

Advertising & Selling

JUNE 26, 1920

The Chicago Tribune's 1920 Book of Facts

is now being distributed free of charge to selling organizations which request it on business stationery.

Thousands of people who wanted copies of the 1919 BOOK OF FACTS did not get them because the supply was so quickly exhausted. The same thing was true of "Tangible Circulation," published by The Tribune later in 1919. Both these books revised and brought up to date are combined in the 1920 BOOK OF FACTS, together with much new material.

This unique publication, 68 pages packed tight with maps, charts and statistical tables, is an invaluable reference work for agencies, advertisers, and prospective advertisers.

Write immediately to one of the following offices.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago 406 Haas Bldg., Los Angeles
512 Fifth Ave., New York
125 Pall Mall, London, S. W. 1.

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BOOK
YTD BASKIN

Foldwell
TRADE MARK



“Just See How It Holds at The Stitches”

“When that catalog was planned we took into account what many advertisers overlook—the strain on the center page fold. Foldwell was chosen to withstand that strain. Examine it. Not a sign of a crack there—nor on the cover.”

“Open and close it all you please. The strain will not loosen the cover and no pages will fall out. The stitches will bend before the paper breaks between the holes.”

The printer's confidence in Foldwell is well placed. For Foldwell's rag base and extra strong fibres insure it against cracking or breaking.

By using Foldwell in your catalogs you, too, can be certain that your sales messages and illustrations will do every bit of work you intend them to do. For Foldwell catalogs, though severely handled and repeatedly thumbed back and forth, always come up smiling.

Our booklet, “The High Cost of Taking a Chance,” on request.

CHICAGO PAPER COMPANY, Manufacturers, 827 Wells St., Chicago, Ill.

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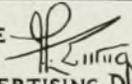
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Highly Concentrated City Circulation In New Orleans

The leading commercial center of the South—the second port of the U. S. A cosmopolitan city—a highly active buying and selling market—responsive to advertising.

Suburban New Orleans is too limited—too scattered to reach economically. Concentrate on city circulation—advertise in the States. You will get more profitable returns at a lower cost.

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We'll gladly furnish it.

WRITE 
ADVERTISING DIRECTOR

New Orleans STATES

EVENING

SUNDAY

50th year. No. 1. Issued weekly. Entered as second-class matter October 2, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price, 15c. the copy; \$3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City.

Biggest—

It is the biggest store
in the world!

—more than a hundred
times as big as
Marshall Field's!

—and nearly two
hundred fifty times as
big as Gimbel's in New
York!

—and nearly three
hundred fifty times
as big as Filene's in
Boston!

—and five hundred
times as big as the
Emporium of San
Francisco!

It covers more than
6250 acres of floor
space!

It employs more than
eight hundred thousand
men and women!

It serves a hundred mil-
lion people!

The Dry Goods Econo-
mist Store!

.....

The Dry Goods Econo-
mist Store is made up of
nearly ten thousand stores.

The biggest and best of
America's Dry Goods and
Department stores.

They are the BIG Mer-
chandising powers in near-
ly three thousand cities
and towns.

They do a business of
more than five billion dol-
lars a year!

Do you really know the DRY GOODS ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

* **97%**

of Dry Goods
and allied lines
are sold on the
recommendation
of the Retail
Merchant
In the eyes of
the Consumer
he is responsible

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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.

30th Year

JUNE 26, 1920

Number 1

Including the Rest of the World In Your Program of Marketing

The Strikingly Effective Methods Employed with Success by the United States Steel Products Company in Its Up-Building of Markets Abroad

By JOHN L. BINDA

IT seems to be the tendency of writers on foreign trade to belittle the methods of the American exporter and to admire the accomplishments of the foreign merchant, meanwhile overlooking the fact that to have increased our exports of manufactured goods from \$4,000,000 in 1905 to \$776,000,000 in 1919, and to the enormous figure of \$2,564,000,000 in 1919, was no mean feat. An increase of six hundred per cent in fourteen years is in itself conclusive evidence that foreigners found it practical, convenient and satisfactory to buy American goods. Our tremendous progress is the envy of all progressive countries and our methods of trade expansion are being closely imitated by them in their efforts to capture some of this lucrative business.

Certain examples of American enterprise in foreign fields have few parallels in the history of the world's trade and this article and those that may follow will endeavor to show what some American organizations have done toward spreading products of American manufacture to every corner of the globe, and the methods followed by these companies in developing the markets.

AMERICAN "SIGNS OF TRADE"

No matter to what far away land the traveler may wander the chances are that he will see the red "S" of the Singer Sewing Machine Company. In the language of many countries there is no such word as "sewing machine" and the name "Singer" has been incorporated into the vocabulary to take its place. This has made it impossible for the German

Selling Steel to the World

It should be a matter of deep interest to American manufacturers to study, at close range, the methods employed by some of our great industries in "putting across" their products to the world markets.

John L. Binda, consultant, of the American Foreign Trade Council, herewith offers the first of a series of articles which will follow this line of instructive advertising and selling, writing.

Other articles to come will discuss many phases of foreign trade problems, constructively and comprehensively, with first hand knowledge to support every statement.—THE EDITOR.

manufacturers of sewing machines to make much progress in these countries in spite of the immense amount of money employed in advertising the German product.

The tin cases of the Standard Oil Company are known everywhere. In many places whole villages are built from these and practically every utensil used in the kitchen is made from the tin. I never can forget the coal-oil flavor of the apples we had at Salonica. They had been shipped from Serbia in these cases and very little care was taken in trying to eliminate the odor.

Our annual export of agricultural machinery amounts to over \$40,000,000 and this has been maintained in the face of serious foreign competition. Possibly in no other line of export has so much care been devoted to the study of the foreign field. Agricultural machinery manufacturers not only have used the most modern methods of selling and

distributing their product, but have created new sales opportunities by studying and building machinery minutely suited to widely different needs. This has been more than an export business, for it has increased agricultural productivity throughout the world.

Not many years ago it was nearly impossible to buy a ready-made shoe abroad. In spite of the seemingly unsurmountable tariff obstacles, American manufacturers have developed the sale of ready-made shoes to such an extent in foreign countries that the made-to-order product has practically disappeared. Last year we sold abroad 21,354,537 pairs of shoes having a value of \$74,836,177. This result was obtained by supplying a good quality, selling it at a uniform price and by proper advertising.

AMERICAN TYPEWRITERS LEAD ALL

The chances are that the letter you received this morning from Kangoon, Buenos Aires, Cape Town or Pekin was written on an American typewriter for this is the only kind that a foreigner will use. American meat packers not only have developed a tremendous export business, but have helped to develop the resources of many countries. The riches brought to Argentina by the development of the meat industry under American supervision is a striking example.

The American automobile is proud of its record in foreign fields and its service during the late war was not equalled by any foreign make. No land is too distant, no road too difficult for it to travel; a wonderful

Proving American Efficiency Yields Oil Trade in Spain

THE president of a New York concern which produces a lubricating oil, some time ago determined to investigate the possibilities for sales of his product in Spain. He sent a representative to Spain to make a preliminary investigation. This representative approached a cotton spinner, who advised him that his seven-thousand spindle mill was lubricated with the best oil in the world—pure olive oil. The American had never heard of the use of olive oil as a lubricant and did not know anything of its lubricating qualities. He sent samples of it to New York where it was studied most carefully, with the result showing that much more power was required to drive machinery lubricated with olive oil, than with the product of the American concern.

As a result of this investigation, negotiations were opened with the Spanish mill owner for a demonstration in his own plant. The mill was shut down, thoroughly cleaned and then started with the machinery lubricated with the American oil. The Americans proved to the Spaniard that by using their oil he could drive fourteen thousand spindles with the same power which he had been required to develop for seven thousand spindles lubricated with olive oil. The result of this demonstration was to secure for the American concern all the oil business in Spain which it cared to take.

example of American ingenuity, skill and progress.

That so many American manufacturers have succeeded in building up a large foreign trade in face of serious European competition, carrying their goods all over the world, should be an example to others. It shows what has been made possible by perseverance in overcoming great obstacles.

UNITED STATES STEEL CORPORATION

One of the first concerns to consider foreign markets as primary markets and not merely a secondary outlet at dull times was the United States Steel Corporation, which, through its selling organization, the United States Steel Products Company, does probably the largest foreign trade of any single company. This corporation owes its great development in foreign fields to the genius of its president, James A. Farrell, the dean of American foreign trade and probably the greatest authority on the world's markets in the United States. Since 1889, when he became sales manager of the Pittsburgh Wire Company, Mr. Farrell has been a firm believer in the great possibilities of American iron and steel products in foreign markets. When the United States Steel Corporation was formed he insisted that an exhaustive study be made of the requirements abroad and of the best methods to fill these requirements. The result was that in October, 1903, the United States Steel Products Company was founded for

the purpose of extending the foreign business of the various subsidiary companies of the Steel Corporation and to concentrate the operation and management of it into one company with a view of deriving the economic advantages that go with such a centralized organization. Mr. Farrell became the first president of the new company.

At the time of the formation of the company, some subsidiaries had various offices. In London, for example, there were seven different companies with seven different offices and the cost of doing business abroad was very high. These offices were all consolidated into one and a general catalogue embracing all the different lines handled by the various companies was compiled, printed in various languages and sent to the various branches. This catalogue is reprinted from time to time as the need arises.

CONFORMING PRODUCTS TO NEEDS

After making a study of the markets of the world the United States Steel Products Company saw the necessity of having the materials manufactured in accordance with the requirements of the markets. This required enormous expenditures in order to change over the mills, an operation which would have been impossible for concerns making one or two lines of goods; and to concentrate products in certain mills so that some of them would be operating entirely on foreign business. There are many articles exclusively

suitable for export such as varnished wire, sold largely in Uruguay, Paraguay and Argentina, and used in place of galvanized wire; special grades of fencing heavily coated with spelter, sent to the tropical countries where there is a great deal of moisture; a large variety of wire nails not used in this country at all, such as oval nails with various kinds of heads known as "rose nails" and "bung heads" sold in Western Australia.

The progress in foreign fields was made only in the face of very active and serious competition for when the United States Steel Products Company was first organized it found practically all the foreign markets preempted by foreign manufacturers and merchants and it was a very difficult matter to enter those markets where European manufacturers had been established for many years. Not only was there a prejudice on the part of the community against the newscomer, but hostility in most cases. In order to obtain a foothold in these markets it was necessary to sell below the price of the concerns already established in the market who had their customers, native salesmen and all the advantages that go with a long occupation of a business in any foreign country.

MEETING LOCAL CONDITIONS

The corporation believes in doing business in every market of the world in accordance with the customs existing in the market. Sales are made in the weights and measures and in the moneys current in the market in which business is being done. Frequently the company is obliged to purchase in the open market various kinds of merchandise that are more or less collateral with the lines it is selling, to go with their own products. If a lot of sheet steel piling is sold to a firm in India and the customer needs a pile driver the Steel Products Company will buy one and send it along with the order so that the work may be accomplished.

Careful attention always is given to the idiosyncrasies of the purchaser. For example, it is impossible to sell in Java the oval type of wire nail used in Australia and so a special type which follows the old cut nail is sold. The Javanese thinks this drives easier than the one sold in Australia while, on the other hand, the Australian will buy only the oval type.

In Bombay the native does most of his buying in the bazaars and it

(Continued on page 24)

Endowing "Jimmy Pipe" With A Personality --Advertising Can Do It

It Only Requires the Proper Appeal to Make
"Our No. 23167" Heir to the Pipe Romance of
the Ages and a Vastly Better-Known Product

By RALPH BEVIN SMITH

A WAY BACK in 1276 A. D., more than three centuries before Sir Walter Raleigh made tobacco the white man's solace, a Spanish writer penned these words: "Whoever smokes sweet lavender feels active, ardent and vigorous."

Now, although it wasn't specifically meant so, that is pretty fair copy for sweet lavender advertising considering the state that advertising must have been in at that period if, as Dean Johnson told the A. A. C. of W. convention, at Indianapolis, it is "hardly out of its swaddling clothes to-day."

The significant thing about this dark-age event, however, is that it shows a smoking mixture being boosted while the article in which it was smoked is entirely neglected. That article, historians surmise, was a pipe.

PIPES IN CESAR'S TIME

There were pipes ages before the gallant and obliging Sir Walter laid his cloak on the pavement to please a queen and his head on the block to satisfy a king. Fine pipes have been dug up in the old Roman settlements of Spain in which, it is assumed, the Roman legionaries puffed that self-same sweet lavender.

Because of the absence of ancient day pipe copy we must assume a whole lot of things about ancient day pipes just as, because of the shortcomings of modern day pipe advertising, we must assume a whole lot of things about modern day pipes—which lets our Ethiopian subject out of the woodpile of verbiage.

We have with us to-day, etc., who will speak on the subject of modern pipe advertising; and that ribald person in the top gallery who shouted: "Yah, the only modern pipe advertising is modern tobacco advertising;" will be answered in good time.

Not long ago a writer on this subject in *Tobacco*, the trade paper of the tobacco industry, said:

Check up the fellows you know who are pipe smokers. Now, take a census of the kind of pipes they carry. Are they for the most part nameless, or do you rec-

ognize among them the brands of well-known briars. My own opinion, based on experience and observation, is that a man gives no more thought to the selection of his tobacco—perhaps not so much.

Why? Well, the question is not easy to answer offhand. But it would be no distortion of the truth to say that the lack of good pipe advertising is largely to blame for this condition. The fact is that the best advertising of pipes is not done by pipe manufacturers at all, but by advertisers of pipe tobacco. From this assertion I fancy the pipemaker will strongly dissent. No matter. The weight of evidence is overwhelmingly in favor of it. Ask the man in the street, for instance, to name offhand a brand of tobacco, and the chances are he'll rattle off three or four nationally-known brands without hesitating. Now, ask him to mention a good briar, and he is apt to pause, name B. B. B. (or is it B. V. D.?), Wellington, or Chesterfield or else be stumped for the moment. And yet if pipe advertising was as good as they, the producers, like to think it is, the various brands of advertised pipes would be just as familiar to us as those of the better-known pipe tobacco, cigar and cigarettes.

No pipe advertiser has given us yet a figure so human and kindly and lovable as Velvet Joe, who seems in his homely way to sum up the philosophy of pipe smoking. No pipe advertising, in my opinion,

has the knowing, friendly and persuasive quality that Edgeworth has; and no pipe talk, perhaps, has converted or recon-verted us to the joys of pipe smoking—to the solace of cornocob, briar and slippered ease like Prince Albert.

NEED OF BETTER PIPE ADVERTISING

I once knew a newspaperman who was a regular pipe enthusiast. He could recite the names of the better-known pipes and tell you how they were made, their advantages and their shortcomings. His favorite briar was the Loewe—the find of an overseas trip—whose virtues he used to extol with all the fervency and zeal of a tyro golfer describing a favorite stroke. But candor compels me to admit that he was a rare bird. The truth is that, when men gather in the lounge, smoking car, or after lunch, they will talk tobacco brands and mixtures till the cows come home, but nary a mother's son of them will say as much or a quarter as much about the pipe he smokes. And for this anomalous state of things the pipe manufacturer, I affirm, is altogether to blame. He has allowed the tobacco advertiser to put too much emphasis on the weed and not enough on the pipe.

A Prince Albert or an Edgeworth among pipes—that is a consummation worth while. And it can be done if the subject is handled sympathetically and in the right spirit. "Pal-pipe"—what an excellent name for a C. P. F. or a Well-

MOST men prefer the pipe to any other form of smoking. There's comfort, contentment, real satisfaction and economy in a good pipe. W D C Pipes give you this, and more. A special seasoning process makes the genuine French briar bowl break in sweet and mellow. Pick a good shape at your nearest dealer's, at your price.

WM. DEMUTH & CO., NEW YORK
WORLD'S LARGEST MAKERS OF FINE PIPES

This is the type of W. D. C. copy employed in college publications.

ton. There was touch of genius in the calling of a peculiarly shaped clay pipe, the "Brasennose," which suggests the cloistered halls, tree-lined walks and brown-backed hoods of Oxford. It's the personal touch of "Jimmy pipe," not "our No. 23,467," that's going eventually to popularize the pipe and bring it back to the first position it once held among smokers.

When it is realized that, while the production of smoking tobacco has increased 8 1/2-fold since 1860, that of cigars and cigarettes has grown no less than 35-fold in the same period, the urgent need of reform in pipe advertising copy becomes all the more apparent.

WHAT PIPE ADVERTISERS SAY

What have the pipe manufacturers to say to this—what is the answer of the men interested in the problem of adequately advertising long lines of pipes that run from meerschauum to "Missouri meerschauum"?

In the first place, they take issue with the intimation of the writer that pipe talk should convert or reconvert its readers to the joys of pipe smoking—"to the solace of corn cob, briar and slippered ease."

"The tobacco advertisers," they declare, "are carrying on the education of the smoker in the peculiar joys of pipe smoking by campaigns

that must make our efforts along these lines seem puny and futile. They have relieved us of that burden and, because they must advertise pipes in general to advertise their brands of tobacco in particular, we can, without being accused

of 'laying down on the job' leave this field to them. Our task is to advertise pipes in particular—B. B. B. pipes, W. D. C. pipes, Chesterfield pipes."

Then comes mention of another problem which they say the critic of *Tobacco* has overlooked.

Every pipe manufacturer has other grades of pipes in his line than pipes for such connoisseurs as the man who used to extol his

pipe's virtues "with all the fervency and zeal of a tyro golfer describing a favorite stroke." A given quantity of imported briar root will contain only a limited number of pieces suitable for really fine pipes. The others will all make good pipes. They will be genuine French briar, well executed and excellent value for the price, but they will not be so minutely selected or finished as the more expensive grades.

KEEPING THE BALANCE EVEN

"So, you see," one advertiser said to me, "a decent balance must be observed to keep the results of advertising apace with manufacturing ratio. We could easily oversell the factory ten-fold on fine pipes, but we must not fail to keep the regular output swinging at the same rate. For every fine pipe we sell, we must sell a certain number of these less expensive pipes."

A typical pipe campaign now appearing in national and local media is that of William Demuth & Company, of New York, makers of W. D. C. pipes. Demuth advertising, which is being

placed by Snodgrass & Gaynes, New York, has been in action for just five years. In that period the sales of the company have increased three-fold while gross receipts—remember the jump in pipe prices since 1914—have increased four-fold. That ought to say something for the success of Demuth advertising.

The whole aim of this advertising, phrased in the words of the company's agents, is "to convince smokers that Demuth pipes are the best in the world for the price" and there is not a little effort expended in combating the delusion that he English import has "something on" the good old American "Jimmy Pipe."

When this advertiser thinks of of "smokers" he thinks of four classes of smokers. One is made up of the plain, ordinary, average male smoker and includes the other three classes; the second is composed of farmers; the third rounds up the sportsmen; and the young college man fills the third.

THE GEOGRAPHY OF STYLE

Advertising goes to the smoker in general through the national periodicals that men read, both weekly and monthly. The farmer is reached, though on a slender schedule at present, through his farm papers, the sportsman through the sports and outdoor magazines and the college men through college papers.

At the same time, this advertising goes into the newspapers in the form of intensive campaigns in selected territories, particularly in rural territories where there is an

excellent market for the canny advertiser who manages to get in on the ground floor. Incidentally, it may be of interest to those who know only a pipe or two of their own but do not know "pipes" as a trade commodity to learn that different territories play different favorites in pipe styles. The "poker" pipe of New York would be a "dead one" on the levees of New Orleans, while the slender "English" pipe of New England would never leave the dealers' trays in the towns along the Missouri.

(Continued on page 34)

W.D.C.

"It's a W.D.C."

The oldest and most systematic smoke of all—a W.D.C. Co. original French Briar Pipe.

It's a true friend—a charming companion—an aspiration that's good for soul and mind and body. A true dealer's essential large assortment.

Wm. Demuth & Co.

One of the displays employed in the general publications.

W.D.C.

Wellington

"It's a W.D.C."

The Wellington brings out the full goodness of your favorite mixture. All moisture settles in the accurately piced well. The tongue is kept cool by the open-top bit.

Fine French Briar, seasoned the W.D.C. way. Guaranteed against cracking or burning through.

Most dealers have it in many shapes at popular prices.

Wm. Demuth & Co. NEW YORK

For Farm Magazines this kind of copy proves effective

W.D.C.

"It's a W.D.C."

The man who knows pipes in general is always the first to pick up a W.D.C.

He uses a good pipe. He knows a good pipe. He knows a good pipe. He knows a good pipe.

Wm. Demuth & Co.

Another striking bit of copy from the general magazines.

Solving the Problem of the Branch Manager

Your Successful Operation of the Branch Is Likely to Hinge Upon the Sound Business Ability of an Individual and His Proprietary Interest

By RICHARD WALSH

ONE of the most disappointing innovations which many business houses have ever experienced is the branch. Among many experienced manufacturers, the distributing branch has become a sad, ghastly joke. There probably is nothing which figures out better on paper but worse in actual practice than the distributing branch.

Over and over, manufacturers have carefully made their plans and gone into the establishment of branches, only to find that while their plan, in the main, works out satisfactorily, there is always coming up some little thing which wipes all the potential profits for the year, right off the slate. The particular reason for manufacturers going on year after year accepting these losses and annoyances is pretty much due to the fact that the paper profits can always be figured in such a rosy manner that the temptation is to stay with it.

On top of that, when a house has three or four branches, it is generally found that one or two of them will show a nice profit and that again encourages the house to carry the others, realizing that only temporary conditions which they know how to overcome will be removed and the branches which have been showing a loss will be made to show profits.

HARD TO TURN UP PROFITS

Now, the above is the common experience with most manufacturers who have gone into the establishment of distributing branches. We are not interested here in recounting failures, however.

What we do want to do is merely to establish the ground on which we are working, which is that the average manufacturer, especially in the beginning, finds his branches more bother and trouble and loss than anything else. Maybe he lets them continue at a loss for a few years and then cleans them all out and charges the difference to experience. On the other hand, he may make up his mind that the idea is primarily sound, which it is, and conclude to stay with it and make it turn out a profit.

If he chooses the latter course, he will either go through in a bull-

headed manner or else he will sit calmly back and try to analyze the reason for the average failure and see if he cannot lay his hand on the point where success or failure depend. And then, with the solution before him, he goes ahead to apply the remedy.

This later method is the one adopted by a manufacturer who now operates three profitable distributing branches. For four years two of them showed a loss every year while the third showed a reasonable profit. The losses showed by the two of them were always due to minor incidents which were so obviously errors in judgment that they would hardly happen twice. But, on the other hand, there didn't seem to be any end to the new variety of mistakes in judgment which could be produced.

SOME ENLIGHTENING DISCOVERIES

Summing up the strong and weak points of his various branches, this manufacturer discovered the following: His merchandise plainly was suited to all the markets, because getting business was not the real problem. His prices were in line. He was amply provided with the necessary capital to enable each branch to operate with sufficient stock and sufficient capital to carry the necessary accounts. Inasmuch as there are really only three fundamental points to any business, namely, men, money and merchandise, by the natural process of elimination, if he was alright so far as merchandise and money were concerned, then, plainly, the reason for his difficulties lay in the first consideration—men.

From the moment he came to realize that point, his branch difficulties began to lessen because he had the "disease by the tail, coming down hill." In short, he was barking up the right tree—not the wrong one.

When you analyze the branch situation, you find this—the man who can successfully operate a branch is primarily a successful, aggressive business man. He must have all the qualifications which would enable him to succeed in business for himself. Such men are hard to keep on the payroll because, if they

are real branch managing material, they are just the sort who jump out and start a business of their own. That means that the ordinary man who can be put in charge of a branch is somewhat lacking in either the confidence or the ability which permits him to go out and run his own business, and for just that reason he slips up when he is called upon to run a business for another man. When a branch shows a loss, and these branch losses are usually due to special things that come up unexpectedly, it can generally be traced down to lack of judgment or foresight or ability in some little crisis, and it can usually be traced right down to the fact that the manager failed to come up to the occasion. The same element of weakness which keeps him from running his own business has come to the front and shown up in this emergency.

MORE THAN A SALARY NEEDED

Which brings us down to this—to successfully conduct a branch, a manufacturer must have in charge of that branch a man just as good as possible—and at any rate a man good enough to conduct the business successfully. A branch cannot be run, in the final analysis, by the home office. It must be conducted by the man on the ground and that man must be able to come up to emergencies.

Now, there is only one way to get those men and that is by paying them enough in money and business satisfaction to make it possible to keep them on the payroll as branch managers. But in working out their plan of remuneration, something more than straight salary is needed because the type of man who is fitted to successfully operate and develop a branch is the type that will become restless under a straight salary.

So this particular manufacturer has worked out his plan on the following basis:

Each distributing branch is organized as a separate jobbing house and all merchandise shipped to it is billed at the regular dealer list price, less the regular jobbing discount. The branch manager does his own ordering and keeps his own books,

How The Advertising Man Looks to Some Persons



Artist Stanley, of ADVERTISING & SELLING Staff, Observes He is Somewhat Like a Human Being

against a duplicate set kept in the home office.

To be successful in the management of his branch, he must conduct the business at an expense inside of his gross jobbing discount. Part of the expenses of that branch is his salary as manager, just as, if he were owner of the business, he would take out and charge a certain amount as salary. That salary is made large enough to liberally compensate a man strong enough to do that work.

But the arrangement which keeps a good manager interested and working hard is the annual settlement plan. At the end of each financial year, when the inventory is taken, the manager shares in profits as follows: The company has allowed him the same margin of profit it would give any other jobber. In this case it happens to be ten per cent off the list. If the manager has been able to conduct his branch throughout the year on eight per cent, that leaves two per cent in the clear. Assuming that his gross volume of business was \$500,000, that two per cent shows a profit of \$10,000, the difference between actual running expenses and the amount allowed by the

home office.

This \$10,000, or whatever the sum may be in any year, is divided between the company and the branch manager. This makes him just as much interested in the business as though it were a separate and independent jobbing business of which he were the sole owner. The only difference between this branch and owning a business of his own is that in one case the business is financed by the company and in the later by the individual. But the incentive to work hard and make a good showing is just as keen in the case of the manager of this branch as it is in the case of a man who owns his own business. This enables the company to get the right kind of men as managers. It gives them men who are capable of running a business of their own. Short of that, it would not pay them to tie up their capital, placing it in the hands of men not fit to run a business.

While it has been suggested that an arrangement of this kind is one which is overly liberal to the managers as, without having any money invested, it enables them often to make very large earnings, the other side of the matter is that it per-

mits the owners of the factory to have really profitable branches which are in the hands of men who know business and know how to conduct a business.

The real answer lies in the results to the capital invested. No matter what salary a manager is paid or be permitted to earn, it is a profitable investment if that man can show the owners a fair return on the capital invested. On the other hand, any salary, no matter how small, is too high if paid to a man who cannot show the company a profit.

In conclusion, the great problem in the conduct of branches lies in the ability to find men who can operate branches just as they would operate their own business, and, what is most important, make a success of the conduct of that business. Successful business men who are capable of running a business at a profit are scarce, especially when it is a question of finding them and employing them. Once found, they can well be paid the maximum, letting their earning capacity be entirely a matter of their ability to produce profits to the company and conduct a business which is safe and sound and a credit to the parent company.

The Anderson Rides out of the South on the Success of Its National Campaign

How a Wide-Awake Motor Car Company Saw the Psychological Moment, Seized It and Is Now Cash-ing In, With Remarkable Success, On Its Advertising

By WARD GEDNEY

WAY DOWN SOUTH in the "land of cotton" is a motor car company which, by the aid of an unstinted, well-considered national advertising campaign, has leaped, almost over night, from the position of a local to that of a national figure.

Thirty years ago, the Anderson Company of Rock Hill, South Carolina, had a reputation for carriage manufacturing that extended far and wide throughout the old slave states. The South knew Anderson buggies as the highest grade buggies that could be built. It swore by Anderson's superfine coach work. The bent of the firm mind was toward high grade, quality production and it was upon such production that its success was found.

Therefore, it was only natural that, when the day of the motor car came around and wagon makers emerged from their chrysalis as automobile manufacturers, the Anderson Company should concentrate its efforts on the production of high grade passenger cars. The evolution of the Anderson Six was a logical development.

"BEFO' THE WA'"

Anderson cars began to be sold and advertised—desultorily—throughout the South. The Anderson Six is one of the few automobiles turned out on that side of Mason and Dixon's line. Even before the war—quite a long while before the war—there were Andersons on the streets of every Southern town of any size. The company was very well satisfied. It did not, at the moment, contemplate any field beyond the old field, and it was covering that field with a high degree of success.

Then came the war. "Befo' the wa'" now means before the World War in the South, not, as formerly, before the split of '61. The change is a symbol of the new South—that old South which suddenly grew young again when it girded up its loins for a great industrial boom but a few years back.

Immediately following the cessation of hostilities the greatly increas-

ed demand for motor cars suddenly impressed it upon the Anderson Motor Company that here was the opportunity to make its product a national one. More than one manufacturer in America won new vision out of the war. The Anderson Company was among the number.

The Anderson Company was among a smaller number—smaller because the decision required more than the average amount of farsightedness—that decided that here, at this psychological moment, was the time to stage an advertising campaign that would make the extension of business over a national field a permanent, not a temporary achievement. It was not so hard, the firm members figured it, to drift with the flood tide of post-war business out of the old back-eddies into the broad expanse of national trade; but it was going to be quite a different proposition to stay out there when the ebb began.

A NATIONAL CAMPAIGN

The Anderson Company, with other manufacturers, facing labor and material problems of unusual magnitude, was not prepared to cash in immediately on the increased demand, but that fact did not interfere with the determination of its executives or shorten their vision. They were building, as they clearly reasoned, for the future.

Before 1919, Anderson advertising was confined to a few trade papers. Early in that year, an advertising agency—Dippy & Aitkin, of Philadelphia—was called in and a complete national campaign outlined. An appropriation consistent with the company's ambitions was placed at its disposal, the stage was cleared and the play began.

The opening gun, to change the metaphor, and come back to safe stock expressions, was a four-page, three-color insert in the national motoring publications followed by a full page in the *Saturday Evening Post* of July 19, last. Advertising in the national media continued through the year, reinforced by the use of local newspaper advertising

to run over the dealer's signature, and backed by a strong direct-by-mail campaign.

The opening gun of the direct-by-mail campaign was a big color broadside, setting forth the multiple advantages in the direction of efficiency and comfort coming from ownership of an Anderson motor. Mailed broadcast to automobile dealers all over the country, it was written in language which would appeal to the dealer. It put Anderson selling points in the dealer's mouth in terse, pointed paragraphs. Emphasis was laid not on a generalized "it's good because it's good," but on the distinct Anderson features that contribute to what a copy writer calls elsewhere the keynote of the Anderson Six—"comfort, luxury, satisfaction—yielding service such as is found in the costliest cars." The one-time carriage maker did not forget to devote a paragraph to the thesis that "all of the Anderson experience, skill and appreciation of the finer elements of body building are embodied in the Six." An exhaustive list of specifications was included.

DIRECT-BY-MAIL

The Anderson Motor Company has six models to advertise, running in price from \$1,775 for the five-passenger touring car and convertible roadster to \$2,650 for the sedan. Its feature model is the unique Anderson convertible roadster, a car which, by an adjustment of the rear seat can be changed at a moment's notice from a comfortable five-passenger touring car to a chummy little two-seated roadster. This model has been played large in all the advertising as an attention fixer, copy on the other Anderson body styles being hung on to claim the reader's interest after it has been captured by the roadster.

The Anderson direct-by-mail campaign has been an unusually effective one. A real effort has been made to cover the dealer's interest from the dealer's point of view. The manufacturer's copy

writer has seen selling problems through the dealer's eyes. An interesting example of this is a tie-up between dealer and consumer effected by the use of a series of illustrated letters printed in offset to send out to a list of prospects in each city over the local dealer's name.

Each national advertisement, as it has appeared, has been merchandised to the dealer. At the same time, newspaper advertisements, prepared to run locally over the dealer's signature, have been sent out bound in a convenient portfolio form. Other pieces of direct-by-mail matter include a folder reproduction of the original four-page trade paper insert, a trick folder portraying, on the outside, the Anderson roadster, which, by lifting the folder flap becomes the roadster converted into a five-passenger touring car, a large three-color art folder, with Anderson selling points presented attractively and emphatically, brochures on each of the models, and a leather-bound portfolio showing the entire line, together with the various features—such as the built-in tool kit, attachable curtains which open with the door, etc. It is a noteworthy fact that this car is being sold on its accessory features as well as on its qualities.

LEADING WITH THE ROADSTER

The application of the well-considered campaign policy of "hitting the reader between the eyes" with the most distinctive Anderson product, and that best calculated to attract attention—the convertible roadster—is best exhibited in the little three-color folder sent out from the factory in a selling letter early in the campaign. The cover announced the "Anderson Patented Convertible Roadster." Upon opening the folder at the right-hand side, the reader is confronted by three retouched photographs of the roadster—as a roadster, as a touring car, and in phantom form, showing the folding of the rear seat which effects the conversion. These are bolstered up by two short paragraphs of copy on the advantages of a convertible car and the distinct advantages of an Anderson convertible car. Intrigued thus far, the reader completes the unfolding by opening the folder from the bottom and finds inside the story of the other models.

But is the reader—any reader—intrigued thus far—or at all—by this—or any other—or all—of the

advertising, national, newspaper and direct-by-mail used in the Anderson campaign?

We have said some words of praise about that campaign and we have explained what it was intended to accomplish—but the proof of the pudding is in the eating of it.

What is the company's report?

CAMPAIGN RESULTS

"The results have far exceeded expectations," reads a letter before me. "An avalanche of dealer and consumer inquiries followed the opening of the campaign and have continued undiminished. When the advertising for this company started its distribution was confined almost entirely to the South. Its advertising, it is interesting to know, has been almost as productive of dealer inquiries as of actual consumer inquiries, and since the advertising has been continuing to appear the company has succeeded in establishing agencies over almost the entire country.

"The Anderson Motor Company has cashed in on its foresight. Beginning with January 1, 1920, the production went to over 30 cars a day, without succeeding in taking care of the heavy demand. Old dealers have been held in line and enthused. New dealers throughout the country have been closed."

In other words, the Anderson Motor Company has leapt overnight from a local to a national figure. It is determined that, if advertising will do it—and it is convinced that advertising will do it—it will keep the position that opportunity and far-sightedness have given it.

Collins, President of Periodical Publishers

Frederick L. Collins, of *McClure's Magazine*, was elected president of the Periodical Publishers' Association at the annual meeting held at the Yale Club, New York, last week.

P. S. Collins, Curtis Publishing Co., was chosen vice-president and chairman of the Publishers' Division; R. C. Wilson, *McCall's Magazine*, vice-president and chairman of the Advertising Division; J. B. Kelly, *Metropolitan*, vice-president and chairman of the Circulation Division; C. Henry Hathway, International Magazine Co., secretary; Thomas A. Barrett, Orange Judd Co., treasurer.

The retiring president, George E. Cook, remains a member of the executive committee for one year. Henry W. Newhall, of the *Modern Priscilla*, was elected a member of the executive committee from the membership at large.

Rotogravure Newspaper Association Planned

Under the direction of the Beckwith Special Agency, New York, steps are be-

ing taken to organize an association of newspapers carrying rotogravure sections. The organization, which is to be known as the A. R. P.—Associated Rotogravure Publishers, is being formed to further the use of rotogravure advertising and for the many other benefits which an association affords.

J. T. Beckwith and Al Seiffer are the directing forces of the new association. Mr. Seiffer has been with the Beckwith agency in the capacity of rotogravure specialist for nearly three years, and previously was with the Federal Advertising Agency. Within a few days Mr. Seiffer will enlist the cooperation of publishers outside of New York. The majority of newspapers in New York publishing rotogravure sections which have been approached are said to be enthusiastic about the plan, and active work, it is expected, will commence about September 1.

An important part of the comprehensive program which the association has mapped out for itself will be close cooperation with the agencies. It is planned to furnish to each agency every month revised lists of all newspapers publishing rotogravure sections, together with circulation of these papers, rates, closing dates, and names of special agencies representing the papers. Other service would be the publishing of news of possible rotogravure campaigns; advice of the possibilities in rotogravure from the printing angle, distribution of circulation and economic data; furnishing of papers now publishing rotogravure sections with suggestions which will improve these sections; giving "live tips" to special agencies and newspapers wherever a general rotogravure campaign is expected; educating agencies how to use rotogravure circulation and how to prepare the best possible rotogravure copy.

National Advertising Commission Officers Re-Elected

At the meeting of the National Advertising Commission held in Indianapolis simultaneously with the Convention of the Associated Advertising Clubs of the World, W. Frank McClure, of the Fort Dearborn Bank, Chicago, was re-elected chairman, and Homer J. Buckley, of the Buckley-Dement Company, Chicago, was re-elected vice chairman. The National Commission is made up of three representatives elected from each of the nineteen departments of advertising in the Associated Advertising Clubs of the World.

Classified Advertising Managers Organized

At a meeting of classified advertising managers in Indianapolis during the A. A. C. W. Convention the Association of Newspaper Classified Managers was organized and the following officers elected: L. J. Boughner, *Chicago Daily News*, president; Harry Gwaltney, *Milwaukee Journal*, first vice-president; C. W. Nax, *St. Louis Globe-Democrat*, second vice-president; G. W. Gunderson, *St. Paul Pioneer Press and Dispatch*, secretary-treasurer.

The officers and the following constitute the board of directors: L. J. Irwin, *Des Moines Register and Tribune*; W. E. McFarland, *Chicago Tribune*; William A. Mayhew, *Cleveland Press*; D. W. Lawson, *Decatur Review*; W. W. Murdock, *Detroit News*, and H. G. Barringer, *Indianapolis News*.

Nearly Everybody
Worth While
Reads

Cosmopolitan



Manager's Office

The Bellevue-Stratford

Philadelphia

June 10, 1920.

Mr. J. Mitchel Thorsen,
Cosmopolitan Magazine,
New York City.

Dear Sir:

You may be interested to know that, having occasion to make inquiry at our newsstand a few days ago as to the relative sale of the various magazines, for certain purposes, I found that the Cosmopolitan has a larger sale than any magazine handled by us.

Very truly yours,
J. P. O'Conor
Manager.

JFAC'C-BA



Analysis Takes its Proper Place in Modern Advertising Service

Something About the "Business Tuning Fork" that Indicates when Plans and Operations Vibrate in Harmony with Your Budget and Profits

By H. A. GROTH

Secretary and Treasurer, The William H. Rankin Company

THE capital you have invested in your business will prove to be just as efficient as are the brains employed to handle it, and no more.

The best guide for brains is analysis. Every business should be analyzed monthly, or at least semi-annually or annually.

Determine how much capital is tied up in each department, and how much it costs to operate. In doing this, note carefully such items as gross sales, gross profits, outstanding book accounts, stock on hand, pay roll and net profits.

These should be compared with other departments in the same business; also departments in similar and other lines of business and then it can be determined whether or not you are getting 100 per cent efficiency from the use of your capital.

The general business manager who is satisfied to base his judgment of his business upon only a careful study of his own profit and loss account may some day be confronted with a terrific surprise.

Analysis is a much abused word by those who work only on the surface, just as are such terms as "expert," "efficiency," "merchandising," "salesmanship" and "advertising."

Analysis that does not thoroughly cover fundamental conditions is of little value, if not worse than no analysis at all.

THE BASIC ANALYSIS

The profit and loss account is only the controlling account of all accounts that must be analyzed. For instances, your profit and loss account may show a nice balance on the right side of the ledger, yet in it there may be recorded the trans-

actions of departments that have lost money.

Again, each department of your business may show a handsome profit yet, a careful analysis of trade conditions might show that the business is gradually losing ground, or your product may be losing prestige,

units in the analysis of a business.

In recent years much progress has been made in solving the individual problems of each separate department instead of taking the business as a whole. This has been due largely to the appreciation of the value or necessity of a thorough knowledge of all details which are essential in successful modern business.

For example, we have compiled a list of 37 fundamental units regarding distribution which give a general outline of the many points that must have careful consideration in the outlining of a successful business policy. Having manufactured a good product at the right price, the next big problem is economical and successful distribution. The following are examples of the units to be analyzed:

•DISTRIBUTION

- (1) A selling plan to and for the dealer that in itself establishes individuality for your goods.
- (2) Branch sales and accounting offices or central office.
- (3) Cost systems for the trade covering the handling of your and other lines of merchandise.

SALESMEN

- (4) Salary and bonus system.
- (5) Factory and office experience.

ADVERTISING

- (6) A careful study of all selling, manufacturing and merchandising conditions.
- (7) Selecting the correct theme to form the backbone of all advertisements, both national and local.

These seven items on distribution do not by any means cover everything. They merely give a general idea of the many units that must be given minute attention in the building of a successful business.

We find that in working with our

The Analyzing Department of Your "One Hundred Thousand Dollar Brain"

By ROBERT HOYME

THE Analyzing Department is your right helper or private secretary. Webster defines Analysis as—"An examination of component parts, separately or in relation to the whole—investigation of a problem, the ideas in an argument, etc."

In any business or personal venture your Analyzing Department should be the first to be consulted. A well-organized department with its power of concentration, research facilities and deliberate investigation, can avoid many an unpleasant personal setback and saving in time and financial loss in many a business transaction.

In your everyday business activities, whether it be selling, banking, shipping or what not, in whatever part you play, your Analyzing Department, if used properly, can expedite your particular function by throwing out the "Stop Signal" suspending operation for the time, if in doubt, to give this important department manager his opportunity to investigate.

Many a sale has been lost through the lack of understanding between you and this most important department. Careful consideration of all the elements entering into the business transaction, as to the party of the second part, your knowledge of his requirements, his disposition, his likes and dislikes, being posted on the details of the business in question and the important elements which enter should be handled by your Analyzing Manager, thereby making it easier and much more pleasant in the final transaction.

You can cultivate, equip and educate this most important manager by keeping the "Stop Signal" handy for instant use, thereby insuring yourself against possible loss in personal or business happiness. From *The Sabcan*

or your competitors may be stealthily gaining control of the market.

If this is the case, the retailer knows it first, the jobber second, and you are the last one to hear of it, unless you are thorough on analysis. Then, again, some specific territory may be going ahead while another is losing ground—that is why it is advisable to have many divisions or

Print Paper Supply

To Newspaper Publishers :

ONE hundred daily newspaper publishers have organized and incorporated THE PUBLISHERS' BUYING CORPORATION for the purpose of buying print paper supply or mills in which to make paper for members.

A circular letter has gone to every daily newspaper in the country urging those without contracts or assurance of supply at fair prices to become interested in the big co-operative non-profit making enterprise.

The Publishers' Buying Corporation will trade directly with paper mills or through responsible brokers satisfied with reasonable margin of profit.

OFFICES :

WM. J. PAPE, President
Waterbury Republican

W. W. WEAVER, Vice-President
Durham (N. C.) Sun

JASON ROGERS, Treasurer
New York Globe

W. G. MARBLE, Secretary
Fort Scott (Kan.) Tribune-Monitor

The Publishers' Buying Corporation

73 DEY STREET, NEW YORK

Address JASON ROGERS, Chairman Executive Committee

SPACE CONTRIBUTED BY THE NEW YORK GLOBE

customers each case must be handled on an individual basis. The result of working out a complete problem of distribution depends largely upon the class and kind of talent employed in the analysis, study and development of the various units mentioned.

For instance, it is possible for one individual to take these units and by putting in sufficient time on each one, work out a fairly successful plan. But I do not think that any one would undertake the task alone and without the assistance of other experienced brains, provided he were expected to guarantee to work out promptly the best and most efficient business policy.

If for no other reason, there would be the fact that your capital would be idle and waiting for the analysis and plan.

There is yet much waste to be discovered in the careful analysis of any business. But the waste that is being more carefully guarded against than any other is the waste of idle capital or capital that is only partially efficient.

EMPLOYMENT OF SPECIALISTS

Your capital need not lie dormant or be only 50 per cent efficient in its earning power on account of lack of experienced brains. That is not necessary because it is possible to employ today men of ripe experience in every line of work that is needed in a successful business—men who from their experience know the underlying principles necessary to the success of any business.

Men who have made a specialty of working along one particular line—as an example, architects, bankers and attorneys and business counselors—are employed to guard against mistakes that even successful business men could not foresee.

Other specialists are employed to insure efficiency in the economical use of floor space in factories and offices.

Other problems handled in a similar manner are: Transportation, lighting, power, manufacturing, merchandising, and in the same class we have the Modern Advertising Company.

The man at the head of a business is not fair to himself or fair to his business if he does not know for a certainty that he is getting the benefit of the best obtainable experience in every department, including manufacturing, advertising, selling and general business administration.

This applies equally as well to the man at the head of a single division

or department. If he limits the progress of his division or department by applying only his personal ideas, he is harming your business and wasting your capital.

ESTABLISHING SYSTEMATIC, THOROUGH ANALYSIS

Once you put your business on an analytical basis, over 90 per cent of the upkeep is routine. The important point is to have the ground work right. It must be definitely determined from what sources information is to be recorded for analysis. This must come to your desk automatically. After that has been done your analysis will show you what should be added and what should be eliminated.

In laying the ground work for your analysis you must know what main units go to make up the offensive and defensive power of your business. The next thing to do is to divide each one of the main units into many smaller units so that you know for a certainty that the mirror of analysis will reflect clearly and promptly any defects or weaknesses. After these smaller units have all been properly assigned then your accounting and recording system should be so outlined that the details will work out automatically and conveniently.

RECORDING WHAT IS EXPECTED

It is comparatively simple to judge the merits of current results when you have before you a detailed analysis of the past as well as a detailed budget of future expectations. For instance, to show that advance budgets can be made out intelligently, provided you know your own business and know how to study fundamental conditions, we can refer to our own case where we have not varied with actual final results to exceed \$2.00 on each \$1,000 in executed business in a period of three years.

That is why it is worth while to include the future as well as the past in your analysis.

In our business we prepare a complete detailed budget for each department of our organization from 6 to 12 months in advance. After a successful tryout of this plan in our own business we adopted it generally for our customers. In some cases we even go so far as to revamp their entire system of office records to fit in with this plan.

If the foundation is right it is just as simple to keep all records subdivided under definite units with which you can build your future pol-

icy as it is to keep records in the old-fashioned way.

GIVING THE BEST SERVICE

Analyze almost any business, large or small, and you will find at least the following 20 different classifications of detail work represented:

- | | |
|------------------|--------------------|
| 1. Executive | 11. Errands |
| 2. Investigating | 12. Correspondence |
| 3. Efficiency | 13. Billing |
| 4. Manufacturing | 14. Addressing |
| 5. Advertising | 15. Stenography |
| 6. Selling | 16. Accounting |
| 7. Traveling | 17. Buying |
| 8. Shipping | 18. Paying |
| 9. Filing | 19. Adjusting |
| 10. Mailing | 20. Collecting |

A further analysis will show that each of these 20 classifications is divided into several further classifications.

In a small business several or many of these classifications of detail work are executed by the same individual. Naturally, this individual's ability does not meet the standard required in all classifications of his work. He lacks ability under some classifications and has an over-supply of ability on others. The result under the former is inefficient work; under the latter, waste.

In a large, well-organized business each classification of detail work is executed by men or women who have become trained and expert in their particular line. The cost of executing each classification of work naturally varies in accordance with its importance and the kind of help required.

This method not only insures economy, but also maximum efficiency, and, in fact, has compelled the invention and insured the success of the typewriter, the multigraph, the addressing machine, billing machine and bookkeeping machine.

The following represents a general outline of work in planning an advertising campaign:

"WHEN YOU HAVE DECIDED ON A PLAN WORK IT"

In the early days it was customary to try one thing, then, if it did not bring the desired results immediately, something else would be tried out. The whole thing was more or less guesswork, backed with very little patience or confidence. This was due to the fact that it was not built up on fundamental conditions. There was no analysis. Today, this is not the case. There are records of transactions for all lines of business and it is maximum use of these records that forms the basis of thorough analysis.

The first thing to be outlined in

Collier's

THE NATIONAL WEEKLY

5¢ a copy



STEPHENS and Collier's

The Stephens Motor Works
of the Moline Plow Com-
pany has selected Collier's
as the backbone of the
1920 Stephens advertising
campaign

Watch Collier's

any modern business is a general financial budget, showing definite appropriation for manufacturing, selling, advertising, etc. These are not, however, made up in "rule of thumb" form. They are built up on the basis of fundamental conditions, not only in that particular line, but conditions in other lines of business are given the most careful consideration. Once the general appropriations are O. K'd, the same process is followed out in working out the detail plans for each department.

From six months to one year now seems to be the most generally accepted period of time to be covered by advance budgets or appropriations.

The Manufacturing Department is necessarily the first department to be taken up. Each suggested item is taken up and after it has stood the acid test of a thorough business analysis, it is approved and a definite amount is authorized for each month and so on until every phase of the manufacturing department has been provided for.

Next comes the selling department and then the advertising. As a matter of fact, in most lines of business today these two departments are considered as one unit.

Having set a definite appropriation in the financial budget for advertising, the first thing that should be determined is, how much per case or per dollar of gross sales should be spent in advertising. And right here is where we grapple first in this department of analysis. In order to determine this point accurately, analysis on the following points should be presented for careful study:

1. The gross profit per case or per dollar.
2. The gross profit in other similar lines.
3. What portion will be necessary to take care of salesmen and overhead.
4. Market and trade conditions.
5. Reports on what is spent in advertising by older concerns in the same or similar line of business, etc. The idea is to strike a new kind of blow or, at least, strike it in a new way.

Having determined the amount per case or per dollar of goods sold, the advertising organization then follows with analysis on the following subjects:

1. Analysis of various advertising media to determine their suitability for the campaign in question—this analysis is based on:
 - (a) Class of readers.
 - (b) Their consuming capacity for the article to be advertised.
 - (c) Prestige of medium among the dealers.

(d) Prestige of medium among its own readers.

2. A complete analysis on the merits of the product, including a comparison with other similar products and all other data necessary in order to determine accurately the most important points to be featured in the advertising.
3. A report showing the state of mind on the part of the trade as well as the consuming public.
4. Analysis of the points brought out by competitors in their past advertising. The benefit of this chart is twofold. Not only does it indicate what impressions must be overcome with the consumer and in the trade, but it also shows some of the things to be avoided.
5. An analysis of the value of illustrations in advertising, what per cent of the space should be devoted to illustration and what class.
6. An analysis on the value of different sized advertisements, whether the same size should be used throughout or whether different sizes should be alternated.
7. A plan of education to the salesman calling on the dealer that will enable him to use the advertising in the selling of the goods just as the factory superintendent uses modern time-saving machinery in the manufacture of the goods. This knowledge gained and correctly used by the salesman will be adopted by the dealer in like proportion in selling to the consumer.

After the entire advertising campaign has been worked out a complete budget by months should be worked up in detail showing all expenditures as they will accrue.

A campaign built along these lines can be and should be carried out to completion without any alterations, because it is built on fundamental conditions. Money can be saved in the mechanical working out of the campaign because rush jobs and overtime can be eliminated.

The man who tries to conduct an advertising campaign by continually making changes can be compared with the investor who goes into a proposition without a study of fundamental conditions. He expects to buy today and sell tomorrow at a profit and he usually sells, but not at a profit. The same things are true of most advertisers who expect results too soon or who have not studied fundamental conditions carefully.

Even the farmer appreciates the value of analysis. The most successful farmer has always plowed deep instead of merely scratching the surface; today he not only plows deep, but also has the soil thoroughly analyzed by an agricultural specialist. In this way he learns in advance how to alternate crops and handle the soil so that it will give him 100 per cent efficiency.

The success of life insurance companies is based on records and analysis. Even the weather bureau is getting more and more accurate as a result of more complete records and a perpetual analysis of their records.

The value of analysis to modern business is greater than any other one thing. Its value lies in the fact that it enables you to see clearly the mistakes of the past and how to avoid them in the future, besides pointing out to you new and profitable methods to take up for the future.

Merchandise Fair In New York Next Month

At the Grand Central Palace, July 26-31, a merchandise fair of articles which can be retailed from five cents to five dollars will be held. Formerly this exhibition, held semi-annually, has been devoted to the display of 5, 10 and 25 cent goods.

Upwards of 12,000 different items will be shown by 500 manufacturers and distributors, occupying 100,000 square feet of floor space.

At the last fair in February, two thousand odd merchants placed orders totaling over \$5,000,000. Many sales were made to buyers from Europe, Australia, Japan and South American countries.

Displays at the July fair will include dry goods, notions, fancy goods, ready-to-wear of every description, ribbons, handkerchiefs, lace, embroidery, hosiery, underwear, knit goods, millinery, jewelry, toilet goods, candy, books, stationery, toys, novelties, holiday goods, hardware, enamelware, aluminum ware, dinnerware and house furnishings, and nearly all items sold to department stores.

Admission to the fair is free to merchants, buyers and exporters. The general public is not admitted.

"False Advertising" Defined by Federal Trade Commission

The Federal Trade Commission has defined in a recent decision the classes of advertising which are "false and misleading" and a means to unfair competition. They are as follows:

1. Advertising special sales of articles so as to convey to the public the impression of an unusual or advantageous offer for a limited period, when in fact the prices during such sales are no different than those obtained at other times.
2. Falsely representing that articles have been purchased in large quantities in order to sell them at less than the regular price.
3. Fraudulently representing or conveying to the public the impression that the advertised price of the article is less than the regular price.
4. Making false and injurious statements to prospective customers concerning the material of which competitive articles are constructed, or the cost of production of the same.
5. Attempting to interest prospective purchasers by conveying a false impression of expert and impartial advice on the best make of an article when in fact the advertiser is directly interested in selling a special make.

What Advertising Means to Our Business

**Frank, Friendly Paid Publicity Has Helped
with Dealers, Employer and Public, and Proved
a Big Factor in Three Years' Development**

By **THOMAS E. WILSON**

President of Wilson & Co., packers, Chicago

WITH Wilson & Co., advertising is recognized as the means whereby we talk to the public. It is our best and quickest way to tell our story to the greatest number of people, whose good will and patronage is desired. The importance we attach to publicity is considerable. It is a subject which is given just as much thought and care as any part of our business.

Our advertising is kept in step with our producing and selling departments by receiving constant consideration from the trained men who conduct those divisions of our business. Every branch of our organization is affected by our advertising, and every man having the responsibility for the success of his own part of our work takes a keen interest in it.

Advertising is just as essential as the telephone or telegraph to modern business. Being so vital and so economical for both commerce and the public, its importance should be enhanced, rather than underestimated, by the public as well as by the advertiser.

When Wilson & Co. came into being, a little more than three years ago, we had a big and, we felt (as we still feel), a newsy message to get across to the public. We recognized the necessity for doing this in a broad, honest, aggressive way, and we adopted the one proved method of expression—paid publicity. We found at our hand wonderfully successful publications, built up at the investment of great effort and much money, ready to carry our message to an army of readers who had confidence in those publications. We owe much of our success to the opportunity afforded us by these publications—institutions which have educated the public to a belief in straightforward, sincere advertising. Our initial message was simple, yet from our standpoint, it was vital. It was to tell the public that we were in existence, that our purpose and policy was to earn and hold the good will of the public toward us and our products. That was all—a piece of news about a new company and its principles.

After giving that message to the

public, and after it had accomplished in a large measure what we had planned we settled down to further work along the same line—just as, after a new territory is opened by a sales force it is cultivated for more orders and more business.

HOW BUSINESS ADVERTISING ACTS

We used strictly merchandising copy, although into this there was blended always an underlying touch of institutional, or good-will-creating, appeal. This copy gave to the public real reasons why it could rely upon Wilson & Co.'s products, and it also aimed to strengthen the hands of our sales and manufacturing departments. It may safely be said that it increases the efficiency of an or-

ganization when the men and women concerned in its work see the products earnestly advertised, and, of course, sold. It shows confidence in them and their work.

We are fortunate in having an organization which is enthusiastic, which takes an interest in its work and in the growth of the institution and its reputation. From our organization have come many suggestions which have opened new paths and more interesting ways to attract the attention of the public. This cooperation has helped, because we have to compete for the attention and interest of the public, just as we do for its business.

Our advertising, continuously car-



THOMAS E. WILSON

ried on, has acquainted the dealers with "talking points" for our products and has helped them gain a larger volume of business for themselves. We have every reason to know that our advertising gained an interested audience for our salesmen in many cases where a representative of an unadvertised product would not have received the same attention.

In some of our advertising we ignored the sales feature in a large measure and made a sincere effort to inform the public in a frank, human way just what Wilson & Co. was and what it meant. We took the reader into our confidence and showed him that the people serving him through Wilson & Co. are just everyday human beings, the same as the folk in his own family, living, working, and knowing the same joys and problems as anybody else.

OBVIOUS, SENSIBLE, AND GOOD BUSINESS

Advertising has done much for Wilson & Co. in a little more than three years. We take no particular credit for beginning advertising when we began existence. It was the obvious, sensible thing to do—and it was good business. It has made our firm name a synonym for good, pure, wholesome food, because our products have backed it up. Our distinctive labels and our slogan, "The Wilson Label Protects Your Table" are favorably and widely known.

From the start I laid down just

What a Reversed Buying Policy Will Do

It is evident from every source of information that the buying policy of many retail concerns has changed recently. It has not been so long ago that they went to any length to get merchandise, but now the situation is reversed and it is said that, as it exists today, if continued will result seriously. Many merchants are not only not buying but have canceled some orders. The result is liable to be a shortage of production and consequent high prices later in the season when buyers who have delayed need the goods. The present tendency may be to reduce or hold down prices but what will be the result of it all if there is an underproduction? Higher prices in certain lines are sure to follow.

The situation is so complex, the conditions affecting the price trend are so conflicting, that it is no wonder merchants and merchandise men are at sea as to the price probabilities.

It is an old saying that "mind rules the universe," and there is plenty of evidence that the attitude of retailers at this moment is influenced by their mental reaction to certain developments.

Their customers are not buying as freely as they did; the spring season was backward; stocks that were heavy, in dollars and cents, had to be sold at steep concessions; the newspapers have

one rule for our advertising. It must be clean, straight, human, without exaggeration, without sensationalism, without evasion, and must always endeavor to convince the reader of our good faith and of our downright belief in the excellence of our products. Lincoln sagely said something one day which applies forcefully to advertising: "You can fool all of the people some of the time—some of the people all of the time—but you cannot fool all of the people all of the time." Honesty in advertising, like honesty in anything else, is the best policy.

Our advertising has helped us all the way around. It has helped us with the dealer, with the public and with ourselves. We believe in our organization, we believe in our products, and we echo that belief in our advertising. We believe that the public has been and is interested in the things we say to it in the space we use, because we do not exaggerate nor do we underestimate the value of the service we offer.

Summarized, then, our advertising has helped us to get together and to work together; it has helped us build up a reputation while it created sales opportunities; it has helped us with the dealer and with the consumer; it has helped us crystallize our organized goodwill toward our own institution and has influenced public good will toward both the organization and its products.

been full of charges of profiteering; a prominent manufacturer has been indicted. Besides this, the banks have raised their rates for loans and have otherwise curtailed credits. There has also been a steep decline in security values.

In their relations with manufacturers retailers also find cause for disquiet as to the maintenance of prices. Retailers are zoning deliveries of some goods, notably nosery, away ahead of the date set for such shipment.

Judicious merchants are looking below the surface conditions, however. And here are some of the underlying developments which they surely will bear in mind.

In spite of lower prices actually occurring or indicated in sheer dress cotons and in some bleached and brown cotons, there seems, according to some leading distributors, no reason to look for an early decline in cotton goods generally. This applies particularly to wide sheetings, napped goods, gingham and damasks and also table oil-cloths. This is due to a real shortage of production in the lines named, as well as to the scarcity of long staple cotton and to the present probability of another short crop.

Some reduction of price on worsteds

and woolens has been looked for, especially on the lower grades—due to the present influx of raw wool from abroad. But this condition is now offset by the action of such great manufacturing concerns as the American Woolen Co. in confining operation to four days per week, action already followed by the Amoskeag Manufacturing Co.'s worsted department and by mills in Passaic.

The long and short of it is that manufacturers have made up their minds not to hold the bag for the distributor; they are determined not to make up goods for stock. In this determination they are influenced, in part, by the desire to put labor in a position where it will be less dictatorial and less exacting as to wage increases. Some, however, are beginning to realize that curtailment will not solve the problem, since the chief trouble is the refusal of consumers to pay the high prices.

Under all the circumstances, it is clear that too great delay in buying and, in greater degree, the canceling of orders on a broad scale will react disadvantageously on the distributor. This is so because the store, as we have consistently urged, even when it was advising against the overbuying which is now being replaced by underbuying—must have the goods in order to do business, must maintain its assortments, and must take chances so that its future as well as immediate needs will be cared for—*Dry Goods Reporter*.

Students Sail to Study Foreign Trade

A new feature of the Foreign Service School of Georgetown University was put into effect last week when a party of twenty-five students left New York on the steamer *Caracas* for Venezuela and Cuba to study economic conditions in those countries and act as envoys of good will between the American republics. A number of the students will remain in Venezuela until August 7, while others will stay in Cuba until the end of September. The venture is one of the intensive methods that American colleges are adopting to prepare young men to represent this country adequately in foreign service, and the Georgetown plan, it is predicted, will become a part of the curriculum of foreign trade courses in many other institutions of learning.

Salesmen Are Sent to School

Short course schools for the benefit of fertilizer salesmen in the Southeast will be held at several State colleges of agriculture according to plans now being made by Director J. N. Harper, of the Southern Soil Improvement Committee. As planned now, these schools will begin sometime during the month of August and continue into September.

Exhibit In Buenos Aires Put Off

The special exhibit of American products which was to have been held at Buenos Aires next November and December by the American National Exposition, Inc., has been postponed until next March. The postponement was made, officials of the company told the Department of Commerce in Washington, in deference to the wishes of the American Chamber of Commerce in Buenos Aires.



A Tip From a Man From Texas

In a Pullman I met him—that man from Texas—a train dispatcher on his way to England who gave me a tip of interest to every manufacturer of goods the railways need.

We talked on various subjects, and just before going to the diner for lunch, we exchanged cards. "Too bad we did not meet yesterday," he said, and then he told me why.

"I met an old friend on this train yesterday, the purchasing agent of a big shipyard on the Pacific Coast now, but who, when I first knew him, was the general manager of a 90 mile lumber road. His people had no purchasing agent, and he had to buy everything. Busy boy was "Ed" in those old days, and a mighty keen buyer too, us boys often wondered how he managed to buy all kinds of stuff and "pick 'em right" every time.

I calculate the President of his road wondered too, for one day he said—"Ed how do you buy supplies?" "How!" said Ed, "Here's how—by the Rule of Three. *First*, I read the Railway Age. *Second*, I know that advertisers in it are reliable. *Third*, I know that if a concern advertises in it continuously, you are assured of satisfaction. Remember those axles we needed a while back?" The President nodded. "Well, we got satisfactory ones, didn't we?" Another nod from the President. "Sure they were, and I knew they would be." "Why?" said the President. "Because when I placed the order, I knew that Company we got 'em from had an advertisement in nine consecutive issues of the Railway Age."

"I'm sorry I didn't meet your friend," I said. "Does he still read the Railway Age?" "He was reading it when I met him on this train yesterday," replied the Man from Texas.

The moral: Confidence begets confidence, and constant publicity in the Railway Age begets both confidence and orders

SIMMONS-BOARDMAN PUBLISHING CO.

WOOLWORTH BUILDING, NEW YORK

CHICAGO Transportation Bldg. Associated Business Papers	CLEVELAND The Arcade	CINCINNATI First Nat'l Bank Bldg. Charter Members	WASHINGTON Home Life Bldg. Audit Bureau of Circulations	LONDON 34 Victoria St.
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Also publishers of Railway Mechanical Engineer, Railway Electrical Engineer, Railway Signal Engineer, Railway Maintenance Engineer, Marine Engineering, Boiler Maker and Locomotive Cyclopedias, Car Builders' Cyclopedias, Shipbuilding Cyclopedias, Material Handling Cyclopedias and Maintenance of Way Cyclopedias.

The Plans Behind the 1920 Sunkist Advertising

How Advertising Material Is Prepared and Circulated, Some of the Policies Followed and What the Outstanding Results Have Been

By DON FRANCISCO

Advertising Manager, California Fruit Growers Exchange

TO MOST people Enrico Caruso means a world-famous tenor, although Caruso is also a skillful wood carver. Asked what is the highest peak in Colorado the average person answers "Pike's," while in reality there are three higher peaks, of which few people have heard.

It is human nature to remember chiefly those things which in one way or another become most widely advertised. Having become notable for one characteristic, other factors fade into the background.

A lemon, for example, means to many people a sour fruit from which lemonade can be made. As a matter of fact a lemon has hundreds of uses, some of which are more important to mankind than the preparation of beverages.

Indeed, a lemon is not one product, but a group of totally different products. A lemon may be classed as a pie, a hair rinse, a cool drink, a garnish, a mouth wash, a vinegar or a skin bleach. The toilet and medicinal values of the lemon are alone sufficient to bring it fame.

Appreciation of these facts by the public would probably mean a greater demand for lemons than could be filled. The fact that a lemon has many valuable uses had little effect on demand so long as few people knew those uses. But to many a lemon still means lemonade, just as Caruso means a singer

and Pike's Peak the most skyward point in Colorado.

A CORRECTIVE CAMPAIGN

Sunkist advertising was born of a necessity for correcting just such a condition by an educational campaign that would tell the public what they should but didn't know about oranges, lemons and grapefruit.

When the California orange growers began to advertise their fruits thirteen years ago it was considered quite an adventure. Even advertising men thought it was quite an adventure. It was a new idea in the advertising world—an attempt to use the tools of the manufacturer on one of nature's perishable fruits.

An orange was just an orange. It grew on a tree and when it was ripe somebody ate it. That was all there was to it. Oranges didn't need advertising. Furthermore they could scarcely be considered "advertisable." An orange would stubbornly resist any attempt to make it a particular orange. Nature was a notably poor manufacturer when it came to turning out standardized fruits that were absolutely alike in size, appearance and eating quality. Besides the supply constantly varied and prices jumped around terribly.

But the orange growers were doing the planning and they thought differently. They were willing to

experiment and pioneer.

Their problem was, it is true, somewhat different from the manufacturer's, but they felt sure that advertising could perform a very badly needed service for their industry. They began modestly by setting aside a definite territory in Iowa, where the sales over a period of years were known and where the competition from eastern citrus fruits was slight. In this territory something like six thousand dollars was spent one year in advertising. A tabulation of sales made in this area during the year of advertising, showed an increase in business so much greater than that in the rest of the country that the value of advertising as an investment to develop new business was left unchallenged. Having proved that they were right, the growers gradually enlarged their appropriation and extended their campaign to cover the entire United States and Canada.

OTHERS TOOK THE EXAMPLE

Within a few years many other agricultural industries entered the advertising field. For proof that it pays to advertise fruits one need only to consult the list of fruit advertising campaigns that have developed—particularly in the west—during the last five or six years.

It has been found profitable by associations of producers to employ large sums of money to advertise oranges, lemons, raisins, apples, prunes, grapefruit, apricots, peaches and many less perishable products such as walnuts, almonds, olives and lima beans. Most of these advertising campaigns are increasing in size every year. Growers in California, Washington, Florida and Porto Rico have found advertising an effective trade builder.

The orange and lemon growers of California rank to-day among the largest advertisers of food products in the country. Yet the total annual cost for publicity has been only 2½ cents for each box of oranges and 4 cents for each box of lemons marketed through the California Fruit Growers Exchange. Figured another way, it is 0.577 per cent of the delivered value of the fruit. The average percentage



The big posters go up after the dealer service men have decorated the grocers' windows with Oranges and Sunkist cards.

of advertising to gross sales among the prominent advertisers of the United States is about 5 per cent.

The appropriations have been based upon a per box assessment so, as the crops handled by the Exchange have increased and the value of advertising become more apparent, the annual appropriations have been correspondingly increased until to-day, in a normal year, the Exchange invests over half a million dollars in publicity and sales promotion work.

The Exchange operates four advertising campaigns—oranges, lemons, grapefruit and marmalade—each of which is paid for by assessments made against the particular product concerned and is entirely independent from the other three.

Such have been the accumulative returns from advertising that the annual expenditures for publicity may well be considered as investments which increase in value from year to year.

SOME RESULTS OF SUNKIST ADVERTISING

One does not have to look far for results of Sunkist advertising. A prominent Florida paper recently accused Sunkist advertising of getting more money for California fruit than could be obtained for Florida's. At a recent meeting of the Exchange directors the value of the name "Sunkist" was variously estimated at from \$2,000,000 to \$15,000,000—the later estimate being that F. Q. Story, president of the Exchange. "The biggest asset we've got," is the way one director expressed it. A recent trade report shows an overwhelming preference for the Sunkist brand among consumers of oranges and lemons.

In the first ten years of Sunkist orange advertising the consumption of California oranges in the United States and Canada increased 80 per cent, or four times as rapidly as population. During the last year (1918-19) the shipments of Valencia oranges from California increased approximately 30 per cent and the demand was such that this bumper crop was readily taken up by the public at satisfactory prices.



Many an eastern jobbing house displays the Sunkist trademark

Such sudden expansion, amounting to several thousand extra cars during a few months, might represent a real hazard if the demand was not developed to a point where the fruit would be bought and consumed by the public.

The record on lemons is even more interesting and deserves more explanation. The per capita consumption of lemons in the country has been stationary for 16 years during which the average man, woman and child has eaten approximately 13 lemons a year, or, to be exact, one lemon every 28 days. Such increases in the total supply as have occurred have only been in proportion to the growth of population.

Sixteen years ago California supplied only about one-fourth of the lemons consumed in this country, the balance of the supply being imported from Sicily and Italy. Gradually this proportion has been increased until now approximately three-fourths come from California and only one-fourth comes from abroad. It will be observed that our gain was the importer's loss. The average consumer ate no more lemons than he did five, ten or fifteen years before. Indeed, until the last four years per capita con-

sumption actually suffered a slight decrease.

A survey made a few years ago indicated that the young non-bearing acreage of lemons was substantially 75 per cent as great as the bearing acreage. It was apparent that the use of lemons must be greatly stimulated if there was to be a sufficient demand to take care of the future yield.

MORE LEMON ADVERTISING

Because of this unusual need for increasing consumption the lemon advertising program has been enlarged. Not only will there be more general advertising, but there will be more trade work than before. There is a need for much educational work among the jobbers and retailers, and prohibition has opened a great opportunity for lemon drinks of which we should take advantage. Sunkist lemons have been advertised for only five years.

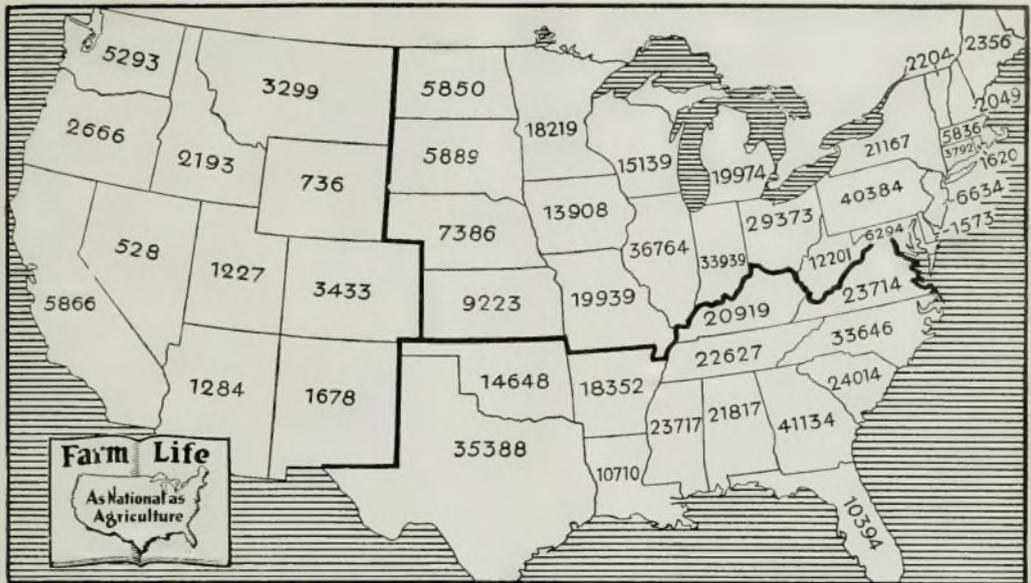
It would of course be incorrect to credit these increases entirely to advertising. Gains, when made, will be due to a variety of factors—including the country's buying power, good quality fruit, a well carried out plan of distribution, good salesmanship and advertising,—each of which performs a vitally important part. Advertising is no miracle-worker that overcomes insuperable obstacles. Lack of good quality or buying power, for example, would mean a loss that could not be overcome.

"FLU" EPIDEMIC HELPED OUT

Citrus fruits are fast becoming less a luxury and more a staple article of diet. This was well illustrated during the influenza epidemic when, with a short supply to offer,



Cards in the street cars suggest Sunkist grapefruit to Mrs. Housewife as she goes shopping



A Circulation as National as Agriculture

Here is a map showing by states the distribution of Farm Life's circulation and showing how evenly—in proportion to the farm population—it is distributed through every agricultural State in the Union.

That circulation is not banked up in any particular section—it is a blanket of reasonably even thickness covering the whole country.

But there is one point, important for the wide-awake manufacturer at which this circulation differs from that of other national farm papers. It covers the wonderfully developing South—the land of business promise—as thoroughly as it does the North. It is in fact one of the very few national publications in any field that has a substantial southern circulation.

As a cover medium for the South it is superior even to the southern sectional farm papers. Of the four leading papers of that type No. 1 is stronger than Farm Life in only one State and weaker in the other 12. No. 2 is stronger than Farm Life in two states (where 46 per cent of its circulation is located) and weaker in the other 11. No. 3 is stronger than Farm Life in six states (where it has 81 per cent of its circulation), and weaker in the other 5. No. 4 is stronger in three states (showing 70 per cent of its circulation), and weaker in 10.

The South is the most prosperous part of agricultural America today. The increase in the value of its products of recent years has far outdistanced that of the northern states in recent years. It is buying a variety and quality of merchandise that it never bought before. It offers a tremendously expanded outlet for the product of northern manufacturers at a time when they need that outlet badly.

THE FARM LIFE PUBLISHING COMPANY

THE JOHN M. BRANHAM COMPANY, Advertising Representatives

New York :: Chicago :: Detroit :: St. Louis :: Atlanta

SPENCER, IND.

Farm Life

Including the World in Your Marketing Plans

(Continued from page 4)

was found necessary to put up nails in seven-pound packages so that they could be easily handled. All the packing is done at the mill and the nails are shipped in this form directly to India.

Investigation showed that the Chinese were very clever in shaping pieces of discarded steel into various articles, such as making a very good razor from a low carbon steel wire, and now a great quantity of discarded or "defective" material is sold in China. Even old, used horse-shoes find a good market there.

Great care is taken by the company in the selection of the men who are to represent it abroad. Most of the managers in the larger offices are Americans and nearly all have been trained at the home office. A strict civil service system is followed and the men are promoted from one office to another according to their ability and aptitude for business in certain countries. One might be a good business man in Brazil and a total failure in Australia, so an effort is made to place the right man in the right office. All of them speak the language of the country where they are located and for this reason some are obliged to speak quite a number of languages fluently. The representative at Batavia, Java, for example, speaks English, Dutch, Chinese and Malay; while the one at Bombay speaks English, Hindustani and French.

FOREIGN TRADE EDUCATION

Mr. Farrell has laid down as chief fundamental requisites for a young man entering foreign trade the following:

Well grounded knowledge of English, assuring clear and concise expression, and knowledge of one or two additional languages.

Comprehensive knowledge of the fundamental rules of arithmetic.

A practical knowledge of office routine, including the handling of orders and accounting.

A practical working knowledge of the routine of manufacturing, including the elements of the cost of production.

Sufficient acquaintance with commercial law and practice to facilitate the negotiation of ordinary business contracts.

Knowledge of domestic and foreign markets and the commerce of nations in natural and manufactured products.

Systematic study of ocean-bound transportation of the world, including vessels, cargoes, freights, and the documents accompanying them.

The progress of the Steel Corporation in foreign fields has been steady and continuous and no matter how great the demand of the home

market may have been at times, the export trade never was neglected. The company realized that a successful foreign business cannot be developed unless it is done continuously.

The American manufacturer manifests a great interest in foreign trade when there is a depression in the home market. He will spend a great deal of money to send out agents, make connections abroad and

to establish good relations with foreign buyers. Just so soon, however, as the home demand becomes active, his export department will suffer from neglect and he will forget the foreign customer who had been of great help in keeping his business going during the period of depression at home. This has acted as a great detriment to the development of a permanent foreign trade, for the foreigner will not patronize people who are not in a position to give him a continuous source of supplies.

CANNOT FORCE UNSUITABLE WARES

Another important point is the

The Biggest Thing in Advertising

IN the past few years many advertisers and advertising men have, perhaps, lost their perspective on copy and its relation to results in advertising. Of course, it goes without saying that dealer problems must be solved, market conditions thoroughly understood, and all other such factors fully shaped.

But to our mind the really big thing is copy. And we believe it is being neglected.

Where it is possible to check sales from individual advertisements, we have seen one piece of copy in a certain medium sell ten thousand dollars' worth of merchandise, while another of the same size, run under as nearly equal conditions as possible, sold less than one thousand dollars' worth of goods. Surely if copy alone can make a difference of ten to one in the number of people influenced to purchase a product, the importance of copy dwarfs all other considerations in advertising.

And it seems to us perfectly natural that there should be such a difference in the results from copy—a difference which we are inclined to believe is not fully appreciated.

Copy has the same duty to perform in relation to the consumer that a personal salesman has to perform in relation to the dealer.

And certainly there are numerous instances of one salesman producing even as much as ten times the business of another.

Of course the results of personal salesmanship are easy to trace, and a man who sells only a fraction of what another man can sell is quickly eliminated.

And this would be true of copy were it possible in most instances to trace the results from it directly. It is only because we cannot check the results of copy accurately that we do not put the value upon it that it deserves.

There is one type of advertiser, however, who can. He is the man who sells direct to the consumer without the help of dealers or jobbers. And it is he who understands the great difference in results from copy, as shown by his keyed results, and his bank balance.

It has remained for this agency to take the results from the sixty-odd mail-order

fact that the requirements of the market must be satisfied and no attempt should ever be made to force on the buyer something that he does not wish to buy.

In the early history of the export business in iron and steel products it was the practice of manufacturers to attempt to sell a customer in Chili or India, or in any other country, something that was suitable for business in New Jersey or Ohio, without any regard to the character of the material or the nature of the products required in those countries. The Steel Products Company, how-

ever, is at all times investigating the need of various countries and their ways of doing business by obtaining reports and sending investigators to these markets to study the conditions so that it may be able, so far as possible, to do business in conformity with the usages of the markets.

A corporation like this, which manufactures a large variety of products is not limited to one or two lines in doing a foreign business. A corporation manufacturing only a single line of goods would not have the selling facilities, in the first place. A pipe manufacturer could not af-

ford to establish an office in Singapore, or a tin plate manufacturer one in Buenos Aires for the purpose of selling a few dozen boxes of tin plate that might be bought there every year. It is the bulk and diversity of the products offered through the various offices that enable such a corporation to do such a large business. As an economic or business proposition it never would have been feasible for any of the subsidiaries of the Steel Corporation to have maintained, separately, agencies in various countries, on account of the tremendous cost.

In the export market it is true that one product sells another; that is, by having a great range of products the buyer has an opportunity to order practically all his requirements. A company building a railroad in Brazil, for example, prefers to buy from one concern all the material needed such as rails, steel ties, bolts, spikes, telegraph wire and rail bonds and to have them forwarded in one shipment, under one bill of lading, to prevent delays and save customs charges.

The Steel Products Company has progressed to such an extent that at present it has nearly three hundred agencies in more than sixty countries, with large warehouses at the principal distributing points. Many of the offices, like London, Paris, Buenos Aires and Stockholm, are very large and maintain a complete sales organization, while in some of the smaller centers the representative may be a general commission merchant holding agencies for various lines of goods. The products of the company are sent to its foreign warehouses in ships it owns or charters for the purpose and sometimes it has as many as forty ships under charter. Most of the construction work is done by a trained corps of erectors maintained by the company and sent to all corners of the earth. Some of these men are now at work in South America, China, South Africa and Australia.

It should fill the American traveler with pride to feel that no matter where his journeyings lead him, be it Iceland or Patagonia; South Africa or North China, the chances are that he is traveling over the products of American mills sold abroad by a great American organization.

Senator Newberry Part Owner of Weekly

Senator Truman H. Newberry, of Michigan, has been made a part owner of the Detroit *Saturday Night*, according to its latest report to the post office department.

advertisers it serves and use them as a basis for preparing copy for those advertisers who, because selling through dealers, are unable themselves to check the sales from each individual advertisement.

In this way instead of guessing at what type of copy or appeal is the most effective we know from our records just exactly how you have to talk on paper to sell the most goods.

A good personal salesman finds he can sell a number of different products by the use of principles which he has discovered are effective in selling one certain thing. In the same way we are able to apply to copy preparation for many products the tested principles that have succeeded in selling merchandise in other lines.

Human nature is pretty much the same wherever we find it. The man or woman who buys by mail differs in mighty few ways from those who buy at stores—in fact all people buy at stores, and we have sold many thousands of dollars' worth of merchandise to people who would be considered the last to buy by mail.

To the customer the method by which he buys is merely a

detail. The important thing is, are the goods more desirable than the cash they represent? That is the question which interests the consumer.

Therefore, why shouldn't those advertisers who sell through dealers use the experience of mail order advertisers, and employ the appeals which it has cost many millions of dollars to prove most effective among people of every kind?

Surely, if one style of copy will secure ten orders by mail to one from another appeal there will be the same difference in the number of people either advertisement would send to dealers.

* * * * *

This subject of copy has many interesting angles and is one of such vital interest to any advertiser that we believe our little book, "The Tested Appeal in Advertising," would be of value to any manufacturer who realizes that mere general publicity will not keep his factory oversold in the days now coming.

A copy will be mailed without obligation if you will send for it on your business letterhead.

In writing please mention Booklet "B."

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



PAPER AS A FACTOR



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

IN FOREIGN TRADE

The New President of the A. A. C. of W.

Charles A. Otis, of Cleveland, Banker and Former Newspaper Publisher, Has a High Position in the World of Intelligent Business Administration

JUST who Charles A. Otis, newly elected president of the Associated Advertising Clubs of the World, is can be explained in a dozen words—a Clevelander, nationally known as a capitalist, economist, banker, civic worker, clubman, sportsman and stock breeder.

Mr. Otis, whose election at the Indianapolis convention June 10 was unanimous, was born in Cleveland July 9, 1868. His father was Charles A. Otis, founder of the Otis Iron & Steel Company, and his grandfather was William A. Otis, pioneer in the commerce of the Western Reserve.

He was educated in the public schools and at Brooks Military Academy in Cleveland, at Andover Preparatory School and at Yale, being graduated from Sheffield Scientific School of that university in 1890 with a scientific degree.

His school days ended, he went to Colorado to live the cowpuncher life. With D. Casement, of Painesville, Ohio, he rode the Unaweap range, the two doing much of their own cattle handling and ranch work. From this experience Mr. Otis brought back a keen interest in horsemanship and cattle breeding which never has waned.

BUILT A SUCCESSFUL NEWSPAPER

Back in Cleveland, in 1895, he took a hand in the iron and steel industry, as his father and grandfather had done before him, joining Adhison H. Hough & Co. under the new title of Otis, Hough & Co., and engaged in the commission and agency business. For some years they represented Jones & Laughlin of Pittsburgh, the Pennsylvania Tube Company, Painter & Sons and other finishing mills.

The consolidation of the steel companies and establishment of their own agencies imposed upon Mr. Otis the important work of placing the securities of several big steel corporations and resulted in the transfer of his attention from dealing in iron and steel to dealing in investments. To facilitate the new work he bought a seat on the New York Stock Exchange in 1900 (the first such seat owned in Cleveland) and the firm was recognized as Otis & Hough bankers and brokers. This firm was largely instrumental in the formation of the

Cleveland Stock Exchange, of which Mr. Otis has served as president.

In 1912 the firm was again reorganized as Otis & Co., and under that name it has grown to be one of the large investment banking houses of the country, with extensive connections with the principal markets of the United States and Canada and with nine branch offices.

The expansion of his central commercial interest has never absorbed Mr. Otis' attention to the exclusion of other pursuits.

He was the founder of the *Cleveland News*, forming it in 1905 by consolidating the *News and Herald* and the *Evening Plain Dealer* with the *Cleveland World*, already under his ownership. Until 1912, when he disposed of the property to Dan R. Hanna, Mr. Otis was publisher of the *News*, and, through it, exerted a

palpable influence on the interesting municipal developments of the period.

Though frequently urged to become a candidate, Mr. Otis has never sought political preferment or held an elective public office.

TWICE PRESIDENT OF CHAMBER

The presidency of the Chamber of Commerce, called the highest non-political honor in Cleveland's gift, has twice been his. Long active in the work of organization, he was elected vice-president in 1916, succeeded to the presidency on the resignation of the incumbent and was re-elected president in 1917, occupying the post during the busy months of America's entrance into the world war.

His efforts in behalf of the American arms have been put forth in



CHARLES A. OTIS

other capacities as well. Mayor Harry L. Davis of Cleveland appointed him to the municipal war commission early in the conflict. He bore a conspicuous part in the famous Red Cross fund campaign, in which Cleveland achieved special distinction. He has been known for long as an efficient supporter of various civic and philanthropic enterprises, particularly the Babies' Dispensary and Hospital, an institution nationally famed for the efficacy of its work. In 1917 he was appointed as original member of Cleveland's subway commission, receiving the compliment of the five-years' term.

He was active in the establishment of the Cleveland Athletic Club and served as its president. He was prominent for years in amateur harness racing, long a fashionable sport in Cleveland under the auspices of the Gentlemen's Driving Club. There is scarcely a social club of standing or a civic organization of repute in the city that has not benefitted through his membership.

The Otis summer home is at Pine Tree Farm, near Willoughby, Ohio, a large estate including several once-separate farms and the scene of Mr. Otis activities as a stock breeder. His interest as a breeder has long centered in the development of milking Shorthorn cattle, a hobby that has won for the Otis herd no little fame of the sort breeders value.

HAS WIDE RANGE OF INTERESTS

The enterprise, however, is more than a hobby. Long before beef conservation and farm development became national problems, made the more pressing by war's necessities, Mr. Otis observed the obsolescence of the great cattle ranges of the West and gave serious thought to the result, seemingly of menace to the nation's food.

"To produce a cow that will give large buckets full of milk with heaps of butter in it and then raise a steer that will bring big money to the butcher," was the task he set for himself.

In the milking Shorthorn, perfected under his supervision at Pine Tree Farm through years of experiment and co-operation with other breeders, he believes the ideal double-purpose breed, the perfect "farmer's cow," has been closely approximated.

Though few farmers could hope to own such costly specimens as the handsome animals of the Otis herd, it is believed the development and

popularizing of the breed will go far toward providing the world's future supply of milk and beef. Mr. Otis' efforts toward this end have been recognized by election to office in the American Shorthorn Breeders' Association and similar organizations.

Mr. Otis married Miss Lucia Ransom Edwards, July 11, 1895. Mrs. Otis is the daughter of the late William Edwards, himself a conspicuous figure in Cleveland history, and Lucia Ransom Edwards. Mr. and Mrs. Otis have two chil-

dren, William Edwards Otis and Lucia Eliza Otis.

During the war, Mr. Otis was Chief of the Resources and Conversion Section of the War Industries Board, Washington, D. C.

Mr. Otis is a director of the United States Chamber of Commerce. He is also president of the newly organized Otis Safe Deposit Company. He is a director of the Otis Steel Company, the Chandler Motor Company and several other large corporations.

—By courtesy of Associated Advertising.



U. S. Will Advertise to Sell Ships

Again the United States Government has come to the advertising profession for aid. This time it is for the United States Shipping Board.

Finding itself with nearly 1,800 ships and salvage and surplus supplies worth several hundred million dollars which it now wants to sell, the Shipping Board decided that the selling problems could be best solved by the advertising men of the country. Accordingly, Herman Laue, representing Admiral Benson, chairman of the Board, invited a number of prominent advertising men to a conference at 45 Broadway, New York, on Thursday of last week.

Among those present were: O. H. Blackman, of the Blackman Company, James O'Shaughnessy, Advertising Agencies Corporation; John P. Hallman, H. K. McCann Company; Thomas Moore, Advertising Bureau, American Newspaper Publishers Association; Harry Rascover and M. R. Herman, Albert Frank & Co.; Wendell P. Colton, Wendell P. Colton Co.; H. E. Cleland, Cleland, Inc.; Frank Presbrey, Frank Presbrey Company; Thomas F. Logan, Thomas F. Logan, Inc.; A. M. Briggs, J. Roland Kay Co.; G. Vernon Rogers, New York Tribune; H. Butterworth, New York Times; James H. Collins, Saturday Eve-

ning Post; C. B. Miller, Maritime Register, and W. M. Thompson, Marine Journal.

ADMIRAL BENSON ASKS ADVICE

The meeting was presided over by Mr. Laue. Admiral Benson was present for a few moments and spoke briefly, stating that the Board had these vessels and supplies to sell and that he had called the conference for the advice and counsel of the advertising men in order that the sale might be accomplished successfully.

In an effort to find out the amount of money which would have to be appropriated to sell the ships and material, it developed that between \$2,000,000 and \$3,000,000 was expended on advertising war by steamship operators before the war. Of this, between \$300,000 and \$400,000 was for the Hamburg-American Line, which was the largest individual advertiser. The amount being invested now is not known, but is considerably less as passenger services are so crowded that advertising is unnecessary to fill the ships. Daily newspapers were found to give the best direct results, while magazines were said to be used mainly to create general interest in travel.

SPENDS \$1,000,000 WITHOUT PLAN

At present the Shipping Board through its agents and directly from Washington is spending in advertising about \$1,000,000 without any definite plan.

After discussion it was agreed to make a general survey to cost \$50,000 and plan through four committees of specialists in the interests to be promoted. Mr. Laue was named honorary chairman and O. H. Blackman, chairman. The following are the committee:

Freight and passenger advertising—Albert Frank & Co., Wendell P. Colton, Frank Presbrey, Collin Armstrong.

Surplus property advertising—Federal Advertising Agency, Thomas F. Logan, Inc., and H. K. McCann Co., Frank Seaman, Inc.

Selling ships—Stanley Resor, J. Walter Thompson Company, who will appoint other members of the committee.

Selling merchant marine policy to the public—William H. Johns, George Batten Co., and Paul Faust, Mitchell-Faust Co., Chicago.

Each of committees named, comprising the survey and plan board, were authorized to add to their number.

Morgan and Pendergast Address Export Manufacturers

William Fellowes Morgan, president of the Merchants' Association of New York, and Wm. A. Pendergast, president of the New York and Honduras Rosario Mining Company and former Comptroller of the City of New York, addressed the members of the American Manufacturers Export Association at a special luncheon at the Hotel Pennsylvania last Tuesday.

Mr. Morgan outlined the work of the Citizens Transportation Committee which is overcoming the labor difficulties in this city, and urged support in its work. Mr. Pendergast made the theme of his address, "The Public's Conscience," and asked the exporters where it was in the matter of an increased fare for the transit systems; where it was in the bonus bill question, in the expulsion of the five Socialists from the State Legislature and in the present Peace Treaty debate.

All-the-Family Farm Papers -

Letters by the hundred every day--- letters of appreciation and commendation--- letters asking advice on farm problems--- letters containing household suggestions--- letters of all sorts, from the fathers, mothers, brothers and sisters of our farm homes, are continually pouring in to our editorial desks.

This is unfailing proof that the sections of THE CAPPER FARM PRESS are "all-the-family" papers and they possess an extraordinary amount of reader interest.

A glance thru any edition will show the reason: They are carefully edited - to interest every member of the farm family.

And this is a fact not without great significance to advertisers!

The CAPPER FARM PRESS

(MEMBERS A.B.C.)

Arthur Capper, Publisher

Marco Morrow, Asst. Publisher

TOPEKA, KANSAS

The Widening Field of Poster Advertising

Goods, Commodities and Ideas Which Can Now Be Effectively Marketed Nationally Through the Aid of This Important Medium

By KERWIN H. FULTON*

President, O. J. Gude & Co., Poster Advertising Association

IT is a refreshing experience to get away from the "close-up" which is my daily lot and look at Poster Advertising in a big, broad, imaginative way. And I like the word NOW as applied to this subject.

Now is the fascinating thing; because Poster Advertising is now in the front rank of national advertising media and it has now a tremendous national influence which is fully appreciated by few people. And what Poster Advertising is now foretells what it will be.

Now, there are Poster Advertising plants in nearly eight thousand towns and this list is growing rapidly. You are all familiar with the standard "double-A" posting structure which is to be found in all of these towns. It is enough to say that the plain green moulding, the white blanking space and the steel construction, all combine to give the advertiser a perfect vehicle for his message.

First, a word about circulation. Take any one of the eight thousand towns, put up a full showing or a half showing of 24-sheet posters, and let them remain on display for thirty days. (For the benefit of those who do not know this medium, I wish to explain that the difference between a full and half showing is simply a difference of intensity or repetition. Both displays are so distributed that they cover the entire community.) I don't care what town you pick out for this illustration—during the thirty-day period you will reach at least the eyes of every man, woman and child in that town who can see, so the circulation of Poster Advertising is the population of the city or town which is covered by the posters. There is no other way to figure it.

CIRCULATION CALCULATIONS

If an advertiser posts a full showing or a half showing in New York City, he will reach the eyes of several million people. Whether he reaches their minds and their purses is another matter, which is up to him or up to his Poster Advertising counselor. Viewing Poster Advertising as a national medium, we find it has a direct circulation of over fifty-

seven million. This is a conservative figure because it does not take into account the millions of transients who live outside the posting towns, but who drive into town on an average of once or twice a week. Is there any other advertising medium in this country that can offer you a possible circulation of fifty-seven million at one operation? So we have, first of all, a medium of universal appeal—posters reach the millions without regard to color, religion, education or financial circumstances.

The second point to be emphasized in our analysis is that the standard posting period is thirty days. The regular posting dates are the first and fifteenth of the month. It is entirely possible—in fact it has been done several times—to post the entire list of approximately eight-thousand towns with one particular 24-sheet design and have from 95 to 98 per cent of the displays start between the first and the fifth of a specific month. To accomplish this, time is the only essential. Given time, the rest is easy.

We must not overlook the flexibility or elasticity of Poster Advertising, because I understand the term "national advertising" to mean any advertising that is not of necessity confined to one particular city and its suburbs. The point to bear in mind here is, that the national advertiser may select for Poster Advertising the exact territory that his situation demands. He may have his posters put up in a geographical section like the "old South" or he may be guided only by population. For example, he may post only cities of over one hundred thousand or only towns of under five thousand. He may select summer resorts, winter resorts, farming towns, or mining districts. One Poster Advertising campaign included only oil-well sections. The article advertised was a drilling cable used to drill oil wells and the results were highly satisfactory. I have in mind another campaign which is now under way for a new rubber boot used by coal miners. This is a splendid illustration of the elasticity and high concentration of Poster Advertising. The 24-sheet itself was designed to reach the pocket books of

coal miners and it speaks to them in their own language. If you could see it, it would mean little or nothing to you. These posters, of course, are being used only in coal mining towns, and only in those mining towns where this new boot has good distribution and where everything is set for the advertising.

FOR THE BRIEF MESSAGE

The other outstanding characteristics of the 24-sheet poster are color and pictures. Here the modern American lithographer enters and tells us that he can reproduce for us on a 24-sheet poster any picture and any color or combination of colors. Technically speaking, there is a slight exception here because I believe there are some delicate tones of lavender and purple which can be produced, but which have a tendency to fade. However, this has no bearing on my big point which is that only one or two national advertisers have "cashed in" to the maximum on the power of a wonderful picture properly reproduced on the 24-sheet poster.

Now we have before us a brief picture of this medium. We have a pretty good idea of its virtues and also its limitations. Under the head of limitations we may just as well understand that if a worthy argument is necessary to advertise and sell a certain product, Poster Advertising is not the medium indicated.

Your sales managers and advertising managers will realize that I speak of Poster Advertising as merely one cog in the wheel of marketing. You will take for granted that the other essentials are present. For example, a well developed selling organization full of energy and pep, intelligent dealer work and dealer help, and team work on the part of all selling factors. I am also assuming a painstaking preliminary investigation of the market which is to be captured through the help of Poster Advertising.

The following instances are merely types. My thought is that they may start a chain of ideas in your minds. If some random suggestion of mine shall create a new and successful poster advertiser that will be a proud moment for me.

*From an address delivered at the Associated Advertising Clubs of the World Convention in Indianapolis.

These are opportunities and they are big opportunities, but of course we all know that this kind of fruit is not ripe on the tree, just waiting to be knocked into the basket. The best opportunities after all, are those that we make for ourselves by dint of much activity in the frontal lobe of the brain.

Poster Advertising holds the promise of big dividends for the manufacturers of a wide variety of food products. One of them has been in my mind for a long time—I refer to rice: a trade-marked package rice. American women as a whole, do not appreciate rice. In the first place, they don't know how to cook it. Even the simple operation of preparing boiled rice is seldom understood in American homes. These conditions could be completely altered through the use of Poster Advertising and skillful merchandising. In fact, I believe that the persistent use of this medium would very probably change us into a nation of rice eaters.

The trade-marked prunes come under the same classification. Here is another healthful, economical food that is little appreciated. Turn on the full power of Poster Advertising and you can make prunes—your prunes—an important part of the daily diet of the American people. The constant reiteration of a pleasing and economical suggestion will eventually bring action—and then habit.

SUGGESTED CAMPAIGNS

Now we come to the big subject of fabric advertising, which will undoubtedly be one of the triumphs of Poster Advertising in the near future. It is only a question of time, for the simple reason that we can give fabric manufacturers what they most want in advertising, namely, a perfect reproduction of the texture and actual appearance of the material. Take silks, for example, here again we can reproduce anything that the artist can paint or the photographer can photograph; and never forget that all reproductions will be uniform. The same reasoning applies to any of the fabrics which are now popular, Indian Head Muslin, Woolnap Blankets, Skinner's Satin, etc.

In the spring of 1920, you saw O'Cedar on the poster structures everywhere, and I can tell you that the results were more than satisfactory.

This campaign should mean something to other manufacturers of commodities which have their big-

gest sale during the periods of spring and fall house cleaning. Wall paper would fall in this category, so would linoleum. Imagine a series of 24-sheet posters depicting popular linoleum patterns and driving home the name and trade mark of a certain linoleum.

This spring there was an interesting campaign in New York City. The posters advertised Young's hats and showed a good picture of the popular straw hat style for 1920. In New York about 99 per cent of the males buy their straw hats on one day. That's a little exaggerated, but the date is around May 15. The posters for Young's hats, however, went up far in advance of that date and stayed up until the season was "on."

Consider next Christmas; suppose you made a line of toys for boys. Assuming that all conditions were right, that your distribution was all that it should be, can you think of anything that would have the effectiveness of a full showing of 24-sheet posters on display from November to December 15? The effect of a 24-sheet poster on the mind of a boy is a powerful and wonderful thing, and a thirty-day showing of this character would prove conclusively to thousands of fathers that Poster Advertising gets quick results.

This same thought applies equally well to any trade-marked article that would make an attractive Christmas gift. You will recall that the Gillette Safety Razor Company carried through a Christmas gift campaign several years ago. The only words on the poster were, "Give Him a Gillette," and as I remember it, the posters were put up in every city of any importance in the United States. The results of this thirty-day showing astounded the Gillette Company. Shortly before Christmas they reported to us that their factory was running day and night, and the orders were still pouring in.

FOR CIVIC CAMPAIGNS

It was John Sullivan, secretary-treasurer of the A. N. A., who remarked the other day that democratic governments should use national advertising to reduce the cost of operation and to spread democratic ideas and ideals.

This suggests one more imaginary campaign: Let's spend a man-size appropriation this time and take a full showing for twelve consecutive months in every town which contains a Poster Advertising Plant. We are going to enlist the services of

twelve of the foremost artists in this country and these twelve men are going to paint for us a series of twelve posters, each depicting some characteristic incident in the life of a great American. These would be pictures that would speak more than a thousand words. Washington at Valley Forge; Lincoln, as a boy studying by the light of a log fire; Lincoln as a struggling lawyer, and Lincoln as president during the Civil War; Roosevelt as a puny, weak schoolboy and Roosevelt in his prime as president, full of strength and magnetism. Perhaps on each poster we would give just enough history to point the moral, and bring out the virile American characteristics of the man. Assuming that this campaign were carried out in some such manner as I have imagined it, don't you agree with me that our country would be a better country to live in after twelve months of this American treatment? Do you think the rising generation would ever forget the dramatic lessons of these wonderful posters? My own conviction is that the net result would be a better brand of democracy—a nation more like the one our forefathers had in mind when they signed the Declaration of Independence.

It has been my privilege to come to know most of the men who own the Poster Advertising plants of the United States. I have attended all of their conventions—I know how they regard the larger aspects of Poster Advertising. From what they have said as a body, from what they have done in the past, it is clear that they realize fully their responsibility and that they regard themselves as trustees.

These men served the country well during the war, and they are willing and anxious to do it again, if opportunity shall arise.

I believe that some day a plan will be worked out whereby American ideals and American principles of government will be advertised for a period to the people of this country, and I have no hesitation in saying that when that time comes, the men who represent Poster Advertising in all its branches, will be found on the job, ready to do their part—thoroughly.

Mrs. Sims Goes With Federal Agency

Mrs. Irene Sichel Sims, for five years assistant advertising manager and chief of copy of Marshall Field & Company's Retail Advertising Bureau, has resigned to accept a position with the Federal Advertising Agency, New York.

"Fourth Estate" Editor Dead

Edwin G. Heath, managing editor of the Fourth Estate, died on Friday of last week at his home in Richmond Hill, Brooklyn, in his fifty-sixth year.

Mr. Heath was born in Jaffrey, N. H. He was well known in newspaper offices in New York and Boston. For a number of years he was connected with the Boston Post, first as an executive in the news department and later as a financial writer. He became managing editor of the Fourth Estate in 1918. Following services last Sunday the body was taken to Jaffrey for burial.

100 Newspapers Cooperate

One hundred daily newspapers of the country, "without a print paper supply, and largely dependent on open market purchases," have arranged to organize the Publishers' Purchasing Corporation under the laws of Delaware for cooperative buying of print paper and paper

mills, it was announced in New York last week.

Officers of the new corporation include: W. L. Pape, Waterbury Republican, president; W. W. Weaver, Durham, N. C., *Sun*, vice president; Jason Rogers, New York *Globe*, treasurer, and George W. Marble, Fort Scott, Kan., *Tribune-Monitor*, secretary. An executive committee, with Jason Rogers as chairman, was elected.

Big Campaign to Advertise Brooms

Representatives of the broom industry have completed plans for a three-year publicity campaign to advertise the romance of the kitchen utensil. At a meeting in the Tuller Hotel, Detroit, \$100,000 was raised by subscription toward the quarter of a million fund necessary. H. R. Kelso, manager of a broom firm in Lincoln, Nebraska, promoted the scheme, which will be sponsored by the Allied Broom Industries, with headquarters in Chicago. The campaign will interest every branch of the work, manufacturers, broom corn dealers, supply dealers and broom handle manufacturers.

Three More Accounts for Wood, Putnam & Wood

Wood, Putnam & Wood Company, Boston, Mass., has secured the accounts of the Rogers, Lunt & Bowlen Company, makers of silverware, in Greenfield, Mass.; the C. J. Bailey Company, manufacturers of rubber specialties, and of the Butcher Polish Company, both of Boston.

Drake Now With Campbell-Ewald

John A. Drake, who left Detroit recently to join the staff of the Martin V. Kelley Company, Toledo, Ohio, has resigned and has become associated with the Campbell-Ewald agency.

Miriam Teichner With Detroit "News"

Miss Miriam Teichner, formerly with the New York *Globe*, has joined the Detroit *News* as a feature writer.

Six New Accounts for Power, Alexander and Jenkins

The following accounts were recently acquired by the Power, Alexander and Jenkins Company, Detroit:

Mid-West Chemical Company, Detroit, manufacturers of the general disinfectant, Puri-Fl, using a newspaper list in middle western states; Miami Conservancy District, Dayton, Ohio, farm papers and newspapers to sell a list of Miami Valley farms taken in the course of conservancy work; Howe Lamp and Manufacturing Company, Chicago, using national mediums and trade papers; Michigan State Auto School, Detroit, using national and farm mediums; Jewett Phonograph Company, Detroit, campaign now being prepared; Happy Home Products Company, Detroit, electric dishwasher and other household appliances, campaign now being prepared.

Green-Lucas Man Will Teach Advertising

H. K. Dugdale, one of the account executives of the Green-Lucas Company, Baltimore, has been chosen as instructor of a course in advertising which has been added to the curriculum of the Baltimore Business College.

Mystic Cream Account With Kelley

The Mystic Cream Company of Middletown, New York, makers of vanishing cream, has placed its advertising with the Martin V. Kelley Company, which is handling the account through its New York office.

N. Y. "Tribune" Sporting Writer Dies

A. C. Cavagnaro, popular sporting writer on the New York *Tribune*, succumbed to appendicitis last week after undergoing two operations at the Methodist Hospital in Brooklyn. He leaves a wife, father and mother.

Appointed Associate Editor, "Material Handling Cyclopaedia"

R. C. Augur, formerly with the Federal Shipbuilding Company and many years in the transportation field, has been appointed an associate editor of the *Material Handling Cyclopaedia*, published by the Simmons-Boardman Publishing Co.

Axle Account With Brooke, Smith & French

The Russell Motor Axle Company of Detroit has placed its advertising account with Brooke, Smith & French in that city.

Perry-Dame Account with Levin Co.

The advertising account of Perry Dame & Co., the Standard Mail Order House of America, has been placed with the Charles D. Levin Co., New York.

Establish in New York and Chicago

"Ten Men From Texas," representing *Holland's Magazine, Farm and Ranch* and other periodicals in the Southwest, have opened permanent offices at 1 Madison Avenue, New York, and at 616 South Michigan Avenue, Chicago.

Joins "Woman's Home Companion"

John J. McCall, formerly with *Logan*, is now connected with the Crowell Publishing Company, serving on the eastern staff of the *Woman's Home Companion*.

Holt With "Farm and Fireside"

Russell Holt, formerly with the Chil-ton Company, recently joined the eastern staff of *Farm and Fireside*.

Richmond Agency Erects Building

Cecil, Barreto & Cecil, Inc., Richmond, Va., advertising agency, is erecting at Twelfth and Bank Streets in that city a six story building which will house the company and its related organizations.

Besides the staff of a modern advertising agency, the building will contain an art department, photo-engraving plant, color-plate plant, typesetting plant, photographic studio, stereotyping plant, electrotyping plant, matrix making plant, albatyping plant and multigraph department. The concentration of the diversified activities makes the plant unique in the field of advertising production in the United States.

About August 1, the advertising agency of Cecil, Barreto & Cecil, Richmond, Va., will open in New York City with offices in the Morlin-Rockwell Building, 46th Street and Madison Avenue.

Keeping Up With The Times**A FACT A WEEK**

"And The TIMES alone brought us a bigger volume of business than we had anticipated from the two papers we intended to use."

It often happens that wisdom is forced upon us. This advertiser was worried because his ad had been left out of another paper. He has ceased to worry.

The Washington Times,
WASHINGTON, D. C.

Don Perkins, New England Manager for "Cosmopolitan"

Don Perkins, formerly of *Motor Magazine* and *Hearst's*, is now New England manager of *Cosmopolitan* with headquarters in the Little Building, Boston.

Vanderhoof & Co. Gets New Accounts

Vanderhoof & Co., Chicago, has secured the accounts of the Universal Glove Co., Toledo; Graham Bros. & Co., Chicago, soaps; and the Tonnograph Sales Corporation, also of Chicago.

Batten Will Advertise Society Brand Clothes

The advertising of Society Brand clothes manufactured by Alfred Decker & Cohn, Chicago, formerly placed direct will now be handled through the Chicago office of the George Batten Co.

Barnett Takes Dorrance's Place

Joseph Barnett who is connected with the Chicago office of *Cosmopolitan* is now covering the Detroit territory for that magazine, succeeding Sturges Dorrance who is now vice-president of Thomas F. Logan, Inc.

Leonard Drew With "Cosmopolitan"

Leonard Drew has left the Penton Publishing Company of Cleveland to join the advertising staff of *Cosmopolitan* with headquarters in the New York office. Mr. Drew's territory will comprise sections of New York State and New Jersey.

O'Brien to Direct Olds Advertising

Thomas T. O'Brien, manager of the truck department of the Olds Motor Works, Lansing, Mich., has been placed in charge of all sales promotion work for that company including the advertising department.

Eight New Accounts With Tracy-Parry

Tracy-Parry Co., Philadelphia, has secured the following accounts: Strauss, Royer & Strauss, manufacturers of mid-dy blouses in Baltimore; Perma-Loc Mfg., Wilkes-Barre, Pa., automobile supplies; Smith, Kline & French, Philadelphia, wholesale druggists; Franklin D'Olier Co., Philadelphia, cotton yarns; Henry Maillard, Inc., New York, confectioners; J. & J. Slater, New York, shoes; Elgin Silk Waist Co., Philadelphia, and Walker Bros. Co., Syracuse, N. Y.

Trifitt Will Advertise Rex Products

E. L. Trifitt has been made head of the advertising and sales promotion department of the Rex Mfg. Co., Comersville, Ind. Trifitt was formerly advertising manager of the Roderick Lean Mfg. Co.

Willys Heads Republic Truck Co.

John N. Willys has been elected president of Republic Motor Truck Co., to succeed F. W. Ruggles, who has retired from the company. Last November, John N. Willys, F. R. Ruggles and W. I. Baxter acquired a controlling interest in the Republic Truck.

Made Assistant Advertising Manager of Briscoe Car

Eric B. Flippen has joined the Briscoe Motor Corporation, Jackson, Mich., in the capacity of assistant advertising manager. Flippen was with the Street Railways Advertising Co. up to the time of joining the A. E. F. in 1917.

George W. Perkins, Super-Salesman

Styled "financier, politician and public servant" in the obituary notices, George Wallbridge Perkins of New York who, on June 18, paid, with his death, the penalty of overwork, was primarily and essentially a salesman. Starting out in his teens after a short five years of schooling and a year or two more of "clerking" he began to sell insurance. Before he had finished the job he had sold himself into the first vice-presidency of the New York Life at \$75,000 a year and refused a partnership in the firm of J. P. Morgan & Company. This he later accepted, in 1900, at almost double \$75,000 a year. Turning his attention to public service, he sold to New York City and State the

great Palisades Park. Drawn into the maelstrom of politics he became a dominant factor in selling to the country the Progressive movement of 1912. Accepting the call to duty that the war brought to America's business leaders, he gave his all to the task of selling to the public the Y. M. C. A., on one hand, and the food economy policies of the government on the other. It was overwork in this service that brought about his death a week ago at fifty-eight years of age. From the very bottom up, he had built his success and his reputation on sales and the same selling genius that startled his superior officers in the Denver office of the New York Life at the beginning of his career won him national approbation before its close.

Service that serves



This letter shows what Lesan Service means. The co-operation here spoken of as effective in gaining distribution for U S L Batteries is typical of our day-in and day-out service to clients.

May 1, 1920

H. E. Lesan Advertising Agency,
440 Fourth Avenue,
New York, N. Y.

My dear Mr. Gordon:

Your suggestion contained in your letter of April 1st is very much appreciated. (Outlining plan to obtain dealers in new cities.)

You will find attached a complete list of the towns in which we would like to obtain representations, but have none at present. * * *

We have obtained a number of very good leads in the past through your assistance, and I think that by tackling the whole field on this basis we will probably succeed in accomplishing excellent results.

With kindest regards, and assuring you of our appreciation of this cooperation, I remain,

Yours very truly,
(Signed) H. A. Harvey,
Manager, Service Station Sales

U. S. Light & Heat Corporation

H. E. LESAN ADVERTISING AGENCY, INC.
440 Fourth Avenue - - - - - New York City
Republic Building - - - - - Chicago

Advertising to Endow "Jimmy Pipe" With a Personality

(Continued from page 6)

A class of advertising which the Demuth Company considers most valuable is that which goes into the college papers. Every college man who smokes, smokes a pipe. He may also smoke an inordinate number of cigarettes and even indulge in a cigar on special occasions but the pipe is part of college tradition and the average undergrad is strong on tradition. College men are heavy buyers of pipes—particularly of high grade pipes. In the eastern universities they are very apt to be buyers of imported pipes, unless they can be headed off by the insistent advertising of the *ne plus ultra* qualities of the American made product. Demuth advertising of W. D. C. pipes is heading them off, it is declared.

But it ought to do more than that and, if successful, is doing more. The college man at the average college age is just forming his smoking habits. At the same time he is going through a period when a man is most fussy about having the "right" thing. If this advertising is successful it is going to induce college men to form the habit of thinking that the W. D. C. pipe in some style or other and some grade or other is the right thing—and the habit is going to stick through after-college life.

REACHING THE DEALER

Of course, through all his interest in reaching the consumer the wise pipe manufacturer does not neglect his dealers. Trade paper advertising is an important branch of the campaign. Typical Demuth advertisements in the tobacco trade papers emphasize the fact that the sale of a Demuth pipe makes of a smoker a permanent customer and of a customer a friend. The "Pipe Organ," an interesting little house magazine featuring helpful hints for dealers, is sent out through the trade every month.

Some of the copy and illustration used in Demuth advertising is reproduced in these pages. It is clear, clean, catchy and to some extent, distinctive copy, but readers will probably accept the statement that it could be all too correctly cited as typical of pipe advertising in general. It does its work well, it registers on the reader's mind the fact that W. D. C. is the hallmark

of quality, it is well calculated to impress the reader that the W. D. C. is the "right" pipe smoked by the "right" people; but does it capture the imagination with the grip that *Tobacco's* critic obtains with his suggestion of copy for a hypothetical campaign?

Imagine what effect a series of pipe advertisements would have dealing by successive steps with the progress of the pipe from the raw or natural wood to its finished state. What a romance we would find in the ordinary briar, and what an impetus would be given to the sales of the better class of pipes. What the pipe-maker needs to do is to humanize the pipe—to make it the friendly, lovable thing it is, instead of the lifeless and uninteresting piece of carved wood that the usual pipe copy shows it.

Think of the romantic associations that cluster round the venerable crusted bowls of Mark Twain, James Barrie or Arnold Bennett. Why, their very names are redolent of restful nights, of keen enjoyment and quiet content with pipe and book beside an open fireplace. *The pipe as an aid to clear thinking*—there's a copy theme for you.

Other prolific sources of material are to be found in incidents of the trenches, camping, hunting and general outing experiences, while smoking habits of great men from Sir Walter Raleigh downward might be drawn upon for a series of unusual, interesting and influential pipe copy. The force of a good example! Who can measure it? How many men have been influenced to try the pipe by the serene figure of Sir James Barrie, which appears on the labels of Craven Mixture? Or by the sigh of Sherlock Holmes in his familiar dressing gown and the inevitable pipe? After all, if we except his razor, few things get closer to a man's affections than a well-seasoned briar. The fealty paid to a tobacco is, in comparison, slight and transitory. It may be one brand to-day and another to-morrow, but to the old pipe he remains faithful to the last until it is lost, broken or burnt out.

A PIPE AMONG PIPES!

It may be true that the tobacco manufacturers are, of necessity, calling upon rich resources like these to sell the pipe to the smoker. Isn't that all the more reason for tying up with their campaigns by utilizing such wealth of material to sell particular lines of pipes to the smoker? I wonder.

The writer of this article has a pipe that has sent blue smoke curling up from its scarred bowl toward the blue skies of France, that has warned his nose in walks along frosty English country roads, that has cheered him in dingy smoking compartments of trains speeding

across the dikes of Holland, that has choked him with the vile fumes of "Hindenburg mixture" under the black gaze of sour Hanoverians. He smokes in it to-day a nationally advertised brand of good Yankee tobacco that is kept dry and sweet in a smooth-worn brown leather pouch purchased from a little old Frenchwoman in a mill town back of the Somme that was afterward bombed and shelled to a fare-thee-well. It isn't much of a pipe. It isn't of any particular brand that the writer is acquainted with. Only a sense of loyalty prevents him from admitting that he gets a better, sweeter smoke from a "replacement" pipe of a nationally advertised American brand that cost about seventy-five cents.

But he isn't smoking just a pipe. He is smoking a pipe and associations—memories. Its blue smoke is redolent with the poetry of adventures in which it has been a partner. Its smoke rings are sonnets to memories.

ADVERTISING ASSOCIATIONS

Now every man cannot have a pipe like that, but, I maintain, into every man's pipe can be ingrained associations with the romance of pipe smoking that will give it almost as much value to him. No activity of man has such a background of romance as pipe smoking, and that background can be as easily brought into the foreground and tied up with a particular brand of pipe—by advertising. Only the proper copy is wanting to make "our No. 23407" the pipe of Mark Twain, Arnold Bennett, Sir James Barrie and Sherlock Holmes—and heir to all the pipe romance of the ages.

There are other angles to the sales possibilities of pipe advertising that cannot be taken up here for lack of space. I have what I call a "replacement pipe" while my old "chief pipe" is still very much in action. But then I am a veteran pipe smoker. How many other men have "replacement pipes" to call into use while the "old chief" is being given a lay-off to enable it to sweeten up? How many men recognize the need of giving their pipes such a lay-off? There are tremendous sales possibilities here, particularly for the sale of that not-as-good-as-the-best grade of pipe that must be pushed off the dealers' trays in such large numbers in proportion to the sale of premier, connoisseur's grade pipes.

But why talk of "grades" of

pipes when good pipes of all grades can have bestowed upon them, by the right kind of advertising, the personality that will put them across without relation to their technical peculiarities? It is the association that will make the broad general appeal. The difference in price will only determine the class of buyer to which the particular pipe is to appeal. A pipe with associations—that will be a "Prince Albert among pipes"—that will be a king among pipes.

Rotogravure Merger

National Gravure Circuit, Inc., New York, has purchased the entire capital stock of the Graphic Newspapers Inc., representing 22 rotogravure sections.

Francis Lawton, Jr., formerly president of the Graphic Newspapers, Inc., has been elected second vice-president of the National Gravure Circuit, Inc. The officers and directors are as follows: S. Keith Evans, president, D. A. Reidy, 1st vice-president; Francis Lawton, Jr.; 2d vice-president, E. A. Greene, secretary, and Benjamin Wood, treasurer.

Lynn S. Abbott has been appointed manager of *Motion Play Magazine* and Joseph V. Sloan, formerly with Associated Sunday Magazine, is traveling field representative in charge of circulation.

The capital stock of National Gravure Circuit, Inc., is \$250,000.

Painter Heads Standard Units Corp.

John G. Painter, for some time sales manager of the Continental Motors Corporation, Detroit, is now president of the Standard Units Corporation in that city.

"A. & S." an Ideal Text Book

Editor, ADVERTISING & SELLING.—My brother, who is in charge of the advertising class in our school, has asked me to write you to request you to stop delivery of your magazine with the June 26 issue.

This will leave about five weeks of our subscription unfulfilled and we would greatly appreciate it if you would permit us to complete our subscription next September when our school reopens. As school will be closed during July and August you can readily see that we have no use for the 40 copies each week.

When the present subscription expires it is the intention of the school to give you another forty subscriptions for the ensuing school year, as your magazine has found favor as an ideal text book for our class.

Thanking you for your courtesy in this matter, we remain, John M. Martin, Registrar, Knights of Columbus Free School for Service Men, Milwaukee, Wis.

Advertising Women Hold Outing

The League of Advertising Women of New York City held an outing at the Dunwoodie Country Club on Tuesday. After golf and games, dinner was served. In the evening a dance was held; a colored band entertaining with singing as well as playing.



When Petroleum Village Moved West—

THE wells ran dry. Then oil was discovered over the hillside. Within a month, Petroleum Village had moved ten miles west.

Only a little village! A change of only ten miles! Yet none too small to escape the all-seeing eye of RAND McNALLY.

Thousands of RAND McNALLY correspondents make painstaking, scholarly reports of every new dot and dimple in the world's countenance—new boundary lines, population, changes in post offices—*everything!* Changes in the RAND McNALLY COMMERCIAL ATLAS OF AMERICA alone number more than 65,000 yearly!

Few people have any idea of the scope and bigness of RAND McNALLY. To say that this is the world's largest map maker is to tell only half the story.

If you want a map of New York City or of Palestine—RAND McNALLY makes it. If it is a Biblical atlas or a map of *North America During The Great Ice Age*, RAND McNALLY makes it.

Political maps, physical maps, climatic maps, historical maps, classical maps, language maps, globes, atlases and map-track systems for every use and every country are made by RAND McNALLY.

Do you use maps often enough?

RAND McNALLY & COMPANY
Map Headquarters

536 S. CLARK ST., CHICAGO

42 E. 22ND ST., NEW YORK

RAND McNALLY Indexed Pocket Maps 1920 Edition. A series of large scale maps, size 21 x 28 inches each, showing clearly all cities, towns and villages, railroads, electric lines, county boundaries and names, mountains, rivers, lakes, etc. Each map folded to convenient pocket size with cover and accompanied by complete index giving location and population of all places, and information

regarding the railroad, express, telegraph and mail facilities of each.

On the reverse side of each star map is a very clear and comprehensive map showing in red the main highways.

All States—All Canadian Provinces. PRICE 35c each.

News stands, book stores, drug stores and cigar stores have the map you want or will get it for you.



Purging the Country Weekly

The country weekly, a medium of unquestioned value in any considerable advertising campaign, is shown in its modern aspect, in the accompanying letter, written by N. A. Huse, Vice-President of the American Press Association, to H. S. Wauters, of Lowe Brothers Company, of Dayton, Ohio, which, in a human sort of way, tells a story of genuine interest to those of the advertising fraternity who are striving to elevate their calling to the dignity of a profession:

"Did you ever shoot prairie chickens on the plains of the west? No sport in this world has anything on a chicken hunt for thrills and genuine joy. You get up at 4 a. m. to be in the hills by daybreak—the birds roost on the hilltops at night—so that the dogs can get the scent while the dew is still on the grass; that's the time a dog loves to hunt just after dawn while the dew is still on the grass, before the blistering dead heat of midday has taken the fun out of loping back and forth across a wide range.

"If you've had the grand and glorious feelin' of seeing a red Irish setter come to a point and a moment later, at your signal, flush first one gray feathered prairie chicken and then another; if you've heard the whir of wings as the covey rose and if you've watched those birds over the end of a shotgun as, one by one, they floated away; and if, after all that, your barrel has barked and you've seen one and then another fowl crumple up and drop with a thud into the gray grass; if, in the cool, dewy dawn of a September morning you've had that ecstasy, then you'll understand, as only a chicken hunter could understand, why a certain country editor a few years ago journeyed out into the cattle ranch country of open spaces in the west, on his annual chicken shoot.

"And you'll understand how it came about that this country editor and his party stopped for the night at George Hollister's ranch house, thirty miles from a railroad, and how the editor slept that night in a haystack full of hay and mosquitos, and everything.

"And knowing that, you'll know how it came to pass that this country editor was brought to a realization of the wicked and criminal thing that he himself had been guilty of and which had started well on the way to disfiguring for life a little 3-year-old girl who lived at the ranch and had never done this editor any harm.

"Helen Hollister, aged 3, was cross-eyed. The country newspaper man asked her mother if anything had been done to correct the child's misfortune.

"Yes, we're treating with Doctor Blank," her mother said. "He says Helen's eyes will come around all right in time."

"The newspaper man had had experience with eyes of this kind and he knew that cross-eyes never correct themselves unassisted; and that if the condition were allowed to go on until the child was a dozen years old, the muscles would become so fixed that nothing save an operation would effect relief. He

knew that if proper glasses were fitted now, those eyes might be straightened and lifelong disfigurement prevented. He also knew that Dr. Blank was a quack of the first water, who knew nothing about eyes, and that the case in hand was one for a competent specialist; also that there was no eye specialist nearer than Omaha, which was 250 miles away.

"'Dr. Blank is wrong,' the visitor said. 'I've had experience in my own family with this sort of thing and I know. The little girl should be taken to an eye specialist. Why did you go to this man?'

"Then he was floored. 'Why we've been reading your paper for years and Dr. Blank advertises in your paper every week that he can cure weak eyes, deafness, gallstones and what not. That's why we went to him and we have faith in him and expect to go right on letting him treat those eyes.'

"It required a lot of persuasion and argument on the part of that country editor to undo what his own paper had done to destroy the confidence in a quack doctor which his own advertising columns had established out on this ranch, thirty miles from Nowhere. In the end the editor's personal appeal prevailed and he himself journeyed to Omaha and back with the Hollister family to consult a noted specialist, who properly fitted a pair of glasses to little Helen's eyes with the result that today those eyes are perfectly straight. They've been saved.

"It might be added in passing that the country editor who figured in this incident went home and took Dr. Blank's cure-all claims out of his paper and made a resolution that he'd be pretty sure of the integrity of advertising inserted in his columns in the future. He had not fully realized how implicitly the families who took his paper year after year believed in its editor, nor how they accepted every work in that paper—news, editorial and advertising—as coming from him personally, with his endorsement; he had not realized how his readers banked on his paper—and ruined their children's eyes on it—because of their absolute faith in him."

The Make-up Man Rises to Remark

EDITOR, ADVERTISING & SELLING:

The writer who happens to be an unfortunate make-up man wishes to make a little comment on the article which appeared in *ADVERTISING & SELLING* of June 5, entitled, "Placarding the Sins of the Make-up Man."

He begins by saying that there are at least two occasions upon which all advertising men use strong language and do not feel it necessary to plead justification. In reply, let me say that this is at least one occasion where the make-up man is given little consideration. If some of these gentlemen could only appreciate what some of us, so-called sinners, have to contend with, they would then realize that we are their friends making every human effort to deliver their message in a way that will make it as attractive and advantageous as possible.

Of course, irregularities are often bound

to crop up and the make-up man, like everybody else, is not infallible, as he also is a human being. However, he is not always responsible for the many things that do happen which mar the value of intelligent advertising.

One instance which I am about to relate is still fresh in my mind.

A make-up man spent part of the night at the print-shop putting an issue to press and to make doubly sure that things were right he waited for press proofs. Everything appeared to be O. K. when he looked them over.

While on his way home, a certain correction occurred to him, so he went back again. As he was waiting at the foreman's desk his eyes glanced at a press sheet of his publication lying on the floor. Picking it up, he noticed that one of the cuts was upside down, although he remembered passing on it and that it was O. K. in one of the earlier sheets. On investigation, it was found that the pressman later on, after running a number, had to underlay the cut, and putting it back, turned it around.

This is one of the many things that keep make-up men awake nights.

In conclusion let me say we need your cooperation and that you will find we are always ready to make any sacrifice in order to render the service the advertiser expects. Joseph J. Menkes, 435 Logan street, Brooklyn, N. Y.

New Accounts for John O. Powers Co.

The John O. Powers Company, New York, has secured the accounts of Harold M. Bennet, United States agent for Carl Zeiss Prism Binoculars and Lenses, and of Samuel Kanner, New York, advertising his Slide Stroke Stropper.

When It Didn't Pay to Advertise

The attention of advertising men who have thought that the "Q. E. D." was long ago written under the proposition, "It pays to advertise" is directed to the sad predicament of dealers in two nationally advertised brands of chewing gum as reported in the New York newspapers recently. According to this story, a Federal tax sleuth operating in Gotham has made himself a candidate for a Treasury Department gold medal by discovering that these brands, because one advertises on the wrapper that it is "good for the throat" and the other that it is "good for the digestion," come under the operation of the revenue tax on patent medicines and should be taxed a penny a package as such. Brands not thus labelled can be chewed without enriching the government. While the dealers are busy counting up the number of packages they have sold since the law came into effect, they are having second thoughts on the axiomatic quality of the "pays to advertise" axiom.

A. Mitchell Palmer Sells His Paper

The Stroudsburg Printing Company, Stroudsburg, Pa., owned by Attorney General A. Mitchell Palmer and Charles L. Drake, who publish the *Times Democrat, Weekly Times* and the *Mountain Echo*, a summer publication, has been purchased by a syndicate consisting partly of men back of the *Daily Record* of that city. N. A. Frantz, long identified with the Monroe Publishing Company, owners of the *Record*, is the new president and general manager of the Stroudsburg Publishing Co.



Thousands of Children are Starting for School in September

THEY are looking forward to it with joyous thrills, mingled with dread. The mothers are almost as excited as the children. "What if the teacher is not kind? Suppose she does not understand the child? She has so many to deal with—what if she overlooks this one?"

September Red Cross Magazine Will Be Built For Parents

Angelo Patri has written an article explaining what a parent should think about before sending the child to school this Fall. This great human subject is one of tremendous interest to all parents who are trying to bring their children up right.

Ten Million Members of the Junior Red Cross

The constructive things that the Junior Red Cross is doing is news to the average person. In this issue will appear an article interpreting the progress and growth of this wonderful organization to develop the child. Under Red Cross leadership, ten million children are assuming responsibilities of launching and financing health centers, clinics and other progressive movements, which is causing

them to develop breadth of character, besides accomplishing a noble and important work for America.

There will be another of the Billy Brad stories by Ellis Parker Butler. For the children themselves, Thornton Burgess has written another Peter Rabbit story, and Harrison Cady has made the pictures.

This Creates a Splendid Background For Advertising Intended to Interest Parents and Children

In this issue, the "Greatest Mother in the World" reports her accomplishments with the children—that the parents of America may be inspired and encouraged. It is peculiarly in line with Red Cross Magazine's policy that the children should get so large a share of attention.

It is not only appropriate that the Red Cross should do this thing, but that it should do it well. It is an essential part of the peacetime activities of the Red Cross.

Parents who sense the responsibility of their trust will eagerly read these articles. The children of the Junior Red Cross will see to that. The intense interest of ten

million boys and girls in the Junior Red Cross will make them call the parents' attention to this issue for some time to come. It is seldom that such a double-barreled opportunity is offered advertisers to deliver their advertising message with such a powerful medium. These readers, these parents of America, will eagerly follow the inspiration of the Red Cross specialists in child work.

The Red Cross Magazine for any month furnishes advertisers an unusual background of confidence. Of course we censor all advertising.

ADVERTISING FORMS CLOSE JULY 15TH

THE RED CROSS MAGAZINE - *The Magazine of America*

Published by the American Red Cross

AT 1107 BROADWAY, NEW YORK CITY

Boston
JOSEPH J. LANE,
Little Bldg.

Chicago
COLÉ & FREER,
Peoples' Gas Bldg.

San Francisco
EDWARD H. KIMBALL,
Crocker Bldg.

Analysis Takes Its Place in Advertising Service

(Continued from page 22)

investigation of this kind covered a period of four months and required over 7,500 interviews with housewives. All of this material is carefully tabulated and made available for constant use.

Human beings, when you average them up, are surprisingly alike, and human impulses are a fairly constant quality. It has been found, for example, that the percentage of unstamped letters mailed annually in Paris and London is about the same year after year. Insurance companies have found that it is possible to tell with almost mathematical accuracy what Mr. Average Man will do under certain conditions. Buying habits have been pretty systematically catalogued by our successful merchants and the experience of advertising men is not far different.

BUYING ADVERTISING SPACE

In selecting advertising media, the list of factors to be considered is too long to be completely enumerated here. The space-buyer must know what kind of people read the publication or pass this poster. What mood are they in when they see it? Are they looking for information or amusement? Does this magazine appeal to men or women? How much influence does this medium exert in the home of

the average subscriber? Why do they take it? Are the readers prospective purchasers of our goods? Are the billboards at the curves in the road or simply along the side? In these street cars do the passengers ride along the side and face the advertising cards or do they look toward the doorway? Is this city enjoying exceptional prosperity on account of unusual industrial activity or should that newspaper be cut from the list because of poor local buying conditions? Buying blank, white space for advertising messages is a business in itself and requires careful analysis and a full measure of experience.

LAYING OUT "COPY"

We endeavor so to design all our advertising matter that each piece, though different, will have an unmistakable resemblance to every other piece and give all our advertising material a style and character which is distinctive. Every advertisement approaches the same point from a different angle, but always with a reiteration of the same fundamentals and a final arrival at the same conclusions. We have a definite skeleton on which all our magazine advertisements are constructed, so that once we have determined upon the idea which is

to be featured in any particular advertisement—oranges in the lunch box, lemon pie, or any other suggestion—we have only to superimpose it on the same "stock" foundation and the completion of the advertisement then becomes almost a matter of following a given formula. To make this more clear, note some of the things which govern the laying out of Sunkist "copy," as it is called.

The basic reason for advertising oranges and lemons is to increase the per capita consumption of these two fruits,—not simply those marked "Sunkist." In other words, to make citrus fruits so attractive, so desirable and so useful that those who do not now use them regularly will begin to do so and that those who do use them will use two where they now use one. Nature has provided us with an instinctive desire to eat anything and everything that tastes good. Although we are reasoning creatures, our instinct is stronger than our reasoning in choosing what we shall eat. A man who uses tobacco does so not because it is good for him but because he likes it.

In Sunkist orange advertisements the dominant appeal is directed toward the reader's appetite. This appeal is handled by an attractive main illustration with a few lines of suggestive copy. The secondary appeal in advertising is that of healthfulness. Oranges are not only good but good for you. It is a fine thing to be told that something you like is healthful. If it could be established that the use of tobacco, for example, was beneficial, the consumption of tobacco could be increased tremendously. The healthful quality of oranges is difficult to picture but can be convincingly stated in the text matter. The health value of oranges appeal to our reason as a cause for eating more of them, and healthfulness, therefore, is second in importance to their delicious qualities. Hospital patients average an orange every three days while the average consumer eats an orange only once in eight.

"Good Housekeeping" Changes Closing Dates

The publication date of *Good Housekeeping* is being changed to the 20th of the month preceding, instead of the 30th. This changes the closing dates to as follows: Color forms close 15th of third month preceding, first black and white forms close 25th of third month preceding; and final black and white forms close 1st of second month preceding the issue.

Catalogue Writer

WANTED—A capable and experienced catalogue and circular writer, especially qualified in this line of work.

Apply by letter only and state fully nature of experience, age, education, and salary expected.

All applications will be treated in strict confidence.

RALPH STODDARD, Secretary
THE DE LAVAL SEPARATOR CO.
 165 Broadway, New York

Fred Millis Made "General Sales Manager" of Indianapolis—Junior Chamber of Commerce Organized

Col. J. B. Reynolds, general secretary of the Indianapolis Chamber of Commerce announced today that the general program for making Indianapolis the best appreciated city in America, which was formulated by the convention board of the Indianapolis Advertising Club, has been taken over by the Chamber. In this connection, he announced the appointment of Fred Millis as director of promotion for the Chamber, to be in general charge of the execution of the program.

Mr. Millis served as the executive secretary of the convention board which represented the advertising club in entertaining the recent worlds advertising convention in this city. He had received leave of absence as assistant advertising manager of the Indianapolis News, in order that he might devote his entire time to the convention board's plan because it was announced in the beginning that a program for making Indianapolis the best appreciated city would be formulated and set in motion in connection with preparations to entertain the convention. Mr. Millis has been secretary-treasurer of the Newspaper Department of the A. A. C. of W. for two years.

Charles F. Coffin, president of the Chamber of Commerce, was one of the most enthusiastic supporters of that program and in conference with other officers of the Chamber, before he departed to attend the International Chamber of Commerce meeting in Paris, he expressed the desire that the spirit of community cooperation which had been intensified through the efforts of the convention board, might be enlisted in a continued and enlarged campaign for the advancement of Indianapolis.

The plan for the creation of a Junior Chamber of Commerce, advanced by Col. Reynolds and approved by the board of directors yesterday is a part of the enlarged program and the organization of this department will be one of the first duties assigned to Mr. Millis. It is expected that at least 1,000 of the younger business men will be enrolled and that by engendering in them the spirit of service to the community, undeveloped resources for the advancement of Indianapolis will be cultivated.

"I have been observing closely the work that Mr. Millis has done for the convention board," said Col. Reynolds, "and I feel that we are fortunate in being able to interest him in continuing in public service. It is our thought that ultimately we will develop what may be termed a 'sales department' for the city of Indianapolis, with Mr. Millis as the general sales manager and with a staff of men engaged in 'selling' Indianapolis to the rest of the world.

"In the meantime we must complete the work which the convention board has so well started—that of getting Indianapolis ready to be 'sold.' The coordination of many city activities, the improvement of some of our local conditions, the education of our own citizens as to the natural advantages of Indianapolis, the development of Indianapolis as the center of distribution—these and many other activities are open to us and we purpose to use the present awakened civic spirit resulting from the coming of the advertising convention, to keep the wheels of progress moving."

Mr. Millis had been with the Indianapolis News for four years as assistant advertising manager. He is a native of Indiana, having been brought up at Crawfordsville. He graduated from Hanover College and later taught school for one year at Noblesville. He then became a reporter on the Indianapolis Star, later business manager of the Terre Haute Spectator and finally advertising manager of the Houston, Tex., Chronicle before coming to Indianapolis.

Mr. Millis was loaned by the Indianapolis News to the convention board of the Associated Advertising Clubs of the World, serving as executive secretary. In this capacity he had direction of the campaign put on by the local board for the purpose of selling Indianapolis to itself and to the outside world.

Vice-President L. C. Huesmann announced the following to serve on the

Junior Chamber of Commerce Committee: Frank C. Jordan, chairman; Walter C. Marmon, Merle Sidener, Wallace O. Lee, Geo. N. Dickson, Lucius M. Wainwright, Fred Hoke, W. L. Elder, Rev. F. S. C. Wicks, R. H. Kemper McComb, W. J. Mooney, Sr., Eugene Foster, Felix McWhirter, F. O. Belzer, Brodehurst Elsey.

Rollins Joins N. W. Ayer & Son

Carle Rollins has left the Chicago office of Good Housekeeping Magazine to go with N. W. Ayer & Son.

Baltimore Advertising Services Merge

The George M. Binger Advertising Service, Baltimore, has been combined with the Deatcl Advertising and Selling Service in that city.

America's First Cord Tire

THE FIRST cord tire made in America was a Goodrich.

Goodrich still makes the first cord tire in America—The Silvertown Cord

Goodrich Tires

Best in the Long Run

The B. F. Goodrich Rubber Company, Akron, Ohio. — Attachment: 2000. Silvertown Cord, Race Tires, Safety Tires, etc.

Showing How Salesmen Can Help Deliveries



The Champion Spark Plug Company, of Toledo, Ohio, was in the same predicament recently as thousands of other manufacturers, due to the embargo on freight and express shipments. Wires were kept hot by a number of jobbers who were in urgent need of plugs for their trade.

It so happened that the sales force of two prominent New York City jobbing houses, the A. J. Picard Company and Whittemore-Sims Co., were in Toledo at the time when the freight tie-up was at its worst. These men had been invited to Toledo as guests of the spark plug com-

pany for the express purpose of seeing how Champion Spark Plugs were made, from raw materials to finished product.

While going through the plant, they noticed the congestion of freight in the shipping department—one keen-eyed salesman pointing out a case of plugs with his firm's name stenciled on it. As a joke, he suggested that they carry the case back with them and was given the laugh by the rest of the crowd when told that the box weighed over 600 pounds.

Then he proceeded to prove him-

self a real salesman by convincing his boss that such a feat was not only possible, but practical. He argued that if each man would carry his share, they could take the entire 2,500 plugs back with them. In the end, he won his point and when the delegation left for home that night, each man carried at least one package containing 100 Champion Spark Plugs.

It is safe to say that this is the first and only time that the Twentieth Century Limited ever left Toledo with over 2,500 spark plugs on board.

A Bromide Schedule for Sales Managers

DO your salesmen backfire? Do they try to sell you on bromides? Are their reports filled with the old, old stories to explain why they didn't get across to Mr. X or couldn't get near Mr. Y?

Here's a cure suggested by G. F. Andrews, manager of *Power*, a man who knows about all there is known concerning space selling and who has had a long course of experience with all kinds of space salesmen, including the bromide vendors. This is his plan. It seems to fit almost any concern having a large sales force, although in this case he deals with publication space.

Have a little schedule of bromides printed, with each numbered, carrying a line instructing the salesman, when he must use a bromide excuse for a failure, to write the appropriate number in his report instead of using up correspondence paper and time with the old, familiar story.

Use some or all of these bromides on your schedule.

A BROMIDE SCHEDULE

1. They said: "Our business is peculiar, etc."
2. No appropriation
3. Appropriation all used up
4. Business conducted according to the

laws of the Medes and Persians; can't be persuaded to change.

5. Board meets next week
6. Board hasn't met yet.
7. Board met, but subject of advertising not reached
8. Afraid to advertise; think their competitors will steal information
9. They don't believe in advertising.
10. Going to take account of stock and cannot advertise at present.
11. Taking account of stock
12. Have taken account of stock, but haven't figured up yet.
13. Say they tried all of our contemporaries and got no results; won't try us.
14. They said: "We are using the Blank Journal in your field. It is just as thick as your magazine. It comes out every now and then. It is printed on white paper with black ink."
15. They said: "We can't advertise our goods, but if we had a product like Blank & Blank—right here in our village—we would use spreads every issue."
16. They said: "There were 240 pages of advertising in your last issue. If we had run a page we would have gotten about one-eighth of a minute of a reader's attention."
17. They believe in direct-by-mail matter.

18. Wrong season
19. Out.
20. Sick.
21. Still sick.
22. Circus in town. Everything sealed up tight.
23. Sent out word he was in conference and couldn't see me
24. Their "Big Campaign" turns out to be one-sixteenth of a page in everything; they are just spending their money, not advertising.
25. Very promising. (Just made their untrepreneur promise)

POSSIBLE RESULTS

Send this schedule out to your salesmen. If some of them take you seriously and use your suggestion they will be saving your time and theirs.

If a few realize how everlastingly tired of bromides you must be to go to all this trouble, perhaps they will be moved to redoubled efforts to send in business and not bromides—which is what we all are after.

Lake Returns to "Cosmopolitan"

Marven Lake, who left *Cosmopolitan* several months ago to join the selling organization of the Sanford Truck Company in Syracuse, has resumed his work with *Cosmopolitan*, and is covering Philadelphia and the South.

LOS ANGELES

Is the Biggest City West of St. Louis

Its Population is 575,480 according to United States Census.

Los Angeles is the Metropolis of the Pacific Coast, the home of Prosperous People, the Auto Center of the country, The Fastest Growing City in the World.

Los Angeles County is the Richest Agricultural County in the United States, and the Great Industrial Center of the Great Southwest.

If you wish to reach the worth while people of this great market use the

Los Angeles Examiner
The Great Newspaper of The Great Southwest

M. D. Hunton
1834 Broadway, New York

M. F. Ihmsen, Publisher

Wm. H. Wilson
909 Hearst Building, Chicago, Ill.

The BIGGEST Morning and Sunday Newspaper of this favored region. The Los Angeles Examiner EXCEEDS its weekday competition by 10,000 copies and its Sunday competition by 70,000 copies.

N.B.—ONE PAGE AD in the Sunday Los Angeles Examiner increased the sale of Fleischman's Yeast in this market 80%. Write us for details of this remarkable achievement, and many other similar triumphs.

With the National Advertisers at Bedford Springs

A. N. A. Convention Was "Different"—Association Celebrates Tenth Year of Constructive Usefulness

By JOHN SULLIVAN

The Semi-Annual Meeting of the Association of National Advertisers, held at Bedford Springs Hotel, Bedford, Pa., June 12 to 15, was "different." Taking it by and large, there is usually considerable similarity in convention programs—not because progress is not made in successive conventions, but because, in every body of interest, there is a limit to the range and kind of subjects that can be discussed.

But the national advertiser has, during the past year, become confronted with many new and perplexing problems. Principles have not changed; the trouble is that, in a year of extremes in advertising—particularly in volume—principles have demonstrated how merciless they are. Whatever arguments may be brought forward by publishers to show that a "book" of two hundred or three hundred pages is just as productive for the advertiser as one of one hundred or one hundred and fifty pages, the opinions voiced and experience contributed at Bedford Springs (as at Lakewood in December last) bear out the experiments made by the Association eight years ago—these experiments showing that there is a constant falling off in the efficiency of any one advertisement as the number of advertising pages increases.

So apparent has this been in actual practice that the following resolution was unanimously adopted:

WHEREAS there is an admittedly acute shortage of practically all forms of paper.

BE IT RESOLVED by the Association of National Advertisers in convention assembled at Bedford Springs.

That they urge all their members as well as all other advertisers to refrain from increasing the sizes of their individual advertisements in all the various publications as well as urging that extreme care be used in preparing mailing lists for direct-by-mail advertising and house organs, using the selective method rather than the broadcast method in these latter forms:

Further be it the recommendation of this Association that they urge their members as well as all other advertisers to consider the fact that dominance is but a matter of relevance—or, to make it concrete, if each double-page advertiser during this crisis reduce to a page, every full-page advertiser reduce to a half-page, and so on, thousands of tons of paper will be saved.

"Dominance is but a matter of relevance." That cannot be successfully disputed. One doesn't have to ballyhoo in order to attract attention. An exquisitely achieved statuette by a master may dominate a room more than a statue of gigantic proportions having no other claim than mere size for attention.

While there has been a lessening of reader attention and response, costs of space, printing, lithography, service, etc., have been mounting. In other words,

both ends—increased costs and decreased response have been operating against the middle—the advertiser.

And so there has come about need for the examination of old values, the appraisal of old values, the discovery of hidden values.

THOMPSON TELLS ABOUT NEWSPAPERS

Perhaps the newspaper has more value than ever suspected as a national medium not merely as a local factor for dealer support, but as a real national medium that may be more effective and economical than general periodicals. As Mr. W. A. Thomson, of the Bureau of Advertising of the A. N. P. A. pointed out, the combined newspaper circulation figures—2,162 daily English language papers with 47,000,000 circulation and 500 Sunday papers with 16,000,000 circulation—show universality. Their appeal is of an elastic character; if there is waste in volume, there may be said to be no waste in locality. Mr. Thomson also called the newspaper a means of quick distribution, being read by dealers; a medium of quick response, possessing prestige with the dealer, and cheap.

Among the subjects which received considerable attention were "Direct Advertising—What Can Be Done With It By National Advertisers?" and "House Organs—Internal, Trade, Salesmen's, Consumer's." In connection with these subjects there were many exhibits, which not only obtained much close attention and interest, but which were described in point of purpose and results by membership representatives. From the trend of the discussion, it would seem possible that even more attention than in the past may be given to direct advertising and to the use of the house organ.

That a new time needs bigger men was appreciated at the meeting, particular attention was paid to the "Broader Scope of the Advertising Manager's Job."

The business paper came up for consideration as possibly offering more opportunity than hitherto thought for effectiveness and economy. The paper situation—both newsprint and general—was gone over, and the information brought out had its effect to an extent in the adoption of the resolution already given.

One of the speeches of the meeting was that by Richard H. Lee, Counsel to the National Vigilance Committee. Mr. Lee roused the men to enthusiasm in talking of his work and its importance to the advertiser and to the advertiser's representative.

The semi-annual dinner was held on Monday evening, June 14th, and immediately thereafter the business sessions were resumed, the subject of "What Advertising Policy Should be Adopted in a Period of Diminishing Commodity Prices and Restricted Credits" being discussed until midnight.

This meeting of the A. N. A. was

certainly "different," and the matters discussed and the decisions reached may have a far-reaching effect upon advertising practice.

TEN YEARS OF IMPORTANT WORK

The A. N. A. is ten years old this month. It started with sixteen members and the membership is now 308. From small proportions its office data service to members has grown to large figures; in the first six months of the fiscal year 1915-16, the number of individual data services was 176. For the six months ending May 31, 1920, the number was 10,695.

And not only is the association responsible for most of the order and the standards that now exist and which did not exist in 1910; the employment of advertising in business promotion is not the experimental thing it was ten years ago; the A. N. A. has made experimentation, to a very great extent, unnecessary. And when it is said that the Association has done this, it means that the membership representatives have done it, because the Association is the mentality of its membership representatives working collectively.

Many men are what they are today because of their A. N. A. affiliation, and wherever an A. N. A. man has gone—into the publishing field, into the advertising agency, into the ranks of others who serve and exist for the national advertiser—they have carried the spirit and ideals of the Association. The association has made many fine men who are no longer in it, but they are even today of the A. N. A., because they still possess its spirit and practice what it has worked for. It is safe to assert, without fear of contradiction—once an A. N. A. man, always an A. N. A. man.

In the development of marketing knowledge and ability in the United States (and not only the United States, but other countries) the A. N. A. has made history during its ten years of life. But it has scarcely more than begun to realize its possibilities. It is acknowledged to be the leading trade association today, and it is said to be the best organized. It keeps its feet on the ground, but it has visions of the future that almost startle men who know it best. It has a record in which it would be difficult to find mistakes and fool things. But, big and strong and sound and active as it is today, it will, I venture to prophecy, look very small in comparison with the Association of ten years hence.

Out-Door Advertising Association Display Was Striking

On the lawn of the State House in Indianapolis, during the convention, the Out-Door Advertising Association had two striking fifty foot bulletins, and inside the Capital an exhibit at either end of the corridor, where twelve displays were reproduced in miniature form.

The thought underlying the copy on the fifty foot units was to show, one very simple and dignified display and the other a general effect of color. The first bulletin was painted in black letters on a white ground, and referred to the conventions at San Francisco and Chicago. The other bulletin showed a huge, gaudy colored parrot against a black background with the words, "HOWDY FOLKS" in a neutral gray with the truth emblem and words, "INDIANAPOLIS, 1920." Both displays, inside and out, were brilliantly lighted at night.

*AMERICAN
Men and Women
in Advertising*

I wish to thank you all for the great courtesy you showed to me and for all the kind things you said to me during my visit to New York, Chicago, Indianapolis and Boston.

I cannot tell you how much I appreciated it and I only hope I can reciprocate it some time. Au revoir until Atlanta next year, when, God willing, I hope to see you all again.

I am,

Sincerely yours,

CHAS. FREDERICK HIGHAM

LONDON
ENGLAND



"Keying" Advertisements Made Easy

Some Useful, Less Obvious, and More Certain Methods Than Those in Common Use Are Here Described

By F. HARVEY HATCHLAND

IT IS STRANGE that no simple or satisfactory method of keying advertisements where the public are brought into direct correspondence with the advertiser appears to have yet been evolved. Of course, where the announcements appear only in two or three journals keying is not a difficult task, but to differentiate in the case of fifty or more publications, without the applicants being made aware of the fact, is a problem that has, so far, apparently baffled solution.

It must be apparent that the methods usually adopted in keying advertisements are primitive and crude in the extreme. They can only operate to confuse the mind of the reader, and detract from the value of the announcement, which is in no sense improved by voluminous addresses and multiplicity of figures. It cannot surely be contended that intelligent readers are favorably impressed by directions to apply to "Desk 35," "Dept. 24," "Dept. D. M.," "25 Oak House, 35 Long Street," or "Please mention this paper," whilst such hieroglyphics as "75 X, 52 b, No. 14 High Street," stand self-condemned.

NUMBERS AN EASY CHECK

The only advantage in the use of numbers seems to be that advertisements can thereby be easily and quickly checked, as the assistant responsible for this work invariably learns to associate a certain number with a particular publication, but whether this slight advantage compensates for the corresponding loss in "pulling power" is a question which each advertiser must decide for himself.

It is, therefore, suggested that the following alternatives, besides being both dignified and effective, will go a long way to conceal from the general body of readers the fact that the advertisement is keyed at all.

Broadly speaking, the classes of advertisements under review may be ranged under two heads: (1) Where the public are invited to send a sum of money, as in the case of mail order businesses, or advertisements

relating to the sale of specific articles, and (2) when the initial request is for a catalogue or prospectus.

KEYING WITH OFFICIALS

Advertisers whose announcements are included in the first division might with advantage secure considerable diversity by the use of the

Stalker's Universal Rate Service

Published Monthly  Ninth Year

Three Sections
Magazines—Newspapers—Trades

Sold Separately or Together
Only Pocket and Pigeonhole Service
The Accepted Standard Rate Authority
Ask for Sample and Price

Stalker's Universal Rate Service, Toledo, Ohio

OLD ESTABLISHED FIRM OF WHOLESALE TEA MERCHANTS WILING TO TAKE UP SELLING AGENCY IN THE U. S. CANNED GOODS OR ALLIED TRADES. SOUND REFERENCES GIVEN.

J. D. WALSH & CO.
BLACKBURN, ENGLAND

Classified Advertisements

HELP WANTED

If you are an Art Director of exceptional ability, looking for an exceptional opportunity in New York City, write full details to Box 276, care of ADVERTISING & SELLING.

EXECUTIVE SECRETARY a national association of manufacturers with headquarters in Chicago invites confidential correspondence from men competent and fully qualified for executive secretarial duties. Salary in start \$2,000 to \$3,000, based on experience in work required. Some knowledge of advertising will be helpful. Give outline of full business career, references, whether married or single, age, etc., first letter. Address: B. C., care of Gunther Bradford & Co., Tribune Bldg., Chicago, Ill.

ADVERTISING MANAGER

An alert, wide-awake, clean cut young advertising manager will find an opportunity for rapid advancement and a position of responsibility with a large Philadelphia manufacturing concern. Should have some technical training, preferably some knowledge of selling and know advertising thoroughly. Responsibility will be placed on him immediately to take care of the department and to make it pay. Write fully advising when available. Box 275, care ADVERTISING & SELLING.

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 118th St., New York City

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 1.00 only \$1.00. Money back if not more than pleased.

Live Agents Wanted

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

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
806 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS"

"GIBBONS KNOWS CANADA"

MONTREAL

TORONTO

WINNIPEG

following distinctive descriptions for various papers, viz., secretary, manager, director, managing director, accountant, controller, cashier, counting house, mail-order warehouse, and sales department. In announcements intended for insertion in ladies' papers, still further variety may be obtained by adopting the terms "lady secretary," "manageress," and "lady director," in addition to the above.

In the case of announcements falling under the second of the above divisions, some modification of the terms will be necessary, but a selection may be made from the following: secretary, principal, director, managing director, governing director, chairman, headmaster, bursar, and perhaps we may also include handbook department and publicity department.

CHANGED INITIALS UNCONVINCING

Some advertisers make use of a particular name, their own or otherwise, ringing the changes on the initials, thus; in one paper the name of "J. Brown" appears, "G. Brown" in another, and "G. J. Brown" in a third, and so on. Whilst this practice may have the effect of seeming to create a personal relationship between the advertiser and his prospective correspondent, it should be borne in mind that short and simple descriptions are always preferable to extended ones, mainly because they are more easily remembered. If the advertiser, as an integral part of his scheme, desires to impress his personality upon the mind of the reader he should be consistent, and in any case, so far as the purpose of this article is concerned, variation in name is not to be recommended.

Advertisers who can afford to book large space sometimes endeavour to solve this vexed question by causing an application form to be printed at the foot of their announcement, on which the initial letters of the paper, and sometimes the date, are inserted. This practice doubtless in many cases induces readers to make use of the coupon, but only serves the purpose in view in so far as this direction is adhered to, and is, indeed, only possible where considerable sums are available for purposes of publicity.

"ASK FOR CATALOGUE C"

Another variation frequently employed in connection with mail-order advertising is inviting the public to apply for "Catalogue C," and so on, using a different letter for each publication. This method

is distinctive and simple, and the replies can be indexed without difficulty, but nevertheless the practice is not free from adverse criticism, for the following reason: An Applicant, failing to find exactly what is required in "Catalogue C," might write for another price list, which proves to be either non-existent or identical with the first, thereby causing unnecessary correspondence and irritation. A wise advertiser will steer clear of all such pitfalls as far as possible.

There appears no doubt, therefore, that in most cases, slight vari-

ations in the address, avoiding duplication of numbers, will be found far and away the most satisfactory method of determining the number of replies received from each separate publication in which any particular announcement appears.

DISTRICT KEYS

Sometimes the locality in which the premises are situated provides the advertiser with a natural or topographical solution of the problem. Thus, an advertiser whose business is situated within a certain radius in the north of London may variously employ the terms "High-

SYSTEMS BOND

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



Your stationery is responsible for a large share of your sales.

SYSTEMS BOND gives you a letterhead that serves as a fitting introduction to your business message.

The toughness and crackle of SYSTEMS BOND are due to its rag fibres and its loft-seasoning. Yet, with all its firm body, its close-knit texture and its pleasing finish, SYSTEMS BOND is sold at a business man's price.

Ask your printers opinion. Have him quote on SYSTEMS BOND for your next order of letterheads.

A request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

way" wherewith to key his announcements, and likewise another in the south might use the words "Briston," "Peckham," and "Camberwell" interchangeably. There is, in fact, one district in London which may be described in no less than seven different ways. This method will be found more or less applicable to the various subdivisions of certain large towns, but it is obviously not always that such an advantage is possible.

Where a building is situate at the junction of two fairly well-known thoroughfares, both may be used alternately in conjunction with other variations.

"1752 SMITH'S CHAMBERS"

If the building is known by name, as, for example, "Midland Bank Chambers," considerable diversity may be obtained by using the name of the thoroughfare, which may be successively omitted or inserted; or if sufficiently pretentious, the advertiser may elect, if he is in sole possession, to give the building a distinctive name, expressly for purposes of advertisement.

Again, a building at the junction of two roads may be named "Jones' Corner," which provides, where applicable, still further variety.

There is perhaps one notable circumstance in which the use of fictitious numbers may be justified. An advertiser desiring to embark on an ambitious scheme embracing say, a hundred publications, may be located in one of the large and palatial buildings containing many suites of offices. Having exhausted his own holding, for which purpose each office may be used to indicate a separate paper, he can then (assuming the building contains 200 rooms in all) commence at 201 and so on. Inasmuch as certain buildings contain as many as seven hundred offices, no suspicion would be likely to be aroused so far as correspondents were concerned, but provision would have to be made to prevent callers from being misled by the innocent exaggeration in numerical rectitude.

THE KEY DESCRIPTIVE

In conclusion, let us consider a typical example and see how it works out in practice. We will assume that "James Brown & Co., Limited, wholesale stationers, Caxton Works, High Street, Bradford," desire to secure as many different descriptions as possible for the purposes already stated. Here we find sufficient material for a

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the
AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

AERIAL AGE WEEKLY, New York

The National Technical, Engineering, and Trade Authority of the aeronautical industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York

The weekly business newspaper of the architectural profession subscribed to at \$10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York

The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York

National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

THE ARCHITECTURAL REVIEW, New York

Established 1887, is an ably edited, progressive monthly for the architects, basing its appeal to both its subscribers and advertisers on quality.

AUTOMOTIVE INDUSTRIES, New York

The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City

Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston

"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the heated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York

Established 1876. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York

The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 834x1214. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 30th Street, New York City.

EXPORT AMER. INDUSTRIES, New York

Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago

Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office 56 W. 45th St. New York. Telephone Vanderbilt 3695.

HARDWARE AGE, New York City

Established 1855; published weekly; the market report paper of the hardware trade; thoroughly covers the national hardware field. Editorially devoted to the better merchandising of every sort of hardware and read on paid subscription by progressive hardware retailers and wholesalers as well as their traveling salesmen, buyers and department managers. Circulation exceeds 18,500 copies weekly. Member Associated Business Papers, Inc.

THE IRON AGE, New York

"The World's Greatest Industrial Paper" established 1855; published every Thursday; terms close eight days preceding; type page, 6 1/2 x 1 1/4; one time page rate, \$108; 52-pages a year, \$50; subscription price, \$6; charter member, A. W. C. and A. B. P. The Iron Age serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, laundry, iron, steel and other metal working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York

Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston

Published monthly—subscription price \$3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

METAL WORKER, PLUMBER & STEAM FITTER, New York

Established 1874. Published weekly. Recognized authority on heating, plumbing, roofing and sheet metal work. Devoted particularly to the interests of the buyers of materials in the above lines—their continuing Market Report an important feature. Member Associated Business Papers, Inc.

MOTOR AGE, Chicago

The Weekly News and Service magazine of the automotive trade. Editorially, it specializes on the maintenance is devoted to the interests of motor car, truck and tractor dealers who make up over 50% of its more than of motor cars, trucks and tractors and 30,000 paid subscribers. Member Associated Business Papers, Inc.

MOTOR WORLD, New York

Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the
AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

RAILWAY AGE, New York

Founded in 1856. Read by executive officers and heads of the operating, traffic, financial, legal, purchasing, mechanical, engineering and maintenance departments. It reaches direct the final buying power of railway supplies and equipment. Weekly. Average circulation 9,250 copies. Member Associated Business Papers, Inc.

RAILWAY ELECTRICAL ENGINEER, New York

Founded in 1908. The only paper devoted exclusively to steam railway electrical problems. Of special interest to mechanical and electrical engineers, heads of electrical departments and their staffs, electric welders, third rail men, power house, sub-station and car lighting men. Monthly. Average circulation 3,300 copies. Member Associated Business Papers, Inc.

RAILWAY MAINTENANCE ENGINEER, Chicago

The only publication devoted to the problems of track, bridges, buildings, terminals, water and steam heat service of the steam railways. Reaches all railway officers concerned with maintenance of way problems. Monthly. Average circulation 8,900 copies. Member Associated Business Papers, Inc.

RAILWAY MECHANICAL ENGINEER, New York

Established in 1832. Devoted to subjects pertaining to motive power, rolling stock, power house, shop and roundhouse problems. Read by all officials interested in the repairs or renewals to motive power and rolling stock. Monthly. Average circulation 11,400 copies. Member Associated Business Papers, Inc.

RAILWAY SIGNAL ENGINEER, Chicago

Founded 1908. Read by signal engineers and their staffs, signal supervisors, inspectors, maintainers, foremen, battery men, wiremen, towermen, lampmen and grade crossing engineers. Monthly. Average circulation 5,500 copies. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.

The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919 the REPORTER carried 4,000 pages of paid advertising, which is 424 more pages than its chief contemporary. Published each Thursday. World-wide circulation at \$5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,

with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-traded stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York

The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contract. Member Associated Business Papers, Inc. One Time Page rate, \$100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.

"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. \$1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa

Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory—southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,

A magazine designed for thrifty womanhood. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate \$4.00 per line.

NEWSPAPERS

THE COURIER NEWS,

Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

THE BRITISH WHIG,

Kingston, Ontario

Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,951. Country, 2,473. Carries many exclusive news features 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ. "More Peo."

elsewhere in the advertisement, not necessarily as part of the description, but to preserve the goodwill.

Third, the name of the firm and the title of the works may be used conjointly or separately, as desired.

Fourth, the words "High Street" may be used in conjunction with or alternately without the words "Caxton Works," or omitted altogether.

Fifth, the words "Wholesale Stationers" may be employed in reciprocal succession with any or all of the above variations. It should, however, be pointed out that the insertion of these words must be considered a somewhat doubtful advantage, as many correspondents would be sure to omit them, and the application would therefore probably be wrongly credited to another paper.

Last, the name of the firm, followed only by the name of the town, might also be employed.

Any advertiser who is sufficiently interested to work out for himself the number of different descriptions within his reach by the judicious use of these various combinations, so far as they may be applicable—by which the use of numerals is totally avoided—will be agreeably surprised — *Advertiser's Weekly*, London.

"World Service"—Amexco's New European House Organ

The two American newspapers that proudly boast European editions may no longer boast alone for they have been joined in their solitary distinction by an American house organ. As a matter of fact, the American house organ "goes them one better" for it is really a European house organ, quite unrelated to the domestic publication of its responsible publishers.

The house organ is "World Service," the monthly magazine of the European organization of the American Express Company. Printed in English in London it obtains a wide circulation throughout the thirty offices of the American Express Company in Europe, scattered through England, France, Belgium, Spain, Switzerland, Italy, Holland, Germany and the Scandinavian countries. Though the staff in each of these offices is chiefly native, it is stated that 82 per cent of the company's employees have a reading knowledge of English.

"World Service," which expresses in its title the constant aim, as well as the motto of the American Express Company, brought out its first number this month, succeeding the "European Bulletin," the pioneer work of which it has taken up and greatly expanded.

variety of keyed addresses, all different, yet all perfectly consistent, and it may be pointed out that such a designation is by no means exceptional or unique in character.

WOULD PROVIDE 50 KEYS

First, considerable variation may

be secured by utilizing the terms Manager, Secretary, etc., as above explained, before the words "James Brown & Co., Ltd."

Second, the same combination of terms, followed by the words "Caxton Works." In this case the name of the company can be mentioned

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

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Calendar of Coming Events

June 21-26—Annual Convention, National Fertilizer Association, The Greenbrier, White Sulphur Springs, W. Va.

June 28-30—Biscuit and Cracker Manufacturers' Association Convention, Cincinnati, Ohio.

July 12-14—Annual Convention and Style Show, the Retail Shoe Deal-

ers of New York State, Onondaga Hotel, Syracuse, N. Y.

July 12-15—Twenty-third Annual Convention, International Association of Display Men, Detroit, Mich.

July 12-16—Annual Convention Poster Advertising Association, Hotel Statler, St. Louis, Mo.

Representatives' Club Outing Big Success

The Thirteenth Annual Outing which took place at the Gedney Farms Hotel, White Plains, New York, on Tuesday, June 22nd, was without doubt, the most successful outing which the Representatives Club have ever held.

Upwards of two hundred club members and guests took part in the various golf, tennis and field events.

Roy Barnhill won the Low Gross prize in the golf tournament with a score of 77. William Hutton of the Crowell Publishing Company won the tennis tournament, and the Knox Golf Suit and Cap, which was the best prize of the day, was won by Fred Braucher, of the Crowell Publishing Company, whose lucky number was drawn at the dinner.

Over ninety men played at golf during the day and many very prominent advertisers and agents from the city and out of town participated in the various sports.

There were over 150 prizes, and the favors which were donated by about fifty manufacturers were carried away in very handy carry-all bags supplied by the Union Bag and Paper Company.

Among the first prizes were two automobile tires.

Al Gilbey, of *Munsey's*, who was Chairman of the Outing Committee, deserves particular mention because of the very successful manner in which he handled the entire outing.

Liggett's Sales Will Be Over \$110,000,000

The sales of the new Liggett's International, Ltd., Inc., which will combine the business of the United Drug Co. of America and Canada and that of Boots, Ltd. of England, has been placed at more than \$110,000,000.

United Drug's sales last year were \$58,338,000, compared with \$33,000,000 in 1916, and will probably total over \$75,000,000 in 1920. There are 8,000 Rexall stores and 215 Liggett stores in operation. Boots has 650 stores in the British Isles and is doing a business of close to \$40,000,000 a year.

Pennsylvania R. R. Advertising Handled by Detroit Agency

The Campbell, Blood, Trump agency is handling the advertising for the Pennsylvania railroad in connection with the inauguration of service entering Detroit. The agency made the leaving of the first train of the Pennsylvania from the Michigan Central station, Detroit, a gala occasion with bands and speech making.

A Macaroni Campaign in the Fall

The Fortune Products Company, manufacturers of Macaroni Products in Chicago, now running a campaign in that city, will launch a national campaign in the fall. Lists will be made up during July and August through the agency of I. W. Davis, Railway Exchange Building, Chicago, who is handling the account.

Pierce Joins Williams & Cunynham

Guy C. Pierce, recently advertising manager of the New York Independent, has joined Williams & Cunynham, Chicago.

Good. Better. Best.
Never let it rest.
Till the Good is Better
And the Better Best.

Copyright



The best advertisement *written* be-
comes a better advertisement when
an effective illustration is *added*

MARTIN ULLMAN
Managing Artist

CLYDE A. CRISWELL
Sales Manager

EDWARD V. JOHNSON
Art Director

GOTHAM STUDIOS Inc., 111 East 24th Street New York

A "Corking" Good Medium

Your "other" advertising may "bottle up" the business for you, but you need the sustaining effort of Outdoor Advertising to "cork it up" and keep it from evaporating !!

