interior, returned from its Grand Canyon National Park Dedication Tour last Saturday.

The party, which left on April 8, to take part in the dedication ceremonies at the Grand Canyon, had a special train of twelve cars and went West via New Orleans and Texas, up the Pacific Coast to Santa Fe, then to the Yosemite National Park, and back by the way of the Grand Canyon and Santa Fe. While at the opening of the new park, the party raised a fund with which to construct a gateway marking the entrance to the Grand Canyon. The Brooklynites were entertained royally by the Chambers of Commerce in the various towns and cities through which they passed.

Last year the Brooklyn *Daily Eagle*, at the request of the Secretary of the Interior, took a party westward to inaugurate the motor route connecting the National Parks, and at that time the party raised a fund to build a road connect-

ing the National Parks of this country with those of Canada.

Sends Magazines Color Ads

To a selected list of magazines, the Freeman Advertising Agency, Richmond, Va., is sending out full page advertisements in colors for the C. F. Sauer Co., manufacturers of flavoring extracts. Quarter pages are being used as follow-up. Grocery papers are receiving full page copy and newspapers in certain territories are to be used.

Advertising for the National Machine Corporation, Suffolk, Va., is being directed towards peanut pickers through Southern farm papers. Recently this agency secured the account of the Norfolk Mattress Company, also.

Peanut Growers Will Advertise

The Virginia-Carolina Peanut Growers' Association, recently organized along the lines of the California Raisin Growers' Association, has appointed the Freeman Advertising Agency, Richmond, Va., to direct a campaign which it will soon inaugurate.

Kelley Company Will Advertise the New Handley-Knight Motor

The Handley-Knight Motor Car Company, Kalamazoo, which will introduce a new car about midsummer, has placed its advertising with the Martin V. Kelley Co., Toledo advertising agency.

Enlisting the Business Press to Speed Production

How This Great Agency Serves to Weld Together Capital, Labor and Management

By JAMES H. MCGRAW

President, McGraw-Hill Company

LOW PRODUCTION per man is an accepted axiom in industry throughout the world today. The Great War shattered some fundamental conceptions of responsibility, which are having their reaction the world over in the minds of men. Low production today is a state of mind. To bring about increased production we must change the state of mind, as well as the physical elements.

No greater force for practical accomplishment exists at hand than the business press of America. Linked as it is with the heart of industry, in practical contact with what can be done and how it can be accomplished, it presents a great dynamic, educative force to raise the standard of thinking of all classes of men in industry.

WHAT THE BUSINESS PAPERS CAN PROMISE.

Production, in fact, is not a matter of theory, but of the practical putting together of labor, of materials, of machinery, and of management, to supply the economic wants of the work. This huge fabric of industry is threaded by more than 2400 business papers, trade papers, engineering papers, technical journals, and industrial papers. In practically every line of industry and every phase of industry, there is a journal for the man who seeks to accomplish more in his particular line, no matter what his trade or calling or profession. Records available show that 819 of these publications of which check could be made, have a total circulation of 6,351,059.

The one great problem of how to increase production which is facing the world today divides itself into several major problems. If the business men of America will intelligently consider these major problems, if they will recognize the slow, but sure, process of education in the solution of these problems, the business press stands ready as one all-embracing medium through which the vital and intimate needs of the separate trades or professions may be consistently and comprehensively developed.

Take the world-old problem of labor and capital—two of the factors in working out an economic program for increased production. Traditions and prejudices, have tended to throw up a dividing wall that separates "labor" from "capital." False conceptions of work have been developed until we popularly have come to believe that men who provide the management ability, and the men who provide the money, and the men who provide the manual skill and the labor of production are different kinds of men. One would think in some of the discussions that they all spring from different sources, that there is only one kind of worker and he has been dubbed the "toiler."

EMPHASIZING THE DEMOCRACY OF BUSINESS.

As a matter of cold fact, if we may emphasize, as we can emphasize, through the business press that the majority of the industrial leaders of America were once workmen, that eleven out of the twenty-four railway presidents, for example, today, were once messenger boys or clerks, that dozens of managers and superintendents, and hundreds of capitalists and financial men were one time store clerks or farmer boys or mill men; if we can only emphasize that the thing which separates them into a class is not a distinction in the kind of work they do, but in the kind of thinking they do, we will have at least gone part way toward the solution of the so-called labor problem. And no force exists today, better able from a practical point of view, to point out the difficulties, as well as the opportunities of industry, to stand as a third party and admit the abuses of power on both sides, than the trade press.

Take the second great condition of increased production—the invention and the application of machinery to increased man power. No nation in the world has set the standards for ingenuity in finding mechanical ways of increasing output more than the United States. No nation has been more fertile in invention and imagination and in resource, and paralleling this

statement, no nation has a technical press which compares with the technical press of America in providing the literature of invention, the literature of progress in mechanical arts, which at once records and stimulates further progress and further invention. No nation has men more ready to put their minds in type than the American inventor and the American manufacturer, and who shall say that this fluid interchange of thought between industry and between men in industry is not one of the potent factors in making our country the reservoir of ideas that it today is in mechanical invention and the mechanic arts?

NEED OF BETTER DISTRIBUTING METHODS.

As a nation we are today relatively efficient in making goods. We are relatively very inefficient in distributing them. The editors of the trade papers have the opportunity for leadership in pointing out and making generally understood better methods of distribution. They look upon the merchant and the dealer not as a slot machine for distributing merchandise for which there is an existing demand, but as a man who is also creating new demands locally. The editorial pages of a trade paper are used to teaching the dealer how to capitalize his own position in creating more business for himself. The local merchant pays money for a subscription to a trade paper to get sales-building ideas, and every new idea he gets must tie up with some manufacturers' merchandise.

I have said that increased production and the possibilities of increased production is a state of mind. No body of men is more responsible for this state of mind than the management, which is the fourth great factor in production. There is just as much opportunity for the development of the intelligent application of management to industry as for the intelligent application of machinery to the processing of materials. Human engineering and business engineering are two new terms in our dictionaries which have come out of a new kind of thinking in industry.

The business press sees men and machinery and material and capital put together, and made a co-ordinated working whole by management.

Of more importance possibly than the relation of the business press as a recorder and a clearing house of ideas is its professional relation to its industry or trade. The editors of the business press have the opportunity to be both a part of an industry and to stand on the side lines looking out over industry. They can see, because of their exceptional opportunities for investigation and association with leaders of their particular fields, the general trend of an industry. They can help and do help point out and chart the way of the industry, and they have a sense of responsibility toward the public which that particular industry may serve, which is one of the fundamental values of the business paper.

PUBLIC OPINION A GUIDING FORCE

Lincoln believed in the people. Opinion in this country is made by the people. Industrial opinion is made by a comparatively small percentage of the hundred millions in the country. The business press is the voice of industrial opinion. It is the function and the purpose of the business press to help in the accomplishment of the great problems now before the country. The business press of the country has grown with the business of the country, until today the leading papers of an industry are as much a part of it as any other group in the industry. A responsible business press is one of the greatest forces for practical accomplishment in the world today. The great journals of industry have been built on this conception of service, and it is in that spirit that they rededicate themselves to the problems that are facing our country today.

From an address delivered by Mr. McGraw before the "Increased Production" convention of the United States Chamber of Commerce at Atlantic City.

"Chem & Met Engineering" Appoints Representative

Maurice A. Williamson has been appointed Philadelphia representative for Chemical & Metallurgical Engineering. Mr. Williamson has been connected with the Norton Company, and was previously engaged in advertising work.

Drake Is With Kelley Co.

John Drake, formerly connected with the Campbell-Ewald Advertising Agency, Detroit, has joined the staff of the Martin V. Kelley Company.

Bergmann Becomes Sterling Sales Manager

A. C. Bergmann, for the past five years New York branch manager of the Standard Parts Co., became general sales manager of the Sterling Motor Truck Co., New York, on May 1. Previous to his service with the Standard Parts Co., Bergmann held executive positions with the Mercer, Fiat & Simplex companies.

Advertising Manager Honored

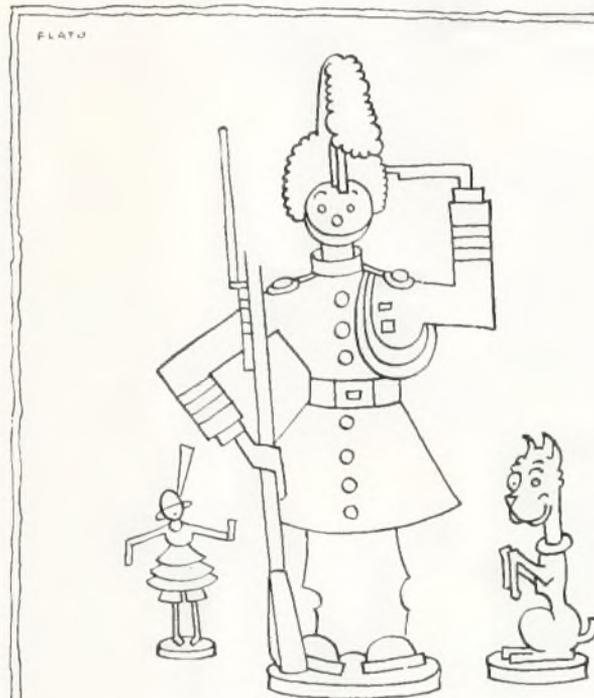
J. S. Oliver, advertising manager of Gaston, Williams & Wigmore, the big export and import company, was recently elected president of "The G. W. W. Club," a social organization, composed of five hundred employees.

A. T. MacDonald Manages Washington "Times"

A. T. MacDonald, one of the best known newspaper men of the country, who has been at the general offices of the Hearst organization for the past two years, has been appointed general manager of the Washington *Times*. He succeeds Edgar D. Shaw, who will now be associated with Joseph Moore in the general management department.

Armour Augments Publicity Bureau

Leslie O'Rear, formerly with the Associated Press in Chicago, has become a member of the publicity bureau of Armour & Co., Chicago.



Did you ever see everything
at a three ring circus?

THAT is the question a leading advertiser asked me. "Though I built my business on advertising," he said, "increasing my appropriation 25% every year I am worried now for the first time about my advertising. Nineteen-twenty is going to see so much advertising in mediums of every sort. Will mine be seen and read? Will yours?"

How shall we make sure of it?

Ask A. J. K.

MUTT AND JEFF—There Are Exceptions to Every Rule By BUD FISHER



Reprinted by permission of the New York World.

Seeing the Farm Market on an Overland Jaunt

On the theory that the farm market will sell itself by being seen and investigated at first hand, sixteen men from large advertising companies and agencies in New York City and Boston, representing many of the largest national advertisers in the United States, are being brought to the Mid-West by the Capper Publications, of Topeka, Kan., as the guests of the organization.

The actual tour of the four states centered about Topeka, Kansas, Oklahoma, Nebraska and Missouri, will be 2,300 miles long and the advertising men will travel a total of 5,200 miles during the trip from New York City.

The big "See" trip was originated by Marco Morrow, assistant publisher of the Capper Publications and B. P. Bartlett, head of the promotion and merchandising department of the organization. Their theory was that the best way to promote the farm market was to let it promote itself. It was their conviction that the farm market had to be seen and investigated before its importance and possibilities could be fully appreciated by men not intimately familiar with it.

Viewing the farm market from the windows of a railway coach did not appeal to Mr. Morrow and Mr. Bartlett. They felt that their guests should be given the opportunity to meet the farmers themselves, talk to them and obtain their point of view. They wished the advertising men to meet country and city merchants in the Mid-West, see what they were selling and how they were selling it, and to obtain an idea of the value of the hookup with national advertising, and the opportunity for putting across the hookup.

So it was determined that the trip should be made largely in motor cars, because the party could stop whenever it was desired and could visit many points of interest not readily reached by rail.

The trip began May 10 at Kansas City, Mo. From there the route leads to Topeka, where the Capper Publishing plant is located, then to Oklahoma City, Okla., El Reno, Enid and Watonga, Oklahoma, Arkansas City, Wellington, Winfield, Wichita, Hutchinson, McPherson, Salina, Abilene, Junction City and Manhattan, Kansas. From there the party will go to Falls City, Humboldt, Lincoln and Omaha, Nebraska and on to Columbia, Booneville,

Malta Bend, Marshall and Kansas City, Mo. The trip will last two weeks.

Besides the guests, from eight to fifteen members of the Capper organization, including advertising men and editors of the various publications, accompany the party.

Advertising men who accepted the invitation to make the trip are: W. H. Stark, George Batten Co. (Inc.), New York City; Harold Murray, Sheridan, Shawhan & Sheridan, New York City; F. F. Hillson, H. K. McCann Co., New York City; Harold F. Barber, J. W. Barber Advertising Agency, Boston; A. M. Lewis, J. Walter Thompson Co. (Inc.), New York City; James C. Hindle, Harry Porter Co. (Inc.), New York City; William A. Hart, Frank Seaman (Inc.), New York City; George Clauss, Moss-Chase Co. (Inc.), Buffalo, N. Y.; W. R. Gardiner, Gardiner & Wells Co. (Inc.), New York City; H. H. Charles, Charles Advertising Service (Inc.), New York City; L. E. Smith, Ruthrauf & Ryan (Inc.), New York City; S. H. Don Shea, Newell-Emmett Co. (Inc.), New York City; G. L. Ball, Frank Presbrey Co. (Inc.), New York City; Frank Kauss, Federal Advertising Agency (Inc.), New York City; R. E. Plimpton, Wales Advertising Co., New York City and Douglas J. Ogilvie, Van Patten (Inc.), New York City.

Advertising in Switzerland

"How to advertise advantageously in Switzerland" is explained in an official report by the American Vice-Consul at Berne. He says in effect:

American firms interested in inaugurating an advertising campaign in Switzerland are confronted with a problem which is difficult to deal with except through an agency in Switzerland itself. Quite apart from any possible lack of knowledge in the United States of Swiss temperament and local conditions, the fact that Switzerland's population of less than 4,000,000 is divided into German-speaking (71 per cent), French-speaking (21 per cent) and Italian-speaking (8 per cent), sections creates an obstacle of considerable difficulty. All three of these languages are recognized as official, and all government

decrees are published in these three languages.

There are less than half a dozen agencies in Switzerland which largely control the placing of advertising. While advertising may be placed independently and not through agencies, there are still certain advantages to be derived from placing advertising through agencies. They generally receive special rates which permit them, in turn, to grant certain reductions to their patrons. In addition to this obvious advantage there is a considerable simplification in correspondence and accounts in a campaign involving several newspapers and different languages, if done through an agency.

Billboards along railways are no longer permitted, as it is held that they disfigure the countryside. On account of the large number of tourists who normally visit the country, railway guides, time tables and directories have proved popular mediums for advertising.

Although Switzerland embraces but a small territory and communication is rapid and easy, there is no single newspaper sufficiently national and sufficiently widely read to serve as an effective medium for an advertising campaign to cover the entire country.

For advertising designed to reach certain classes, as, for instance, watchmakers, bookbinders, etc., there are a number of special trade and professional publications.

Barnes Goes with "Modern Priscilla"

Walter C. Barnes, who until recently has been representing *Today's Housewife* in the western territory, is now representing *Modern Priscilla* in the same field.

Capehart-Carey Corporation Organized

With \$100,000 capital stock, the Capehart-Carey Corporation has been organized in New York to conduct general advertising in American, British and European publications. The company, which makes its offices in the Times Building, takes over Capehart's *Mailknown Methods, Inc.*, and the International Publishers Representatives, Inc. The business will be carried on by the officers which controlled the former company.

WORLD'S ADVERTISING CONVENTION, JUNE 6TH TO 10TH

We hope Newspaper Advertising Men will take time to go through The News. There may be some methods used in the Classified, Display, Merchandising or Business Departments or in the Composing Room which will interest them.

Behind The News one of world's best markets

COME to the World's Advertising Convention, June 6 to 10. The five days will be *cram-full* of meaty business discussions.

At the same time you will be able to obtain some very definite, first-hand information about one of the world's best markets. The Indianapolis Radius has the highest per capita buying power on the continent. Indianapolis is the 13th retail market in America. The wide awake advertising man, therefore, looks forward to his convention trip. He knows and hears much of Indianapolis. He wants to know more.

In order to visualize this great market, The News will have two exhibits. One will be in the lobby of the News building on Washington Street. The other will be at the Newspaper Department sessions in the Assembly Room, eighth floor, Claytool Hotel. It may be that with the hundreds of other guests in Indianapolis you will not receive the personal atten-

tion to which you are entitled. Won't you therefore write us now about any points you would like to have us investigate for you. Perhaps you would like to know how some product is going, or if a certain automobile is sold here, or the market possibilities for a new tooth paste. We are at your service. Just write us. You can depend upon our analysis.

In fairness to the national and retail advertisers whose space we are already reducing, publishers advertising during week is limited to 600 lines.

THE INDIANAPOLIS NEWS

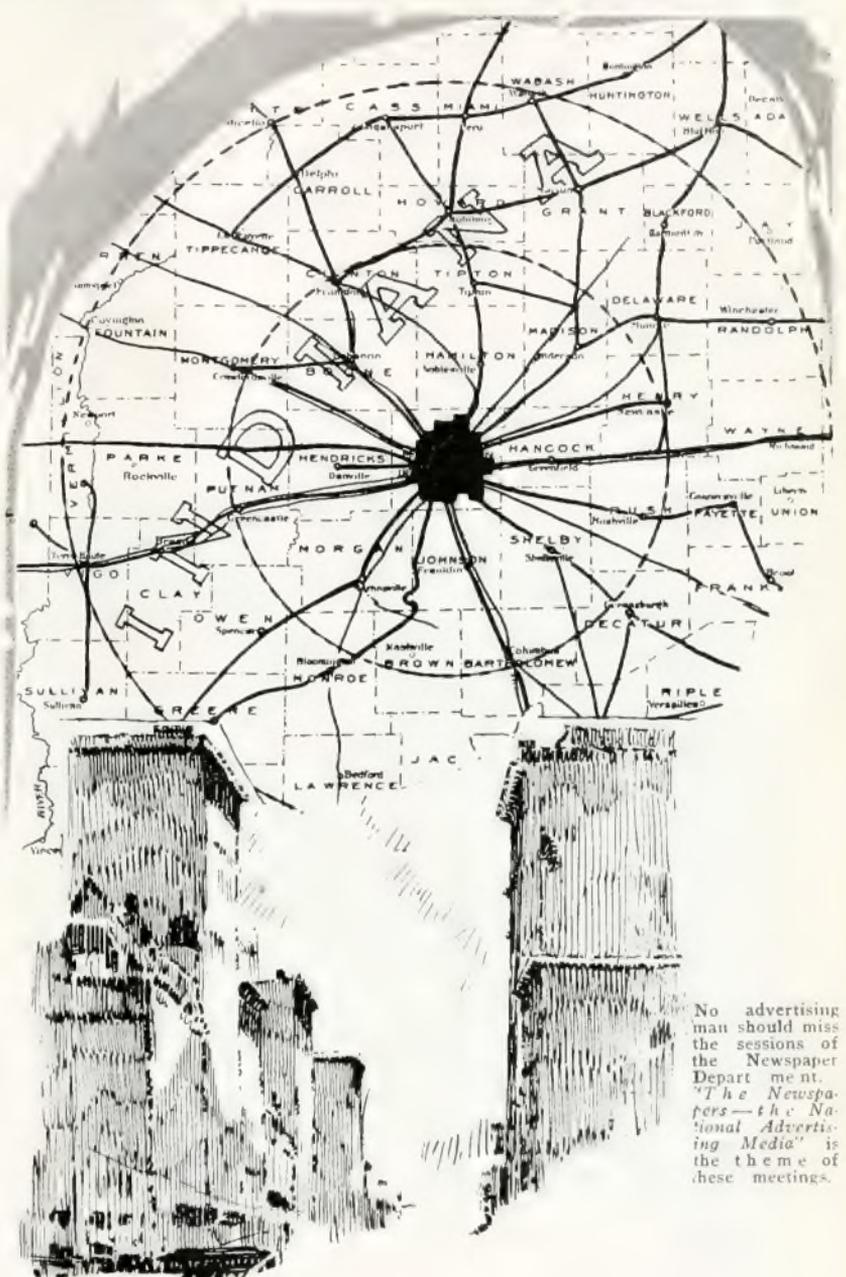
FIRST IN AMERICA IN 3c. EVENING CIRCULATION

New York Office
DAN A. CARROLL
Tribune Bldg.

Advertising Manager
FRANK T. CARROLL

Chicago Office
J. E. LUTZ
1st National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS



No advertising man should miss the sessions of the Newspaper Department. "The Newspapers—the National Advertising Media" is the theme of these meetings.

Helping the New Merchant Over the "Humps" and How It Aided Sales

"Starting in Business Is Like Getting Married," and Some of the Subsequent Experiences Try the Souls of Us Poor Human Beings

By SAUNDERS NORVELL

IN the March issue of *Drug Topics*, I said that buying your opening stock of merchandise and starting in business on your own account was like getting married. Now we know that in marriage just two things can happen: either it is to be a romance or a tragedy, and the thing we have got to look out for is the tragedy. When selling a merchant his opening stock, I used this matrimony comparison with good effect—He understood. Whether his conjugal tie had proven a bed of roses or a bed of thistles, the homey simile hit him in a tender spot, and he visualized the picture—it's easy when you've been there.

Yes, sir, buying new stock is just like getting married, but it is like getting married in more than one particular. After a while—say in about a year—the chances are there will be an addition to the family. In the meantime there will have been doctors' bills and nurses' bills. The druggist has sent his contribution in the form of a "Please remit." After a hard day's work at the store you will go home at night and with sleepy eyes and tired feet pick up tacks as you walk the floor with a colicky baby.

Say, brother, have you ever walked the floor with a crying baby when you were all worn out?

If you have, we are members of the same lodge!

AT THE GRAY DAWN

Do you remember your thoughts as you saw the gray dawn appearing through the windows? Maybe in this "zero hour" of the morning you figured out that married life was not all that it was "cracked up" to be. The friends and neighbors are not sending in any flowers. No body is making any presents. The wedding day seems like something that occurred in a previous life.

"Now"—I would say to these aspiring young merchants—"buying an opening stock is just like this: Your friends and neighbors come in and buy goods on credit. They do not pay promptly. They are very sorry, but they do not remit. They are 'perfectly good,' but you cannot collect. In the meantime your

friends among the traveling salesmen call, and they are such good fellows that you give each one of them an order.

"You are heavily stocked with goods. Bills are coming due and there is nothing in the bank. Besides that you have already worked your credit to the limit with your friend the banker. So about a year after you strike your first 'hump,' you are worried to death about your bills. All your friends seem to have departed. You are in exactly the same position as the young married man described above. Oh, for some friend to help out!

"That"—I used to say to the young merchant, with a smile—"is the time when there are no flowers and presents, but, my dear sir, that is the time when we stand by a man who has bought his opening stock from us. That is when we come to your assistance. We are not only wedding guests at the selling of the stock but we are good friends when the baby is born. We do not forget you when you are facing your 'hump.'"

HELPING YOUNG MERCHANTS

This argument may not seem businesslike; it may not seem practical; it may even seem foolish, but it has helped the writer sell many a new stock order, because a merchant just starting likes to feel he is dealing with a house that will stand by him in case a hump happens along.

Once upon a time one of my competitors asked me what story it was that I told young merchants that helped me so often land their new stock orders. He said he had heard something about the story, but he had never been able to get the story straight. "Now" said he—"that you have retired from business, won't you tell me that story?" Then I told him the story of the wedding and the friend who stood by when the doctor, the nurse and the baby arrived, just as outlined above. Of course, this is just a little human story, but I guess a good many young married people who read this article will see the point. Many a business man also has grateful recollections of bank-

ers and others who stood by him when he was in difficulties.

Some will remember, too, bankers who at a critical moment in their career refused to stand by. We have all heard the story of how—when Henry Ford once asked for a loan with which to expand his plant, he was coldly turned down, and how a few years later he took into the same bank \$2,000,000 cash and expressed a desire to open an account—another friend having helped him over the hump and he had made good. And how the president of the bank thought that Henry—recalling his turn-down—was trying to turn the tables on him—put *him* up against a "hump."

If the bank accepted the \$2,000,000, it would loan it out in the regular course of business, and when it was all loaned out, Henry Ford might step in some day and present a check for his \$2,000,000. Most of its resources being out on loan, the bank would be unable to honor so large a check and Henry Ford would be in the strategic position of being able to close it—if he so desired. A meeting of the Board of Directors had to be called to decide the question, and it was decided that the auto genius had no such evil designs—the deposit was accepted.

Life is made up of "humps." Big and little, none of us can escape them in some form or another. John D. Rockefeller has told us of the "humps" that he had to overcome in his early business life; and how to discipline him, his own father used to call in loans that he had made to him, at unexpected and often embarrassing moments when it was not convenient to pay these loans. But the young man found a way—getting over "humps" in those days sharpened him as a business man and enabled him to build his great fortune and establish Standard Oil as one of the world's greatest money-making institutions. John D. Rockefeller and Standard Oil, in their first fifteen years in the oil industry, had one kind of a hump or other as a daily diet.

Did You Ever See Everything at a Three Ring Circus?

A. J. K. Answers the Query Made on page 17 of This Issue of "Advertising & Selling"

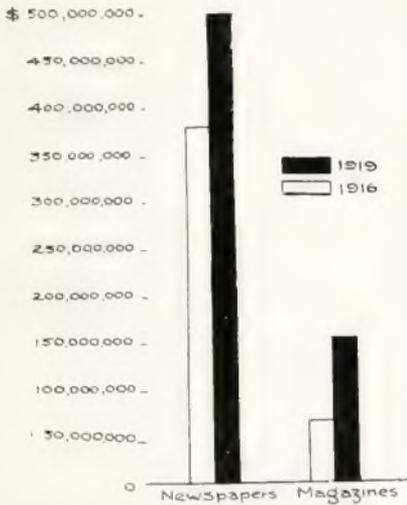
ALMOST everyone, in and out of the advertising profession, knows in a general way how tremendously the use of advertising space has increased in the past five years.

But few have a very definite idea how astonishing this increase has been.

Expenditures—as shown by the little chart below—have increased more than 49½ per cent.

Now then, with almost every good newspaper carrying page upon page of advertising—the question becomes: "How shall I make my advertisement stand head and shoulders above its great army of competitors?"

ADVERTISING EXPENDITURES
1916 and 1919



Isn't the answer COLOR? Suppose you turn now to page 17. Then come back to this page. That little experiment will show how vivid and outstanding becomes even the little ad that is made radiant with color.

This being true of a small advertisement, imagine how vividly the great color pages of the American Weekly present the advertiser's story.

Remember, too, that space in the American Weekly is limited—it cannot be over crowded with advertising. Its full pages, in newspaper size, in four colors cannot be overlooked by the two and a half million families who look every Sunday for this principal feature of the New York American, Chicago Herald-Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner, Atlanta Georgian American.

With the largest page available for color display, with only a limited amount of advertising accepted, and with the largest circulation of any publication in America—doesn't the American Weekly answer the query of the man who wonders whether or not his advertising will be seen in these days of overcrowded advertising sections.

But let us drop what "ought to be," and consider only that which "is."

On March 14, 1920, a five cent household product was advertised once, in a (Continued)

single great color page in the American Weekly.

Within two weeks the advertisers had received reports from branch offices and wholesalers of a substantial increase in sales in every considerably sized city and town in America.

Their advertising agent said: "We have been handling advertising a long time, and should be inured to adver-

ising experiences. But nothing ever came nearer giving us a sensation than this March 14th advertisement. That page acted like a charge of dynamite." Name of manufacturer and agent will be furnished on request.

Direct returns on products of the most varied sort—from candy, toilet articles, foods, and ready-to-put-up-houses—prove that the American Weekly sells everything in extraordinary volume from a five cent package to a ten thousand dollar home.

On the basis of results 90 per cent of the advertisers using the American Weekly last year have placed contracts for twice as much space in 1920. Was there ever a more significant testimonial to any publication's value as a merchandising force?

AH! You missed this illustration on page 17? Yet, turn back and you will see that the only difference is in COLOR. The limited number of great color pages available to advertisers in the American Weekly are never overlooked!

"TWO AND A HALF MILLION FAMILIES READ THE AMERICAN WEEKLY EVERY SUNDAY. IF YOU WANT TO SEE THE COLOR OF THEIR MONEY USE COLOR." I.J.K.

A. J. KOBLER, Manager
1831 BROADWAY NEW YORK

W. J. Griswold, Western Representative
HEARST BUILDING CHICAGO, ILL.

For years I made it a rule, one year after we sold each new stock order, to write a personal letter to the new merchant, inquiring how he was getting along and what we could do for him. It is certainly poor business to sell a new stock and then forget your customer.

If you adopt the plan of writing to every new merchant you start in business, one year afterwards, you will learn some very curious things. Your original customer has sold out. Your salesman has quit calling. Your credit department has shut down on him; but one of the

most curious things I used to occasionally discover was that a salesman sold a new stock in his own territory to be delivered into some other salesman's territory, and that after he had sold this stock, he would never pay any more attention to the matter. He would not call again on the customer himself, nor would he advise the house to have the other salesman who worked the customer's territory call on him. So the customer, after having bought his stock and after waiting in vain for some salesman from the house to call, would naturally turn his

business over to some competitor who sought his business.

Co-ordination of effort is the vital fluid of business and the secret of success. We see this force at work wherever we find prosperity at the wheel and power in the saddle—and power is salesmanship, harnessed and bit broken, with one objective in life—results. Without co-ordination there can be no great business organization. Neither could there be any unions.

Let me tell of a recent experience. We were trying to finish one of our buildings. A certain union struck against the contractor. They decided not to work for this contractor at any price. They would not work for him for \$10 per day for eight hours' work. We therefore canceled the contract with the general contractor and decided to carry on the work ourselves. We announced this decision to the labor union and we were invited to send a representative to appear before their Executive Committee. The writer being interested in all phases of life and never having had the privilege of appearing before the Executive Committee of a labor union, decided to go himself. It happened that evening I was invited to a formal dinner. I went to the labor headquarters immediately after dinner in a dress suit, white tie and patent leather shoes. I stood in the hall one hour and twenty minutes by the watch, waiting my turn to appear before the tribunal. Finally the sergeant-at-arms unlocked the door and I was ushered into the inquisition chamber.

IN THE INNER SANCTUARY

At one end of the room was a sort of throne or elevated dais. Seated on this throne was a man who looked very much like the beloved Robert Louis Stevenson. He had a very intellectual face—fine eyes and a pleasant expression. He looked like a literary man, a senator, a member of the Supreme Bench of the United States, a preacher, a Roman praetor, but nothing at all like my conception of the Chairman of the Executive Committee of a labor union. To his left the secretary of the meeting was seated at a table.

In front of him was an armchair, in which the visitor was requested to take his seat. Around the room on chairs, next to the wall, were grouped what I presumed to be the walking delegates. I was treated very courteously, and the Executive Committee were good enough to

SYSTEMS BOND

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



The Watermark of Super-Quality

SYSTEMS BOND, the paper of super-quality, is the ideal paper to improve your letterhead.

SYSTEMS BOND is also made up in six attractive colors other than white. This attractively colored bond paper which is the coming thing for office forms will give each one of your office forms the individuality it should have.

SYSTEMS BOND in colors will also make a very attractive letterhead that will be a credit to any firm.

A request will bring you samples of SYSTEMS BOND in white and the six other colors.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

agree to order the work on our building to proceed forthwith. All I had to agree to do was to pay them \$10 per day for eight hours' work, allow them to put their foremen on the job, and agree to implicitly follow all their rules and regulations.

In other respects I could do as I pleased. I agreed to all these things with the one request that they get busy and finish the job.

Now, the whole point of this story is that even in labor unions they must have authority and coordination; even the labor unions when they have authority realize the necessity of giving the man in authority the *appearance of authority*.

Therefore he sat at the head of the room, on the throne.

The gentleman with the soft brown eyes was "it," and everybody in the room knew he was the boss. He looked and acted the part, and when I left his presence, I felt like backing out, as one retires from the presence of royalty. To make organization of any kind effective, there must be authority to direct and to be responsible for results.

Put it down that all this equality stuff is "bunk." If we knew the history of the chairman of the Executive Committee of the Bricklayers' Union, we would find out that he got to be chairman by working *overtime without pay*. I have not the slightest doubt he is chairman and the head of the organization, first, because he has *brains*, and, second, because he has *used* these brains to advantage. He has *trained* himself. While the others were *wasting* their time he no doubt has been burning the midnight oil in study upon labor and economic problems. The eight-hour day is all right, but you cannot make the active brain of an active man stop working in eight hours.

The other day I noticed in the papers that one of the Socialist Assemblymen, who was tried in Albany by the General Assembly of the State of New York on the charge of being a Socialist, had only been in this country eight years. When he arrived here he could not speak English. In that eight years he had not only worked at a trade and supported himself during the day, but he had gone to night school and studied civil engineering and earned an engineering degree. He had learned the English language. He had gone into politics and had succeeded in getting himself elected to the New York Assembly. I wonder if this

Socialist confined himself to eight hours' work per day?

I remember one summer evening about eight o'clock when our train stopped on the outskirts of a city in the West. The sounds of hammers and saws were all around us. Countless small buildings, residences, were being erected. I inquired what it all meant. Did people work this hard in this town? "No," replied a member of the reception committee from the city, "*these men are union carpenters building houses on their own time, after having worked eight hours per day for somebody else.*"

"Jes' so, jes' so," I answered.

A North American workman has a fine sense of humor. While he talks about more than eight hours' work being exhaustive, and his physical needs requiring eight hours of refreshment and diversion, we find the wise ones among them winking the eye and working ten, twelve, fourteen and sixteen hours a day for their economic and mental betterment—here we have the secret why the American workman grows faster than any other workman on earth, and why Russian Bolshevism will never make any

Continued on page 29

How Advertising and Sales Managers Can Get "Consumer Demand" in Philadelphia

Getting things on the dealer's shelves is not nearly so hard as getting them off the shelves and into the hands of the consumer.

Time after time in making trade investigations do we find dealers stocked up with articles with which they have been "stuck" and for which there is no demand.

Or we find the opposite situation of the dealer boosting some "unknown" product and side-stepping the stocking of an article that is popular.

Either method finally results in loss.

Sales and advertising managers have given a great deal of gray matter to the solving of the problem, and then some go out and "hit the high spots" with general publicity.

General publicity is good in a general way, but to get specific results such as moving goods off dealer's shelves and turning them into cash for the dealer and yourself, you need to be specific in your advertising.

To get adequate distribution, to get ultimate consumer demand, decide on the market you want, then concentrate your energies there.

For instance: Philadelphia is the third largest market in the United States. In Philadelphia nearly every dealer and every consumer reads "The Bulletin."

Dominate Philadelphia

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

The Bulletin



Net paid average circulation for six months ending April 1, 1920, as per U. S. Post office report

466,732 copies
a day

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

The Bulletin's circulation reaches far beyond the highest point ever attained by a daily newspaper in the State of Pennsylvania, and is one of the largest in the United States.

Why the Summer Layoff Is Founded on Fallacy

What An Agency Head Thinks of the Custom of Dropping July and August Out of the Advertising Schedule

By M. C. MANTERNACH

President of the Manternach Company

THE life of any nation or of any class of people within a nation is largely determined by its customs. And it is a strange truth that customs are very often based on beliefs contrary to reason and contrary to facts.

For instance: thousands of good, sensible American men and women "knock on wood" when sickness, loss of money or any other misfortune is mentioned. Of course, they do not really believe that "knocking on wood" can avert evil. The slightest reasoning would dispel such belief; the most superficial examination of facts would disprove it. Nevertheless, this custom positively controls the actions of thousands of sensible people because they do not submit it to the tests of reason and of fact. They "knock on wood" because others "knock on wood."

The wood-knocking habit is merely a harmless little absurdity; but it illustrates the power of an illogical custom. Other customs, which deeply affect our social and industrial life are no more logical, no more firmly founded on fact. Such a one, I believe, is the custom of not advertising during the summer months.

THE MARKET IS THERE

I am not referring now to the fact that some men never advertise; I have in mind now only the man who advertises ten months in the year, but fails to advertise during July and August. Why does he advertise from September to June?

Because, in the final analysis, there is a market—people buy his product or a similar product, or may be induced to buy his product; and further, because advertising is the best means of conveying his message to customers and prospective customers—in other words, because people read newspapers, magazines, trade journals, etc.

Therefore, to justify the habit of not advertising during the summer, we should have to assume (1) that there is no buying or selling during the summer months—or at least, that the amount of buying and selling is so slight as to be negligible; (2) that newspapers and magazines are not read, or that such reading as is done is negligible.

Both these assumptions are palpably false. But let us treat them with the seriousness which they do not deserve.

The first assumption would mean the suspension for two months of all industrial and commercial operations. It would mean that all the retail stores closed, and as a result, that all the agencies which supply them—manufacturer, wholesaler,

dealer, carriers, etc., ceased to operate. It would mean, moreover, that for two months a hundred and ten million people were not in need of the essentials of life.

THE VACATION DEMAND

If the whole American nation took to the woods and lived once more the self-sustaining life of primitive man, the retail stores might close.



KANSAS FARMER & MAIL & BREEZE

KANSAS *the* SECTION

CAPPER FARM PRESS

-concentrating on Kansas yet an integral part of a medium read on more than 1,100,000 farms

----- Plus broad service of extensive editorial, advertising and research departments of THE CAPPER FARM PRESS.

But the American nation doesn't take to the woods. It buys the essentials and luxuries of life in July and August, just as it buys them in the other ten months. And the retail stores keep open to supply them.

As a matter of fact the average American, during the summer months, demands not only all the essentials, but probably more of the luxuries. The summer is our holiday time; and the American in holiday spirit does not stint himself. He enjoys those things which he cannot ordinarily afford. He has saved his money for this vacation period. He "blows" the savings of months in a few weeks. He returns to his work; and another he or she goes forth

from the office to do likewise.

Every week, during the summer months, thousands of people are spending more money than at any other time in the year. As far as the market is concerned, it is certainly not logical to cease advertising during the summer.

Our second assumption was that newspapers and magazines are not read during the summer, or read so little as to make them useless as advertising media. If this were true, advertisers would be wise to stop their advertising during that time. But it is not true.

While there is undoubtedly a part of the reading public which devotes less time to magazines in the summer

than in the winter, there is another section of the public that actually does more reading in summer than in the winter. There is a special opportunity to approach the person who is at leisure in a hammock, which is lacking in the hustle and bustle of the workaday life. Just because summer is our relaxing time, we read more leisurely and more thoroughly. On train or boat, in the country or at the seashore, there is always "time to kill." The hasty skimming of the morning paper or monthly magazine gives way to the slow cover-to-cover reading. Many a person who passes over your advertisement from September to June will read it in July and August.

The two assumptions which might justify the custom of not advertising in the summer are fallacious. But even if they were partially true, even if there were less demand for commodities and less reading of newspapers and magazines, there would still be an overpowering reason for *not* ceasing to advertise. That reason is the great value of continuity in advertising. The great, successful advertisers know. They never let the good impression their advertising has made grow dim. They know that intermittent advertising may cause a temporary increase in sales; but that only by constantly advertising can they build that confidence in their product and that faith in their organization which is essential to constantly increasing sales and continued industrial welfare.

Baltimore Club's Paper Re-Organized

A change in the editorship of "The Ad-Club Bulletin," the official weekly organ of the Advertising Club of Baltimore, is announced in the issue of April 2 by Luther E. Martin, president of the club.

Jerome P. Fleishman, secretary of the Needle Trades Association of Maryland, who, up until a year ago, was for nine years a member of the editorial staff of the Baltimore *Sun*, is the new managing editor, and the following have been named as associate editors:

H. Kirkus Dugdale, of The Green Lucas Advertising Agency; Thomas Tyson Cook, publicity director, Chesapeake & Potomac Telephone Co.; Robert B. Wildman, classified advertising manager, the Baltimore *Sun*; W. Dwight Burroughs, publicity director, United Railways & Electric Co.; George M. Binger, advertising counsellor.

The Baltimore Club's membership is rapidly approaching the 1,000 mark.

Secures Wilson Body Account

The Campbell-Blood-Trump advertising agency, Detroit, has secured the account of the Wilson Body Company, also of that city.

— Thru more than half a century of progress as advocate, recorder and advisor of farm life, **KANSAS FARMER & MAIL & BREEZE** has retained its enthusiasm and its vision.

From sod houses and grasshoppers to electrically lighted farm homes and fourth place in agricultural production, Kansas has maintained a reputation for enthusiasm and vision.

When you consider that **KANSAS FARMER & MAIL & BREEZE** is read in 56 per cent of the farm homes in Kansas, you understand why it is the salesman of the largest and most progressive firms of the country.

The CAPPER FARM PRESS

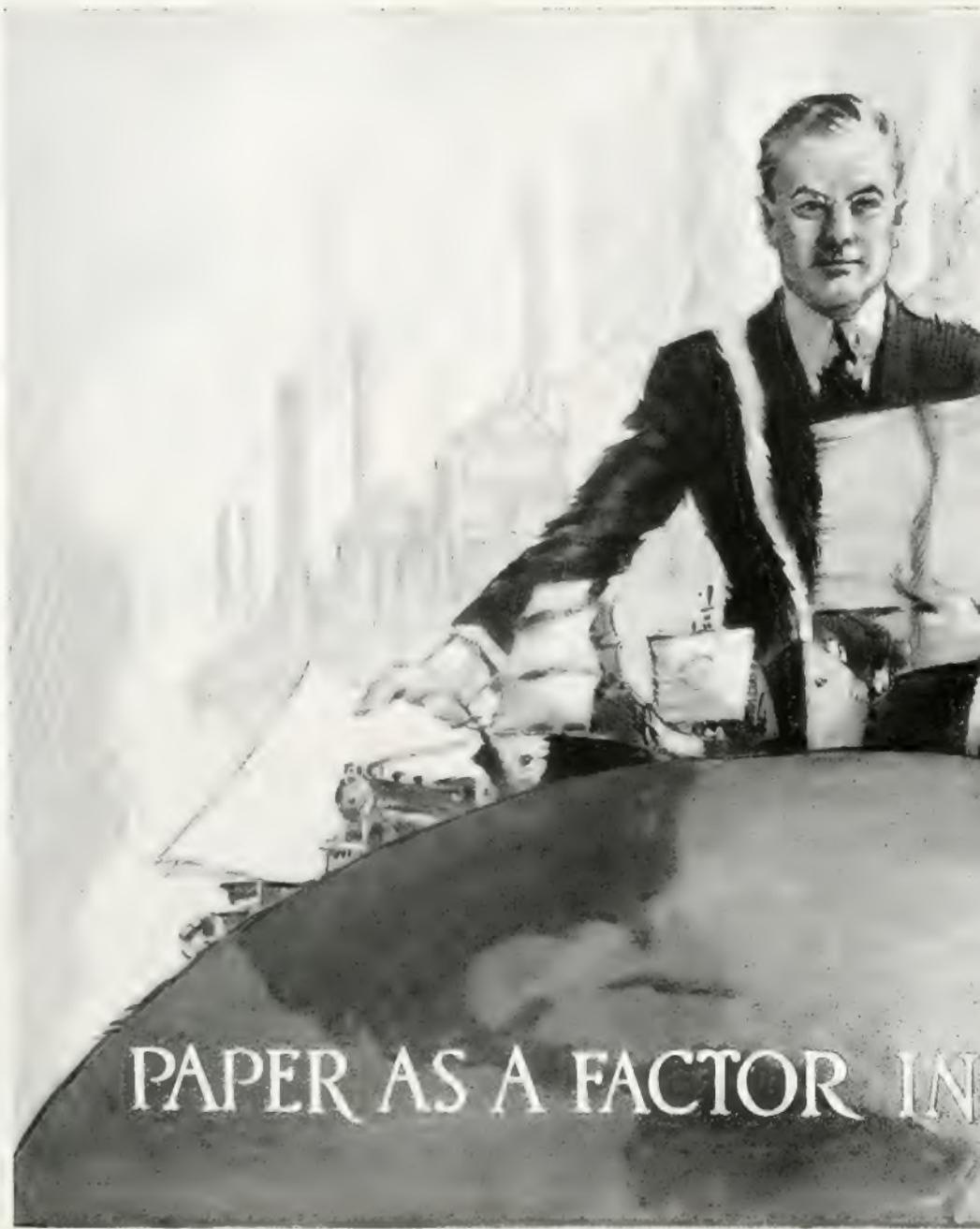
(MEMBERS A.B.C.)

Arthur Capper, Publisher

Marco Morrow, Asst. Publisher

TOPEKA, KANSAS

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



PAPER AS A FACTOR IN

The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

FOREIGN TRADE

Visualizing Small Town Possibilities

**E. B. Moon, of the Orange Judd Farmer,
Gives Some New and Useful Points of View
On a Very Interesting Selling Subject**

An authorized report by

By S. P. IRVIN

IS the small town merchant getting the attention he deserves from the national manufacturer? Are the salesmen who pass up the "hick towns" or make them hurriedly between trains, overlooking real sales opportunities? Recently E. B. Moon, director of the Merchants' Service Bureau of the Orange Judd Farmer of Chicago, and for many years a very successful small town merchant, contributed some new points of view that may help to solve this difficult sales problem.

In addressing the National Sales Convention of The Beaver Board Companies of Buffalo Mr. Moon declared that the small town business man actually needs more salesmen with sales vision calling upon him. He pointed out that during a long and successful experience in a country store, he had found few salesmen who spent enough time with him to give him the full benefit of their constructive ideas. Those who did take the trouble to offer him actual sales help in moving their goods, he said, had reaped the lion's share of his business from year to year.

"For instance," said Mr. Moon, "when goods stayed on my shelves for long periods of time, the fault was often entirely my own. Actually, for one reason or another, I probably was making little effort to move them. Yet the salesmen for these lines often concluded that something about the goods themselves made them poor sellers in my particular territory, and sometimes they became so convinced that I was constitutionally a 'dead one', that they passed me up entirely on their next trip."

GETTING HELP FROM SALESMEN

"However, many other salesmen were constantly coming to me with actual suggestions for speeding up sales. They were making sure that I carried these suggestions out, even if it involved actually getting out a folder to my mailing list themselves. Sometimes, to speed things along, these men would themselves nail their attractive signs in good locations about my store."

"And I want to tell you," Mr. Moon emphasized, "that this type

of salesman, the man with constructive sales vision, who takes the time and trouble to see that his valuable suggestions are carried out, is the man who is making his small town calls bring in actual dollars and cents returns to his house."

It would seem from Mr. Moon's views that perhaps many able salesmen are not fully capitalizing on small town possibilities. This statement is sure to evoke a storm of protest from the man who is wrestling daily with the country store trade. He probably will declare that the country merchant is deaf to merchandising arguments; that his business is often a decade behind the times; that advertising suggestions mean nothing to him—in short, that he is reactionary to the *nth* degree. And he will be able to bring a host of specific examples to support his case.

Mr. Moon has an answer to these important objections. He points out that only too often the country dealer is unresponsive because the sales talk used is really unfitted for the situation. Investigation proves that less than 10 per cent of rural merchants have had any special training for their profession. Even a smaller percentage are really conversant with good present day advertising and merchandising policies. Thus, often when an ambitious salesman approaches them with a plan that may have real merit, his sales talk goes so far over their heads that they are not impressed.

MERCHANTS — NOT MERCHANDISERS

Mr. Moon suggests that since the facts prove that very few country merchants are really merchandisers in the most improved meaning, at all, then it is logically unjust to expect them to be moved by a purely abstract appeal. In reality, since they are often simply farmers keeping store, the same arguments that appeal to the farmer generally will appeal to them. Hence the salesman wishing to get close to the rural storekeeper's heart will do well to study the appeals that are reaching the farmer with the most effect.

He will avoid generalities and stick to specific, easily provable facts. For example, in most cases he can point out storekeepers not

many miles away who are having good success with his goods. He can establish a chain of these dealers with whom his prospect is personally acquainted. He can secure belief by the fact that the thing actually has been done, in places differing no whit from the dealer's own community.

From this point it is only logical to proceed to the methods by which these surrounding dealers have won success. It is easy to show the specific selling helps and advertising plans that they use. Here, again, as Mr. Moon points out, the salesman often will have to be prodigal of both time and labor. He must not only sell the idea of using advertising, but oftentimes do the work of distributing it himself. He may often actually have to install a window display, address folders, place signs, mail circulars. He will have to sell not only the store owner himself, but the clerks and store help, so that he can leave behind him a thoroughly enthusiastic organization.

EFFORT WELL DIRECTED

Yet laborious as this procedure may seem, the facts prove that it gets the business. As Mr. Moon says, it means that much more time must be devoted to the small town. It means that salesmen cannot make calls between trains and put their proposition across. It may mean, perhaps, that the larger part of the salesman's time will be spent with the country merchant.

Does this extra time pay? Mr. Moon firmly believes that it does, and his own sales — more than \$100,000 a year in a town of only 400 people, seem to prove his point. Without question, a success like that far exceeds what can be expected from the average country dealer. Yet it is a safe bet that many sales managers in checking over their territories, can pick many unusually good small town accounts, and it is an equally good wager that the extra sales in these particularly outstanding places represent hours of constructive, painstaking work by some far-seeing salesman.

Obviously, the problem of properly covering the small towns must

always remain an individual one to every manufacturer, but there is much to be said generally in favor of devoting more attention to the country store. The better merchandiser the rural merchant becomes, the more valuable his account will be, and after all, the pioneer in pointing the way for him to a bigger, better future must be, as always, the hard working, patient, salesman with constructive sales vision.

Rollo Ogden Will Join the New York "Times"

Rollo Ogden, for seventeen years editor of the New York *Evening Post*, will join the editorial staff of the New York *Times* on May 17.

Keeping Up With The Times

A FACT A WEEK

Get the A. B. C. statements of the four Washington newspapers before you. Place alongside Washington's census figures and the census figures of the twenty-five mile shopping radius.

Do this and you will see how impossible it is to cover this territory without the use of The Washington **TIMES**—even though you were to use the other three Washington newspapers combined.

The Washington Times,
WASHINGTON, D. C.

MacElwee Succeeds Kennedy

R. S. MacElwee, first assistant director of the Bureau of Foreign and Domestic Commerce, was nominated this week by President Wilson to succeed Philip B. Kennedy, when he leaves on July 1 to become vice-president of the Federal Foreign Banking Association, the first bank to be organized under the Edge Act.

Roy Barnhill Goes with "The American Golfer"

Roy Barnhill, the new president of the Representative Club, was appointed this week the general advertising representative of the *American Golfer*, the "sportsmen's weekly," published in New York.

Gruening Becomes "The Nation's" Managing Editor

Ernest N. Gruening, formerly general manager of *La Prensa*, has joined the staff of *The Nation* as managing editor. Mr. Gruening has served at various times in the capacity of managing editor on the *Boston Traveler*, the *Boston Herald*, and the *New York Tribune*.

New Agency in Boston

The Derby Brown Company has been organized as an advertising agency in Boston by Derby Brown, Hayward P. Rolfe and Frank J. Berry. Mr. Brown was formerly director of service for Wood, Putnam & Wood; Mr. Rolfe was advertising manager of A. Shuman & Co., Boston, and Mr. Berry was with Estabrook & Co., bankers.

The agency has the accounts of the Albany Chemical Company, the Elliot Addressing Machine Company and the American Office Supply Company.

National Commission Would Improve Methods of Teaching Advertising and Marketing

Recognizing the value of the training of prospective advertisers in advertising and marketing in universities, colleges, high schools and other institutions, and believing that there is an urgent need for a general standardization of prevailing methods and instruction in this field, the National Advertising Commission has directed its educational committee to investigate this matter, making plans to effect an improvement of the present system. Charles H. Mackintosh, chairman of the educational committee and co-operating members, will seek the assistance of all teachers of advertising.

Camp Fire Girls Engage Rogers

Ralph L. Rogers, formerly a staff writer with the *Boston Post* and now associate director of the Thurlow Advertising Service, Boston, has been engaged by the New York office of the Camp Fire Girls, Inc. to act as publicity director for their Boston campaign, which starts May 10. Never before have the Camp Fire Girls conducted a campaign to raise funds outside of their organization. Local newspaper advertising will probably be used.

Bean Jobbers Will Advertise

To increase the consumption of home-baked beans, the Michigan State Bean Jobbers' Association has inaugurated a newspaper advertising campaign calling the housewives' attention to the high food value and economy of the Michigan navy bean. The campaign is being conducted

by Broos, Smith & French Advertising Agency of Detroit.

Advertising Put Ribbons Into the Utility Class, Manufacturer Says—Big Demand Causes Shortage

J. C. Cowdin, of Johnson, Cowdin & Co., one of the best known producers of ribbons in the country, when interviewed recently on conditions in the ribbon business, said that a strong demand existed even though there was a slump in the business of the broad silk manufacturers, because the manufacturers of ribbons had succeeded in placing ribbons in the utility, rather than the luxury or fashion class.

"The practical use to which ribbons are put today," said Mr. Cowdin, "has resulted from advertising and demonstrative work carried on by the manufacturers of ribbons during the last three years. We producers have shown the women of the country how to use ribbons in the fashioning of entire garments, such as boudoir caps, handbags, hats, undergarments and children's clothing. We also have demonstrated, with success, the possibility of working ribbons into dainty bits of boudoir and home decorations. Millions of yards of ribbons are consumed by the women of the country who make these things in their own homes, and the sales of ribbons over the retail counters of the country as a result of the manufacturers' propaganda have increased as much as 300 per cent in some cases."

Wooden Box Manufacturers to Advertise

Members of the National Association of Box Manufacturers at their twenty-first annual convention held in Chicago recently voted unanimously to increase dues from three to seven cents per 1,000 feet of lumber, giving the association a revenue increase of \$52,000, which is to be devoted entirely to advertising. The action was influenced with the aid of Secretary W. D. Burr and Murray Springer, who made addresses, outlining methods of advertising, which include the adoption of a master trade mark, standardization of certain boxes, and a general advertising and trade promotion campaign.

Yawman and Erbe Appoint New Advertising Manager

The Yawman & Erbe Mfg. Co., Rochester manufacturers of filing systems, have appointed Walter C. Freeman to the position of advertising manager. Mr. Freeman leaves the Stromberg-Carlson Co., also of Rochester, where he was advertising manager for five years, to take up his new work. He succeeds Elbert B. M. Wortman who, after five years' of service with the firm, has gone to Utica to become affiliated with the advertising agency of Moser & Cotino.

Plans Advertising Art Studio

Julius "Cozy" Gottsdanker, Detroit artist, who for the past year has been associated with the Meinzinger Studios, is planning to open a studio of his own in Detroit, where he will do art work for the advertising business. "Cozy's" art work for the Liberty Loan and Red Cross drives during the war gained for him a national reputation almost overnight.

John G. Jones Sails for Wales

John G. Jones, sales manager of the Alexander Hamilton Institute, has left for Wales to visit his mother.

Helping the New Merchant

Continued on page 23

definite headway in this country. The Russian take himself too seriously—he has no sense of humor.

Have you read Russian literature? Did you ever see anything funny in the writings of Tolstoi, Gogol, Sinkewitch, or any of the rest of them? All they seem to rejoice in is murder, sex problems, the eternal triangle, and the state of their souls—not a single ray of humor through all of Russian literature. If there is a funny book in Russian, I wish some one would send it to me. Then take Russian music. It is certainly not music to cheer one up. Most of it reminds one of the loneliness of the Siberian wastes. I have never seen nor heard of a Russian comic opera or a Russian topical song. If Russia has a Mark Twain or a Bud Fisher I never heard of him.

I do not believe a man can enjoy a hearty laugh or a good story and be a revolutionist at the same time. I am sure Trotzky would not enjoy the comic section of the daily newspaper. When he was in the laundry business in New York, I doubt that he ever even looked at the comics. When Cato was a soldier with Fabius in the war against Hannibal, he used to drink vinegar to make himself look and feel fierce whenever he met the enemy. I think Trotzky was a vinegar drinker. He surely rarely drank any milk or honey, and it is doubtful if he wasted much time laughing.

I had lunch the other day with one of the leading publishers in New York. He was raised on a Western farm. He landed in a large city with the usual thirty cents. He tells me he invested the first \$10,000 he made in himself. "How?" I asked. "I was a \$2,000 man," he answered. "I bought good clothes and looked like a \$5,000 proposition. This helped me in my business. I lived in a good neighborhood. I joined a good country club and met the right kind of people. I entertained moderately but well. I spent my money carefully and with good judgment. I looked upon the development of my social position as an investment of my money."

Then this gentleman made the following remarks: The rich never help you with money. The only way you can get help out of your powerful friends is to prove to them that you will be valuable to them. If you can do this they will

give you the opportunity. If you need money it is easy to borrow from your poor friends, but they cannot help you to get on in life because they do not command the opportunities.

"The rich," he said, "control the opportunities of life. They made these opportunities. They own the franchises, such as large business houses, corporations, railroads, publishing houses. They are all looking for bright men who will work and make money for them. The doors are wide open; any man with ability has a chance. If you please them, they will divide with you. As society is organized today, you are very foolish indeed to fight the conditions as they exist. Make friends with the system and get along. Take along your sense of humor. After a while, when you have "arrived," you in turn will be looking for young men in the oncoming generation to strengthen your own business organization."

There is a factor in life that some men forget, and that is that life is short. All of us are on our way to the exit. Business in recent years has become very much more stabilized because the head men recognize this, and when they themselves realize this, it is a healthy sign, for business needs the stimulating impulses of able, energetic and resourceful young men to refresh and fertilize its life fluids.

Young men provide the imagination, the initiative, courage and enterprise that give vitality, snap and ginger to business; old men furnish the counsel, stability, judgment and ballast—an organization with this combination has decay arrested at the roots and can never die. —Copyright, 1920, Topics Publishing Co., reprinted from *Down Topics*.

Ferry-Hanley Opens a Chicago Office

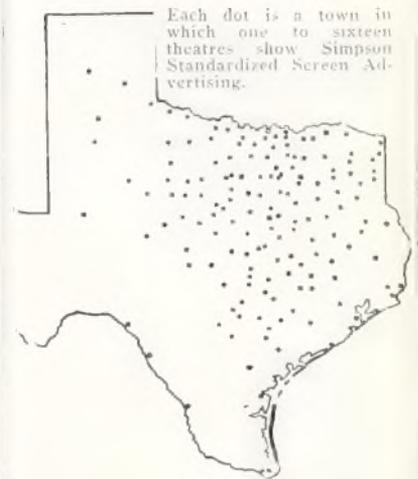
The Ferry-Hanly Advertising Company, with general offices in Kansas City, has opened a branch office in the Kesner Building, Chicago. This company also maintains a branch office in New Orleans, in the Hibernia Bank Building.

C. P. Hanly, vice-president and secretary-treasurer of the firm, will be located in Chicago temporarily, until the office is in full operation. Also, C. E. Hayes, who has been located at the New Orleans branch, formerly with the merchandising service department of the Chicago *Tribune*, will be transferred to the Chicago office.

Randall Will Advertise Sheridan Cars

The Chicago staff of the Fred M. Randall Co. has been appointed to direct the advertising of the Sheridan Motor Car Co., Muncie, Ind. Advertising will soon go out to national publications and metropolitan dailies.

Cover Texas Theatres--



--and You Cover TEXAS!

Put your advertising message (in slides or films) on the theatre screens in 150 Texas cities and towns, and over 800,000 prosperous Texans will see it and read it every week.

No other method of covering Texas is so thorough or so economical.

Ask Simpson about it. Simpson STANDARDIZED Screen Advertising Service not only handles, checks and cares for your showing in any or all of these theatres, but can help you prepare slides or films especially designed to the YOUR product up to this great market.

Write for details.

James P. Simpson Co., Inc
Theatre Advertising
1709 Elm St., Dallas, Texas

Making the Advertising Agency a Factor in the Development of Foreign Trade

Today, The American Agency Must Be Prepared To Cover the Entire World for American Manufacturers

By FRANK A. ARNOLD

Manager, Foreign Department, Frank Seaman, Inc.

NEXT to a fixed foreign policy on the part of our Government, which I consider fundamental, I believe advertising will prove to be the greatest single factor in the development of our foreign trade.

Prior to the close of the war the merchants and manufacturers of the United States had done so little in the way of foreign advertising as to render it a negligible quantity.

We stand in about the same relation to foreign advertising today as we did to domestic advertising twenty-five years ago. It is all before us—a wonderful opportunity—full of tremendous possibilities for development and with this advantage that we have at our disposal the wealth of experience which has come from the last dozen years of intensive advertising in the domestic field.

WHAT THE FOREIGN DEPARTMENT IS

We are in the development age of foreign advertising. Only here and there will you find an advertiser with an appropriation of \$100,000 or over, and these for the most part are firms which have been in foreign trade for a period of years and have passed the experimental stage. On the other hand, there are hundreds of accounts susceptible of development into considerable volume which are placing initial orders in units of \$5,000 or even less.

The typical advertising agent is a genius. His agency is a work shop of ideas—and his tools are human brains expressed in the skilled fingers of the artist, the trained eye of the engraver, the rounded phrases and clinching argument of the college trained writer, and the sound judgment of the experienced executive.

All of this you have at your command in the domestic field and its value is too well known to need demonstration. Why hesitate when it comes to the foreign field, provided anything like an equivalent service is available?

There are probably not over a half dozen advertising agencies in the United States that have a foreign organization of their own capable of originating, writing, illustrating and

placing a foreign advertising campaign in the same satisfactory way that domestic clients are being served. The reason is perfectly obvious when one understands the situation.

To serve a client in the export field, the agency must have a complete foreign organization duplicating in all important details his domestic equipment. There must be a foreign rate and contract department in charge of a man who can



FRANK A. ARNOLD

read and speak at least three languages and who is expert in converting foreign money quotations into United States equivalents and who can have the oversight of the checking in and filing of the hundreds of foreign newspapers and magazines which arrive each month. This department must be in shape to furnish quotations on space in media published anywhere.

The copy department should contain only men who have had foreign merchandising and advertising experience—foreign born and capable of writing the advertising message in the language of the country. This department will never translate domestic copy into a foreign language, for experienced men know that a Latin-American advertise-

ment must be written in Spanish or Portuguese, a French advertisement in French, or a German advertisement in the German language.

This department must contain a group of foreign writers of varying experience and temperament in order to adequately serve a number of clients with widely differing products.

BUILDING UP THE FOREIGN DEPARTMENT

Such a department is difficult to build up, as there are but few men in this country capable of doing the work.

For art work there must be the foreign artist, for if anything it is more foolish to try and illustrate a foreign advertisement by the work of an American artist than to attempt to write the copy in English. Such artists who can both visualize and execute are not easy to obtain.

The correspondence and detail departments must also conform to the same general conditions and a knowledge of several languages is essential.

Take such a foreign department in charge of a man of some foreign travel and of broad vision and, above all, in love with his work and you have visualized before you the equipment necessary to give adequate foreign advertising service.

The large overhead expense necessary to maintain such a foreign staff together with the difficulty in obtaining trained men, will probably restrict this service to a minimum number of advertising agencies throughout our country for some years to come.

Right here let me lay low the Bogey Man of "Mystery" connected with export advertising. There is no mystery surrounding foreign advertising—neither is there any magic connected with the processes of building copy and placing advertising in foreign publications.

Given an agency organization such as has just been described, and the procedure is identically the same as is followed in conducting a domestic campaign, the only difference being that foreign men do the work and write the copy from the stand-

Remember—

South Bend, the shopping center for Northern Indiana and Southern Michigan, offers one of the best balanced markets in the country. In the heart of rich farming territory—of which the Michigan fruit belt is a part—South Bend is also the central and largest of a group of hustling industrial cities and towns—all covered by the News-Times.

In fact this big, balanced, growing market can be thoroughly covered only by the News-Times—morning, evening, and Sunday—practically no duplication. The News-Times guarantees that there is less than 100 duplications in the morning and evening editions.

Let Us Send You News-Times Junior

South Bend News-Times

Morning

Evening

Sunday

J. M. STEPHENSON, Publisher

Foreign Representatives

CONE, LORENZEN & WOODMAN

Chicago New York Detroit Atlanta Kansas City

point and in the language of their own country.

"But how do you go about it?" somebody asks. "How can I start advertising in the foreign field as a basis for developing into a big advertiser if the results are satisfactory?"

In reply, let us review in outline three campaigns, withholding the names of the advertisers.

Mr. "A" manufactures an article of household use with a trademarked name which he is desirous of selling in the foreign field, but before embarking on a world-wide campaign he wishes to try it out in some one field.

Cuba is selected for the experiment, partly because a branch of his business is located in Havana and also because Cuba is the gateway to Latin America and therefore a good experimental territory.

Now please observe the thorough and painstaking care which marked each step in the preparation and execution of this campaign.

First a series of conferences were held at which there were present the manufacturer, his sales manager, the manager of his Cuba branch and the agency representative, who fortunately had just returned from a study of Cuban conditions. At these conferences all the facts and figures were laid on the table, including sales methods, distribution, volume of sales, competition, present and future policy of the Company, etc., etc. The resident manager who had come from Havana for the purpose reflected the local conditions and made definite recommendations.

As a result the agency was asked to submit its recommendations, the expenditure to be within a given sum. The foreign department then made up its schedules of newspapers and magazines covering the principal cities of Cuba on the basis of a six months' campaign.

In Havana five magazines and six newspapers were selected; in Cienfuegos, two newspapers; in Matanzas, one newspaper; in Santiago, three newspapers; and in Camaguey, one newspaper.

For this campaign twelve pieces of magazine and sixty-four pieces of newspaper copy were prepared. This copy was written and illustrated exclusively by Latin-Americans and reflected every possible use of the commodity in the home, shop or factory.

An experimental campaign like this represented an expenditure of about \$95,000 for space.

Again: A manufacturer of a very widely known trademarked commodity was desirous of getting before the export field in a comprehensive way without appealing directly to the individual user. For him there was outlined a twelve months campaign of full pages in export trade publications exclusively.

ADVERTISING A TRADE MARK ABROAD

As a result of repeated copy conferences, at which the best foreign copy writers obtainable were present, there was evolved a series of advertisements entirely unique and almost startling in originality of treatment.

This manufacturer will establish his trade mark in the foreign field of his selection at an expenditure of about \$8,000 for space.

As a third example, take a company with connections all over the world and manufacturing a variety of products. With them the objective is somewhat different from the other two examples. This company uses advertising for the purpose of selling goods in foreign countries.

Accordingly the copy and schedule were prepared to accomplish this purpose. Export trade publications were used to cover the general field, while very complete local campaigns were provided for by the use of local media in foreign countries. An advertising program of this sort involves the expenditure of at least \$100,000 and the use of several hundred foreign newspapers and magazines.

In the foregoing you have had outlined three different types of actual advertising campaigns. First, the experimental which, by the way, developed from five to fifty thousand dollars; second, the average trade mark campaign; and, third, the merchandise or sales type of foreign advertising with its proportionately larger appropriation.

In general, it might be said that every foreign advertising campaign is different—this is true when it comes to individual treatment of copy preparation, but the underlying purpose in every instance is the same—that of selling something whether it be institutional good will, trade mark value, political propaganda, or just merchandise.

THE FOREIGN MEDIA

I am often asked for information about foreign newspapers and magazines. There seems to be an impression that the publication of really good newspapers is confined to the United States. I can assure you that this is a mistaken idea. In the capital city of every foreign

country you will find newspapers equal in every way to papers published in cities of corresponding size in the United States and with local and world-wide news matter handled with accuracy and dispatch.

The foreign magazine is less impressive and perhaps fortunately less in numbers when compared with those in our country, but such as it is, the foreign magazine serves its particular class of readers and should never be overlooked in making out a consumer schedule—just because we do not like the quality of paper and selection of editorial content.

Now that we are on the subject of foreign media, let us consider for a moment an ideal list for a South American campaign. We will assume the product to be advertised is in the hands of dealers and distributed widely enough to make results possible.

Of the publications printed in the United States, I would use:

First: A careful selection from the export trade publications—eliminating any excessive duplication. This will keep you in touch with the dealer or agent and be helpful as a method of general trade publicity.

Second: If the kind of product permits, I would use the Spanish editions of such consumer magazines as *World's Work*, *Vogue*, *Pictorial Review*, *Delineator* and *The Field (El Campo)*, as I believe publications of this type are bound to be of increasing value from the standpoint of the Latin American purchaser of the highest type.

With these two groups of publications as a background, I would consider South America by countries—each country as a unit by itself. Never make the mistake of trying to cover South America by a single campaign, for no two countries are alike—some differ in language and all in the use of colloquial expressions.

CHOICE MEDIA IN SOUTH AMERICA

Of the ten countries of South America, all but two, Bolivia and Paraguay, have seacoast. Take each country and select two leading cities—usually the capital and a coast city. In each of these cities pick out the best newspapers for your product, for there is the same choice to be made as would apply to any American city.

A maximum of four newspapers will usually cover any one city—two morning and two evening, if the split comes that way. In the smaller towns or cities one paper will be

enough or, at the most, one morning and one evening.

When it comes to periodical literature, you will discover that one magazine or small group of magazines serve a certain territory not necessarily confined to one country, and that the total of these groups gives you a magazine circulation which covers South America fairly well. I would add to the newspaper list the representative magazines, not over a dozen in all, in order to obtain this special type of home circulation.

Examination of a list made out along these lines will reveal a series of separate campaigns, each with the local dealer's name included, the total forming one complete coordinated advertising campaign tied together perhaps by the manufacturer's name or in some other fitting way.

It will also show from seventy-five to one hundred local newspapers and about eight or ten magazines.

A carefully worked out plan along these lines cannot fail of being productive, for South American countries are very responsive to the right kind of advertising.

"And what would such a program cost?" someone asks. Roughly, \$25,000 for 12-inch copy once a week in newspapers and one page monthly in the magazines—both for a period of twelve months, or double the space or number of insertions for half that time.

Once more take the Far East, where there is much less in the way of American or English made newspapers or magazines. Few of us have any idea of the number and influence of the native local papers. In China and Japan there are hundreds of such papers—the only direct source of communication with the native people—almost unknown and consequently little used by advertisers. Knowledge of the country and use of native copy is the open sesame to this enormous field. Why should not American merchants and American advertising enter this virgin field while the door is wide open?

A short time ago I was asked this question: "How would you handle a worldwide campaign for an article which involved advertising in forty different countries?"

The answer to this question is comparatively easy, as in fact is the answer to most of our fancied problems of foreign advertising.

I would handle such a campaign from the copy standpoint with an

eye single to each of the forty points. If it happened to be India that was under consideration, I would largely forget the other thirty-nine until India was shaped up; in other words, I would treat each country or group by itself and consider the world-wide feature of the affair only as a collection of these units. There is no other advertising measuring rod devised which will give you the proper answer if applied to the world as a whole. Handle your world-wide advertising in units and when you come to bundle them, you will find that the only band which will be

elastic enough to bind them together is that marked "Company Policy."

The work of the advertising agency is to advise where information or experience renders such advice of value; to build an advertising campaign as carefully as one would construct a bridge which must safely carry many to their destination, and with engineering knowledge to make this possible, and to execute such a campaign based on familiarity with the advertising media and general business procedure of the countries in question.

Continued on page 40

Taking the Blue Sky Out of Selling!

Every Advertiser and Advertising Man Should Read Mr. Wilson M. Taylor's Book "The Science of Approach"

LET us take three distinct types of men you meet every day: One, is a good executive; one, a good office manager; one, a star salesman.

Their processes of thought and action are decidedly different. *How would you classify them?* How would you approach each type so as to sell him, which type would you employ for each of the above positions? If you did not judge them correctly, you would not sell them—and in hiring them you would surely be putting a square peg in a round hole.

You realize how important, then, it is that you be able to judge men. Until you do, you will never be the success as a salesman, executive or employer that you should be.

Nature has provided infallible marks which give you the key to men's minds and Mr. Wilson M. Taylor has told you how to detect these marks in his wonderful book

"THE SCIENCE OF APPROACH"

Mr. Taylor's method is practical, simple and based on a life time's study of this subject. While Sales Efficiency Expert with America's largest corporations, his one rule has been "Will it Work?" He has treated this scientific subject in a way you can understand.

Mr. Taylor classifies men and shows you the best way to appraise quickly the minds of men of various types, to determine their inclinations, their processes of thinking, their basis of judgment and decision, so you can always handle each distinct type to your advantage.

He tells you how to judge the men you employ or direct, why people like you or do not, how to handle the procrastinator, the type of man who must be sold slowly, the type of man who must be sold quickly, the type of man who is interested only in cash values, the type of man who is emotional or non-emotional. To know these things

is to know in advance the proper way to judge men of all types so as to successfully sell them, direct them or employ them.

SEND FOR THIS BOOK TODAY ON FIVE DAYS' APPROVAL.

The mailing of the coupon below may be your step to a bigger success. It has for hundreds as their letters prove. You take no chances whatsoever. The book is sent *on five days' approval* subject entirely to your decision as to its possible value to you. Many of the largest executives, sales managers, and salesmen in this country have said: "It is worth its weight in gold." It is indeed a refreshingly different book and one that will give you a new viewpoint on business and why men succeed.

It may show you a short cut to success. Take it today by mailing the coupon below.



WILSON M. TAYLOR, Inc.

35 West 39th Street, New York City

Please send me copy of your book, "The Science of Approach," on 5 days' approval—enclosed find \$2.00. If I decide not to keep the book, I will return same to you within 5 days and you are to return the \$2.00, without question.

Name _____

Address _____

A. & S. 5-20

Wanted--- A Great Maritime Leader

How the Question of American Ships and Shipping Interlaces With the Problems of Advertising and Selling

By CLAYTON SEDGWICK COOPER

Author of "Understanding South America," etc.

THE recent "National Marine Week," April 12 to 17, celebrated more or less generally throughout the United States with an extensive exposition at the Grand Central Palace in New York City, has brought vividly before the American nation the problems and possibilities of our new merchant marine. At last the present American generation seems fairly waking up to realize the truth of the words of Sir Walter Raleigh:

"Whosoever commands the sea commands the trade of the world; whosoever commands the trade of the world commands the riches of the world; and consequently the world itself."

It seems difficult to believe that for forty years, from 1789 to the year 1830, American ships carried an average of 90 per cent of the foreign commerce of the United States. In the year 1826 they carried as high as 92 5-10 per cent, the largest portion ever borne under the American flag in any year, at least up to the opening of the present war. It was at this time that Daniel Webster said:

"We have a commerce which leaves no sea unexploited; navies which take no law from superior forces."

What was the explanation of this early interest of Americans in maritime pursuits?

It was the realization that Thomas Jefferson expressed as Secretary of State in 1793. Speaking of navigation he said:

"Its value as a branch of industry is enhanced by the dependence of so many other branches upon it. In times of general peace it multiplies competitors for employment in transportation, and so keeps that at its proper level and in times of war, that is to say, when those nations who may be our principal carriers shall be at war with each other, if we have not within ourselves the means of transportation, our produce must be exported in belligerent vessels, at the increased expense of war freight and insurance, and the articles which will not bear that must perish on our hands."

America's first merchant marine

came because of the dire necessity of the times. Foreign ships had flooded the country with foreign manufacturers. We were not able to export produce sufficient to pay for our imports. The specie of the country was swept away and the national debt was growing. It was difficult for skilled labor to find em-

ican declaration of duty on imports in American vessels, and favored American ships in the carriage of tea from the ports of the Orient. This tariff stimulated tremendously home production. Industries became diversified and flourished, affording profitable employment for all. The country's specie returned, manufacturers flourished, shipbuilding came by leaps and bounds, and the new republic was crowned with prosperity throughout all its borders.

Up to this time only 23.8 per cent of the imports and exports of the United States was carried in American ships. Before the new law had been working five years American ships were carrying 90 per cent of these imports and exports. The act was amended about this time and, instead of a reduction of duty in favor of American vessels, an increase of 10 per cent was imposed on all imports in foreign boats. These were red letter years of maritime history in the United States. The intervening years between 1831 and the present day are not intended to give an American a happy quarter of an hour.

During the past twenty years, instead of 90 per cent of our foreign trade being carried in American-owned and operated ships, American vessels carried an average of less than 10 per cent of such products, and this in spite of the fact that our exports have grown from \$71,670,735 in 1830 to \$2,364,570,148 in 1914, and imports during the same period increased from \$62,360,956 to \$893,925,657. In 1810 the cubic feet of investment in American shipping per capita was 13.55 cubic feet; in 1910 it was only .85 cubic feet.

In other words, previous to the European war, our commerce was practically given over to foreigners to transport and the loss to the country has been tremendous. It has cost the United States more than one and a half billion of dollars in freight loss to transport the commerce of this twenty-year period. During this time American ships obtained only \$285,000,000, while foreign ships secured by reason of their advantage in carrying our goods \$1,500,000,000.

These are facts of deep signif-



"WE HAVE THE MEN"

An American Naval Cadet in Government service during the war.

ployment and the nation was threatened with misery. The very independence of the new country seemed about to be abrogated.

OUR FIRST MERCHANT MARINE

The Congress that met in 1789 was a notable one, for it passed a tariff act which Washington signed July 4, 1789, containing the first Amer-



Announcing



THE OPENING
OF OFFICES
IN CHICAGO

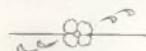
SUITE 1400
THE KESNER BLDG.

THE FERRY-HANLY
*Advertising
Company*

KANSAS CITY

CHICAGO

NEW ORLEANS



icance, not simply to shipbuilders and politicians, but to the average laborer and the citizen of whatever class, because it has been proved beyond the shadow of a doubt that a great shipbuilding program stimulates virtually every industry of a nation, and assures certainty of continuous employment and a steady manufacture.

Consider, if you are skeptical about the necessity of an American merchant marine, these facts!

For the twenty-year period ending in 1914 our total overseas commerce amounted to nearly \$50,000,000,000, an increase of 78 $\frac{3}{8}$ per cent over the previous twenty years. In the carrying of this commerce American ships earned a little less than three hundred millions of dollars and foreign ships more than two and a half billion dollars.

Let foreign trade increase at the same rate during the next twenty years and it would amount to eighty-nine billion dollars which would mean, providing the United States decided not to have a merchant marine that we would give over to foreign nations and their merchant marines five billion dollars in freight charges alone. Nor does this startling fact take account of the millions earned every year by foreign ships carrying our passengers and mails nor do the figures include the enormous profits on the cost of repairs, wages, stores, etc., now paid into foreign treasuries.

It has been carefully estimated that the American nation has bought and paid for in the past twenty years in freight charges alone the equivalent of 26,965,602 tons of shipping, more than the world's total tonnage at the outbreak of the war. And if our former lethargy regarding these matters continues during the next twenty years we shall proceed to make a gift to foreign nations of 48,088,589 tons of shipping.

Until the war awakened the nation to these grave conditions all efforts of organizations and loyal citizens and manufacturers have been in vain. The Middle West has said:

"Oh, ships? That is a matter for shipbuilders and the people in the seaport states in the East. We can get our goods carried in foreign bottoms and why should we worry?"

The politician has cared little and known less about foreign trade and foreign nations. The country was so busy in a microscopic policy of home industry that it lost its perspective



"AND WE HAVE THE SHIPS"
Above, the "Abron," of the U. S. Shipping Board, carrying merchandise between New York and East Indian ports; below the "Santa Ana" of the Grace Line, New York and South American west coast ports.

upon world affairs. American travelers have returned to the country to report that they have found in foreign ports the ships of every other nation under the sun, save those of the United States. The following words of Lewis Nixon are a sample of the warning and pleas which had been given forth without impression upon the average American:

"A glance at the harbor in New York will show great fleets of ships constantly added to by more and larger boats, which were built from the earnings of our country and constantly growing in earning power. There is plenty of profit if we can get into the business. At the present

time we are faced upon the ocean by a monopoly of ocean carriers, together with inordinate naval powers; yet the very men who rail against domestic monopoly not only fail to appreciate this great menace to our national prosperity, but actually belittle the efforts of those who are attempting to awaken our people to a realization of it."

OUR MARINE AS A RESULT OF THE WAR

That which the efforts of many a well-wisher of our maritime independence found it impossible to bring about has come along with the war and the particular emphasis that this conflict laid upon the need of shipping.

The leadership of the United States Shipping Board, supported by thousands of shipbuilders and their employees, newly enlisted in this fresh industry, has aroused a hope that after all these years the United States may see its flag upon the ships of the seven seas.

In order to reveal this new interest of the United States in shipping matters, it will be of interest to study a few maritime facts.

Merchant fleets of the world at the end of June, 1914, totaled approximately 35,000,000 gross tons in ocean going steamers of 1,600 gross tons or more. There was in addition to this tonnage approximately 7,000,000 tons made up of smaller steamers from 100 to 1,600 gross tons in size.

The following table gives an idea of the way this tonnage was distributed among the different nations:

WORLD'S MERCHANT STEAM TONNAGE FOR JUNE 30, 1914

Country	1,000 Gross Tons & Over	100 Gross Tons & Over
United Kingdom	17,205,000	20,100,000
Germany	4,650,000	5,150,000
France	1,740,000	1,920,000
United States	1,320,000	1,875,000
Japan	8,000,000	1,750,000
Holland	1,275,000	1,475,000
Italy	1,150,000	1,430,000
Norway	812,000	1,050,000
Austria-Hungary	750,000	1,050,000
Greece	725,000	820,000
Spain	700,000	900,000
Russia	585,000	850,000
Sweden	545,000	1,030,000
Denmark	445,000	785,000
Belgium	425,000	345,000
Brazil	385,000	100,000
Portugal	50,000	90,000
Scattering	100,000	705,000
Total	35,135,000	42,615,000



DR. FRANK CRANE

Joins the Editorial Staff of

CURRENT OPINION

With the May issue **CURRENT OPINION** entered upon a new stage of its distinguished career under the joint editorship of Edward J. Wheeler and Frank Crane.

Neither of these editors needs an introduction to the magazine reading public.

You will find them both at their best in the future numbers of **CURRENT OPINION**.

CURRENT LITERATURE PUBLISHING
COMPANY
New York City



S. S. Santa Rita, discharging a cargo of nitrate from Chile at a pier in Los Angeles Harbor.

It will be seen from these figures that out of a total of 35,000,000 tons all but half a million tons was owned by fifteen countries and, furthermore, that the bulk of the world's steam tonnage in 1914 belonged to eight nations. The United Kingdom, with more than 17,000,000 tons; Germany, with 4,500,000; and the other six—France, the United States, Japan, the Netherlands, Italy and Norway—ranging between 1,000,000 and 2,000,000 tons each, controlled approximately 85 per cent of the ocean-going steamships of the world. It is quite clear, therefore, that the burden of maritime transport and the losses sustained fell principally on these nations. The dominant place of British shipping and the weak position of the United States need no comment.

During the war the allied and neutral fleets suffered heavily and the combined efforts of the enemies of the allies cut deeply into the tonnage especially of Great Britain and France. Great Britain lost more tonnage during the war than was owned by any two other nations at the outbreak of the war. The losses of the United States were relatively less than those of the other allies and less than some of the neutrals, especially Norway, Sweden and Denmark. This was due in part to the small merchant fleets which our country owned during the war and in part because of our late entry into the conflict. A further reason might be attributed to the fact that there was less need for United States ships to cross the submarine zone. The total losses estimated from enemy operations during the war were 13,000,000 gross tons. The following table will

give an idea of the losses by countries:

ALLIED AND NEUTRAL LOSSES OF MERCHANT TONNAGE

Country	Gross Tons
Great Britain	7,753,746
Norway	1,178,335
France	907,168
Italy	852,124
United States	383,987
Greece	337,545
Denmark	239,922
Sweden	207,733
Holland	199,975
Russia	183,852
Spain	167,693
Japan	127,470
Belgium	68,874
Portugal	62,382
Miscellaneous	91,936
Total	12,814,742

In the above table are included the losses of all sizes and classes of vessels, but mainly of sea-going steamers. Add to these losses from marine risk, about 2,200,000 tons and the total comes up to 15,000,000 gross tons of loss during the war period or about 35 per cent of the world's tonnage of all sizes and classes when the war opened. It may be noted that losses from marine risk averaged normally about 2½ per cent a year, and while the war was in progress losses from all causes occurred at more than three times this normal rate. If there had not been a speeding up of shipbuilding during this period replacing losses by new construction, the world's fleets would have decreased by about one-third.

The war developed in the United States a new vigor of shipbuilding, and ships which take from one to three years to complete in peace time were built in a few months and in some cases in a few weeks even during much feverish activity. This period was marked by the standardization of vessels and by a nation-

wide mobilization of industrial resources for the purpose of speeding up ship construction. The total construction for the war period amounted in our country to nearly 12,000,000 gross tons. The following table will give an idea of the annual construction of vessels for three momentous years in shipbuilding industry on the part of the principal shipbuilding nations:

SHIPBUILDING IN THE PRINCIPAL COUNTRIES, 1916 TO 1918

	Gross Tons		
	1918	1917	1916
United States	3,033,000	907,900	504,200
United Kingdom	1,348,100	1,348,100	608,200
Japan	489,900	350,100	145,600
Holland	74,000	148,700	180,100
Italy	60,700	38,000	56,600
Norway	47,700	46,100	42,400
Sweden	39,500	26,700	26,700
Scattering	354,500	166,600	124,300
World total	5,447,400	2,937,800	1,688,100

The above figures not only reveal a great increase in total tonnage built, but they show the United States in a leading position in this recent construction period. Our country has increased its output six-fold in three years and the total of more than 3,000,000 tons of shipbuilding in 1918 was greater than all the world had built in the preceding year. Japan increased its output three-fold, while Great Britain produced less tonnage than in pre-war years, because of the fact that so many of her yards were required for naval craft. At the end of 1918 the world's merchant fleet of ocean-going steamships (1,600 tons and over) totalled about 32,000,000 gross tons.

The relative importance of the principal nations which control the world's merchant marine has thus altered considerably during the past four or five years, the United Kingdom still leading with more than 14,000,000 tons and the United States with upwards of 6,000,000 tons taking second place. The four leading maritime countries today are the United Kingdom, the United States, Japan, and France. These four and their combined fleets own upwards of 75 per cent of the world's tonnage. In a recent article in ADVERTISING & SELLING we gave some of the late plans of the United States Shipping Board which showed that the United States now has facilities for shipbuilding on a very large and unprecedented scale and behind these facilities are labor, money, and materials equal to almost any emergency. By the end of the present year the United States should have adequate shipping to carry at least

Continued on page 45

Many Plans Offered for Agency "Audits"

Advertising Executives, Publishers and National Advertisers Declare Some Form of Standardization, Mutually Agreed Upon, Would be Beneficial

OPINIONS ranging all the way from downright disagreement to hearty concurrence with the idea of auditing advertising agencies have been reaching *ADVERTISING & SELLING*, ever since the publication on April 17 of the article which brought the subject to the attention of the profession.

The discussion has reached a point which indicates a very keen interest in the proposition, and it is interesting to note that what is said in the authorized communications given herewith bears the unprejudiced viewpoints of those three all-important individuals concerned, the publisher, the advertising agent, and the national advertiser.

ADVERTISING & SELLING has received many more letters on the subject of auditing advertising agencies than it has space to publish in a single issue and today continues the printing of these letters, in the same form as those which appeared last week. There are a great number of others, to appear later.

Here are some of the opinions expressed.

By E. T. GUNDLACH, Gundlach Advertising Company, Chicago:

Naturally I believe that the advertising business is best conserved by recognition only of genuine advertising agencies. When I say genuine I mean an agency which makes it its business to study advertising and to help build up clients; not an agency that spends its time chasing around to pry loose business from some other agency; and least of all one that is, whether by cut-rate methods or by more direct plans, a mere clearing house of an advertiser.

Either we should abolish advertising agencies or we should abolish agencies so recognized. But to accomplish the latter we must have a greater spirit of unselfishness for the cause as a whole, and freedom from hypocrisy. Conditions are much better than they were, but there is still too strong a tendency to recognize an agency for the business they can control and not for any business they have honestly built up.

It is the spirit back of the cause (and I am glad to note that the spirit is getting better in the course of years) and not the machinery adopted that counts.

The less machinery in general, the better. No doubt associations have done some good. But since 1917 we seem to have a sort of a mania for organizations, associations, restrictions, regulations, and investigations.

The auditor of circulations, in my judgment, has no occasion to look into the details of agencies' methods. The very agencies which are most solid and cleanest in their methods would be the first to object to such investigations. The Association of Advertising Agencies fulfills its function when it helps the recommendation of the recognition of advertising agents, and may require a careful examination before it can make such a recommendation. But to build up machinery for either organization, which would result in the nature of a concentration or centralization of authority would be to my mind not a help, but a hindrance to better methods.

There is a certain element of men in business who satisfy their political aspirations by little mild politics in business. They are sometimes known as "joiners." While recognizing the value of organizations and the unselfish spirit which has induced more than one man to give considerable of his time to organization work, we should be careful to avoid putting too much power, or at least show of power, into organizations as such.

Organizations as such should not be built for the purpose of directly building machines. They should be regarded as living organisms existing solely for the expression of a higher and better spirit.

By E. H. KITTREDGE, publicity manager, Old Colony Trust Company, Boston, Mass.:

I have read with interest Mr. Smith's article entitled, "Auditing the Advertising Agencies," and my immediate reaction is something like this:

There are many advertising agencies, many doctors, many lawyers, many banks, but there are only a few in each class that will stand the rigid test of "producing the goods" in these days.

In merchandizing we say "the best is none too good." The same applies to the agency, the doctor,

lawyer and bank. This inevitably leads to certain ratings or classifications, and I believe that the idea of rating or auditing advertising agencies for the protection of the advertiser and publisher would be a very constructive and eminently proper movement at this time.

By H. E. TAYLOR, of the Economist Group of publications, New York:

"Auditing the advertising agencies" will be a wonderful thing if it can be accomplished—wonderful not alone for the publishers, but for the right kind of constructive and responsible agencies. It will be wonderful also for advertising as a whole. For in all too many quarters advertising is not looked upon as the legitimate, constructive influence, or the practical sales power, that it actually is.

It is possible, but hardly practicable for individual publishing organizations to do the work that needs to be done. It is hardly less impracticable for groups of publishers. It strikes us that the extension of the Audit Bureau of Circulations' Organization into that field to undertake that work represents the most logical and most practical way for doing it.

By WALLACE J. FERRY, of the Ferry-Hanly Advertising Company, Kansas City, Mo.:

We were deeply interested in the article in the April 17 issue of *ADVERTISING & SELLING*, entitled "Auditing the Advertising Agencies."

We believe unquestionably that this is a step in the right direction. So far as we are concerned, we would welcome any good method that would result in a closer scrutiny, not only of the financial responsibilities of agencies, but of their methods of doing business and particularly their equipment to properly handle large appropriations and actually earn their fees. An advertising agency has nothing to sell, but service and manifestly adequate service is impossible where experience and knowledge are lacking.

I know of no business so easy to break into as advertising, yet none which should require more careful training. The tremendous volume of advertising placed in the last year or

two has been an alluring bait, especially for a great many individuals who seek to obtain maximum incomes with minimum resistance. It is positively funny how large is the number of persons, who, having been only moderately successful in other businesses, believe that advertising is just the pursuit to put them on a smooth road to prosperity.

If every medium of advertising were as careful in scrutinizing advertising agencies as is the Curtis Publishing Company, the standard in the business would be much higher and the number of uneligibles engaged in it much fewer.

I personally am very much interested in Mr. Smith's suggestion and am unequivocally in favor of some institution that will properly pass judgment on the eligibility of advertising agents.

Should there be such a development, would it not be a good idea to abandon the term "agency," which in my opinion is a misnomer so far as well balanced advertising organizations are concerned. Would it not add somewhat to the dignity of our business if we termed ourselves Advertising Service companies?

By EDWARD N. HAYES, publisher of the *Retail Druggist*, Detroit, Mich.:

We are heartily in favor of some movement which will protect publishers from irresponsible advertising agencies.

As far as this publication is concerned, we have had very little trouble with agencies, and our losses through them have been exceptionally low.

As to the three methods proposed, we would be more in favor of the Audit Bureau of Circulation tackling the job, and doing for the agencies what they have done for publishers. They have the facilities to accomplish this work, and as 90 per cent of the best publications in this country are members of the A. B. C., they would naturally be able to work together with the agencies to the best possible advantage.

Dun's and Bradstreet's or any other commercial agency have too much to do with all other lines of business to hope to give publishers proper information concerning advertising agencies, and we venture to say that out of the 1,161 advertising agencies now doing business, there would be less than 60 per cent of them rated by Dun's and Bradstreet's.

Then, take the 361 agencies recognized by the American Newspaper

Publishers' Association, there are a large number that are not even rated by Dun's and Bradstreet's, so it is entirely out of the question for publishers to rely on such information.

Another matter which should be given serious consideration by agencies, advertisers, and publishers in general, is that of publications selling space at any price that they can obtain. We are up against this kind of competition almost every day.

What would you think of a large pharmaceutical house informing us that they were able to obtain a price of \$40 per page in a large drug journal whose regular rate is \$70 per page; and this same pharmaceutical house was not only able to obtain a considerable cut in rates in this one publication, but in several other drug journals.

We held strictly to our card rates, and it looks as if we would lose out on the business. Of course, the advertiser does not consider every phase of the transaction, or he would readily see that it is absolutely impossible for any publication to cut their rates in half, and still make it a paying proposition, if their circulation statement were absolutely authentic.

The Retail Druggist has the unique distinction of being the only drug paper in the field that has been accepted for application to membership in the Audit Bureau of Circulation, and while it makes a great deal of difference with the best agencies and the best national advertisers, nevertheless, the unwise advertiser or the new advertiser does not seem to appreciate what it means to them to be able to buy space on known value, they make price the one consideration.

By H. C. DART, advertising manager, Paige-Detroit Motor Car Company, Detroit, Mich.:

I have read with interest what you say on the matter of auditing advertising agencies.

I have not had time to give this matter any serious thought, but on hand it strikes me that this is a job for the Audit Bureau of Circulation rather than for the A. A. A. A. Better still, it would seem to me that it is a proposition for joint action.

The matter of an agency's financial strength is not hard to determine, but the value of the service that the agency can render an advertiser can only be judged by men of long experience in the advertising business and of unquestioned integrity. Along this line, I believe that the result of the investigation of the Curtis Pub-

lishing Company would be extremely helpful to a committee appointed to pass upon the qualifications of an advertising agency for the Curtis company is most assuredly in a position to pass judgment in view of their position in the publishing field. Of course, it is quite possible that Curtis is not always unbiased.

I am very much interested in the progress of this movement, and sincerely hope that it bears fruit.

By JOHN C. MOORE, of the Nichols-Moore Company, advertising, Cleveland, Ohio:

We have read the article on placing Advertising Agencies on a Standardized Audited basis in your April 17 issue, and are certainly in hearty accord with such a movement.

We believe that in some way the agency business should be on a more definite standard which every agent must pass in order to be in the profession. Every lawyer, architect, engineer, etc., has a college degree to prove that he has studied the theory of his business. There should be some way to bring the advertising agent on the basis of a professional man. It seems to us that the Audit Bureau can handle this job better than anyone else. The individual publisher is too liable to allow personalities and other angles enter into his decision. Similarly with the A. A. A., although there is no doubt that they could do a very efficient work.

It might be possible to have this work done by the Associated Advertising Clubs of the World, if an arrangement could be made so that all agencies were taken into the association, and after a careful examination certain agencies were given the stamp of approval and the unrecognized agencies were encouraged to consolidate into stronger combinations or to add better men to their organization, which would raise their standard.

We will be glad in every way to further the movement which you have suggested and if we can be of any assistance to offer our services in cooperation.

By FRANK R. JENNINGS, advertising manager of *The Rotarian*, Chicago:

I think something like placing Advertising Agencies on a Standardized Audited basis is quite necessary as undoubtedly there are a considerable number of so called agencies that are neither financially nor morally responsible. Up to now we have been signally fortunate in not incurring



The COST of PRINTING PLATES

Compared with the Total Cost of a Catalog

Recently we produced the plates for a 606 page machinery catalog containing 530 illustrations made from vignetted halftones measuring on an average $6\frac{1}{2} \times 8\frac{1}{2}$ inches each.

Their cost to the advertiser was \$8,000. The art work, composition, printing, binding, etc., amounted to \$62,000 on a run of 10,000 copies. This makes the cost of the plates approximately 12% of the total cost of the catalog. Comparative plate cost, of course, varies with the size of the run. In some cases the percentage is a little higher, in most cases considerably less, but the above is a fair example of the reasonable cost of an advertising necessity.

Use more halftones and line etchings in your advertising. Use process plates when appropriations permit. Use the finest plates, Sterling Plates, if you expect your advertising to be fine and result-producing.

Black and White - Process - Ben Day - Line.



THE STERLING ENGRAVING CO.
 200 WILLIAM ST. NEW YORK, N.Y. 10TH AVE. & 36TH ST.

any loss through such agencies, but we have been particularly careful and our list of some 500 includes only those whom we know are responsible and reliable. I believe, however, that while the agencies are demanding so much in the way of audit and circulations they too would be willing to submit to a thorough checking up arrangement for the benefit of publishers and advertisers.

While I favor the first plan submitted I think a whole lot can be accomplished on the part of publishers by following a third plan. I have an idea that a good many publications are so anxious to get business that they don't take the necessary precaution to look into the responsibility of the agency offering the business. While we want business for our publication we make it pretty well known that we want only first-class business through proper sources.

By EBEN GRIFFITHS, advertising manager, the Vacuum Oil Co.:

In discussing the question as to whether or not the advertising agencies should be subject to some audit as to their financial responsibility and other features, there are necessarily the two points of view.

While there may be advantages to the publications in such an audit, the great difficulty from the advertiser's point of view is that it is impossible to audit that which determines the value of an advertising agency, which is brains and sincerity of purpose.

I am not opposed to such an audit, and I can see no good objection to it if it will serve any good purpose to the publications. And I do not think most worth-while agencies would object to such an audit.

But such an audit would necessarily leave out of consideration every feature which makes an agency valuable to an advertiser. Of course, we all want to deal with agencies that are financially responsible and trustworthy, but the point in which we are all primarily interested is what service those agencies can render.

By RHEY T. SNODGRASS, of Snodgrass & Gayness, advertising:

We believe thoroughly in the idea of standardizing the agency business and, although we are one of the very newest agencies, having started only last October, we do not believe we will be the first to be "standardized out of existence."

On account of our newness, I doubt whether we can, or ought to attempt to make any constructive suggestions along the line indicated.

As between your three suggested methods of operation, however, we are quite firmly of the opinion that the A. A. A. is the logical and proper institution to undertake such an effort.

There are many reasons for this opinion, the obvious ones being that the character of service most acceptable to a client varies greatly according to the kind of business involved and the objects which the owners of that business are seeking to attain. This would seem to eliminate the idea of an audit or a mere mathematical appraisal.

So far as the publishers are concerned, they have an undoubted right to determine what agencies they would recognize. Their own interest in an agency does not contemplate by any means all of the functions and purposes of the agency business.

It would seem to us quite clear that the agents can best do this job through their own organization.

By H. R. HYMAN, advertising manager, the Cole Motor Car Co.:

I am frank to say I feel the subject (of auditing advertising agencies) one on which I would hesitate to voice a detailed opinion as it encompasses too wide a field.

It has always been my impression that "get rich quick" chaps will flock in the direction of anything which they believe to be easy money and that the elements of time and the inability to cope with conditions met, eventually serve to eliminate the unworthy.

The advertising agency business at the present time from the outside appears to be most profitable because of the exorbitant expenditures of money for advertising in every field and I feel that a great many are now being attracted to it in the hope of being able to make a cleaning in a very short time.

Some of these will linger, others may find a place for themselves, but the majority of the agencies breaking in at the present time will simply come out as victims of a great struggle for survival in which the fittest alone, can hope to continue.

Likewise, in every line of business there is bound to be a certain percentage of suckers who fall for the bait of the unscrupulous. Such people as these will become the marks of unscrupulous advertising agencies, while, on the other hand, the wise business men, who are not given to entrust the spending of their money to those whose business standing is not at least equal to their own, will

run no chances with these offenders.

Advertising is so intangible and the results of any campaign so uncertain, even when the best talent is employed, that it is difficult to tell beforehand just what to anticipate.

Agencies which have splendid standing and whose men possess the best and keenest business judgment frequently fail utterly in the attainment of results for clients. Hence, the shifting of the largest advertising accounts from one agency to another in the course of time.

Improper cooperation on the part of the client very frequently makes the agency's job impossible and those who are on the outside might stray far from the mark if they were given to pass judgment on the agency's work under these conditions.

The individual who stated in the opinion quoted in Mr. Smith's article, that Dun or Bradstreet or a financial statement of the agency, itself, might be the best means of establishing the agency's standing, hit the nail on the head more nearly, I believe, than any other.

Likewise, the study of the personnel of the advertising agency and the achievements of the individuals included in the organization might be regarded as indicative of what could be anticipated from them should they take on another account.

The sooner advertising assistance, such as agencies offer, is sold just as is the work of a consulting engineer, or the engineering board of any industrial organization, and the advertising produced is regarded as a commodity just as are the products of any manufacturing organization, I believe that a great deal of this monkey business about audits, etc., will be eliminated because of the fact that advertising then will have acquired a status in our business life which, unfortunately, in the past it has not had.

I am delighted to say that we have been operating with the same agency for a great many years and that the manner in which it handles our account with our cooperation, is satisfactory, I believe, to all concerned.

We do not lay impossible burdens on our agency. We ask them to do for us certain definite things. We share the responsibility with them in every instance and as a result we have worked out a method between our own organization and our agency's, the results of which are regarded by this company as heartily satisfactory.

Wilmer Atkinson, Founder of Farm Journal, is Dead

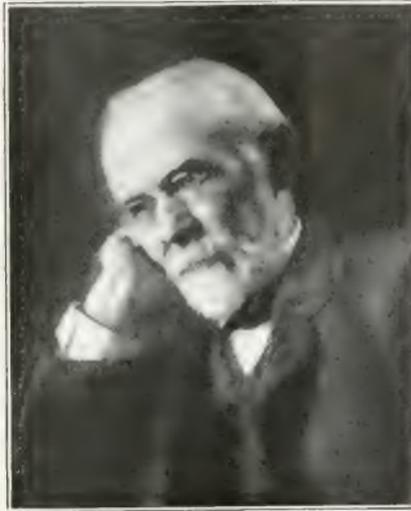
Wilmer Atkinson, founder of the *Farm Journal*, a pioneer in journalism and in guaranteeing advertising to subscribers, died at his home in Philadelphia early Monday morning, after ten days' illness from bronchial pneumonia. He would have been eighty years old on June 13.

Mr. Atkinson was the son of Thomas and Hanna Quinby Atkinson, and his ancestors came over on the ship *Welcome* with William Penn. He received his early education at Joseph Foulke's boarding school at Gwynedd, and graduated at Freeland Seminary, Montgomery county, in 1858.

In 1862, together with Howard M. Jenkins, his brother-in-law, Mr. Atkinson purchased the *Norristown Republican*. They ran it successfully for about a year, and then sold it in 1863, when Mr. Atkinson enlisted in the Wissahickon cavalry, part of the 19th Cavalry Regiment. Later he became a lieutenant of Company G, 197th Volunteer Infantry. In partnership with Mr. Jenkins in 1866, Mr. Atkinson founded the first daily paper in Delaware, the *Wilmington Daily Commercial*, now published as the *Wilmington Every Evening*.

Mr. Atkinson moved to Philadelphia in 1877, and founded the *Farm Journal*. The first year it had a circulation of something like 12,000 a month, and its founder lived to see his paper go all over the United States, reaching over a million farmers monthly. To know his subscribers, he frequently took long driving trips, and his horse and buggy was a familiar sight in many rural districts.

In 1880, Mr. Atkinson originated the first Fair Play notice, a guarantee of advertising which was the forerunner of the present movement of the Associated Advertising Clubs of the World. He excluded advertising that was objectionable, agreed to repay any subscriber who lost money through dealing with an advertiser who turned out to be a swindler, and so fostered confidence in advertising. He became president of the Wilmer Atkinson Co., when the company was organized, and was editor of the *Farm Journal* until 1917. He then became editor emeritus, and the active editorial direction of the paper passed to his nephew, Charles F.



WILMER ATKINSON

The late Wilmer Atkinson, founder of the *Farm Journal* and pioneer in "guaranteed" advertising, who died in Philadelphia on Monday

Jenkins, who had been associated with the company since 1884.

During his later years, Mr. Atkinson was deeply interested in many public questions. He was president of the Pennsylvania Men's League for Woman suffrage, and was deeply interested in good roads, better transportation facilities, and all questions where farmers were concerned. About two weeks ago, he completed his autobiography.

Mr. Atkinson is survived by three children—Miss Elizabeth A. Atkinson, Mrs. Emily Q. Ellis, wife of Colonel Thomas Biddle Ellis, assistant director of public safety; Miss Gertrude Atkinson; and by his wife, who was a daughter of Samuel Allen, once sheriff of Philadelphia. He also leaves two sisters and two brothers, Mrs. Emma E. Smith, Lambertville, N. J.; Mrs. Mary Anna Jenkins, Gwynedd, Pa.; Albert Atkinson, Ambler, Pa.; and James Q. Atkinson, Three Tunc, Pa.

The funeral was held from the Atkinson residence at 2 o'clock, Wednesday afternoon, May 12.

There will be colored musicians and good singing. Many desirable prizes will be awarded in the sporting events. While there is an additional charge for golf, those who wish to, can play all day. Tennis, baseball and other sports will be held in the afternoon.

Tickets are \$7.50 and may be secured from C. S. Plummer of *Metropolitan* magazine. They entitle the holder to compete in any or all of the prize events and to attend the dinner. There is a rumor that there will be so many "favors" for the guests that it will require a truck to carry them away. It is not necessary to attend as the guest of a member of the Representatives' Club; the organization extends an open invitation to every reader of *ADVERTISING AND SELLING*.

John Wesley Hyatt Dies

John Wesley Hyatt, inventor of the Hyatt roller bearing, died suddenly on Monday of heart disease at his residence, Windermere Terrace, Short Hills, N. J. He was in his 83d year.

Mr. Hyatt was born at Starkey, N. Y., and received an ordinary school education, followed by one year at Eddytown Seminary. While he was still young, he moved to Illinois, and there devoted all his time to inventing.

Besides inventing the roller bearing device, for which he is most widely known, he also discovered with his brother, the late I. Smith Hyatt, the process of manufacturing celluloid. The following list of patents shows the extraordinary range of his inventive talent: a knife sharpener, new method of making dominoes and checkers, the Hyatt billiard ball (including the machinery for making it), water purifying system, lockstitch sewing machine, machine for squeezing juice from sugar cane, new method of solidifying hard woods for use in bowling balls, golf stick heads and mallets.

Major Wrench Guest of Business Publishers

The scheduled program of the Open Discussion Meeting of the New York Business Publishers' Association, held at the Automobile Club, New York, on the evening of May 10 was shoved aside to permit the association to extend its hospitality to Major Evelyn Wrench, formerly head of the British Bureau of Information, who chaperoned the business publishers during their trip to England and the western front just before the armistice. Major Wrench, who is in this country as representative of the English-speaking Union, was the guest of honor at the publishers' dinner and the chief speaker afterwards. Harry M. Tipper, president of the association, acted as toastmaster and H. M. Swetland, president of the United Publishers' Corporation, made the address of welcome to the visitor. Other speakers were Roger Allen, of the Allen-Nugent Company; Arthur J. Baldwin, vice-president of the McGraw-Hill Company, and Samuel O. Dunn, of *Railway Age*, president of the Associated Business Papers. The promotion of cordial business relations between the two great branches of the English-speaking people formed the keynote to the evening's addresses.

George W. Hopkins is Reelected to Presidency of the New York Advertising Club

At the annual election of the New York Advertising Club held on Tuesday, May 11, George W. Hopkins, general sales manager of the Columbia Graphophone Co., was reelected president. Frank Presbrey, of the Frank Presbrey Co., was elected vice-president for three years, and Oliver B. Merrill, of *Youth's Companion* was reelected treasurer. To serve on the board of directors, A. Van Gytenebeck was elected a director for two years, and Francis H. Sisson and William H. Ingersoll were elected for three years.

Buys Jacksonville Paper

S. A. Lynch, president of the Southern Enterprises of Atlanta, has purchased the Florida *Metropolis*, Jacksonville's evening newspaper from W. R. Carter and Rufus A. Russell. Mr. Lynch controls theatrical and amusement enterprises in several southern cities.

Representatives Elect Officers—Will Hold Outing in June

W. Roy Barnhill, of the *American Golfer*, was elected president of the Representatives' Club to succeed Raymond H. Eowen at the thirteenth annual meeting of the club which was held May 3, at the Hotel McAlpin. Albert J. Gibney, *Munsey's*, was elected first vice-president; Thomas Childs, Vickery & Hill, second vice-president; C. W. Fuller, *Christian Herald*, secretary, and C. S. Plummer, jr., *Metropolitan*, treasurer.

The thirteenth annual outing and banquet of the Representatives' Club of New York will be held on June 11 at Gedney Farms Hotel, White Plains, N. Y.

The sporting events will begin at 2:30 P. M., and the banquet at 7:30 P. M.

Advertising "Clean Hands" Downs "Profiteer" Cry

Believing that "the word 'profiteer' is applied recklessly and indiscriminately to honest and conscientious merchants, who must bear the odium along with the comparatively few who are taking unfair advantage of the present situation," several of the country's great retail firms have been using their advertising space in the last few weeks to impress upon the public that they are doing their part to solve the problem of lowering prices and to demonstrate that they themselves are caught between the devil of rising costs and the deep, blue sea of consumer suspicion.

Strawbridge & Clothier, of Philadelphia, from whose copy the foregoing quotation was taken, devoted a full page in the Philadelphia *Evening Bulletin* of May 1, to analyzing the cause of high prices, to suggesting a remedy and to assuring its customers that its own hands were clean by virtue of the facts (1) that its profit for 1919, after deducting government taxes, "was less than in many of the former years in the history of this store," and (2) that it is at present pursuing a policy of "sacrificing profits to which it is legitimately entitled."

Declaring that curtailment in production, particularly in production per man, labor troubles and greatly increased exports or other than national extravagance, lay back of price increases, the copy asserted that the remedy is "Work, Reasonable Economy and Careful Shopping." The suggestion that overall clubs and the dress suit ban would have an appreciable influence on prices was ridiculed.

Employing Printers Present William Green with a Beautiful Home



In recognition of the service rendered to the organization of Employing Printers of New York, William Green, president of the United Typothetae of America, and proprietor of one of New York's largest printing plants, at a recent meeting held at the Hotel Astor, was presented by his associates with the deed to a home in New Rochelle, N. Y., which he had contemplated purchasing.

John Wanamaker, of New York and Philadelphia, began his May advertising with the announcement of a sale offering, for a limited time, the entire retail stocks of his stores, less a few restricted articles at a 20 per cent reduction from April-end prices. This, Mr. Wanamaker declared, was his bit toward creating "a breakwater against the higher wave of costs, said by the Federal Reserve Board to be still rising."

He also characterized it as "another effort to bring down prices with the hope of influencing manufacturers to reduce the cost of manufacturing." The Strawbridge & Clothier copy, on the other hand, suggested that "the manufacturers were as anxious as the retailers to restore normal conditions and, in many cases, almost equally helpless in controlling the cost of production."

Touching on the matter of production it is interesting to note how a colored poster designed by the ad-service department of the *Shoe and Leather Reporter* is being used by tanners, shoe manufacturers and other members of the trade to incite their labor forces to greater production. This poster is being hung on the walls of the work rooms of the shoe factories where the workmen, attracted by its vivid greens and blues, will read its message that "Men and women who labor with their hands or brain are now in the trenches. . . ." "Every added stroke of labor is an act of mercy; every idle minute increases the peril of a waiting world" and will heed the call to "work more, earn more, save more."

The gift, which was presented in a miniature house, was a complete surprise to Mr. Green. His fellow printers felt that some form of appreciation was due him for his untiring efforts in their be-



The \$23,000 residence at Beechmont near New Rochelle, N. Y., presented to William Green by the Employing Printers of New York

half and took this practical method of partly discharging their obligation. Mr. Green has been identified with organization work among printers, both locally and nationally, for over twenty-five years, and recently he accomplished most commendable work as a member of the Committee of Five.

Employment Managers Will Convene at Chicago

An attendance of 2,500 to 3,000 persons, representing companies in the United States who are big employers of labor, is expected at the Second Annual Convention of the Industrial Relations

Association of America (The National Association of Employment Managers) which is to be held in Chicago, May 19-21. Philip J. Reilly, of the Detail Research Association, New York, who is president of the National organization, will preside.

P. W. Ditchfield, vice-president, Goodyear Tire and Rubber Co., is scheduled to speak on "Man and Industry"; H. P. Bowles, vice-president, Hydraulic Steel Co., and Harry N. Clarke, president, Corte-Scope Co., will discuss "Linking Up the Worker With the Finished Product."

On Thursday George F. Johnson, vice-president, Endicott-Johnson Co., and C. A. Lippincott, Studebaker Corporation, are to make "Community Conditions Affecting Labor Stability" their subject. "The Foreman of the Present and the Future" will be the topic of Leroy Cramer, vice-president, Willys-Overland Co., and of A. C. Horrocks, Goodyear Tire & Rubber Co.

Henry Leland, president, Lincoln Motor Car Co., and Sidney J. Hillman, president Amalgamated Clothing Workers of America will talk on "Organized Labor in Industry," at the general session of Friday. "What Management Wants" will be told by E. C. Shaw, vice-president, B. F. Goodrich Co., and Sherman Rogers, former Oregon lumber jack, will tell "What the Workingman Wants."

Subject meetings and sectional meetings, treating upon innumerable angles of industrial relations, will be held between the main sessions.

Former Advertising Manager Organizes Company

Walter Bieling, for five years central states sales manager of Nordyke & Marmon, Indianapolis, and at one time advertising manager for the Remy Electric Co. is the president and general manager of the Olentangy Motors Co., which has been organized in Columbus, Ohio, to sell the Marmon car and a small high-grade machine, the name of which has not been announced yet.

British Newspapers Increase Price

Owing to the increased cost of newsprint, the Manchester *Guardian* and the Liverpool *Post* have increased their price to twopence. The *Guardian* points out to its readers that the cost of paper is now more than 50 per cent above the pre-war figure, and that since the beginning of the year 280 newspapers and periodicals have raised their price.

George Ethridge and Francis Best Address Columbia Adcrafters

At a meeting of the recently organized Adcraft Club at Columbia University, on Wednesday evening of last week, George Ethridge, of the Ethridge Co., and Francis J. Best, until recently advertising manager of Franklin, Simon & Co., made addresses. Mr. Ethridge's subject was "Visualizing the Idea," and among the many things he told were his early experiences as an artist on the New York *World*. Miss Helen A. Ballard, who also spoke, was elected an honorary member of the society.

Baker Becomes "Metropolitan" Promotion Man

Donald R. Baker, recently with the Corona Typewriter Co., has become manager of the promotion department for the *Metropolitan* magazine.

Wanted—A Maritime Leader

(Continued from page 38)

50 per cent of its overseas trade and if legislation and leadership are forthcoming, our country should really start upon a new period of shipping history. It must be remembered, however, that the British fleet is rapidly being enlarged and is still the leading merchant fleet of the world, and promises to remain in this leadership, since Great Britain is so vitally dependent upon the sea and ships for its expansion and livelihood.

GREAT NEED THAT FACES US

The great need at present in our country is for definite and decisive action relative to laws by Congress that will make it possible for our country to compete on even terms with other nations on the sea.

There is, however, a kind of indefiniteness about all of our plans which troubles the practical and experienced shipowner and manufacturer. Our maritime affairs are somewhat like the description of an old darkey woman of her husband's illness. When asked how her man was getting on, she replied: "Oh, he's just lingering along, lingering along. I do wish he would do something definite."

Doubt is expressed by many of our most capable shipping men as to our actual ability to compete with Oriental ship labor and there is also doubt as to whether this country can build ships cheaper than those constructed on the Clyde. There is still also uncertainty as to the best method of operation of our ships.

Shall the government own and operate the vessels? Should ships be owned and run by private firms? Shall the ships be sold at auction? Or, shall we follow the suggestion of Howard Coonley, vice-president of the Emergency Fleet Corporation, who believes that the government should treat the ships as New York City treats the subways—own them and lease them to private operators?

The very evident tendency at present both on the part of the Shipping Board and shipping men generally is toward the private operation at least of our merchant marine, while there are rumors occasionally of subsidies together with new ideas of ownership and operation more or less constantly forthcoming.

UP TO THE SHIPOWNERS

Whatever plan is adopted the country faces an intricate problem, and this problem revolves about eco-

nomical advantage and possibility.

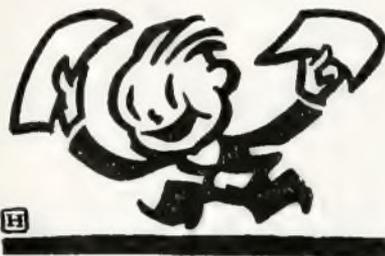
Robert Dollar, the veteran shipowner, sees the problem from the point of view of owners of ships and believes that these men alone must be held responsible to develop trade. He says that "ship charterers having no money invested will operate the ships only as long as they can make a profit." Mr. Dollar further advocates selling of the ships by the government to private owners on the installment plan; he would also like to have the government pay the difference between the American standard wage, say \$60 a month, and the

Oriental standard pay of perhaps \$15 a month.

Then, again, the ever-present Seamen's Act rises to the surface, and there is a consensus of opinion, rather than a consensus of acts, to the end that certain portions of this bill at least should be radically changed, if American ships are to be placed again on the Pacific in competition with Japanese carriers.

Add to these walls of difficulty a slow-moving and, if we are to judge from the past, an ill-informed Congress, more or less indifferent to all matters outside of the confines of the United States,

GOOD NEWS



For Paper Makers

The demand for all grades of paper grows tremendously, and although every mill in the country is turning out tonnage at top speed twenty-four hours a day—the need for increased output is greater every week. The flood of orders swamping the mail of paper makers is assurance that the boom in the paper business is not temporary—years will be required for supply to catch up with demand. New mills are being built to increase production—more than fifty are already planned for the next two years—new and better equipment for present mills is the order of the day. So the good news for paper mills means good business for those who sell to them. Opportunity is knocking at the door—and the key that opens the door of practically every mill in the United States and Canada is

PAPER

The industrial journal of the paper industry

471 FOURTH AVE.

NEW YORK CITY

Underwear Hosiery

The Underwear & Hosiery Review

320 Broadway New York

A Fertile Field for Shaving Soaps

Over 6,000 retail cutlery dealers and hardware dealers whose cutlery sales are important enough to warrant them 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

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account

JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS"

In every large institution THE SALES MANAGER—Monthly will be found on the desks of "Sales Managers"—because it makes them better sellers

SALES MANAGER

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 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.

POSTAGE - 18 East 18th St., New York City

and the need becomes more and more pressing for some decisive and experienced leadership.

In fact, the most crucial necessity exists at this moment for a strong, competent and well-informed leader of our merchant marine activities—a man with authority to act. We have had quite enough of talk and theory spinning. As an old college professor once said to a hesitating student: "Your greatest need at present is to go ahead and do something." Public sentiment has been aroused; now let it be capitalized in definite action.

One of the first requirements of the American nation just now is a man of achievement, big in vision and capable by experience to focus his theories upon a definite line of action, which we believe the country is ready, as never before, to support.

The period of theoretical education is drawing to an end; the nation must now launch out into maritime life under the guidance of clearly defined principles and policies, or be satisfied to slip back into its former isolated non-maritime condition. No one believes that we can or will do this, but the necessity is insistent upon the nation.

The Agency In Foreign Service

Continued from page 33

The commercial world is a strange combination of lights and shadows. The two Americas have been brought closer together by the war and understand each other better than ever before.

Great Britain is properly anxious about her foreign trade and is taking no chances where competition is imminent.

THE TIME TO ACT IS NOW

The countries of the Far East, especially China, are awakening as never before to the advantages of foreign trade, and the United States should have much to do with the development.

Over Europe and Asia there still hangs the black cloud of battle smoke obscuring clear vision and leaving the new states of Central Europe blinded by the suddenness of their emancipation and without any well-defined policy for the future.

But behind the scenes the plan for world readjustment is being worked out—here and there we see indications of better days in changed and better trade relations, for us in these cloudy days to have the courage of our convictions, to retain the good sense of our better judgment, and by exercise and application of the principles of advertising and cooperative effort prepare for the day when the clouds shall clear away and we shall stand in the forefront of the nations controlling the commerce of the world.

An address at the Foreign Trade Convention, San Francisco.

New Quarters for the American Association of Foreign Language Newspapers

On May 3, the American Association of Foreign Language Newspapers moved its offices from the Woolworth Building, New York, to 30 East Twenty-third street, where the entire ninth floor will be occupied.

New Agency in Pittsburgh

Grant Davis, formerly advertising manager of the National Fireproofing Co. and R. F. Meyer, formerly with the Eddy Press Corporation, have established themselves in the Bessemer Building, Pittsburgh, to specialize in accounts for buildings and the allied fields.

Wrigley to Erect Skyscraper

Work has commenced in Chicago on a new office building for William Wrigley, Jr., which when completed, January 1, 1921, is to be the largest skyscraper in the city. The building will be 308 feet high and will cost \$2,000,000.

Price, \$1.00

"PHONE" WITHOUT BEING OVERHEARD

Wonderful Sanitary whispering telephone mouthpiece enables you to talk freely without being overheard. Hold secret conversation. Every advantage of a booth telephone. Send postpaid for only \$1.00. Money back if not more than pleased.

Live Agents Wanted

THE COLYTT LABORATORIES
575 W. Washington St., Chicago, Ill.

We have spent more than six years learning student buying needs and habits and in applying our knowledge to college paper advertisers' problems.

USAA

Collegiate Special Advertising Agency, Inc.
503 Fifth Avenue, New York Established 1913
Chicago Office: 110 So. Wabash Ave.

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

American Writing Paper Company Increases Advertising Department

The American Writing Paper Co., Holyoke, Mass., has added Almon W. Spaulding and William Robins to its department of sales promotion, publicity and advertising.

Mr. Spaulding who was in the advertising department of a Boston department store, recently directed a campaign for the Massachusetts Agricultural College of which he is a graduate. Mr. Robins was formerly with the O. J. Gude Company, the *New York Times* and Sperry & Hutchinson.

Packages and Containers To Be Exhibited June 4 to 25

An exhibition of American and European packages and containers, including wrappers and labels, representative of the best artistic and commercial values will be held from June 4 to 25, at the Bush Terminal Building, New York, according to an announcement made by the American Institute of Graphic Arts.

The institute is at present conducting a comprehensive exhibition of printing at the galleries of the National Arts Club, 119 East 19th street, New York. After June 1, the exhibit will be displayed at several other cities throughout the country.

McCutcheon-Gerson Service Moves — Takes New Accounts

The McCutcheon-Gerson Service has moved to the tenth floor of the Garrick Theatre Building, Chicago, taking the quarters of the Gunther-Bradford agency which has gone to the Tribune Building.

Among the new accounts which the McCutcheon-Gerson Service has secured are: the O. K. Giant Battery Co., the Victoria Watch Co., and Wm. H. Ross & Co., investment securities. An extensive campaign for the Illinois National Guard and others for the American Legion and the Y. W. C. A. will also be handled by this agency. The two last named campaigns will commence very soon.

Chester and Raymond Join Wood, Putnam & Wood

Walter L. Raymond and Walter Chester have become associated with the Wood, Putnam & Wood Co., advertising counsellors, Boston, Mass.

Walter L. Raymond, who will act in the capacity of technical service man at the Boston office of the firm, was formerly in the advertising departments of the Vacuum Oil Co. and the National Lead Co.

Walter Chester, who is known as a specialist in food and grocery merchandising, was formerly with the Erickson Co., New York advertising agency.

New Orleans "Item" Makes Changes

To take care of its business expansion and of new news departments, the *New Orleans Item* has made several changes.

Robert F. Holden, who was business manager of the *Navy Life* magazine during the war, and recently with the *Washington Times*, is now a member of the *Item's* advertising staff. C. D. Miller, New Orleans sales representative for a big manufacturer, has joined the merchandising department of the newspaper.

Clark Salmon, city editor, has been promoted to associate managing editor, and McClellan Van deVeer, Sunday editor, has been made city editor. James L. Spencer, assistant telegraph editor, has been appointed Sunday editor, and other changes are as follows: Roy Sullivan, marine editor; W. E. White, automobile editor; J. B. Peddicord, assistant city editor, and Walder Valois, chief of copy editors.

Electric Sales Manager Resigns

Jack H. Risser, manager of electric sales for the Globe Stove & Range Co., Kokomo, Ind., has resigned his position.

New Publications

"The Associated Grower"

The Associated Grower, an attractive fifty-two page publication in magazine style, made its initial bow in March. It is the result of a merger of *The Sun Maid Herald*, published by the California Associated Raisin Co., and the *Blue Ribbon Peach News*, formerly put out by the California Peach Growers, Inc. It will be issued monthly in Fresno, Cal., by the two above mentioned cooperative growers' organizations, with Roy E. Miller as editor.

"American Notions"

In newspaper style, R. B. Fernhead, formerly editor of *Notion Trade Topics*, is now issuing a monthly trade paper in Yonkers, N. Y., called *American Notions*. Its original form and style is a decided departure in trade paper methods.

"Overseas Enterprises"

The Industrial Enterprises of United States, Inc., New York, are now publishing each month an international trade journal named *Overseas Enterprises*. It is printed in English, Russian and Polish, and is devoted to dissemination abroad of the knowledge of American export and import markets and giving similar information to American business men and manufacturers concerning export and import conditions in foreign countries.

"The Knot-Hole"

"Conceived in Sin and Brought Forth in Washington" is the explanation that Ernest Greenwood and Hugh Reid, make for their little monthly, *The Knot Hole*. It is taken up chiefly by political matters, "being principally the opinions of two opinionated persons."

"The Road to Happiness"

In the later part of May, *The Road to Happiness*, a yearly register of advertisements of concerns interested in reaching the newly engaged young ladies of society, will be issued by the Gift Book Publishing Company, New York, of which Miss Jessie Lee Sheppard is president. Besides being handsomely bound and illustrated, the volume will contain many interesting pages for the newly-wed to give added value to the advertisements appearing therein.

"La Nueva Democracia"

La Nueva Democracia is a new publication put out in Spanish each month by the Committee on Cooperation in Latin-America, New York. Its editorial content consists of articles on sociology, science, art, education and similar subjects, and is circulated in Latin-America chiefly.

"Gotham for Art Work"



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



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Calendar of Coming Events

May 18-20—Annual Convention National Association of Manufacturers of the United States of America, New York City.	June 6-10—Sixteenth Annual Convention of the Associated Advertising Clubs of the World, Indianapolis.
May 19-20—Second National Convention Tobacco Merchants' Association of America, New Hotel Willard, Washington, D. C.	June 6-10—Annual Convention, Association of North American Directory Publishers, Indianapolis, Ind.
May 19-21—Annual Convention, Industrial Relations Association of America, Chicago.	June 7-12—Annual Convention, National Association Sheet Metal Contractors, Peoria, Ill.
May 24-27—Thirty-first Annual Convention of the Heating and Piping Contractors National Association, Cleveland.	June 12-15—Semi-annual Meeting, Association of National Advertisers, Bedford Springs, Pa.
May 25-27—National Confectioners' Association of the United States, Annual Convention, St. Paul, Minn.	June 21-26—Annual Convention, National Fertilizer Association, The Greenbrier, White Sulphur Springs, W. Va.
June 1-5—Annual Convention of the National Association of Credit Men, Atlantic City.	July 13-14-15—Annual Convention Poster Advertising Association, Hotel Statler, St. Louis, Mo.

Crawford Will Address Advertising Clubs

Arrangements have been made by a number of advertising clubs to hear W. S. Crawford, of W. S. Crawford, Ltd., London advertising agency, speak on advertising conditions in Europe today. Mr. Crawford is expected to arrive in New York on May 24.

Foreign Language Advertising Service Organized

Samuel Bravo, formerly manager of the Cleveland branch of the American Association of Foreign Language Newspapers, has resigned, and has organized the Foreign Language Advertising Service at 611 Frederick Building, Cleveland. Mr. Bravo, who has been connected with the foreign language press for ten years, has secured new local and national accounts, and will also continue to handle his former accounts.

Butterick Moves to Brooklyn

The Butterick Publishing Company has leased 62,400 square feet of space in the Flatbush Industrial Building, Borough Park, Brooklyn, for ten years at an aggregate rental in excess of \$450,000.

Two floors will be devoted to printing and preparing for publication *Everybody's*, *Romance*, and *Adventure*, which have a total circulation of 1,500,000 copies a month.

Sails for England in August

William J. MacInnes, of the McCutcheon-Gerson Service, Chicago, will cross to England in August to confer with English clients regarding their advertising campaigns in the United States. He will also place contracts and arrange manufacturing details for the O. K. Giant Battery Co.

Hearst Buys a Paper Plant

William R. Hearst, of the New York *American*, in a deal said to involve several million dollars, became the owner of the Dexter Sulphite, Pulp & Paper Co., including a timber tract of 20,000 acres, at Watertown, N. Y., last week.

Kimball Will Advertise Oakland Motors

B. B. Kimball has been appointed advertising manager of the Oakland Motor Car Co., Pontiac, Mich. He succeeds W. A. Sullivan, who has resigned from the organization.

Marketing a New Cooking Oil

The W. J. Bush Citrus Products Co., National City, Cal., has inaugurated a newspaper campaign in its state to introduce Aprol, a cooking oil, made from apricot and peach kernels. Between 24,000 and 25,000 kernels are needed to make one gallon of the oil, which is said to be of high digestibility.

T. H. Shore & Staff of San Diego, Cal., are placing the advertising.

"Hardware Bulletin" Adopts Standard Page

Beginning with the June issue, the page of the *National Hardware Bulletin* will be enlarged to 7 x 10, the standard page size.

Tractor Papers Open Chicago Office

Under the direction of Frank Maas, advertising director, *Tractor & Implement Topics* and the *Tractor & Implement Exporter*, New York, have opened an office at 1105 Mallery Building, Chicago.