

Advertising & Selling

NOVEMBER 13, 1920



Public Library,
Kansas City, Mo.

TELL your sales story pictorially every Sunday morning to people of the Central West, in the Chicago Tribune Rotogravure.

Use your national copy, the same art, same style, beautifully reproduced in the most attractive, most interesting section of *their own* newspaper. National copy thus extended into the newspaper comes closest to the consumer.

Tribune Rotogravure, affording as fine presentation of an advertising message as any national periodical, has a concentrated newspaper circulation—more than 700,000 copies—in the best zone market, The Chicago Territory. Include this great sectional medium in your winter and spring schedules.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Tribune Building, Chicago
512 Fifth Ave., New York
Haas Building, Los Angeles



An extremely interesting black-and-white half-tone, made from full-color painting by Hester Miller. Loaned by Stanford Briggs, Inc., to *The Sterling Engraving Co.*

Call a **Sterling Representative** on that job you now have in hand, and learn the meaning of "Sterling Results."

The Largest Engraving House in America, its great volume of business permits the installation of the most up-to-date equipment and the maintenance of a great force of the most expert men.

Twin Plants—one uptown, the other downtown—work day and night, assuring real speed when a job is wanted quickly.

*Process Color—Line—
Ben Day—Black and White*

TWIN PLANTS IN NEW YORK

200 William St. 10th Ave. at 36th St.

*A very difficult piece of Negative
Seating... Entire Drawing re-
duced into one copy background.*



THE SAME DISPLAY

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

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

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

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa



T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING, NOVEMBER 13, 1920

30th year. No. 21. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; \$3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

—contacts!

The American Exchange National Bank in its Monthly Letter, dated October, 1920, says:

"The old established merchants who have made merchandising what it is in America today need no apologists or eulogists.

"They are as well known to the average American as is his next door neighbor, and the intelligent buyer knows that he is getting the best treatment that the enlightened selfishness of the modern merchant has succeeded in devising.

"The merchant owes a duty to the established order more important than that of any other of its functionaries, for he is nearest to the consumer and is in reality the agent of the consumer in his relations with the producer."

* * *

This well describes the position of the big merchant in the modern scheme of business.

In his "enlightened selfishness" the big merchant is first of all a buyer—constantly seeking merchandise that he can back with his guar-

antee of satisfaction and value.

He is the "agent of the consumer in his relations with the producer."

He is the personal buying representative for the men and women within his zone of influence.

He is the great merchandising influence in every community.

His store is the local centre for merchandise promotion.

* * *

More than ten thousand big merchants of America look to the Dry Goods Economist each week for information and guidance.

These merchants sell more than five billion dollars' worth of merchandise every year.

And they spend more than a million dollars every week advertising that merchandise to their customers.

Study the advertisements in the Dry Goods Economist.

See how manufacturers in every line are winning the good-will of these big merchants.

Do you really know the DRY GOODS ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

* **97%**

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

MARSHAL & SONS

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

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

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-67

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

30th Year

NOVEMBER 13, 1920

Number 21

Advertising or Sales Manager—Which?

Is There an Exit Sign Over the Door for One or Other or Both of These Executives?

By GILBERT EVANS

A FEW days ago I was coming out of the executive offices of a food product manufacturer whose advertising and whose salesmen have carried the fame of his wares practically all over the world. As we passed through the busy rooms given over to the work of sales planning, the president of the company, who was with me, called my attention to a conspicuously red sign placed over a door opening on a fire-escape.

"I haven't yet determined for whom that sign is meant," he said with a sly look over his shoulder at his advertising manager and sales manager, who were included in our luncheon party, "but I have noticed both of these gentlemen regarding it with increasing uneasiness as the years pass."

The sign read: "EXIT."

WHAT A PRESIDENT THINKS

The president's intentions were unquestionably humorous, yet there was an undercurrent of seriousness in his speech so strong I might have thought him tactless, if I had not known that one of the two behind—the veteran sales manager—was about to retire from business life—in a voluntary exit, earned by long years of successful service.

So later in the course of luncheon I harked back to what he had said.

"Mr. Brown," I ventured—we'll call him Mr. Brown, though, of course, that wasn't his name—"other business men have told me that there is a serious side to the subject you

brushed against jokingly on the way out of the office. Did you mean to imply that either the sales manager or the advertising manager is doomed to the extinction that met our aggres-

THIS WAY OUT

IN the natural course of evolution in distribution methods, Mr. Evans has been told, the law of the survival of the fittest is going to put either the advertising manager or the sales manager off the merchandising chart.

The sales manager may gradually absorb the functions of the advertising manager.

The elimination of a large percentage of the present selling effort through the growing power of massed salesmanship may give the sales manager the count.

So he says.

You may agree with him or not. Advertising and sales managers whom he has approached on this important question have given views which will appear in subsequent issues of ADVERTISING & SELLING. Why not write us your reaction to appear with them?

THE EDITOR.

sive old friend, the whisky salesman, or the classic dodo? I have talked with some people who have done a lot more than imply it."

"Well, young man," he replied quizzically, "so have I. I have been in business a long, long time and I've seen evolution working in business, just as it works everywhere else. I suppose you might call me a 'business Darwinian.' At least that's what I always call myself when I am asked the reasons for what success I have achieved."

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"I have seen business opinion—public opinion in general—as to the scope and functions of advertising go through a process of evolution up to the point where today they are calling advertising by the enlightened name of 'mass selling.' I've seen advertising managers actually grow to realize that they have got to know something about selling. On the other hand, I have seen sales managers educating themselves, or being forcefully educated in the relation of advertising to personal selling. I have listened to my old friend here haranguing his salesmen on how advertising can make their job easier better than I—who am classified among my associates as 'an advertising bug'—can do it myself.

GETTING CLOSER TOGETHER

"So I've watched the advertising manager and the sales manager getting closer and closer together. In the past year even these two—here he indicated his two sales executives—have found it quite a problem to demarcate effectively the territory of duties to be covered by each.

"While in our firm the past arrangement has been satisfactory because, through long association, we have all fitted very smoothly into the machine and our ancient friendship has guaranteed co-operation, I am persuaded that it is a 'past arrangement' in more senses than one. I fully expect, in some future year, before I follow my sales manager into

retirement, to consolidate my own advertising and sales departments under one head. I frankly don't know under whose head it will be. It will take a little further evolution to show that. It may be that the salesmanager is gradually absorbing the functions of the advertising manager and leaving the latter as a sort of bureau head charged with carrying on one little branch of the sales effort. It may just as well be that the salesmanager is going to be rebuilt into an advertising manager, as mass salesmanship gets more and more important and eliminates—if it ever will eliminate—a large percentage of personal selling. It may be that I shall have to create a new job for a higher powered executive and superimpose the new executive on top of the other two. I am constantly coming across the titles 'Sales Promotion Manager' and 'Director of Sales' in my correspondence and even meet an occasional 'Director of Distribution.'"

CAN THEY LIVE TOGETHER?

The talk drifted from that point to other subjects.

After luncheon the president and his salesmanager went directly back to the office, while the advertising manager and I walked around to the agency handling the company's advertising where we were to go further into the details of the selling plan upon which I had sought information. As we left the hotel where we had lunched the advertising manager said musingly: "I wonder if the old man was getting in 'a word to the wise' this noon? I know that our minds don't always 'run along together' on the importance of the salesmanager's job and that he has been continually shooing me off on the road to learn more about selling. But, as a matter of fact, I don't go as far as he does in suggesting that one of us—sales or advertising manager—is going to be relegated to limbo. There's room for both of us

if they recognize that my job ought to have the most room." An apologetic smile accompanied this last.

Perhaps the salesmanager would have put his case in like terms and, because he was an older and more experienced man, a little more impressively.

But it was the words of the president that lingered in my mind. He had been just a little more ruthlessly direct in his statement that the "Exit" sign was intended for one or other of the two classes of sales executive than others with whom I had spoken on the subject.

There are enough warning fingers pointing out the "Exit" sign for the attention of the advertising manager or the salesmanager to make some summary of what lies back of the warning and some attempt to forecast what lies ahead of vital interest to advertising managers and salesmanagers.

Let's look back first.

THE RISE OF THE ADVERTISER

Of course, we must admit that the advertising manager is, historically, the interloper. Advertising publicity in some form or other, may be just about as old as salesmanship, but there were pretty effectively organized selling forces in the modern sense before the business men knew anything about advertising in the modern sense.

Gradually, as our conceptions of the function and the value of advertising as mass selling have cleared, the advertising manager has enhanced his importance to the firm. We may not all go as far as some do and support the claim that advertising is going to eliminate ninety-odd per cent of the present personal selling. We *must* admit that, in every case where an advertising effort has been well conceived, it has served powerfully to reduce the personal effort exerted by each salesman in making each sale. It has made it possible for the salesman to work faster, to cover more ground, present his case more effectively—has even relieved him of presenting the main points of his case at all.

At the same time, the advertising manager who has lived up to the "bigness" of his job has often been able to see things a little more broadly than the salesmanager. He handles masses of individuals and communities of opinion. He has been accused of playing at necromancy, and it is necromancy—but a necromancy based on very solidly scientific foundations—that enables him, with the aid of a little type and much organization, to plant certain opinions in certain territories and to cultivate it with a little skillful merchandising effort and then, after a while, turn to the salesmanager and say: "There, old man; there's your crop of prospects. Send the boys out to harvest them."

But let him wait a minute before he begins to patronize the salesmanager.

THE SALESMANAGER'S STAND

The salesmanager, by studied emphasis on the function of advertising as a "sales help," can build up an impressive thesis in support of his priority. Indeed, I meet with sur-

prising frequency salesmanagers who look upon advertising with great disdain as a minor auxiliary service. More I meet who are, far from looking upon advertising disdainfully and giving it full credit for its potency as a sales developer, still maintain the attitude that it is an auxiliary to the main job—which is, of course, their job.

These same salesmanagers may think to derive support from recent pronunciamientos put out by luminaries in the advertising ranks themselves. We have been hearing a great deal of late of "mass selling," "national marketing" and other terms of equivalent import—terms used by men like John Sullivan of the Association of National Advertisers to clarify men's conceptions of the functions and the possibilities of advertising. We have been told, though often in euphemistic phrase, that advertising and selling are really interchangeable or that advertising and that service which finds a name in the clumsy expression "personal selling" are co-equal branches of the same science—which is selling; and there's more in it than was dreamed of in the philosophies of our publicity adventuring pioneers. To all of this some salesmanagers have cried, "Hear! Hear!"—until they have been reminded that those who have used these terms are thinking of a bigger advertising job, not of a bigger sales management job.

FINDING THE ANSWER

I do not say that the sales manager has called for the blood of the advertising manager. I do not mean that the advertising manager has been after the sales manager's scalp. I have known cases of both phenomena, but I am not discussing industrial relations. It is simply that both advertising manager and salesmanager have, in many instances, glimpsed a bigger, broader vision of their respective jobs, in which natural enthusiasm relegates the allied department to a subordinate position. Sometimes he relegates his own department to a subordinate position also and then we have him thinking in the mood of my friend the president of the food products company when he suggested that there might be a new functionary to superimpose on both the advertising manager and the salesmanager—a new type of salesmanager over a manager of massed selling and a manager of personal selling.

I have wondered what sales executives themselves—advertising and salesmanagers among the country's big manufacturing plants—think

(Continued on page 38)

Selling on Points That Sold Lincoln

How the Billings & Spencer Company Is Getting Big Results From Its Institutional Advertising

By WARD GEDNEY

AND there's one thing certain," concluded my agency friend, "this sudden demand and necessity for real selling and real selling copy is going to put the acid test to our old favorite, the institutional campaign. It has got to justify itself or drop out of space."

He had just come from a conference with a client, an easy-going man, content, hitherto, to accept without question whatever the agency turned out, now suddenly transformed into a carping critic, caustic, especially, about the impressive institutional copy of which the company had seemed so proud. The burden of this advertiser's comment had been:

THE DEMAND FOR "BRASS TACKS"

"Let's forget all this grandiloquent stuff about our fine name and our unparalleled service. We've got to sell this—and this—and this. (Here he ticked off the company's products.) Now suppose we devote a little of our advertising appropriation to selling them and shooting directly at the man who wants to buy them. The directors are getting uneasy. They couldn't see that last full page—about how the founder shook hands with Andrew Jackson—at all. They're yelling for brass tacks."

"And I told him," said my agency friend, "that his directors might be good directors, but they didn't know a lot about advertising. He didn't like that much. I said, 'If your institutional campaign is selling faith in your company and selling your company's supremacy in its line you don't have to worry about it. You can sell steadily behind these things when your competitors are scrambling to see who can cut prices the lowest.'

"Just the same, the institutional campaign is up against the acid test and it's got to be mighty good or it's got to go. I hope I convinced him that the one we're turning out for him is mighty good."

Now, it is the writer's belief that the agency man gave the only answer that can be given to prevalent criticism of the institutional campaign as such. The institutional campaign has certain very important things to

sell—things that are as important today as they were yesterday. If it sells these things it is just as good today as it was yesterday. Institutional copy must sell itself as selling copy, just as any other copy.

WEEDING OUT

Throughout the year we have seen in the newspapers and magazines institutional copy that was selling copy and institutional copy that—all too apparently to the veriest tyro—was not. As long as this buyers' market time continues and we have "this demand and necessity for real selling and real selling copy" we shall prob-

ably see fewer examples of the second class. Nobody will feel the loss except the copy producer who has been reaping a harvest from the advertiser willing to invest his abundant dollars in such advertising. There will be a real loss, though, if advertisers lose faith in the institutional campaign that is also a selling campaign.

When one seeks an example of an institutional campaign that is a real selling campaign, of copy, the force of which seems destined inevitably to stir the buying instinct in its readers, one turns easily to the Billings & Spencer campaign running in

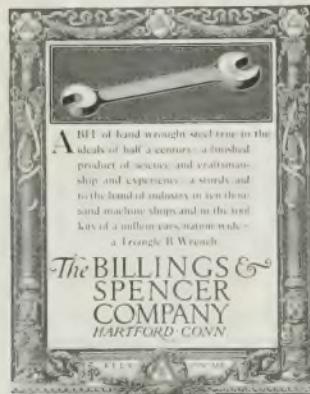


INDIFFERENT to time, unshaken by haste, he cuts into his dies the faultless correctness that gives shape to Triangle B Forging Tool or Machine. He is the embodiment of the New England conscience. In the BILLINGS & SPENCER plant at Hartford he and his fellow craft-men carry on the ideals which earned for us, half a century ago, the confidence of Abraham Lincoln.

A Triangle of Selling Force—Copy, Illustration and Decoration.
No "Blue Sky" Here

the national mediums and the newspapers.

To the man on the inside the names of its builders lend initial impressiveness. "Copy by Groesbeck, illustration by Ball and Booth, borders by Teague" is a line to awaken keen anticipation in the mind of the man on the lookout for a balanced campaign on a high plane of excellence. But the man on the inside, as well as the man on the outside, will judge by



The Wrench Was Made a Symbol of the Company's Standards

production and will judge that production best when he knows the story back of the campaign.

SELLING MEN

The Billings & Spencer Company, of Hartford, Conn., has what it claims is the oldest commercial drop forging plant in America. Back of its name today lies a splendid body of tradition maintained today by men—but let me quote from one of the advertisements in its institutional campaign:

Men in executive positions who have descended from the founders of the business—who got from their own fathers the Triangle B ideal.

Men in the shops to whom the crash of the hammers has been music for a quarter of a century. Such a man as, grown too old for active work, begged to be allowed to stay in the shops as a watchman, because the thunder of noise and the bursts of live sparks were part of his life.

One of its traditions is told in the story of how, when the Unionist Black Horse Cavalry was being equipped for action against the South at the beginning of the Civil War and there was a call for pistols—and pistols immediately—C. E. Billings, founder of the company, went to President Lincoln and persuaded him that the only way to get the pistols in the time required was to have them drop forged; and persuaded the President that they could be drop

forged—something which no other contractor would venture to assert. The story concludes with the fact that the Billings & Spencer plant justified the faith of its founder and of President Lincoln by delivering the pistols on time.

When Kenneth Groesbeck of the Harry Porter agency, which handles the Billings & Spencer advertising, went up to Hartford to gather materials for the projected institutional campaign, he went with no doubt as to fact that the things that campaign should sell primarily were faith and supremacy, not drop forges and wrenches. The only question was one of the format into which the message should be put. It would not be difficult to get attention for the declaration of supremacy. Humanity loves a winner and will listen readily when a winner boasts his claims. Given the Billings & Spencer tradition it should not be difficult to sell faith in Billings & Spencer performance, as Lincoln had been sold on it by the founder. (Of course, we are using the word "sold" here in its technical and not in its slang sense.) The problem was to humanize that selling process; to humanize it with a symbol.

THE NATIONAL ADVERTISING

Mr. Groesbeck took for his symbol "the most human thing up there," as he puts it: Men. Let me quote again from the piece of copy already referred to, from a page designed to sell faith in Billings & Spencer by selling its workmen. The "most human thing up there," he found, was:

Men who have grown up and grown old in the Billings & Spencer tradition that "into every forging goes our whole reputation."

Men to whom steel is a living and breathing thing, with human faults or virtues, who could not work if they were not allowed steel worthy of their craftsmanship. Men, to whom great machines are as their own finger-tips—who constantly plan for better work, to whom the improvement of a single screw is an epoch of accomplishment.

Men who think only of the products who send out their forgings into the world of industry as a father sends his sons—giving them the best there is in themselves.

Just men.

So into the national copy of the Billings & Spencer Company went Billings & Spencer workmen, reproduced from paintings that Robert Ball based on his sketches of those workmen made in the Billings & Spencer plant. Selling copy that preached faith and supremacy, written in the mood that the illustration evoked went with them and the whole was tied together with those borders by W. D. Teague, the richness and

beauty of which are as atmospherically eloquent of quality as words or illustrations. There are examples of these national pages accompanying this article.

One page to which I have not referred did not follow the pattern and yet has probably attracted more attention than all of the others. This is the one in which Franklin Booth's remarkable engraving of the Borglum bust of Lincoln stands out of a stippled black background with a panel beside it reading:

"The faith of this man stood behind the earliest achievement of C. E. Billings, who founded the Billings & Spencer Company of Hartford, the first commercial drop forging plant in America."

This page was reproduced in the issue of ADVERTISING & SELLING and has also appeared, accompanied by laudatory comment, in other periodicals and house organs.

So much for the national magazine copy. It brought in new business. Significantly, it got inquiries, later developed into business, that were tuned to the note: "We know that you are the best in the field. We realize your work may cost us more than that of some other manufacturer, but we want the best kind of a job on this that we can get." Faith and supremacy!

THE BILLINGS & SPENCER CO. HARTFORD, CONN.

No Newspaper Reader Who Saw This Copy Failed to Get the Moral

But Billings & Spencer decided not to be satisfied with the national magazine copy. There was to be a tie-up in the newspapers that could be guaranteed to meet the eye of legendary personage, "the man on the street." It was argued that it was all very well to sell contract drop forgings to big purchasers and to build up a profitable but restricted business of this kind, but the future depended on the attitude towards the company today of "the man on the street"—who, incidentally, might be the man

(Continued on page 39)

Putting Selling Force Behind the Sale

Today's Most Important Merchandising Opportunity Is to Be Found Where Goods and the Public Meet

By HUMPHREY M. BOURNE

WITH election out of the way and the clear track signal set for the Industrial Special, the manufacturer who, for any of various reasons, has been marking time, now faces the opportunity of better business.

He sees the "Hopeful" sign on every hand, the result of newly existing political and economic conditions. If he has been wise he has surveyed and studied his market and has reached definitions and conclusions as to his course for the period now ushered in.

Naturally, he expects his sales manager to whip the selling force into trim. He expects his entire organization to be keyed up to meet a demand which he feels so surely to be here. He expects his advertising to work hand in hand with sales. But, plus all this, there is still another factor which he must not overlook and that is the point of contact between the ultimate customer and what his concern makes. And that is the retail sales person.

And this is why:

The last five years have brought a new appreciation of values. High prices have had their fling. Careless buying, the result of wartime affluence, is giving way to a shopping-around attitude that is demanding the sharp attention of every man and concern with something to sell.

Those whose fortunes prospered during the war are now buying just as closely as the rest of us. The novelty of "ready money" has worn off. What they have they will hold.

Those whose nominal earnings dwindled through lessened buying power are resolved, more than ever, to get the most for their money. Already prices show a downward trend, a fact which of itself is an incentive to see how far a dollar really will go.

The dollar is beginning to "rubber" once more—to see how far it will stretch and how much more it will buy than formerly. And in doing so it is covering more ground again—

thanks to the "show me" attitude of the man behind it.

A TWO-FOLD RESPONSIBILITY

Today the dollar must serve two masters; it must serve the man who spends it and who demands to know what he is getting for it, and why. It also must serve the man who gets it in exchange for his product and

had usurped the name of salesmanship. Courtesy as a part of salesmanship had in many instances become an unknown quantity. Sales people have been so busy serving goods to people that their real selling sense had become dormant. There's a big difference between a waiter and a salesman, and the dollar is demanding that it be used more than as a medium of exchange—that it be used as a purchaser of value, and that the salesmen know the "why" of that value.

Go into any large store and you will find the salespeople equipped with a sales book, part of which is a card on which are tallied the daily sales. Naturally the sales person, man or woman, is anxious to make as good a showing as possible. The sum total of each day's sales is the gauge of efficiency and this, in turn, resolves itself into an attitude of "take the cash, and let the customer go." This was a particularly happy state of affairs during the war when prices were rampant and the buying instinct of customers dulled because of prices beyond all reason.

IT'S SELLING TIME AGAIN

who, in order to get it, must tell what he is giving for it, and why.

The terms "buying" and "selling" are beginning to assume their old-time significance. People are buying carefully. Any old thing at any old price will no longer do. If the value isn't there they go elsewhere. And if the value reasons are not there they go elsewhere just the same.

So that the man on the selling end must be there with the reasons as well as the value. He must anticipate and be prepared to meet this intensive buying sense of his customers. He must be there with the goods literally and figuratively. If he can't tell the why of a dollar's worth for a dollar he finds himself at a tremendous selling disadvantage.

Salesmanship as salesmanship was given a holiday during the war. It had largely gone out of existence as a result of war conditions. It had given way to a bored order-taking, lazy parcel-wrapping, and indifferent change-making function which

Close-Up Selling

WITH the dollar fighting its way back and the "Show me" attitude of customers becoming more and more pronounced, Selling must get down to hardpan and show value for value.

Such is the position Mr. Bourne, the writer of this article, takes. Manufacturer and merchant never before were more closely related than today, when, with ample production and sufficient distribution, goods linger all too long on the shelves of dealers because customers have not been stirred to buying.

Maybe you'll find the impulse you need in this article.

THE EDITOR.

But with the return of the hundred-cent dollar, reason is coming back, and the salesman now must sell. That imposes a very serious obligation on the men higher up, for it is through the salespeople that the store's policies are translated. The customer of a store gets his impression of the spirit, policy, attitude, or whatever else you wish to call it, of the store from the clerk behind the counter. The store's windows and advertising are simply means to getting the customer in. Then it remains for the sales person to hold the customer—or drive him out. And he can't make the customer a permanent customer if he isn't in sympathy with the policies of the store. He cannot be in sympathy if he doesn't know what the policies are. He cannot express those policies if he isn't shown how. It is all a matter of proper

The Copy Writer's Method—and It's All in the Method



Artist Stanley Visualizes for ADVERTISING AND SELLING the Source of Atmosphere in the Modern Advertisement

training. If the National Cash Register Company, the Burroughs Adding Machine Company and other great concerns have built up efficient sales organizations by training their men, why should not stores and other institutions increase the selling force of their salespeople by training them really to sell where now they merely serve?

They must do it, as the country's foremost stores have long been doing, and profitably, by establishing schools of salesmanship for the sales force. And, right here, is the true gauge of a sales person's ability. The man who wants to be a salesman in every sense of the word will welcome the privilege of being drilled in the art of selling, while the man with no greater ambition than that of being a "counter-irritant" will soon find his way out.

GETTING RID OF TRADE

The store reaps a very ready and distinct advantage, for competent selling is real service. Many a sale tallied as such on the day's card has lost customers. To illustrate: I want a pair of shoes. My size is 7½ C, style 848. If I know all that

it makes it a bit easier for the salesman, and I know I am getting the shoes that fit me. But if I don't know it, the salesman—and you can't altogether blame him—is so anxious to sell me a pair of shoes that he forgets the more important thing of selling me a comfortable fit. He gets rid of me as quickly as he can instead of selling me the best shoe service he can; I soon find that the shoes pinch a bit here and rub there and by the time I have broken my feet to the shoes I resolve to go elsewhere next time my feet give the word.

So much for the mechanics of it. But training the sales force is something more than showing how to give the customer the most for his money. As already stated, the salespeople are translators of the store's policies. That means establishing confidence between the management and the selling force, for without confidence there can be no real accomplishment. An ever-changing store personnel is often the result of a proper lack of interest beyond average daily sales. And a lack of interest toward the sales person naturally means a disinterested attitude toward the customer.

These things are all factors in value-giving service, whether in store, office, shop or factory. If the right attitude does not exist in the front office, it can't exist down the line, for isn't it a fact that every institution is the lengthened shadow of a man? In other words, if people are going to take time to give better service and to learn how to serve through a developed faculty of *known values*—and it is such service and knowledge that pay the greatest dividends—if people are going to do these things, then it must be a matter of the heart as well as the head.

A good advertisement cannot be written unless the writer throws his soul as well as his ability into it. Of course, he can just potter along like many an order-taker behind the counter; but unless he injects the fire of appeal into what he writes—and he can't do that without enthusiasm—he simply fills so much space for so much of somebody else's money.

AND SPEAKING OF ADVERTISING

Advertising is salesmanship in print; and what is true of the human salesman is true of advertising—it must get down to value facts.

There has been a lot of advertising that has won the admiration of readers by some trick of presentation. But the words have slipped out of mind as readily as they slid in, the result being that no impression remains of the thing advertised.

Again, a lot of advertising has been done during the war simply for the purpose of spending the money that way. This has hurt advertising. Money spent just for the sake of spending has resulted in careless copy which apparently pulled when everyone was buying, but which fell short on a *selling* market. It brought advertisers into the field who had no earthly business there as advertisers. It established a totally erroneous

idea of the true function of advertising—to sell goods—and that is very bad for advertising. It might have a tendency to lower advertising-service standards by reason of the easy money appropriations, if someone rendering the service wasn't everlastingly on the lookout to see that the service didn't suffer.

But advertising comes fully into its own when planned to sell goods instead of some extraneous thing. And there is nothing that will re-establish dollar-value more quickly than same values sanely presented through sane advertising. Fol-de-rol and "pick-me-up-and-carry-me-or-I'll die" type-and-picture arrangements must be put on the shelf for a while.

The dollar will never be wheedled back by mere trick of speech; it must be *crow-bar'd* back by the might of honest values capably presented.

And this will be a splendid thing for advertising: the man or concern that sees the sales results from advertising that sells the goods will not quickly return to the kind that sells only the eye. For advertising that sells the goods works hand in hand with the man behind the sale. It speaks of the same values he speaks of; it makes the same respectful, forceful appeal which he makes; and the measure of its worth, like his, are the customers it wins and holds.

Making the Mailed Salesman Earn His Way

He Won't Do It Lying Around the Office or Wandering Blindly Over the Country

By R. J. REHWINKEL

Advertising Manager, McCray Refrigerator Co.

WOULD YOU allow a \$10,000-a-year salesman to sit around your office and then believe that just because he is on your pay roll he will bring in business for you without going out on the road and going after it? Would you entrust your office boy or your office girl with the responsibility of routing this high-priced salesman or would you let him go without a definite route? You say emphatically, "no," but isn't it a fact that your expensive direct-by-mail salesman is often handled just that way?

WHY NOT FOLLOW THROUGH?

Much thought and time are spent in planning and designing a piece of direct-by-mail; good money is spent in art work and in engraving and many a direct-by-mail campaign is much more expensive than a \$10,000 salesman, but when it comes down to getting this salesman out in the territory and routing him properly, this most important part is left up to an irresponsible person in your office. The printers and producers of direct-by-mail advertising, the agency men and the advertising men in many cases believe that the work, as far as their part is concerned, is done when the job is completed and ready to mail out.

Producers of direct-by-mail advertising would get many more come-back orders if they would take a

little time to investigate and find out whether their clients are really sending out the literature produced and whether they are sending it out in a systematic manner so that it can get results. I personally know of several cases where a producer of direct-by-mail advertising lost out, not because the piece he produced was not capable of bringing results, but simply because he did not investigate and find out whether the client had sent out the literature at the time when it should have been sent out.

GOOD ROUTING ESSENTIAL

To get your direct-by-mail salesman to bring in business, you must not only send him out, but you must send him out in accordance with a definite route and into a territory where you can expect to get business.

The company I represent distributes its products through branches and exclusive agencies. These branches and agencies travel salesmen who cover their respective territory.

In this way we practically cover the entire United States. The advertising manager has on his desk a route sheet for our direct-by-mail salesmen. This route sheet is compiled in the following manner: The territory of each of our branches and agencies is divided into eight sections. These sections are circularized one week apart, or, in other words, every

branch and agent's territory is covered every sixty days. By handling this circularizing in this manner we send some circulars into every one of our branches and agent's territory each week. We go further than that; we take the territory of each individual salesman who travels from the branch or agency, and arrange it so that we send some advertising matter into the territory of each of our different salesmen. We manufacture five distinct lines. We cover the entire line at one time, not with one circular, but with five distinct circulars. The sections are grouped so that one will dovetail into the other, thereby avoiding the expense of a salesman making a long jump.

Not only has the advertising department at the factory a route of the direct-by-mail salesmen, but each branch and agency has a route covering its respective territory; it knows exactly where the factory is circularizing, and in addition to that we advise it every time that we circularize a section. In this way the branch manager can route his salesmen according to the territory which is circularized, for he knows exactly what territory was circularized last week and from what territory he may expect to get inquiries.

HELPING THE SALESMAN

To make every direct dollar bring back five, you must follow your di-

rect-by-mail salesman with a flesh-and-blood salesman. This is a thought I would like to bring out briefly. All inquiries which our company creates through its direct-by-mail advertising come to the factory. These are immediately referred back to the branch or agency which covers the territory in which the prospect is located. The branch office in turn gives this prospect to the salesman to call on.

If we get an inquiry from Bill Jones, say, at Rockford, Ill., our salesman goes to Rockford to call on the man who sent in the inquiry, and while there he works the town. The salesman knows that all to whom we sell have been recently circularized by the factory.

Another serious mistake which is often made by users of direct-by-mail advertising is, they get out a broadside whenever they get the notion. Whenever they see business slipping they send out the entire lot of it at one time. What is the result? They get plenty of inquiries, yes, plenty of them more than they can handle. Their facilities are inadequate and their selling organization too small to have each inquiry

"Want" Advertisements Win Seat in Congress for Woman

Through a campaign of "want" advertisements in all the papers of Muskogee, Okla., Miss Alice M. Robertson, anti-suffragist, won her election to Congress, according to a special dispatch to the New York *Tribune*. She is the second woman to be elected to the National Legislature.

Miss Robertson, who owns a cafeteria in Muskogee, used advertisements with headings indicating that they were about her cafeteria, named the Sawokla, an Indian name. In the body of the advertisements, however, there were "heart-to-heart" paragraphs on the political situation, telling the voters why they should cast their ballots for the owner of the restaurant.

Restrained From Using Coca Cola Trade Mark

In a suit at Wilmington, Del., this week, Judge Morris in the United States District Court declined to dismiss the bill and granted a temporary restraining order in the suit of the Coca Cola Bottling Company vs. the Coca Cola Company.

The defendant is enjoined and restrained from infringing the property rights in good will and trade mark granted by the contract. This does not, however, dispose of the matter permanently.

Sherwin-Williams Advances Lemperly and Jaap

H. D. Whittlesey, vice-president of the Sherwin-Williams Company, Cleveland, has announced that C. M. Lemperly, who has been advertising manager for many years, has been appointed director of publicity. Mr. Lemperly will have executive supervision of all branches of the publicity work, including advertising, decorative, printing and sampling and the new merchandising and sales research divisions. He will devote most of his time to the working out of merchandising, research and re-

followed up promptly both by mail and salesmen. What happens? Valuable inquiries which cost them good money are wasted and good sales are lost to their competitors.

I want to mention here that we aim to answer all inquiries very promptly. In nearly all cases, they are answered the same day they reach us. The original inquiry together with a prospect file card in duplicate is sent to the branch, the duplicate card goes to the salesman, and the original is kept on file at the branch. The factory also keeps a file card of the prospect, and in addition to following this prospect by personal call, we also follow it by letter from the factory.

Another big mistake which is often made by direct-by-mail advertisers is that the sending out of the advertising literature is left up to the branch, the agency and the dealer. Their business is to sell goods, and in ninety cases out of one hundred, they do not send out this literature, or at least not in a manner in which it should be sent out. What happens? Thousands of dollars of direct-by-mail literature is found on the shelves and in the stockrooms of these dealers,

sale plans in the executive sales department.

G. W. Jaap has been appointed advertising manager. He has been assistant advertising manager the past few years, and at one time was with the Chalmers Motor Car Company of Detroit. He will handle the magazine, trade journal and all other forms of advertising work.

Douglas Shoe Account With O'Keefe Agency—Frank L. Erskine Resigns

The W. L. Douglas Shoe Company of Brockton, Mass., pioneer advertiser placing its advertising direct, has appointed the P. F. O'Keefe Advertising Agency of Boston to handle its account.

Frank L. Erskine has resigned his position as advertising manager of the company.

Robert Frothingham, Jr., American Secretary in London

Robert Frothingham, Jr., son of the former advertising manager of *Life* and later of *Everybody's Magazine* and the Butterick publications, has been appointed to the secretaryship of the American Chamber of Commerce in London.

Dante Pierce Succeeds His Father as Publisher

Dante Pierce, son of the late James M. Pierce, according to the will of his father, inherits 51 per cent of the estate and becomes publisher of Pierce's Farm Weekly, the *Iowa Homestead*, *Wisconsin Farmer* and *Stockman*.

Franklin Auto Promotes Maney

President H. H. Franklin, of the Franklin Automobile Company, Syracuse, N. Y., announces the appointment of A. G. Maney as director of distribution. Mr. Maney has been serving for some time as assistant to the president in connection with the merchandising end of the business over which he now has direct supervision.

branches and agencies. If you don't believe it, go around and call on some of your branches and dealers and find out for yourselves just how much of your literature they have on hand.

You will soon find out that your direct-by-mail salesman is lying around on the shelves or on the counters of the dealers instead of being out on the road working. I think that a large percentage of the enormous waste of advertising matter can be eliminated if less of it is sent to the dealer and more of it to the consumer or prospect.

The company I am with has a record of all inquiries received and we expect our branches and salesmen to report to the factory as to what happens to every prospect we send him. It is from this record that we compile our statistics which show that during our fiscal year 1920 we produced more than \$5⁷ in gross sales from every dollar spent in direct advertising. This return per dollar spent includes the cost of the circulars, the postage, and the time for addressing. It represents the results of a direct-by-mail campaign of nearly 2,000,000 pieces.

Annual Taylor Society Meeting, December 2-4

Scientific management in the sales department, labor management, production, and the standardization of products are the subjects which the Taylor Society will consider at its annual meeting to be held at the Engineering Societies Building, New York, December 2, 3 and 4.

Preliminary reports from the investigating committees appointed at a conference of one hundred and ten sales executives held in New York, June 25, will be heard at the first session on December 3. These reports will deal with the organization and functions of the Sales Engineering Department, Sales Operating Department and allied subjects. At the following forenoon session, Melvin T. Copeland, of Harvard University, will speak on "Standardization of Products as a National Economy." Alfred L. Smith, director, Music Industries Chamber of Commerce, will treat on the "Standardization of Products as a Trade Economy," and Willard E. Freeland, sales engineer, Winchester Repeating Arms Company, will show the "Standardization of Products as a Plant Economy." John R. Dunlap, the Engineering Magazine Company, will preside at this session.

On Saturday afternoon Paul T. Cherington, secretary, National Association of Wool Manufacturers, will discuss the papers delivered in the morning from the "Point of View of the Manufacturer"; Howard Coonley, president, Walworth Manufacturing Company, Boston, will likewise from the merchandiser's angle; Morris L. Cooke will give the industrial engineer's opinion; William H. Johnson, president, International Association of Machinists, organized labor's viewpoint; and Edwin F. Gay, president, New York Evening Post Company, will close the session by telling how the consumer "sizes them up."

The New York Globe

DURING the period of readjustment, apparently closely upon us, the advantages offered advertisers by flat rate newspapers will become more and more apparent.

¶ On expiration of existing contracts and on all new business since August 1, 1920, the New York Globe has been on a flat rate—local and foreign.

¶ Advertisers not desirous of making firm contracts for a full year are rapidly recognizing the advantages of doing business with The Globe and other newspapers selling space on flat rate basis.

¶ Under the new rule of The Globe a man with a one-inch ad one time, no matter where he does business, pays the same rate as the large local retail shop able to use 100,000 lines in a year.

¶ The Globe likewise pays to agents commission on both foreign and local advertising and absolutely protects them by refusing to allow commission direct to advertisers except in the case of those using 50,000 lines or more, when a wholesale rate exactly equal to gross rate less agents' commission applies.

¶ These are simple practices, but very few newspapers have reached the point of development to rigidly enforce them.

MEMBER
A. B. C.

THE NEW YORK GLOBE 170,000
A DAY

JASON ROGERS, Publisher

The Purposes of Advertising Analysis

How Visualizing the Aims of the Campaign Helps the Advertiser and the "Space" Salesman

By CHALMERS LOWELL PANCOAST
Director of Merchandising

THE advertising salesman who forges ahead today is the man who can sell his market, rather than the man who can merely talk circulation and comparative facts. It is almost impossible to take the knock out of a solicitation when comparing one list of mediums with another. When the salesman can lay before an advertiser a carefully analyzed plan regarding the sales possibilities of a certain market, he is then a creative worker and not a destructive one.

Many advertising salesmen have come to realize that a detailed, written plan helps the advertising salesman to accomplish greater results, because he is laying a foundation for permanent advertising in that field.

When the advertising salesman can talk absolute facts regarding a market and leave behind a carefully worked-out, detailed market plan with a prospect, it is like planting seeds in fertile soil.

Another reason the written plan is of great assistance to the modern advertising salesman is that many advertisers request the salesman to put his proposition in writing so that it may be considered by members of the firm or at a directors' meeting.

During 1919 I wrote and submitted fifty-four definite market plans: twenty-two of which resulted in business. There is nothing unusual in this record except that I set out with the idea of writing and submitting a plan a week to some prospect who might be interested in what I had to sell. These plans primarily were detailed market plans. They did not deal with advertising ideas, copy or comparison of various kinds of advertising mediums. The fundamental idea was to sell a market on its own merit so long as it could be sold on that basis. Of course, in some plans it was necessary to compare one market centre with another market centre, or certain zones and trading areas with others. The most gratifying thing about writing market plans is that detailed data regarding markets is as free as the air, and every advertising salesman has access to this material. However, it is very astonishing that so few market plans are pre-

pared and presented to advertisers for consideration.

THE PLANS ANALYZED

There are two kinds of market plans: preliminary and detailed.

The preliminary market plan is based almost entirely on distribution facts, rather than advertising data. This has to do with things which are of more interest to sales managers than to advertising managers, although it should not be. However, the average sales manager is very quick to appreciate facts which are presented in the market plan, while the advertising manager is more concerned with the collection of media and copy data. The reason for this is because the sales manager appreciates the many difficulties in securing distribution, or in stimulating distribution that already exists.

Preliminary market plans are presented for many reasons. The first of these may be to interest a manufacturer in extending his market; the second to change the selling policy of his firm and the third to analyze the present distribution. Still a fourth may be to prove the possibilities of increased distribution, while a fifth may be designed to show the value of merchandising advertising to retailers and jobbers. In fact, the purpose of a preliminary plan is to develop new business rather than to attempt to get business away from a competitor.

Creating business is constructive, while an attempt to break down or change business policies already created is destructive. However, there are times when existing policies are not practical and are being operated at a loss. If a preliminary market plan can be made to bring out facts and it proves that an existing policy is detrimental to the growth of the business, this contention should be backed up with absolute facts to prove the change is warranted.

Next in importance to the purpose of the preliminary market plan is the appeal. The appeal may be made to all classes of advertisers, regardless of what methods or mediums they are using.

Detail market facts are of greatest

interest to national advertisers who are using magazines, newspapers, and, in fact, nearly all forms of advertising. In covering every major and minor market centre in the United States, they are naturally interested in securing all the detailed information regarding the various markets they possibly can secure. Many of the large national manufacturers have divided the country into trading or jobbing zones. Some of these zones represent a "peak" for profit; or a "peak" in selling possibilities. These "peaks" or major markets are given more careful consideration than other markets.

Other national advertisers are interested in detailed market plans, and the facts secured enable them to plan how to best reinforce their national campaigns by means of local mediums.

Detailed market statistics are of vital importance to advertisers having well defined jobbing territories or zones of merchandising. Also to manufacturers of a new product, which needs the most profitable market in which to turn over the product quickly.

ORGANIZED ANALYSIS

Today there seems to be a tendency on the part of big manufacturers to establish statistical departments for the purpose of securing information on the most profitable and responsive markets for their particular product. There are certain manufacturers who sell only in the big centers, while others sell in the small towns and in the country. There are manufacturers who distribute to the jobber only and the manufacturer's salesmen call only on the jobber, eliminating the retailer entirely from their calculations.

Many manufacturers are changing from jobber to retailer distribution, and other manufacturers are changing from direct-to-dealer to the jobber. In making these changes it is absolutely necessary for the manufacturer to make a very careful study of markets and for this reason the advertising salesman who is prepared to go into detail on the selling possibilities of his market has a better chance

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Thermo Sport Coats and Collier's

The Swansdown
Knitting Company is
using Collier's as the
backbone of its 1920
national advertising
campaign.

Read Collier's

of getting to the manufacturer than has the solicitor who can merely talk circulation of his medium, or how much better it is than another medium in that particular section.

THE PRELIMINARY AIM

The preliminary market plan is designed to accomplish the following:

First, to secure national distribution on any product.

Second, to increase and strengthen distribution on an old product.

Third, to broaden the sales outlet, or to place before the manufacturer all the classes of dealers who might possibly consider his product.

Fourth, to stimulate the dealers' interest.

Fifth, to strengthen relations with the dealer.

Sixth, to change from jobber to dealer.

Seventh, to change from selling direct to the retailer to the jobber.

Eighth, to eliminate broker and jobber.

Ninth, to open a chain of retail stores.

Tenth, to establish exclusive agents or dealers.

Eleventh, to change from agents' house-to-house to dealer.

Twelfth, to change from house-to-house and also orders taken through dealer influence.

These are only a few of the many important steps which various manufacturers are trying to accomplish in merchandising their goods. All of these steps present intricate problems, which can only be solved through a careful study of market facts, that have a direct bearing on these projects or the results desired to be accomplished.

In order to be of value to the manufacturer or prospective advertiser, a market plan must show conditions as they are, and not resort to theory regarding that market. This means that the advertising salesman must be in a position to analyze local conditions very carefully with a view of giving the manufacturer or prospective advertiser authentic information on which he can base his plan. The old way of experimenting in advertising in certain markets has passed. The blue sky has been taken out of advertising because certain markets have revealed facts which makes it possible for a manufacturer to go ahead knowing that the results will be worth the effort he is putting into that market.

In analyzing and showing the conditions of a certain market, there are certain things which must be brought out very clearly.

First, condition and attitude of jobbers who handle new products.

Second, is the market overloaded or short of that kind of merchandise?

Third, are sales slow or are they moving rapidly?

Fourth, is there a prejudice to overcome?

Fifth, how is the line regarded by jobbers?

Sixth, attitude of jobbers' salesmen, and possibilities of securing their co-operation.

Seventh, do they conflict with the manufacturer's salesmen?

Eighth, what is the extent of trade co-operation?

Ninth, past conditions; are they favorable or unfavorable?

Tenth, present conditions; are they favorable or unfavorable?

In addition to these essential points, which are necessary to bring out in a market analysis or investigation, it is just as important to analyze the manufacturer's business in connection with its relation to that particular market, but this is a very large subject in itself which requires special treatment.

The preliminary market plan concerns itself almost entirely with distribution problems and conditions of the market.

The detailed market plan follows closely on the heels of the preliminary plan and brings to light specific information regarding selling, distribution and advertising in that particular market. In this respect it is more like a mining prospect which gives the history of the sale of certain kinds of products in that market and the security the manufacturer may depend upon to bring about a success for his efforts in that particular market.

In other words the detail market plan is the plan of action.

Atlanta Plans Huge Pageant for Convention

A huge pageant, illustrating the growth and development of advertising and printing from the earliest historical and authentic records down to the present time, will be one of the important features of the 1921 convention of the Associated Advertising Clubs of the World, to be held in Atlanta, according to an announcement of Dave Webb, president of the Atlanta Advertising Club. Officials of the convention are now considering its possibilities.

Paper Plant Planned in North Carolina

The Consolidated Pulp & Paper Company, lately organized and incorporated at Elizabeth City, N. C., plans the construction in that city of an enormous plant to manufacture pulp and paper, according to an announcement of W. S. Taylor, chairman of the Board of Directors. The company is incorporated with \$1,500,000 capital.

A. B. C. to Tender Luncheon to L. B. Jones

As a tribute to the untiring efforts of L. B. Jones in behalf of the Audit Bureau of Circulations that organization will tender a luncheon to its late president at the Hotel Biltmore, New York, at 12:30, November 18. The luncheon will also mark the installation of O. C. Harn as president. A regular meeting of the Board of Directors of the Bureau will be held on November 19.

Thompson Addresses Representatives

P. L. Thompson, advertising manager of the Western Electric Company, was the speaker at the November luncheon of the Representatives' Club of New York, held at the Pennsylvania Hotel on November 8. In the course of his address on the subject of "Taking the Blue Sky Out of Institutional Advertising," Mr. Thompson made a strong plea for a clearer conception on the part of the representatives and a clearer presentation by them of the advantages of national advertising. Balloting at this luncheon resulted in the election of George Alpers, of the Metropolitan, as director to succeed H. C. Daych.

McCready Business Publishers' Head

Robert H. McCready, of the McCready Publishing Company, was elected president of the New York Business Publishers' Association to succeed Harry W. Tipper, of *Automotive Industries* at the annual meeting of the association held on November 8. J. Malcolm Muir, of the McGraw-Hill Company, becomes vice-president, and C. S. Baur, of *Iron Age*, secretary. E. J. Buttenheim, of the *American City*, will continue as treasurer. Those elected to the Board of Directors for the new term were Harry W. Tipper, Roger Allen and Robert Luchars.

The principal speaker at the annual meeting which followed dinner at the Automobile Club was G. A. O'Reilly, vice-president and manager of the Foreign Trade and Business Research Departments of the Irving National Bank.

Sphinx and Richardites Hold Entertainment

Entering fully into the spirit of the evening, the Poor Richard Club of Philadelphia at an entertainment given in its honor by the Sphinx Club, Tuesday, at the Waldorf-Astoria, New York, produced a musical skit in which a number of pretty girls chanted the merits of articles manufactured in the "Quaker Town."

President R. F. R. Huntsman, of the Sphinx Club, presided, and the speakers included Karl Bloomingdale, president of the Poor Richard Club; Job Hedges, Rowe Stewart, president of the Associated Advertising Clubs of the World, and E. J. Chatter.

Two New Business Papers for South

Two new trade journals for the Southern field are to be launched by the W. R. C. Smith Publishing Company, of Atlanta, January 1st. One of these will be known as *The Electrical South* and will be devoted to the interests of electrical jobbers, dealers and contractors and the commercial departments of central stations. The other will be known as *The Southern Automotive Dealer* and will be published to serve the interests of automobile, truck and tractor distributors and dealers and automotive equipment dealers.

"A Woman's Place" in Poster Advertising

Mrs. Jones' Career Is Interesting Reading for Those Who Encourage "Doers"

By E. WALTER OSBORNE

ABOUT the middle of July thistersville and in the neighboring city of Rome. She determined to wind up the other affairs and to devote her attention to this service.

Like ninety-nine and nine-tenths per cent of all such philosophical abstractions on the same ever-fascinating subject this one was inspired not by thoughts on womankind in general, but upon one woman.

A DELEGATE AT ST. LOUIS

About the middle of July the Poster Advertising Association met in convention at the Hotel Statler in St. Louis and one woman delegate answered "present" to the roll call. She was Mrs. Carolyn G. Jones, of the Jones Poster Advertising Company, Rome, Ga., and the aphorism with which this article begins was a generalization from the story of her career as she told some of it to the St. Louis interviewer.

More recently, at our urgent request, Mrs. Jones has added enough to the high lights reflected in the St. Louis story to enable ADVERTISING & SELLING to draw a fairly complete picture of her life as a poster advertiser.

It began suddenly and out of a tragedy about five years ago when, within ten months, her ten-year-old son and her husband died, leaving her, as she describes it, "helpless, distracted, grouping for even a little thing that might help me to pick up the threads of life and go on."

"I soon saw," she continues, "that there were decisions and problems of business arising in the winding up of my husband's affairs which could be handled by me only. Finding that concentration upon these matters left fewer moments for dwelling upon my sorrows, I determined to plunge whole-heartedly into business."

In settling up her husband's prosperous business as executrix of his estate, her interest was piqued, not by his banking or plantation operations, but by one minor line to which he had scarcely ever referred. This was a poster advertising service which had been carried on to a limited extent in her home town of Cartersville and in the neighboring city of Rome. She determined to wind up the other affairs and to devote her attention to this service.

EXPANDING THE SERVICE

Demonstrating that there was no half-hearted dilettantish enthusiasm



Mrs. Carolyn G. Jones

about her venture, she not only rebuilt the Rome plant and put it into the Double A class but, within a year, had personally superintended the building of plants in ten more towns.

This work meant driving about in her car in blistering sunshine and biting wind—for even Georgia has its biting winds—and sitting patiently for long hours directing the efforts of the inexperienced labor of the war period in the task of building plants that must conform to the rigid specifications of the Poster Advertising Association. It meant doing all the office work and superintending the activities of a crew of bill posters, and, of course, such routine work as soliciting business, selecting advantageous localities for billboards, dickering for land leases, and with lumbermen and carpenters for material and labor.

Her territory now covers the towns of Rome, Cartersville, Calhoun, Plainville, Adairsville, Kingston, Cass, Emerson, Allatoona, Taylorsville, Stilesboro and Lindale. Within the last six months she has enlarged all of her plants fifty per cent.

Notwithstanding all this business

activity, Mrs. Jones assures us that she finds time to keep in touch with her friends and their social activities, to maintain her church interests and sing in her church choir as first soprano, to belong to the country club and swim, dance, golf, and even gossip over a game of bridge or a cup of tea like any other "female of the species." During the war she was a lieutenant in the Red Cross Motor Corps and did hard work in that capacity.

DOING BUSINESS "MAN FASHION"

She has even found time to formulate a business philosophy that wins our hearty commendation as a guide for other women in business.

"A woman is not handicapped by her sex in business if she consciously and conscientiously avoids abusing her privileges as a woman," she says. "I deal wholly with men, and I put my proposition to them in a straight business fashion. When I go to a firm to solicit its outdoor advertising, I act as common sense dictates. Without training in business, I have had to invent my own method of salesmanship, using common sense knowledge of human nature. Those methods, combined with the enthusiasm I have always had for my job, have brought success. Of all these factors, however, the greatest is enthusiasm. Without enthusiasm I could not have made good."

Being masculine by persuasion and sympathies and therefore suspect of masculine prejudice we merely set down, without commenting upon it, the fact that when Mrs. Jones was invited to join the Rome Chamber of Commerce—being the only woman in the city so honored—she declined upon the grounds that "it would make it uncomfortable for the men to have one lone woman about."

W. S. Preston With Randall Co.

William S. Preston, until recently director of production for Critchfield & Co., of Chicago, has joined the Chicago staff of the Fred M. Randall Company, and will handle copy, contact and sales work.

Previously, Mr. Preston was advertising manager of the Scholl Manufacturing Co., Chicago; with the Chicago office of Green, Fulton & Cunningham, and with Marshall Field & Co.

Humor Scores in the Advertiser's Appeal

It's Better Than a Too Positive or a Too Negative Tone, Copy Writer Declares

By LOUIS E. SHECTER

TO START an argument among a group of advertising men is easy, especially when the question concerns copy viewpoint. And this naturally speaks well for advertising men generally, for so long as advertising continues, so long different copywriters will and should stand up for different copy "slants."

Frankly, I must admit that under certain conditions each kind of appeal which has been championed has its merits. Each has met with its quota of success and each has its sworn followers.

But returning, if I may at this late date, to the viewpoint that George F. Whitsett took in his article in ADVERTISING & SELLING some time ago against "Poisonous Advertising Copy," to my mind, the purpose of a piece of copy is to produce a state of mind that will promote believability. Believability is half the battle. The man who reads a statement and doubts it will dismiss it from his mind. On the contrary, if he believes the statement it will make an impression upon him and he will remember it.

SOME DEGREES OF INTEREST

The advertising man on the outlook for reader interest has a valuable lesson to learn from the hail-fellow-well-met traveling salesman (not the faking Jazbo) who would entertain the Y. M. C. A. gang with stories of past merriment and in the end sell them his most wonderful safety razor. As a contrast you have the insurance man who, having made two chance acquaintances, soon puts them both to sleep with insurance mortality statistics. Not that the traveling salesman has the better personality or proves himself more genial, but he simply puts his hearers in a receptive frame of mind.

To me, the idea of getting the reader in the proper frame of mind for entertaining your selling argument is uppermost. Leaving the extremes of positive and negative appeals which are likely to awaken doubt, a subtle, somewhat nonchalant, yet sincere statement has the effect, if it is carefully put, to psychologically sell the argument before it is presented. In other words, if

the thought presented is of an obvious, uninvolved nature, likely to appeal to the average man as human and true, an important step has been made to produce and hold the interest of the prospective buyer. A favorable impression has been registered and the rest is comparatively easy.

Needless to say it requires a very clever and, perhaps, I may add careful advertising man to produce such copy. The effectiveness of "humor interest" copy, as I call it, is enhanced by the very subtle suggestiveness and easy readability and for that reason the more care is necessary in preparing that type of copy.

And humor being such a fickle thing, it really takes an artist of the first magnitude to accomplish the needed effect. A clever combination of humor and humanness is required. In fact, being human should be just as important a matter with an advertising man as being truthful.

The point is illustrated by Joseph Katz, Baltimore manager for Ruthrauff & Ryan, and head of the Katz Advertising Agency. There's such simplicity, such earnestness, that the reader is necessarily impressed. It is, in the real sense of the word, human copy. And while the lay is now a bit worn, the example holds its strength.

On certain occasions, of course, a little pathos is really much more effective than humor ever could be. My fellow anti-prohibitionists will agree with me that the pathos appeal is employed in the following:

Prohibition — and Spring Neckwear

Prohibition has even left its mark on the spring neckwear.

They're rather sombre—the styles on the next order are—with a touch—rather than a riot of color.

Spring stripes are narrower.
Prices, \$1.00 to \$4.50.

But, all in all, Shakespeare was right. He had exactly the right idea. He knew human nature and the advertising men of today can learn many a point from his writings, displaying as they do his wonderful

knowledge of humanity and human nature. When he makes Antony say, "Friends, Romans, Countrymen, lend me your ears. I come to bury Caesar, not to praise him," we involuntarily ask, what more subtle speech was ever made?

True, not much humor in that speech, but what would you expect in a funeral oration? Yet the principle is really the same. With clever, well-chosen words, he first wins the confidence of his hearers, the people, and then gradually works them over to his side.

I know this point of view is going to meet with the disapproval of many advertising geniuses who hold to the theory of straight-from-the-shoulder copy without deviation or digression. Perhaps some of them will show me the error of my thoughts. Yet, till that happens, I still hold — Between Positive and Negative Appeal—Give Me Humor Interest.

Erwin, Wasey & Company Has Packard Account

The Packard Motor Car Company of Detroit, Mich., has placed its advertising in the hands of Erwin, Wasey & Company, of Chicago. The account of the Packard Motor Car Company of New York, for the present, remains with the George L. Dyer Company.

Redfield Advertises New Dress Lining for Lesher, Whitman & Company

The Redfield Advertising Company, New York, is handling the advertising of a new dress material known as crepe mohair for Lesher, Whitman & Company, New York. National magazines and business publications will be used.

Sherman & Lebar, Inc., New York, will continue to handle the advertising for coat linings made by Lesher, Whitman & Company.

Shumway Has Ipswich Hosiery Account

The advertising of Ipswich hosiery, which hereafter will be carried on through the selling agents, Lawrence & Co., has been placed in the hands of the Franklin P. Shumway Company of Boston.

This agency is now placing advertising also for E. B. Harris, Boston, selling army supplies; Oriental Tea Co., Boston; Hildiard & Merrill, Inc., Lynn, Mass.; Dunlap, Cooke Co., furs; R. & L. Shoe Co.; Eastern Radio Institute; W. A. Wilde Co.; Forbes Lithograph Mfg. Co., and E. A. Buck, hunting boots, all of Boston, Mass.

Fuller & Smith Direct Dunlop Advertising

Fuller & Smith of Cleveland, Ohio, are directing a campaign for the Dunlop Tire & Rubber Corporation, Buffalo, N. Y., to introduce the Dunlop cord tire.

Schielle Handles Iron and Steel Advertising

The Schielle Advertising Company of St. Louis is placing advertising for the Joseph Greenspon's Sons Iron & Steel Company of that city.

Akron Agency Gets U. S. Truck Account

The United States Motor Truck Company of Cincinnati, Ohio, has selected the Akron Advertising Company, Akron, O., to direct its advertising and formulate its merchandising plan.

Gundlach Handles New Advertising

A new line of advertising of clothing and blankets is being placed through the Gundlach Advertising Agency by Homer Whitman Company of Chicago.

Gunnison to Advertise Funeral Directors

Fairchild Sons, Inc., "The Lefferts Place Chapel," funeral directors of Brooklyn, N. Y., has named Stanley E. Gunnison, Inc., as its advertising counselor and agent.

American Magnestone With Mace Agency

The American Magnestone Corporation, Springfield, Ill., has placed its advertising with the Mace Advertising Agency, Peoria, Ill. Copy and schedules are now being placed with general and class magazines on "American Magnestone Stucco."

South America Advertising Service

F. E. Lopez, F. R. Senften and C. F. Root have organized the South America Advertising Service, 150 Nassau street, New York, with a capital of \$10,000.

W. W. S. New Advertising Firm

W. W. S. Corporation has been organized in Manhattan by B. P. Maurer, W. W. and E. P. Smith, 981 Madison avenue, to engage in advertising and promoting. The company is capitalized for \$10,000.

Hernandez, Harrods' Advertising Man in Buenos Aires

W. Hernandez, for eleven years manager of the Spanish department of the J. Roland Kay Company, Chicago, has been appointed advertising manager for Harrods, Ltd., of Buenos Aires. He will sail from New York on November 30.

Picard & Co. Moves

Picard & Co., Inc., New York, has moved from 50 East Forty-second street, New York, to 16 West Forty-sixth street.

Tucker Agency Publishes "All America Review"

The Tucker Agency, Inc., of New York, is publishing a monthly house organ for the *All America Review*, for the All-America Cables, Inc.

Grape-Ola Company in Receiver's Hands

Jesse W. Ehrlich has been appointed by Judge Mack receiver under \$10,000 bond for the Grape-Ola Products Corporation, New York, and plant at Fredonia, N. Y., in an equity suit filed by Zalkin & Cohen for Rode & Brand, creditors for \$3,113.

Liabilities are stated at \$325,011, of which about \$186,000 are secured, and assets are estimated at \$431,000.

Freund, "Jack O'Leather" Advertising Head

Morton Freund, formerly assistant advertising manager with the Bauman Clothing Corporation, New York, is now advertising manager of J. J. Preis & Co., makers of Jack O'Leather suits for boys.

Oklahoma City Women Start Advertising Club

A Woman's Advertising League organized in Oklahoma City, Okla., recently, has elected Miss Leno Osborne, of the *Daily Oklahoman*, president; Miss Josephine B. Lincoln, also of that paper, vice-president; and Miss Melva Lambert, secretary-treasurer.

Henle and Cullen Join Triangle Service

John Henle, Jr., who formerly conducted the Henle Advertising Service, New York, has joined the staff of Triangle Service, Inc., of the same city, and will have charge of the department of direct-by-mail advertising.

George B. Cullen, who was sales promotion manager for the Ebting Brewing Company, New York, since his return from service, has joined the staff of Triangle Service, Inc., and will have charge of the merchandising of food and drug products.

Ellison Represents Stalker Agency

George B. Ellison, for the past year on the advertising staff of the Toledo *News-Bee*, has resigned to become field and service representative with the Stalker Advertising Company of that city.

**TRANSPORTATION**

Louisville, as an industrial city with more than five hundred factories, is ideally situated from the standpoint of transportation.

Nine big railroad systems, traversing the richest farm land sections, reaching the large population centers and export cities and tapping the important sources of raw material, radiate from Louisville.

Terminal belt line connections, assuring the best of traffic facilities for the efficient movement of all material and products, perfect the operating efficiency of Louisville's railroads, while water transportation, by the Ohio river, relieves congestion and stabilizes rates.

The Louisville Industrial foundation, which has a million-dollar factory fund, and which has located forty industries since its organization, will be glad to hear from and co-operate with manufacturers who are seeking a desirable location.

Louisville's transportation is all that could be desired; her industrial future is assured; all national advertisers will find it a most productive market when reached through Kentucky's largest morning circulation, that of

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative : Kelly-Smith Co., Marbridge Bldg., New York

Western Representative : John Glass, Peoples Gas Bldg., Chicago

Southern Representative : Geo. M. Kohn, Candler Bldg., Atlanta

Pacific Coast Representative : R. J. Bidwell, San Francisco, Cal.

Exclusive Agency, or an Open Field?

**It Depends Upon the Nature of Your Line, but
These Views Will Help You to Decide**

By JOHN M. SCHLACHTER

Of R. A. Bartley, Wholesale Grocers, Toledo, Ohio.

MANY TIMES a manufacturer long engaged in producing a line of merchandise that is consumed within a radius of a few hundred miles of his plant is confronted with the desire to expand his field and then the question bobs up: "How shall I enter this proposed new market which selling arrangement will secure not only the quickest distribution for my product but also the most permanent relations—the exclusive selling agency or the open account arrangement?" Often a new company entering the selling field is puzzled with the same issue.

And with the prospect that manufacturers are beginning to catch up on orders and without much doubt soon will be in a position to again actively engage in merchandising and, with that, look for broader markets, this question assumes new proportions. Therefore, a perspective of policies and methods pursued may be illuminating.

BUILDING DISTRIBUTION

A Southern manufacturer of a well-known line of cereal products which are sold very extensively in the Central West through jobbing channels has, of late, taken his product out of the exclusive agency class and it is now marketed upon the open account arrangement. For years they had sold these goods through specialty men working with the jobber and, with the aid of local newspaper and street-car advertising, had built up a very gratifying business. But the time came when this company no longer could afford to give one jobber the exclusive right to sell its goods in one market although he did sell several cars a year. Because the manufacturers had popularized their distinctive, attractive package through right publicity and as a result created a wider demand than one wholesaler was able to care for. So, in spite of very amiable manufacturer-jobber relations, these makers were forced to

permit more distributors to carry their goods. The result was that the former exclusive agent was able to still maintain his previous quota and in addition the factory supplied many new users and secured new business

An exclusive arrangement more or less takes away from the manufacturer the control and sale of his product.

Puts the distributor in a position to regulate how much or how little is sold in the territory.

Where the jobber handles more than one brand of the same item and has the exclusive rights on one he can, if he sees fit, kill the sale of either.

Exclusive arrangements prove to be handicaps to the manufacturer, as, when he decides to open up these territories, the previous arrangements he has made frequently tend to antagonize the other jobbers. Particularly is this true if it is a fast selling line. After the other jobbers forced to take on similar lines in order to compete with the jobber having an exclusive account have built up good volumes on them and are then approached on an open account basis by the manufacturer who previously refused to supply their requirements, they are not likely to be interested in co-operating.

"In justice to the other side, we must say we have found those several wholesalers with whom we have had exclusive selling arrangements for over a period of years have given unusual support and co-operation in every way. So long as this support continues and our business continues to increase in proportion to the local consumptive demand in the territory, we could hardly contemplate a change with fairness to these old customers."

EXPANSION

WHEN the day comes upon which a company must shape its policy of expansion—when more sales through wider distribution become essential—careful consideration must be given the means.

The writer of the accompanying article senses the need for more outlets for merchandise now being experienced by many American manufacturers. What he has to say on how to determine the merits of several systems as applied to the selling of specified products may prove very helpful at this time.

The manufacturers he quotes are real, their experiences are real, and the advice they give can be turned to real profits by any concern passing through a similar period of expansion.

THE EDITOR.

in this old market to the extent of double their former sales.

In this connection the makers of a nationally known table condiment express their views in this manner: "Under usual conditions we are not in favor of the exclusive account arrangement for our goods because we have found, generally speaking, that a jobber and his salesmen, too, having exclusive selling rights, may be inclined to be less aggressive through having little, if any, competitive bidding for the business on the product concerned. This prevents the manufacturer from reaching the maximum number of retailers in the territory. Some factors are:

As a rule a retailer's financial rating is looked upon in a different light by the Credit Department of every house with whom he does business. Whereas one jobber refuses to do business with this particular retailer, another will extend credit.

Each salesman has a certain number of retailers whom he does not care to sell for various reasons.

Likewise, there are numerous retailers who do not care to do business with certain houses.

Nevertheless, the new manufacturer seeking an outlet for his goods is often willing and desirous of making inducements to obtain co-operation and support for his merchandise. An Eastern manufacturer of a food product was seeking to enter the mid-West field. Other makers long established were making similar goods. So, in order to get his share of trade and make it worth the new effort required to introduce his line, he made an exclusive selling arrangement in jobbing centers and offered inducements in the way of quantity discounts and salesmen's bonuses that accomplished the desired result.

This problem, of necessity, must concern itself with products and their field of usefulness. No one would contend that such nationally



The South Is Wealthy Because—

The South Produces:

- 100 per cent of the country's cane sugar.
- 100 per cent of the country's peanuts.
- 92 per cent of the country's sweet potatoes.
- 90 per cent of the country's rice.
- 80 per cent of the country's early spring vegetables.
- 60 per cent of the country's grain sorghum.
- 45 per cent of the country's peaches.
- 35 per cent of the country's citrus fruits.
- 33 per cent of the country's eggs.
- 30 per cent of the country's apples.
- 25 per cent of the country's sugar.

The South Has:

- 40 per cent of the country's swine.
- 35 per cent of the country's cattle.
- 30 per cent of the country's milch cows.

The South Is Producing:

- 100 per cent of the country's bauxite.
- 100 per cent of the country's barytes.
- 100 per cent of the country's fuller's earth.
- 99 per cent of the country's sulphur.
- 99 per cent of the country's phosphate rock.
- 90 per cent of the country's aluminum.
- 60 per cent of the country's graphite.
- 45 per cent of the country's asphalt.
- 33 per cent of the country's pyrites.
- 33 per cent of the country's talc and soapstone.
- 32 per cent of the country's coal.
- 24 per cent of the country's lead and zinc.

In addition to the above sources of revenue, the South produces 66 per cent of the world's cotton.

Southern Newspaper Publishers Assn.
CHATTANOOGA, TENN.

advertised products as Shredded Wheat, Kellogg's Toasted Corn Flakes, Postum Cereal, Quaker Oats or Campbell's Beans would enjoy the wide popularity they do had they adopted an exclusive selling policy.

However, leaving the grocery field and broadening our vision we find many lines of merchandise that depend almost entirely upon exclusive agency selling arrangements and that are known from Boston to Frisco and from the top to the bottom of the land.

SELLING IN OTHER LINES

A Central States manufacturer of undergarments, who markets his goods through exclusive selling-jobbing agencies, looks at the situation from this view:

"We operate on a strictly wholesale basis, but we are very careful about placing our merchandise, and in cities of the larger size, such as Toledo, Cleveland and Detroit, we restrict our sales to one wholesaler. We do this not because of any written contract or form of agreement, but it is generally accepted in the trade that price footballing of merchandise is not permitted.

"This attitude, taken with the general policy of the company, over a long period of years, by which it has earned a name for living up to its obligations, has resulted in our getting a large degree of co-operation from our distributors right at the start and in making the majority of them agreeable to any suggestions that we offer for co-operation.

"We start, therefore, with good-will on the part of our distributor and in most cases he sells our goods exclusively in our range of merchandise.

"Having less than a hundred distributors, you will appreciate that it is possible for us to keep in very close personal contact, and we take advantage of this personal contact in trying to get in touch with the salesmen, in the encouraging of our distributors to send their salesmen to our plant and the occasional meeting with salesmen at the headquarters of our distributors.

"We have found the plan of having men come here most successful in creating enthusiasm and putting them in position to answer inquiries regarding our merchandise with the same degree of accuracy that a direct salesman would have. We cannot go on record too strongly in our feeling that this is the prime method of getting action.

"Of course, in all lines it is not possible to do this because no wholesaler will send his men to a mill and let the mill bias them, so to speak,

unless they are giving exclusive representation to the line in question. This all resolves itself back to the question of the attitude of the distributor toward the manufacturer.

"It may be the long way around, but in all our publicity—and particularly during the past few years—we have aimed our advertising ammunition at the bull's-eye that wholesaling was the logical and economical form of distribution. From this we have received more direct action in the way of distributors' endorsement of our plans than in any other campaigns we have undertaken.

"Our distributors have been very frank to go on record as to their consciousness that we were performing a service to the entire wholesale fraternity. It simply looks to us as if human nature were human nature and if you develop something more than simply merchandising, in the form of a sales policy that will appeal to the distributor, you get away from the eternal bickerings of narrow price margins and render yourself less liable to one season buying. Then, if, on top of this, you can create a favorable attitude among the salesmen of your distributors, you have a large body of men working for you.

"In our organization, we make it a habit of trying to get in touch with the salesmen so that they know us and we know them, and I believe that we can point to many spots in the United States where the jobbing salesmen are just as interested in our line as if they worked direct from the factory.

"Our advertising policy is simply a reflection of our general policy and because it is sincere and based on our belief and backed by our actions, we believe it makes friends on all sides."

A CONSTRUCTIVE POLICY

Naturally such a broad co-operative policy is sure to make and hold friends and cement relations that will assure an ever-increasing volume of trade. These methods are the exception and not the rule.

Furthermore, the manufacturers of what is considered by many to be the leading line of heating apparatus and who market their product throughout the world have this viewpoint:

"An exclusive selling agency is the most desirable, in our opinion, providing the dealer or distributor is big enough to handle the proposition in the territory where he is appointed.

"It is a difficult merchandising problem to secure the proper effort and co-operation of a dealer or agent unless he is protected in his territory. This is especially true of a product

selling for a considerable sum of money. The exclusive agency also reduces complaints of territorial conflict and serves as an incentive to the dealer to develop the proposition. Much, of course, depends whether the sales agent or distributor is a live wire or one who waits for business to come to him."

The experience of the makers of apparel is especially valuable because these large industrial concerns have passed through various stages of selling and have assimilated the best merchandising methods and are following tried and true policies. A large mid-West manufacturer expresses his views thus:

ANOTHER VIEWPOINT

"We are heartily in favor of the exclusive agency as applied to our business, although, of course, we have not attempted to analyze its advantages when applied to another line entirely different in character.

"We feel that the representation of our line should be one of the dealers' assets, the same as good-will, and in cost cases we believe that it is considered as such. We have had many instances of hard feeling on the part of a retailer when he has thought that his proper selling radius was encroached upon as in the case of one merchant sending goods to a branch store in a town where we have another customer. The retailer is entitled to protection if he spends his money advertising a certain line and we certainly could not expect him to be enthusiastic about working up a trade for a line if he knew that his competitor could obtain the same clothing as easily as he could.

"It is, incidentally, common practice among the advertised lines of clothing to adhere to the exclusive agency plan.

"Some firms have found it profitable to adopt a half-way policy; that is, selling through exclusive agencies in one part of the country and employing the open account arrangement in such parts as their representative or judgment thought wise. Such a program was followed by a well-known hosiery manufacturer who says:

"In selling our merchandise, we do not think it possible to make a hard-and-fast rule regarding this proposition of distribution. In towns of small population it is customary for our salesmen to give the exclusive selling rights for our entire line of men's, women's and children's goods or one of the three parts of our line.

"In towns as large as twenty-five thousand and more, in some sections

(Continued on page 28)

Farm Life and Other Farm Papers

FARM LIFE FAMILIES WHO TAKE OTHER FARM PAPERS

	Replies	Farm Journal	Successful Farming	Country Gentleman	Farm & Home	Farm & Freshie	Farmer's Farmer	Special Papers	State Papers	Other St. Papers	Name not indicated	Misc.	Total	No. Families	
Alabama	195	3	2	2	5	3	2	90	—	1	4	9	121	112	
Arizona	12	—	1	—	5	1	1	—	—	—	5	5	3	3	
Arkansas	151	4	9	5	5	3	9	19	6	15	4	12	90	71	
California	50	9	5	2	1	1	3	—	1	—	13	33	28	24	
Colorado	32	5	2	—	2	—	—	—	5	2	1	30	30	11	
Connecticut	24	3	—	—	2	—	—	3	—	1	—	3	11	10	
Delaware	22	2	3	—	2	—	—	—	—	1	2	—	11	10	
Florida	65	1	3	3	3	3	1	17	—	4	1	5	44	30	
Georgia	290	3	3	8	3	10	3	124	—	4	38	202	170	170	
Idaho	43	2	5	—	1	1	—	—	18	2	1	—	41	33	
Illinois	417	28	49	12	12	16	13	—	199	35	5	39	410	304	
Indiana	581	78	76	36	33	32	12	—	150	32	1	19	479	389	
Iowa	115	7	19	—	7	3	3	9	44	5	1	1	108	89	
Kansas	99	10	7	—	1	3	18	—	—	10	3	5	85	75	
Kentucky	218	19	16	7	4	10	4	68	—	11	2	4	143	139	
Louisiana	70	2	—	3	—	—	2	16	—	6	2	1	32	28	
Maine	44	—	2	3	6	2	—	6	3	1	—	30	23	23	
Maryland	55	8	4	5	2	—	—	—	5	1	1	1	37	31	
Massachusetts	36	2	4	—	1	2	—	4	—	2	1	3	21	17	
Michigan	201	34	20	1	2	8	2	1	60	9	1	—	150	129	
Minnesota	110	9	23	3	8	3	3	—	81	3	5	10	153	126	
Mississippi	170	6	4	—	2	—	—	73	—	1	—	1	46	40	
Missouri	282	16	34	8	9	6	9	1	30	28	5	3	149	133	
Montana	13	4	12	3	2	—	—	1	12	12	—	6	52	42	
Nebraska	69	—	8	—	—	—	10	—	30	3	—	—	58	49	
Nevada	3	—	—	—	—	—	—	—	1	1	—	—	—	—	
New Hampshire	42	3	—	2	4	1	—	1	—	1	1	1	13	9	
New Jersey	29	8	1	3	3	—	—	—	—	9	1	—	25	22	
New Mexico	11	2	2	—	1	—	—	—	—	1	—	2	10	9	
New York	189	20	60	10	35	8	—	65	6	3	4	100	135	135	
North Carolina	213	12	4	2	6	—	—	84	—	1	9	3	136	117	
North Dakota	125	15	15	5	2	3	3	33	19	4	8	110	92	92	
Ohio	330	42	37	12	15	14	3	—	176	21	4	33	357	282	
Oklahoma	121	8	11	1	2	2	4	1	52	6	4	2	113	92	
Oregon	53	6	3	3	2	1	—	6	16	—	12	49	58	58	
Pennsylvania	335	91	20	15	24	21	1	1	49	76	2	4	304	228	
Rhode Island	—	—	—	—	4	2	—	—	—	—	1	5	3	3	
South Carolina	96	2	2	2	—	—	—	—	4	2	40	3	36	34	
South Dakota	83	12	8	2	2	1	1	—	67	8	—	34	138	91	
Tennessee	101	6	8	2	3	3	5	—	—	3	3	6	113	101	
Texas	213	11	6	6	4	2	2	21	8	37	9	2	5	111	105
Utah	18	3	—	—	2	—	—	5	—	—	—	10	27	16	
Vermont	32	8	—	3	8	2	—	19	—	—	—	8	51	30	
Virginia	206	24	10	10	13	7	3	56	—	4	4	9	140	123	
Washington	22	3	2	2	2	—	1	20	26	—	—	4	61	47	
West Virginia	109	11	11	5	9	—	11	4	—	32	—	6	86	64	
Wisconsin	131	11	14	1	3	4	3	—	34	6	2	—	98	79	
Wyoming	13	3	2	—	1	—	2	—	—	1	—	1	10	9	
Total	6,115	574	474	216	253	212	146	727	1,264	424	124	342	4,756	3,823	

Progressive Farmer
Southern Ruralist
Inland Farmer

Southern Agriculturist
State paper published in subscriber's State
Western Farmer

Western Farm Life
N. E. Homestead

Add all the sectional papers and the duplication only comes to 40 per cent.

Turning to the better-known national papers, we find that Farm Journal reaches 9 per cent of FARM LIFE readers; Successful Farming, 8 per cent, and Country Gentleman, 3½ per cent.

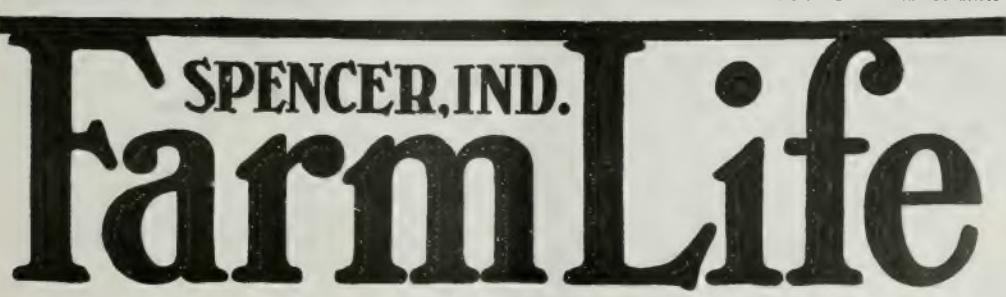
Again we say that the only way to reach FARM LIFE readers is to use FARM LIFE.

THE FARM LIFE PUBLISHING CO.

THE JOHN M. BRANHAM COMPANY

ADVERTISING REPRESENTATIVES

New York St. Louis Chicago Kansas City Detroit Atlanta Cleveland San Francisco





PAPER AS A FACTOR IN F...

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

Edge Law Banks and Foreign Selling

An Extension of Mercantile Credits That Should Benefit Exporters Who Must Facilitate Financing

By A. H. TITUS

President, First Federal Foreign Banking Association

THERE is a special interest in the services of the new "Edge Law" banks for men who have the management of export selling, as well as for the treasurers of concerns that export. The executives who must push foreign selling and those who must handle the financing of it are naturally attracted by the facilities these banks offer them for using credit as a factor in building up a good foreign distribution that will stay by them. Credit in foreign selling helps to get business as an element of competition; a policy of credit that is carried out on a basis both sound and liberal is a strong builder of goodwill that retains foreign business when once it is secured.

"Edge Law" banking was established largely for the purpose of specializing in the merchandising credits of every kind of export business.

WORKING BOTH WAYS

Of course, the "Edge Law" banks are expected to do an all-round foreign business; they finance imports as well as exports, and it is probable that 80 per cent of their business will run along the grooves of the highly standardized methods of international commercial financing as conducted by ordinary banks. In the other 20 per cent comes the service that is of particular benefit to a thoroughly organized export business. This is the service of long credits, and of credits fitted to transactions that are out of the ordinary as regards their mechanical details.

What American exporters have needed has been a somewhat broader banking service than was available, on which they could rely in laying out a broad policy of giving credit to customers all around the world. Our exporters have been a bit slow in giving credit—slower than was really good for American export trade.

I am not speaking in favor of any policy of giving credit to foreign buyers indiscriminately, nor do I advise any exporter to offer terms of inordinate length and cheapness in order to tempt a foreign buyer to load up with goods he cannot sell, or so that

the merchant will have cash on his hands for a month or two between the sale of the goods and the maturity of the drafts he must pay—a situation which would breed risk because the money would lure him to



A. H. Titus

speculative use of it, which would inevitably entail occasional losses.

I speak only in favor of a sound general policy of giving credit to good, well-known customers abroad, on the terms which investigation shows are either the prevailing terms in the customer's locality or warranted by sound business considerations, and on a basis in which the foreign customer pays the cost of carrying the credit. In accordance with such a policy, an American exporter will have a legitimate hold upon the good will of his foreign customers. He will be able to keep their trade. He will often be able to extend his foreign distribution through good customers by practically financing them in building up bigger business. It will all be upon a sound foundation.

AN ELASTIC POLICY

The "Edge Law" bank offers the facilities for credit extension of any number of months necessary in legitimate business. I would say that the period is not so long as has been frequently talked about by foreign-trade

advisers speaking at conventions and writing in trade literature. Probably 90 per cent of all legitimate "long term" credits are not longer than five or six months, and all the rest but a minute percentage "clean up" within seven months. There is a small but not unimportant element in the coming trade of this country in which the credits will extend from a year to two or three.

It is entirely reasonable for merchants abroad to expect credit. Everybody knows that a large volume of business is done in this country on credit for the sole reason of its conveniences. Credit is a great business convenience, and merchants will insist upon credit for that alone. There is plenty of good reason beside this. In many foreign countries where we should sell extensively the local banking systems are not sufficiently well organized to give local merchants the advantages which merchants obtain from country banks all over the sparsely settled regions of this country, enabling them to take cash discounts, and carry a large business on their own resources and independent of the larger dealers. There are countries where there is not even a checking system for settlements, and the actual cash has to be paid back and forth. In such countries a responsible business man would be greatly handicapped if he had to buy for cash; and credit terms of a month or so mean that he can swing a much bigger business, on a closer margin of profit for himself, with safety, and with advantage to the dealers who distribute their goods through him.

The "Edge Law" banks are Federal banks—that is, they are established by Federal charter, the prestige of which is very important in doing business abroad. They will ultimately form a group of foreign-business banks corresponding to the domestic group in our National or Federal Reserve system. The rapid growth of banks specializing in foreign business is very significant. It means that America is not only increasing the volume of its foreign trade, but building better machinery for it. It is not a criticism of our

regular banks to say that it is proof of the intensity with which America is going after foreign business that this specializing in the foreign business appears. It may come as a surprise to some readers to be told that there is a group of special foreign-business banks in New York and Boston that are offering facilities now for nearly \$1,000,000,000 of export and import credits.

The "Edge Law" banks will finance by means of bankers' acceptances and other prime securities which they will sell in the open discount market which this country has also developed to large proportions within a very few years, and which is also a sign of our growing business field.

DEPOSITS NOT ACCEPTED

The "Edge Law" banks do not take deposits. They do not, like ordinary domestic banks, use the deposits of one group of customers to finance loans to another group. They use the discount market. Every great foreign-trading country has its open discount market, where the banking securities that are typical of the world's international commerce are bought and sold, and where the greater part of the world's aggregate of trade is financed. We have a growing open discount market. When the world gets back to normal our market will be in constant touch with the money-markets of Europe. All the world's open discount markets will be practically one, through the use of the machinery of international banking and the cables and wireless. When money gets a little scarce here such banks as the "Edge Law" banks will sell the bankers' acceptances, which arise out of export transactions, not only in New York, but in London, or Paris, or perhaps Tokyo, where the market for the moment is easier and the rates better.

"Edge Law" banking means not only a broader service of banking for America's exporters. It means a great further advance in the country's machinery of general finance.

Iowa City Dailies Merge

The Iowa City, Ia., *Press*, democratic paper founded in 1841, and the *Citizen*, republican daily established in 1891, have been combined into one paper to be known as the Iowa City *Press-Citizen*. The new paper announces it will be independent.

S. E. Carrell of the *Press* will be president and manager of the consolidated paper, and his son, Dale E. Carrell, will be secretary and treasurer. E. E. Johnson of the *Citizen* becomes vice-president of the new paper with a one-fourth interest, but will retire from active service with the publication.

"Better Times"

Better Times, originally issued as the organ of two score settlement and neighborhood houses in New York with the claim of being "The Smallest Newspaper in the World," is now being brought out as a monthly magazine devoted to the 2,000 charitable and public welfare organizations in New York City. Herbert Hoover is chairman of the board of advisers of the new publication, and George J. Hecht, who served during the war with the Committee on Public Information, is editor.

New Orleans "Item" Holds House-warming

The New Orleans *Item*, on October 31, threw open the doors of its huge, new plant to the public, something new in the history of Southern journalism, and celebrated a very successful "house-warming." Music, flowers, souvenirs, decorations and addresses by prominent persons aided in making the event a memorable one. Between six thousand and seventy-five hundred people inspected the building. The *Item* has been published by James M. Thomson since its establishment in 1907. Arthur G. Newmyer is associate publisher; Marshall Bullard, managing editor, and Paul J. Thomson circulation manager.

"The Boiler Maker" in A. B. P.

The Boiler Maker, published by the Simmons Boardman Publishing Company, New York, has been made a member of the Associated Business Papers, Inc.

The resignation of *The Timberman* of Portland, Ore., has been accepted by the organization.

Standard Register to Carry Advertising

In order to take care of increased costs in printing and paper, R. W. Ferrel, manager of the Standard Register of National Advertising, New York, has announced that the 1921 edition to be issued next April, the monthly supplements, agency lists and geographical index will carry a limited number of full page advertisements.

Kokomo "Dispatch" in A. N. P. A.

The Kokomo, Ind., *Dispatch* has been elected to active membership in the American Newspaper Publishers' Association.

Mervin, Advertising Manager, Sacramento "Union"

William Mervin has succeeded J. M. Clelland as advertising manager of the Sacramento *Union*, Sacramento, Cal. Mr. Mervin was formerly circulation manager of the newspaper.

Regarding the New False Information Law

In spite of the fact that one of the New York laws—Section 421 of the Penal Code, enacted in 1915—was formulated with direct reference to the menace of false advertising, says the *Retail Public Ledger*, it has recently been found necessary to add another section. Under the provisions of the new law, any one convicted of furnishing false information or false or untrue statements of fact to any newspaper is to be judged guilty of a misdemeanor if it is the first offense and of a felony if it is the second offense.

This, together with the statute of 1915, which provides for the punishment of the person who, in an advertisement, makes any assertion, representation or statement

of fact that is untrue, deceptive or misleading, should act as a powerful deterrent of false advertising in New York and as a working model of an effective law to the country at large. While the majority of the concerns which overstep the bounds of truth in connection with advertising are those which make offers of fabulous returns on certain financial deals, it cannot be denied that practically every city contains merchants who are none too truthful in connection with their own advertising.

Armes and Leonard Join Wood, Putnam & Wood

Lyman H. Armes and John Felix Leonard have become associated with the Wood, Putnam & Wood Co., Boston, Mass. Mr. Armes, formerly special feature writer for the *Boston Post*, and a former director of American newspaper propaganda for the Lithuanian National Council of New York, in his new work will act as director of publicity and in a research capacity.

Mr. Leonard, formerly director of service, copy and plans with Albert Frank & Co., New York, will devote his time to the copy and service department of Wood, Putnam & Wood Co.

Stratton Is Grant Sales Head

Frank S. Stratton has resigned from the Packard sales organization, Detroit, to become sales manager of the Grant Motor Car Corporation, Cleveland.

New Publications

Wichita, Kansas, "Beacon" Starts Sunday Paper

The Wichita, Kansas, *Beacon*, evening paper, edited by Governor Henry J. Allen, will publish a Sunday morning edition starting December 5.

The Sunday issue will contain a four-page, four-color comic section, a four-page rotogravure section and an eight-page magazine section as the outstanding features.

"Today"

Under the editorship of Dwight S. Anderson, publicity manager, the Association of Army and Navy Stores, Inc., New York, commences, with November, the publication of a very attractive little magazine called *Today*. It will be published on alternate months for service and ex-service men, reaching the 40,000 members of the Association.

"Natural Gas"

To cover the far-flung interests of the natural gas industry, the Natural Gas Association of America has started as its official organ a publication named *Natural Gas*. It is edited in Columbus, Ohio, by W. Redfern Brown.

Winnipeg "Free Press" Publishes "Retail Merchants' Monthly"

The Winnipeg *Free Press* is now publishing a monthly newspaper, edited by Bertram R. Brooker, as a digest of news relating to the retail trade of Western Canada. It is entitled the *Retail Merchants' Monthly*.

"Oregon Journal" Issues "Trade News"

The *Oregon Journal*, of Portland, has started the *Oregon Journal Trade News* to be published twice a month for circulation among the retail trades.

Time to Advertise

And Time, Also, for the Business Editor to Give Maximum Service

THESE are great days for the publisher of the trade paper. Times of change in politics, in business, perhaps in religion—reconstruction, retrenchment, price reduction—"getting down to bed rock," as some businesses are, returning to pre-war prices, as is alleged of others, resisting the implication that they have profiteered, as are still others; all this evidences a great subterranean upheaval that has revived the eternal deep wells of the news.

For it must be distinctly understood that the news, that is to say, intelligence and information of current happenings, is the inspiration of all journalism. Whether the publisher acknowledges the fact and capitalizes the principle, or whether he denies it and hides his light under a bushel woven of the wattles of self-conceit, the fact remains that the procession of eternal deep wells of the news.

These ought also to be great days for the trade publisher's business, because while the news is merely, and at its best, an echo of real activity, advertising is a very living form of energy and the motivation of the publishing business as a business. Since trade advertising is a part of the activity of which trade news is an echo, therefore, this should be the season of the trade publisher's harvest.

If it is not, the publisher's thesis must be wrong. If not that, then the trade is insincere or possibly merely heedless in its acceptance and application of advertising in theory and practice.

This is, in fact, a time when the lines of communication of this industry, of any industry, are working overtime. The interchange of information and discussion in trade channels always reaches a peak as the crisis approaches following some great causative influence, such as the abrupt introduction of lower prices by one powerful and essentially independent manufacturer. Everybody wants to know what is going to happen as a result of such an event. Everybody wants to know what others think, how their business will be influenced by the change. None will deny that such influences are apt to be sweeping, but how many recognize the certainty that every avenue of intelligence will be scrutinized for interpretive signs?

Dealers write to the factory to know what the factory is going to do about it. The factory replies according to its lights. Suppliers write to the factory, or vice versa, for a statement of future intent. Later on the public is informed through the daily newspapers and so-called "national mediums." To many minds

this may seem sufficient. But is it?

Remember that what interests the dealer after he learns his own fate or fortune is news of the fortunes of other dealers, present and prospective. The factory, absorbed in its own affairs as it is, does not always take the trouble to expound the policies of other factories to its dealers as a means of enabling them the better to adjust themselves to change. Yet this is something the dealers want to know, and will discover in ways of their own.

Unless pressed for reasons to substantiate its course, perhaps the factory does not take the trouble to let

A City of Homes!

Kansas City has more detached houses and more people who own or are acquiring "their own homes" than most cities two and three times its size. There is a conspicuous absence of flats and tenements. It is a city of open spaces, with lawns and back-yard gardens. "Provincial" you might call it. Family life approaches the ideal in Kansas City.

A Home Newspaper!

The Kansas City Star is a "home" newspaper. Its clean editorial tone and its unique carrier service are features that appeal to people who spend much of their time at home. The Star has practically no newsboy or news-stand sale, because everybody in Kansas City "takes" The Star regularly and has it delivered twice a day at the doorstep. There are more Star subscribers, served by carrier, in Greater Kansas City than there are families.

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.

the dealers know how it is faring in its relations with its sources of materials, supplies and parts. Changes in the parts field, however remote they may be, are yet influences of which the dealer cannot remain totally and indefinitely in ignorance.

The supplier himself finds his judgment of his market formed not by intercourse with any one manufacturer who happens to be a customer of his, but through his relations with all his customers. He needs an even broader vision than can be obtained in this way, though needs to know especially how his competitors' customers feel. Probably he is broad enough to appreciate that the ultimate index of trade condition is the nature and degree of the public reaction as interpreted and reacted upon by the retailer.

The accessory and supply business, more than two-thirds as large as the car and truck manufacturing business when judged by its turnover, needs must gather information concerning developments in automobile manufacture, since its own activity is so very largely contingent upon the trend of affairs in that line. Nor can it rely wholly on outgivings from the factories to complete its understanding.

Thus the trade paper satisfies a great and logical need that nothing else is competent to supply. But does this conclusion not lead also directly to the thought that an advertising program that fails to take cognizance of the trade paper's hold upon the trade is flying far wide of the mark?

"It is useless to try to sell me space unless you can show me some way of meeting all these bills that are coming in," said the general factotum to the advertising solicitor. The latter had not come accidentally upon a fool's errand, but merely had stumbled by accident on a tool.

Advertising is salesmanship of record. It is the very basis of sales. It is not, as some suppose, mere dross on the surface of the commercial solution; its employment as a vehicle for withdrawing excess profits is largely a figure of speech. To permit it to "ride" the wave of sales, shrinking when sales shrink, rising only when sales are abundant, is to belie its greatest usefulness.

The time to advertise is always, but especially now, and still more especially to the trade. For silence is in itself an evidence of weakness, while self-determination brooks no misgivings but conquers doubts with the unassailable power of certainty.

—Publisher's Observations, *Automobile Topics*.

Bolles Back From South America

A. Eugene Bolles, manager of *La Revista del Mundo* (Doubleday, Page & Co.), has returned from a three months' investigation trip covering Brazil, Uruguay, Argentina, Chile and Peru. During his absence Mr. Bolles reorganized the work of *La Revista del Mundo* in Argentina, established headquarters in Santiago, Chile, for the distribution of a Chilean edition and also an office in Lima for the distribution of an edition in Peru.

In the capacity of special commissary to South America of the Associated Advertising Clubs of the World, Pan-American Division, Mr. Bolles addressed the American Club in Buenos Aires and the American Society of Chile in Santiago and inaugurated work that would seem to point toward the early establishment of the Associated Clubs in South America.

"Michigan Manufacturer and Financial Record" Makes Appointments

The *Michigan Manufacturer and Financial Record* of Detroit announces the following additions to its editorial and advertising staffs:

Howard Campbell, advertising manager of the Detroit branch of the Packard Motor Car Company, who for the past seventeen years has been identified with mechanical and production departments of many of the larger manufacturing institutions in the Central West, has been appointed Technical Editor.

Phil S. Hanna, vice-president of the American State Bank of Detroit, formerly chief bank examiner of the State of Michigan, and financial writer for the Chicago Tribune and Chicago Economist, has been appointed Financial Editor.

Robert S. Houts, formerly advertising manager of Mill Supplies, and O. W. Crawshaw, formerly advertising manager of Palmer-Bee Company, Detroit, and previous to that in the sales department of the Line Shaft Division of Hyatt Roller Bearing Company, have been appointed Western representatives.

Bank Uses Full Page Newspaper Space

The Commercial National Bank of Washington, D. C., to advertise its foreign exchange service, last week used full-page newspaper space. This is probably the first time that an advertisement of such size treating on the subject has been used.

Brunette Salesmen Best in South, Says George Hopkins

"Black-haired salesmen 'knock 'em dead' below the Mason-Dixon line, while suave blond men garner the orders in more temperate climes," said George W. Hopkins, general sales manager of the Columbia Graphophone Company, in discussing the psychology of salesmanship at a luncheon of the Executive Club in Chicago recently.

Detroit Auto Dealers Conduct News-paper Campaign

To uphold the dignity and prestige of the automobile industry, the Detroit Automobile Dealers' Association is running a series of half-page advertisements in newspapers, showing the influence which the automobile has in solving world problems.

The first advertisement deals with the war period and recounts the aid of the automobile and truck in bringing the conflict to a close. Others tell the value of

the automobile to the farmer; as an ally of the railroads; as a pace maker in industry; as the product of a huge industry, and as a national necessity. It is planned to follow the "prestige" advertising with vigorous sales copy to overcome the adverse merchandising conditions.

Kohn Represents Mayers Co. in South

George M. Kohn, of Atlanta, Ga., has been appointed Southern representative of the J. R. Mayers Co., New York, dealer service organization.

Sale of Mack Trucks Goes Up

According to the International Motor Company, New York, sales of Mack trucks for September of this year showed a 44 per cent increase over September, 1919. For the three months' period ending September 30, sales were 24 per cent greater than last year.

Mint Products Moves Offices

The Mint Products Company, makers of Life Savers and Pat Patriot Tablets, has moved its offices from the Flatiron Building, New York, to its new plant at Port Chester, N. Y.

Advertising Helped Increase Coffee Drinking

Increased public interest brought about largely through advertising increased the consumption of coffee during the past fiscal year 40 per cent more than 1919, bringing the per capita figure up to 127 pounds, according to Ross W. Weir, chairman of the Joint Coffee Trade Publicity Committee of the United States.

In this same report, which was made to the Tenth Annual Convention of the National Coffee Roasters Association at St. Louis, November 12, Mr. Weir told of the organization of 20,000 distributors into what is known as the Coffee Club. Members will subscribe money for local newspaper advertising, while the national advertising on behalf of coffee in general is paid for by the Brazilian fund. More funds are necessary to properly carry out the campaign in medical journals, the Better Coffee-Making Campaign, now in progress, the proposed educational coffee exhibit and the scientific coffee research, Mr. Weir said.

Among those who also addressed the three-day convention were: Charles Coolidge Parlin, Curtis Publishing Company, on "Association Advertising"; W. B. Okie, N. W. Ayer & Son; William B. Colver, formerly of the Federal Trade Commission, "Trade Practices," and George W. Simmonds, vice-president, Simmonds Hardware Company, on "The Industrial Situation."

Have You These "A. & S." Numbers?

The Library of Congress, Washington, D. C., Herbert Putnam, librarian, Yale O. Millington, acting chief of the periodical division, notifies ADVERTISING & SELLING that it needs the following numbers of this publication to complete its files:

Vol. 27, No. 12, June, 1918.

Vol. 28, No. 3, September 21, 1918.

Vol. 29, Nos. 17, 22, 26, 27, September 27, November 22, December 20, 27, 1919.

We are unable to supply these numbers. Any of our readers who have them to spare are invited to send them direct to Librarian Putnam or Mr. Millington.

NOVEMBER 13, 1920

Making Direct Mail Better Mechanically

By B. A. DAHLKE

Dahlke Stationery and Manufacturing Company

ACCORDING to my observations, addressing has been getting gradually worse from year to year, on both advertising matter and regular mail. This is not a very nice statement to make, but we cannot expect "bouquets" unless we earn them.

I don't believe in postscripts, but really, the most of these envelopes should have rubber-stamped on them: "Please excuse poor addressing. We had to do it in a hurry. Hope Uncle Sam can read it, and get our very important message safely into your possession."

We are using too much speed. The person who has charge of getting out your mail is not directly interested in the results the advertising will bring, but only in the amount he can get out for you at as low a cost as possible.

* * *

I ask you to consider the value of clipping your enclosures together.

Immediately after adopting a rule not to let any of our mail go out unless the enclosures were fastened to the letter, we noticed increased results. This was not convincing proof to us that the little clip was responsible for the increase. We therefore sent out 5,000 test letters with loose enclosures, and 5,000 letters with clipped enclosures. Mailing was carefully divided into territories, so each mailing was exactly the same as to class of names and territory. The letters which cost us about \$1.00 per 1,000 more, on account of using the little clip, showed results of about 80 per cent better on one enclosure and over 200 per cent better on the other.

* * *

Admitting, for the sake of argument, that black is a desirable color for your letters, let me ask you whether you think the same about gray? You start using a black ribbon, but after the first time around, you are getting black no longer; it is gray.

Look through your incoming correspondence when you get back, and see if I am right or wrong.

* * *

A few weeks ago the president of a large concern happened to be in my office just as I was starting my daily dictation. I showed him the

batch of letters before me; there were exactly fifty. Forty-seven of them were supposed to be written in black, but were all gray. Two were in purple and one in blue.

I called his attention to it, and asked him to pick out the best-looking letters. He picked out the two purples and the one blue. The blue he liked the best.

I asked him what he thought of the black letters. He said he didn't like their looks; that he liked black for funerals, newspapers and magazines, but not for business letters.

I asked him what color his firm used. He didn't know. Calling for his file, I showed him the letters from

his firm. They were all written in gray. He is using a blue ribbon now.

* * *

We see black on white all day. In the morning we get our paper, and in the evening we read our splendid magazines and trade papers—all black and white.

Don't you think a little change is desirable? Instead of trying to put dignity into our correspondence, let's have a little more life.

* * *

The fault with most circular letter work is that you try to get just about three times as many impressions from a ribbon than you have any right to expect.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Indianapolis Jobbers Sold \$19,000,000 of Merchandise to 2,544 Retailers in This Territory in 1919

News Advertising Helps Sales of Dry Goods Over Six States

More cities of a population of 30,000 or more can be reached in a night's ride from Indianapolis than from any other city on the American continent. This ideal location coupled with the fact that there are three large, aggressive dry goods jobbers in Indianapolis makes Indianapolis a very important distributing point for dry goods. The largest of these jobbers has fifty-two salesmen. These salesmen are influenced in their sales by the wishes of their customers. But at the same time they are employed to sell what their houses want them to sell. The buyers in the houses are influenced more by the advertising in The Indianapolis News than any other advertising medium. In this way News advertising has a very definite influence far beyond its circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLI,
Tribune Building

FRANK T. CARROLI
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg

USE NEWSPAPERS ON A THREE-YEAR BASIS

*Paragraphs from Mr. Dahlke's address before the Direct Mail Advertising Convention at Detroit.

Exclusive Agency or Open Field?

(Continued from page 20)

of the country, our men give the exclusive selling rights of the women's and children's line, or the men's line alone.

We might say that it is a question we must follow up pretty carefully with our men, but we do depend on their judgment in this matter to a great extent.

JUDGING DESIRABILITY

It is obvious from the experiences of the foremost manufacturers that no flat-footed declaration either for or against can be adopted, but that the question must be settled from the standpoint of the product. Policies tend to the belief that if a product is one that is not consumed quickly or runs into a considerable sum of money the exclusive selling arrangement is the better.

On the other hand, if the product is used up readily, as an article of food, the logical marketing plan is the open account arrangement.

Moreover, this latter view is held quite generally by wholesalers of such goods. They realize that much unpleasantness and the accompanying distrust are avoided if distributors work on an equal merchandising basis.

France Reorganizes Foreign Trade Bureau

The "Office du Commerce Extérieur" of France, although bearing the name of a bureau that has been in existence for some time, has recently been reorganized on a more ambitious scale. This department of overseas trade is a practical link between official France and the general public at home and abroad. It is now aided on the financial side by the new Foreign Commerce Bank. It controls the service of French commercial agents, and is responsible for organizing trade exhibits in France and other countries.

The department supplies trade information in the form of loose-leaf pamphlets, or in response to verbal and written inquiries, and at the same time welcomes the opportunity of helping foreign traders seeking information as to the French market. The department will soon begin the publication of a periodical similar to the British *Board of Trade Journal*.

The commercial exhibition plans include at the present time a "touring fair" for Canada, the Colonial exhibition at Marseilles in 1922, and an inter-allied exhibition which is planned to be held in Paris in 1925. Permanent exhibitions are being provided for branch offices of the department in the principal countries of the world. These exhibitions have already been opened in Spain, Switzerland, Czechoslovakia, the Balkan States and in London.

Cleveland Selected for National Foreign Trade Convention

Cleveland, Ohio, has been selected as the city in which the Eighth National Foreign Trade Convention will be held during the Spring of 1921. As the 1920 convention was held in San Francisco, it was felt that next year's convention should be in an inland city.

Advertising in Constantinople

The population of Constantinople is very cosmopolitan. All the foreigners speak their own language and read their own newspapers. In order to reach the public in general, says Trade Commissioner Eliot G. Mears, advertisements should be published in newspapers of at least four languages. However, the best results are obtained by publication in Turkish newspapers, for on the one hand the Turkish population is most numerous, and on the other the Turkish reader is more susceptible to the claims of advertisements than are Europeans and Armenians.

It has been found by experience that advertising in newspapers gives very good results in Constantinople, especially if it be pushed vigorously. No advertising is carried as yet on trams. Street advertising is not protected by law and can not be recommended to foreign concerns. All things considered, it is better to use the newspapers as a medium for publicity.

The circulation of printed newspapers is not very great, but in spite of that advertising therein yields excellent results. French newspapers have an approximate issue of 6,000 to 8,000; Greek, 4,000 to 12,000; Armenian, 4,000 to 8,000; and Turkish, 10,000 to 15,000.

The names of Constantinople newspapers printed in English, French, Armenian, Greek and Turkish, with advertising rates for each, and the name and address of an advertising agency, can be obtained from the Bureau of Foreign and Domestic Commerce, Washington, D. C., by referring to file No. NE-21.]

Sunsweet National Advertising Campaign

The California Prune and Apricot Growers, Inc., the California growers' non-profit co-operative selling association, will launch its second national advertising campaign for Sunsweet prunes and apricots in the November issues of women's magazines.

Full pages in color will be carried every month from November, 1920, through June, 1921, in the *Ladies' Home Journal*, *Pictorial Review*, *Good Housekeeping*, *The Delineator* and *The Designer*. Newspaper advertising in cities of 100,000 population or more will be used on a much more extensive scale than during last year's campaign, and also business papers reaching many classes of distributors and users. The advertising appropriation voted for this year's campaign is \$325,000, an increase of more than \$100,000 over that of last Fall and Winter when the first national campaign was conducted by the association.

In part directly traceable to that advertising, the people of the United States consumed over 60 per cent more prunes last year than ever before in the history of the industry. The 1919 California prune crop amounted to about 240,000,000 pounds—the largest ever grown, and in spite of the fact that millions of pounds exported out of that crop were returned to this country because Europe could not pay for it, there was a comparatively small carry-over on the market when the 1920 prune crop began to be shipped early in September.

Advertising Matter to Australia Dutiable

American exporters should bear in mind that advertising material—catalogs, cards, posters, display signs, price lists and the like—are dutiable in Australia, the duty being assessed against the recipient at a rate of approximately 20 cents per pound.

It is the height of folly to send such material into the Australian Commonwealth, unless, by arrangement, the recipient is prepared to receive it and pay the Governmental charges. As a rule, the Australian merchant refuses to accept such material and the possible benefits of the advertising thereby is lost, to say nothing of the cost of the material.

To those desirous of sending material of this nature to Australia it is suggested by the New York *Commercial* that they get in touch with the Australian Customs Commissioner in America, whose office is at No. 61 Broadway, New York. He will supply complete data on the duties assessed against all forms of advertising and will sell fiscal stamps to be affixed to packages containing advertising, to enable the sender to prepay all duties on such goods.

Woolworth October Sales Largest This Year

Sales of the F. W. Woolworth Company in October were the largest for a month this year, reflecting a gain of \$2,500,000 over October, 1919. They exceeded September sales of this year by about \$2,300,000. Sales for the first ten months have been brought up to \$106,970,020, which is an increase of \$17,845,360 or 20.02 per cent over the corresponding period of last year.

National Conduit and Cable Sales

Net sales of the National Conduit and Cable Company in the first nine months of this year were \$11,116,889, against \$7,077,046 in the same period last year. Total income up to September 30 last was \$197,614, against a loss of \$402,251 in 1919.

Montgomery, Ward Sales Gain—October Sales Low

Sales of Montgomery Ward & Co. for the ten months ending October 31st, 1920, were \$91,386,435 compared with \$79,980,901 in October, 1919, an increase of 14.26 per cent. Sales for the month of October, 1920, were \$8,687,895, compared with \$13,989,665 for the month of October, 1919, a decrease of 37.90 per cent.

Pathé Phonograph Sales Leap

Sales of the Pathé Frères Phonograph Company, Brooklyn, N. Y., for 1920 show an increase of 419 per cent over 1919. The year 1919 showed a gain of 207 per cent over the 1918 figure. The volume for this year as compared with 1915 indicates an increase of 2125 per cent. Profits for the last twelve months were over \$1,000,000.

A National Advertising Campaign for Oxford Books

A national advertising campaign, utilizing sixteen magazines and sixteen or more new papers covering large cities, has been started by the American branch of the Oxford University Press in New York. The campaign will feature twenty-two books, but special Christmas advertising will be concentrated on twelve titles, with the gift idea as its motto.

California League Standards

Advertising-Service Members Formulate a Code to Govern Future Activities

By A. CARMAN SMITH

President of the California Advertising-Service Association

ADVERTISING service properly rendered today is fundamentally one of the most vital and important factors in the industrial and commercial welfare of the world. The responsibility for rendering advertising service is a grave one. If every business in the world employed the most competent advertising counsel and advice and service obtainable there would be many less failures, many less mere successes, and a great many more real successes. If all advertising men and women were 100 per cent efficient, thoroughly familiar with logical procedure and analysis and promotional work and thoroughly conscientious, there would undoubtedly be fewer of those advertisers who start but fail to finish.

The purpose of the California Advertising Service Association is to promote individual efficiency to the end that advertising may grow, and grow to be a more potential and effective force in the affairs of the world.

A resolution which was presented and adopted at the closing session of the Santa Barbara organization meeting, held in September, sets forth very significantly the ideals of the Association. The resolution follows:

Ever since the outbreak of the Great War in 1914 American business has been subjected to short-time, radical adjustment, to meet new and radical changes in both business and social conditions. In these adjustments, advertising has been called upon repeatedly to play the major role.

Once again a new economic condition confronts us. Once again will advertising serve as the natural stabilizer. Once again will advertising be made the guide and guardian of sane and sound business.

The day of the buyer begging for goods and of the seller rationing his merchandise to his customers is waning. We are returning to the old normality of competition in selling—a condition in which advertising determines the balance of public favor.

The advertised brand has ever been accorded the right of way in highly competitive selling markets. Through all sorts of adverse conditions it moves smoothly but surely through the channels of distribution to the ultimate consumer, without waste and at least expense of distribution.

The cost of advertising under such conditions is always absorbed by the economies it serves. Advertising today and in the days ahead must be indissolubly bound with business technicality.

Its present necessity insures the main-

tenance of its high position in the business life of the world. Successful selling today must invoke the full aid which advertising alone can give to it.

Realizing the vital needs of the new era that is upon us, and with a thorough understanding of what advertising can and

must do in the impending business situation, we as members of the California Advertising Service Association hereby pledge our every effort and sincerity of purpose to secure for every dollar expended by or through us in advertising, the fullest measure of latent and potential returns.

Reads "Everything in 'A. & S.'"

October 9, 1920.

Editor, ADVERTISING & SELLING:

We are receiving your publication here at the office and I am a very enthusiastic reader of its columns. I enjoy reading everything you have in your good publication and would sincerely miss it were I not to receive it regularly—Roy C. Sheeler, Advertising Manager, John Lucas & Company, Inc., Philadelphia, Pa.

How's Business?

In reply, an official of one of the largest American firms of textile machinery builders said on Nov. 4, 1920:

"Fundamental conditions have not been disturbed by recent readjustments. We have had only two cancellations, one of which subsequently asked for reinstatement on the list with his original delivery date. Our production is sold ahead for twenty-four months."

Mr. Advertiser, does this answer your question regarding the immediate future of the textile industry?

Textile World Journal

*Audit Bureau of Circulations
Associated Business Papers, Inc.*



**BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK**

Men and Women Who Make Our Mediums

Herbert Myrick Is President of the Orange Judd Company and Directing Editor of Its Progressive Farm Periodicals

By RUSSELL E. SMITH

WHEN its printing and publishing plant was consumed by fire early one bitterly cold winter's morning a few years ago, the Phelps Publishing Company resumed business at 8 A. M. the very same day, though in fourteen different buildings all over the city of Springfield, Mass. The story is that when Herbert Myrick saw the flames at four o'clock that morning he snatched a lunch, eating it as he walked rapidly the intervening mile, planning how to handle the fire, how to start up without delay, where and how to get the new machinery, which was wired for before six A. M. This little by-play disposed of, his mind grasped the future development of the city and proceeded to design what was completed a few months later—the Myrick Building of reinforced concrete with its seven acres of floor space.

"I saw it back of the flames upon arriving at the scene," Herbert Myrick once subsequently confessed to a friend. Such comprehensiveness of thought and promptness of action have been life-long characteristics of the man whose personality is wrapped up in *Farm and Home*, "the National Magazine of Rural Life."

FARMING "OUT WEST"

Born in Massachusetts, brought up in frugality, coming from a capable parentage, blessed with a sound constitution, he was early trained to hard work, manual and mental. At 12 he was placed in charge of the family's green house and market garden, and at 13 went to Colorado, where, he used to say, "I had forty years' experience in four—farming, helping to build one of the first irrigating ditches, punching cattle, herding sheep, fighting Indians, finally becoming a printer's devil."

Foreman at 16 of a Denver printing office, he returned to the old homestead in New England, made it pay, and then worked his way through Massachusetts Agricultural College. Here he began writing for and then selling the *New England Homestead*, became assistant editor in his senior year, and agricultural editor when graduated in 1892. *Farm and Home* had been established in 1880 by the same publishers,

and the young man soon became identified with it. A few years later the Phelps Publishing Company took over Orange Judd Company and its *American Agriculturist*. Later on Mr. Myrick acquired controlling ownership of the Phelps Publishing Company, associated with a galaxy of able men in the editorial, subscription, advertising, mechanical and financial departments, to whom he generously accords the credit for the large and enduring success achieved by *Farm and Home* and the other periodicals under his direction.

Organization by farmers, especially to insure better methods of marketing, was a specialty with the young man from the very beginning. Tobacco growers were brought together and then the dairymen. *Farm and Home's* championship helped to secure lower postage on seeds, plants and bulbs, followed by rural free delivery. Nor did this cover all of Mr. Myrick's plans for aiding the farmer and the country at large.

THE CO-OPERATIVE MOVEMENT

"I always felt," he said to me, "that this country should produce its own sugar. So *Farm and Home* started a movement that resulted in successfully establishing the American beet sugar industry. Of late years the magazine has been doing what it could to enable sugar beet growers to enjoy a fair share of the amazing prosperity which has come to this industry."

The co-operative movement along constructive lines which in these recent years has become as aggressive as it is successful was attributed by Assistant Secretary Hayes, of the United States Department of Agriculture, to *Farm and Home's* work and to Editor Myrick's book, "How to Co-operate."

"In getting at the root of that problem I came to realize the inadequacy of the American system of banking and the entire absence of any adequate method of rural credits," said Herbert Myrick in answer to a question.

"It was quite a number of years before *Farm and Home* and our associated papers were able to aid in creating a public sentiment that in-

sisted upon better things. Finally, when they exposed the Aldrich bill, *Farm and Home's* efforts were supplemented by a book, 'Co-operative Finance.' It laid down certain principles that, after the Pujo investigation, were embodied in the Federal Farm Loan Act preliminary to the Federal Farm Loan system. What these two acts have done for the United States is now known of all men."

The close hold which *Farm and Home* has upon its readers and subscribers, not only men and women, also the younger people, the boys and girls, Editor Myrick attributes partly to the efficient way in which *Farm and Home* takes hold to help them help themselves.

THE INFLUENCE OF THE FARM PRESS

"*Farm and Home* is not satisfied to say merely what should be done," Mr. Myrick said, "but is ever ready to co-operate with its subscribers in organized effort to accomplish the purpose advocated. Deeds count more than words. Yet *Farm and Home* always tries to take a live-and-let-live position. It realizes the interdependence of farmers with other groups. We must all hang together or we may hang separately. Farmers have better minds and more time to use them than the average city person. Hence the farmer occupies a position of large responsibility and leadership in economics and civics. This accounts, too, for the popular reception of our series of 'Famous Articles by Famous Men and Women' which have been a leading feature of American journalism during the past year. In these articles Hoover, Lowden, Garfield, Governor Allen, Secretary Meredith, Samuel Gompers, John Maynard Keynes, E. B. Moon and other authorities at home and abroad have made so plain and clear the cause and effect of present conditions that American farmers are able to do well their part in the world readjustment and agricultural reconstruction now under way."

"The sound influence of the farm press as a whole is being reflected now in the substantial work of such groups as the National Grange,

American Farm Bureau Federation, and National Board of Farm Organizations. The patriotism, statesmanship, business ability, conservatism and enterprise which enable farmers through these bodies to help themselves and benefit the whole country are worthy of the highest praise and universal support. These groups are making haste slowly, but laying the foundations securely. For instance, it may be two years before the committee of experts on grain marketing will be able to perfect improvements upon present methods of distributing and marketing grain which, when successfully applied, will rebound to the benefit of producers and consumers."

"Then you don't think direct trade will supplant present methods of doing business?" I asked him.

THE MIDDLEMAN QUESTION

"Not wholly," answered the editor-in-chief of *Farm and Home*. "Eventually, some middlemen will be dispensed with. Farmers will be able to buy in larger quantity for spot cash. Advertising for their trade will become even more profitable. The country merchant and local dealer will evolve into even more capable business men. They will afford such service to farmers and farm families as to be indispensable.

"You see this in the rural trade already. I can show you retail stores in small rural villages or at country four corners that compare favorably in the line of goods carried and service rendered with any city department store. They are just as ready and willing to serve an organized group of farmers at wholesale for spot cash as they are to accommodate the little customer with a petty retail order.

"Another development that is coming about rapidly in the country trade is the service station idea. What such stations have heretofore done for autos is now being done for tractors, other machinery, farm implements and household equipment. Service is the biggest idea in modern commerce, even more so in the rural trade than elsewhere. Farmers have the money and are willing to pay the price, but my experience is that they appreciate service more than other folks partly because they have had so little of it in years past."

Mr. Myrick, as seen by his career to date, is a many-sided personage—which, of course, aids him in making his work, through his many publications, so valuable. He is president of the Orange Judd Company and directing editor of its five weekly



HERBERT MYRICK

farm periodicals, including the Orange Judd *Northwest Farmstead* of Minneapolis, the Orange Judd *American Agriculturist* of New York and the Orange Judd *New England Homestead* of Springfield, Mass. These weeklies have over 500,000 subscribers.

HAS WRITTEN MANY BOOKS

He is also interested in other publications, is a practical farmer, operating a farm of some 700 acres and having some landed interests in several Western States, and is president of the Metallic Drawing Roll Company, whose invention has made possible during the past twenty years large extension of cotton manufacture throughout the Southern States.

The periodicals under Mr. Myrick's direction have been especially urgent in advocating the form of rural credits. For this reason he was present by invitation at the White House July 17, 1916, when the President of the United States signed the Federal Farm Loan Act. President Wilson signed it in duplicate, using two gold pens, each in a new

penholder. One of these President Wilson presented to Mr. Myrick, who in accepting it said: "Mr. President, with this pen you have signed the Magna Charta of American Farm finance." The other the President gave to Senator Fletcher of Florida.

The Myrick standard bill for farm finance under State law has been followed by legislation in twenty-two States. The Massachusetts Farmland Bank Act is its most perfect expression. He is Chairman of the Massachusetts Farmland Bank, organized under that act.

Mr. Myrick has just completed a new book, "The Federal Farm Loan System," which aims to make the new method perfectly plain. He is the author of numerous books on technical farm topics, also literary works, poems and addresses. His book, "Cache la Poudre, the romance of a tenderfoot in the days of Custer," portrays life when the West was new, and one of the boyish characters therem is the author.

The Hatch experiment bill, enacted by Congress in 1887, was the direct result of the work done by Herbert

Myrick through his publications. That act gave \$15,000 annually from the U. S. Treasury for an experiment station in each of the Southern States and in every other State. It has been followed since by legislation that has made available additional funds for agricultural colleges and experiment stations, and has established the farm demonstration system, farm extension work, etc. The Smith-Lever bill and many other national and State laws are a further expression of tangible results growing out of the work of this gentleman and his periodicals.

SEE EXPANDING FARM MARKET

"I am very optimistic as to the future of agriculture and the farm press," says Mr. Myrick. "The present deflation from world war inflation is shaking things down. Extravagance in business and in living fades before the dawn of common sense; hard work begins to replace the 'soft job.' The world realizes as never before its dependence upon agriculture. The real danger is that consumers will continue to multiply faster than producers. This means many prosperous years ahead for American farmers. They will continue to afford a vast home market not only for farm supplies but for household equipment."

"Increased material prosperity among farmers has bred a determination to have their homes equipped with all the modern conveniences which heretofore have been responsible for so much of the movement of families from country to town. In the long run the progressive farmer will have less to worry about than most other people."

Because of Mr. Myrick's work, the farmer has indeed much less "to worry about" than formerly. Perhaps that is the best description of his efforts. "He gave the farmer less to worry about."

Huge Increase in Working Capital

Dow, Jones & Co., New York, has compiled a tabulation showing growth of 139 industrial companies over a period of five years from 1915 to 1919 inclusive. This number of industrial companies, based upon last annual reports, shows combined working capital of \$4,387,347,450, compared with \$1,921,425,649 at close of 1914.

Fairbanks Co. Vice-President Explains Importance of Jobber

C. B. Stuart, vice-president of the N. K. Fairbanks Co., in commenting on the need of the jobber in distribution, recently said:

"The wholesale grocer is a necessary and valuable link in the distribution of grocery and tobacco products. The wholesaler brings about a greater distribution of merchandise, thus increasing the volume

and lowering the prices to the consumer. To eliminate him from the scheme of things would raise prices instead of lowering them," continued Mr. Stuart. "With the jobber eliminated, the retailer would have to buy more heavily and carry larger stocks. This would tie up his capital or restrict his assortments to a very few brands. He would be compelled to pay increased freight charges on goods delivered to him in individual shipments instead of one consignment from the jobber."

"Also, the retailer would be put to the added expense of establishing credit relations with many different firms from whom he must purchase merchandise, instead of with one or two jobbers. He would lose valuable time in interviewing many strange salesmen instead of placing his order with the jobbing salesmen as he does now. He would lose touch with the wholesale markets and the new merchandise offered because all manufacturers who previously sold him through the jobber could not hope to call on all the retailers seen each day by the jobber's salesmen."

"We have never viewed the work of the wholesaler as simply a mechanical function in the distribution of merchandise. We know him as the discoverer and traveler of new territories, as the friend and banker of infant businesses."

"He is a strong, stabilizing influence, helping to keep business on an even keel. We have found him very necessary in our business."

Wins Prize for "Shop Early" Poster

A prize of \$250 for the best "shop early" poster was won recently by G. E. Olson, a commercial artist. It was offered by the Retail Merchants' Bureau of the Detroit Board of Commerce.

Wilson & Co. Changes Subsidiary Name

Wilson & Co., Chicago, has changed the name of its subsidiary dealing with animal derivatives used in medicine and surgery, from the Hollister-Wilson Laboratories to the Wilson Laboratories.

Tom Blackburn With Botsford, Constantine & Tyler

Tom Blackburn, formerly of the copy department of the J. Walter Thompson Co. in Chicago, has become chief of the copy department of Botsford, Constantine & Tyler's San Francisco office.

Atlantic-Pacific Tea Sales Ahead

The Great Atlantic and Pacific Tea Company, Inc., reports sales for the first seven months of its fiscal year, ending October 2, totaled \$14,847,707, an increase of \$43,080,513 compared with corresponding period last year.

McCrory Sales Show Gain

The McCrory Stores Corp. reports sales for September at \$1,146,720, compared with \$973,585 in 1919. For the year to date sales are \$9,643,949, against \$7,904,777 a year ago.

Brown Joins Thomart Motor Co.

P. B. Brown has been appointed general sales and advertising manager of the Thomart Motor Co., Kent, O., which is entering the truck market with a new product. Brown was formerly connected with the Liberty Motor Car Co., Detroit, where he was engaged in special sales work.

France Rapidly Being Restored to Normal

How Guaranty Trust President Views Economic Status

By CHARLES H. SABIN

The most significant reaction I noted in Europe during my brief visit there was the rapid return of the French people to their normal life and relations. The general let-down in national morale which followed the ending of the war which characterized France, as well as other belligerent countries, seems to have been completely overcome, and in every important respect, national and individual, France is on her way back. Her new tax programme promises to produce a sufficient volume of revenue to care for the national budget. Her new government is a solid and sane one, which is functioning most intelligently in the emergency. Her people have returned to their old habits of thrift and productive effort, which promise a rapid restoration of economic stability. An increasing percentage of exports and a lower percentage of imports mark the change.

I think it may be safely assured that France has turned the corner of her problem, and, while of course there are many grave questions left unsolved before her, she will be able to meet them.

Superficial judgments drawn from the more or less sensational discussions of current happenings in the newspapers in either England or France do not give a real picture of the fundamental soundness of their situation and the manner in which they are working back to normal. The close relations we have developed with these nations and the absolute necessity of keeping our foreign markets open to American products, as a basis for our own prosperity, of course make their situation most important to us, and it is reassuring to find conditions there generally so good in fact, much better than I had been led to expect.

Money in Circulation \$6,212,030,977

Money in circulation in the United States in September totaled \$6,212,030,977. Based upon an estimated population of 107,323,000, the per capita circulation was \$57.88. In 1901, the year following the Spanish-American war, the per capita circulation in this country was but \$28.18, less than half of the present.

Increase in Meso Sales

Manhattan Electrical Supply Company reports gross sales for the first nine months of 1920 at \$5,752,136, an increase of \$75,923, compared to the corresponding period of last year.

And Don't Omit Selling the Dealer on That Vital Repeat-Getter

WILLIAMSPORT, Pa.

Editor, ADVERTISING & SELLING: I cannot help being somewhat impressed by the number of articles in ADVERTISING & SELLING relating to dealer cooperation. All of them abound in serious platitudes and recitations of time-tested plans to secure the dealer's interest. Now, how about a few words from the other side?

Awe-inspiring electric signboards along Broadway and ornate counter and window display material undoubtedly affect the dealer and the consumer favorably. But, when all is said and done, it is the out-and-out quality—or lack of it—in a product that the dealer worth selling to goes by in pushing or side-tracking any article. In these days the methods of co-operation employed by distributors are nearly approximate in their effectiveness. They all supply electrocs, "copy," and tell how many men and women will read their advertisements this month. And they all have lots of that "our line is the best" patter, which is perfectly natural. (Oh, if the fond parents of dealers' helps in the nature of counter cards and window stickers could only see how nine-tenths of their stuff reposes in dark crevices and under piles of magazines!)

A house may have cooperation developed to 100 per cent efficiency. The sales-manager may be a Schwab and the advertising man a genius, but unless the man behind the counter can unhesitatingly recommend your product as something which will give absolute satisfaction (proven by experience), he will display all competing wares with the same interest. The customer makes his or her choice and the salesman wraps it up, trusting to Allah that it will prove—well, that the customer will come back again some time.

Now then, suppose your product is all that one could desire. Say, by way of illustration, that you manufacture men's suits. Your garment has acquired a reputation for being cut full, long wearing, fast color, etc. A customer asks to see shirts. The salesperson will show a number of colorings and price ranges, but the customer does not "register" willingness to buy. He is undecided.

Then the salesman plays trump. He displays your shirt.

"Here, Mr. Blank, is the shirt you want." And in an orgy of mounting enthusiasm he recounts selling points by the mouthful. He knows he is telling the truth and the customer feels it. Result: A sale. The salesman wraps up the purchase with a grin, for he K-N-O-W-S Blank will be back again. That's real cooperation!

Yes, it's fine and progressive and all that to provide the dealer with plenty of sales helps, but—if someone else is there with a beyond-question-quality just a little ahead of yours, even though that line doesn't advertise nationally, the other product may move twice as fast as your own. For fine talk and gilt signs don't fool the man behind the counter.

So, while you are cooperating to the nth degree, see to it that the factory gives you quality.

For if you put in quality, the dealer will put in the push.

(Signed) W. RAYMOND SCHICK.

Our Foreign Trade \$14,000,000,000

The foreign trade of the United States for 1920 will approximate \$14,000,000,000,

according to estimates compiled by the National City Bank.

This total compares with \$11,000,000,000 in 1919, \$9,000,000,000 in 1918 and 1917, slightly less than \$8,000,000,000 in 1916, slightly more than \$5,000,000,000 in 1915, and about \$4,277,000,000 in 1913, the year immediately preceding the war.

Discussing the marvelous growth of the country's foreign commerce the bank's statement says the expectation that we should witness a fall off in our foreign trade after the termination of the war has not been realized.

Both imports and exports continue to grow, and the total on both sides of the ledger will be bigger in the calendar year 1920 than in any year since the beginning of the war and several times as much as in any year prior to the war. The biggest imports in any calendar year prior to the

war were a little less than \$2,000,000,000, and will total \$6,000,000,000 in the calendar year 1919, while exports, which never exceeded \$2,500,000,000 prior to the war, will be over \$8,000,000,000 in 1920.

Export Advertising for Music Industry

In order to direct the attention of foreign buyers to the possibilities of selling American-made musical instruments and supplies, an export campaign has been begun by the Music Industries Chamber of Commerce. The work is handled through the chamber's export bureau under the direction of A. M. Lawrence.

The National Bureau of the organization is now starting its fourth co-operative advertising campaign with music dealers. A series of advertisements will be used in newspapers each week through the months of October, November and December.

No. 4 of a Series on Personnel



C. ALFRED KARPEN
Industrial-Educational Editor

HARRY LEVEY selected Mr. Karpen to edit Truth Productions because of his pronounced ability and wide experience.

Originally an engineer, Mr. Karpen was associated with American Bridge Company, Radio Telephone Company and the United States Government.

His advertising and merchandising experience has been equally as varied, and for several years he has been actively connected with Mr. Levey in the Industrial-Educational Film work.

It is Mr. Karpen's particular function to co-ordinate the various portions of a Truth Production into the completed film in such a manner that the advertising and merchandising appeal is presented strongly without losing the educational and entertaining features. In work of this sort, it is just as necessary to have a complete knowledge of all branches of the moving picture business as it is for a newspaper editor to know his game thoroughly. Mr. Karpen has acted in every capacity from scenario writer, camera man and director to laboratory expert and editor. He has mastered the art of humanizing cold machinery and manufacturing operations to a point where they become entertainment in its highest form. During his association with Mr. Levey he has edited over 300 Industrial-Educational films.

Truth Productions are valuable to business organizations because each step in their preparation and distribution is handled by experienced members of this organization.

Have you investigated the possibilities of this medium in connection with your work?

HARRY LEVEY SERVICE CORPORATION

*Producers and Distributors of
Industrial Educational Films*

Offices and Studios: 230-232 West 38th Street
NEW YORK CITY

Selling a Method of Merchandising

A Salesman's Business Is to Know the Advertising and Merchandising Plan

TURN the collar of one of our coats back and ask our star salesman whether it was hand-sewn or not, and he probably wouldn't be able to tell you whether it was sewed or nailed on. That's a little exaggeration, of course, but I'm positive he couldn't give the correct names to five fabrics in our line of clothing. But he's not foolish enough to let a customer probe him with such questions. What he knows are advertising and the merchandise plan, and those are the matters he is going to clear up for the customer. I'm a comparative newcomer here, but it is clearer to me every day that what this firm is selling is a way to sell clothing and not the clothing."

The speaker was a junior salesman with one of the best known of houses manufacturing clothing for men, says the New York Sunday *Times*. He had just returned from a trip on which he had made an excellent showing, and he was enthusiastic over his discovery that what a dealer wants to be shown is not the comparative merit of a product, but how it can be successfully merchandised.

"From the conference of salesmen and executives held just before we started on the road," he said, "I carried away a very definite idea: That discussion was all advertising and merchandising and very little clothing. So it was natural for me to conclude that we were to sell the first two articles and let the third take care of itself. And I made no mistake in that inference. I go further now and say that, if a man has learned to sell a merchandising plan, he can sell any advertised brand of merit better than the man who tries to sell the product and puts the merchandising in the second place.

"It sounds like a bromide to say that advertising isn't what it used to be, but a good many salesmen could well afford to consider what has developed in the publicity line. If they enlightened themselves on the subject of modern advertising there is not one who wouldn't benefit, whether he sold an advertised product or not. Advertising today, coupled as it is with a well-thought-out merchandising plan, yields, as a rule, certain definite and known results. Consequently, it removes the one serious obstacle a dealer sees in purchasing

a new line. He wants to know whether it will sell or not. Other details are important, but they don't measure up to the importance of that question. Any reasoning or line of sales argument that doesn't meet that question squarely cannot impress the dealer like the straight answer to his question. The quality of the merchandise may leave nothing to be desired. The price may be right. But do these details go to the heart of the question as that chart answers it—so much advertising, so much results?

"The idea that a man is selling merchandising and not clothing or groceries or toilet articles, is one that still needs a big shove to put it where it belongs. As long as there is a mistaken notion about the matter, salesmen of advertised brands will keep on wasting effort in the attempt to make a difficult sale of one article when they might easily sell the other. Now, I am not bending the truth to make it fit my theory when I say that there are plenty of salesmen in the clothing business selling an advertised product who are making hard work for themselves by missing the principle of selling I have described. Many of the older men, especially, fail to realize what the term 'advertising salesman' implies. In fact, they use it rather as a bit of ridicule than as a very true statement of fact. And many others, not of the old school, also make the mistake of thinking that to be classified as an 'advertising salesman' is a slur on their ability. To them the term falls under the despised group of order-takers, as distinguished from salesmen. Just let them open their eyes and see the possibilities of selling advertising. If they know how to go about selling a merchandising plan, they can sell anything that can be merchandised. I wonder if that puts a new light on the matter. It will, if these salesmen realize that once they have put advertising and merchandising where they belong, they are no longer restricted to one field and one product, but, having learned the fundamental science of selling, are qualified to sell any advertised article without the specialized knowledge of that article they now consider necessary.

"Going back to our star salesman, it is evident that he has fully caught

the new selling slant I have explained. His knowledge of what he is supposed to sell could be put under a postage stamp. He is just well enough informed not to arouse the suspicion of a customer that he is selling candy and not clothing. He keeps fairly well posted on conditions in the business, but that lets him out—except for his knowledge of advertising and merchandising. But you could call him a conspicuous success in the clothing business without the fear of a dissenting vote. I contrasted his methods with those of other salesmen with our house, not so successful as he, and found his magic formula. He left making clothing to the factory and, assuring himself that the job was in good hands, sold the merchandising of that clothing. The others kept selling clothing.

"To my mind, there is only one criticism to make of the new selling plan. Closer co-operation is necessary between the advertising and the sales staff. Just as too many salesmen are slow to realize the advantages and possibilities of selling a merchandising plan, so the advertising forces are not making sufficient effort to furnish the salesman with all the data required. A most important matter on which the salesman is often left in the dark is how far the house is prepared to go on co-operative effort. Sometimes a salesman takes full responsibility and promises a definite sum as a local appropriation, only to find his promise vetoed by the advertising department. Unless he can be set right on such points, he is apt to find his plans all upset. In other words, every step in the campaign of the advertising executive should be as fully and as quickly communicated to the sales force as any other matter within the jurisdiction of the sales manager."

Made Chief of Agricultural Publications

Harlan D. Smith, head of the office of information of the United States Department of Agriculture, newspaper and magazine writer, has been made chief of the division of publications of the United States Department of Agriculture.

N. Y. "Globe" Starts Financial Bureau

The New York *Globe* has started a financial bureau for handling advertising and news under the direction of Darby Richardson at 20 Broad street, New York.

More Care Needed in Catalog Make-up

Attention has been brought to the Aleppo, Syria, concern by various local importers and commission merchant concerning the practice adopted by American manufacturers and exporters in relation to the make-up of catalogs and price lists sent to Syria, which, while describing the articles offered for export to that country, are prepared without taking into consideration the buyer's ability to understand them. Vice Consul Willson says:

"As an example, let us take the catalog issued by an American manufacturer of toilet articles. The catalog consists of a large sheet of paper containing photographs of articles such as shaving soap, toilet water, barber's soap, etc., and under each photograph the number of the article is given. The price list accompanies the catalog, but upon investigation the price list is found to contain no numbers corresponding with numbers in the catalog, but only the names of the various products. This method is extremely difficult for buyers to comprehend, especially when the catalogs are printed in English, a language not understood by them. Further, in many cases, the photographs of the articles are taken of side views and the names of same cannot be read.

"Let us now consider the catalog issued by a large manufacturer of leather in the United States. A very important importer in Aleppo received six books containing various samples of leather, and after thoroughly examining them he picked out several grades and turned to the price list, but was unable to solve the 'problem,' i. e., as the leathers were marked by color and the prices listed by name or grade, it was impossible to connect the price with the article. This same merchant, however, cut pieces from the samples and sent them to the United States with the request that he be fully informed relative thereto.

"An importer of steel products desired to purchase a supply of corrugated iron sheets, pipes, etc., and sent an inquiry to the United States for prices and descriptive pamphlets, expecting to receive a short letter giving the information requested. All that he received, however, was an extremely large catalog, printed in English, without an accompanying letter. He could not find the prices he wanted, although photographs were given of the articles.

"All catalogs should contain explicit matter describing the article, i. e., a photograph of the article (if such is given), under which should be printed dimensions, price, order number, and other pertinent matter. Further, care should be exercised that such catalogs be printed in French if sent to northern Syria. If a descriptive sheet is sent accompanied by a price list, care must be observed that the number of the article appearing on the sheet corresponds with the number given in the price lists.

"Catalogs issued by English, German and other European houses follow this principle, as do some American concerns."

Floating Fair From Netherlands to Advertise in Principal Ports

A company has been organized at The Hague for the purpose of sending a "floating fair" as it is called, but practically a ship loaded with sample products and commercial agents to sell them, to various parts of the world, particularly the United States. The concern is organized somewhat on a co-operative basis and proposes to send the Messageries Maritimes vessel, the *Macedonia*, of 6,100 tons burden, to the

United States and Central and South America for the purpose of introducing Netherlands products and enabling Netherlands commercial houses to establish both import and export connections in the countries visited.

The plan is for each of the Netherlands firms going into the scheme to advance the sum of 2,800 guilders or, at present exchange, the equivalent of \$861 American currency, for each cubic meter of space occupied aboard the vessel by an exhibitor and 200 guilders or about \$61 gold for each port visited. The ship will be divided into show rooms and each exhibitor will install aboard the vessel in the space he engages such a display of his goods as he cares to make and will furnish the company with advertising matter, price lists, and other information. The company will furnish an organization of commercial men on the ship who will act as sales agents and will endeavor to arrange satisfactory permanent connections for the exhibitors in the ports visited. For sales actually made the company will charge a single commission of 10 per cent, taking no commission on the business which follows.

It proposes to carry on a comprehensive advertising campaign in the countries to be visited so as to secure the maximum results from the visit. Its chief end, as announced, is to act as agents for the exhibitors rather than to attempt to do business for itself. To this end it proposes to translate and print as well as distribute for exhibitors all their advertising matter, to furnish them with representatives who can speak the language of each country visited, and otherwise to assist them in every way to properly present their goods and secure permanent connections.

It is planned to have the vessel stop about ten days in each port, and the itinerary of the first voyage is announced to include New York, Philadelphia, New Orleans, Vera Cruz, Habana, Port au Prince, La Guaira, Port of Spain, Pernambuco, Bahia, Rio de Janeiro, Santos, Montevideo, and Buenos Aires. The voyage, therefore, will occupy about a six months' period. It is proposed that the second voyage shall be to South Africa, East Africa, India, the Straits Settlements, and the Dutch East Indies.

4 out of 5

Yes, 4 out of 5 advertisers in our Telephone Directories renew or increase their space issue after issue.

These advertisers represent practically every class of American industry. They continue to advertise in the Telephone Directory because it pays.

Our representative will be glad to explain just how the Telephone Directories can fit in with your plans.

New York Telephone Company

P. W. FLDRIDGE, Sales Manager Directory Advtg.

1261 Broadway at 31st Street, New York

Call Vanderbilt Official 130

The Postal Service and the Direct Mail Advertiser

By the Hon. J. C. Koons,
First Assistant Postmaster General*

ONE of the greatest faults we find on the part of the public is the carelessness in addressing mail. More than twenty million letters reach the Dead Letter Office each year because they are so incorrectly and improperly addressed that they cannot be delivered to the addressee or returned to the sender.

These letters last year contained checks, money orders and currency of the face value of more than a million dollars! The losses to the business men because of failure properly to address these letters must have been enormous. Many millions of other letters are so improperly addressed that it is necessary to give them directory service, and though they can be delivered it causes a delay of from twenty-four to forty-eight hours. If your letters are important enough to write, is it not important enough to see that they are correctly addressed? Mail is usually dictated and signed by the highest-salaried officers and employees of a business, then entrusted to the lowest-paid employee for mailing! The careless manner in which the mail is handled by these employees is most distressing. Many instances, which would be considered almost unbelievable, could be cited to bear out this statement. What is true regarding letter mail is true to an equal extent of advertising and circular matter. Advertising matter is of no value to the sender unless it can be delivered to the addressee.

Most large mailers use either the permit or pre-canceled stamp. I wish to encourage the extension of their use. This eliminates two of the operations in the Postal Service, thereby resulting in quicker dispatch of circulars and advertising matter, and its quicker receipt by the addressee. The large mailers, if possible, should not hold back their circulars with a view to depositing them all at one time, because it imposes upon the Postal Service a tremendous burden in handling it. Neither should advertising matter be held until the close of the day before mailing. It should be mailed as early in the day as possible.

To those who use the mails to a large extent I would suggest that when it is your purpose to send out a

large quantity of mail or advertising matter you confer with your local postmaster. In many instances where you use pre-canceled stamps or the permit privilege the matter can be routed by the local postmaster before the circular is enclosed in the envelope or wrapper, thus expediting greatly the handling of the matter and resulting in a more efficient service to you. We are continually urging closer co-operation between the postmaster and the public. We are impressing upon postmasters the importance of giving the needs of the mailers their utmost, careful attention to ascertain if possible in what way we can better serve them, and in what ways the business man can assist us with little or no effort on his part to expedite the handling of his mail. We want to give good service.

In conclusion permit me to say that the Postal Service is simply a business of selling service to the public. The better service we can render, the more valuable we can make the service, the greater the public will patronize it. We are willing to do our part; and I earnestly ask the co-operation and assistance of the Direct Mail Advertising Association in helping us render good service.

J. H. Behr Joins Akron Agency

J. H. Behr, at one time on the advertising staff of the Goodyear Tire & Rubber Company, and later in charge of sales for the S. & O. Engraving Company, Akron, O., has joined the Akron Advertising Agency Company as director of purchases.

Corn Products \$7,000,000 Plant

The Corn Products Refining Co. is now beginning the construction of a \$7,000,000 refinery at Kansas City, Mo. A big combination wharf and cannery factory at Edgewater, N. J., which cost about \$2,000,000, is now practically completed.

Wilson & Co. to Take Over Globe Soap

Preliminary negotiations for the taking over of control of the Globe Soap Company, Cincinnati, O., by Wilson & Company, the Chicago packing concern, have been completed, according to an announcement made by Thos. E. Wilson, president of the latter company.

The First Newspaper Advertisement Appeared in 1642

It has been affirmed that the first newspaper advertisement appeared in 1642, during the Civil War in Great Britain.

In England, the first printed advertisement was set up by Caxton, the celebrated printer, when he announced the completion of "The Pyes of Salisbury," a book containing a collection of rules for the guidance of priests in the celebration of Easter.

The first authentic advertisement was published in *The Mercurius Politicus*, of 1652. In the year 1657 a weekly newspaper devoted to the interests of advertisers, made its appearance in London.

—O. K. Copy.

*An excerpt from a message to the Direct Mail Advertising Convention at Detroit, prepared by Mr. Koons. Official business prevented the First Assistant Postmaster General's appearance at Detroit.

A Lesson from Edison

Mention of the name of Thomas A. Edison usually brings two things to mind—the fact that the Wizard of Menlo Park has been responsible for more important inventions than any other living man, and that he is one of the most indefatigable of workers. Four to six hours' sleep, he has said upon numerous occasions, is sufficient for any one. The rest of the twelve-four should be spent in work of one kind or another.

But even Edison, with a mind weighed down under countless details and thinking continuously of the many problems which he is trying to solve, has time to read. In fact he makes it his business to follow no less than fifty-two trade journals, the leading business newspapers of the country and all the latest books which deal in any way with the work he has on hand.

"Why," he asked recently, "why should a man burden himself with the ordeal of ascertaining things for himself when these same things have already been worked out by others? If there is any doubt as to the correct solution of the problem, that is a different matter. But definite answers have been found to so many of the puzzles which surround us that it would be a waste of time to work out for ourselves, particularly when we can discover just how others have solved the same difficulties without the waste of a moment's time. That, to me, is one of the great values of the trade journals. Each one of them is a treasure-house of ideas, a storage vault filled to overflowing with practical suggestions."

If Edison, who works from twelve to twenty hours a day, can find time to read fifty-two trade journals—not to mention newspapers and books—why is it that so many merchants say "I haven't time to read"? If Edison, one of the most learned of men, can find instruction in all the magazines which reach his desk, why is it that merchants say "Nobody can teach me anything about my business"? Wouldn't it be well to take a lesson from the man who invented the phonograph, the electric light and countless other devices, and make a point of reading more, even at the sacrifice of a few hours of sleep?—*Retail Public Ledger*.

Chicago "Tribune" in New Plant

All departments of the Chicago Tribune, excepting the business office, advertising and auditing departments, will be moved next week from the Tribune Building to the paper's new, large, splendidly equipped plant just north of the Chicago River.

"Women's Apparel Review" Re-organized

The *Women's Apparel Review*, recently taken over by the Sincere Press, Chicago, will make its first appearance under the new management November 13. B. Elkan, formerly editor of *Judicious Advertising*, Chicago, is editor, and George W. Kowalski, formerly with the American Posting Service, will be advertising manager.

Former Philadelphia "Press" Men to Meet

Arrangements are being made by a committee, of which E. A. Muschamp, 603 Chestnut street, Philadelphia, Pa., is secretary, to hold a re-union of all former members of the Philadelphia *Press*. A celebration is being planned to mark the passing of the *Press*, which was recently purchased by the Public Ledger Company.

Selling to Men in a Woman's Shop

How a Seattle Dealer Is Multiplying Sales Opportunities

CATERING to men is a new idea for a woman's shop. It was tried, and successfully, by the Sweet Sixteen Company of Seattle, which deals exclusively in women's apparel. J. S. Salmon, manager, believed that men have an influence with their wives and the feminine members of their families, and proved it by his unusual appeal in advertising, says the *Pacific Coast Merchant*.

Here is a typical appeal which he made through the local newspapers:

"There is plenty of publicity directed at you on men's clothing. Some you read and act on. And to some your attention is called by your wife or some other gentlewoman interested in you.

"Now, we want to turn the tables. We want you to do the favor of telling your wife, your sister or some other woman in whom you are interested about 'Sweet Sixteen' garments and Sixteen Dollars.

"She may be in the habit of paying two, three or four times \$16 for her suits, coats and dresses. You know if you pay her bills.

"Tell her that you want her to go to the 'Sweet Sixteen' Shop and look over the new fall garments selling at \$16—just to please you. If she does she'll be more than pleased at the fine character of these fashions.

"She may know, but, if she doesn't, tell her how before the war we sold these creations at \$16—and have done so ever since—and not curtailing style or quality, but actually improving them. Greatly increased sales did this.

"If she knew that we pay \$13 for many of these garments in New York, to which 60 cents express is added, she would wonder how with overhead expense we can do it, and why we don't ask \$30 for them. Many she has paid \$30 for are no better.

"Come with her? We have lots of men who come with their wives or sweethearts. The women like to please the men folks in their dress, just like men dress for women's admiration.

"Do her the favor of reading this ad to her. She will appreciate it and it will be worth many dollars to you."

Mr. Salmon reports that following the advertising carrying an appeal to the men there was a goodly number of men who came to the store

with women. All of which proves that men can be interested in women's garments before they are moved from a merchant's racks.

Peggy Paige Expanding Line—Blackman Co. Handles Advertising

Peggy Paige, New York, is planning to expand its line soon so as to include, besides women's dresses, misses' dresses, coats, suits, shoes, hats, nets and sundry apparel. A campaign in newspapers and magazines to popularize the name Peggy Paige and to introduce Peggy Paige, Jr., dresses is now being undertaken through the Blackman Company, which secured the account November 1.

Herbert L. Goff, formerly with J. P. Morgan, is now advertising manager for the Peggy Paige organization.

"Food Journal" Broadens Scope to Cover Manufacturers

Announcement is made of an important change in the editorial policy of *The American Food Journal*, published in Chicago for the past fifteen years. In addition to serving chiefly those interested in scientific food problems, as in the past, the publication will henceforth cater also to the needs of food manufacturers, wholesale grocers, importers and exporters and all others engaged in manufacture and distribution of food products. A new office has been opened at 25 East Twenty-sixth street. J. T. Emery, who was formerly with *Advertising and Selling* and more recently advertising manager of the *Red Cross Magazine*, has been appointed advertising manager, with headquarters in New York.

SYSTEMS BOND

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



The Importance of Business Stationery

During the course of a year's time many sales are lost on account of business stationery not being quite up to the mark.

Some advertisers pay thousands of dollars for a page advertisement in a magazine, and then follow up the inquiries with a letter written on a grade of paper that wouldn't impress people enough to make them pay eighty cents for a gold dollar.

When you send out a sales message give it every chance to win. Send it on a letterhead that will be a credit to your firm.

SYSTEMS BOND is the advertised paper that will make your letters look better.

A request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

Advertising or Sales Manager

(Continued from page 4)

about what the future holds for them and their jobs. Through ADVERTISING & SELLING I have been in correspondence with a number of them on the question. I have found most of them "business Darwinians" enough to believe that conditions in the advertising department and in the salesmanager's department are not going to remain static and that the relationship between the two departments is not fixed. Some see only the necessity of closer and more ef-

fective alliance between the two departments. Some foresee a merger in which both shall sink their identity into one or the other or into something bigger. Some think that the process of evolution in each case will be largely dependent upon the personality of the advertising manager or salesmanager in the case. Some hazard that one thing may happen in the large concern, another in the small concern. Perhaps some are swayed by their identification with one or other department. I expect to quote from these letters and others which are sure to come out in hot response to this article in future issues of ADVERTISING & SELLING. Let me quote here from three of the first dozen to come in.

GREATER SPECIALIZATION

The first bears the signature of Charles E. Murman, vice-president of the United Drug Company, who speaks with the authority of one who has been salesmanager, advertising manager, and sales and advertising manager at the same time. Mr. Murman, who disagrees radically with views of the head of the food products company, says: "Instead of these two positions merging into one, I would think there would be a greater concentration into each one as separate units. In other words, the advertising manager is becoming a specialist in his own line and the salesmanager is becoming more efficient in his."

"I suppose this impression that you speak of is based more or less on the presumption that it is hard to divide advertising from sales and I admit this. There must necessarily be a very close working arrangement and a mutual knowledge on the part of the sales and advertising managers. One cannot work efficiently without the other. While they are attempting to accomplish the same purpose—making sales—they are specialists, each one in himself."

"Each one has too big a job to be handled by the same man unless through a very broad experience it is possible for one man to direct them both, but the operations must have a distinction."

"Without getting into a very lengthy argument one could explain a very strong difference between the two departments. The sales man-

ager is selling merchandise to the dealer and the advertising manager is selling a belief to the minds of the public. Certainly anybody analyzing these two would not call them the same. It requires a specialist in each line and I don't think it will ever be any different."

FORESEES MERGER

The second letter is dictated by F. W. Taft, manager of the advertising department of the Carter's Ink Company, who says:

"I rather look to a gradual evolution or change, but whether it will be the advertising manager that supersedes the sales manager or vice-versa is going to depend wholly on the man himself. The title is going to mean little. As a matter of fact, I look to see a new title which is rapidly coming to the fore, anyway, that of merchandising or sales promotion manager, which will finally take care of the two separate and distinct lines which now are taken care of by salesmen and advertising."

"I think, however, that there will be always an advertising manager. He may degenerate to become simply the head of a sub-department in a sales department, just as now the usual advertising departments are considerably subdivided."

In the third letter, which will be reproduced in full later, R. N. Fellows, advertising manager of the Addressograph Company, calls attention to the fact that "in one particular line of business within the past year the sales managers of four nationally known concerns have been promoted either to be vice-presidents or directors, or both, in their respective companies, whereas the advertising managers in those companies still retain that title and apparently their same circle of influence in their respective organizations."

And that sets one thinking a bit, doesn't it?

Fairbanks, Morse Co. Sales Gain

Net sales of the Fairbanks Morse Company for the first nine months of 1920 were \$26,305,684, a gain of \$6,095,088 over the previous year. Net profits were \$2,905,330 as compared with \$2,359,029 for the same period in 1919.

C. L. Reisner, De Laval Advertising Head

C. L. Reisner, formerly connected with the advertising department of the Moline Plow Co., Moline, Ill., has been appointed advertising manager of the De Laval Separator Co., New York.



WE are in need of a competent hardware man, thoroughly familiar with compiling hardware catalogues. We want one who is capable of earning from \$3,500 to \$4,500. Address, Box 283, care ADVERTISING & SELLING.

Ruthrauff & Ryan

INCORPORATED
ADVERTISING

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

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.
POSTAGE - 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"

MONTREAL

TORONTO

WINNIPEG

The Billings & Spencer Campaign

(Continued from page 6)

behind the chief executive's desk in the office of the big purchaser of drop forgings tomorrow. So, in addition to its national advertising in the *Saturday Evening Post*, the *Literary Digest* and the *Scientific American*, and to its trade and technical paper advertising in nineteen periodicals covering that field, Billings & Spencer went out to "the man on the street" through the newspaper. Newspaper readers in the twelve states which had been showing the best sales for Billings & Spencer products were chosen for the initial campaign.

The topics of this advertising and the symbols chosen to represent Billings & Spencer standing and standards here were those Billings & Spencer products with which the man on the street had the closest acquaintance—the wrench and other small tools. About one-third of the company's production total is made up of wrenches, one-half going to contract drop forgings and the rest to machinery.

The keynotes of this campaign were simplicity and friendliness. Each piece of copy bore a picture of a small tool drawn in on a hand-stippled background. Each piece of copy sought to put over one thought. For example, a piece lying before me reads:

After a man has used a Billings & Spencer wrench for ten or twelve years he becomes something of an authority on how good a tool can really be.

Here's another:

No matter how good-natured a man may be, he is apt to balk at lending you his Billings & Spencer wrench.

This copy is selling Billings & Spencer small tools. It is selling something else—something that will be carried over from the day when "the man on the street" is just "the man on the street," valuing the wrench with which he tinkers at his leaky kitchen faucet almost as he values his "jimmy pipe," to the day when he gets behind that executive's desk to which I have referred. That something is faith in Billings & Spencer, coupled, of course, with the impression of Billings & Spencer supremacy.

So, you see, if my agency friend had not started me out on another train of thought, this story might have been written from a different lead and called "Selling One Product to the Man on the Street to Sell Another to the Man Behind the Desk."

What about results? In the first place, total 1920 sales to date on all

Billings & Spencer lines have shown an increase of 19 per cent over 1919 sales for the same period. In ten of the eleven states in which newspaper advertising was carried on the average 1920 sales' increase over 1919 was 28 per cent. When we get down to examine the newspaper advertising at close range we find results like these: \$9,180 was invested in newspaper advertising in New York; the increase in business in New York for 1920, as compared with 1919, amounted to \$23,000—a gain equaling 250 per cent of the advertising expenditure. In Cleveland \$3,510 was spent; and 1920 business totalled

\$60,000 above the 1919 business—a gain of 1700 per cent of the advertising expenditure. Chicago's increase went to 300 per cent of the advertising cost; Detroit's to \$10 per cent; San Francisco's to 223 per cent, and Hartford's—the home town's—to 1250 per cent.

These gains reflect the value of the newspaper advertising directly. The proponent of national advertising will add that they reflect, just as directly, the value of the national advertising going into those cities. They demonstrate, above all, that here is an institutional campaign that will not need weeding out.

To Sub-Let

Space 50 x 65 feet at
471 Fourth Ave. between
31st and 32nd Streets. Now
occupied as business offices.
Has plenty of light, eight
windows in front and six in
rear. Present lease has five
years to run from February
1st, 1921. These offices
would be very desirable for
an advertising agency or a
publication office. Apply
Mr. Clarke, Fifth floor,
471 Fourth Avenue.

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

Features in this Number

November 13, 1920

ADVERTISING OR SALES MANAGER—*Which?* *Gilbert Evans*
Is there an exit sign over the door for one of them?

SELLING ON POINTS THAT SOLD LINCOLN *Ward Gedney*
The Billings & Spencer institutional campaign that is getting big results.

PUTTING SELLING FORCE BEHIND THE SALES... *Humphrey M. Bourne*
The merchandising opportunity where goods + public meet.

THE COPY WRITER'S METHOD
One of T. B. Stanley's advertising cartoons that gives us a slant on "atmosphere."

MAKING THE MAILED SALESMAN EARN HIS WAY.... *R. J. Rehwinkel*
He won't do it unless you lend a hand.

THE PURPOSE OF ADVERTISING ANALYSIS.... *Chalmers Lowell Pancoast*
Visualizing the aims of the campaign helps the advertiser and space salesman.

A WOMAN'S PLACE IN POSTER ADVERTISING..... *E. Walter Osborne*
Mrs. Carolyn G. Jones of Rome, Ga., is a successful poster advertiser.

HUMOR SCORES IN THE ADVERTISER'S APPEAL..... *Louis E. Shetter*
It's better than a too positive or negative tone.

EXCLUSIVE AGENCY OR AN OPEN FIELD?..... *John M. Schlachter*
Some pertinent points that may help you decide an important question.

EDGE LAW BANKS AND FOREIGN SELLING..... *A. H. Titus*
The President of the First Federal Foreign Banking Association writes of credits for foreign trade.

A TIME TO ADVERTISE.....
And time, also, for the business editor to give maximum service.

HERBERT MYRICK..... *Russell E. Smith*
An intimate study of the personality of the President of the Orange Judd Company. One of the "Men and Mediums" series.

Calendar of Coming Events

November 15-19—Annual Convention, American Specialty Manufacturers' Association, Hotel Traymore, Atlantic City, N. J.

November 15-20—Second Annual Convention and Exhibition, American Gas Association, Hotel Pennsylvania, New York.

November 17—Semi-annual Meeting, Southern Cypress Manufacturers' Association, Jacksonville, Fla.

November 17-18—Annual Convention, Southern Sash, Door & Millwork Manufacturers Association, Atlanta, Ga.

November 17-19—Annual Meeting, American Petroleum Institute, Washington, D. C.

November 18-19—Annual Meeting, National Association of Motor Truck Sales Managers, Detroit.

November 22—Annual Convention, Associated Industries of America, Atlantic City, N. J.

November 29-December 4—International Advertising Exhibition, White City, London.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

Five Crop Records Broken

American farmers broke production records with five crops this year—corn, tobacco, rice, sweet potatoes and pears. Other crops closely approaching records were oats, barley, rye, potatoes, apples and hops. Corn, outstripping all records with a production of 3,199,126,000 bushels, or 75,000,000 bushels more than ever grown before in the United States, is said to be the greatest crop in the history of the world.

Films Advertise U. S. Goods in India

By means of moving picture films certain American products are now being advertised in the theatres of Karachi, India. One or two reel films of American machinery at work, such as a complete series of views of road making and road-making machinery, have lately proved interesting to theatre patrons apart from any advertising merit they might possess. It is suggested by Consul Richardson,

Karachi, that if such pictures could be given a little more pertinent relation to local conditions, such as showing the Indians pictures of people of their own race operating the machinery, the films would present a greater appeal to the Indian public in bringing before it better realization of the industrial activities of a country now becoming known as a source of supply of many articles hitherto purchased elsewhere. Though involving a certain amount of theatrical "business," the Consul believes that good results will ultimately be achieved from this method of screen advertisement.

New York Times Club Holds Dance

The New York Times Club held a very successful entertainment and dance, attended by about a thousand persons, at the Hotel Commodore on the evening of November 9. The program, which was under the direction of Leon Redlick of the advertising department, included Eddie Cantor and other Ziegfeld and Keith performers.

Officers of the Club are: Adolph S. Ochs, honorary president; Hugh A. O'Donnell, president; C. J. Walsh, vice-president; Lillian Gleason, secretary; Warren Nolan, treasurer, and Marie A. Mullany and Howard Humphries, sergeants-at-arms. The second annual meeting of the membership will be held this week to elect officers for the coming year.

National Thrift Week January 17-23

National Thrift Week, which was successfully carried out in 633 communities last year through advertising, will be observed again from January 17 to 23, 1921, when it is estimated more than 1,000 committees will take part. Each day of the week will emphasize a special phase of thrift, in the following order: Bank Day, Budget Day, National Life Insurance Day, Own Your Own Home Day, Make a Will Day, Pay Your Bills Promptly Day and Share With Others Day. Forty national organizations are co-operating. The movement, which is carried on by the Industrial Department of the Y. M. C. A. International Committee, New York, is not aimed to sell goods, but to develop character in the lives of young men and boys.

Black, Scribner's Advertising Manager

John Black, formerly a member of the staff of the Brooklyn *Daily Eagle* for five years, has been appointed director of advertising and publicity of the Charles Scribner & Sons Publishing Company. He succeeds J. W. Rogers, now in Europe.



The Obligation to buy Good Printing

YOU buy printing for but one purpose — to place your message before the many.

There is a definite obligation upon every man who seeks the service of a printer. He must not use press, paper, type, and ink—the forces which in three centuries unchained the intelligence of mankind—to produce that which is false, foolish, or ugly.

THIS school books of your son and the catalog of your business represent more than education and commerce. They are monuments to the genius of a long list of men, who when they thought of printing thought always of Better Printing.

WE know that Better Paper helps produce Better Printing.

BUT much more is needed. One must want Better Printing. The mill that strives to produce a better sheet of paper and the printer who strives to print that paper as well as he can, are alike helpless if their customer is indifferent to such aims.

IT is something to know that good printing is more profitable than poor printing. But it is a greater satisfaction to feel that your printing expresses not alone the best that is in you and your business, but the best efforts of your printer, the ink maker, the engraver, and of the paper manufacturer who improved his product as much for constructive as for competitive reasons.

WHAT Warren's Standard Printing Papers have done to make Better Printing possible and desired can be seen in Warren's service books and brochures in the shops of large printers, and in the offices of paper merchants who sell the Warren Standards. These books are also on exhibition in the public libraries of our larger cities and in those clubs which devote attention to graphic art.

ONE can know good printing and not know Warren's Papers, but a familiarity with the Warren Standards amounts to a familiarity with earnest effort to help American business with Better Paper toward Better Printing.

S. D. WARREN COMPANY, BOSTON, MASS.

Warren's Standard Printing Papers are

Warren's Cameo

Dull coated for artistic halftone printing

Warren's Lustro

The highest refinement of surface in glossy-coated paper

Warren's Warrentown Coated Book

Glossy surface for fine halftone and process color work

Warren's Silkote

Semi-dull surface, noted for practical printing qualities

Warren's Cumberland Coated Book

A recognized standard glossy-coated paper

Warren's Printone

Semi-coated. Better than super, cheaper than coated

Warren's Library Text

English finish for medium screen halftones

Warren's Olde Style

A watermarked antique finish for type and line illustration

Warren's Cumberland Super Book

Super-calendered paper of standard, uniform quality

Warren's Cumberland Machine Book

A dependable, hand-sorted, machine-finish paper

Warren's Artogravure

Developed especially for offset printing

Warren's India

For thin editions

Warren's
(STANDARD)
Printing Papers

Color Helps Lose a Football Game

Harvard Men May Remember This Game

IT WAS played back in 1915. One of the surprises of mid-season Harvard was playing a smaller college team. The first quarter passed and Harvard had not scored, the second and the third—and but two minutes remained to play in the final quarter when the Harvard team was forced to punt.

It was raining torrents, but the crowd remained in the Stadium watching the smaller team play desperately for victory or a scoreless tie. The game became a painting, desperate fight, a crashing mélée of mud and men. And the crowd marveled when they saw the Harvard team slowly forced back into their own territory.

Then catastrophe—for the smaller college. A conference, a quick and complicated shift and the ball was in play. Far back of the line the quarterback received the ball. His ends and backs spread fan-like down the field. Evidently a forward pass.

But a Harvard tackle crashed through and lunged at the quarterback holding the ball. Harvard ends darted at him from both sides. He did the inexplicable. He tossed the ball directly into the arms of an onrushing Harvard end who dashed with it down the field for a touchdown. Harvard won!

They called it luck. Of course! Harvard forgot the game in her preparation for the final games of her season. But followers of the smaller college never ceased to wonder what impulse caused their quarterback to pass the ball directly into the arms of the Harvard end. The explanation, however, is simple: *Color*.

Harvard's colors are crimson, those of the smaller college deep maroon. Before the game both captains realized that as crimson and maroon jerseys look about the same, it would prevent endless confusion if one team changed. So the smaller college team wore the black jerseys of the Harvard second team.

Then came the vital moment of the game. When his line crumbled, pressed on all sides by the Harvard tackles and ends, the quarterback's mind and body co-ordinated instinctively. In the emergency his mind slipped from his conscious control to the control of his subconscious instinct. The signal had been given for a forward pass. He must pass the ball. He must act. For four years he had been trained to pass the ball to a player in a maroon jersey. Crimson looked like maroon and, as every psychologist knows, color impressions cling most forcefully and longest in the human mind. Without conscious thought he passed the ball to a man in crimson. Naturally. And the game was lost.

That quarterback's mind, instinctively

clinging to color associations, and acting on them subconsciously, presents an excellent object lesson for advertisers.

It is only one of the hundreds of incidents which prove the teachings of psychologists that color impressions cling longest in the human mind, that we think

fastest in color, and that color associations supply a subconscious motive force which prevails to volition and action.

And it explains to a certain degree the phenomenal returns achieved by great color pages in the American Weekly.

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COLOR

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