

Advertising & Selling

NOVEMBER 6, 1920



"How Can We Turn Our Prestige Advertising Into Cash?"

The above topic was discussed by the Advertising Managers Council of the Motor and Accessory Manufacturers' Association at a session held September 17 and 18 at Cleveland. By invitation of the council, newspapers, magazines, trade journals, direct mail, and outdoor advertising were each represented by a speaker who was asked to answer the above question.

H. W. Huff, advertising manager of the Detroit Pressed Steel Company, in introducing the subject stated that his investigations indicated "that there was to be a let-up in volume of purely prestige advertising and that he thought all of the advertising managers were confronted with the problem of getting more direct results from the money expended."

According to Automotive Industries the representative of magazines admitted "that this form of advertising was chiefly prestige advertising and it had no immediate solution to offer," and the spokesman for outdoor display "frankly stated" that his medium could not be used to produce "immediate sales."

The one form of advertising willing to shoulder the burden of quickly converting inventories into cash is newspaper advertising. The problem of "getting more direct results from the money expended" has one sure answer—NEWS-PAPERS—and above all others

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write For The Tribune's 1920 BOOK OF FACTS



“a corking, good mailing piece!”

“Unusual? Absolutely! Yet it’s merely a matter of portraying the bow ties. Pictures sell goods—if they are faithful pictures.”

IT took Foldwell’s specially prepared surface to bring out faithfully the colors used on the mailing piece pictured here. And it took Foldwell’s remarkable strength to hold at the seven repeated folds—each one weakened by die cutting. More remarkable still—no cracks appeared at the folds to deface the impressions which portray silk cloth.

Faithful visualization! Better results in direct advertising.

CHICAGO PAPER CO.

Manufacturers

833 S. WELLS ST.
CHICAGO, ILL.

NATIONALLY DISTRIBUTED

COATED WRITING & COATED BOOK & COATED COVER

Foldwell
TRADE MARK

CIRCULATION OF TEXAS NEWSPAPERS

As shown by statements made to the Government and filed with the Postoffice Department, showing increase or decrease during the past twelve months.

CIRCULATION

Newspapers	Oct. 1, '18	Apr. 1, '19	Oct. 1, '19	Apr. 1, '20	Oct. 1, '20	Change in	
						Last 12 Months Gain	Last 12 Months Loss
Fort Worth Star-Telegram	65,599	62,123	65,514	72,256	78,475	12,961	
Dallas News	71,612	72,340	63,572	65,020	67,683	4,111	
Houston Chronicle	54,573	54,936	51,771	51,687	49,165		2,606
Dallas Times-Herald	44,439	45,142	45,283	45,397	44,916		367
Houston Post	40,819	43,379	44,252	43,731	42,579		1,673
Dallas Journal	47,518	41,370	33,618	34,352	34,461	843	
San Antonio Express	38,958	35,884	31,126	31,545	32,506	1,380	
Fort Worth Record	24,695	24,043	25,666	27,781	27,356	1,690	
Dallas Dispatch	29,014	25,014	24,101	22,464	26,305	2,204	
El Paso Herald	27,162	24,716	24,504	25,770	25,165	661	
San Antonio Light	29,363	25,709	20,242	20,203	21,102	860	
Beaumont Enterprise	20,033	19,318	20,124	19,626	20,118		6
San Antonio Evening News		18,500	15,854	17,947	20,087	4,233	
Houston Press	18,011	15,726	15,299	14,023	17,718	2,419	
El Paso Times	17,484	15,181	14,381	13,967	15,928	1,547	
Waco News-Tribune	12,617	12,068	11,037	11,328	12,186	1,149	
Galveston News	12,453	11,722	10,750	10,775	12,133	1,383	
Wichita Times	4,479	5,792	7,419	9,252	9,470	2,051	
Waco Times-Herald	8,112	7,864	7,220	7,782	8,824	1,604	
Galveston Tribune	9,131	8,831	8,211	8,541	8,094		117
Austin Statesman	7,337	7,573	7,973	7,108	6,354		1,619

COMPILED BY

FORT WORTH STAR-TELEGRAM

FIRST PAPER IN TEXAS

OVER 2 1/2 TIMES THE CIRCULATION OF NEXT FORT WORTH PAPER

EVIDENCE OF READER VALUE—

Eighteen Months Ago, April 1, 1919, Fort Worth Star-Telegram

was second paper in Texas—10,000 behind the first paper. Notwithstanding increased subscription rates (5c daily, 10c Sunday, \$1.00 per month by carrier in city, \$10.00 to \$15.00 per year by mail).

FORT WORTH STAR-TELEGRAM

is now First paper in Texas, leading the second paper by

over 10,000

at higher subscription prices in West and Northwest Texas.

The Billion Dollar Territory

where per capita wealth and buying power is the greatest of any section of the Southwest.

FORT WORTH STAR-TELEGRAM

has, according to latest audits,

100% more net paid daily circulation

66% more net paid Sunday circulation

than any other TWO PAPERS COMBINED.

CIRCULATION NOW

OVER 75,000 DAILY

OVER 90,000 SUNDAY

AMON G. CARTER,
Vice-Pres. & Gen. Mgr.

Charter Member A. B. C.

A. L. SHUMAN,
Advertising Manager

1921

Things to Remember about The Farm Market

That the farm income for the last five years (1915-1919) was over 98 billion dollars.

That the farm income for 1920 will be nearly 25 billion dollars.

That changing conditions will affect farmers less than any other class of people.

That farm families will have more money to spend in 1921 than any other class of people.

That the Standard Group of quality farm papers are subscribed to by the 1,150,000 leading farmers and preferred as advertising mediums by the leading advertisers.

THE STANDARD FARM PAPERS

Edited by men who know

Over 1,150,000 farm homes

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallace's Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886

Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairymen
Established 1870

Western Representatives
STANDARD FARM PAPERS, INC.
Conway Building, Chicago

Eastern Representatives
WALLACE C. RICHARDSON, INC.,
95 Madison Ave., New York City

All Standard Farm Papers are members of the Audit Bureau of Circulation

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

I. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1763-67

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

30th Year

NOVEMBER 6, 1920

Number 20

A Selling Plan for a Buyers' Market

How the Group Selling Idea May Be Used to Broaden and Strengthen the Appeal

By **COURTLAND B. SHAW**
Columbia Graphophone Company

MANUFACTURING reasons for buying is a popular—and necessary—industry in a buyers' market. The seller who fails to show reasons persuasive enough may soon find himself called upon to furnish reasons for his trying to sell. The group selling plan, which gives the wary prospect cogent reasons for increasing the value of his purchases, is attracting attention among keen, thoughtful sales executives at this time. It will attract more as its possibilities for the development of sales are more clearly seen.

THE DEALER'S ATTITUDE

The dealer will tell you that it is often as easy to sell two or more articles at a time as it is to sell one. He will also tell you that he likes to sell this way, but, because of a persistent reluctance on the part of the advertiser to educate the buying public to the "buy-more-than-one-at-a-time" habit, his possibilities are sorely limited. He will cite actual instances of where the manufacturer of such-and-such a product could combine two, three or four standard articles and advertise the group as a unit and complain that this has not been done. He will show you his correspondence with the company, full of alibis and evasive "reasons" why certain items cannot be combined. The condition is really a situation in some lines of merchandise. So many producers are fearful to compete with themselves

by inviting quality comparisons of their different grades under one cover. They believe that a diffusion of the grades and a final choice by the public is safety insurance for their

or failure, that necessarily rests with the institutor of an innovation, and passing the buck to the dealer?

The dealer, when it comes to inaugurating a new merchandising principle, is dangerously liable to become an extremist. He attacks with a local vision, on a make or break basis, and often loses sight of underlying causes and effects.

There is a story of the impulsive merchandise man of a big department store who, as soon as the idea of group selling on a large scale possessed him, undertook the unusual plan of displaying every article in the store so it would sell some other article. Counters were arranged like chapters in a book, all subjects related in such a manner that every human requisite suggested another close at hand. One could begin at the front door and, by following his nose, find every luxury and necessity in the very order of its importance to life. But trade fell off so rapidly during the first few months of the experiment that the aged proprietor had to hurry home from Carlsbad and reorganize his establishment.

The founder of the business knew what ground floor space was worth in comparison with that above or below. He also knew what fast turnover meant and that people came not to review an array of their life-long needs but to procure quickly and

GROUP SELLING

OTHER TIMES, other customs. A few months ago, when the dealer and consumer were content to get our products under almost any conditions, we did not trouble our heads overmuch about plans to broaden and strengthen the appeal. But that was yesterday.

Today we are in a more receptive mood towards those who come suggesting revisions in our sales policies designed to make them real selling policies.

Group selling—making two or more allied products sell where one sold before—offers a feasible way of saying to more buyers: "Buy more"—even in a buyers' market.

THE EDITOR.

reputations.

But what about the manufacturers who are under no liability of these exposing comparisons and could quite efficaciously offer and advertise combinations that the public would welcome? Are they taking full recognition of dealer requirements, the public aptitude to "stock up now" and seeing an advantage to themselves in the group selling idea? Or are they evading the responsibility for success

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easily those little items of definite and urgent usefulness. So the bargains went back to the main floor aisles, staples and commodities were returned to the basement and standard, slow-moving lines were transferred to original locations upstairs. Within a very short time figures began to look healthy once more.

As the other extreme there is the example of the old-fashioned hardware merchant who could never be induced to carry chests of carpenters' fine tools. His theory was that no good carpenter would ever require a complete new outfit at one time, that the demand was only for some particular implement now and then and that the toy tool chest filled all layman needs. He would not place his fine tools in competition with the toy tool chests. Suffice it to say, this short-sighted policy robbed the carpenter consumer of an invitation to make complete replacements and actually confined the hardware merchant's unit of sale to single items. Then there is the happy medium.

AN EXPERIMENT IN RECORDS

When Art Hickman's Jazz Orchestra created such a furore on the Coast, not so long ago, one of the phonograph companies was quick to seize upon the opportunity for record sales and promptly secured four exclusive recordings by the sensational organization. Just before the Hickman records were released, the dealers, through their association in San Francisco, agreed to market these selections in complete sets only, for a limited time, on the theory that any dance enthusiast would as willingly accept the entire series as a single record. This was a strategic move on the dealers' part to obviate the heat and to eliminate among themselves the competitive element that might be introduced by immediate shortages of the more popular selections of the set. It was during the stress of transportation delays and limited output that these dealers decided not to "break" Hickman sets and an action merely to put them all on an equal distributing footing with the public. By ordering Hickman records in sets and selling them that way, no one dealer would have the advantage of "pickings;" the gamble of choosing the best seller of the series was removed and all would benefit equally by the timeliness of the issue and its rather limited allotment to their territory.

Although it was generally accepted, there was some little skepticism and no small amount of conjecture among the conservative dealers as to how the "radical" plan would work. They

said, "We'll try anything once, of course, so long as it has the approval of the association, but it looks to us as though you were tying a can to our biggest scoop in years; there is also a suggestion of 'holdup' that will be hard to live down with our popular-record trade."

The manufacturers of the records, aside from contributing adequate newspaper announcements of the plan, stood pat, content to watch with a curious interest the result of a policy they had never dared to venture into on a national scale. Then came the big surprise, particularly to the doubtful dealers. The local tryout not only went across big but actually outstripped its original design.

HOW THE CONSUMER TOOK IT

How did the consumer receive the innovation? For the most part he was disgruntled only because the set was limited to four selections and did not embrace the whole Hickman repertoire. Final reports were convincing that the set should have contained at least six records.

The demand was there; it had been fed up on town talk, cabaret sensation and good advertising. The people of San Francisco greeted this group release enthusiastically, bought liberally for themselves and friends and, psychologically, were better pleased with the possession of the set than they would have been if allowed to hew and haw over the choice of one of the four recordings.

Within the month every Hickman record in the territory had been disposed of and an S. O. S. (ship on sight) went from the local branch distributor to the manufacturer in the East.

And the dealers? They were satisfied to a single man. Why not? Their unit of sale on these records had been enlarged from one to four with no equivalent increase in advertising expense or selling effort. Besides, as an anti-climax to the successful campaign it was found that the public really preferred to purchase records in sets and that the novel merchandising plan had instilled a precedent of vast potential possibilities. Today the Coast trend is all toward records in sets and the phonograph tradesmen are capitalizing on group offerings of every description.

How far the phonograph people generally will attempt group selling of records, as a result of this first success, is problematical despite the extraordinary opportunities that the principle finds in musical classifications. Why not complete opera scores in a series of ten to twenty double-faced records, portfolios of sacred

music covering the whole gamut of the Christian hymnal, etc? But, as we say, the extent is questionable because such a general policy could quite easily become retroactive to a degree of popular disapproval. The idea can so illogically be overdone. A recent experience of the writer will demonstrate this point. He went into a music store with a lady of slight acquaintance and requested Bert Williams' piece about the "Ten Little Bottles." The over-zealous clerk forthwith took the cue and tried to sell every other "alcoholic" record in the house. The embarrassment was perfect for a lady's opinion may be valueless except on slight acquaintance.

All this brings us to the much mooted question as to the extent of the advertiser's responsibility for the way his goods are merchandised. But surely the advertiser stands in the first line of direct benefits if he can promote a campaign to sell two or more articles where only one was formerly sold.

It should not take dealer activity and dealer persuasion to prove this and point the way for collective sales.

PERFECTING RULES

A cursory review of advertisements in any current periodical will show an amazing trend toward the ultimate perfection of a set of rules which might mark "group selling" as an acknowledged merchandising principle equally as important as "the one price system," "open display of goods" or the more recent discovery, "self-service."

The most common successes seem to be realized from invention rather than from the application of any established forms. A new product will be taken on to complete the utility value of the old. For instance, a manufacturer of paints, varnishes and shellacs, desiring to build up a trade among piano and furniture people, puts up a complete refinishing outfit but has to anticipate its misuse in inexperienced hands. Accordingly, an especially prepared emulsion, for French polishing, replaces the ordinary shellac which is strong in alcohol and dangerous to use in minor repair work where the rest of the finish must be preserved. A burning-in lamp, not of his manufacture, is added for completion of the outfit. In the Cutex manicure set you will find a metal nail file, sandpaper files and a rosewood stick. The Gillette safety razor, traveler's outfit, contains a stick of Williams' shaving soap and a Rubberset brush—and so on.

(Continued on page 38)

Getting a New Rise Out of the Yeast Cake

The Fleischmann Company Is Advertising a New Use for an Old Familiar Product

By WARD GEDNEY

ONCE UPON a time when we were a little boy we knew a little girl who had an amazing passion for compressed yeast.

Every time she was sent to the corner grocer's for a supply for the week's bread baking she would wickedly nibble a twenty per cent commission off the cake that the grocer gave her in exchange for her two cents. When she accumulated two cents of her own she would expend it in yeast instead of in lollypops like the rest of us.

We decided that she was doomed to a bad end; and her mother expected an early one. I believe that most of us avoided her for fear that some day she might "rise" like a pan of dough and finally burst with horrible results.

When we weren't inspired to awe by this prospect we laughed at her.

Today, she can laugh at us if she is still following her gustatory bent.

Today the Fleischmann Company is conducting a big advertising campaign to convince us that the little maid's instinctive dietary choice was right and, as a result of that campaign, some thousands of men and women are eating, not one cake once in a while as she did, but from one to three cakes a day for the nutritive, curative and beautifying value that is said to be in them.

TEACHING THE CONSUMER

The first advertisement to push the sale of yeast as a food desirable in itself and not as a baking accessory appeared in the *American Weekly* on March 14. Similar advertisements ran all through the spring and the message is now being made the subject of a widely placed newspaper and magazine campaign scheduled to cover the fall and winter months.

"Eat yeast!" The message came with something of a shock to the layman whose knowledge of yeast was confined to its effect on "the staff of life" or, perchance, to its not altogether pleasing smell.

Probably it wasn't an easy message to put across convincingly. The consumer looked upon yeast as a raw product and, before he began to think about it, was as surprised as he would have been had the advertiser said to him: "Eat baking powder!"; or "Chew hops!"

Then it was in order for him to ask: "Won't yeast when eaten have the same effect as in raising bread?"

From which the transition to "yeast jokes" about yeast consumers with explosive "tummies" was an easy one—taken with celerity by the cartoonist and jokesmith.

CONSERVATIVE COPY

But when the first shock of surprise was over people began to remember things about yeast—that it was said to be rich in that essential food element called "vitamine" and that, in hospitals, it has long been prescribed for boils and pimples. And the Fleischmann copy began to mention these things and to call attention to other health-giving properties of the little tinfoil covered cake.

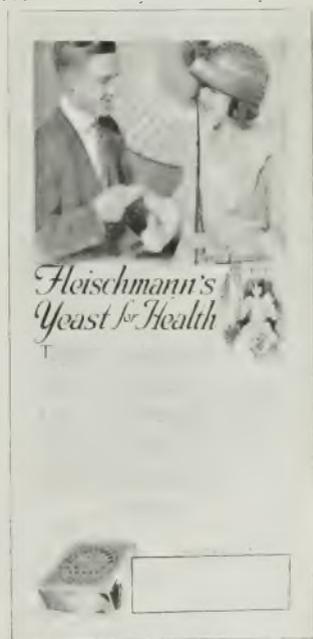
This copy had to perform a double function—to sell people on the health value of yeast and to convince the cynic and skeptic that the staid, familiar old yeastcake was not being led astray among the wilds of "cure-all-dom." There was danger as well as gain in the novelty of its appeal.

An examination of the fall Fleischmann pages will convince the reader that the advertiser has kept his head. Just to take one example: after having established the beneficial effects of a yeast diet on the complexion, the Fleischmann Company wisely resisted the temptation to embark on an extravagant eulogy of its product as a "beautifier." While conservatively worded paragraphs have called attention to this service of yeast, most of the emphasis has been placed upon its specific value in the correction of pimples, boils, blackheads (acne) and upon its general value as a conditioner.

Still keeping his head, the advertiser has in every mention of yeast as



For the Business man who wants to keep fit



Copy which appeals to Youth that seeks to stay youthful

The foods we eat may fail to keep us "fit"

A single, vital element has been found lacking in many of them



Fill your yeast bottle with water. Add a pinch of salt. Stir in the yeast. Let it stand for 10 minutes. Then add the sugar and stir again.

TO DAY it is known that wrong habits of living—lack of exercise and fresh air—are not the only cause of lowered vitality—a "run-down" condition. Science has revealed a new, startling truth—

One essential element—*vitamin*—is lacking in many everyday foods. And without this *vitamin*, our bodies cannot supply the energy we need.

A number of foods—especially spinach—contain this essential food element. But many others that we eat every day, have been robbed of it in the process of manufacture or preparation.

And the richest known source of this life-giving *vitamin* has been found to be the familiar little cake of yeast that is used in baking bread. For years yeast has been prescribed in hospitals and by physicians for pimples

and boils—complaints that usually come with a "run-down" condition.

Today Fleischmann's Yeast is being prescribed as a conditioner for men and women who are "below par," who "tired out" easily, or who lack vigor.

Many people ask, "Won't yeast when eaten have the same effect as in raising bread?" No. In the body, yeast is assimilated just like any other food. It is easily digested at any time. Only one precaution is necessary: do not eat it with candy, because taken in this way, it may form gas. In fact people who are troubled with gas find it better to dissolve the yeast in boiling water before taking it.

Eat Fleischmann's Yeast before or between meals—from 1 to 3 cakes a day. To secure booklet giving many interesting facts on "Yeast for Health" fill out and mail the coupon below. Fleischmann's Yeast can be obtained at all grocers.

How to take yeast



For "run-down" condition

How many of us are "run-down" morning after morning? How many of us "tired out" throughout the full year that we live? For the answer, see our advertisement. Few of us realize the value of yeast in our diet. For you, we have the energy-giving and health-giving Fleischmann's Yeast in a simple, convenient form. For a condition of "run-down" condition, it is the best of all. It is the only yeast that is not "run-down" itself.

For pimples and boils

Pimples and boils are the result of a condition of "run-down" condition. The body is unable to supply the energy it needs. The result is a condition of "run-down" condition. For a condition of "run-down" condition, it is the best of all. It is the only yeast that is not "run-down" itself.

For constipation

It is recognized that ordinary constipation can be cured by the use of yeast. The reason is that yeast is a natural laxative. It is the only yeast that is not "run-down" itself. For a condition of "run-down" condition, it is the best of all. It is the only yeast that is not "run-down" itself.

THE FLEISCHMANN COMPANY

100 West 30th Street, New York 1, N. Y.
 100 West 30th Street, New York 1, N. Y.

Send me a booklet giving many interesting facts on "Yeast for Health". My name is _____, my address is _____, my city is _____, my state is _____, my zip code is _____.

Why and How are sold comprehensively in this newspaper copy

a corrective for an ailment, appended the advice: "In all acute cases, consult your physician."

AS A FOOD

The effort has been in every piece of copy to present yeast as a food, not as a medicine. You "eat" yeast; you don't "take" it. If you are advised to eat it with special persistence when you are suffering from a "run-down" condition, from pimples, boils, acne or constipation it is for the same reason that you are advised to eat spinach and other leafy vegetables under the same conditions; only, says the Fleischmann Company, yeast is four times richer in *vitamin* than spinach.

Because it is desired to keep this food value always in mind, yeast, the food, is being sold in just the same package, through the same agencies as yeast the dough-raiser has been sold for so many years. If you want yeast to eat "straight" you get it, as of old, from your grocer, not from your druggist. Of course, it costs a

penny more today than it did in pre-war days.

But you don't have to eat yeast "straight," as a panel in most of the current advertising of yeast explains. "Some take it dissolved in fruit juices or water. Some spread it on bread. Others like it plain," this panel tells us, illustrating each method by sketches, the better to "sell" us on this strange idea of eating the sour smelling little cake. And somehow the illustrations make it look most appetizing.

"But," objected a copy-writer friend to whom I made this remark, showing him a piece of the Fleischmann copy as an example, "you wouldn't say that that headline made it appetizing, would you?"

I looked up at the top of the page and read in big display letters:

PIMPLES, BLACKHEADS, BOILS
signs of a lowered vitality

A familiar food now used to correct them

"No," I agreed, "I wouldn't."

When I talked with the Fleischmann sales promotion department on this point—the playing up of the names of unpleasant ailments throughout their copy—the reply was:

"You are lucky enough not to be troubled with pimples, blackheads, boils, or constipation, so you are not the man we are aiming at in this copy. The man who has any of these ailments is interested in curing them and he is going to be attracted, not repelled, by a headline such as this. It is a headline that flags exactly the man that yeast can help."

FLAGGING THOSE IN NEED

On the other hand, the copy has not been made to smack too much of the doctor's office or the chemical laboratory. The reader who wants to go further into the question of why yeast is a valuable health-giving food, who is interested enough to write for information, can fill out a coupon and get "Yeast for Health," a booklet dealing more completely with technicalities and telling something concerning the intensive research into the therapeutic value of yeast undertaken by Dr. Philip B. Hawk of Jefferson Medical College in 1917, the results of which were published in the *Journal of the American Medical Association*.

Yeast copy is appearing this fall in the magazines and newspapers. It is being used with particular consistency in the rotogravure sections of the Sunday newspapers where its appeal reaches the whole family.

—And somewhere in this wide world there is probably a grown-up little girl who is reading it and saying—as a woman so loves to say it—"I told you so."

New York Council of A. A. A. A. to Meet

The New York Council of the American Association of Advertising Agencies will hold its first meeting of the year on November 18, at 6:30 P. M., in the New York Advertising Club.

The newly elected Board of Governors of the New York Council will meet at the same time. The board is composed of Joseph A. Hanff, chairman, Hanff-Metzger Inc.; H. B. Wilson, vice-chairman, Edwin Bird Wilson, Inc.; H. A. Lehair, Sherman & Lehair, Inc.; F. M. Lawrence, George Batten Company; M. P. Gould, M. P. Gould Company; Frank Finney, Street & Finney, Inc., and A. M. Lewis, J. Walter Thompson Company.

Anso Account With Barton, Durstine & Osborn

Barton, Durstine & Osborn, New York, have obtained the account of the Anso Company, Binghamton, N. Y. A campaign is contemplated for next year after a survey has been made.

Building a Great Drug Business

The Part Direct Advertising Has Played in the Success of the United Drug Company

By GEORGE C. FROLICH

Manager Drug and Chemical Dept., United Drug Company*

THE EXCLUSIVE territorial distributing agency given to the United Drug Company stockholders compels our company to plan their publicity campaigns in a manner different from that of most other concerns. Having much less than 20 per cent of the druggists in this country as our agents of distribution we must depend greatly on the amount of backing up and team work our agents do in conjunction with our national advertising.

The appropriation for national advertising this year amounts to \$785,000, and in addition to that we have the team work of our many thousand druggists to the extent of \$750,000 worth of direct advertising material, which our stockholders pay for, but which we plan, design, produce and sell. This amount of money is the largest amount of money spent by any one concern in America on goods sold exclusively in drug stores, but, as I have said, our points of distribution represent only 20 per cent of the drug stores, and one can readily see how important it is for us to have the local druggist make a distinct tie-up between our national advertising and that of his particular store, as he is the only druggist out of five stores who can supply the demand created by that national advertising.

"BUYING GOOD WILL"

It would not be amiss here to give the figures of the combined sales of our advertised items and our advertising appropriation for the last four years. In 1917 we sold \$3,775,000 worth of advertised items on which we expended \$62,000 in national advertising, less than 2 per cent. In 1918 our sales on these items amounted to \$6,042,304, our expenditure on advertising being \$329,223, over 5 per cent. In 1919 our sales were \$7,430,623, our advertising expense being \$479,535, or 6 per cent. The estimated sales of 1920 are \$11,000,000, with an advertising expenditure of \$785,000, or over 7 per cent.

If our stockholder agents were indifferent to our merchandise and to

our cause it can readily be seen that a tremendous amount of waste would be represented in our national advertising. It is of vital importance that our advertising department be backed up by the efforts of the stockholders, so to us this question of direct advertising is of great importance and we know it to be a very considerable factor in the building of the world's largest drug business which the United Drug Company is today. Our business this year is upwards of \$120,000,000.

The head of our advertising department, C. E. Murnan, says that advertising is not selling merchandise. He says it is the "buying of something from the public, and that something is confidence and good will." He says the man who plans his advertising campaign for direct results has nothing after the sale is over. We are building "beliefs" and, as the public is continually offering this "commodity of good will" to the smartest purchaser, it behooves us to keep this good will bought constantly by keeping our advertising before the people. If you should ask anyone connected with the advertising department of the United Drug Company "Does your advertising pay?" you would find, despite the figures I have quoted you here, no immediate affirmative answer. We rather look upon it as an accumulated effort and we have in mind the reputation of the big men. Were they made overnight? Is that the biography of successful men? You find that invariably it takes from ten to fifteen years to build character or ability that is recognized by the public, and we believe that advertising is cumulative and does take time.

WINDOW DISPLAY

What does our direct advertising consist of? The answer to this I believe is best expressed by stating—"educating our stockholders to become better retail merchants." Our first effort in this is the education of the sales people of the Rexall drug stores. Our sales promotion and publicity department issues frequent advice on the best way to make sales of merchandise in which

we all are interested and how to couple up with the sale of one item other items which we call suggestive companion sales. To strengthen the selling by word of mouth we furnish the Rexall retail druggist at cost illustrated or printed material.

Now let us start with the clerk standing behind a counter representing the Rexall Drug Store. If the national magazines today carry one of our advertisements, that merchandise should be today on display within two or three feet of the wrapping counter in every Rexall store in this country. It is displayed according to our suggestions by photographs, illustrations or printed instructions, and directly on the display or near it there should be a sign "Designed By Our Display Artist"—whose business it is to make that selling card as near a tie-up with the current magazine advertising as possible. Sometimes a whole section of the store or an entire section of the show-case is devoted to this kind of a tie-up with our advertised products. If you go to the front of the store, look into the window and you will find a window display designed for the same purpose, carrying the national advertising merchandise backed up by illustrated panels designed to catch the attention of the public and tie up our national publicity. We recognize that it is not sufficient to take care only of the people who know our stockholders so well that they voluntarily go to the store, or the ones who pass within sight of the store, so we furnish him with advertising material which will go out into his community and go into the homes and there try to tie up our national efforts with his store

HELPING THE CORNER DRUGGIST

This really is a fifty-fifty proposition. The druggist in the small town gets a better standing by directly tying up with a million dollar publicity. The local reputation of the corner druggist, his personality and his business integrity reflect with credit on the colored page appearing that month in magazines read in the homes of his community, so it is a co-operative movement not alone in

*A part of Mr. Frolich's address before the Direct Mail Advertising Convention at Detroit.

manufacturing but also in distribution and selling.

We have various ways of going beyond the zone of vision of the stores. We prepare and sell our stockholders rotogravure folders describing merchandise we wish the stockholders to feature. These are either wrapped in outgoing bundles, enclosed in the monthly statements of the druggist to his customers, or mailed directly to the home.

Then we have a Rexall house organ called "The Rexall Magazine" which has a circulation of approximately 900,000 copies per month. This is a sixteen-page publication imprinted with the druggist's name and address, and contains illustrations of current interest, interesting stories,

items and a number of columns advertising the products of the United Drug Company. The cost to the druggist is small and it has proven to be a wonderful tie-up between the store and its prospects.

We also have a Rexall almanac once a year with an issue of one million, and this is along the line of the usual drug store almanacs, but the stockholder of the United Drug Company controls the created business on all of our products, making it different from the ordinary patent medicine almanacs, which increase the business for all druggists alike.

We have a Rexall calendar this year of which we have sold 2,400,000 copies, for which we received \$225,000, and which it took fifteen solid

cars to put out to our stockholders. These calendars being approximately 9x13 inches, 12 pages and cover, make a tie-up with not alone our national advertising but with our direct advertising efforts and our druggist has in the homes of his customers practically twenty feet of billposting space hanging there for twelve months at a cost to him of around ten cents. We think it is one of the most efficient direct advertising efforts we are responsible for.

Of course, in addition to these items we send out form letters, advertising novelties of all kinds which each have their effective use in retail merchandising.

To Merchandise the Artist

How One Advertiser Is Using Big Names and Getting Full Value Out of Them

EMPLYING a celebrated artist to make your advertising illustrations demands a heavy investment out of the appropriation that is not always productive of the hoped-for results in attention, inquiries and sales. This is particularly the case if the advertising department "falls down" on the job of properly merchandising the enterprise, for in these days of resplendent color pages the mere appearance of your painting, or drawing, or sketch, signed by ever so great a name in ever so big letters along the border isn't likely to be enough to make the unique and profitable impression that you have the right to demand.

Even when the page is merchan-

dised out through the trade and the significance of your enterprise reiterated for the consumer's benefit by the display in the dealer's window, or by the replica sent through the mail in folder, or blotter form, there is still something to be done, if you are frankly going out to create prestige with the help of a Christy's name, or a McMein's.

L. Bamberger & Company, department store proprietors of Newark, N. J., have recently been engaged in the interesting—to advertisers—task of demonstrating how to get the ultimate benefit from the use of a famous artist's name.

In the first place, the artists who have been illustrating copy for them

—Howard Chandler Christy, Haskell Coffin, Neysa McMein, and others—have drawn not just pretty girls but pretty girls wearing models of gowns that have come from and can be found in the Bamberger store. In illustrating Bamberger fashions, which is the aim of the series, they have really used Bamberger fashions. That is a step forward.

Secondly, the illustrations have appeared not in the colorful general magazine, where the excellent and the unusual is the rule, and where, however excellent themselves, they must have met strong competition in the eyes of a public which does not always pay special homage to a Christy or a Coffin or a McMein, but in the newspaper. Thus they have made themselves the advertising picture feature of the *New York Times*, for example, Sunday after Sunday.

Thirdly, Joseph E. Hanson, Bamberger's advertising manager, was not content to carry on the page the line, "An illustration drawn to exemplify Bamberger Fashions by the famous artist —," but on another page he placed a two-column advertisement, six and a half inches deep, advertising the day's advertising. Cuts of these guide posts to the big page are shown with this article. The name of the artist, the name of the advertiser, the fact that the advertiser is adding to his prestige with an unusual copy series, the character of the series, the location of the page carried that day, and the character of the page are all ingeniously set forth here.

ATTRACTED ATTENTION

Mr. Hanson may say that necessity was "the mother of invention" in this case. It was the fact that the late conception of the series made it impossible for the company to secure

(Continued on page 40)



This photograph was used on another page to call attention to Bamberger's McMein page

“Mr. Dealer, Look at Our National Campaign!”

“Very Good,” Says Mr. Dealer, “But It’s My Local Copy That Sells Your Line Here”

By WILLIAM S. CADY

Advertising Manager, the Hutchinson (Kan.) News

WHAT I have to say cannot be boiled down to such an extent that I can rightly call this a friendly open letter; on the other hand, this “piece of writing” is not scholarly enough to be dubbed an article. I guess it must be just a protest—maybe an inquiry.

The newspaper I represent is considered one of the best in the Middle West. During my few years of existence I have worked on three other good newspapers of the same section and have been closely in touch with the merchandising activities of nearly one thousand different men, engaged in all lines of business, both retail and jobbing. I have very carefully dissected a number of these businesses and have for the past four or five years been vitally interested in the effect upon these few hundred men of the expensive portfolios sent out by manufacturers explaining to the small city retailer what truly wonderful things are being accomplished through “national” advertising.

WHAT THE MANUFACTURER THINKS

Here’s a good place for me to get the “protest” off my chest. I think manufacturers with nation-wide distribution who swell with pride at the mention of their “national” advertising have placed the horse at the rear, rather than at the front, of the wagon. Hundreds of manufacturers have in the past forced distribution through the lavish use of space in publications of general circulation; they have created demand in a smashing manner. But where one has been successful hundreds have failed. Today many of the more successful are continuing such a policy when the man who wraps the goods, hands them to the customer and takes the money could suggest a plan that would be far superior—from the standpoint of actual results.

I recently visited a number of “national” advertisers in New York and Chicago and on one occasion when I

happened to state to the advertising manager of a large men’s clothing concern that “your local dealer in Hutchinson is using big space in our paper in advertising ——— clothes” he interrupted with the remark, “you

Kansas and they declare unambiguously that ninety-five per cent of their patrons trade with them because of personal friendship or a kindly feeling toward the store rather than by reason of the fact that they feature any particular brand of clothing, shoes, hats or shirts. I believe scores of manufacturers are using a small amount of newspaper advertising (maybe over a local dealer’s name) to supplement their general publicity; while as a matter of better business the bulk of the appropriation should be used in cooperative advertising with the local dealer and the general publicity used as supplementary.

To make my point clearer, I want to go back to the Chicago clothing concern. The local dealer has asked for cooperative advertising. He sells, in this city of about 50,000 inhabitants, more of that line of clothing than does the dealer in either Wichita or Topeka, both cities of more than 50,000 inhabitants. He believes—and I very heartily agree with him—that the manufacturer should run advertising in Hutchinson as well as in Topeka and Wichita. He expressed that belief in a letter recently to the Chicago concern. A reply came back to the effect that the advertising policy of the firm was to use space in papers in cities of not less than 50,000 inhabitants. The advertising manager of this clothing manufacturer stated that the combined circulation of the Kansas City, Topeka and Wichita papers carrying this advertising into Hutchinson was 1,360 copies daily. “Certainly,” concluded this advertising manager, “when you bear in mind the fact that our advertising is likewise appearing in a number of magazines of general circulation and a great number of these enter your city and county, you can see that we are doing a great deal for you.”

Now I believe this Chicago advertising man thought he could “pull

What Does the Dealer Think?

“I N common with most Eastern advertising men,” writes Mr. Cady in consigning this highly belligerent article to the care of ADVERTISING & SELLING, “you probably don’t understand how scornfully small city retailers view lengthy recitations of what national advertising is accomplishing.”

In common with most advertising men everywhere, we do understand the folly of letting the national campaign stand alone, unsupported by the proper merchandising effort locally.

But that will never “unsell” us on the value of the national campaign.

Perhaps the national advertiser has failed to appreciate at its proper value the direct selling power of the local retailer.

On the other hand, perhaps the local retailer fails to credit with its proper value the mass selling power of the national campaign.

THE EDITOR.

mean he is spending money in your paper to call people’s attention to the fact that he sells ——— clothes.”

Such an idea struck me as being very foolish right at that time, but upon close investigation throughout the remainder of my trip I discovered that a great proportion of the larger concerns maintain the same attitude. They actually believe that, through their “national” advertising, they are creating such a nation-wide demand for their product that the dealer should feel highly honored to be privileged to sell their merchandise. That may be true—and undoubtedly is—as regards such items as gum, collars, soap and many other articles that have been long established in the minds of the American people or where the local selling agency is not exclusive. But in the case of this firm’s clothes the retailer is the “King Bee.”

WHAT THE DEALER THINKS

I have just interviewed twenty of the leading clothiers of the State of

that kind of stuff" over on the local dealer, telling him that a Kansas City paper, carrying his firm's advertising over the name of a Kansas City clothier (and likewise with Topeka and Wichita), would do the Hutchinson man a great lot of good.

Some of you advertising men, listen! When you want to purchase a suit, do you rush into a clothing store and shout out the name of some "nationally advertised" line? Rather, don't you go to the store of a friend, or to some store where a friend works and rely a great deal upon his judgment and advice? Even if you have been wearing a certain brand of clothing for years, but your friend has "changed lines," isn't it true that you'll allow yourself at least to "try" something else this time? If you don't, the man in the small city does.

I'm not knocking general publicity—which is usually called "national advertising." I believe in it thoroughly; but I do think the time is here when the manufacturer should open his eyes to the fact that the local retailer is the one to whom the prospective purchaser goes for advice when he wants to buy a suit of clothes, a pair of shoes or items of like nature. And the time is likewise here when some manufacturer with nation-wide distribution (especially one with an exclusive selling agency in each city) should recognize the importance of joining hands with the retailer in helping to push the sale of his merchandise in each individual locality, rather than depending upon general publicity, even when used in lavish manner, to influence the dealer to do all the pushing himself. And I might add that, in my opinion, the success of many so-called "national" campaigns has been largely due to the local dealer's efforts. In the past he has been led to believe that general publicity created a demand much in excess of what it actually did and he has spent his money and given of his very best in salesmanship to push some particular line. Were it not for the fact that the retailer has, in so many instances, carried more than his share of the burden, many a successful advertiser today would be digging 'em out by the roots to discover what was wrong.

MORE COOPERATION NEEDED

I know what intelligent newspaper advertising can do because I know what it has done in scores of instances, and on one single item, too. I earnestly believe that the manufacturer who would today join forces, probably on a basis of the amount of merchandise purchased, in

an intelligent and straightforward publicity campaign in the local newspaper in an attempt to tell the people why they should purchase his merchandise and where it can be found, and then supplement such a nation-wide policy of increasing the turn-over of his goods in each separate locality with some general publicity to augment his product's name in the minds of all the people *en masse*, would discover himself in a working partnership with his dealers which would insure a steadily increasing demand.

It is true that a number of large concerns have entered into cooperative advertising arrangements with retailers and a great majority of the ventures have not been highly successful. The fault lies in the execution and not in the general idea itself. I do not know of a single manufacturer who has evolved a practicable, workable plan for cooperative selling with local dealers; yet, to my way of looking at the matter, such arrangement is not beyond reasonable expectation. The organization of a department and the execution of the work would present vastly different problems to different manufacturers. However, the easiest way out isn't always the most profitable.

Another thing! If I could take some advertising managers and sales promotion men with me on a trip through the back rooms and basements of Hutchinson stores—and they are typical of those in thousands of other towns in America—and dig out the dust-covered electrotypes that have never had even a smell of ink, and the mouldy-edged window displays, counter cards and case designs, all representing vast expenditures on the part of manufacturers and then invite those gentlemen to "listen in" on a conversation between myself and the retailer upon just why this costly material had not been used, I believe some steps would be taken toward remedying the existing wasteful practices.

I've heard the local dealer scornfully referred to as an ignoramus and a moss-back; but, brother advertising men, he's the bird who recommends and sells "something else" to his neighbor, Mrs. Jones, or to his fellow lodge member, Mr. Brown.

And now I hear the boys in the gallery yell, "Take 'im out. Why hasn't somebody a heap wiser'n you adopted a workable co-operative policy?"

And I candidly answer, "I don't know. Will somebody please tell me?"

Victor Thorsch Directs Consolidated Cigar Sales

Victor Thorsch of Chicago, identified with the sale of the New Bachelor and other cigars for many years, has been made general sales manager of the Consolidated Cigar Company, New York, which ranks among the four largest cigar manufacturers of the world.

Miller Made Winton Sales Manager

H. J. C. Miller, for fourteen years with Winton Company, of Cleveland, on November 1 became sales manager. He succeeds O. F. Baughman, who will devote his time to special assignments of the general manager's office.

Helm Directs Hare's Motors Sales

B. C. Helm, formerly special representative of Hare's Motors with headquarters at Philadelphia, has been appointed general sales manager of the company.

Bradford Heads Sales Organization

C. C. Bradford, for a number of years sales manager of the U. S. Light & Heat Corporation and more recently sales manager for the Mayo Radiator division of the Marlin-Rockwell Corporation, has been made head of the Manufacturers' Sales Company, *Leader-News* Building, Cleveland.

Kelley, Manages A. O. Smith Sales

John P. Kelley, advertising manager and assistant sales manager of the A. O. Smith Corporation, has been promoted to the position of sales manager succeeding James L. Sinyard, who is now secretary and director of the corporation.

Mayo Heads U. S. Division Sales

George H. Mayo, recently promoted to the general control of sales for the new boot and shoe, mechanical and miscellaneous division of the United States Rubber Company, is now a second vice-president of the company. C. C. Case will have direct charge of mechanical goods sales, and William F. Enright has been made general manager of footwear sales.

Archey Directs Ignition Sales

H. L. Archey, recently sales manager for the Bacon Motors Corporation, has been appointed sales manager of the Philbrin Corporation, Kennett Square, Pa.

Sheridan Motor Names Executives

J. G. Wilmoth, for several years with the General Motors Corporation, has been appointed general sales manager of the Sheridan Motor Car Company, Muncie, Ind. M. M. Roberts has been made manager of advertising.

Melhado Made Bethlehem Sales Manager

Charles Melhado, who has been in charge of export sales for the Bethlehem Motors Corporation, Allentown, Pa., has been given the direction of domestic sales as well, taking over the duties from Roy S. Dacey, who has resigned as sales manager.

New York Globe

The  Globe

*America's oldest existing
daily newspaper, will on
December 9 complete its*

127th Year

- ❑ *The Globe of to-day is more influential and successful than at any time in its long career.*
- ❑ *The Globe is the first metropolitan newspaper to go on the flat-rate basis—same rate foreign or local.*

MEMBER
A. B. C.

THE NEW YORK GLOBE
JASON ROGERS, Publisher

170,000
A DAY

Men and Women Who Make Our Mediums

Samuel R. McKelvie Is Governor of Nebraska and Publisher of the *Nebraska Farmer*

By RUSSELL E. SMITH

HAS YOUR state a Governor whom you can "give a ring" on the telephone, without first giving six subordinates your pedigree from the time of the flood, when you want to tell him "howdy"? Nebraska has, and in the same personality a publisher very dear to the hearts of enough thousands of persons—farmers and urbanites—to make him seem "quite a young chap."

Samuel R. McKelvie is the man. He is the youngest Governor now running a magazine in America; the youngest publisher who runs a state and, more than incidentally, the youngest Governor in these United States.

I thought you would like to know how these signal honors fell to him and made it my business to find out. It's quite an interesting tale, this story of a native Nebraskan's double-tracked rise to fame and fortune, with plenty of realism in it.

As a farm paper editor and owner should have been, he was born on a farm, raised on one and worked on one and in Nebraska too—until seventeen years ago, when he decided that to run a farm paper was his ambition.

He forthwith deserted his farm home in Clay County, determined to "land" a certain job that he had heard was open on an Omaha newspaper. He forthwith applied, but shortly received a letter stating that the company already had in view another man. That didn't stop young McKelvie, and he immediately took a train for Omaha.

GETTING HIS FIRST HOLD

At the publishing office Charley Rosewater, the proprietor of the *Twentieth Century Farmer*, was just leaving for home. McKelvie went with him and on the street-car "sold" himself for "just enough to live on!"

As a proof of his then utter unfitnes for the political career that was to come later, the young farm paper reporter didn't even know what an expense account was!

After three years of attending

stock sales, soliciting advertising and other duties, his salary had increased to \$125 a month and shortly afterward he resigned to edit the *Nebraska Farmer*, then a struggling paper with a circulation of about 15,000. That marked his real start in business, for what money he could save

man. That is the kind of man he is.

One of his first undertakings as chief executive was to abolish eleven boards and commissions and ten sub-divisions of departments and put the entire state affairs on a business basis, with six administrative departments, including finance, agriculture, trade and commerce, labor, public works and public welfare. Briefly, following out party pledges, the entire state government was modeled on that of the United States, doing away with numerous petty boards, commissions and departments. Under this system, the state government has saved \$10,000 every month out of the amount allowed it for running expenses by the legislature. But enough of Mr. McKelvie, the Governor. To Mr. McKelvie, the editor and farm paper proprietor.

HIS VIEWS ON POLICY

"It is of fundamental importance," says Editor McKelvie, "that a newspaper should be the unprejudiced friend and adviser of its subscribers. It should not, however, become paternal. The paper also should protect its subscribers against misinformation and against unlawful acts of advertisers."

The *Nebraska Farmer* was one of the first papers to protect its subscribers with an advertising guarantee, whereby the advertiser must make good or the paper would do so. The *Nebraska Farmer* has never accepted patent medicine, liquor or financial advertising.

In the old days Mr. McKelvie used to solicit advertising in person. One of the most effective advertisements for the paper in the early days was entitled "Pigs Is Pigs," and describing how a bunch of hogs from the home farm in Clay County topped the St. Joe market. That brought \$500 worth of advertising from a sewing machine company, almost by return mail, quite an item in the early days. The idea in the advertisement was to connect up the publisher of the paper as a practical farmer. Another effective advertisement for the

Our Youngest Governor

HERE'S an interesting view of an interesting personality in the publishing field, which may serve to convince some advertisers in these days when it seems hard to put over their personal programs, that "It can be done."

Governor McKelvie, of Nebraska, at thirty-eight, is the mainspring of the *Nebraska Farmer*. He did more than any other individual concerned to build that publication. His life has been a pretty busy one but, he declares, there are busier and more resultful days ahead.

THE EDITOR

he used to buy up here and there the small interest in the paper that he was now working for.

Soon after he was induced to run for the city council in Lincoln, but he couldn't quite catch it until a new ward was created and, happening to live in it, he became an appointee of the mayor; then he became a member of the legislature and finally, at thirty-one years of age, he was Lieutenant-Governor. And at thirty-seven years of age became Governor.

Unlike many publishers would have done, he has always refused to use his paper to advance his own political ends. His candidacy for an office is practically never mentioned in the *Nebraska Farmer* and he always has desired that his policies should be discussed frankly and fearlessly.

Anyone may call at the State House and see the Governor. When you call the chief executive on the telephone, you don't need to tell your name and address and give your biography in detail. A few weeks ago the Governor rode to work from his home in East Lincoln with the milk-

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Congoleum and Collier's

The Congoleum Co.
has chosen Collier's
as a leading factor
in its national ad-
vertising campaign.

Read Collier's



SAMUEL R. MCKELVIE

paper showed Nebraska's corn crop loaded like logs on a wagon.

Editor McKelvie has always been rather conservative in his publishing policies, refusing to give encouragement to radical theories and dogmas. Governor McKelvie believes that the economic problems confronting the farmer are more important than the problems of production. He believes

farmers' co-operative organizations are one solution.

Here is what Governor McKelvie thinks is his duty as an editor:

"The only position to which I can liken the editor's job is that of presiding officer," he said. "And anyone who ever has tackled such a position knows that it is no snap.

"To keep the speakers talking to

the question; to avoid the use of personalities and acrimonious debate; to avoid tiring the audience with long-winded, uninteresting speeches; to give ample opportunity for discussion of interesting subjects without wearing them threadbare; to keep the auditors satisfied by giving them something that is really useful and at the same time interesting to all; and to cover the range of subjects that might properly come within the purpose of the meeting requires wisdom, patience and a wide knowledge of conditions.

"There is only one rule that will enable a presiding officer to fill his position with the largest degree of satisfaction and that is fairness.

"Fairness always provides a means of coping with ever-arising questions of policy. The editor may lead discussion into channels of interest and helpfulness; he may allow his own opinions to carry as much weight as the opinions of others, no more; he may permit his readers to be the judge of whose opinions are best; he may stimulate his auditors to wholesome thought and friendly action; he may discourage those who would constantly hold the 'floor' and encourage expressions of opinion from those whose inherent modesty bids them remain silent; and finally he may so thoroughly develop the facts on all sides of important questions that no one need worry about the ability of his readers to arrive at a wise decision of the proper course to pursue."

Governor McKelvie is a good refutation of the age-old theory about too many irons in the fire. By his experience at the forge of statesmanship he has learned things that enable him to ply a heated pen in behalf of the state's mainstay—the farmer; by his life-long work among and for the farmers he has imbibed that which has helped him apply the cauterizing iron where needed in matters of state.

Business Publishers to Meet

The annual meeting of the New York Business Publishers' Association, Inc. will be held Monday evening, November 8, at the Automobile Club, 247 West 54th street. G. A. O'Reilly, vice-president and manager Foreign Trade and Business Research Departments of the Irving National Bank, and President Harry W. Tipper will be the speakers of the evening.

Sphinx "Philadelphia Night" November 9

The Sphinx Club will tender a banquet to the Poor Richard Club of Philadelphia on November 9 in the Grand Ball Room of the Waldorf-Astoria, New York. This is the first of several banquets which the

Sphinx will give this season to important advertising organizations of various cities in commemoration of its Twenty-fifth Anniversary Year.

P. L. Thompson to Address Representatives

Philip L. Thompson, advertising manager of the Western Electric Company, will tell the Representatives' Club of New York at a luncheon Monday, November 8, in the Pennsylvania Hotel, about "Taking the Blue Sky Out of Institutional Advertising."

Sales Executives Favor Fletcher Bill

The American Society of Sales Executives at its annual conference, recently,

placed itself on record as against the practice of commercial bribery, defined as the payment of gratuities by sellers to buyers or representatives, in the employ of buying concerns, or buyers, for the purpose of influencing or securing purchases, and pledged its support to the Fletcher Bill, now before Congress, which aims to make commercial bribery a Federal penal offense.

New members were elected to the society's executive committee, which is now as follows: Fowler Manning, chairman; W. A. McDermid, secretary; G. R. Cain, treasurer; C. H. Rohrbach, assistant secretary; George W. Hopkins, C. F. Abbott, N. A. Hawkins and H. D. Whittlesey.

THE readers of the Chicago Evening American pay out practically as much money, each day, for the privilege of reading this newspaper, as is paid out, each day, for the purchase of all Chicago evening newspapers combined.



The net paid circulation of the Chicago Evening American is more than 360,000 daily.

The Chicago Evening American
is a member of Audit Bureau of Circulations.

The House Magazine in National Advertising

Methods of Effectively Employing a Publication for Customers and Prospects

By WILLIAM A. BIDDLE*

Advertising Manager, The American Laundry Machinery Company, Cincinnati, Ohio

THE SUBJECT "Making Your National Advertising Effective by a House Magazine to Customers and Prospects," should be of especial interest to direct by mail advertisers, especially those who are publishing a house organ, or house magazine, as I prefer to call it, and who are likewise conducting a national advertising campaign.

Such a magazine may be made especially effective where the national campaign is one which is endeavoring to sell a product or a service to the public, which is distributed or supplied by the direct customers of your company. There are a great many national advertising campaigns which lend themselves admirably to making use of a house magazine in this manner.

As the point I am endeavoring to make can best be illustrated by a concrete example, and as the company with which I am associated has gone deeply into the subject of selling their national campaign to the customers and prospects, possibly I may be pardoned if I tell you of how we are endeavoring to accomplish this and the results we are securing from our efforts. That I may make this clear to you, it is necessary that a brief explanation of our national advertising campaign and its objects be given.

ENTERING THE FIELD

Not so many years ago the majority of the business handled by the central steam laundry consisted of shirts and collars, and the handling of flat work, which consisted of bed and table linen and similar pieces. The existing laundries handled a very satisfactory business and at the time were thoroughly satisfied with their business outlook. Gradually, however, by reason of an increased number of laundry plants and the consequent necessity of finding new fields, the laundry owners got into the handling of what has been termed for years rough dry or semi-finished work, but up until a few years ago the volume of this class of work which was handled represented an extremely small percentage of the

total possible family washing in the country. In fact, they had only scratched the surface.

Today there are over seven thousand laundry plants in operation in the United States. Not so many years ago these laundry-owners began to realize that if their business was to move forward, something must be done to open up new fields of endeavor which would bring in greater quantities of profitable laundry work.

The shortage of household labor during and after the war period offered an opportunity for the laundry to enter the field of handling the entire family washing. But the problem of how to accomplish this confronted them.

Fully cognizant of the situation, the executives of The American Laundry Machinery Company decided that here was a golden opportunity for them to show their appreciation of the patronage of the laundry industry which had made possible the success of the company.

After considerable exhaustive investigation, which led us not only into the laundries of the country but to the housewife, in an endeavor to ascertain what housewives really wanted in the shape of laundry service, it was decided to inaugurate a national advertising campaign in the interest of laundry owners, with the aim of bringing about a closer understanding between the public at large and the laundry industry.

The campaign which was inaugurated was primarily an educational one. Undoubtedly you have observed the appearance of these full-page advertisements in the *Saturday Evening Post* and the *Good Housekeeping*, and are more or less familiar with the campaign. The campaign from its inception has been an unselfish one and no mention has ever been made in it of the products of our company.

THREE-CORNERED ADVERTISING

From the nature of the campaign I have referred to it frequently as three-cornered advertising, and briefly explained. The American Laundry Machinery Company is endeavoring to sell the laundry indus-

try to its customers—the public—and convince them that it is to their advantage to patronize the power laundry. Here you have the entire object of the campaign fully before you.

But after the campaign was decided upon and the date of its inauguration set, our biggest problem still confronted us. How were we to sell this campaign to the laundry owners themselves, who stand with our company in the same position as the dealer or distributor does with other companies. For while the laundry owner does not distribute laundry machinery, he does distribute to the public the product it produces.

In this campaign we have gradually told the public what they can reasonably expect in the way of service from the power laundry. How were we to convince the laundry owner that this campaign was wholly unselfish and in his interest and to secure 100 per cent co-operation to make it a nation-wide success?

We had since 1913 been publishing a monthly house magazine in the interest of the laundry industry and after due deliberation it was decided to devote as much space as was necessary in this publication to backing up our national advertising.

Realizing that the laundry owner would not be satisfied to sit back and let The American Laundry Machinery Company bear all of the expense of this national movement, a newspaper advertising campaign was projected in which we undertook to furnish once a month a broadside of high-class newspaper advertisements, prepared by our company and obtainable by the laundry owner from us in electrotype and matrix form, that he might back up the national campaign by a parallel newspaper advertising campaign in his own city.

In June, 1919, the month the campaign was inaugurated, the entire issue of this house magazine, which is called "The American Outlook," was devoted to the campaign. The preliminary investigation of the field for expansion along the lines mentioned, the possibilities of the market, the manner in which we intended to conduct this campaign, a complete de-

(Continued on page 32)

*Portion of a talk before the Direct Mail Advertising Convention at Detroit.

The Farm Journal

The Big National Farm Paper



This is just as pat to its occasion

as is every issue of The Farm Journal to the month's needs of its readers. Like this cover, The Farm Journal is timely. It has a touch of good humor. It is as quick to the mind as it is attractive to the eye. It tells a big

story in short space. And, being all this, you will readily understand why The Farm Journal has 1/4 of a million more paid-ahead circulation than any other farm paper.

Gaining Time on Your Business Schedule

A Suggestion for Adding "Selling Hours" to Your Domestic and Foreign Marketing Activities

By P. J. TIERNEY

IT IS 2,954 miles by sea to Brest, 5,868 miles to Buenos Aires, 10,028 miles to Melbourne, 10,093 miles to Yokohama, 10,693 miles to Singapore, 10,855 miles to Shanghai and the reports from the Government's commercial agents and consuls which our Department of Commerce distributes tell us that there is much business awaiting you and me in these distant cities. Many of us would like to extend our business territory so as to include them, but they seem so far away that often the desire passes as soon as it is born.

Really, however, these cities, from ten days to six weeks distant by mail, are as close to us as the American cities wherein we have our being and daily purchase our raw materials or barter our manufactured goods. Our bids, offers and acceptances can be cabled to some of them in a few minutes, the furthestmost within a day. Our modern methods having established our right to participate in the trade of the distant city, therefore let it be known that electricity is the fulcrum and the lever that will move the world's business to our side of the fence.

Time makes a mailed transaction tedious and unprofitable (trade conditions may change before the letter is delivered). Thousands of modern American business men have adopted the plan of telegraphing or calling their important business communications and I could point out more than one head of a house in New York who insists that all carbon copies of the firm's letters of the day be laid on his table the next morning and when he finds a bid, an offer, an acceptance or other kindred important business matter went out by mail, he forwards it to the head of the department involved, blue-penciled with "Why wasn't this telegraphed?" In this way he cuts out the wasted time in each unit of his business so that he has more time for additional units.

Time that is flying is so important that its value is difficult to realize. Napoleon won a glorious campaign, declaring: "These Austrians don't understand the value of fifteen minutes" and a little later on faded out

bring ourselves to a sober realization of the tremendous importance of the time factor in our business lives and, then, these considerations bring us face to face with the practical question as to how time that is being wasted may be regained and set to work.

I recently happened to see an article in which the writer said: "You cannot manufacture time; you cannot create days." Quite true, if he meant that you cannot cause the sun to rise and set more often than it does, or that you cannot manufacture additional calendar months or years; but you can create days, months and years; you can manufacture time in the sense that time is measured not by the calendar but by the sum of its useful and profitable employment and I now want to show you, in what I shall try to make a very practical and matter-of-fact way, how it can be done.

When you go on a business trip you plan to call on a given number of customers. The more quickly you can get through with each individual customer the more time you will have to see others that may not have been on your original schedule, or the earlier you may return home to devote yourselves to other business. So in your entire business life the more quickly you can dispose of each one of your business transactions the sooner you can pass on the next one and consequently the more transactions you can undertake.

BUILDING TIME UNITS

The sum of your business activity is made up of the units represented by your individual business transactions. To swell it you must have more units. To have more units each separate unit must step livelier to get out of the way of those that are to follow. The unit can be made to move faster only in one way and that is by reducing the time consumed in completing it.

The whole problem, therefore, is to take the waste time out of the unit

"Killing" Time

POSSIBLY the writer of this article is several cable-lengths ahead of the average manufacturer desiring to broaden his selling range, by virtue of his intimate connection with modern methods of communication. Possibly, also, he overlooks, in confining himself to the desirability of using the telegraph and cable for creating business time units, the fact that thousands of national merchandisers for years have been using the telephone with a highly satisfactory return in time units saved.

Nevertheless, he points out in a convincing fashion, a potential gain at least for would-be foreign traders who have previously established relations in distant lands, in suggesting the use of cables instead of or supplementing letters.

Perhaps more frequent use of the cables would cause Americans to consider more seriously certain phases of the cable situation.

THE EDITOR.

of the history-making picture because one of his own staff honestly or traitorously forgot the merciless handicap under which all human endeavor labors—the handicap of time.

What is "time"? It is impossible to form a mental picture of it. It is too elusive for concrete conception. It baffles definition. The dictionaries make a sorry job of trying to tell us what it is. And small wonder.

How many have made a budget of their years? How many have set up a mark or a series of marks fixing the time by which certain definite developments in business or personal affairs must be accomplished? In default of so precise a scheme, how many are in the habit of analyzing and dissecting their business methods from time to time to see whether they are running on a schedule fast enough to get them where they want to land before they are shunted on the eternal sidetrack of commerce?

Let us, by way of a foundation,

of business activity. Let us see how this may be done. I can perhaps best illustrate by an example, the underlying principle of which can be applied to everyone's business, even though the specific factors assumed may not be the same in every case.

A study of the business of a considerable number of representative mercantile and industrial concerns, not engaged in a speculative business or dealing in perishable goods, demonstrated that the average firm has an average of two transactions per week with each of its customers or correspondents. Let us take that figure, therefore, for the purpose of illustration; it may be more or less in your particular business, but it holds good as an average. As the second factor of the example, we will take the fact that from the time a domestic letter is written until it reaches the addressee a minimum average time of twenty-four hours elapses. A foreign letter consumes from ten days to six weeks. This means that while that letter is on its way the transaction to which it relates may be at a standstill and its ultimate consummation retarded by that amount of dead time.

Now, how can that wasted time be taken out of this unit of business activity? Obviously by eliminating the time unnecessarily wasted in the transit of the communication. Suppose that in each of the important transactions with one individual customer such as bids, offers or acceptances, the firm used the telegraph or cable instead of the mail. In the course of a year, say fifty business weeks, having two such transactions per week, it would cut out a minimum of 100 days of lost time in its dealings with that domestic customer with a proportionate saving of time with the foreign customer. If now we go a step further and assume that the firm did the same thing in its transactions with all the customers constituting its entire business activity, the result would be the shortening of the aggregate time consumed in all its transactions during the year by a minimum of 100 days.

Of course, this does not mean that the firm will have done its year's business in 200 days and save 100 clear calendar days, but it does mean an actual gain of 100 days of opportunity to do additional business; it does mean that, as each unit of business is gotten out of the way more quickly, the firm will be free to turn to other and new enterprises. Neither do I wish to be understood as saying that because the aggregate time consumed has been compressed from 300 to 200 days the firm would actually make

one-third more profit during the year. That depends entirely upon how it utilizes the opportunity for additional turnover it has gained for itself, but it is obvious that the added usable time thus created gives the concern the opportunity to accomplish proportionate results in profits.

You will say that is all very pretty, but it means a considerable expense in telegraphing and cabling as against the little outlay a letter represents. A scientific study of the elimination of wasted time from business units clearly shows that this proposition permits the direction of business ventures at a distant city at a remark-

ably low figure, so low that you would be willing to spend even a greater sum to achieve the reputation of being a "modern" business man, capable of handling a tremendous volume of business simply because you had learned how to eliminate wasted time from each unit.

The alleged cheapness of letter writing is a mistake. When to the stenographic, typing, stationery, office boy and mailing cost, you add the value of the dictator's time, you will find each letter costs anywhere from 23 cents to 71 cents.

Of course, we cannot measure the value of things by their cost, and



A circulation is no larger than its value is to you.

Post's "Friday Literary Review" Guide to Chicago's Book Lovers

In these days, when the ordinary person's reading consists of a fleeting glance at a newspaper headline, buyers of books represent a comparatively small portion of the buying public.

It is in line with the Chicago Evening Post's claim of class circulation to state that for years The Post has published each Friday a literary review of the previous week, telling the worth while news in the world of books.

Book lovers of Chicago have long accepted this review as their guide in the selection of worthy books, and all concede it to be the most interesting, entertaining and authentic literary review published by any newspaper.

The publishers' attitude toward The Post's "Friday Literary Review" may be best evidenced by the fact that during the first nine months of 1920 The Post gained a total of 103,816 lines of publishers' advertising over a similar period of 1919, and that for the month of September The Post carried more publishers' advertising than any other Chicago newspaper.

The Chicago Evening Post

Chicago's Class Newspaper

Eastern Representative—

Kelly-Smith Co., Marbridge Bldg., New York

Western Representative—

John Glass, People Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

Export Trade Can Help America

WRITERS and speakers have repeatedly urged the great and growing need of export trade on the part of American industries.

With normal domestic consumption below our greatly expanded facilities for production, foreign trade is vital to our continued prosperity and progress. Fluctuations of demand in the home market today emphasize the special value of foreign trade as a compensating force tending to offset the disturbing influence of such fluctuations.

Foreign trade can help America NOW—and American producers and sellers can best serve the national welfare and their own interests by equipping for successful trading in the foreign field.

Successful foreign trading is founded on an exact understanding of the market. In fact, this truth holds good in all trading—domestic as well as foreign. But in foreign commerce it is imperative.

It is, then, an immediate essential in the promotion of foreign trade to seek the aid of agencies through which information of dependable character, and in a form directly usable by you in relation to the market possibilities and conditions affecting your particular commodities, can be obtained.

The means of foreign sales promotion adopted should, moreover, be especially organized to present your special proposition in just the right way to just the right people.

INGENIERIA INTERNACIONAL provides this double service to the manufacturer and export manager seeking to market machinery and industrial equipment in Latin America and Spain. Its *Research Department* has exact information available to you in regard to a great variety of general and specific products of the above-mentioned character in these fields.

Fifteen thousand engineers and industrial executives look to each issue of *INGENIERIA INTERNACIONAL* for dependable and exact information on engineering progress and accomplishment, and for data on machinery and equipment, vouched for by this publication in its advertising pages.

Through its comprehensive knowledge of Latin-American and Spanish engineering and industrial conditions and needs, *INGENIERIA INTERNACIONAL* has earned the confidence of the Latin-American and Spanish engineering and industrial executive in the integrity and value of its service.

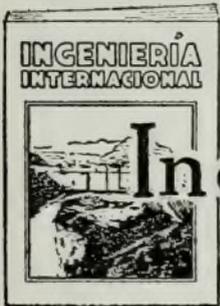
rica NOW

IN so doing, INGENIERIA INTERNACIONAL has created, ready to your hand, an instrument especially adapted to win for American machinery and industrial equipment and materials—YOUR products—the *buying confidence* and patronage of Latin America and Spain.

From January to August of this year, Verne Leroy Havens, editor of INGENIERIA INTERNACIONAL, traveled through South America, down the West Coast and up the East, establishing direct contact with the readers of the paper, studying conditions, at first hand, and assuring a continuous contact by establishing a staff of resident editors in all the Latin-American countries.

Basic thinking lies behind the building of INGENIERIA INTERNACIONAL. Never in the history of export publishing has a paper been built on such a foundation.

For more than seventeen years Mr. Havens was engaged in engineering, financial, commercial and industrial investigation, construction work



and in building and operating public utilities in Latin America. With a thorough understanding of economic and industrial conditions in Latin America and Spain, and a comprehensive knowledge of American engineering method and practice, he and his associates are ideally fitted to direct the policies of INGENIERIA INTERNACIONAL.

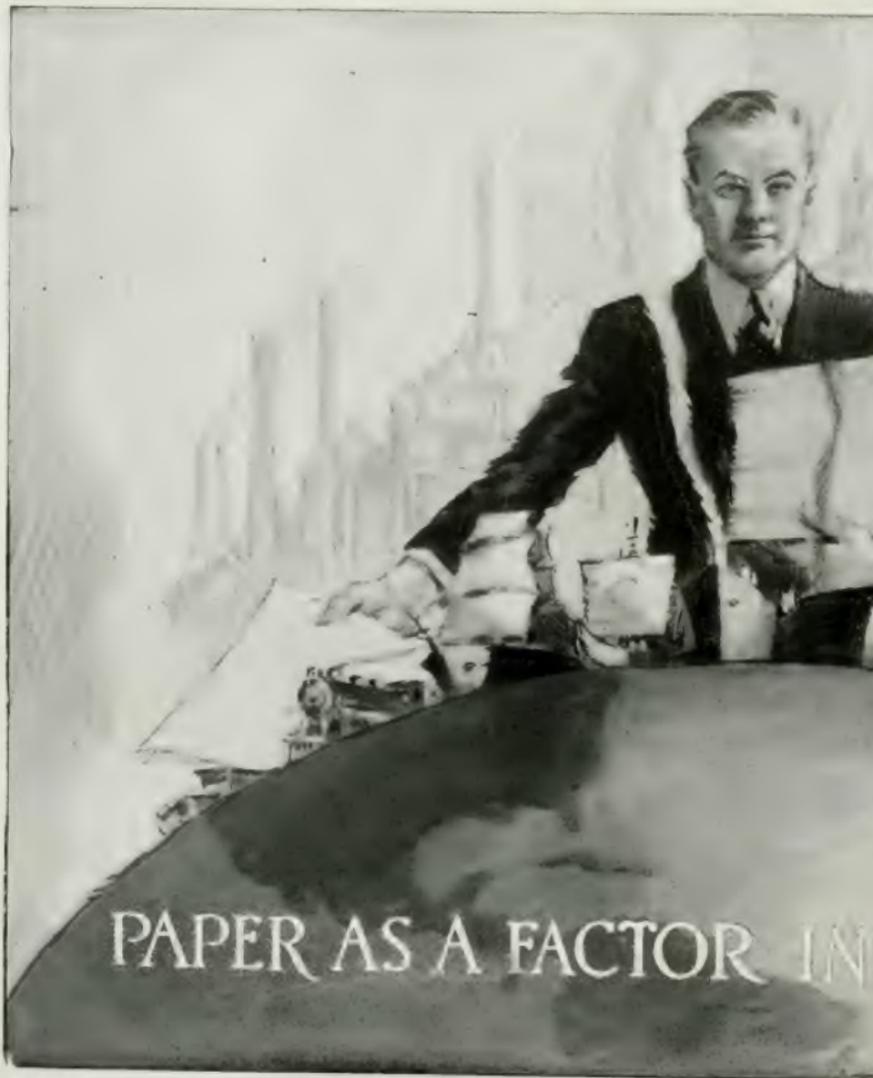
The counsel and advice of the paper are always at the service of American manufacturers. The letters and diary of Mr. Havens' trip will shortly be issued in book form. While the edition will be limited, interested manufacturers may obtain a copy by writing to our New York office.

Ingeniería Internacional

One of the 11 McGraw-Hill Publications

McGRAW-HILL CO., INC. TENTH AVENUE AT
36th ST., NEW YORK

London Chicago Cleveland Washington Buenos Aires Philadelphia San Francisco



PAPER AS A FACTOR IN

The Tribes of the Himalaya Mountains Never Destroy a Picture

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

White is the mourning color of China

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

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

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

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

Research Laboratories

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

FOREIGN TRADE

even if there were a very substantial difference between the cost of the letter and the electrical message, it would only be an infinitesimal fraction of what the additional useful time that you can create for yourself is worth.

After all, I have tried to confine

myself to the single helpful suggestion for the saving of time which I have felt justified in offering because I know that there is not a business man in the country who is not ambitious to accomplish the greatest measure of success he can make possible for himself, and be-

cause it is my good fortune to have been in a position to observe what the quicker methods have accomplished for those who have been wise enough to make a large use of it as a substitute for the mails, not in emergencies only, but in the orderly, day-by-day transaction of business.

Personality as a Factor in Direct Mail

Every Letter Is a "Dead Letter" Unless the Writer Vitalizes It With the Spark of Personality

By HARRY C. SPILLMAN

Educational Director, Remington Typewriter Co.*

THE APOSTLE PAUL was the original direct advertiser. In addition to being a wonderful tent-maker and a great preacher, he was one of the greatest correspondents the world has ever known. Sometimes we make the mistake of thinking that the original Correspondence School was started in Scranton, Pa., but it wasn't. It was started in Asia Minor by the Apostle Paul two thousand years ago. He had a dynamic follow-up system working on the Thessalonians, the Romans and the Corinthians, and his letters are full of pep and full of power. Those who are interested in censoring their correspondence and getting the hackneyed, stereotyped expressions out of it, can not do better than to review the letters of the Apostle Paul. You will never find him saying, "I beg to acknowledge receipt of your esteemed favor."

The direct sale is builded out of a living environment; that is to say, out of the direct contact of one personality with another. Every aspect of that sale is teeming with life. Not so when your customer is around the corner, in another city, or another state, when the elements of the sale are surrounded by inanimate environment. Your message is written upon dead paper, with dead ink, typed or printed on dead machinery. It is then laid out, its arms folded, and it is hermetically sealed in a white paper casket. In order that the obsequies may not be incomplete, the postmaster stamps upon the face of the message the trappings of the pall bearer. On it goes, if not actually to the Dead Letter Office in Washington, to one of its millions of wire

and wicker branches operated within arm-shot of your customers. What is sadder than a dead letter, since it once had the prospect of a resurrection? Whether or not the dead may come to life depends upon whether the words of the message have in them the elixir of life. Mirabeau said that words are living things, and so they may be, and when they are they will spring out of the paper casket and leap and sing and smile into the face and ear of the reader. Whoever performs this operation is greater than a great physician; he is indeed a skilled verbal surgeon who prunes away the excrescence of the message and leaves it clean and vital.

THE "FRIENDLY" ATMOSPHERE IS ESSENTIAL

We are all afflicted with newspaperitis. Too many conversations begin and end with the line, "I see by the newspaper." You should "see by the newspaper" for news; by Macaulay for clearness; by Scott for action; by Bacon for conciseness; by Franklin for common sense; by Emerson for wisdom; and for all of these in one you should see a great deal by the large book on the center table that's seldom dusted or read except by our mothers. The Old Testament in particular is a prolific source of dynamic language. And sometimes there is more than one phase of profit in reading it. Recently a Bible student who was also interested in oil production, was reading in the Old Testament and he came to a passage referring to pitch in Asia Minor, and it occurred to him that if there was pitch in Asia Minor in Belshazzah's time there must have been some oil, and since it has never been discovered or taken out, it must yet

be waiting for the drill. Accordingly he went over to Asia Minor; some wells were sunk and a valuable field of oil developed.

Finally there is the friendly atmosphere. Man is a group animal, and he never succeeds in a large way until he has learned the art of multiplying himself in others, which in mass psychology means getting folks to think as he thinks, and to act as it would please him to have them act. Salesmen may, therefore, have that degree of faith that the old woman exercised when she prayed for the hill to be removed between her and the spring; he may have the confidence of a Napoleon; he may possess the verbal equipment of a Roosevelt, and yet his confidence becomes egotism, and his words as sounding brass if he has not that supreme personality knack of making friends by being one himself. Somehow and in some degree you must make a friend to make a sale. The art of being agreeable is one that is susceptible to a very high degree of cultivation. The Prince of Wales is a case in point. His recent visit to our shores was considered the most successful that has ever been made by the royalty of Europe. Why was the Prince of Wales so cordially received? What contributed to the spontaneous character of the reception he received in the American Republic? Was he popular because he was a prince? No; in spite of it. A prince is the son of a king, and kings are not popular in a democracy. The Prince of Wales, more than any other representative of the royal families, had the priceless knack of making people like him. The Prince of Wales would have been a whale of a salesman.

* An excerpt from Mr. Spillman's address before the annual banquet of the Direct Mail Advertising Association at Detroit, October 28.

These Qualities Make Sales Letters Great

Foremost Among Them Are the Stamp of Strong Personal Conviction and the Appeal to Self-Interest

By PROFESSOR EDWARD HALL GARDNER

University of Wisconsin*

IN THE course of every year I go through several thousand sales letters. Some of them I procure from manufacturers and direct mail specialists; some of them are sent me by friends, and some of them I write myself for clients.

In most of the letters that come under my observation, I am impressed by the lack of strength, the strength which proceeds from deep-seated personal conviction. I should say this quality of strength is best expressed in a clear statement of basic fact, made early in the letter, a statement of fact from which consequences are drawn with remorseless logic.

Recently I went over a series of letters which were to serve as the background of a direct mail campaign. Each one of them, as I passed it in review, faded from my sight like a colorless nonentity. There was not a single memorable challenging statement in the series.

WHAT THE PRESIDENT WOULD SAY

Let us suppose that you have a big prospect to sell. He has been seen by a salesman; he has been influenced by pieces of direct mail matter; he has been presented with a handsome brochure.

At length he is brought into the office. He is pleasant but unconvinced. As a final resort he is given the opportunity of a few words with the president.

What will these few words be? What statement will proceed from the man who sits at the center of the entire business, whose grip is on the whole situation? His personality is thrown into the scale, and in the quiet, brief conference he says the thing that lies at the heart of the whole situation.

The letter is the rifle shot. It must go straight to the mark. Messes of pretty words, generalities without precise application, are bad enough in a display advertisement, but they are a tinkling of cymbals indeed when found in a letter as substitutes for earnest man-to-man conversation.

I believe the qualities which can make a letter do things that can be done by no other piece of direct advertising matter, are strength, confidential quality, and personal interest in the other man. These things make a letter effective.

Where, in a campaign, can letters be used?

A letter can be used as a pleasant invitation to read printed matter. It should contain a memorable statement closely tied up with something to be found at a specific place in the printed matter, on page 7, for instance, of a booklet. If it merely says "Here is the message—read it" it loses the opportunity of throwing the weight of personality upon the scale, of summarizing the most important portion of that message in the language which one man would use to another in personal conversation.

The letter gets attention when printed matter is not being read. In the follow-up, it is the equivalent of the personal visit of the salesman which cannot be ignored.

Above all, the letter gets action. This relates not only to the final action of actual purchase, but to the subsidiary actions scattered throughout the campaign, the small steps by which the prospect's mind is stirred up and kept from becoming lethargic.

APPEAL TO SELF-INTEREST

Every letter should give the reader something to do and something which he can do without too much effort, just as you in conversation with a sluggish-minded or inattentive man would suggest to him some small action that would involve a change of position at least, so as to arouse him to attention.

The strongest nerve in the sales anatomy is the nerve of self-interest. The best way in which the letter can appeal to self-interest and at the same time arouse confidence and secure action, is by stirring the prospect to a renewed belief in his own personal ability. Let your letter say to its reader "You can! You can!" At some point in your campaign, bring your suggestion of action to this peak. Call on the force that lies

dormant in every man. Out of the depth of your personal conviction in the merit of your merchandise or the value of your service speak in tones of certain confidence, and throw the weight of your personality into the scale, in summoning the customer to action in his own best interest.

The greatest letters of history, the letters of Lincoln, for example, that you ought to read, show this unswerving trust in the capacity of other men. This is the noblest expression of personality; it represents the highest quality which the letter can attain.

Competition and paper shortage and other powerful incentives today are forcing the brains of business to subject methods of advertising and sale to the severest scrutiny and analysis. The methods of direct mail advertising which you employ today will be obsolete and outworn in three years. Progress becomes more rapid and more relentless with every passing twelvemonth. The huge and sumptuous fabric of our present advertising,

"The cloud-capped towers, the gorgeous palaces,
The solemn temples,"

created by the advertiser in our superb magazine and newspaper and direct mail presentations, shall dissolve, like an insubstantial pageant.

Methods change, but principles endure. The principles of salesmanship are founded upon the qualities of personality. Those qualities which have given strength and force to personality since the beginning of the race of man will not change, though our development and application of them will assume many forms.

It is part of the letter in the direct mail campaign to take the role of personality. I have tried to suggest virtues which are proper to that role.

Rueschaw Returns to Reo

R. C. Rueschaw has resumed his former position as sales manager for the Reo Motor Car Company, Lansing, Mich. Mr. Rueschaw left the company in 1917 after twelve years as sales manager to become general manager and vice-president of the Mitchell Motor Car Company.

* Part of Prof. Gardner's address before the Direct Mail Advertising Convention at Detroit.

Direct Mail Advertisers Elect Meadon—Next Convention at Louisville

Five hundred and thirty-five advertising men, from twenty-one states and Canada, made the third annual convention of the Direct Mail Advertising Association in Detroit last week, a tremendous success.

Three days chock full of informative lectures and informative "swap-fests" of ideas, together with social events which were record setting for their enthusiasm, sent the delegates away Saturday convinced that they had benefited by the opportunity for the exchange of ideas.

Joseph M. Meadon, of Detroit, head of the Franklin Press, was elected president, to succeed Alexander M. Candee, advertising manager of the National Enameling & Stamping Company, Milwaukee, Wis.

Other officers elected were: Vice-president, F. W. Hunt, Masey-Harris Co., Toronto; secretary, Louis Balsam, director of correspondence, Lewis Manufacturing Company, Walpole, Mass.; treasurer, Frank L. Pierce, Remington Typewriter Company, New York; directors, Robert E. Ramsay, American Writing Paper Company, Holyoke, Mass.; Robert C. Fay, Robert Smith Company, Lansing, Mich.; Joseph M. Meadon, F. W. Hunt and Louis Balsam, Homer J. Buckley, Buckley, Dement & Company, Chicago; William A. Hersey, Robert H. Ingersoll & Bro., New York; Frank L. Pierce, Remington Typewriter Company, New York, and Charles Henry Mackintosh, La Salle Extension University, Chicago, fill unexpired terms on the Board.

Louisville, Ky., was chosen for the 1921 convention.

The La Salle letter trophy, a work in bronze, done by a pupil of Rodin, and offered to the member whose business letters showed the best form, style and results, was awarded to R. H. Orthoefer, of the Jeffrey Manufacturing Company, Columbus, O. The winning letter resulted in \$75,000 in business.

Prizes were also voted Vernon E. Vining and H. J. Ditterick, of Detroit; C. P. Ufford, Akron, O.; W. C. Kerr, Chicago, and H. H. Squires, Sandusky, O., for ideas worked out by themselves and regarded as helpful to the membership as a whole.

A banner for the largest delegation parata at the convention went to Charlotte, Mich.

The booths and exhibits were among the most complete ever gathered together in an advertising affair of its kind. Displayed in attractive booths were specimens of every kind of direct advertising, ranging from the modest envelope enclosure to beautifully printed books bound in leather and printed in gold. The wide range of printing effects and papers proved a valuable aid to those advertising managers seeking suggestions for improving their direct publicity.

The Advertisers' Bureau of Detroit had an impressive exhibit of illustrating, designs and retouching. Other advertising concerns with noteworthy displays were the Campbell Ewald Company, advertising agents of Detroit; Meinzingner Art Studio, Detroit; American Writing Paper Company of Holyoke, Mass., and Mergenthaler Linotype Company, New York.

The Michigan Inter-City Advertising Association which held its convention co-jointly with the Direct Mail advertisers was addressed at a special session on Tues-

day by A. M. Candee, Robert C. Fay, C. H. Morath, secretary of the association; Lynn B. Dudley, president of the Detroit Adcraft Club and advertising manager of the Federal Truck Company, Detroit; J. W. Sweet, president of the Adrian Advertising Club; James H. Buswell, Kalamazoo, president of the Michigan Inter-City Advertising Association, and David A. Brown, of Detroit.

Lettershops and List Houses Organize

Meeting in connection with the convention of the Direct Mail Advertising Association, representatives of lettershops and list companies from all parts of the United States and Canada, on Friday of last week

organized the Mail Advertising Association of North America.

The object of the association is to promote the general welfare of mail advertising service by encouraging the organization of local associations; by compiling and distributing data on sales, manufactures, accounting and other problems, so as to standardize the industry to the end that better service may be rendered by the buyers of mail advertising.

The officers of the new association are: President, Gordon E. Small, Cincinnati; vice-president, Joseph H. Robinson, president of the Atlas Letter Service, Chicago; secretary-treasurer, Elmer J. Roeper, of the Tanki Service Bureau, Inc., Pittsburg.

That Final 40%!

The newspaper which is read by 60% of a city's population is not unusual. And the advertising opportunity it presents is not unusual. Other mediums must be used to reach the untouched 40%. This results in overlapping circulation and excessive advertising charges for the number of persons actually addressed.

Kansas City and The Star represent a unique advertising situation—a buying community of nearly half a million people—a publication that gives advertisers literally 100% efficiency. The Kansas City Star has more subscribers, served by carrier, in Greater Kansas City than there are families.

"That final 40%" is what expresses the thoroughness and economy of advertising in The Kansas City Star.

THE KANSAS CITY STAR

Average Net Paid Circulation during October:

Morning	Evening	Sunday
212,275	216,230	217,196

**Chicago Office,
1418 Century Bldg.**

**New York Office,
2 Rector St.**

What the Advertising Means to the Worker

As Told to the Employes of the Vanity Fair Silk Mills
by Paul Meyer, Editor of "Theatre Magazine"

THIS is an attempt to tell you, in a brief way, something of the vital influence of advertising in the everyday affairs of our lives.

Many, if not all, of you are wearing an advertised article of some sort—advertised shoes, garters, underwear. Walkover shoes, Boston garters, B. V. D.s, and Vanity Fair, if you please—and in your homes you use Ivory Soap, Quaker Oats, Uneda Biscuits, and what not. Now how did you come to know about and ask for these everyday necessities? Advertising brought them to your attention. In magazines and newspapers—on cars and trains—on billboards, you are told to ask for Uneda Biscuit. The merits of Ivory Soap are extolled, and when you want to buy soap you ask for "Ivory" without giving it any thought. You do it unconsciously, thanks to advertising. When you want to buy soda crackers—do you ask for them by that name? No, you ask for Uneda Biscuits!

Some years ago the Vanity Fair Silk Mills started to advertise in a very modest way—and right here I want to tell you how a company must speculate with its money when putting a new article before the public. Many of us think of a company as a big capitalistic organization, with but one aim,—to make more money. And that is true, in one sense; but before money can be made, has it occurred to you that the company must first risk its capital, and that, if, as it frequently happens, a new article does not find favor with the public, the investment is a complete loss?

For example, when Vanity Fair Silk Mills put on the market an article of new design, it is done only after a great deal of investigation among the trade, and considerable expense and labor. Then when the company is ready to go ahead and manufacture the article, a market must be created—it must be brought so prominently before the public that they will ask for it.

But first they must have the good will of the buyers by putting out lines of merchandise that please their customers. Even then the dealers are timid about adding another line to an already overtaxed stock.

Right here is where advertising

comes in. It makes the new product known to the people—it arouses their curiosity—they ask for it, and the dealers are impelled to stock up with it in order to supply their demands.

You are fortunate in being employed by a company that looks after your welfare—that gives you steady employment, in spite of the fact that at the present time, business conditions are bad. It is useless to delude ourselves—conditions are far from normal.

The buyers come in—look over the line—ask the prices and then place an order and a very small one at that, selecting only one or two styles out of a dozen.

The salesman has a very hard road to travel today, due to the fact that manufacturers are almost cutting

each other's throats in order to unload their overstocked shelves, and you can readily see the predicament of the buyer whose orders from headquarters are not to buy because the public is not buying, but cutting down its expenditures instead. Therefore, when the buyer increases his stock at all, he does so in a very limited way. The most optimistic say "Wait until after election and things will change." I hope they will.

On all sides we hear complaints of the high cost of living. Manufacturers complain of the high cost of raw materials. You know these conditions as well as I do, because these conditions are put before you every morning and evening in the newspapers, which after all, are the logical mediums through which to bring before us what goes on in the world we live in.

Most of the buyers have blamed labor for present conditions and they have talked about the "vicious economic cycle" until the whole situation has seemed hopeless. Many firms, finding their shelves filled with merchandise, have met conditions by deciding to shut down and stop work. We have examples of this among the woolen mills of New England—also the shoe factories—and down the line. I understand that even in Reading some of the factories have shut down, and it is therefore an added pleasure to find the Vanity Fair Silk Mills running in the regular way.

But do you realize why you are working—do you realize why there is a constant demand for Vanity Fair Silk products? The answer is advertising.

When you see the advertising of Vanity Fair Silk Mills, for example, in the magazines and catalogs you cannot realize the expenditure of time, effort and labor that has made that advertising possible, and the hours, even days, that are spent over one illustration, or a single advertisement, to make it just right.

But the company goes on spending money, hoping to get it back—for of course its executives want it to grow. But in growing there are more than financial returns to be considered. The officers of a corporation want to see larger and better factories—they want to engender mutual co-operation between employes and the com-

"Selling" the Employee

RECENTLY, a good many little silk mills around Reading, Pa., have closed their doors, hard hit by the slump in the textile trade.

The Vanity Fair Silk Mills at Reading have been running to capacity all along—because, says William B. Powell, sales promotion manager, "Vanity Fair" is a trademarked and nationally advertised product.

That the workers in the Vanity Fair Mills might come to appreciate the importance of this cause and the relation of the company's advertising to their welfare, Mr. Powell started an educational campaign to sell them on Vanity Fair advertising.

At first they thought he was trying to sell them Vanity Fair products through his advertising exhibits!

Then Paul Meyer, editor of *Theatre Magazine*, suggested that representatives of the mediums in which Vanity Fair advertising is appearing address the employes at the mills on the value of that advertising to them in terms of steady and profitable employment.

His suggestion was enthusiastically adopted and he was called upon to give the first talk.

It is published herewith verbatim because ADVERTISING & SELLING feels that other executives will find it a valuable model to follow in shaping the "sales argument" designed to sell the employe on the value of the advertising.

—THE EDITOR.



© 1920 B & B

"Thompson's simply won't let me forget that they handle Fleur De Lys Silk"

Ever-present—but never offending, Remembrance Advertising quietly drives home its message by pleasant reiteration.

The thoughtfully selected and carefully distributed specialty which it employs has a reason for being. It performs a very real service. So it is gratefully received, constantly used, and advertises pleasantly, day in and day out, the warm-hearted business concern whom it represents.

For twenty-four years Brown & Bigelow have produced worth-while Remembrance Advertising specialties. Very naturally they have gathered a rich experience of the things that succeed, and have achieved an adeptness in designing and manufacturing these distinctive specialties at fair and just prices.

The Aluminum Thimble here shown is but one notable article in a line that includes not only clever utilities in Metal, Cloth, Celluloid and Mission Leather, but Art Calendars, Monthly Mailing Cards and Engraved Greetings of rare quality as well.

An organization of highly trained representatives brings to their host of constantly increasing clients appreciated suggestions of the proper article to be used and the proper plan for using it.

"Remembrance Advertising," a helpful booklet relating actual incidents of the power of friendliness in business, sent free upon request.

Remembrance
TRADE MARK
Advertising



"The House of Quality"

Brown & Bigelow — Quality Park — Saint Paul — Minnesota
SAULT STE. MARIE, ONTARIO

pany itself - they want happiness and harmony to go hand in hand with labor.

Advertising is an adjunct to a company's selling forces. You can readily see that a salesman going to a firm to sell his goods, will find his road much easier and more profitable if he can show that his firm is spending money (in many cases lavishly) to introduce his line of merchandise.

Now what does successful advertising mean?

It means large sales, which in turn mean manufacture.

Manufacture means work, and

work means your pay envelope on Saturday.

Therefore I ask you to bear in mind, not only the value of advertising as a means of bringing you the money that is necessary to your daily existence, but I want you to understand what your firm is doing to keep this plant running.

The conduct of a large business organization is not, as many think, a one-sided affair. I know many concerns that are now keeping their factories open at a loss, but there is such mutual good faith between employes and employers that these firms want to keep their forces together—even

at a sacrifice—because they know that their faith in their employes will be returned to them a hundred fold by the honesty of their workers in giving them an honest hour's work for an honest dollar.

The sooner we all realize that it pays to be not only honest with ourselves, but honest with the firm that employs us—that in other words, it is a fifty-fifty proposition, the better it will be for American business.

Kobbe Makes Staff Addition

Peter Wilkinson, for a number of years with *Unity Fair*, has joined the staff of Philip Kobbe Company, New York.

Mills Co. New Agency

J. B. Matenzo, J. H. and M. G. Mills have started the Mills Co. advertising agency capitalized at \$10,000 at 2001 Grand Concourse, New York.

A \$500,000 Advertising Firm

Capitalized at \$500,000, the International Duert Advertising Co. has been incorporated in Wilmington, Del., by M. M. Lucy, V. L. Lacey and L. S. Dorsey.

Herbert M. Morris Agency Moves

Herbert M. Morris, Philadelphia advertising agency, has moved from 400 Chestnut street to the North American Building.

R. J. Chambers Joins Gunnison, Inc.

Robert J. Chambers, formerly with E. P. Moore & Co., has joined the executive staff of Stanley E. Gunnison, Inc., New York.

W. L. Brann Associated With Dorland Agency

W. L. Brann, vice-president of the National Cloak & Suit Company, in charge of advertising and sales, has become associated with the Dorland Agency, Inc., New York, in an advisory capacity.

Mr. Brann has been with the National Cloak & Suit Company for thirteen years, and will retain his connection with that company, continuing to serve them in connection with sales promotion work. Mr. Brann's office is at 316 Fifth avenue, New York.

Detroit "Abend Post" Publisher Dead

August Marxhausen, publisher of the Detroit *Abend Post*, died in that city on Election Day following an illness of three months. He was 65 years old. He succeeded his father, the late August Marxhausen, Sr., as publisher of the paper several years ago.

Harry Smith Dies

Harry Smith, Eastern advertising manager of the *American Motorist*, official organ of the American Automobile Association, died suddenly at his home in Brooklyn last Sunday. He was in his sixtieth year.

Little Rock Starts Advertising Club

Little Rock, Arkansas, has organized an advertising club affiliated with the Associated Advertising Clubs of the World. The officers are: president, S. M. Brooks, S. M. Brooks Advertising Agency; vice-president, Gilbert Blass, Jacob Blass Department Store; treasurer, V. C. Pettie, England National Bank; secretary, Miss Minnie Buzbee, advertising manager American Bank of Commerce and Trust Co.

Is there a slump in Advertising?

Not with the New York Evening Post.

The record of advertising carried by seven evening newspapers during October, 1920, as compared with October, 1919, follows.

Gains

Evening Post	gained	339	columns
Evening Mail	"	81	"

Losses

Telegram	lost	773	columns
Globe	"	721	"
Sun	"	381	"
Journal	"	204	"
World	"	113	"

Q. E. D.

The Business Manager.

Selling Uncle Sam's Three-Billion Surplus

How Advertising Is Performing this Gigantic Task Is Disclosed in the Report of J. Malcolm Muir to the Associated Business Papers

HOW advertising is being employed to solve the greatest liquidation problem that the world has ever seen—that of selling economically over three billion dollars' worth of surplus materials ranging from a package of hair pins, bought by the government for the use of transport and hospital nurses, to enormous gun boring lathes and whole cities, capable of housing half a hundred thousand people, is disclosed in a report of J. Malcolm Muir, chairman of the War Department Surplus Property Committee of the Associated Business Papers, Inc.

From advertising amounting to \$517,110.56, War Department sales on September 10 had totaled \$749,447,608.66, making the cost within one-half of one per cent. Sales of raw wool, which cost the department \$438,000,000, have returned 92 per cent to date. On one lot of steel rails the return was 105 per cent. The return on tractors has also been 92 per cent, as has that on chemicals, acids and explosives. That on railway rolling stock, which cost \$114,960,135.24, has been 87 per cent; on leather, 79 per cent; on textiles, exclusive of wool, 74 per cent, and on small arms and small arms ammunition, 71. The average recovery on all commodities was 63 per cent. The advertising consisted of 3,115 1/2 pages in business papers, costing \$390,125.58, and 778,000 lines, approximately 390 pages, in newspapers amounting to \$126,984.98. It promoted 162 different projects.

This successful sale was accomplished through the office of the Director of Sales with the assistance of less than 200 men, most of whom are regular army officers. The office of the Director of Sales, which is headed by E. C. Morse, is a planning board on surplus property disposal, superintending the operations of a number of army departments such as Quartermaster Division, Ordnance Department, Chemical Warfare Service, Aircraft Division, Medical and Hospital or Surgeon General's Division and others.

SIX MEN HANDLE ADVERTISING

When Mr. Morse adopted the Business Papers' plan for advertising a year ago he had no appropria-

tion to supply the necessary Service Department and at his request this was supplied by various publishers. At present a permanent establishment consisting of six men, and the necessary stenographers and clerks, is maintained in Washington. These men report directly to C. M. Wiloughby, Chief of the Sales Promotion Section, and are in fact "all time" employees of the Director of Sales. They function purely as Government employees.

"These men were required to meet many problems," Mr. Muir says in his report, "some common to any advertising service, others peculiar to the present task. In order to work

intelligently and accurately, they are required to have a thorough technical knowledge of an enormous variety of commodities in many lines. For example, they must know whether a gun-boring lathe is a standard or special machine, and, if special, how and at what cost it may be converted to standard use. In order to aim the advertising in the right direction, the service men are required to have an accurate knowledge of all the markets for each of the commodities to be advertised. In addition to their knowledge of the construction of the commodity, they must know or ascertain its uses, how it is
(Continued on page 39)



HERBERT MOLONEY.

Herbert started with my organization when he was but a "cub," over ten years ago. I was proud when he joined the Seventh Regiment and went to the Mexican Border to do his duty. I am even more proud of his long and active service with the American Expeditionary Forces, during which he was severely wounded. Upon his discharge from the Army, after three years' service (sixteen months in the hospital), he rejoined my organization. I am extremely pleased to have him "back home" with us again.

Paul Block

The Toledo Blade

In Toledo there is one big influential newspaper that every advertiser knows is the leading advertising medium in its community. It is the TOLEDO BLADE, which carries more local advertising, more financial advertising, and more classified advertising than any other Toledo newspaper.

The October 1 Government report shows the TOLEDO BLADE has a circulation of 88,490. This is over 11,000 more than the nearest Toledo newspaper. No wonder many intelligent advertisers use the BLADE exclusively in Toledo.

Serial Ads. No. 20

Simplicity the Key to Spanish Market

Methods Here Explained Show It Pays to Study Foreign Peoples

By WALTER A. O'MEARA

LIKE the smoke of the cigarette Flores de Talavera perfumes awaken our most pleasant memories."

That's different—at least. It's from Spain.

Over every man who lives by his wits, I suppose, hovers the fear of growing stale. Training, experience, these count; but more important is a constant freshness of intellect, a mind wide open to the fitting idea. It's easy to push so deep into the trees as to lose sight of the woods; it's easy to become so engrossed in detail as to lose the broader vision. Familiarity breeds obtuseness—and only then contempt.

I was once sent to interview Secretary of Commerce Redfield on the Lakes-to-the-ocean-waterway. He was on his vacation and I found him on his launch reading an exceedingly cheap, red-cover novel. "The Crimson Mask" was its title, I think. He wasn't reading it because he particularly enjoyed sensational novels—he was breaking away from the trees. He was removing himself as far from the affairs of state as possible.

STUDY FOREIGN ADVERTISEMENTS

The advertising man will find it profitable as well as interesting to give the work of the foreign advertiser an occasional once-over.

If he can read the copy, so much the better. If he can't, he will at least be able to size up the illustrations, layout, and general character of the advertisement. And he will find plenty to interest him. He will receive a few wholesome jolts and, perhaps, will have more hearty laughs. The comparison will bring a good many ideas into focus—it may furnish valuable suggestions. At the worst it will emphasize a good many things to avoid.

Over in Spain, the wealthiest country to which America may hope to sell her wares, copy writers are daring and original enough to compare a perfume with the fragrance of a cigarette. Considering the quality of the Spanish cigarette and its place in the national life, the parallel is effective.

A study of the advertising of soaps, perfumes, and other toilet

preparations in Spain is worth while for the reasons outlined above. Such commodities are, perhaps, the most widely advertised goods in certain of the Spanish magazines—excellent magazines, by the way, that compare with the best of our own. The full-page advertisements are often striking, not to say brilliant. In an American magazine they would stand out compellingly because of their utter novelty in a foreign medium. A fact that suggests possibilities.

The best of these national advertisements—there are plenty of poor ones—are to be remarked for their extreme simplicity, a large, mass-effect simplicity that attracts. The illustrations, done exquisitely in color or with considerable skill in black and white, are large and free from the distracting effect of intruding copy. They stand out boldly and clean upon the page.

The few lines of copy are usually at the foot of the page or directly under the illustration. The latter serves as the headline which the copy commonly lacks. The pictures are of chic and dainty women for the most part which is nothing new in America. But in Spain these pictures have no function, aside from attracting attention other than to spell daintiness, refinement, and charm. They link the name of the product with these qualities indelibly through repeated association. And usually that is all they attempt to accomplish. It is intangible but effective.

Especially interesting is the use of the line drawing in the highest type of magazine advertisements of this class. They are more frequent than the color illustrations and equally as interesting. Forceful with the elemental contrast of black and white, they are, nevertheless, graceful and refined. They are accompanied by a minimum amount of type and are surrounded, usually without a border, by generous white space. The effect is one of a boundless amount of white space surrounding the sharply defined drawing; the advertisement is in effect not bounded by the page limits but is indefinite in size. One of these

advertisements slipped into an American magazine fairly jumps at the reader—which again might be food for reflection.

SELLING TO THE SENSES

The copy is equally simple. Your Spanish copy writer tells his story briefly. He may do it effectively or he may not, but he never does it at length.

His work is characterized in this type of advertisement by a frank recognition that women prize beauty primarily because it attracts men. He pictures delightful fragrance, purity, "admirable lather"; he goes further and sells youth, beauty, and a skin you love to touch, so to speak. But he goes beyond this also and sells "irresistible youth," "seduction eternal," and captivating charm. He candidly sells an enchantment of the sex appeal. And he does this with a certain extravagance and grace peculiarly Spanish.

An exceedingly simple engraving of a young woman wrapped in white furs and the copy: "White and smooth as ermine you will have your skin if you use daily Heno de Pravia soap." Could you improve upon that for brevity?

Incidentally it may be remarked that the Spanish copy writer has a much prettier word in "jabon" than we have in "soap"; and he has the more euphonious "pastilla" instead of "cake." The Spanish of these advertisements has a certain natural grace that is largely inherent in the language.

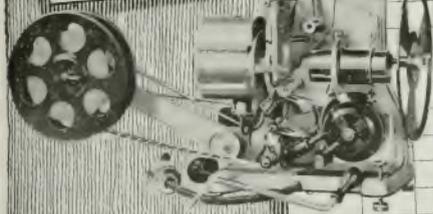
It may also be worth noting parenthetically that in Spain toilet preparations are given easily pronounceable names; women are given no cause to hesitate and finally ask for something they desire less but can name more easily. Spanish advertisers are not forced to emphasize the phonetic spelling of the name of their product.

SIMPLICITY HELPS SALES

"Flowers of the field—dreamed of beauty and refined elegance are obtained by the use of this select creation of the modern perfumer's art. Its purity and fineness, combined with its enrapturing and voluptuous

NAME		C. X & I Railroad - Mr. Walsh	
STREET		90 West Street CITY New York STATE	
DATE	AMOUNT SOLD	WHEN CALL AGAIN	REMARKS
June 24		June 15	Walsh would not let me show my "Trackless Train" film. <u>Claimed too much danger of fire from the inflammable film.</u> + you look up "Safety Standard" film next call.

- and
Three months
LATER



NAME		C. X & I Railroad - Mr. Walsh	
STREET		90 West Street CITY New York STATE	
DATE	AMOUNT SOLD	WHEN CALL AGAIN	REMARKS
			my Pathéscope with the "Safety Standard" film OK. Walsh thinks picture is wonderful. Sold him 18 trucks - 2 ton each and 4 Type B tractors

H.S. Crawley
SALESMAN

Ordinary Films are Dangerous

The operation of any portable projector using ordinary inflammable films without a fire proof enclosing booth is prohibited by State, Municipal and Insurance restrictions and the violator is liable to severe penalties.

THE NEW PREMIER
Pathéscope
Flickerless SAFETY STANDARD Motion Picture Projector

Safe—Anywhere, Anytime

AN aggressive business concern prepared a wonderfully convincing motion-picture-story of its product. The salesmen were enthusiastic. It was sure to make big sales. Then came the discouraging report shown above — the buyers wouldn't see it; "too much danger of fire from the ordinary inflammable film," they said. A great loss, truly.

But think! What right has any concern to expect its salesmen to ask a buyer to violate his principles? The use of ordinary inflammable film without a fire-proof booth is a menace to safety. State, Municipal and Insurance restrictions forbid it. It may cause the loss of property that neither the salesman or his concern can replace. What a way to solicit business!

And so unnecessary! For you can have your films printed on "Safety Standard" and, using a New Premier Pathéscope, change your salesman's reports as the one above was changed. There are no restrictions against the use of the New Premier with "Safety Standard" film. It is safe. It removes all though of fire hazard from your prospect's mind. That is why such con-

cerns as the following are using Pathéscopes and "Safety Standard" film; many of them adopting it after unfortunate and costly experience with ordinary inflammable film.

- American Mutual Liability Insurance Co.
- Baldwin Locomotive Works
- Boston Woven Hose & Rubber Co.
- Delco Company
- Diamond Match Company
- General Electric Company
- International Correspondence Schools
- National Cash Register Company
- Otis Elevator Company

and an imposing list of the leading industrial concerns of the country that have found films a truly indispensable sales help.

A New Premier Pathéscope weighs only 23 pounds and can be carried in a small suit-case. It operates on any electric light current, or from a storage battery. It uses only "Safety Standard" film and every machine bears the Underwriters' label, "Enclosing Booth Not Required." Anyone can operate it, anywhere, anytime.



A demonstration will convince you
The Pathéscope Co. of America, Inc.

Willard B. Cook, President

Suite 1826, Aeolian Hall, New York City

Agencies in Principal Cities

fragrance, make it an indispensable secret of youthful charm."

"The luxurious and penetrating fragrance that is imparted to the skin by the admirable lather of Flowers of the Field soap remains in all its strength to the last of the cake."

"Love irresistible, eternal charm, fragrance and purity; all in a cake of exquisite jabón 'Flores del Campo.'"

"Napoleon was a connoisseur of

good perfumes. How Floro de Talavera preparations would have pleased him!"

And so it's done in Spain. These brief paragraphs of copy seldom carry any headline other than the name of the product, the illustration, as has been remarked, often functioning in the headline's capacity. The headlines that are sometimes used are more or less effective—usually less. Examples are: "The perfume is the soul of the woman."

"You will be young always," "Love."

The type in which the copy is set is often inappropriate, heavy gothic letters commonly accompanying lacy drawings. Poor taste is also frequently exhibited in choice of borders, heavy black borders being in favor.

Even a very superficial examination of any type of foreign advertisements, such as the national toilet preparation advertisements of Spain, will be found as profitable as it is interesting. Whether they be found good or poor matters little. In either case they will exhibit elements of novelty and difference which, while in themselves worth little, are valuable for the suggestions they offer. And most important, they will help to establish a new viewpoint and clear the mental vision.

Advertising the House Magazine

(Continued from page 16)

scription of the newspaper advertising campaign, and many other features in connection therewith were fully explained and illustrated. This issue, accompanied by the first broadside of newspaper advertisements, was sent to every laundry owner in the United States and to one thousand of the nation's representative newspapers, and since that time each issue of "The American Outlook" has been accompanied by a similar broadside of newspaper advertisements, a new one every month, containing ten or twelve newspaper plates.

To keep this campaign constantly before the laundry owners, a certain portion of "The American Outlook" is devoted each month to some phase of the campaign. The magazine goes out sufficiently in advance of the publication of the advertisement in the *Saturday Evening Post* so that we can reproduce the coming advertisement and give a brief description of it and of some of the things which led up to the publication of such an advertisement. Thus each laundry owner is fully acquainted with what is about to happen in the advertising campaign, knows when he may look for the appearance of the advertisement, understands why we are publishing it, and from the broadside of newspaper advertisements accompanying the "Outlook" can select newspaper plates which are a facsimile reproduction of the *Saturday Evening Post* advertisement and



Our Triple Responsibility

The three great purposes of the Bell telephone organization, the three united interests which the management must ever keep in the fore-front, are: service to the public, justice to the employees, security to stockholders.

Service to the public must be as continuous, dependable, and perfect in speech transmission, under all conditions and during all emergencies, as it is humanly possible for science and skill to produce.

Justice to employees requires their careful training

for the work expected of them, agreeable and healthful working conditions, adequate pay, an opportunity for advancement, cordial relations between managing and other employees, and every facility for properly performing their duties.

Security to stockholders demands earnings to provide dividends with a margin for safety and the stability of market value which goes with a large number of shareholders with a small average ownership.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy

One System

Universal Service

And all directed toward Better Service

have them appear in his local newspaper the same time.

Each month we endeavor to tell the laundry owner of the successful advertising effort of some other laundry owner or group of laundry owners in backing up the national campaign by local newspaper advertising.

But the most effective backing up of the national campaign in this house magazine did not start when the campaign was inaugurated. Almost since the sending out of the first number of this magazine back in October, 1913, its whole intent and purpose has been Service. Through its pages we are constantly striving to see what we can do to help the laundry owner, not what we can do to

further the sale of the products of The American Laundry Machinery Company, and in common with a number of other house organs, I believe that this sounded a new keynote in the editorial policy of house organs in general.

The magazine is 8½ x 11 inches in size, attractively printed on 100 pound enamel stock, bound in an artistic cover, and contains from sixteen to twenty pages in each issue.

At first we endeavored to have our salesmen gather such important information as might be considered desirable for articles, and then leave the writing of the articles to the editor, but salesmen are busy selling—selling is their one big idea and pur-

pose. Consequently it was decided that to best serve the interests of the "Outlook" and its readers, it would be desirable for the editor himself to visit laundry plants all over the country and secure this information. Consequently, as I can spare time from the office, when I learn of something interesting that a laundry owner is doing, some new method he has installed, some progressive idea he has put into practice, a trip is made to the plant, the data secured, photographs taken, and as a result there is excellent material for an article secured.

The monthly house magazine, if it is gotten up in an attractive manner and reaches your customers and prospects regularly, offers a field for the building of good will for your company which cannot be equalled by any other form of direct publicity which you may send out; but I think it should not be an advertising medium in the sense that it boosts the sale of your product. Undoubtedly, as you are all consistent direct by mail advertisers, you are constantly sending out forceful direct by mail advertising which is accomplishing this purpose, and through the medium of direct by mail advertising, folders and circulars, your prospects are sold on your product.

Today as never before I believe that the one great object of every business house is to furnish the maximum of service to its customers that they may be sufficiently satisfied with the product to use it continually, and right here is where I believe is the biggest field for the house magazine. Let it be devoted exclusively to Service—Service to your customers.

I believe that the future is going to mark a decided change in the policy of many existing house magazines from that of direct advertising of the product to a policy of service to the company's customers, and that there will spring up in the house magazine field a large number of new publications whose entire editorial policy will be based on service.

It has been indeed a pleasure to me to attend this convention and to have had an opportunity of talking to you, and I sincerely hope that I may have left some interesting thoughts with you which may be helpful in the conducting of your house magazine.

New Six Point League Directory Out

The seventh annual edition of the Six Point League Directory of Newspaper Advertisers and General Advertising Agents, east of Buffalo and Pittsburgh, inclusive, has been compiled and is now on sale for one dollar a copy at the League's office, 334 Fifth Avenue, New York.

Honesty in the advertising rate is as essential as honesty in the circulation records.

The "A. B. C." should audit the rates of a newspaper as well as its circulation claims.

The Standard Union would welcome such an audit for Brooklyn.

R. P. Shulman

Teaching the Dealer a Real Selling Plan

The MultiKopy Method Assists Merchants to Build Permanent Demand on a Service Basis

By ROBERT VINCENT

WHEN the F. S. Webster Company's traveling salesman calls upon a dealer now he doesn't talk primarily about the high quality of MultiKopy carbon papers, for he has a bigger and more important message, a Selling Plan, by which the dealer is assisted in building a bigger carbon paper business. He comes with a note of appeal somewhat different from that of the average carbon paper salesman, a different method of working. As a result he succeeds in getting a stronger and more intense degree of attention and respect for the MultiKopy line.

The complaint is often heard that the dealer fails to co-operate with the manufacturer in pushing his merchandise. The Webster Company reverses the usual process and instead of asking for the dealer's co-operation the salesman go to him with an offer of definite help from them—a form of co-operation that is really of selling assistance and this is their selling appeal.

AN OLD METHOD STRENGTHENED

The idea of giving the dealer merchandising assistance and selling him on the basis of profits rather than strictly on the appeal of the merchandise is not a new one, but most generally it has been used in connection with exclusive agency propositions. "It is, however," says Charles P. Garvin, sales manager of the company, at Boston, "something new in the field of carbon papers and type-writer ribbons. So far as I know, we are the first in our line to undertake work of this sort, and the results are interesting.

"The average stationery dealer regards his carbon paper business as a mere side line. It rarely receives his active attention. Frequently he is unacquainted with the merits of the different lines he handles. Carbon paper to him has been just carbon paper. Users buy it the same way.

"We have found there are many possibilities the retailer does not now utilize; and the purpose of our selling plan is to teach the dealer what these possibilities are and how to take advantage of them.

"To sum it up in a word, our plan

might be described as one of *active* merchandising co-operation.

"The work of our traveling salesman is so arranged that they spend considerable time working with each dealer, if the assistance is necessary. The salesman sees that the clerks, as well as the merchants, are thoroughly instructed in the differences between the various grades of paper, the uses to which each is adapted and the selling arguments. Most of all, he impresses upon them the idea of selling carbon paper on a service basis. He may go behind the counter and spend a day or two in working with the clerks, that they may learn from actual observation of the salesman at work. Then he will go with the outside salesman and spend a day or two with him calling upon office prospects, teaching him how to sell the line either by doing the talking himself while the stationer's representative listens, or reversing the process and then making suggestions when the latter has finished.

SELLING MULTIKOPY SERVICE

"I mentioned selling on a service basis. An illustration or two will

make clear what I mean. One large concern was using immense quantities of carbon in its billing department. They used flat-bed machines, the bed being made of slate and the type stroke coming from overhead. The bill-head was of lightweight paper and one carbon copy was made. The combination of slate bed, overhead stroke and light paper subjected the carbon to hard wear. Our representative, calling there with the stationer's salesman, offered to study this situation and see if he could save them money. He prescribed a certain grade of our MultiKopy carbon paper and in addition suggested that a MultiKopy binder with a protecting sheet be used. This reduced the blow upon the carbon and resulted in doubling its life.

"In another case several copies of an order were being made at one time by a mail-order concern. Analysis revealed that it was necessary for only the original to show all the information, while on the other copies only parts of the order were needed. The traveling representative, therefore, designed a carbon binder in which the top sheet only was a full sheet and the others part sheets. These were sewed together and the forms inserted into the carbon book. Quite a saving resulted.

"Points such as these in addition to the specific merits of the MultiKopy brand are thus impressed upon the dealer and his representatives.

"If the stationer has no outside representative our salesman will himself call upon some of his larger prospects and endeavor to start business relations for the dealer. On these calls, if he does not succeed in securing an immediate order, he sends a report to the home office on a regular form, giving certain information, and then that prospect is followed up from headquarters.

"We send samples of carbon which the report indicates to be adapted to their use, with proper advertising matter. Record of the prospect is kept and when our salesman next visits the town he is checked to see that he follows up the call. In other words, this consumer work must be no mere perfunctory visit, but real

PROFITS

By PAUL YOUNT

Why is it that so many gents
Charge Advertising to Expense,
When Advertising foots their Bills
When Advertising fills their Tills
When Advertising is the Thing
That makes the Profit Coiffers
Ring?
It brings in Orders—paves the way
For Comfort when the Rainy Day
Hard Hits the Poor and Hapless
Greek
Whose big old boat has sprung a
leak,
Because he hasn't Advertised,
Because he hasn't realized
That Competition sometimes slips
Up from behind on sleepy ships
And rams their hulls before they
know
Just why they're being treated so.
You bet the guy who's good and
wise
Will go ahead and Advertise
When he is takin' in the Coin,
Then Advertising girds his loins
With one of those Aladdin Belts
That save a lot o' fellers' Pelts.
—From "D. & W." Chats.

selling effort that results in business for the dealer.

"Our national advertising works to the same end. We have consistently advertised MultiKopy for fifteen years. Most of our copy is directed to stenographers and secretaries and offers our Individual Advisory Service. They are invited to send us samples of their typewriting and carbon copies for analysis. We point out that different kinds of work require different carbon papers to secure good, clean copies. We offer to prescribe just the right grade of carbon. We ask them to give their dealer's name and then we report the inquiry to the dealer, tell what we have specified and suggest that he get busy."

The advertising of this individual advisory service is very cleverly worked out. "You don't play tennis in high heels," says one advertisement, "then why use carbon paper that has the wrong finish, weight and manifold power for your kind of work?" Other copy along the same line have such captions as: "You don't wear your engagement ring on your right hand;" "You don't use a sailor's needle for fine embroidery." Another illustrates the factors which are specified as entering into the result on the carbon copy. Other advertising directed to the same end makes the appeal to the stenographer that better carbon copies will result in a better appreciation of her work.

Employers, too, read these advertisements, as shown by the number of inquiries received from them asking for specifications. So it is evident that the arguments to the stenographer convince the employer as well.

"Another feature of our selling plan," continued Mr. Garvin, "is similar to the Individual Advisory Service, except that it is for the dealer direct in matching samples and prescribing for special conditions, or offering advice on the solution of any technical problems.

"Then there is a line of dealer advertising helps, consisting of blotters, envelope stuffers, package enclosures, display material, and newspaper electros. When we get a request to send such material to the dealer we send along a letter in which we make some suggestions as to ways of using them profitably, based on what we have found to work successfully with other dealers. This is necessary because it is probably something new for the dealer to be attempting to advertise carbon paper. Incidentally we take particular care to point out the large space left for the dealer's name on the newspaper electros. We have

found this point to appeal and to insure more ready use of them.

"The dealer who takes up this line goes on our mailing list for a special bulletin in which he is kept informed of interesting things in connection with the business. For example, if a new typewriter is put on the market or if some machine has changed the width of its ribbon, he would get the information promptly. The bulletin is, in effect, a trade paper dealing especially with carbon paper and ribbons and as such will keep the dealer up to the minute on all matters affecting the business.

"We inaugurated this plan in February. Up to that time our selling work had been of the usual kind. When we announced the new plan to our salesmen they were very well pleased. I may say that practically all of them took hold of it actively. We didn't have to sell the idea very hard to the sales force—it sold itself because they realized what a toe-hold on the business it would give them.

"There have been quite noticeable results. The man who was most enthusiastic about the idea and who worked it the hardest increased his sales 40 per cent the first month and has been holding to that level ever since. I have in mind three others whose sales have run uniformly for several years past you could look back over their records and see a ten per cent increase each year—who took sudden jumps of 20 to 30 per cent. One dealer I have in mind was induced to put in a special department devoted to the sale of carbon paper and ribbons and to put an outside man exclusively to selling these items. He is making a tremendous success of it.

"These examples are not typical of all. They are the most conspicuous cases. We can feel the difference, however, all down the line.

"All the things we are doing with this plan are not new—some of them we have been doing in the past; but we have taken the service elements in our selling, added new ones, and coordinated them into one complete system of merchandising co-operation and have based our selling appeal upon it.

"As a consequence we have something new to go to our old dealers with that makes them think harder than ever about our line."

Crane With "Commercial Car Journal"

Gray S. Crane, lately with Critchfield & Co., Chicago, and formerly Western manager of *Scientific American*, is now covering the Middle Western territory for the *Commercial Car Journal*, a Chilton publication.

Sanger Returns from Advertising Survey of Orient

J. W. Sanger, trade commissioner, U. S. Bureau of Foreign and Domestic Commerce, Washington, has just returned from a year's survey of advertising conditions in Japan, the Philippines and China. His reports are soon to be published by the bureau.

Mr. Sanger, who has long been identified with advertising, particularly in agency work and in the Vigilance Committee movement of the Associated Advertising Clubs, was selected by the Bureau of Foreign and Domestic Commerce in 1917 to make a first-hand investigation of advertising in foreign countries with a view to determining in just what way advertising as a modern sales force could be utilized in holding and increasing American trade abroad. So widespread was the interest on the subject, but so vague was the half-information that surrounded it, that the Bureau with its usual practical outlook and with the encouragement of leading advertising and exporting interests, determined to have it carefully studied from the viewpoint of modern advertising practice, and invited Mr. Sanger to undertake the work.

He spent 1917 and 1918 in the West Indies and South America, and as a result of his three detailed reports issued by the Bureau and widely read and used by all those interested in export advertising, he was re-commissioned to make a similar survey of advertising in Japan, the Philippines and China, which he has now completed, and the reports on which it is hoped will be issued during the Winter.

Harold A. Holmes With National Clothiers

Harold A. Holmes, advertising director of *The People's Popular Monthly*, Des Moines, Iowa, for the past six years, formerly editor of *The Caxton Magazine* for five years, is now sales director of the National Association of Retail Clothiers, with headquarters in the Brooks Building, Chicago.

Lyons, Foreign Advertising Manager for Baltimore "Sun"

J. Thomas Lyons, for several years service manager of the Baltimore *Sun*, has been promoted to the position of foreign advertising manager, effective November 1.

Atlantic City Papers Appoint Representatives

The Atlantic City, N. J., *Daily Press* and the *Evening Union* have appointed Payne, Burns & Smith, Inc., New York, and the G. Logan Payne Company, Chicago, as their foreign representatives.

Daniel F. Kellogg Dies

Daniel F. Kellogg, formerly financial editor of *The Sun* and later in charge of publicity for J. P. Morgan & Co., died in his home in New York late last week as the result of a paralytic stroke in 1915.

Sioux City "Tribune" Publisher Dies

John C. Kelly, owner and editor of the Sioux City *Tribune*, one of the most successful newspaper properties in Iowa, died last week from pneumonia. He was 68.

New \$100,000 Advertising Firm

Paramount Publicity Corporation has been organized in New York with a capital of \$100,000 by J. S. McCauley, I. Schwartz and C. C. James, 100 West 59th street.

Among Better Books on Business

By RALPH BEVIN SMITH

Business Research and Statistics. By J. George Frederick. 333 pages. D. Appleton & Company, New York.

This work on "the eyes and ears of a business" is a book against the hack statistician and the dilettante "research" dabbler. It is written with the aim of setting him aright as to the ends which research may serve when it is made a means rather than an end itself and of broadening his outlook. Above this, the former editor of *ADVERTISING & SELLING* has written with the purpose of impressing upon the "man higher up"—the business executive—the profit and economy of making full and constant use of research and statistics, even in minor matters of business. In his treatment of general principles and his analysis of research organization and method, Mr. Frederick has been thoroughly practical and fairly exhaustive. This is a good book to put in the business man's library—and to read.

Advertising the Technical Product. By Clifford Alexander Sloan and James David Mooney. 357 pages. Copiously illustrated. McGraw-Hill Book Company, New York.

"Advertising the Technical Product" can be described as one of the most important works of the year on advertising. It is the first attempt to cover the subject of advertising the technical product in a big way in a single volume of this size. While the authors, the vice-president of the Campbell-Ewald Company, and an executive of the General Motors Corporation, modestly state that they have done no more than discuss the important factors of their problem, the director or the writer of technical advertising will find in their work a gold mine of information by which to guide and appraise his efforts in this most difficult branch of publicity. Contributors to the information include not only the two authors but a great number of executives who have achieved marked success in technical advertising. A wealth of illustration points up the comment on the general problem, the mediums, the technical advertisements themselves, and the organizations which handle and place them.

Language for Men of Affairs. In two volumes: Volume I, "Talking Business," by James Mantle Clapp, lecturer on the Language of Business, New York University; Volume II, "Business Writing," by James Melvin Lee, Director, Department of Journalism, New York University.

These manuals deal with the business man's language problems and are based on the everyday experience of business life. "Talking Business" offers suggestions that can be used profitably in the interview, the conference and the convention. "Business Writing" aids in the preparation of effective letters, reports, sales literature, etc. The specialized parts of the book were written by experts in the various fields. Volume II has an instructive division on advertising for some of the material for which Professor Lee has drawn upon *ADVERTISING & SELLING* and other magazines in the field.

How We Advertised America—The First Telling of the Amazing Story of the Committee on Public Information That Carried the Gospel of Americanism to Every Corner of the Globe. By George Creel. 434 pages and appendices. Illustrations. Harper & Brothers, New York.

Mr. Creel's book carries its own review in its subtitle. The Committee on Public Information was composed of eighty thousand members and seventy

thousand minute men. The story of their activities is the story of one of the greatest publicity achievements of all time. There have been criticisms that it was not as great an achievement as it might have been and Mr. Creel, mistakenly, we think, has chosen to fan the flame of criticism by a note of belligerency that turns his book into a brief for the defense that has the smell of "propaganda" in far too many of its pages. We believe that if some of the advertising men who contributed so much to the success of America's war effort and who are named, pictured and eulogized in the interesting chapter on "The Advertising Division" had had a chance to censor Mr. Creel's proofs the author would have established a closer bond of sympathy with his readers. It is interesting to read Mr. Creel's statement that "when one considers the disruption of business occasioned by each Liberty Loan and the appalling waste in stupid or misapplied energy, the conviction grows that paid advertising—controlled, authoritative, driving to its mark with the precision of a rifle-ball—would have been quicker, simpler and in the end far cheaper."

James M. Pierce, "Iowa Homestead" Publisher, Dies Suddenly

While discussing the business and political policies of his publications with his son, Dante Pierce, at his home in Des Moines, Iowa, James M. Pierce, prominent publisher of Pierce's Farm Weeklies, died suddenly on Monday from an attack of heart disease. He celebrated his sixty-second birthday on May 9.

Mr. Pierce was born in southern Ohio, and during the Civil War was in several encounters with Confederate cavalymen who raided that section. He went West in 1867, locating first in Missouri. Later he removed to southern Iowa, and there he began the publication of a string of county seat publications.

He purchased the *Iowa Homestead* in 1885, and eight years later added two well-established farm papers, the *Wisconsin Farmer* of Madison, Wis., and the *Farmer and Stockman* of Kansas City, Mo. These three have since been known as Pierce's Farm Weeklies.

Mr. Pierce was very active in the management of his papers, and for the past ten years had played a vigorous part in Iowa political campaigns. He was a hard fighter and was liked by all as a man whose "heart was as big as his body."

Three children, Dante M. Pierce, Ray E. Pierce and Mrs. Hugo Schnabel, survive Mr. Pierce.

William H. Denny With Philip Ritter

William H. Denny, formerly vice-president of Sherman & Bryan, New York, has joined the Philip Ritter Company, New York, bringing with him the accounts of ten advertisers.

The accounts are: Furness-Bermuda Line Steamship Company, Bermuda Government; Charles Baez, maker of Azura face powder; Hospital Specialty Company; Edwin Cigar Company; Mason Novelty Manufacturing Company; Financial Press; Frankel Brothers; Lindt Chocolate Co., and Wooster Auto-Lock Co.

F. I. Thompson on Shipping Board

Frederick I. Thompson, publisher of the *Mobile Register* and the *Mobile Item*, according to the Press Association dispatches, is one of the five men appointed by President Wilson to the new Shipping Board. Mr. Thompson was for many years one of Smith & Thompson's special representatives in New York.

E. C. Morse Leaves War Department—Hartshorn Is Successor

E. C. Morse, director of sales of the War Department, tendered his resignation on Wednesday to be effective December 31 or earlier. Mr. Morse will return to civil life, from which he was drawn early in the war while a representative of the Westinghouse Electric & Manufacturing Co.

Lieutenant Colonel E. S. Hartshorn of the General Staff will succeed him.

After service in the construction division of the army, Mr. Morse joined the office of the director of sales when it was organized about two years ago.

He was assistant director of sales in January, 1919; promoted to first assistant director of sales in April, 1919, and during the absence of C. W. Hare, director, in France, was acting director of sales. When Mr. Hare resigned from the service in October, 1919, because of ill health, Mr. Morse became director of sales.

Advertising Specialty Men Meet in East

Members of the National Association of Advertising Specialty Manufacturers in the East met on Wednesday in the Hotel Astor, New York. Addresses, followed by discussions, were made by George C. Hirst, The Osborne Co., Newark, N. J., "Meeting the Problems of the Day in the Advertising Specialty Field"; H. C. Walker, Walker-Longfellow Co., Boston, Mass., "The Need for Co-operation"; J. B. Short, Whitehead & Heng Co., Newark, N. J., "The Place for the Advertising Specialty in the Advertising Campaign"; J. MacKeever, Knapp Company, New York, "Sales Contests That Have Produced Results"; and by J. A. Hall, National Association of Advertising Specialty Manufacturers, "Co-operation vs. Domination."

Du Bois, National Biscuit Promotion Manager

Boice Du Bois has been made promotion manager of the National Biscuit Company, New York. He is the author of numerous stories which have appeared in the *Saturday Evening Post*.

Sophie Kerr Underwood Retires From "Woman's Home Companion"

Mrs. Sophie Kerr Underwood on November 1 retired from the managing editorship of the *Woman's Home Companion* to devote all her time to writing. Miss Kerr, as she is known to the reading world, was connected with the *Woman's Home Companion* for about twelve years.

H. K. Carter Starts Agency

H. K. Carter, formerly manager of the New York branch of the Maternach Company, Hartford, Conn., is now the president of the H. K. Carter Company, Inc., 5 Columbus Circle, New York. T. G. Goodwin, P. F. Broughton and Miss K. B. Mitchell, recently with the Maternach Company, are with the new organization. H. C. Wilder is vice-president and H. P. Swanson, treasurer.

Short Talks to Advertisers



NUMBER
SIX

Ben Franklin and the Monotype

—the same means of composition—*single types*—made Benjamin Franklin's work the best of his time that make the product of the "Monotype" composing machine superior in this modern day.

The finest pieces of printing have *always* been composed with *single letters*—the best printing is still produced in the same way.

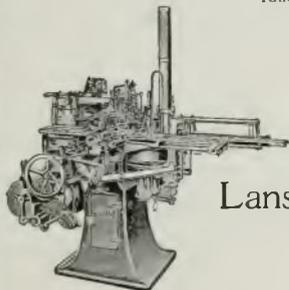
The means have not changed—merely the method. Franklin laboriously picked up one type at a time and placed it in the line he was composing;

—the "Monotype" today composes these *same single types* five times as fast and with the same beauty of appearance and flexibility of arrangement.

If Franklin had the choice today he would choose "Monotype" composition—for a reason!

Ask for it on your next job of printing!

- Talk No. 1 —Getting Your Message Across
- Talk No. 2 —Single Types
- Talk No. 3 —"Motor Habits" in Reading
- Talk No. 4 —Alignment
- Talk No. 5.—The "Art" of Composing Type
- Talk No. 6 —Ben Franklin and the Monotype



Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK
CHICAGO

BOSTON
TORONTO

Monotype Company of California, SAN FRANCISCO

290

Selling Uncle Sam's Great Surplus

(Continued from page 29)

bought, who is the authority in the purchase, what market factors are operative from day to day to weaken or eliminate one market and strengthen another.

WORK SIXTEEN HOURS STEADY

"In most instances the information received by the advertising section on each project has to be checked, reworked and reclassified before it can be used as the basis for advertising copy. On the first lot of bulletins of the Ordnance District offices which were received, three of the men shut themselves in their rooms for two steady periods of sixteen hours each, classifying lists of commodities, preliminary to commencing the actual writing of copy on the Ordnance District Bulletin advertising.

"Copies of every schedule, every piece of copy, every different layout, original lists, advertising orders, etc., must be kept on each project, and systematically filed for quick reference. Up to September 1, 192 projects had been advertised. A record of cuts furnished each publication must be kept up-to-date. A clipped ad must be filed for quick reference of every insertion authorized. Complete records of business in each publication must be kept up-to-date, in order to determine the space in discount rates at which advertising bills will be allowed, and upon which the estimated cost of advertising on any project must be based.

"Schedules prepared by Mr. Wiloughby, copy, layout, etc., must have the additional approval of the Commodity Chief responsible for the sale of the materials advertised, the Commanding Officer of the Section responsible for the materials, and an Assistant Director of Sales before being forwarded for publication."

The cost of maintaining the staff is being pro-rated among the papers as a percentage charge against actual space secured by them. The last charge running up to June 1 was 8.2 per cent. The next is expected to be larger.

MILLION DOLLARS MORE FOR ADVERTISING

In the opinion of members of the Director of Sales' Office, the merchandising of war department materials yet to come will require an expenditure of approximately one million dollars for advertising. The Navy has a forthcoming disposal program of approximately a half billion dollars on which they

are commencing to operate and which should reach its maximum speed shortly after election. About seventy million dollars' worth of this material is in such shape that advertising can be commenced. The establishment of a separate bureau, as told in ADVERTISING & SELLING last week, has been effected.

The Shipping Board has a surplus program involving something in excess of three hundred million dollars.

Chas. H. Fuller Toledo Office Taken Over by Keemer

The Toledo office of the Chas. H. Fuller Co. has been taken over by Clarence B. Keemer, who has been its manager for the past five years, and who will continue

to handle the same accounts under the name of The Clarence B. Keemer Co. No change in personnel is anticipated excepting the addition to the staff of several writers and artists.

The new company is incorporated for \$25,000 and commences business with approximately twenty-five national accounts, among which are Sal-Vet, Gibson Mandolin & Guitar Company, E. A. Couturier Company, Ltd., Barco Batteries, Myers Spark Plug Company, Seneca Motor Car Company and Hardy Paint and Varnish Company.

During the past twenty-six years, the last eight being spent in Toledo, Mr. Keemer has made a special study of the development of new accounts through bringing together of inventors of worthy articles and men desirous of financing such inventions.



A practical book for the advertiser of technical products—

The book is a common-sense discussion of the important factors of the advertising problem that are peculiar to the advertising of the technical product.

It shows how technical advertising differs from general advertising, why it must offer to be effective.

It discusses direct mail advertising, home means, exhibitions, trade press advertising.

Advertising the Technical Product

By CLEFORD A. SLOAN
Vice-President, Campbell-Baird Company
and
JAMES D. MOONEY
Vice-President's Staff, General Motors Corporation

365 pages, 6 x 9, illustrated
\$5.00 net, postpaid

Some of the men who have helped to make this book possible are:

- J. C. McQuiston, Manager, Westinghouse Dept. of Publications.
- Robert Porter, Vice-President, Jones Steel Products Co.
- F. M. Fisker, Vice-President, M. Gray Hill Co.
- J. A. Harlan, Purchasing Agent, DeBoer Light Co.
- M. F. Lawrence, Sales Promotion Manager, Hunt Rubber Bearing Co.
- P. C. Guntien, Advertising Manager, Industrial Division, General Motors Corp.
- D. W. Crawshaw, President, Crawshaw Systems.
- E. E. Eby, American Director, DeBoer Light Co.
- T. F. Cunningham, Vice-President, Lincoln Products Corp.
- D. L. Darnell, Assistant Sales Manager, Baker Industrial Truck Co.
- C. A. Tupper, President, International Trade Press Association.
- R. Bigelow Lockwood, Manager, Advertising Service Department, M. Gray Hill Co.
- Jesse H. Neal, Executive Secretary, The Associated Business Papers.
- J. Frank Eddy, The Farnco Co.
- J. D. McGuire, President, McGuire Printing Co.
- Professor Geo. B. Hotchkiss, Head of the Advertising and Marketing Division, New York University.
- Ralph Starr Butler, Advertising Manager, United States Rubber Co.

Free Examination Coupon

McGraw-Hill Book Co., Inc., 239 W. 39th St., New York.

You may send me on 10 days' approval Sloan and Mooney's Advertising the Technical Product. \$5.00 net, postpaid. I agree to return the book or return it postpaid within 10 days of receipt.

Signed _____

Address _____

Official Position _____ Name of Company _____

(Books sent on approval to retail customers in the U. S. and Canada only.) Selling Price 20



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November 6, 1920

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Calendar of Coming Events

November 8-9—Annual Convention, National Manufacturers of Soda Water Flavors, Cincinnati, O.	Bottlers of Carbonated Beverages, Cincinnati, O.
November 8-10—Semi-Annual Meeting, Associated Cooperae Industries of America, Hotel Cleveland, Cleveland, O.	November 17-18—Annual Convention, Southern Sash, Door & Millwork Manufacturers' Association, Atlanta, Ga.
November 8-11—Annual Convention, Barbers' Supply Dealers of America, Cincinnati, O.	November 17-19—Annual Meeting, American Petroleum Institute, Washington, D. C.
November 10-12—Annual Convention and Exposition, American Association of	December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

Merchandising the Artist

(Continued from page 8)

a full page in the first section of the Sunday edition—in which such an enterprise should logically have been launched and carried on—that produced the smaller space. However, the invention that met the necessity was his.

Writing of this series, which has been attracting wide attention among advertisers, Mr. Hanson says:

"Many persons have told me that when they turned the pages to the Bamberger advertisement they were momentarily stunned, coming upon these high grade illustrations in the ordinary advertising columns of the newspapers. It might be said that the reproductions were not mechanically perfect, but this was due to the rapid printing and the poor quality of the paper and the ink used. However, I think that this defect was more than offset by the effect created by having these fine works of art appear as newspaper advertisements. Had they been used in color in national magazines, in all probability they would not have caused a ripple on the surface and would have been accepted as just one more piece of pretty advertising."

Merle Sidener Retires as Vigilance Chief

Merle Sidener, of the Sidener-Van Riper Advertising Company, Indianapolis, has retired as chairman of the National Vigilance Committee of the Associated Advertising Clubs of the World after six years of splendid service. Richard H. Lee, special counsel for the Association, has been named to succeed him.

In a letter to President Rowe Stewart, answering an invitation to serve again, Mr. Sidener said that he was anxious to devote more time to his own business now that the department was well organized and efficiently manned.

"Bob" Davis to Start for Himself

Robert H. Davis, for nearly twenty years responsible for the editorial content of the magazines published by the Frank A. Munsey Co., will retire from that organization sometime near the close of the year.

He proposes to devote himself to supervising the work of a group of writers contributing to publications, the stage and screen. A sketch of "Bob" Davis' interesting career by William C. Lengel appeared in *Advertising & Selling* of January 24, 1920.

Edwy B. Reid, Western Editor, "Farm and Home"

Edwy B. Reid, formerly head of the Bureau of Publications in the Department of Agriculture and later director of the Information Department, has been appointed Western editor of *Farm and Home* with headquarters in Chicago. Mr. Reid was assistant editor of *Farm and Home* before joining the Department of Agriculture several years ago.



Get this company's Proposition

"Get this proposition!"—dictates the banker. Handling bond and document papers with tiresome monotony, you may be sure the banker or broker is pleased and impressed with the evident worthiness and dignity of

K I N G

DEPENDABLE OFFSET

The illustration and text carrying your advertising message — admirably backgrounded with this stock—appeal to the financial man.

A letter of request starts lithographed samples your way.

Stocked at mill in following sizes and weights—
stock trimmed four sides—packed in cases.

White
25x38—50, 60, 70, 80, 100, 120
28x42—74, 86, 99, 124
32x44—89, 104, 119, 148
38x50—100, 120, 140, 160, 200, 240

India Tint
60, 80
74, 99
89, 119

Special sizes and weights to order

The four-page letter (trimmed to 17x-11) combines the pulling power of a form letter on page 1, with a layout across Pages 2 and 3, illustrating and describing the product. Page 4 may be left blank. 60 or 80 pound King Dependable Offset will develop advantageously into this effective type of mailed advertising.

KING PAPER COMPANY

Kalamazoo Michigan

We Did It for Bunte— We Can Do It for You!

General Offices
and Factory:
720 THE WEST MONROE STREET
TEL. NIMANBETT 7000
ALL DEPARTMENTS



ADDRESS ALL
COMMUNICATIONS
TO THE
COMPANY

ESTABLISHED 1876

BUNTE BROTHERS

MANUFACTURING CONFECTIONERS

CHICAGO, U.S.A.

October 27, 1930.

The New York American,
Merchandising Department,
1834 Broadway,
New York City.

Gentlemen:

I believe you will be interested in knowing the success achieved through your remarkable broadside, which has accomplished real things in the sales of Bunte's Cough Drops in the New York territory.

*SALES
TRIPLED!*

Personally, I am more than pleased with the results, and my entire Sales Department - to the men - whom I did not inform of the coming broadside, reported the wonderful effect it had on the retailer.

The average sales of our men tripled immediately after the broadside was sent out.

This was the best of all, for: "The thing that counts in the selling world happened - increased orders".

*100%
WINDOW
DISPLAY*

I am informed by our Window Trim Department that 100% of the dealers who signed and returned post cards requesting window displays immediately permitted us to trim their windows.

Let me again thank you for your three master Merchandising Windows, which are in the busiest sections of New York.

*THREE
MASTER
MERCHANDISING
WINDOWS!*

I was much pleased with the interest displayed by the great masses of passers-by and dealers in the Bunte displays.

Let me assure you that on my future campaigns for Bunte Bros. I will endeavor to again use your merchandising service to the fullest extent, as I now realize you know trading conditions in your market.

Yours very truly,

W. A. Grogan
NEW YORK SALES MANAGER.

Put your New York Merchandising Problems up to the—

MERCHANDISING DEPARTMENT of the

New York American

1834 Broadway

New York