

Advertising & Selling

JULY 24, 1920

Public Library
Kansas City, Mo

Largest Morning Daily Circulation in America

450,000

men and women buy
The Chicago Tribune
every week-day morning

And these 450,000
Tribune readers are the
best people in the world's
most desirable market

*Write for the Chicago Tribune's
1920 BOOK OF FACTS
on Markets and Merchandising*

Public Library,
Kansas City, Mo.

COSHOCTON, OHIO

The Birthplace of Advertising Specialties



O you know Coshocton? It is a stirring little town of 12,000 energetic men and women dropped down in one of the beauty spots of Ohio where the Tuscarawas and Walhonding rivers unite to form the Muskingum.

Coshocton owes its growth and its place in the business sun to specialty advertising. It is recognized the country over as an advertising town.

Coshocton people live, move and have their being in an advertising atmosphere. There are ten companies located there making advertising specialties. The oldest of these and the largest is **The American Art Works**. It is the direct outgrowth of that little country newspaper office where thirty-five years ago the first American advertising specialty was produced. From that small beginning has grown a company whose factories contain more than seven acres of floor space, whose products perform their advertising function not only in this country, but also in Canada, Alaska, Mexico, Australia, South America and many European countries.

Its products are effective media for advertising not merely because there is behind them thirty-five years continuous experience or because its executives are men who have devoted their entire business lives to the specialty advertising industry or because its factories are equipped with the most approved machinery, but also because they are made by happy workers. There are scores of families in Coshocton in which service for **The American Art Works** is a tradition. Fathers have trained their sons to uphold the high standard of work required to meet the demands of the Company's select clientele.

Included among the company's products are lithographed metal signs, advertising and merchandising display devices, metal back calendars, commercial calendars, an exclusive copyrighted line of art calendars, monthly service cards, blotters, fans, buttons, celluloid and leather specialties in almost endless variety. It has sales offices in all large cities. Its travelers cover the country.

THE AMERICAN ART WORKS

COSHOCTON, OHIO

The Birthplace of Specialty Advertising

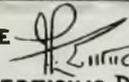
Highly Concentrated City Circulation In New Orleans

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.

Want more information?
We'll gladly furnish it.

WRITE



ADVERTISING DIRECTOR

New Orleans STATES

EVENING

SUNDAY

-he spends

more than a million dollars every week in newspapers!

He spends nearly a million dollars every week in his window and store advertising!

He is the world's biggest advertiser.

In one month the retail merchants of Chicago spent more money advertising textiles than all national advertisers of textiles had spent in the whole year.

Being the world's greatest advertiser, he is the world's greatest merchandising factor!

The Dry Goods Economist Merchant.

* * *

This great powerful Dry Goods Economist merchant is a composite of nearly ten thousand big merchants—

He is representative of the biggest and best of America's dry goods and department stores.

He is the big store and the big store's biggest competitor in nearly 3000 cities and towns.

He is a good man a strong man to tie up with.

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

* MADE IN CHICAGO

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

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

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

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

30th Year

JULY 24, 1920

Number 5

Advertising to Gain Maximum Production

Write "Greater Output" Into Every Advertisement, Is the Appeal of An Executive of the Nation's Biggest Organization of Business Builders

By D. A. SKINNER

Acting Secretary, Chamber of Commerce of the United States

EVERYONE is complaining of high prices, and blaming everyone else. One way to bring them down is for all of us to come in together and produce more goods for ourselves and for everybody else. Shorter hours won't do the trick, nor will wage increases get us anywhere unless more goods are made.

Too many people are producing too little and trying to get the most money for the least work done. In addition to this, we Americans are among the most extravagant and wasteful folks in the world, principally because of the apparently inexhaustible resources of national materials. The stress of war helped us to overcome this national failing somewhat, but the signs indicate that the reconstruction work boom and plenty of money have caused us to fall back into our old habits.

Of course, not all of us are as profligate as we were in pre-war days, because we have profited by the food conservation campaign, and other national thrift campaigns. Yet the apparent abundance of money has made many forget the way in which they stinted themselves during the war, when they ate less, bought less clothes, drank less and produced more.

COMPARATIVE EARNING POWER

But the looseness of money doesn't mean very much to us. We are simply carrying around more money to buy the same things we used to get so much more comfortably for less money. The average laborer who gets five dollars a day at the present time isn't any better off than when he was getting two

and a half dollars for the same work, because he has to pay out his increased earnings in buying food and clothing, the cost of which has risen by much more than his wages have increased. Instead of paying six cents for a pound of sugar, he has to pay eighteen or twenty, or maybe thirty. Where he could buy a pretty good suit in pre-war times, he now has to pay forty or fifty for an inferior garment. His rent has gone up, his coal bill has just about doubled and altogether he is worse off with his larger salary than he was with half as much.

And while our resources have stood up through an unusually long orgy, the limit to high prices and wasteful buying must come sometime. We have to get back to earth once again, even though we are not enthusiastic to return to normal conditions. It was easy to get up in the clouds but it is not so easy to get back to terra firma.

INCREASED PRODUCTION THE REMEDY

So the big problem before the country to-day is, how shall we descend to normal? While prices would drop if we were suddenly to stop buying commodities, we can't very well hope to bring about a return to something like normal by that process.

We can't even stop buying food for a temporary period, say for a week, because then we would starve to death. The only rational and logical solution to this vital problem seems to be that we must all get right down to work and cut out waste. We can do this if all of us will join hands in a

strong national campaign to produce more.

The American workman the world over is recognized as one of the greatest producers, if not the greatest producer on earth. He can accomplish more in comparison than the workman of any other country. He is naturally a faster worker and has more energy than the average European workman by reason of the fact that he has never suffered from under-nourishment. His energy has not been sapped by the lack of food. He holds the same place among the workmen of the world as the American athlete does in the athletic world.

This vast reservoir of energy and ability must join with capital, if the country is to return to normal conditions, and the wastage of war is to be overcome.

BIG JOB FOR ADVERTISING MEN

Restoring the country to normal is the big job cut out for the advertising men of the nation. The manufacturer, the merchant, the farmer and the workman can produce more, but they can't be forced to do so.

The idea of stimulated production must be sold to the American public that has to do with production. The workman must be sold the idea and he must be assured that everybody else is going to do the same thing. He will respond to the appeal for greater production, because it will mean more of the necessities and luxuries of life to him and his family.

The importance of production was impressed upon the country, during the war, and the result was

that American factories and American farms supplied the Allies with the bulk of the commodities needed successfully to carry on the war. The need of increased production is no less necessary to-day than it was during the days of the war. Then the man who did not don a uniform or become a producer was branded as a slacker, and he rightfully earned the ill-will of his fellow countrymen. This should be the attitude to-day toward the man who consumes but does not produce.

FOR "MORE PRODUCTION" SLOGANS

It is up to the men who write the country's advertisements to put this idea across to the public. Manufacturers should carry "Increased Production" slogans at the top of every advertisement they print. This would be the cheapest kind of an investment they could make.

Some of our present high prices are laid at the very door of the public because of its crazy desire to

pay more money for what it terms "something better." Many merchants openly admit they raise prices because their customers demand higher priced goods. Sensible buying on the part of the public will eliminate this.

National organizations ought to lend their force and influence to the movement for a greater output. It is just as patriotic now for organizations to get behind a project which has for its purpose the elimination of social unrest, as it was for them to encourage various kinds of war measures. We must help Europe out of the maelstrom the war has left it in if we are to enjoy the fruits of a victorious peace. We can do this by furnishing credits and more materials to the stricken people of Europe, and, at the same time, speeding up our own production, so that we can take care not only of our own demands, but also sell some of our surplus abroad.

The Chamber of Commerce of the United States, with its thirteen

hundred or more organizations scattered all over the nation, is one national organization that realizes the vital necessity of a maximum production as the best means of meeting the present industrial situation and, to further that cause, it turned over its entire Eighth Annual Meeting at Atlantic City to a study of this problem.

The lead set by the National Chamber is bound to be followed by other national organizations which will lend their good offices to arouse interest in this movement by placing before the public the absolute necessity of bending every effort to stimulate the industrial output.

The advertising men of the United States are the one group that can do most in helping to sell this big idea to the public. They can carry this theme into every home in the land by writing it into their advertising copy and publishing it in every publication big and small.

Selling the Firm to Its Foreign Representatives

How One Big American Concern Worked Out a Policy That Won Cordial Cooperation

By CLIFFORD T. WARNER

Advertising Department, Detroit Steel Products Company

THIS is the story of what an American manufacturing concern learned from its foreign representatives when it first pushed its boat into the perilous seas of Export Trade and began to sell its product in South America and the Orient, and how it afterward successfully "sold" itself to its foreign agents.

Last year Detroit Steel Products Company sent two men on a world tour, to investigate market conditions and to appoint foreign agents.

When, after a few months, these representatives wrote back and said that Mr. Hitchy-Koo had been appointed agent in China, and that Mr. Oh-so-so, had been named as agent in Japan, the company rather smickered over the "funny names" and mailed them standard literature, together with abbreviated price lists and figured an order might come in, sometime in the sweet bye-and-bye.

IMMEDIATE RESULTS SURPRISING

But Mr. Hitchy-Koo took a few falls out of the company by cabling in an order, right off the reel, and following it with an immediate con-

firmation by mail, establishing full credit and naming his New York representative.

His letters were models of good composition and correct English. He sent three estimates for jobs, each figured with absolute accuracy, enclosing a picture of his place of business, together with a booklet showing how he exploited the lines he handled.

Incidentally, he mentioned that he had spent several years in the United States, and that his engineering staff included several American college graduates.

With the full realization that Mr. Hitchy-Koo was a regular fellow and that he was running rings around the company in the matter of cooperation and selling methods, a definite policy and campaign to "sell" the company abroad was decided upon, and A. T. Hugg, as Export Manager, undertook to show the newly appointed agents that the American company they were representing was a regular one-of-the-gang concern.

Each agent was sent a picture and a descriptive article concerning the plant.

Afterward, letters were sent out, explaining crating and shipping, and different phases of manufacturing.

Other letters followed, explaining the kinds of industrial buildings best suited to use the product they were selling, and were accompanied by pictures showing typical installations in the United States.

A CAMPAIGN OF EDUCATION

And now these letters are being sent regularly to the Detroit Steel Products Company's agents in some fifteen foreign countries. A copy of each letter is sent to the foreign representative of each agent, to the traveling representatives of the company abroad, and to the various heads of Home Office departments, who have come in contact with the Export work.

This form of advertising, if it can be called such, serves a number of purposes:

1. It acquaints the dealers, who are generally the ones who buy outright, with actual conditions at the Home Office and factory.
2. It furnishes an easy and acceptable means of justification in case of delayed

shipment, increases in price, etc.

3. It keeps the name of the company before the foreign dealers, who may be handling many different lines abroad. In this way, it serves to increase the sales effort of the dealer.

But most important of all:

4. It creates in the dealer's mind a feeling of good fellowship, confidence and general satisfaction, that is the very basis of successful relations.

All in plain unadulterated English. No use of all the colors in the spectra, nor of dragons, cherry blossoms, or any of the other mystic symbols which are generally regarded as necessary in order to get the "contact" so much sought by foreign advertisers.

GETTING ON A CORDIAL BASIS

Reading between the lines, these letters said: Mr. Hitchy-Koo, you're a good old scout, and we're ashamed

of ourselves. We misjudged you, but now we know that you're a real he-man, and hereafter you are Bill, and we're Pete. We have a lot of confidence in you, and if there is anything we can do to boost your game, just call on us.

The response was gratifying. Warm letters of appreciation were received, not only from the agents abroad, but from their New York representatives, to whom copies of the letters were sent. Almost every letter asked for more information about conditions in the United States.

The replies all brought out the point that they wished information about the United States just as badly as the companies in this country wish information about the foreign countries they are entering.

The following is an extract of one of the replies:

"We certainly appreciate letters such as yours of March 30. It is very gratifying to see correspondence of this sort and to find an American manufacturer who so clearly appreciates the possibilities of foreign trade. If you follow the ideals you have set up, you will certainly build for yourselves an excellent export business.

"It makes it a lot easier for the man in the field, to know that he has behind him a manufacturer with spirit such as you have outlined, and it instills in the field organization a very strong confidence in the manufacturer.

"Such confidence cannot help but revert to the advantage of the manufacturer in exactly the same way as results are given by an employe who knows he has the whole hearted backing of his employer. We want you to feel that we are your employes, and that we are in Japan to do the very best we can for Detroit Steel Products Company."

Poster Advertising Association Meets at St. Louis, 350 Strong

Leaders in Outdoor Display Deliver Inspiring Call to Service—
Milburn Hobson, of Dallas, Elected President for 1920-1921
—Association Approves Americanization Poster Campaign

By ROY O. RANDALL

Editor of "The Poster"

THE THIRTIETH ANNUAL Convention of the Poster Advertising Association, held at the Hotel Statler, St. Louis, July 12-16, has been pronounced by officials and delegates as one of the most successful ever held in the history of the association. The attendance was unusually large, comprising nearly 350 delegates and probably half that many visitors.

The convention proper opened with the session begun at nine o'clock Tuesday morning, July 13, when the delegates were welcomed by Henry W. Kiel, Mayor of St. Louis, and M. E. Holderness, president of the St. Louis Advertising Club. E. C. Cheshire, retiring president of the Poster Advertising Association, responded on behalf of the poster advertising men. Other speakers at this session were Donald G. Ross of the Poster Advertising Company, New York and J. H. Brinkmeyer, head of the St. Louis Poster Advertising Company.

The opening of the convention was anticipated on Monday afternoon by a meeting of the Board of Directors at which the report of the last preceding meeting of the Board

United States Chamber of Commerce, with which body the Poster Advertising Association is affiliated.

SIX HUNDRED ATTEND LUNCHEON

The poster delegates and visitors were the guests of the St. Louis Advertising Club at luncheon on Tuesday. The number present, including members of the St. Louis Club, was more than six hundred. President Holderness of the St. Louis Club presided. The speakers were Kerwin H. Fulton, president of the Poster Advertising Company of New York; President Cheshire of the Poster Advertising Association and A. de Monthuzin, head of the Poster Advertising Company, Cincinnati.

The principal business transacted at the afternoon session was the reading of reports of the association committees. In the evening the delegates and visitors were entertained at the Municipal Opera of St. Louis, of which Arthur Siegel of the St. Louis Poster Advertising

Officers for 1920-1921 of the Poster Advertising Association

President, Milburn Hobson, vice-president, United Advertising Corporation of Texas, Dallas, Texas.

Vice-President, J. H. Brinkmeyer, president, St. Louis Poster Advertising Company, St. Louis, Mo.

Treasurer, S. L. Ghaster, Fostoria, Ohio.

Secretary, W. W. Bell, Chicago, Ill.

The New Jersey Poster Advertising Association won the banner awarded for the highest percentage of attendance at the convention.

The convention city for 1921 will be announced following a postcard poll of the members of the association.

was read by W. W. Bell, National Secretary of the association. Harry F. O'Meaha of Jersey City addressed this session on the work of the Atlantic City Convention of the



MILBURN HOBSON
The new president of the Poster Advertising Association

Company is a leading promoter. This is one of the greatest civic enterprises of the United States, the outdoor auditorium seating 9,600 people.

FOR BETTER INSPECTION

Considerable time was taken up on Wednesday morning on the question of re-districting the various territories which comprise the Poster Advertising Association and for which directors are elected at each annual meeting. The reports of officers were also heard. One of the recommendations of President Cheshire was that a conference committee be provided for in the future to have as its members national advertisers, solicitors of national accounts and representatives of the Poster Association. He declared that this committee would make for a better understanding between the three principal elements in poster advertising. He also urged an extension of a national inspection service and said that the national in-

spectors should be men who are capable of aiding plant owners to improve the physical condition of their plants and to develop further the service provided for national advertisers.

NEW OFFICERS INSTALLED

Milburn Hobson, vice-president of the Association, followed with a brief report in which he included some details of the Poster Advertising Department meeting held in connection with the Annual Convention of the Advertising Clubs of the World in Indianapolis. There followed the reports of Treasurer S. L. Ghaister and National Secretary W. W. Bell. Mr. Bell's report showed that the Poster Advertising Association has made remarkable progress during the last two and one-half year, both in the increase of the membership and in its financial condition.

Following the reports the election of officers took place.

The nominating speech in behalf of Mr. Hobson was made by Kerwin H. Fulton of New York who praised the nominee for the excellent work he had done in behalf of the association and for his unswerving loyalty to association ideals.

Mr. Brinkmeyer was nominated by Tom Nokes, Chairman of the Legislative Committee. Mr. Brinkmeyer received a great ovation, as it was chiefly through his efforts that the convention of this year proved so remarkably successful. Mr. Bell also received many warm tributes and a rising vote of appreciation for the splendid record he has made as national secretary. A similar expression of appreciation was tendered the retiring president, E. C. Cheshire.

The newly elected president Milburn Hobson, presided at the Thursday morning session. Secretary Bell announced that the banner awarded for the highest percentage of attendance at the convention, had been won by the New Jersey subordinate association. Following the reading, by National Secretary Bell, of a number of communications, an address prepared by Fred R. Holmes of Kane, Pennsylvania, was read by Al Norrington, manager of the Pittsburg Poster Advertising Company. Mr. Holmes controls poster advertising plants in 69 small cities and towns in Pennsylvania and has been very successful in this particular field.

JOHN SULLIVAN'S SPEECH

A very stirring address was then presented by John Sullivan, secretary of the Association of National Advertisers. Mr. Sullivan outlined the work of the Association of National Advertisers and emphasized its great influence in the general advertising field and its world wide connections.

Answering the question, "Has advertising any future?" Mr. Sullivan said: "Yes, its future is assured for the very good reason that advertising is a fundamental force like electricity. In many cases, advertising is being used just as inadequately as electricity was first used and is even now being used in some cases. Once advertising was looked upon in the business world as something separate. The advertising man was likely to be a person who affected long hair and windsor ties, otherwise a temperamental dilettante. He was a man of such calibre that the chiefs of business had little use for him and little faith in him. Advertising then seemed to be remote and to

(Continued on page 16)

The "Indoor Poster" and Its Place in the American Advertising Field

The Only Poster That Gets Into Office or Home, the Calendar Keeps Your Name and Personality Before the Consumer the Year Around

By GEORGE C. HIRST

Vice-President and General Manager, The Osborne Company

THERE ARE two ways to answer the question: What is the position of calendars in the field of American advertising? First, there is the answer by statistics: How many calendars are annually distributed? How much money is invested in them? How many national advertisers use calendars, and what function do these calendars have in relation to other media, in complete national campaigns? What is the relative place of calendars in local advertising? What concrete evidence exists to demonstrate and measure any selling force that calendar advertising exerts?

I do not know of any practical means in existence today for compiling such statistics. If they could be compiled, I do not think any conclusion of importance would be reached. We know now that some millions of calendars are used annually by advertisers. Whether the true figure is ten millions or fifty millions or a hundred millions, all it furnishes is presumptive evidence that calendar advertising is a genuine selling force, since so many advertisers employ it. Undoubtedly, the truth is that calendar advertising is profitable to many, and unprofitable to some—just like every other form of publicity.

CARRYING YOUR SLOGAN

The second way to answer the question is to inquire how calendar advertising works, whether the work it does is worth doing, and whether it might be done as well for less money or better for the same money by other means. This is the only way open to me to answer the question. It might be answered from many different points of view, but I am going to take up just two of the many points that might be considered.

First, let us consider the calendar as a sign—as a part of the great advertising field where slogans or pictures, rather than arguments, are used to carry selling appeal. In beginning we ought to be clear that the terms "poster advertising," "street car advertising," "calendar advertis-

ing," do not necessarily describe different kinds of advertising appeal, as some people seem to think, but merely describe the physical nature of the media that carry the appeal. You may print the slogan of Prince Hamlet cigars in newspaper space, on a car card, or a poster, or a calendar, or a cigar case—if the slogan is effective on one of these media, it is effective on all of them. The sign "Brown Brothers & Co., Investment Securities, 59 Wall street, New York," is printed daily in display type in the *New York Times*. The sign of the Tiffany & Company spreads over a full page monthly in many of our magazines. If these signs constitute good advertising appeal when they are printed in periodicals, they are equally good advertising appeal when embossed on the upper left-hand corner of an art calendar. The question whether to use one or both of these media is a question only of quality and quantity of actual attention gained for the sign from possible buyers, and the relative cost of gaining it. So, if we want to discuss the merit of this kind of selling appeal, no logical reason exists for dividing the subject in such classifications as newspaper, or street car, poster or calendar advertising, but these media all belong together under some such general heading as "Advertising by Signs and Slogans."

VERSUS "REASON WHY" COPY

In spite of the vast proportions of the advertising field covered by signs—posters and street car cards, calendars, posters, store signs and so on—perhaps we ought not to take for granted as self-evident the value of sign advertising. I remember being impressed, some years ago, by a very fascinating booklet published by one of the largest and most efficient advertising agencies in the country. That booklet was written in paragraphs of one sentence each in language that would have been a credit to Arthur Brisbane, and the purpose of the booklet was to show that the man who was spending his money on general publicity was wasting it. The belief that "keeping your name

before the public" helped sell goods was a myth. Nobody would buy your product by reason of any influence your sign might exert, but only if you carefully analyzed all the reasons why people should buy it, and set those reasons forth logically in what the author of the booklet proposed to call "Reason Why" copy.

THE LOCAL FUNCTION

You remember the outburst of logic that followed in that brief era when "reason why" copy was the rage. In that era we couldn't be expected to eat Blank's baked beans until he had been given a course of instruction on why and how beans nourish, and what happened to the bean when Blank cooked it, and why our old mother, who used to bake those delicious, crisp beans browned in molasses, couldn't possibly equal Blank's because she hadn't an investment running into millions in scientific ovens. I remember a baked beans campaign that interested me as a copy writer and made me mildly curious to taste the advertised beans—but I don't know that I ever did. At all events, we continue to use Heinz' baked beans at our house. I do know that a poster or a calendar with a good picture of a motherly housewife preparing baked beans with bacon on top could make me actually hungry for them any time, and warm my heart toward the advertiser who gave me the sensation. Most people are more interested and convinced by that wonderful series of Mellin's food babies as to the value of Mellin's food than they could be by pages of logic concerning the diet of infants. Any argument that can be condensed into a slogan or dramatized into a picture can always beat "reason why" copy at its own game, and it follows that sign advertising is not a mere follow-up and clincher for argumentative or explanatory copy, but argumentative or explanatory copy is only a last resort when a proposition cannot be put in the more vivid and condensed form which is the peculiar function of sign advertising to carry.

Now, in national campaigns the

advertiser may use signs either to carry his main appeal to the public or, more frequently, he may use them to make the public memorize his brand and the desirability of trying it or using it. Some attempts have been made to use calendars, which are really indoor posters, to accomplish the same purpose as outdoor billboards in national advertising campaigns. When used in this way, the calendar is furnished to the retail dealer by the manufacturer, and the retail dealer is relied upon to do the distributing. But national advertisers who have employed the calendar as a dealer's help have shown a tendency to abandon it after a few years' trial, and, while others take their place, the use of calendars in national advertising is of relatively small importance, and the tendency in calendar advertising is to become more and more local.

WHERE NATIONALLY USEFUL

Some years ago, you will recall, you saw the calendars of the great insurance companies everywhere. Today, you see less and less of them. The reason is clear to every one familiar with the publication of calendars. Local advertisers have employed calendars of a much higher grade and have driven the old insurance calendar from the field. Every calendar man knows that thousands of individual insurance agents today buy and use calendars of their own choosing, even if the home office furnishes them with the old fashioned, type-head calendar for nothing. The man who sells the insurance and knows his prospects knows that they hang up the calendars that please them and not the calendar that pleases the home office of the insurance company. The price of getting your "indoor poster" hung in the home or office where you want it is the pleasure you give by your calendar to the people who control the wall space where you want it hung. The insurance agent in a town of 10,000 people wants his own calendar, representing him, reflecting his personality, and bearing his personal sign. He is in a position to use calendars far more effectively than his home office, which is why, as a local advertisement, their importance in advertising is immense, and as a national advertisement, relatively small.

But before we discuss the place of the calendar in local advertising, we ought to say that there is one kind of manufacturer, whose business is scattered all over the country, for whom the calendar has all the

advantages over the outdoor poster that the outdoor poster has over the calendar for a manufacturer of food products or of some article of universal consumption. I refer to the manufacturer whose customers are relatively few in number and scattered by reason of the special nature of his product. For this man, the trade papers have grown up as the great medium of periodical advertising. He cannot afford the price of an advertisement in a periodical with a million circulation when not more than a few hundreds of the million readers can conceivably have any interest in his product or any use for it. For this man, the calendar is the logical supplement to his trade paper advertising, just as the poster is the logical supplement to the advertising campaign of the National Biscuit Company. If the *Saturday Evening Post* and a chain of posters and street car cards work together in the one case, then, by the same logic, an advertisement in the trade papers and a chain of calendars to the mailing list of the manufacturer work together in the other case; for the calendar and the poster perform the same function and carry the same kind of appeal, and the manufacturer can well afford the price of the finest kind of a calendar when he can limit the number of such calendars to possible buyers of his product. The place of a calendar in national advertising of this class has steadily increased and the calendar is destined to occupy a still larger place in this advertising field in the future.

WHERE PUBLICITY TELLS

Now, as to the value of the calendar as a sign for the local merchant and the local bank. The sign on a calendar does not carry explanations or arguments, but I want to suggest that a sign can argue, not by logic, but by imputation. I noticed a good illustration of that fact in a newspaper the other day. I read two advertisements announcing sales of shirts by two New York stores. One was the firm of Rogers, Peet & Company, of whom you have all heard, and the other a store of which I had never previously heard and whose name I do not now recall. Let's call it Blank & Company. Of the two propositions on paper, Blank & Company's offer was the more attractive—that is, it proposed to deliver greater values for less money. But do you think you could get ten per cent of the readers of advertising to go to Blank & Company's and buy? You could not. The most you could ever do would

be to get a few to visit both stores and then buy from inspection of the merchandise. But the great majority would go to Rogers, Peet & Company. They would go simply because they have heard of Rogers, Peet & Company for years. Rogers, Peet, you know, while they advertise sales, yet have always contrived to advertise in such a way that the general publicity for Rogers, Peet, sticks in the mind and is remembered long after the details of the sale are forgotten. We feel we know Rogers, Peet, but, as a matter of fact, we do not know anything about them except that we have been reading their advertising for years. We have had a series of impressions made upon us by their advertising and by their store, if we live in New York and buy there. We know nothing of the real inside of the business, but the accumulated impressions made by the advertising have created in us a confidence by reason of which it is easy for Rogers, Peet to sell us, and very difficult for concerns less well known.

So the sign on a calendar, day after day and year after year, tends to create in our minds the impression that the concern advertised is well-established and well-known. Familiarity in advertising, when not contradicted by poor goods and poor service, does not breed contempt but confidence. And for this reason a calendar in the homes and offices of his community is more than a mere reminder in favor of the bank or local merchant who distributed it—it is tangible evidence of their ambition to serve the people of the community, and it implies many things that cannot be put into words and that are more convincing than words. The implications carried by an advertisement frequently constitute its most important quality, and the individual or the corporation that successfully keeps its name before the public, by that very fact, creates an enormous amount of selling appeal through the mere presence and repetition of its sign. It is the simple elemental things of advertising, as of life, that we overlook because they are so common.

THE PERSONAL TOUCH

This brings me to the second proposition I promised to discuss, viz., the place of the calendar as an advertisement of personality.

When you speak of an advertisement of personality, the cocksure man who prides himself on being hard-headed is inclined to answer with a blunt and ugly phrase: "Hot

(Continued on page 29)

Keeping Pace with Commercial Art

The Swiftly Changing Habilitment of Commercial Decoration As An Invaluable Asset to Advertising, Discussed From the Expert's Viewpoint

ONCE upon a time there was a Printer, who specialized in advertising literature, and he made such rapid advance, and he was so superlatively successful that his competitors arched their eyebrows when they mentioned his name. They were just narrow enough to believe that this success could come from one source only—a species of Black Art in political jugglery. He was "pulling wires." His plant could not win him this prestige. There was something "Plus." For we might as well be perfectly frank and aboveboard about it: in the printing business there lingers the shadow of a doubt that fat orders are secured through colorful intrigue. Somebody with a long arm has a "pull."

For our part, we refute this idea. It belongs to a dark age of printing.

There is no such animal nowadays. The printer who gets an order usually deserves it.

But to return to the specific example. The Printer we mention was making swift clean-ups, season after season. His presses were always busy. He had, in fact, just a little more than he could do.

Professional friendships and politics had nothing whatever to do with it.

This printer was smart enough to pay a handsome salary to an art and idea specialist who paid proper tribute to vogue. This specialist's responsibility was to keep always a little ahead of things that were popular. He occupied a little room, so small that when he turned around in it he bumped into himself, but it was large in other ways. It housed a man who had broad vision.

I have talked with this man, and my respect for him is extraordinarily great, because he happens to be one of the few printers who assimilates the obvious. His mental processes never seem to reach out for extravagant cleverness. His idea is to give the people what they want. Do you get that? I'll repeat it—he gives the people what they want. He never tries

Art in Advertising

THIS article "Keeping Pace With Commercial Art" and the illustrations accompanying it, are reprinted from and with the permission of *The Printing Art*.

Some months ago ADVERTISING & SELLING reprinted an article "Should Advertising Live Longer Than a Mouth?" which appeared in *The Printing Art* for January and it aroused great interest. The author of this article is one of the foremost authorities in America on the subject which he discusses. This is amply supported by the publication of his article in *The Printing Art*, a highly artistic monthly magazine devoted to printing and to the allied arts, published by the University Press, Cambridge, Mass. We are very glad to offer the article to our readers feeling that it will prove fully as helpful and interesting as the previous article by the same author.—THE EDITOR.

to force his own ideas. He allows his customers to make their own decisions.

That is by no means a common method of procedure.

Art directors of advertising agencies and art managers of printing houses are often opinionated. They are forever attempting to make a client take something which they think is best. It's a corking fine scheme—if you are in business for your health.

The Man Who Pays the Bill can't be a blithering idiot, even if he is only the boss of a million-dollar corporation, or a two-hundred-acre factory. Continually asking him, in the advertising and printing business, to accept your ideas and ideals and go hang may feed your vanity, but it loses printing orders.

THIS DIRECTOR AN ECONOMIST

But to come back to this one man with this one pet hobby. He handles and originates thousands of dollars' worth of advertising material every year. He is successful at it. His "deadwood" box is no morgue for a vast

amount of turned-down dummies. He puts it over. I should imagine that his percentage is something like eighty out of a possible hundred—and that's quite satisfactory, thank you.

It may not be quite fair to explain how he accomplishes this, but nevertheless we will attempt it. He is broad minded. He believes it will make it easier for everybody in the business if the propaganda is spread broadcast.

"I find," he said to me, "that art plays a very important part in printing and in advertising in general. People are receptive to pictures. I have landed a fifty-thousand calendar run on the strength of a design with a clever idea, when others underbid us in price by a liberal margin. I have seen our house put across a hundred-thousand booklet order because a certain art technique was a winner. We in the printing business should not underestimate the vital importance of pictures.

"This is certainly an era of pictures. Practically all advertising is embellished. There

Wapfester UNDERWEAR

Wapfester Underwear is the only underwear that is made in America. It is made of the finest materials and is guaranteed to last for years. It is the only underwear that is made in America. It is made of the finest materials and is guaranteed to last for years. It is the only underwear that is made in America. It is made of the finest materials and is guaranteed to last for years.

A novelty idea. Style drawings made into a series of picture stories. Herman Rountree is the artist, and a prize is offered for contestants in a special offer. This farm boy once dressed in his city clothes, is the hero of a series of exciting adventures.

was a time when text consumed seventy per cent of the total space. Now it occupies far less than that. The copy man who most in the least number of words is the man who manages to demand the highest salary. This is most decidedly *not* a veridical age. Brevity is the soul of the message.

The magazines which print short, well-told tales are the biggest sellers. People simply haven't the time to wade through long copy, however well it may be written. The long-winded minister has gone out of vogue. The four-hundred-page book can't cope with the one hundred and fifty page volume, printed in bold-face type and liberally paraphrased.

"I will not attempt to argue the ethics or the justice of this. I merely state a fact.

Say it quickly and have it done with, but select words with great shrewdness. And the illustration must assimilate the very life blood of the entire story. It must be a living symbol of the advertiser's message to the public.

MUCH PICTURE, LITTLE TEXT

"The vogue for much picture and little text is increasing. More and more we see the page which is all illustration and a line or two of preachment. One big, central idea, sparkingly told and amazingly well visualized—there you have modern advertising. And it applies to booklets just as it applies to magazine and newspaper advertising."

And then this man went on to explain what is really the point of my story.

It is his firm belief that the present generation is particularly receptive to variety of technique, of expression, of cleverness in the physical rendering. It is utterly useless to tell a client that he should not use such-and-such a style of illustration, because someone else has been using it before him.

It would be just as logical to ask a woman to refrain from wearing the latest Paris gown, because

some other woman had hit upon it first, through an exclusive model. It may be "bad business" for a great number of advertisers, for



Straght through the years the Procter & Gamble illustrations for Ivory Soap have reflected an unwavering adherence to unexaggerated commercial art. Good drawing and real people in real situations are demanded. Such advertising art calls for no apology and no frantic search for "stunts" in technique. This interesting charcoal study by Jessie Wilcox Smith is a fine example of the imaginative quality of Ivory Soap advertising.

example, to employ almost identically the same art technique, and it is logical to assume that the public may be a trifle confused. The

atricals, it may be Shakespearean drama one season and melodrama the next. Managers who attempt to force "Romeo and Juliet" when the public appetite is for "The Crimson Alibi" fly in the face of a sort of Divine Providence. They make an artistic success, but the money doesn't come into the box office.

For the past nine years there have been cycles of commercial art as clearly defined as the signs of the zodiac. We may poke a little innocent fun at Milady Fair, when she simply will not wear last year's hat to-day, but wishing she would for economy's sake does not affect the situation. She'll have the style of hat that Mrs. Brown is wearing, or "bust."

Unconsciously, the great American public has assimilated an appreciation of art. Advertising has done it. Any art gallery expert will warmly assure you that only a tight little community of interest gives a tinker's damn about the exhibitions.

We are all really too busy to pay much attention to the fine things in art. Some of us do; most of us, don't. But there is no getting away from the art of the advertiser. He will be served. He commands and demands attention. And it is not too much to say that the steady, sure, inexorable improvement in the art as used by advertising has had a great deal to do with unconsciously teaching a great public what is fine and clean and worthy and artistic.

So many national illustrators of note have condescended to enter the commercial field that advertising art measures up well with the body of the book or the magazine. It is very fine indeed, and going ahead in leaps and bounds.

ARTISTS TURNING TO INDUSTRY

If this keeps on, story illustrations will have a real rival in advertising illustrations. They are running neck and neck as it is, with commercialism paying such a tidy price that the future looks bright for the man who manufactures.

We rather fancy we could name a formidable list of recognized national illustrators who have gone



The ABC Business
Adding, Bookkeeping, Calculating, the ABC of Accounting, all covered by three gold-plated Burrells' Machines, in which there are many different, new and special, and up-to-date features. Through a course for theoretical instruction in the Burrells' system of adding, bookkeeping, and calculating, the student is enabled to handle and handle all accounts, and to handle all business. For the address of the nearest Burrells' Machine Company in the United States and Canada.

Harry Lees is to be commended for his "human interest" drawings of characters identified with Burrells' Adding Machine advertising. Back of every design is the substantial feeling of a pleasing model and of conscientious workmanship.

Even the adding machine has been handled artistically.

ideal condition would mean an entirely original type of advertising illustration for every separate account. But that day will never come.

People themselves are the final arbiters. They want what they want when they want it. In the-

A Statement of Fact

During the first six months of 1920 The New York Globe, using only 84 tons more print paper, sold 179,000 papers per day compared with 178,000 during the same period of 1919.

It printed during this same period 342,731 more lines of advertising in 1920 than 1919 notwithstanding it declined far over 1,000,000 additional lines offered it.

The policy maintained by The Globe of holding its use of print paper to the tonnage used in 1919 if practised by all newspapers would quickly allay present panic prices.

The Globe will continue its policy of holding down its consumption of print paper bought under best contract conditions rather than to seek to prove its superiority by indulging in old competitive practices of seeking volume of business at increasing cost to the advertiser.

Member
A. B. C.

The New York Globe

JASON ROGERS, Publisher

170,000
A day.

over to advertising. And why not? Is there a finer purpose in all the world than encouraging a nation's industries—in keeping the cogs and wheels moving?

Many things have contributed to this.

Advertising illustrations are paid for at a rate often exceeding the best that the editor can offer.

Reproduction has reached an extraordinarily successful stage. Cost is no object in the making of plates for booklets and for magazine and newspaper advertisements.

Color plates are the order of the day, and expert hands are at work on this problem. The artist gets well-nigh perfect duplication of his original.

And as for subject material—romance has come into advertising. The stories that it tells are picturesque, thrilling, an intrigue to the imagination.

And through it all, woven into the fabric and born of the spirit of the time, is the need of "something new." And that is where our printer friend came to the front. He allowed the public to dictate what should be done. He said: "I will interpret the will of the majority. To-day, they like Coles Phillips, or F. G. Cooper, or black backgrounds with brilliant color effects superimposed. Well and good! If that is what they want, then that is what I will give them."

And he made it a working business precept. It was a managerial religion.

It will be within our province, therefore, to trace back some of the fads and fancies of the public. What has held its temporary reign and disappeared? What has pleased most of the people most of the time? What technique in commercial art was all the rage for six months, only to be cast aside for another, when the time is ripe? We are very sincere when we say that this subject is highly important. It may mean the life or death of a printing order—the switching of an account.

The mistake is often made that buyers of printing and of advertising do *not* keep pace with the picture times. This is a dangerous assumption. They *do*.

There is something fascinating, mysterious, peculiar, in the birth and the death of a pictorial vogue.

We have evidences, month in and month out, of illustrative styles that have their day and disappear. Sometimes the artist who himself originated the technique is clever enough to break away and seek a new one. If he fails to do this he is put down as a back number, and he is promptly ignored. It is the severe penalty of a flirtatious age. It can't be helped. Meet it a little more than halfway. If you do not, then you are crushed by a Juggernaut. Unpleasant, but hideously true.

Our printer friend always kept

prized that style. I know this statement will call down the wrath of the idealist and the dreamer on my head. I know he will talk plagiarism and several other things. But let him talk. He is sure to agree that what I say is fundamentally true. Follow the bandwagon.

Not more than three years ago F. G. Cooper, who first won recognition with *Life* as a cartoonist of exceptional merit and individuality devised a sort of whimsical, large-head humor that made him famous. He developed a distinctive style. It was quite unlike anything else appearing anywhere. The Edison Company saw the merit of this cartoon form, and employed Mr. Cooper to draw illustrations for its advertising. Then a house organ followed the lead.

And in less than six months fifty house organs were employing the Cooper style of paragraph illustration, always built on a black-line base. They were not all by Cooper. Oh, no! Clever imitations came to life. We sometimes wonder how Mr. Cooper kept track of his own work.

Now the question arises—was this ethical? Was it right for the many house organ editors to imitate deliberately the Cooper technique? Probably not. But the public liked it, approved of it, applauded it, and preferred it to anything else. It was a craze. The Cooper style departed from the limitations of the originator and slopper over into nationalism. It was "public property" because the public liked that sort of thing and would have nothing else.

Our printer friend was constitutionally opposed to copying anybody's style, but the moment he discovered that people everywhere wanted it he yielded to the inevitable. And he gave them Cooperisms. It could not have been pleasing to Cooper, but it brought in the orders. It just so happened that there was an era of Cooper style pictures, and—why fight it?

Oh, we all have our ideals and our ideas of right and wrong, but when the entire United States wants pork chops, why give them mutton? You may ease your own conscience, but you fail to bring home the bacon.



In the showing of important industrial scenes, at home and abroad, advertising has worked wonders during the past few years. Mr. Shafer is a marine artist, long identified with the old *New York Herald*. Campaigns which command respect for big business are characteristic of today.

a few laps ahead of the game. He watched artists and he watched their methods of expression. He was a sort of Columbus of technique. Without heart he turned, like a weathervane, with every breeze that stirred. It was compulsory. Self-preservation is one of the first laws of the advertising and the printing business. The minute sentiment creeps in, or too vigorous personal ideals, you are lost.

If Smith devised a new idea of flat color in broad masses, then this printer of ours immediately appro-

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Hamilton and Collier's

The Hamilton Watch Company has chosen Collier's as the one weekly publication to carry its national advertising.

Watch Collier's

Advertising in the Public Schools

THE teaching of commercial advertising in the public schools has come to stay, according to Harry W. Jacobs, director of Art Instruction in the Buffalo (N. Y.) schools.

By the phrase "commercial advertising" is meant the drawing, designing and laying out of work for printed advertising.

This idea was clearly demonstrated during the last month in the "Boost Buffalo" campaign, conducted by the Board of Education under the direction of Ernest C. Hartwell, superintendent of schools. The object of the campaign was two-fold: first, to educate the people of the city to the wonderful advantages, both industrial and civic, that the city affords; and, second, to set forth to the country at large the opportunities that Buffalo offers as an industrial city and as a home city. This campaign ran for one week and the drawing department of the city schools was turned into a large art service department making thousands of posters and slogans to boost their city.

The first thought was that a poster or piece of advertising should be appropriate. The ideas centered about the industrial and home life of the city.

Next, the matter of design was considered—keeping the idea as a center of attracting power.

Third, the color was considered—its appropriateness and its printing value.

Fourth, the lettering—it must be legible and form a part of the whole design.

Such a poster campaign brought a wealth of reference material to the schools. Books were read, pictures collected, photographs taken, and through the research work a wonderful knowledge of the city was gained by the students.

The posters ranged in size from 9x12 to 24x36, and were done in opaque water color in the high schools and cut paper in the elementary schools. A selection of the best posters was made and used as an exhibit in the Chamber of Commerce for a week. The demand for the posters by the business houses showed that the type of work done in the public schools of the city was of such a character, both as to drawing, color and advertising value, that the effort put forth by students and teachers was well repaid.

During the week of the campaign,

20,000 letters were sent country-wide telling the advantages that the city offers to industries and home-seekers.

Advertising in Lombardy, Italy

In consideration of the fact that the cost of advertising from the Italian viewpoint is high and poster advertising practically a new idea, there is very little done except by the most important concerns and industries, Italian and foreign.

The total cost per poster of ordinary size (70 by 100 centimeters; 2 feet 3 inches by 3 feet 3 inches) and exposure for a period of one month or less, is approximately 2.20 lire (lire = \$0.193 at par of exchange). This includes a communal tax of 0.20 lira for a stamp which must be on each poster, expenses of labor, poster, and space.

The common mode of advertising is by means of billposters. Posters of a size of 70 by 100 centimeters are most generally used, and wherever large posters are desired, sets of two, four, six, and eight of the same size posters are placed together to make the required size. Posters are exhibited on a basis of 3 for each 1,000 inhabitants.

The form of advertising in Italy is subject to restrictions. Posting can be done only in government-allotted places. Advertising privileges are usually controlled by the communal administration, which, however, often grants these privileges to private concerns for a consideration.

In some small towns and villages there is no control of advertising, and individuals desiring to put a product on the market must attend to all minor details, such as obtaining permission from owners of the posting space desired, having posters printed, and attending to having them affixed.

Newspaper advertising is not very extensively used, particularly at the present time, due to the shortage of paper. The newspapers are published on one sheet, and the usual size "ad" is similar to our 10 cents per line insertion in American newspapers.

The cost of advertising in newspapers ranges from 0.25 lira to 1 lira per line—1 millimeter (one-twenty-fifth of an inch) in height and about 7 centimeters (2 3/4 inches) wide—for daily papers of about 100,000 circulation. Papers published twice a week, with same circulation, charge 0.10 lira per line of the above dimensions, and weekly papers of about 60,000 circulation charge about 0.80 lira per line.

Advertising is also done on a very small scale on theatre programs and by means of lantern-slide projections on theatre curtains between the act. One American automobile agent has pictures of three different makes of automobiles with his name and address as distributor flashed on the curtain of Milan's leading theatre at a cost of 400 lira per month.

Any campaign for advertising should be productive if carried out along American lines.

Start Agency in Muskegon, Mich.

The Muskegon Commercial Limer Service, of Muskegon, Mich., has incorporated with a capital of \$3,000 to do a general advertising agency business. Henry M. Paulson, August R. Westling and Carl J. Westling are the incorporators.

Navy Reorganizes Sales Work—Robnett Sales Head—McClure in Charge of Advertising

In connection with the sale of \$200,000,000 worth of surplus materials now held by the Navy Department, increased efforts are shortly to be made along advertising lines. T. Harvey McClure, who recently resigned as Director of Publicity for the Bureau of Navigation, has been retained to act as advertising counsel to the sales board.

New plans are being formulated and old ones quickened. It is expected that most of the work will be completed by November.

Commander J. D. Robnett has recently relieved Lieutenant-Commander Charles G. Peterson as senior member of the board of sales. Commander Peterson resigned to join the Wright Aeronautical Corporation at New Brunswick, N. J. Commander Robnett was formerly in charge of navy sales in the Philadelphia district.

The organization having charge of the work will be called the Board of Survey, Appraisal and Sales, and will have its headquarters at the Navy Yard, Washington, D. C.

"American Tribune" First Catholic Daily

The first Catholic daily newspaper published in English in the United States made its appearance in Dubuque, Iowa, July 1, when *The American Tribune* presented its initial issue. The new daily was formerly the *Catholic Tribune*, issued first as a weekly, then a semi-weekly, and just before it entered the daily field, as a tri-weekly.

"American Cotton News"

The American Cotton News, edited by Frank C. Gilreath, president of the Gilreath Press Syndicate, is the name of a new monthly publication issued in Atlanta, Ga., by the Georgia division of the American Cotton Association, and the official organ of the association. It is designed to appeal to all business interests connected with the cotton industry and to planters in the Cotton Belt.

Capital In Auto Industries

Capital invested in the automobile industry in the United States (figures for 1919) amounts to \$1,802,300,862, which is more than four times the amount applying to 1914. These figures are inclusive of the accessory manufactures. Excluding the capital applied to the production of automobile accessories, the amounts are: passenger cars, \$784,660,761; trucks, \$230,782,577.

Piggly Wiggly Stores Expanding

For the quarter ended June 30, 1920, sales of the Piggly Wiggly Stores, Inc., were \$7,031,163, as compared with \$4,412,500 in the three months ended March 31, 1920, while net profit amounted to \$230,512 against \$102,802. For the six months ended June 30 sales totaled \$11,443,753 and net profit \$333,314.

Company had 248 stores in operation on July 15 with approximately fifty ready for opening on or about August 1.

PROGRESSION!

Salutation!

To the great factors in the success of

POSTERS OUTDOOR ADVERTISING
BULLETIN SIGNS ADVERTISERS
ADVERTISING AGENTS SALESMAN PLANT OWNERS

We salute you, **Plant Owners**, for building so well and so wisely the worlds great medium in advertising. You have built your plants with the interest of the advertiser in view. You have maintained them in A1 condition. You are giving **service** as best within you lies. You, through your plants, give voice to the manufacturers. Yes, you give them ten thousand tongues to tell the world of the excellence of their products.

We salute you, **Salesmen** of outdoor advertising. You have carried the message of your great medium to the far corners of the country, and you have been successful for your advertising orders are far greater than ever. You are doing your share of the world's work by telling how two blades of grass may grow, in the field of business, where only one grew before.

We salute you, Advertisers of this country, and we salute your **Advertising Agents** who advised you of the wonderful sales force of outdoor advertising. You listened to those who are qualified to advise and the rewards you have reaped in increased business have been great.

Advertise **DONNELLY'S Way**

JOHN DONNELLY & SONS

97 Warrenton Street

Boston, Mass.

Proceedings of the Poster Convention

(Continued from page 6)

have no direct connection with production or selling or with the general welfare of business. The old type of advertising man lived subjectively and his vision sometimes did not extend beyond the edge of his desk. There were others in those days who thought advertising was a magic wand with which anything could be accomplished. During the last ten years, however, there has been an irresistible tendency towards the viewpoint of advertising as a marketing factor. Everything, in fact, that operates in business is a factor in marketing. Advertising is a development from individual or personal selling. It has provided the massed method of selling. Advertising works collectively yet never subordinates individuality. Standardized production is a logical result of massed selling and could

never have been developed without this force.

"Advertising in the future will be used not only to sell goods but to sell ideas. It will be used to sell the democratic form of government to the people. It will also be used to sell economic ideas and religious ideas and its circle will constantly widen. When advertising reaches its stride in this big circle, its past progress will seem to have been astonishingly slow.

POSTER ADVERTISING'S FUTURE

"What of the future of poster advertising? Your poster plant may seem the hub of the universe to you but for the largest success you must live in the greater plant, the greater world outside. You must get away from selfishness. As I have said to newspaper advertising men, 'don't sell your publication, sell your market; stop talking about your paper and talk about the territory it covers.'

"You poster men are a factor in national distribution of merchandise and ideas. You should not be in this business merely for money but should impress yourselves with the fact that you are part of the vast machinery of national production and distribution. You have made remarkable progress since the days when your medium was used mainly to exploit the circus. You have the admirable trait of loyalty to one another which is perhaps an outgrowth of your early experiences. It is essential at this time that you cooperate fully with the national advertisers in order that you will be in line for a good volume of business when the lean days come. If you do not serve the advertiser to the very highest degree possible a day of reckoning will surely come. You have gone to standardization from chaos; I would hate to see you go back to chaos."

Thursday afternoon, a strong address was made by E. L. Ruddy of Toronto, Canada, a former president of the Association. Mr. Ruddy spoke of the growing strength of association morale and the general adherence to association standards of practice.

President Hobson then announced that Kerwin H. Fulton would speak on the subject "The Future of Poster Advertising."

"There is now universal reception of the poster advertising message," said Mr. Fulton. "This is one of the strongest factors in the growth

of our medium. During recent years poster advertising has shown signs of a very positive growth in the cities and towns where poster advertising is represented. Fifty-seven million people—in other words, one-half of the population of the United States—are covered by poster advertising. This includes all of the distinctively urban and one-half of the rural population."

The chairman then introduced A. de Montluzin who presented an address on the plan which he has devised for a national Americanization poster campaign. This would begin with posters of non-sectarian religious character and lead into a series of posters which would inculcate American principles and ideals to the entire country. The project was unanimously approved by the association and will be carried out as soon as arrangements can be perfected.

Other speakers at this session were H. E. Fisk, who spoke on the "Future of Poster Plant Operation"; John H. Logeman on "Cooperation between Painted Bulletins and Poster Advertising"; Harry C. Walker of Walker and Company, Detroit, on "Plant Construction and Operation"; E. C. Cheshire, Norfolk, Va.; Louis St. John, Atlantic City; J. H. Brinkmeyer, St. Louis; and E. Allen Frost, of Chicago, attorney for the Poster Advertising Association. Mr. Frost's address was a summary of the work done by the convention.

"Convention time is inventory time," said Mr. Frost. "At this convention we have had a definite program, real working hours and royal entertainment. We are hopeful that all future conventions of the association will be marked by the splendid success which has characterized this one. We have heard from Mr. Sullivan a masterly interpretation of our business to ourselves, such a vision as we have never had before. We are rich in this organization, rich in men, rich in opportunities and, as Mr. Sullivan has said, we are rich in enthusiasm. All of these things give a happy augury for the future."

It was decided that the meeting place for the next annual convention would be determined by postal card vote of the members which will be conducted under direction of National Secretary Bell. St. Louis was the first convention city to be chosen in this manner and the success of this year's event, the members agreed, warranted a repetition of the method.

Keeping Up With The Times

A FACT A WEEK

It is a noteworthy fact that while the selling price of the week-day issue of The Washington Times was recently increased to 3c. a copy, it retained 98% of its former circulation. This remarkable record is believed to be without precedent in the annals of newspaperdom, especially in view of the fact that all other local daily newspapers remained at the 2c. price.

Such loyalty on the part of a newspaper's reader-following, fittingly illustrates the position of The Times in Washington.

The Washington Times

WASHINGTON, D. C.

Iowa Publishers to Buy Own Print Paper

Newspaper publishers of Iowa will, in the next few months go into the business of buying their own newsprint paper in an effort to cut the prevailing cost of paper in half.

The action was taken by the editors and publishers attending the fourth annual country newspaper short course, conducted by the department of agricultural journalism at Iowa State College, July 8 and 9. They took preliminary steps for the formation of a corporation, to be known as the Iowa Press Cooperative Association, which will be capitalized at \$20,000.

The plan for the association was presented by G. L. Caswell, field secretary of the Iowa Press Association. Beside the capital stock, which it is planned to hold intact, editors who purchase paper through the association will deposit certified checks in their local banks to cover the cost of the paper that they order. The capital and certified checks will furnish the representative of the association with capital with which to purchase paper direct from the mills.

The high cost of print paper has seriously threatened many Iowa papers. Publishers have had to pay anywhere from 10 to 15 cents a pound for paper that cost 2 or 3 cents or less only a few years ago. The mill price of paper at the present time is only about 6 cents.

Paper will be bought by the association in carload lots and shipped direct from the mills to distributing points in the state. From there it will be forwarded to the individual purchasers. Iowa, it is thought, is the first state in the country to take steps in this new phase of cooperation.

The country newspaper short course was attended by about 100 editors and publishers of Iowa newspapers.

Metropolitan Insurance Magazine in New Home

The magazine "with the largest circulation in the world," published for the policyholders of the Metropolitan Life Insurance Company, will be printed in the new building which the Metropolitan Life Insurance Company is erecting for its printing plant in Long Island City, according to an article published in *Queensborough*, the monthly publication of the Queensboro Chamber of Commerce.

Colver Sails With Boy Scouts

As dispersing officer of the expedition, Frederick L. Colver, business manager of *Boys' Life*, the official magazine of the Boy Scouts of America, has sailed for Europe with three hundred scouts who will participate in the International Jamboree and Olympic Meet of the Boy Scouts of the World, to be held in London from July 25 to August 7. The boys selected to represent the U. S. A. in London come from every corner of the country. A complete band of fifty represent the city of Denver, while a patrol of five boys came up from Miami, Fla., to demonstrate scouting methods as employed in the South. Several boys in the group represent the coast states and one boy came all the way from Honolulu.

Six New Clients for Hoyme

Besides the accounts of the Bush Terminal Corporation and S. M. Hexter & Co., recently announced as having been obtained by Robert Hoyme, Inc., New York,

this agency has secured Bennett's Travel Bureau, Executive Service Corporation, J. H. DeSchanel, manufacturer of portable buildings, and the Muller Tire & Rubber Co., all of New York, as clients.

5-Cent to \$1.00 Chain Stores

L. R. Steel Company, Inc., Buffalo, N. Y., has purchased the Holzworth Company chain of ten stores and three stores operated by the S. M. Wilmer Company, Kansas City. The Steel Company intends to stabilize 5-cent to \$1-stores throughout the United States and Canada.

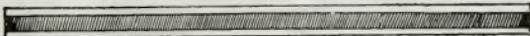
Robin Damon Dies Following Accident

Robin Damon, publisher of the Salem, Mass., *Evening News*, died last Sunday of injuries he suffered on July 9 in a collision between his automobile and that of Joseph M. Dummer at Rowley. He was forty-eight years old.

Mr. Damon was a director of the New England Newspaper Alliance and was widely known in newspaper publishing circles for his efficient production methods. Long before the newsprint situation became acute here he organized the business and editorial departments of his paper in such a manner as to standardize all operations. With the object of eliminating all waste space he abolished "leading," cut down the size of the white margins and widened his page from 7 to 8 columns. Through his efficient management, the paper saved thousands of dollars and in revenue it led the field of newspapers of its size.

Massengale Adds to Staff

C. McMillan has been placed in charge of the art department of the Massengale Advertising Agency, Atlanta, Ga. Miss Cecile Rousseau has been added to the copy department.

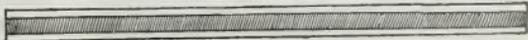


*-and September
steps in
with a*

41% Gain

*over
1919 in
advertising*

The
Delineator



Discussing Posters and the Press

An Authoritative and Timely Article Upon a Subject Which Has a Close Interest for all Advertisers

By PAUL E. DERRICK

THERE IS, you know, an old fable that deals with the hospitality of a fox and a stork. When the fox entertained the stork, all the food was served upon flat plates. This was satisfactory to Mr. Fox, who could lap it up, though anything but satisfying to Mr. Stork, whose long bill gathered small satisfaction from the shallow dishes. When the return hospitality was provided by the stork, he served his guest with food in narrow-necked, deep jugs that afforded him every opportunity for filling his long bill, but the too clever fox had only the melancholy satisfaction of seeing his host monopolize the dinner.

This old fable is applicable to many everyday business transactions. It is true of the rival claims made by various classes of advertising media, whose proprietors each assert that his is the best for all purposes and all occasions. I will not assume that, like the fox and the stork, they deliberately set out to "do" their guests, the advertisers who pay for the service rendered, but the result is much the same in either case—the advertiser is cheated out of some of his anticipated profit on the transaction. Foxes require shallow dishes to feed from, and storks deep vessels. For efficient advertising sometimes one class of media is most suitable and, at other times and under other circumstances, another is more efficient.

To point the moral of the fable, I will take two classes of media, the Press and the Poster.

Until publishers and bill-posters both come to understand that each possesses media of unrivalled value for certain purposes, and confine their offer of service to those who desire to accomplish those particular results which they are best respectively equipped to attain, neither can hope to measure up to his full opportunity.

EACH HAS OWN FUNCTION

The Poster and the Press each has its particular function to perform in the efficient advertising: The latter is pre-eminent for argument, reasoning, description, development of curiosity, and explanation; the

former for the quick and permanent etching upon the public mind, regardless of class, of a name, an associated figure, a trade mark, and a telling phrase; also for familiarizing the general public with the exact appearance of the article offered, particularly if color enters into it.

The Press has the advantage of class appeal, if papers are selected intelligently and used with discrimination. The Poster has the advantage of rigid localization. It can be confined to one district in a town, to one or a few localities, or entirely confined to defined areas,

or extended through the kingdom.

Both classes of media can be combined to advantage in big advertising drives applied to goods of popular purchase. For such a product they can be used alternatively: a reason-why Press campaign being consolidated with a Poster campaign to hold public attention to the points of advantage explained in the Press. The Poster is a cheaper means for holding a name or a phrase in the public mind than is the Press, and one of its great advantages is its use in linking up occasional Press advertising.

Certain towns are inefficient or unduly expensive as regards either Press or Poster media. In such cases, for the advertising of popular goods on national lines, one or other may be used to meet local conditions at any point.

NO "BEST FOR ALL." BUT—

From the foregoing it would appear that the advertiser's or the agent's problem is not which is the better medium for advertising — Press or Poster—but which is better for his purpose in hand. The goods to be advertised, the purpose to be achieved, the occasion or circumstances to be met, must decide which medium is better fitted to accomplish his purpose.

There will be fewer disappointed advertisers to proclaim that advertising does not pay when proprietors of these two principal means for efficient advertising come better to understand their correlative value, and cease to urge one or the other as the only efficient factor in sale-cost-production advertising and, instead, begin to study the advertiser's problem and to advise the most efficient means for effecting the purpose in view. More responsibility and discrimination is needed among those who sell both of these advertising services. Indeed, when the sale of "space" ceases, and the sale of "service" is substituted for it, proprietors of all advertising media will enter into a golden age of advertising development.

Here, as in all other commercial transactions that depend upon continuity of sale and purchase, the seller's goodwill exists wholly in the good opinion of the buyer. These

(Continued on page 37)

Early Printed Posters

Heralds of billboard advertising of modern days, the posters (of the fifteenth century), both written and printed, were used for all conceivable purposes. Usually these posters were called *siquis*, since the great proportion of them began with the words, "if anybody," in Latin, *siquis*.

William Caxton was the pioneer printer of England, having set up his press in Westminster Abbey in 1471, and nine years afterward he published one of the first *siquis* printed in the British Isles, the "Pves of Salisbury Use," containing a collection of the rules as practised in the diocese of Salisbury. The original copy of this bill is still extant, being in the possession of the Bodleian library at Oxford. Books as well as the theatre sought to obtain the attention of the public through the instrumentality of the *siquis*; tutors and companions, managers of boxing shows, and a host of other entrepreneurs of self used the same means of in their quest for notoriety.

The *siquis* were nailed and posted wherever there was a recurring concourse of people, as for example, on churches—old St. Paul's Cathedral most famed of any—in taverns, or at the town hall.—Herbert W. Hess, in *Productive Advertising*.

*Paul E. Derrick of the Paul E. Derrick Advertising Agency, Ltd., London, well known in the United States, wrote this interesting article for a Poster Number of the British "Advertiser's Weekly."

WHAT'S IN A NAME?

Does New York City ever mean to you that there are close to 9,000,000 people within 50 miles? or about 1/12 of the population of America?

Do you ever think of it as embracing Brooklyn, the third largest American city—or Yonkers—100,000 people—the Bronx—as large as Cleveland—or Jamaica—of more than 100,000 population?

How would you tell your message to a city of many languages—New York has more Italians than Rome, more foreign-speaking Jewish people than Palestine—it has the greatest daily transient trade in the world!

It's a city of quick movement—alert—on the go! Color—Size! a message of few words! that is what is necessary to drive home a trade name or package to the *dominating American city*.

A Poster showing in New York carries its message to all states and to every little corner in this nation.

We have facts and figures that will be a great help to any advertiser interested in New York.

VAN BEUREN & NEW YORK BILLPOSTING CO.
515 Seventh Avenue
NEW YORK CITY

Poster Advertising and Poster Advertising Co. INCORPORATED

WHAT is the Poster Advertising Medium?

It is a great outdoor method of advertising to reach everybody in a community, in large colorful and dominating display.

WHAT size is a poster?

The standard is the 24 sheet lithograph, which is posted on a standard panel, with green outer frame, and a white paper blanking.

For reproducing a package or a picture in color, no medium offers advantages as heroic as the Poster.

WHAT is the length of a Poster display?

The number of days in a calendar month.

A Poster is a sentinel working 24 hours a day, seven days a week.

WHERE can the 24 sheet Poster be posted?

In some 9000 cities and towns where the boards and service are standard and where showing is guaranteed.

57,000,000 people dwell in Poster towns. The greatest circulation of any advertising medium. This is one-half the population of the United States, where 53.7% of the population is rural.



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

When Salesman Becomes Sales Manager and Bucks Up Against "Organization"

After Years of Freedom on the Road, Necessity of Working in With Other Men Who Think Differently From Him, Comes Hard and Makes Him Unhappy

By SAUNDERS NORVELL

(Continued from May 29, 1920, of ADVERTISING & SELLING)

NOW comes the most critical time in the career of our salesman. Let us suppose that ten years have passed since Mr. Newman packed his grip and started out on his first trip as a commercial tourist. In the meantime he has married, he has several coupons off the bonds of matrimony to show for it and possibly his girth has expanded. He is now a seasoned business man. He has demonstrated that he knows how to work. He has proved himself bomb-proof to the temptations which beguile and destroy so many. On the anvil and in the fire, he has made good. By all the tests he is acknowledged a successful salesman. He commands the respect of his house and his associates.

He is looked up to as a reliable dependable man. He has developed character. He has seen other men fail. He has studied the reasons for their failure.

By his strength of will power and good management he has saved money. Out of these savings he has bought stock in his house. By the world he is looked upon as a "coming man." He has something that the world needs—now comes his hour, when he is to teach others what he knows. He is called into the house to take the position of sales manager.

The first year he is in the house is very likely the most unhappy year of his life. On the road he was free to come and go as he pleased without regard to time or other conditions. He was his own master. Only results were expected of him—how he got them mattered not. Now he finds that there are certain definite office hours and certain rigid office regulations to be observed. No longer can he do what he wants

when it pleases him. Now he is in close contact with other men who are over him. Sometimes their directions are definite and to the point. Also he receives sharp criticism.

He feels that there is something wrong. For the first time in his life people irritate him. For some men he has a growing feeling of animosity. The

time he is irritable and cross with his wife and children. What is the trouble? Poor fellow! He does not know.

ANALYZING HIS ATTITUDE

Let us tell just what the trouble is with Mr. Newman. On the road he has led a life of freedom. He has led the individualistic life. He has never been thrown in contact with the customers close enough to feel their angularities. He has brushed wits with them for only fleeting moments at a time. Now he has taken a position in the house and he is up against ORGANIZATION. Organization submerges the individual and is a melting pot, where the personal unit is lost and must coalesce for the benefit of the whole. When Mr. Newman becomes a part of the organization, he receives the added strength of other men, but he also must relinquish certain individual liberties of his own to this great power.

The World War more than anything else demonstrated *this power of organization*. Through organization Germany fought the world for five years. Through organization she was beaten. The thinkers of the world now realize that the development of organization is such a tremendous factor in modern life that it may be one of the greatest

blessings or one of the greatest evils to humanity. In its present form, organization is but the evolution of one of the oldest forces in the world.

In the history of mankind the first organization was the *family*. After a while, as man developed, we had the organization of the *tribe*; then the organization of the *state*, and, finally, the organization of several

10 Commandments of Selling

By JOHN H. PATTERSON

President, National Cash Register Company

1. The nerves from the eyes to the brain are many times larger than those from the ears to the brain. Therefore, when possible to use a picture instead of words, use one and make the words mere connectives for the picture.
2. Confine the attention to the exact subject by drawing outlines and putting in the divisions; then we make certain that we are all talking about the same thing.
3. Aim for dramatic effects either in speaking or writing—study them out beforehand. This holds the attention.
4. Red is the best color to attract and hold attention, therefore use plenty of it.
5. Few words—short sentences—small words—big ideas.
6. Tell why as well as how.
7. Do not be afraid of big type and do not put too much on a page.
8. Do not crowd ideas in speaking or writing. No advertisement is big enough for two ideas.
9. Before you try to convince anyone else, make sure that you are convinced, and if you cannot convince your-self, drop the subject. Do not try to "put over" anything.
10. Tell the truth.

voices of some men jar him. He looks back with fond regret to the happy days on the road when he traveled from place to place, shaking hands with his friendly customers and when he received only nice letters from his house congratulating him upon his success as a salesman. Something is wrong with the world. What is it? He goes home at night worried and tired. For the first

states, forming a *federation*, such, for instance, as the United States.

As years have passed and as man has become more wise, more far-sighted and more civilized, organization has continued to grow until, in the recent World War we had a terrific conflict with an organization that had for its object world domination by one people. Now the thinkers of the world realize that, unless we have international organization to control the fighting impulses of nations, we are apt to have no end of wars between nations fighting each other. That is what the League of Nations means. Or-

ganization today carries the world's big loads. It is only through its great cohesive force that the achievement of big undertakings is to-day possible. Consider where and how the great fortunes have been made and the great businesses built up in the last twenty-five years. This has been done by organization. What is the United States Steel Corporation? Nothing but a carefully organized combination or association of many steel interests. What is the Standard Oil Company? Nothing but a careful, ever-growing, painstaking organization of certain oil interests.

What is the meaning of the Woolworth 5-and-10-cent stores? What is the meaning of the chain drug stores? What is the proposed development in the hardware line of Winchester stores? It is all nothing but the evolution of organization, organization being the concentrated power, intelligence, initiative, energy and resourcefulness of many minds instead of one.

Napoleon had fourteen marshals, no two of them alike in type, each valuable to him for some one distinct quality in which he excelled. There was the intrepid Ney—"the bravest of the brave" the chivalric Murat, the bold and careful Soult, the rock-fast MacDonald, the tempestuous Junot, the impetuous Lannes, the fearless Angerau and the methodical Berthier. Taken singly, no one of these would have made a great organization, but the harmonious union and blending of all their strong qualities made the greatest military machine that the world has ever known. As in the military organization, so in business.

INTO A NEW LIFE

Some man knows how to do a thing better than any one else. He sees clearer. He works harder. His judgment is sounder. He has greater imagination, more tact. He makes fewer mistakes. He therefore earns larger profits and has less waste. Another man has the peculiar ability to select other men for his purposes and teach them how to do things according to his ideas. *He has the faculty of multiplying himself.* Others learn from him and at the same time, in turn, he absorbs the knowledge of others. Here we have the beginning of organization. The business is planned and then the plans are worked out with the greatest care, each doing his part and all working for the good of the whole. Men are selected for their peculiar fitness to carry out certain parts of the work. For their common success these men work together. Each man gains and each man gives up, the "rights" of one ending where the "rights" of the others begin. When they do this taking and giving away in the proper spirit we call it cooperation, and cooperation is the greatest constructive force in the world.

We see this illustrated forcibly in the difference between Mexico and the United States and Canada. In the United States and Canada we have certain principles of government. We hold these principles as being above and superior to any individual. We want to know for what principle a candidate stands. Poli-

SYSTEMS BOND

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



COMBINE QUALITY IN YOUR QUANTITY CAMPAIGN

Before launching your direct-by-mail campaign for fall business, be absolutely certain of the quality of the stationery you choose before it is too late.

Systems Bond will make your letters look better and the improvement in appearance will add to the attention—getting power of your letter.

Standardize on SYSTEMS BOND—the unvarying paper—for your letterheads. It is available everywhere. All printers know it. Your printer can get it for you or 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

cal parties have to give us a platform and we support one party or the other as we believe the organization of this party will work for the principles of government in which we believe. As our country is governed by the majority it is only reasonable to conclude that the majority of the people will get the kind of government that they want or that they deserve.

On the other hand, in Mexico, out of fourteen million people, only three million can read or write. There are three Indians to one white man.

There is naturally a lack of ideals and an entire lack of adherence to any set of principles of government. In the place of principles the Mexican has one thing—love for an individual chief. In other words, the intelligent North American stands for an organized government, which will govern the way he wishes to be governed, while the best a poor, ignorant Mexican has is the old tribal custom of following a certain chief, who is responsible to no one but himself, and is free to shift his preferences and prejudices from day to day as it pleases his caprice.

So, unconsciously, when the successful salesman comes into the house he steps from a life of individual freedom and personal loyalty to a certain chief or sales manager into the complicated machinery of many departments and many interests of an organized business with its many side currents and eddies. In this situation Mr. Newman can not dispose of matters by writing one letter to his house, as when he was a salesman. He comes in contact with many men and is in such close contact with them from day to day that unless he is careful he will be tempted to make close friends with some and be persuaded to form a dislike for others. In every house there are certain cliques and if our new sales manager is wise he will not become a part of any one of them. The idea of cliques is to destroy, undermine, thwart and throw the smother blanket over the other fellow, and this breeds hate, malice, treachery, meanness and, ultimately, disintegration of an organization.

Quarreling with associates, and intrigues against them, does neither party to the transaction any good. If he cannot help, only a fool will deliberately hurt another. Return good for evil wherever you can and you disarm your assailant and punish him more than you can by all the revenge you may be able to take out of his hide—his own conscience will make him feel debased in his

own esteem as well as that of all men.

You recall the case of Aristides, one of the greatest of the Greeks who, on the testimony of Themistocles, who was jealous of him, was unjustly sent into banishment for ten years on a trumped-up charge of a political offense which he never committed and of which the Greeks later acknowledged he was never guilty. Subsequently when Themistocles was on trial for a similar offense and Aristides was asked to testify against him, he refused, saying: "He is my brother man; if I

cannot do him good, I shall never do him evil."

Aristides had the victory corpuscle and we now realize it.

The sales manager who is wise will not only steer clear of cliques, but will try to compose the differences between those who form them. In this way, he proves his own strength of character and thereby strengthens his own hands—with all working together behind and with him, he is sure to accomplish more than if his fellow workers are divided and some of them pulling against him.

“WHERE ARE MY RETAILERS?”

A NOTEWORTHY book* which contains the concisely tabulated results of a comprehensive merchandising research in eighteen retail classifications in 3000 cities and towns from Maine to California.

And what is perhaps really more important to the large business executive, it also contains an expert analysis of the broad underlying economic factors which determine the retail outlets of any and every sort of product.

The American Weekly

A. J. KOBLER, Manager
1834 Broadway, New York City
W. J. Griswold, Western Representative
Hearst Building, Chicago Ill.

* The price of the book is three dollars but a strictly limited number will be mailed free to executives who write for them personally, an official stationery.

George Washington did this when Thomas Jefferson and other members of his cabinet started quarrelling among themselves. When Lincoln was President, Salmon P. Chase, Secretary of the Treasury, wanted to run the President and when Lincoln would not let him, got sore and began to make trouble. Lincoln only smiled—he refused to make reprisal—made peace instead by naming Chase for the office of Chief Justice of the Supreme Court. Where there was an enemy there now was a friend. How much sooner the late war might have been terminated had the cabinets of Europe in its earlier stages worked with more harmony we do not know, but some of us think greater co-ordination might have cut it much shorter and saved many thousands of lives and millions of treasure.

Fighting between fellow workers never has paid a dividend and never will.

After a while, if Mr. Newman has good judgment, a clear mind, tact and diplomacy, out of his first feeling of chaos will emerge a certain order. He will learn why certain men stand together. He will analyze the methods of different men. He will study the lines along which the business is being developed, the policies, aims, and aspirations of its executives. He will study the general field in which the business is working. If he is a thinker he will decide that certain things are good and other things are bad. If he is a really high grade man his mind will be more taken with these principles than with the petty jealousies and squabbles of his neighbors.

He will see the great opportunities in the business. If he is a born organizer he will realize that by tact and diplomacy, by careful handling of other men around him, he can bring to pass some of the things that he believes will be for the good of the business. He will not antagonize any one, but seek to win the cooperation and good-will of all and utilize them to carry out his plans.

Then, if he is intended to be a really great business man, he will develop a certain religious business frenzy. The success or development of the business will be on his mind day and night. He will become so enamored with the business game that no other game will compare with it in the intensity of pleasure he gets out of his office hours.

That is why I have often said that most unusually great business men are just a little crazy. I mean by that that they are abnormal. They

are abnormal because all of their powers of concentration are centered on the success of the business. I could name a long list of successful business men in this country and almost every one of them are peculiar in this respect.

Now, my friend, this article, as well as the others in this series, has been written for the benefit of the young man who has an intense desire to make an unusual success in business. Some of these may not need this advice. Some may not agree with it. I have received a lot of letters differing with my last article on the subject of matrimony. Some of these letters have been very indignant. The trouble is that these writers have forgotten the fact that I am not writing for the average young man who leads the normal life and possibly will never get together \$10,000 of his own at one time in his entire existence. I am not writing to the average man who is satisfied with things average and perfectly willing to be average all the days of his life. All of these articles have been written to the super young man—to the young man who wishes to get ahead, to rise up in the business—in a word, to become president of the concern.

Mr. Newman, the new sales manager, is this type of young man. After his first uncomfortable year getting acclimated in his new job he is beginning to be felt in the organization. Why? Because he is learning more about the business than any one else knows. He has his facts at his finger's ends. Not only that but he has studied the people around him and he knows the peculiarities of all of his associates. His training as a salesman has developed in him unusual powers of persuasion. When he attends sales meetings he not only comes provided with facts but he knows how to present these facts clearly, concisely, and in an interesting manner.

He has also learned that it is very easy to make enemies and that enemies frequently trip us at the most inopportune moments. He has realized the value of friends. He has extended his acquaintance, and influence, not only in the business but outside of the business. He knows men and women of importance. He has learned to be a good sport and when he loses out on a proposition he accepts his defeat with good nature, but if he thinks he is right, he never quits.

The victory is not lost; it is simply postponed. He cooperates with others because he, in turn, realizes

the necessity of cooperation and he knows the time will come when he also will want others to cooperate with him. The great truth has dawned upon him that to be successful in business you must be a teacher and day after day he is teaching others to do things as he thinks they should be done. Naturally, he is an indefatigable worker, but at the same time he realizes that he must take care of his health, so he cultivates certain outdoor sports.

He does not waste his strength and energy in dissipation. He gives the greatest care to himself physically. Realizing the wear and tear, waste and loss produced by disagreeable or unhappy surroundings, he does his best to bring about cheerful working conditions around him.

THE THREE-FOLD RULE

His rule of life may be said to be to love, laugh and labor. Knowing his own weaknesses and the frailty of human nature he is charitable with those who fall by the wayside. He is always ready to extend a helping hand to the fellow who is down. He believes, as one of the cardinal principles of his religion, that it is always his duty to help those who are trying to help themselves.

We all need help, including Mr. Newman. To help another is constructive. It serves mankind and makes the world glad that we are here. Given the time and the opportunity, through our help, the man we aid may make us famous and remembered not alone for what we did for ourselves, but for what we did for others.

Of the truth of this, we have many historic proofs, including that of Sir Humphry Davy and Michael Faraday.

"Pepys," said Sir Humphry Davy one day to the curator of the Royal Institution, "what am I to do? Here is a letter from a young man named Faraday; he has been attending my lectures and wants me to get him employment at the Royal Institution. What can you do?"

"Do?" replied Pepys. "Put him to wash bottles; if he is good for anything, he will do it directly; if he refuses, he is good for nothing."

"No, no," replied Davy, "we must try him at something better than that. Therewith Sir Davy wrote this letter to the managers of the institution—for a young man he had met but once and who was practically a stranger to him:

"Sir Humphry Davy has the honor to inform the managers that he has found a person who is anxious to

St. Louis

“The Center of Centers”

Actual and strategical center of United States. The Metropolis and great logical center of the Mississippi Valley—the main producing area of the United States

NEARLY
1,000,000
PEOPLE

Call this historical, hospitable and industrially important locality

HOME

AA POSTER BOARDS
AA POSTER SERVICE

ST. LOUIS POSTER ADV. CO.

occupy the situation in the institution lately filled by William Payne. His name is Michael Faraday. He is a youth of 22 years of age. His habits seem good, his disposition active and cheerful and his manner intelligent. It would gratify me if the managers will give him employment."

Faraday got the job and it is now a matter of record that up to his death he was probably the greatest chemist that had ever lived. As evidence that he had the stuff of which real men are made, the last chemical experiment recorded in his book, found at the time of his death, bears

the No. 16,043. Think of such a worker—16,043 experiments for the advancement of human and scientific knowledge.

Mr. Newman develops broadness of view. To win, men need breath. He often thinks of the time when he was told as a young man that the man who builds a wall around his own home does two things—while he walls the other fellow out, he walls himself in. Therefore, he does not believe too much in walls and limits. He has confidence enough in his own power, never to be afraid of giving another power.

He realizes that rules and regula-

tions in business are necessary, but he does not love rules and regulations just for their own sake. The man in whom he delights is the man who like himself, loves the business for its own sake—who loves to work for the business and to see it develop.

The man he dislikes most is the shirker and the pinhandler who is on the ship and expects to be carried over, but who wishes to do just as little work as possible on the passage. He realizes fully that in business, as it is now organized, there can never be exact justice for every one, but it is his desire to see that this ideal of justice to all is approached just as nearly as possible. In his heart he despises bluffers and those who make believe and pretend—those who try to get by with well-made excuses.

He develops a love of truth and when men in his department tell him that they just simply forgot, he understands because he has forgotten a lot himself, but when they put up some well-planned excuse he makes a mental reservation.

THE "SUCCESS" ATTITUDE

The years roll by, as they always do. Mr. Newman has made good. He is recognized as a leader among men. He leads men because they trust his judgment and believe in him. Above all things in his business career, he values his word. His word for him is the basis of his character. If he gives his word the matter is settled.

He has developed a fine loyalty to the business itself. He does not feel that he is working for any individual in the business. He is working for an abstract thing and that is the business.

He talks to other men under him not about working for him, but of uniting with him and working for the welfare of the business itself. He looks back with the greatest pleasure to the days when he was a traveling salesman. He is always glad to meet his old customers and talk over old times.

A few gray hairs are in his mustache and he is turning white just over the temples.

He now has a good block of stock in the business.

He has money on deposit in the bank. Who knows, some of these days he may become a director in the company? Already, the old man at the head of the business has an eye on him.

Now the question is whether the pleasant position he now enjoys in life does not pay in a large measure for many of his early privations.

The Boy of Today



has won well-merited recognition as an individual to be reckoned with in the family and in the community. His growing advertising importance in connection with big business has resulted in a steadily increasing number of definite campaigns by national advertisers to cover the boy-field. Results have always exceeded expectations, as they have discovered first-hand that the boy's natural persistency in acquiring what he wants becomes translated into a tremendous buying-influence, of which the advertiser gets the full benefit.

Because THE BOYS' WORLD (of the four boys' papers) is the one NATIONAL WEEKLY in this responsive field, you are sure of a timeliness and frequency to your sales message not elsewhere available.

Because our 400,000 live boys—with their enthusiasm, their 100% Consumer-value and their all-round importance in 400,000 desirable homes—represent half the available boy-circulation, THE BOYS' WORLD enables you literally to double the extent and effectiveness of your campaign in the boy-field.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

W. SLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St. Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

Isn't it better possibly if he postponed marrying a few years, giving himself more time to devote to study and getting started?

Mr. Newman is the perfected flower of evolution. He has pleasant manners. He is an agreeable person to meet, but at the same time he has a peculiar look in his eye that would not lead you to trifle with him over-much. He has learned the world pretty well. He has seen its ups and downs, but he has not become embittered or pessimistic.

Like Abou Ben Adam in the poem, although he knows his fellow man and his frailties, he still loves him. Throughout the business he is recognized as being broad-gauged and liberal, but perhaps a little stern with habitual offenders. Sometimes he is just a little slow to anger and often his associates think he is just a little too good-natured. He often laughingly answers them, reminding them of Paul's admonition "*to be as wise as a serpent but as gentle as a dove.*" — Copyright, 1920, Topics Publishing Co. Reprinted from *Drug Topics*.

The Psychology of the "Indoor Poster"

(Continued from page 8)

air!" But what may appear to be "hot air" on a very superficial analysis will prove to be the finest kind of selling sense on a little deeper study of the question: What determines where I buy my goods and services?

When we undertake to promote a business we don't get very far unless we realize that every sale involves more than an order for the transfer of goods. To take a simple illustration, I may want to buy a suit of clothes. I am not an expert in woollens and I know very well that a dishonest manufacturer who will pay attention to the trimmings and the things I can see can easily impose upon me as to the quality and value of the suit he sells me. Knowing this, when I come to buy the suit I take into account other factors than its appearance on the floor of the store where I buy. In the first place, I will be swayed by my confidence in the honesty of the manufacturer or seller. In the second place, I will be influenced by my opinion of the willingness and ability of the seller to make good later any defects that are not apparent at the time of the sale. Furthermore, if the seller has made me feel that he is enterprising and ambitious to build up and

maintain a business, that fact of itself is a guaranty to me that, in his own interest and following out his own ambition he will give me every practical service and do everything possible to maintain and enlarge his reputation in my mind. And, still further, if there are two concerns who measure up 50-50 on all the foregoing factors, there is still a further influence governing my preference for doing business with one or the other. That last factor is the greater pleasure I may derive from doing business with one man or one

store rather than another.

HOW PERSONALITY COUNTS

These things need only to be stated for any man with common sense to realize that they are vital factors in the sale of goods or services. The same hard-headed individual who will tell an advertising man that his customers will buy wherever they can buy cheapest, regardless of advertising, can find the contradiction of his theory right at the heart of his own business—in the problems of financing it and his relations with the banks. He knows very well that

"Making Dad Like It"

"Not long ago I came back to the old farm to become a partner with my father.

"I knew, of course, that he had some old-fashioned ideas, but I was greatly surprised when he told me he didn't believe in farm papers—and didn't want them in the house.

"I knew, too, that this was simply prejudice.

"So I subscribed for your paper and was astonished to see him pick up the first copy when it came. I watched him closely, and saw that he was soon reading the entire paper through.

"Now he is the first to get the paper when it comes—and first to grumble if it's late. . . ."

This letter came to the editor of Capper's Farmer and only reinforces our conviction that when a paper has a real, definite, serious mission its subscribers readily recognize its real worth.

And advertisers, who realize how an intensive interest in the editorial columns reacts most favorably to the advertising columns, are glad enough to have their sales message in that kind of a paper.

Begin this fall to put *your* advertising message in the hands of the more-than-seven-hundred-thousand farm homes reached each month by Capper's Farmer—and see what it means in the sale of your goods.

Most advertisers know that Capper's Farmer, together with the other sections of the Capper Farm Press, cover in a very effective and economical way the World's Greatest Farm Market—the Midwest.

Capper's Farmer

ARTHUR CAPPER, Publisher

MARCO MORROW, Asst. Publisher

TOPEKA, KANSAS

Branch Offices in

Chicago, New York, Detroit, St. Louis, Kansas City, Omaha, Oklahoma City

banks consider men, in giving credit, quite as much as they do material assets. Investors who are wise are a good deal more likely to bet on the jockey than they are on the horse. The master of all financial men, the late J. Pierpont Morgan, is the great authority for the statement that, in extending credit or financing a business, the character, ability and reputation of the manager is the first and greatest consideration.

If the factor of personality plays so great a part in the problem of financing, it plays no less a part in the problem of selling, and, therefore, of advertising. And it plays an especially important part in the problem of selling and advertising that the local bank and the local merchant have to meet. That is the great reason why the art calendar, which is the most powerful of all personality advertisements, occupies its great and dominating position in the field of local advertising.

Consider the position of the local merchant and the local banker. In most cases, as between two merchants, there is frequently no demonstrable advantage in the goods of one over the goods of the other. In many cases all local merchants handle standard brands at fixed prices, and any competition between them is a competition on service and personality. In the case of banks, the real selling point is wholly a matter of service and personality. In the securing of accounts the question of safety is the big selling point for the people who are going to use a bank, and this confidence in the fact that their money will be safe with any given bank is based four-square upon their real opinion as to the efficiency and honesty of the banker—in other words, his personality.

A BANKING ESSENTIAL

In the case of the banker there is the further consideration of enlisting new money in deposits and making new customers. Arguments for saving help and explanations of how a bank can serve also help. But, back of such educational appeals, the personality of the banker looms as the big factor in creating new business. The banker who is accessible and affable, the banker who seems interested in the welfare of his community and of all who live there is himself the greatest advertisement for bringing people into the bank to seek advice and help.

If personality is so big a factor in local selling, how is it going to be as great a factor in local advertising? You can't advertise personality by

talk. You can't demonstrate it by argument. Big claims are made every day that count for nothing—readers of such advertisements put them down as commonplace boasting. Personality must be demonstrated. It is exhibited in action. In advertising, the art calendar is the great medium for accomplishing this end, because sending a calendar is an act of courtesy and a personal gift, as well as an implication of high standards on the part of the sender by the very fact of the quality of the calendar itself.

Let me illustrate these points in a simple way. The bank in my town publishes an advertisement in the newspaper to indicate that it welcomes depositors and appreciates their business. I may or may not see that advertisement. If the bank sends me an art calendar, however, I cannot fail to see it, and the bank puts across its claim to appreciate business by an act of appreciation rather than a statement; for a calendar good enough to be a gracious gift is actual proof of appreciation, and the impression is made upon me in a way absolutely impossible to accomplish by mere words.

Now let us consider a further point. In the first place, the bank has shown that it appreciates my business and would appreciate any other business I can influence its way. The bank has advertised its personality as not cold, unapproachable, stiff, but warm and responsive in business transactions. But it has done more than that. By sending the calendar, it has entered into a more or less personal contact with me in a way that could not be accomplished by a letter or a circular or a booklet. All these things are merely meant to be read and thrown away, but a calendar is meant to be kept and to give pleasure where it hangs, as well as serve a useful purpose. Therefore, the bank has provided me with an automatic reminder that it regards me as a human being and not a mere source of business, and the fact that the calendar goes up on my wall serves to perpetuate the favorable impression made at the moment of its receipt. In other words, the bank has not only advertised its personality, but has established the best substitute for a personal representative right in my home or office.

WHAT THE CALENDAR REVEALS

And now, finally, we come to a point which is rather subtle and hard to convey, but it, in fact, the chief reason why the art calendar is the great means of advertising personal-

ity. If I want to let you know what kind of a man I am, how do I do it? I may do it by telling you my personal history and giving you references, but if I have the opportunity, I do it very much better by associating with you, letting you know what my interests are, sharing the pleasure of my thoughts and experiences with you. If, now, I choose a calendar to represent me, I cannot fail to reveal myself in some measure, in the very choice of the picture selected. If you have received for several years calendars from your banker with pictures of nature—pictures that carry you out in imagination to breezy hilltops, to the cool seclusion and peace of the woodlands, or along the brook, making you wish you could drop a fly into that beautiful pool behind the rocks—the banker in such a case has done more than send you an advertisement or a gift. He has shared with you a human interest, and has made himself better known. Take the local retailer who has sent to his customers and prospects pictures reflecting what is most beautiful and appealing in little children—pictures that express the love of the mother for her baby—can you imagine how this man can fail to impress the mothers of that community with this glimpse of his own personality? Don't take these things too lightly. I bought a house some years ago after a considerable period of hesitation between two or three propositions. It came down to a question of taking advice from one agent or another. One of the agents was a man whose hobby was raising flowers. He loved flowers, raised them, talked about them, and gave them away to the neighbors, and, while I didn't notice it, in some way or other my wife did. When the critical moment came, she said: "Mr. Blank loves flowers and I think it is usually safe to trust a man who does, so we had better take his advice." My wife claims not to be affected by advertising—other people may be persuaded to buy this or that by published advertisements, but she "never did and never will." So she says, but the subtle advertisement of a personality became the determining factor with her in the largest single purchase of her life. Every good business—and especially every good local business—is built around a personality. Calendar advertising gives that personality the best opportunity to convey its quality to the neighborhood. Originally coming into wide use because of its many advantages as a sign—the only indoor sign that you can get in a house—it has grown

to be a selling influence of even greater power because of the opportunity it affords for gracious, kindly, unobtrusive friendliness in its distribution. A philosopher has said: "If you want to have friends, be one yourself." Friends gravitate to friendly people. A calendar that is really worth hanging, that really gives me pleasure, sent to my home, expresses nothing if it does not express a friendly note and, even though I know the man who sent it wants my business and sent the calendar to remind me that he wants my business, I cannot but feel a little more cordial toward him than I could possibly have felt if he had sent me a booklet cataloguing his virtues and the mechanical equipment of his establishment.

NOT PROPERLY A DEALER HELP

In closing I want to say that the very reasons that make the calendar an ideal medium for local advertising—the very fact of the personality appeal that the calendar makes—are lost to a degree when calendars are used by national advertisers as dealers' helps. The dealer who sends you a calendar that bears the trademark of some manufacturer of a commodity, and thereby reveals the fact that the dealer got the calendar for nothing or next to nothing from his manufacturer, loses the finest flavor that his advertisement ought to have. He is the man who sends you a gift that costs nothing, and therefore is worth nothing so far as winning good will is concerned. There is no compliment to you in getting such a calendar. It does not express the sender—it expresses the manufacturer. If I were a local dealer, not only would I refuse to issue any calendar except my own, but no manufacturer could get me to do otherwise even if he actually paid me money to act as his distributor. For I could not afford to give up to any one else the most precious advertising space—for me—in the world. That space would be the best position that the finest calendar I could buy would win for me in the homes of the people whose good will and whose purchases are the measure of my business success.

To sum up, then, the place of the calendar in American advertising is a great deal bigger than most advertising men imagine. The men who analyze advertising most thoroughly are naturally those men interested in great advertising campaigns which can be put over on a national scale. Their study and their conclusions are addressed, as a rule, to those great



How Chicago Escaped Being a Village—

MILLIONS of tons of ice surging southward in an irresistible flow! Trees uprooted; mountains leveled; valleys formed; the sites of future cities fixed!

But for The Great Ice Age, Chicago might have been a village—Minneapolis and Fall River never founded—Illinois a region of stony hills instead of level prairie.

Until a few years ago there was no large scale map of North America showing the continental ice sheet during The Great Ice Age.

Then came the demand for such a map—and RAND McNALLY made it! Made it with the same expert care with which it has made more than 6000 other maps.

Perhaps it has never occurred to you that any one would want a map of North America During The Great Ice Age. But someone does. The very unusualness of such a map emphasizes the bigness of RAND McNALLY.

Every conceivable kind of map for every conceivable purpose is made here at Map Headquarters:—political maps, Biblical maps, climatic maps, physical maps, historical maps, classical maps, language maps, atlases, globes and map-tack systems.

Whenever you need a map, for whatever purpose, think of RAND McNALLY. Never before, in the fifty years that we have been in business, has the need of accurate maps been of more vital importance than right now.

RAND McNALLY Official AUTO TRAILS MAPS 1920 Edition 35c each

FOR the automobile trip which you are planning, the new RAND McNALLY Official Auto Trails Maps just published should be your guide. They solve the problem of which way to go and always keep you on the right road.

RAND McNALLY Official Auto Trails Maps are published in eleven convenient sections covering the entire country from Nebraska east to the Atlantic Ocean and from Kentucky north to Canada.



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

RAND McNALLY & COMPANY Map Headquarters

536 S. CLARK ST., CHICAGO—42 E. 22ND ST., NEW YORK

BUY RAND McNALLY OFFICIAL AUTO TRAILS MAPS FROM YOUR DEALER

advertisers whose names you see in the magazines and billboards over the country. But for every one great national advertiser there are thousands of business men—small manufacturers, wholesalers, local bankers—who are taking a vital part in America's business, and their advertising in the aggregate is probably the

greatest of all in volume. It is these business men that the calendar is pre-eminently fitted to serve and, to the extent that personality is a vital selling point in the vast field of local business, to that extent the calendar is unique in its fitness to serve. As a result, calendar houses that really

combine the functions of the printer with those of the advertising agency, already occupy a place of honor in the advertising profession, and will continue to do so so long as they seek to develop business based on the work the calendar is fitted to perform without seeking it to force it to uses that had better be left to other media.

Definitions of Foreign Trade Terms

[Continuing an article begun in July 17 issue of "Advertising & Selling,"]

By CLAYTON SEDGWICK COOPER

The chief purpose of the conference is to simplify and standardize American practice, and to that end it urges manufacturers and exporters to cease the use of synonymous abbreviations and quote habitually in the terms here recommended, just as far as these terms will cover the price conditions which it is desired to arrange with the buyer.

Variations of the abbreviations recommended in other sections also are in more or less common use throughout the United States. The recommendations of the conference apply to them with the same force as to those cited under Section 1.

Manufacturers and exporters are urged to bear in mind that the confusion and controversies which have arisen have sprung in part from the use of an excessive number of abbreviated forms with substantially similar meanings, as well as from the use of abbreviations in a sense different from their original meanings, or in an application not originally given them and different from the sense or application understood by foreign buyers.

In simplified and standardized practice lies the best hope of reducing confusion and avoiding controversy.

The conference urges upon manufacturers and exporters the very great importance at all times of making their intention in whatever quotations they employ so thoroughly clear as to be impossible of misunderstanding or misinterpretation. It is much better to take the time and space at the outset to make the quotation clearly understood than to be compelled in the end to go through vexatious controversy or litigation, which costs not only time and expense but customers as well. Misunderstandings can best be avoided if the seller will formulate a written statement of the general conditions under which his sales are to be

made, and will see that the foreign buyer possesses these terms of sale when considering a quotation. The items which may be included in such a statement deal with: delivery, delays, partial shipments, shipping instructions, inspection, claims, damage, and payment. If all contingencies are thus covered by carefully considered conditions of sale, disputes will largely be prevented.

The quotation "F. O. B. (named port)," as "F. O. B. New York," "F. O. B. New Orleans," "F. O. B. San Francisco," is often used by inland producers and distributors to mean merely delivery of the goods at railway terminal at the port named. This abbreviation originated as an export quotation and had no application to inland shipments. It was used only to mean delivery of the goods upon an overseas vessel at the port named. That, in fact, is the meaning universally given to the phrase among foreigners, and is the meaning which the best practice among exporters requires it invariably to have. But because of the confusion which has arisen through the use of that form with a different meaning by inland producers and distributors, and in the interest of unmistakable clarity, the conference most strongly urges the invariable use by American manufacturers and exporters of the form "F. O. B. Vessel (named port)." This adds only one word to the abbreviated form and has the great advantage that it cannot be misunderstood. It also avoids the difficulty which might arise among foreigners not always well versed in American geography, through confusing an inland forwarding point with a shipping port at seaboard.

The conference calls attention to the fact that in selling "F. A. S. Vessel" manufacturers and exporters should be careful to have their

agreements with buyers cover explicitly the question of responsibility for loss after goods have been delivered on the wharf or alongside the vessel and before they are actually loaded on the ship. There is no generally established practice on this point. The recommendation of the conference in the definitions of responsibility under Section 7, sets up a rule which it is hoped will lead to the establishment of a standard practice.

It is understood that the provision of lighterage covered in several of these recommendations is only within the usual free lighterage limits of the port, and that where lighterage outside such limits is required it is for buyer's account.

In order to avoid confusion in another particular, attention is called to the care which must be exercised in all cases in making weight quotations. The net ton, the gross ton and the metric ton all differ in weight. Similarly there is a variation in the use of the term "hundredweight" to mean either 100 pounds or 112 pounds. It is, therefore, not sufficient to quote a price for "ton" or per "hundredweight." Instead the conference recommends the use of the terms "ton of 2,000lb.," "ton of 2,240lb.," or "ton of 2,204lb.," etc., whichever intended.

It is also important to note that a carload lot in the United States means the quantity of the particular commodity in question necessary to obtain the carload freight rate for transportation on American railways. This quantity varies according to the commodity and also varies in different parts of the country. Certain commodities, being more bulky than others, the minimum carload for them is less than for heavier products occupying less space. The load required may range anywhere from 12,000 to 90,000 pounds.

Consequently it is important, when quoting prices applicable to

to carload lots, so to state and to specify the minimum weight necessary to make a carload lot of the particular commodity for the particular shipment in question.

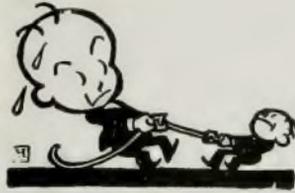
The conference points out that in quoting "C. & F." or "C. I. F.," the manufacturers and exporters moving large quantities of material by one vessel should be careful to ascertain in advance the buyer's capacity to take delivery. This, because, under these terms and as a condition of making the freight rate, transportation companies may require a certain rate of discharge per day, and that rate of discharge might be in excess of the buyer's capacity to take delivery. In such event, an adjustment with the transportation company would be necessary, which might affect the freight rate and, consequently, the price to be quoted.

The conference also strongly urges shippers clearly to understand the provisions of their insurance protection on all foreign sales, irrespective of the general terms used thereon. In almost all cases it should be possible, when making shipments by steamer, to obtain insurance giving full protection from primary shipping points to designated sea port delivery, and for foreign port delivery. As ordinary marine insurance under F. P. A. conditions, *i. e.*, free of particular average, gives no protection against deterioration and for damage to the merchandise itself while in transit, when caused by the recognized hazards attending such risks, shippers should endeavor in all cases to obtain insurance under W. P. A. (S. P. A.) conditions, *i. e.*, with particular (subject to particular) average, when in excess of the customary franchise of 3 to 5 per cent. Under such form of insurance, underwriters will be called upon to pay claims for damages when these exceed the stipulated franchise.

The conference points out that inasmuch as fees for consular invoices and similar items are arbitrary charges fixed by foreign governments, they are not included in the terms of C. & F. or C. I. F. quotations, and it is part of the duty of the buyer to meet them.

Finally, the conference strongly recommends, as a most effective measure of simplification, the general practice of quoting for export, as far as possible, either "F. A. S. Vessel," "F. O. B. Vessel," or "C. I. F." Concentration on this small list, all of which terms are readily understood abroad and are difficult

(Continued on page 34)



RUBBER!!!

We're not stretching the point a particle when we say that in most of the thirteen hundred pulp and paper mills on this continent, the purchase of rubber goods constitutes one of the most important items in the annual budget. Hundreds of thousands of dollars monthly are spent on rubber steam hose, deckle straps, machine hose, fire hose, rubber covered rolls, packings, belting and so on.

There is no choice about the use of rubber in the paper mill—nothing else will serve the purpose. But there is a choice when it comes to buying—the mill man orders from the manufacturer he has learned to know through the pages of his industrial journal.

Usually that means through the pages of PAPER, because this publication is an elastic medium that stretches enough to completely cover the entire industry. And of course there is a real come-back from advertising in our pages—returns that mean sales and permanent, profitable business. Ask us why.

PAPER

The Production Journal of the Industry.

471 FOURTH AVE., NEW YORK CITY

A Guide To Foreign Trade

A ready reference guide to imports and exports, shipping, banking, products, climate and other conditions in every foreign market is provided in the "Exporter's Gazetteer of Foreign Markets," just issued by the *American Exporter* and compiled by that publication's research editor, Lloyd R. Morris.

All commercial and industrial statistics and weights and measures have been converted into dollars and into American measurements, making facts easily available for the American business man. It is believed that this is the first time a book of this kind has been compiled covering so wide a scope.

The countries of the world have been so grouped that adjoining markets are found together. Under each country will be found detailed information about area and population, commerce, production and

industry, railroads, telephones and telegraphs, money weights, commercial language, advertising media, shipping routes, tariffs and consular regulations.

Big Increase in Cigarettes

According to Internal Revenue statistics, there was an increase of 1,185,177,029 or 42.7 percent in the number of cigarettes manufactured in the United States in May, 1920, over the number produced in that month of the preceding year. Cigarette production in May of this year was 3,955,164,678.

The output of cigars was 676,227,828, an increase of 22.5 percent, or 124,568,079. During the month there were 34,875,839 pounds of manufactured tobacco produced, a gain of 1,353,737 pounds, or 4.6 percent, while the production of snuff amounted to 3,574,342 pounds, a gain of 386,037 pounds, or 19.6 percent.

of misinterpretation, will, it is felt, be markedly influential in avoiding confusion and controversy.

The conclusions and definitions set forth above are the recommendations of a conference which was composed of representatives of nine

of the great commercial organizations of the United States interested in foreign trade. Not all have as yet the force of law or long established practice; but it is the hope and expectation of the conference that these recommendations will re-

ceive such adherence on the part of American producers and distributors as to make them in fact the standard American practice. And it is, therefore, expected that in due time they will receive the sanction of legal authority.

Southern Newspaper Publishers Discuss Problems at Ashville Convention

Association, Now Swollen to Membership of 224. Hears Brass Tacks Talks on Newsprint and Advertising; British Ambassador is Speaker

NEWSPAPERDOM on the sunny side of Mason and Dixon's line stands united for service despite wind, rain, Texas tidal wave, Arkansas cyclone, or the newsprint paper shortage.

That is the word that comes from the eighteenth annual convention of the Southern Newspapers Publishers' Association which came to a close on Wednesday afternoon at the end of a three-day session held at the Grove Park Inn, Ashville, N. C.

With 224 members, 72 of them new this year, the convention went into session with the largest association enrollment and largest attendance in its history. Before the gavel rapped out adjournment it had listened to brass tack speeches by newspaper men and advertising men with real messages to deliver, had partaken of the lavish hospitality of the Old North State, had organized for 1920-1921, had taken definite, significant, important steps toward the solution of the big problems with which newspaper men, South and North, are confronted today, and had passed resolutions on general national problems indicative of the popular temper in the South at this time.

COOPERATIVE BUYING DISCUSSED

On Tuesday night it filled the big lobby of the Inn to overflowing to do honor to Sir Auckland Geddes, the British Ambassador, who addressed the association.

Probably its most important discussion was on the question of cooperative buying of newsprint to meet the situation outlined by Charles I. Stewart of Lexington, Ky., chairman of the newsprint committee, in an address in which he reported that 33 members of the association were without contracts

and 62 were buying on the spot market.

The newsprint shortage, the publisher's bugaboo, was the outstanding topic of interest. Among those who spoke on various angles of the situation were Stanley Clague, managing director of the Audit Bureau of Circulations; Charles J. Pape, editor of the *Waterbury Republic*-

ating newsprint waste and Mr. Armstrong's on questions related to agency recognition are reproduced in part elsewhere in this issue of ADVERTISING & SELLING.

SPEAKERS TACKLE BIG PROBLEMS

Other speakers included E. A. Sherman, associate forester of the Department of Agriculture, on "The Available and Future Supply of Wood Pulp in the United States and Alaska"; H. N. Kellogg, chairman of the standing committee of the A. N. P. A. labor committee, on the labor situation; Walter G. Bryan, publisher of the *New York American*, on "Five-Cent Dailies, Ten-Cent Sundays and Nine-Column Pages"; Colonel Louis Wortham on "Cooperation Between the S. N. P. A. and Other Publishers' Organizations"; Eugene T. A. Anderson, president of the Georgia-Alabama Business College, who is conducting the printers' school for the S. N. P. A. and A. N. P. A. at Macon, Ga., on the work of the school; William A. Thompson, director of the Bureau of Advertising of the A. N. P. A., on newspaper advertising; John G. Wallace, field secretary, United Typothetae of America, on "Cost in the Printing Business"; L. A. Nivens, president of the Southern Farm Papers' Association, on "What the Southern Farmers Are Doing"; Dr. J. F. Jacobs, of Jacobs & Company, Clinton, S. C., on "The Photo-Engraving Problem"; C. M. Palmer on "Evils of Partisan Politics in Newspaper Conduct"; and Governor T. W. Bickett, of North Carolina, who made the address of welcome at the opening session on Monday.

James H. Allison, of the *Fort Worth Record*, retiring president of the S. N. P. A., presided over the convention.

Upon going into session on Mon-

Officers Elected

THE following officers were elected for the 1920-1921 term by the Ashville convention of the Southern Newspaper Publishers' Association:

President, M. E. Foster, publisher, *Houston Chronicle*.

First vice-president, W. A. Elliott, business manager, *Florida Times-Union*, Jacksonville.

Second vice-president, Chas. I. Stewart, vice-president, *Lexington Herald*.

Secretary, W. C. Johns, *Chattanooga News* (re-elected).

can, and Jason Rogers of the *New York Globe*, who talked on the plans of the Publishers' Buying Corporation; George E. Hosmer, of Brodowntown, Fla., chairman of the legislative committee of the National Editorial Association, and Colonel W. E. Haskell, vice-president of the International Paper Company.

In dealing with its advertising problems, the association drafted to come before the convention Harry Dwight Smith, president of the American Association of Advertising Agencies; William H. Johns, of the George Batten Company, former president of the A. A. A., and Collin Armstrong, of Collin Armstrong, Inc., New York, chairman of the Four A's newspaper committee.

Mr. Clague's address on elimin-

day, one of the first things the S. N. P. A. did was to pass a ringing resolution declaring itself firmly opposed to government ownership and operation of railroads and coal mines. This resolution voiced the recognition of the association that the existing shipping tie-up is primarily responsible for the danger of a coal famine and a great factor in the maintenance of abnormally high prices and that it is liable to be productive of demands for a wide extension of governmental authority.

The committees appointed by the president on the opening day were made up as follows:

Resolutions—H. C. Adler, *Chattanooga Times*, chairman; Harry L. Brown, *St. Augustine Record*; C. P. Manship, *Baton Rouge State Times*.
 Round Table Talks—Harry Giovannelli, *Lexington Leader*, for evening papers and F. C. Withers, *Columbia State* for morning papers.

On Thompson Bill and Adverse Legislation—A. G. Newmyer, *New Orleans Item*, chairman; J. T. Brynn, *Richmond News-Leader*; Major John S. Cohen, *Atlanta Journal*.

Auditing—J. L. Mapes, *Beaumont Daily Enterprise*, chairman; Ray Howard, *Wichita Falls*; B. H. Peace, *Greenville News*.

Nominating—F. G. Bell, *Savannah Morning News*, chairman; W. T. Anderson, *Macon Daily Telegraph*; J. C. Wilmuth, *El Paso Herald*; John A. Park, *Raleigh Times*.

BUDGET REPORT

In his address before the convention on Monday, Mr. Allison reviewed the progress in organization work made during the past year and pointed to future action necessary to continue and increase the service of the association to its members and, in the long run, to the readers of its members' publications. In bringing up the budget for the fiscal year of 1920, he reported expenses of \$5,200 and an income of \$4,750, recommending, at the same time, an increase of \$5 in the annual dues to cover the deficit and to carry on the association's bulletin service and emergency committee work.

In concluding, the retiring president paid a warm tribute to W. C. Johnson of the *Chattanooga News*, secretary-treasurer of the association.

The most important event outside of the programme of the regular sessions of the convention was the address by Sir Auckland Geddes, British Ambassador, on Tuesday night.

This was made in the lobby of the Inn, admission being by card and limited to 500, the capacity of the lobby. On Wednesday evening the publishers and their families again gathered in the Inn lobby to listen to a song recital by Miss Harvard of the Metropolitan Opera Company. A golf tournament and theatrical and dinner parties were added to the social programme of the convention.

ALLIED ORGANIZATIONS MEET

The meetings of the Southern Farm Papers' Association, of the Southern Division of the Associated Press, of the Southern Council of the American Association of Advertising Agencies and of the executive board of the Four A's, took place in conjunction with the S. N. P. A. meeting, the members of these organizations also coming together with the S. N. P. A. members in

joint sessions. All of these bodies were represented at the reception to the British Ambassador on Tuesday evening.

By its passing of the 200 mark with 24 to spare, in advance of this convention, the Southern Newspaper Publishers' Association has made a remarkable record for growth in membership in the last eight years of its history. The report of the secretary on the 1912 convention at Knoxville shows that the organization then had forty-two active members, twenty-five of whom attended the Knoxville meeting. At that time Robert W. Brown was president, Victor H. Hanson vice-president and George W. Brunson secretary-treasurer. Even since 1916 the membership increase has amounted to 200 per cent while since last year's convention seventy-two new members have been added to the list.

Efficient Merchandising to Solve Newsprint Problem

By **STANLEY CLAGUE**

Managing Director, Audit Bureau of Circulations*

JUST BEFORE I left Chicago my attention was called to the conditions revealed in an audit of a well-known newspaper, the name of which I cannot mention, the circulation of which is 30,000 copies daily.

This newspaper, perhaps more than any newspaper I know of, should be vitally interested in the conservation of newsprint because of the high price it is now paying in the open market for its supply, and the precarious condition it is in with regard to future operations.

YEAR'S SUPPLY WASTED

Yet, during the past year, for the period ending March 31, 1920, this one newspaper alone, through a careless method of handling returns, wasted an amount of newsprint equivalent to 2,835,297 eight-page papers; in other words, 183½ tons of newsprint. The wasted paper on this one publication would have enabled a publication with 10,428 eight-pages per day to have existed for a year of 313 issues without the purchase of one pound of newsprint. I believe every man in this convention will agree that such a waste at this time is almost criminal.

Let me say here that this did not occur in the office of any member of the Southern Newspaper Pub-

lishers' Association—nor did it occur south of the Mason-Dixon line.

This incident and others like it illustrate the wasteful practices which still remain unchecked, even though the majority of publishers are sweating blood and wondering where the next carload of paper is coming from.

Personally, I have very definite ideas as to the solution of this problem. I believe that the merchandising of newspapers and periodicals is the most glaring example of wasteful merchandising methods in the entire realm of business. Can you point to any other business in the world where the finished product is sold at a lower price than the price of the raw material alone? And, yet, today, there are some newspapers and some magazines—this is particularly true of the North—being sold on the streets for less than it costs the publisher to purchase the newsprint delivered at his back door.

In the craze for circulation, business principle seems to have been lost sight of, and the most lamentable part of the whole thing is not the waste of paper alone but the resort to every conceivable form of journalistic extravagance which may

add a few hundred or a few thousand to the circulation.

SHOULD INCREASE PRICE

I believe one solution of the problem is to increase the price of the newspaper to something near the equivalent of its value. Newspapers that are sold to-day for two cents should be sold for five cents. Sunday papers now sold for five cents should be sold for at least ten cents.

It is true that such an increase would restrict the circulation. But would it not at the same time, to a very large extent, decrease duplication? It has also been asserted that such a decrease in circulation would mean a decrease in advertising rates. I do not believe it. I believe, with my experience as an advertising agent, that an advertiser will more readily pay for a decreased circulation which has increased in quality resulting from an increase in price than he will pay an increase in rate resulting from an increase in circulation due to forced methods.

Last November, as a matter of personal curiosity, the Audit Bureau of Circulations examined the records of a thousand publications—daily newspapers, farm papers and periodicals—and endeavored to estimate the result that would come from a reasonable increase in price and, after making the necessary deduction for reduced advertising volume, our auditors arrived at figures showing that such a process would mean an addition to the income of the publishers of this country of seventy million dollars per year and a saving of newsprint and coated paper of something over four hundred thousand tons a year.

As I have said, these figures were compiled merely from personal curiosity, because I realized that this was a matter solely within the province of the individual publisher. There may be local conditions to meet which would make such a plan impracticable. Therefore, it would be unwise to advocate its general adoption. Nevertheless, as a matter of speculation, it is interesting.

OVER-AMBITIOUS COMPETITION

An increased price, and a careful watch on all forms of waste and the curbing of desire to invade territory not logical or natural to a publication would, over night, if put into effect, release thousands of tons of newsprint.

We have constant complaints in the Bureau from publishers who are obliged to meet the latter kind of competition by publishers from

distant points invading home territory, offering bonuses and inducements to obtain this scattered circulation, which often times more than offset the entire amount of money received from this circulation.

By discrediting illegitimate practices in this direction the Bureau is contributing to the best of its ability to the conservation of paper. Sometimes progress is not made as fast as a few publishers would like to see, but it is the constant thought of the Board of Directors of the Bureau to make haste slowly in order that no possible injury shall be done to any individual newspaper by the adoption of radical rules.

Take for instance, the matter of cutting down arrears to six months. I have received many communications praising our stand on this subject and favoring more radical time reductions.

On the other hand, there are publishers who have the opposite viewpoint.

As an illustration: When I appeared before the Senate Committee I urged that the Post Office Department immediately adopt the ruling passed by the Bureau, cutting down recognized subscriptions in arrears from twelve months to six months.

Although this suggestion was apparently received with favor both by the Senators and by certain officials in the Post Office Department, nevertheless, because of pressure exerted by publishers who desire to keep on giving their papers way free for twelve months, nothing has been done.

WASTE IN SOUTH

I hope eventually the day will come when a three months' ruling will apply not only to the newspapers but to magazines and all other forms of publications. When that day arrives, thousands of tons of newsprint which is now being sent through the mails for which never a cent will be received, will be saved and used for productive service.

It should be a cause of gratification to the southern publishers that, although when the Bureau was first established the loudest protest against the establishment of the rule cutting off all circulation in arrears over one year came from the South, to-day the Southern publishers are stronger for the elimination of waste in this direction than the publishers in any other section.

The South has led in these reforms. It has been most eager to carry into effect these corrective

measures, as is shown by a larger proportional membership in the A. B. C. than any other section.

There is still room for improvement.

I have examined the working papers of the audits for the year past of ninety-five publications which are members of the Southern Newspapers Publishers' Association. During this period these publishers purchased 268,179,857 pounds of newsprint—or 134,090 tons. Out of this amount of paper there was lost in waste 29,767,048 pounds or 14,883 tons.

This represents 11.1 as the percentage of waste, part of which, of course, is legitimate.

We believe that this total of 11.1 per cent waste could, over night be cut down to 6 per cent, so that a saving of six or seven thousand tons of paper in the offices of these ninety-five publishers alone could be effected.

In other words, figuring the paper at a market price of \$200 a ton, it would mean a saving of nearly \$1,-250,000.

* From an address delivered by Mr. Clague before the Convention of the Southern Newspaper Publishers' Association at Asheville, N. C.

Pertinent Questions to Publishers

COLLIN ARMSTRONG DISCUSSES THE ATTITUDE OF THE FOUR A'S NEWS-PAPER COMMITTEE*

MY FIRST question, and I have always been taught that the most effective way to start a discussion is by asking questions, may savor of antagonism but that is furthestest from my thoughts. I ask: Why do not newspapers practice what they preach? Since the war broke out, newspapers, almost as a unit, have been preaching thrift. Why don't they practice it? The popular conception of the word "thrift" is "saving," but can you save anything if you don't earn it? And how can you earn anything if your efforts are not in accordance with common-sense, business-like methods of procedure? Are you earning all you can when you discriminate against some of your clients by accepting business from others at a lower rate than you charge those who accept your rate card as the last word as to price? How do you expect to make money on all of your advertising business when you charge one client your full schedule rate, so that the agency he has retained to help make his ad-

vertising a success, may be rewarded for its efforts, and, at the same time, give the direct advertiser, who performs no agency service for your benefit, a concession from your published scale of prices? I leave it to you if this practice is not unjust to every advertiser who pays you your full rate and unjust to yourselves and those who are associated with you in the business of producing a newspaper.

AGENCY RECOGNITION

Now let us tackle another big problem—that faced by the publishers in deciding upon their policy with regard to agency recognition—again starting off with a question.

Why don't the publishers exercise the same discrimination in recognizing agencies that they do in employing solicitors? I don't believe there is a man present who would employ a solicitor, and give him carte blanche to go out and make whatever concessions he saw fit to advertisers down to the agency net rate of the paper or even less. Why do you let some one else do it, whose activities and principles, or rather lack of principles, you do not control? There are enough good agencies in the country to handle all the business that is offered; if not, help to create them by recognizing only those that are substantial financially and that you are confident will use the money they earn to develop business for you rather than bring your paper into disrepute by cheapening its price and giving no service worthy of the name to help make the advertiser's money earn something for him.

THE FOUR A'S STAND

In speaking on this subject, let it be distinctly understood that the American Association of Advertising Agencies does not wish to curtail in the slightest degree the creation and developing of advertising agencies, worthy of the name, and capable of functioning according to modern standards of efficiency and ethics. It wants to help all of that character and welcomes agencies of that type to its roster. But it does deprecate the encouragement by publishers of agencies that are simply copy-chasers, free publicity pirates, are a disgrace to the profession; are, in the long run, profitless to publishers; and whose activities retard and destroy advertising.

The chief objectives of the present endeavors of the Four A's Newspaper Committee are as follows:

1. The establishment and maintenance of one price by publishers

by discontinuing concessions to advertisers who place their business direct.

2. The elimination of so-called camouflaged "house" agencies.

3. The elimination of the absolutely unqualified agencies, the standards of service of which are negligible, and which exist to the great detriment of advertising by chasing copy, cutting newspaper rates, stealing free publicity and endeavoring in manifold ways to beat publishers.

We know from experience that 99 per cent of the deviations from strict business procedure in newspaper advertising result from advertisers and agencies playing one paper against the other. There is no excuse for the single paper in a town making concessions but, where there are two or more of you in competition, fight on as merrily as you wish between yourselves. When an outsider butts in with a view of corrupting one of you, however, be like the fighting Irishman and his wife—turn upon the common enemy and send him home with his head under his arm and his tail between his legs like a whipped cur. Then go on and fight between yourselves as much as you like.

*From a talk by the chairman of the Newspaper Committee of the Four A's before the S. N. P. A. Convention.

Discussing Posters and the Press

(Continued from page 18)

present topsy-turvy times, with buyers on their knees begging for goods or advertising space, may seem to controvert this principle, but a principle continues to exist although it may, at times, be concealed by circumstances. It remains true that the good will existing in the business of any producer or seller is in truth the good opinion of the consumer of his product or stock-in-trade.

Producers and salesmen of advertising space are bound by this law, and the more efficiently they serve the advertiser the greater will be his consumption of space. Remember that the fox gained nothing by tricking the stork.

Will Manufacture Sheridan Cars Soon

Production of General Motors Corporation's newest passenger car line—the Sheridan—is about to get under way on a small scale at Muncie, Ind. By August 1 it is expected that the plant will be well started on the way to a production of at least 3,000 cars during the balance of this year.

Within the next two years approximately \$5,000,000 will be spent on reconstruction and additions to the T. W.

Warner Company and Inter-State Motor Company plants at Muncie where Sheridan cars are being manufactured.

The Sheridan line which will comprise a four-cylinder model selling at about \$1,500 and an eight-cylinder model to sell at \$3,000, will help to fill a popular demand for cars of this class. As an evidence of the demand for medium priced automobiles is cited the fact that while about 700 Buick cars are being turned out daily, back orders run into the thousands.

Sales of American Luxuries \$8,710,000,000

According to figures which have just been made public by the government, the American public spent \$8,710,000,000 last year for goods which, though classed as luxuries, have come to be regarded as necessities.

Tobacco heads the list of the goods included on the itemized "luxury bill," with total sales well in excess of \$2,000,000,000, cigarettes alone being responsible for an expenditure of \$800,000,000. The nation's candy bill is in the neighborhood of \$1,000,000,000 a year. Automobiles cost \$2,000,000,000, while soda water and soft drinks run up to the tidy sum of \$350,000,000, and chewing gum sales amount to \$50,000,000. Furs add \$300,000,000 to the account and perfumery and cosmetics more than double this. Carpets, rugs, expensive clothing—"expensive" insofar as the provisions of the luxury tax are concerned—music, phonographs, pianos, records and piano-player rolls, go to make up the other \$5,000,000,000.

While a number of "economists," both literal and figurative, will maintain that these entries show that the American buying public is headed for the rocks, avers the Retail Public Ledger, they are a clear indication of the size of the nation's pocketbook and the increased scale of living which has come into vogue within the last few years. It is a certainty that this tremendous expenditure cannot last, but, on the other hand, the public is not going to relinquish its pleasure-spending without a struggle.

Fairbanks Sales More Than Double

Fairbanks Company, of Boston, sales for June were \$2,279,848, compared with \$1,138,652 a year ago. For the six months to June 30, sales were \$12,126,518 as against \$5,850,453 for the same period 1919.

American Wholesale Corporation Sales

The American Wholesale Corporation reports sales of \$10,048,099 for the six months ended with June, an increase of \$5,097,886, or 36.54 percent, over that period in 1919. Sales for the month of June were \$2,311,055, a gain of \$28,745, or 1.24 percent, over June of last year.

Miller Rubber Sales Increase 63 1/2 Percent

Sales for the six months ending July 1, according to the Miller Rubber Co., Akron, Ohio, have marked an increase of 63 1/2 percent. It is estimated that the 1920 business will total \$50,000,000.

England Uses Most American Typewriters

In the exportation of typewriters from the United States in 1919, the greatest amount, \$3,071,368, was taken by England, and France was second, with \$2,686,177. The total exported was valued at \$17,391,118.

Curtis Publications and "Literary Digest" Increase Agency Commissions

The Curtis Publishing Company, Philadelphia, and the *Literary Digest*, New York, announced this week to recognized advertising agencies that beginning this fall commissions would be increased 2 per cent.

A commission of 15 per cent and 2 per cent cash discount will be started with September, 1920, by the *Literary Digest* and in October, 1920, by the Curtis Publications. Under the 13 per cent rate the cash discount of the *Literary Digest* was 3 per cent.

Pilot Motor With Keeley Co.

The Pilot Motor Car Company, of Richmond, Ind., has placed its advertising with the Martin V. Kelley Company, Toledo, Ohio.

Binney, Traffic Truck Advertising Head

Millard S. Binney has been made advertising manager of the Traffic Motor Truck Corporation of St. Louis, Mo., according to announcement by Harry H. Hawke, general sales manager of the company. He fills the place left vacant by J. Albert McCollum, who is now assistant general sales manager. R. Jackson Jones, who has been Mr. Hawke's assistant for the last nine months, has been made European representative of the company and is opening headquarters in London. Expansion of foreign trade caused these changes, officials of the company say, and an extensive foreign campaign is under way.

Joins "House Furnishing Review"

Arthur E. Francis, formerly of *Electrical Record*, has joined the advertising staff of the *House Furnishing Review*, New York, taking over the Eastern territory for this publication.

Chicago Agency Gets Motor Account

Sweet, Thompson & Phelps, Chicago, advertising agency, has secured the account of the Bradley Motor Car Co., Cicero, Ill.

G. A. Nicholas Publishing Co. Started

The G. A. Nichols Publishing Co. according to a report from Massachusetts, has been organized at Springfield, with a capital of \$300,000. Among those mentioned as being associated with the new company are: Henry A. Bowman, H. C. Gibbons, Edwin C. Spear, Elisha H. Brewster and C. A. Crocker, president and treasurer of the Crocker-McEldown Co.

Ladies' Wear Account For Hubbell

The Mutual Garment Manufacturing Co., Cleveland, makers of ladies' and misses' coats and suits, are about to begin an advertising campaign for the sale of garments direct to the wearer. Women's magazines will be used generally. The advertising account has been placed with the House of Hubbell, Cleveland.

Export Managers Club At Bridgeport

The Export Managers' Club of Bridgeport, Conn., was organized at the University Club in that city, on July 1. It consists of the export managers of twenty-one of the large factories in Bridgeport, and they have decided to limit the number, for the present, to twenty-five active members for round table discussion. As many associate members will be admitted as it is found possible to accommodate at the meetings.

Officers were chosen at the second meeting, July 15, as follows: Robert M. Eames, export manager, the Bryant Electric Co., president; John J. Conway, export manager, Acme Shear Co., vice-president; and Harold W. French, export manager, Bridgeport Hardware Mfg. Corporation, secretary and treasurer.

Christian J. Diereckx, export manager Bridgeport Brass Co., and Charles F. Holcomb, general sales manager, Canfield Rubber Co., were chosen as additional directors.

Active membership is limited to export managers or individuals responsible for export sales in companies which have no export manager. It is also limited to manufacturers.

The club has already proven its value to a number of establishments in Bridgeport, which are somewhat new at exporting. They have the benefit of the experience and advice of some of the oldest exporters in the country. It will be remembered that the Singer Mfg. Co., a pioneer in exporting, as well as the Warner Bros. Co. (corset manufacturers), the Union Metallic Cartridge Co., and Remington Arms & Ammunition Co., the American & British Machine Gun Co., the Lake Torpedo Boat Co., the Crane Valve Co., the Columbia Graphophone Co., the International Silver Co., the American Chain Co., the Bullard Machine Tool Co., the Raybestos Co. and the American Tube & Stamping Co., all have large factories at Bridgeport.

Mahon, "Cracker-Jack" Assistant Advertising Head

J. R. Mahon, formerly advertising manager of the William Heater Co., Cincinnati, has been appointed to the position of assistant advertising manager with Ruckheim Brothers & Eckstein in Chicago.

John A. Sleicher Seriously Ill

John A. Sleicher, editor-in-chief of *Leitch's Weekly*, and president of the Leslie-Judge Company of this city, is seriously ill at his home in Albany. He has been in bad health for nearly a year and last autumn suffered a severe nervous breakdown, from which he later partially recovered. Mr. Sleicher, who is 71 years, has been an active journalist for many years, serving in various editorial and executive capacities on newspapers in Troy and Albany, and also in this city. For a time he was editor-in-chief of the *Mail and Express*.

Walter Stiles Hoyt Dead

Walter Stiles Hoyt, one of the leading figures in the leather industry in this country, died recently in Roosevelt Hospital, after a short illness. He was forty-seven years old.

Mr. Hoyt was president of the Central Leather Company and the United States Leather Company.

Joslyn Co. Advertising With Kling

The advertising account of the A. D. Joslyn Co., Chicago manufacturers of time stamps, has been secured by the Leroy H. Kling, advertising agency, also of that city.

Frederick F. Cutler Dies

Frederick F. Cutler, publisher of the *Shoe and Leather Reporter* and the *Shoe Retailer*, which were known as the Cutler publications, died on Friday of last week at his home in Newton Center, Mass.

Howland and Howland Appoint Stevens

Howland & Howland, publishers' representatives, have appointed Berry Stevens as manager of their Chicago office.



The
**Underwear & Hosiery
Review**
330 BROADWAY NEW YORK

Ruthrauff & Ryan

INCORPORATED

ADVERTISING

401 Fourth Ave. at 28th St., N. Y.
Chicago: 30 N. Michigan Blvd.
Baltimore: 209 N. Liberty St.

POSTAGE

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

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

We specialize in house-to-house distributing of
**Advertising Literature
and Advertising Samples**
We solicit your account
JAMES T. CASHDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

"GIBBONS KNOWS CANADA"

MONTREAL

TORONTO

WINNIPEG

Curtiss Buys Hazelhurst Field

The Curtiss Airplane & Motor Corporation, of which John N. Willys is president, has purchased Hazelhurst Field from the Hempstead Plains Company. The government formerly had a lease on the field, and used it during the war as a training ground for aviators. The field comprises 135 acres, and the purchase included the hangars and buildings.

The Curtiss company will use the field temporarily for experimental and manufacturing purposes. The Buffalo plant will be abandoned, it is said, and Hazelhurst Field, which will be known as Curtiss Field, will be the main headquarters of the company.

Artemas Ward Sole Owner of Ideal Chocolate Co.

Artemas Ward, head of the New York advertising firm of Ward & Gow, is now the sole owner of the Ideal Cocoa & Chocolate Company, of Lititz, Pa., he having recently purchased the minority interest of H. A. Cuppy, thus ending the litigation in which the company has been involved.

Charles E. Atkinson, president, and William B. Neshitt, vice-president, will continue the management of the company, with W. H. Muth, as factory superintendent.

Gulliver to Study English Trade

The American International Publishers, Inc. has sent Harold G. Gulliver, editor of *El Campo Internacional* and *The Field Illustrated* to Europe to study the foreign trade of Great Britain, particularly in relation to the South and Central American republics. Mr. Gulliver sailed on the *Imperator*, July 15 and will return about November 1.

Arthur Smith Leaves Sherman & Bryan

Arthur N. Smith, has resigned from Sherman & Bryan, Inc., New York, to join the Chatham Advertising Agency, specializing in the advertising of products which appeal to women. Mr. Smith was formerly in charge of advertising for Oppenheim, Collins & Co.

Sales Promotion Head Goes Abroad

E. A. Hart, whose resignation as sales promotion manager of the Willys-Overland, Inc. was announced last week, will sail for England on July 24 on special corporation for the John N. Willys Export Corporation.

Chicago Man Publishes Georgia Paper

Andrew J. Sitton, recently connected with the Hearst publications at Chicago, is now publishing the *Elbert County Times* at Elberton, Ga.

Grapola Advertising With Rankin Co.

The Grape Ola Products' Corporation, New York, manufacturers of a beverage concentrate known as Grapola, has placed its advertising with the Wm. H. Rankin Co.

"Bill Boards a Service to the Community"

R. W. Scott, of the International Alliance of Bill Posters and Billers of the United States and Canada, in addressing a convention of that organization at the Hotel Claridge, New York, last week said:

"Billboards and the bill posters perform a real service to any community by enabling a merchant to tell the public

about his wares in a way that he cannot do through any other medium of publicity. Bill posters are required to obtain the consent of the owner of property before they are allowed to put up signs, and as long as we keep within the law by so doing we are doing no one an injury."

During the convention it was disclosed that the membership increased 63 per cent since the last convention in 1918. President P. F. Murphy of Chicago presided.

A House Organ Association

The Association of Magazines of North America, with offices in New York, has been organized with Bruce H. McClure as president. This association is composed of the publishers of employes' magazines, organs for salesmen and general house organs.

New Advertising Firm

Woods National Sales Company has been incorporated in New York with a capital of \$100,000 for the purpose of advertising. L. L. Barst, C. F. Brooks and J. G. Woods, Hotel Pennsylvania, are the incorporators.

New Sales Head for Jordan Piano

George Hubert, engaged in sales work in the music trade in New York for a number of years, has been appointed general sales manager of the Arthur Jordan Piano Co., Washington, D. C., to succeed Frank Kimmel, who has joined the sales forces of the Foster-Armstrong Co., Rochester, N. Y.

Holmes to Direct Phonograph Sales

Everett H. Holmes, eastern sales manager for the Hobart M. Cable Co., La Porte, Ind., has been made sales manager for the Remington Phonograph Corporation, New York.

Page & Shaw Open London Plant

The Page & Shaw Company, candy manufacturers, has opened a London plant under the name of Page & Shaw, Ltd., of London.

Joins "Vogue" Advertising Department

Francis M. Field-McNally has become connected with the advertising department of *Vogue* in New York.

Martin, Hamilton Motors Sales Head

A. L. Martin has left the Four-Wheel Drive Co., to become general sales manager of the Hamilton Motors Co., Grand Haven, Mich. Martin has been in the automotive industry for 16 years, having been associated with the Cadillac in New York, the Rolls Royce and the General Tire & Rubber Co. before coming to his previous position.

Lange Has Kodak Account in France

This year again, as has been the case since 1912, the Kodak Co. have appointed M. Geo. Lange as their advertising adviser and agent in France. M. Lange has been entrusted with the carrying out of quite a considerable publicity campaign for Kodak. M. Lange is acting, too, as advertising adviser in France for the British Government (Disposal Board), and for Kalamazoo, Burroughs Adding Machine, George Borwick & Sons, Harris & Sheldon, John L. Shannon & Son, Iclman, and J. J. Colman, in addition to his work for many French firms.

GOTHAM STUDIOS INC.
111 EAST 24TH STREET
New York



Those advertisers who want art work that is a departure from the ordinary will find in *Gotham* a service which makes it a point to give a little more than is expected.

Martin Ullman
Managing Artist

"Gotham for art work"

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

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ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

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Calendar of Coming Events

July 26-31—Merchandise Exhibit, Grand Central Palace, New York.	September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.
July 26-27—Annual Convention, Organ Builders' Association of America, College of the City of New York.	October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.
August 4-5—Convention, Washington State Retailers' Association, Spokane, Wash.	October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

Larkin Heads Industrial Relations Body

J. M. Larkin, assistant to President E. G. Grace of the Bethlehem Steel Company, Bethlehem, Pa., has been elected president of the Industrial Relations' Association of America unanimously.

Mark M. Jones, director of personnel of the Thomas A. Edison Industries, whose resignation as executive secretary was received and accepted to be effective September 15, at the latest, was elected vice-president. A change in the constitution of the organization is being planned to allow the election of six other vice-presidents, each one of whom will be assigned to a specific territory.

F. C. Parker, executive officer of the Central Y. M. C. A., Chicago, and secretary of Chicago Council, Industrial Relations' Association of America, was re-elected secretary for the second time. W. H. Winans, of the Union Carbide & Carbon Company, New York city, was elected treasurer. For the present the administrative offices will remain at Orange, with E. A. Shay, the assistant secretary of the association, in charge. A meeting of the board of directors will be held in Buffalo on July 30 to formulate a programme for the coming year and to elect a successor to Mr. Jones.

Creditors Take Clothing Firm

Bauman Clothing Corporation, manufacturers of "wearpledge" boys' clothing at Springfield, Mass., with New York offices at 110 Fifth Avenue, has been taken over by its creditors, according to *Daily News Record*. The company's assets are placed at \$2,680,814, including \$2,000,000 worth of merchandise, and liabilities at \$2,300,000.

Sales from October 1, 1919, to July 1, were \$904,450, but since April 1, \$390,504 worth of merchandise has been returned or cancelled. Among the large creditors, some of whom are secured, are: American Woolen Co., \$88,000; Irving National Bank, \$150,000; National City Bank, \$200,000, and Harriman National Bank, \$50,000.

It is reported that approximately \$80,000 is owed for advertising.

Cheyenne (Wyo.) "Tribune" Buys "State Leader"

The Cheyenne (Wyoming) *Tribune* has purchased the *State Leader* in that city, and hereafter both will be represented by the E. Katz Special Advertising Agency, New York.

Fox Film Appoints Moses

Vivian M. Moses has assumed the direction of the departments of publicity and advertising for the Fox Film Corporation, New York.

Graham Vreeland Dead

Graham Vreeland, owner and publisher of the *State Journal* at Frankfort, Ky., died of apoplexy in that city on Thursday of last week. He was 49 years old.

Drysdale to Handle Lincoln Advertising

K. P. Drysdale, who recently joined the advertising agency of Brooke, Smith & French, Detroit, is to act as special advertising counsel for the Lincoln Motor Company, new account of that agency.

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