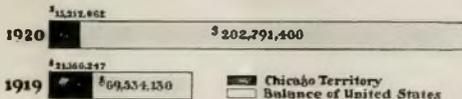


Advertising & Selling

NOVEMBER 20, 1920

Publishing
Kansas City



Failures Decrease in the Chicago Territory

During the first nine months of 1920 business failures in The Chicago Territory (Illinois, Indiana, Iowa, Michigan, and Wisconsin) dropped below those for the corresponding period of 1919—16% in number and 28% in volume of liabilities. This was in face of the fact that for the balance of the United States failures for the same period increased 26% in number and 190% in volume of liabilities.

The importance of this exception to the general reactionary trend is apparent since The Chicago Territory is a market with double the population of the entire Dominion of Canada.

Concentration of sales and advertising effort in these five prosperous states is facilitated by the tremendous prestige of The Chicago Tribune with its circulation of 450,000 daily and 700,000 Sunday.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write For The Tribune's 1920 BOOK OF FACTS

The broadside pictured below was printed on Foldwell and carried four actual size Saturday Evening Post advertisements in color besides the Fayette R. Plumb Company's merchandising story for 1920. It is saddle stitched, has five repeated folds, 12 pages, and measures 17x50.



Foldwell and National Advertising

Big printed pieces must have extra strength to save their appearance—to stand up against extra folding and handling. That is why Foldwell—with its rag base and long fibres which give it unusual strength—is the logical paper for elaborated broadsides. Send for samples.

YOUR dealers know only what you tell them about your 1921 campaign. They cannot be expected to share your enthusiasm or “hook up” with your campaign unless they are as familiar with it as you.

This year a great number of national advertisers presented detailed plans of their advertising to their dealers. Unusual broadsides were used for these presentations in which the *advertisements themselves* were reproduced in actual size and color, and their purposes explained.

Such broadsides give the dealer a more comprehensive view of his sales possibilities and naturally the advertiser's results show marked improvement.

Foldwell
TRADE MARK
Coated Book
Coated Cover
Coated Writing

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

Nationally Distributed

Chicago—The Central Printing Market



One of the largest and most completely equipped printing plants in the United States

Rogers & Hall Company Catalog and Publication Printers

Artists · Engravers · Electrotypers

Specialists in the art of Catalog
and Publication Printing for
more than thirty years!

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on **Quality, Delivery and Price!**

In addition, we offer you every possible help in obtaining catalog compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your publication.

Rogers & Hall Company

Catalog and Publication Printers

Polk and La Salle Streets, Chicago

Telephone Wabash 3381

ADVERTISING & SELLING, NOVEMBER 20, 1920

30th year. No. 22. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price, 15c. the copy; \$3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



Sell the Farmer with 100 Acres and Over

Every farmer is a consumer, but not every farmer is available through advertising.

There is the farmer who reads little or nothing, and consequently cannot be reached through the printed word.

There is the mediocre farmer who operates on a hand-to-mouth basis and lacks the intelligence and buying power to install modern methods and modern equipment.

Then there is the upper stratum of farmers who are students of well-edited farm papers as an aid in their business.

This group produces the biggest yields and determines the farm and buying practices of their neighbors.

Among this group are consumers of everything for farm, household and personal use.

How can we pick them out? By and large they are the men running farms of 100 acres and over—2,669,891 of them in all.

The Standard Group of quality papers with 1,150,000 circulation maintains a staff of eighty-eight editors whose services command the interest and loyalty of the leading farmers of America.

Sell a Standard Farmer and You Sell His Neighbors Too

THE STANDARD FARM MARKET

(One Out of Every Worth-while Two Farm Homes)

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallace's Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

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

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas, Birmingham,
Raleigh and Atlanta

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

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

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

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

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year

NOVEMBER 20, 1920

Number 22

The Missing Link in the Sales Chain

What the Sales Promotion Department Can Do to Connect Marketing Effort With Accomplishment

By J. E. BROWN

Sales Promotion Mgr., United States Tire Co.

INTO the breach that formerly divided the efforts and resulting accomplishments of nearly all sales and advertising departments we now find firmly entrenched a connecting link known in most organizations as a sales promotion department.

Up to very recent years the specialists of advertising and the specialists of selling were inclined to follow their own well-charted courses without knowing or, in some unfortunate instances, without caring to know what the other department was doing or planned for the future. Quite true, the sales manager was familiar with and often dictated the policies of the advertising department, but out in the field, the salesman, through no fault of his own, found it impossible to follow all leads produced by his company's advertising, to sell his dealers on the assistance they might expect by allying their efforts with the advertising campaign of the "house," or to swing the near-prospect into the full-fledged class through missionary efforts. It was for just this work that sales promotion departments have been organized recently in many local as well as national advertising companies.

probability bring to light twelve totally dissimilar methods of operation. Such departments have, like Topsy, "just grown" and since they are usually of comparatively recent birth

that engulfed most American manufacturers, jobbers and retailers soon after that fateful August day in 1914. With the increase of business advertising, generally, in its many forms, and selling became more simple problems and these newly organized sales promotion departments, which had begun to make the road smoother for both advertising and selling, were looked upon as non-essential or at least not exactly necessary to insure prompt turnovers of stock.

If it were suggested at that time and under those conditions that the advertising appropriation might be profitably sliced, the suggester would have found himself promptly smothered with very good reasons why the lessening of advertising would be suicidal to post-war business. Had a reduction of the selling force been proposed the deluge of protests would probably have included the "protection of customers' good-will," "retaining dealer outlet" and other logical reasons why personal contact could not be diminished.

Sales promotion, however, had not become sufficiently prominent to follow in the wake of its more powerful coadjutors and its struggle for recognition was too feeble to overcome the apparently insurmountable argument that all obtainable goods were sold without it. It was in those days that the previously well-planned line of at-

An Important Series

SALES Promotion, designed to give strength and purpose and result to the work of the advertising manager and the sales manager, is a subject to which manufacturers are turning with fresh interest as this buyers' market places fresh demands upon their selling ability.

This is the first of a series of articles on Sales Promotion which Mr. Brown has written out of his seven years' experience in this work. Other articles will deal with organization of an efficient department, its special functions, its relation to other departments, etc.

THE EDITOR.

they do not possess the prestige of their older brothers, the advertising and sales departments. It is also an almost universal fact that the potentialities of sales promotion have not as yet been fully recognized, although this same force has doubtless been a deciding factor in the success of many a million-dollar advertising campaign or has given the necessary backing to lagging sales forces.

In a number of organizations promotional departments came into existence prior to the flood of business

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COMPETITION REVIVING SALES PROMOTION

A survey of a dozen different sales promotion departments in as many different organizations would in all

tack became diffused and sales promotion took on a different form with a new duty of satisfying rather than creating the demand. All that is history now. Sales promotion is again returning to its source and in many companies its flow is being scientifically directed to fill a very definite need.

AN AGENCY'S PROBLEM

Not long ago a well-known advertising agency found one of its clients seriously debating the value of newspaper and magazine campaigns which the agency was conducting for them. This particular company had marketed its product with considerable success for years through jobbers. Advertising had been done in a limited way through trade papers and chiefly because competition had not been particularly pressing, their order files were consistently bulky. An additional factory had been built and new equipment added with the result that production soon crept up on sales totals. It was then that the advertising agency was called in. Its campaign had consisted of strong, forceful copy and space had been well chosen, but still came the question of whether or not it all paid.

Not by any means content to allow its prestige to be injured, the agency gained permission to step into the sales department of the manufacturer and conduct a little investigation of its own. Inquiries had been coming in—hundreds of them—and quite religiously had been answered. A brief courteous note had been dropped into the mail urging the prospective buyer to consult his local dealer and if the dealer could not supply the article, to write the jobber nearest him. The prospect's name was then sent to the jobber and forgotten.

From that point the representative of the advertising agency continued his investigation on to the jobber. After a considerable search through the office of one of the largest of the distributors he unearthed the graveyard of the inquiries. They had been piled up in a desk drawer with the intention of "following them up some day." The jobber was entirely willing to turn them over to the advertising man so they were bundled up and taken back to the manufacturer, together with the names of the jobber's dealer customers who had bought any of his client's products. Another letter was sent out to the names on the dust-covered bundle of inquiries. The local dealer, if there was one in the town, was given the prospect's name. If the jobber did not have a customer in that certain town Dun's and Bradstreet's were consulted and the most

satisfactorily rated dealer was given the possible buyer's name. He was urged to get an order in to the jobber, and the jobber was asked to have a representative call on that dealer. As a further incentive to produce dealer interest an offer was made to circularize his trade on the manufacturer's product. The chain had been completed and within three months the graphic chart of the sales department showed a decided upshoot.

INTENSIFIED SELLING MORE NECESSARY

With a so-called buyers' market rapidly approaching, or, indeed, actually here in some lines of merchandising, there is going to be a greater need for intensified selling. The revising of salesmen's territories may be productive of increased sales without materially adding to selling percentages, but smaller territories won't entirely care for the greatly increased burden added to the back of the sales department by war factory outputs that came with the high tide of easy selling.

The salesman who can devote more effort to actual selling and less time to the preliminary working of a territory will naturally add to his sales. When he finds a prospect fully informed of the basic merits of his proposition less time-consuming introductory explanation is necessary. Sales promotion can be made of tremendous value to the salesman who harnesses his salesmanship to the power of correctly directed sales promotion.

If the hum of industry is to be kept constant through the period of readjustment salesmanship and advertising must create a demand for, and dispose of, the products of numerous factories, farms and work benches—the masonry of a nation's prosperity. Sales promotion is being looked to as the means of correlating the workings of these two big wheels of commerce and to glean the fields of business that have been, heretofore, at least partially wasted.

Through their dealer help efforts such departments that have been established in several organizations, have been able to get in some effective work during the past few months when retail dealers generally have found their shelves overcrowded. By persistent fine-tooth-comb methods, these sales promotion departments of several jobbers and manufacturers have taken their goods out of the slow moving class during a time of stagnant stocks, and made them conspicuous in the dealer's eye and in his profit columns as quick turnover articles.

IN THE RETAIL FIELD

In the larger retail establishments, sales promotion departments are rapidly being added. Specialization is often possible in the activities of department store sales promotion whereas, for example, it would be disastrous if the whole selling and advertising forces were concentrated behind a single article or line of goods. It is just this widely flying-squadron type of sales promotion that will find itself needed in the retail field.

It is a well-recognized fact that only a small percentage of actually interested buyers are brought to the attention of the average advertiser. Many readers of his advertising are all but stirred to the point of buying, or at least investigating. In this vast field of half convinced prospects, the properly organized sales promotion department may also expect to wax fat.

Quite frequently sales promotion has been incorrectly considered a strictly mail order arm of the sales department. Although one of the functions of a promotion department often is to secure direct orders it is not always advisable to compete with the salesman for business. A personal call will generally result in a larger order than a letter call, or a customer induced to come into a store will make greater selections than he can be expected to through the mail.

But there are other duties just as important and just as fruitful for sales promotion. Analysis of trade conditions, conducting salesmen's campaigns, stimulating dealer effort, reaching into smaller towns or unworked territories, putting dealer advertising into paying use, the following up of personal solicitation and the adjusting of grievances through actual selling letters, are a few of the duties the well developed sales promotion department can handle with profit.

VERSATILITY A REQUISITE

The caliber of men selected for sales promotion work should be very carefully considered. The square peg in a round sales promotion hole may soon allow a waste that would rapidly diminish the value of a department when its expenditures and its results are balanced up.

In an organization that had developed sales promotion over a period of three years, it was recently decided to add to its promotional department. A salesman who had made a conspicuous success on the firing line and a man thoroughly seasoned in the advertising department were picked. Both were found wanting. The idea

(Continued on page 38)

How the Canner Will Preserve His Market

The Story of the National Advertising Campaign Which the Canners Association Will Start in January

By EDWARD A. KERR

IN A little while every canner who is a subscriber to the advertising campaign of the National Canners Association at Washington will have become a national advertiser. It will be an altogether new experience for him. In a little while the "Seal of Inspection," which is the symbol of the National Canners Association's daily inspection service and which is this year pledged to upwards of twenty-eight millions of cases of American canned foods will be commended to the women of this country in a campaign of national advertising. The women of this country are going to be greatly interested in this unique "Seal of Inspection" and will read the story of it with an alert interest.

MEETING THE CONSUMER

As the result of freshly awakened interest upon the part of the consumer the buying of canned foods will have a new trend and direction. The canners of the United States have a very good reason for thinking that whereas the women of this country know canned foods, they do not know them as well as they deserve to be known and that they do not use them as freely as they should. Adversity has had wholesome compensations for the canner. Dark and distressful days have often come upon him. The canner has indeed paid a heavy toll for his stubborn persistence in eschewing the more modern methods of merchandising. The canner was essentially the producer. It was the function of the distributor,—the wholesale grocer and the retail grocer—to bring canned foods to the attention of the people. Advertising had never come within the canner's purview. From earliest days the canner addressed his attentions to only the distributor. Indeed the very destinies of the canner were lodged in the hands of the distributor. The canner forgot that the consumer had a very special claim upon his attentions, a claim transcending every other claim from whatever source.

Things merely happened for the canner. Now there would be a heavy demand for canned foods and now there would be scarcely any demand at all; and he would rejoice in the one condition and repine because of

since a declining market would be the inevitable result?

DROPPING "MICAWBERISM"

But the consumer has at last come into the life of the canner intimately. Canned foods are now to have a virile expression among the people. The canner has at last discarded the philosophy of Micawber. "Waiting for something to turn up" has always been the philosophy of sloth and indolence. The position of the canner was closely akin to that of the distributor of coffee and of rice and of brooms. Not unlike canned foods, coffee is a very staple of staples. The growers of coffee, however, discovered that the interest of the people in coffee was declining. Prejudices towards coffee were forming in the minds of the people, and these prejudices were reflected in a greatly reduced distribution of coffee. And so the coffee growers would advertise. Brooms! Housekeepers had used them from time immemorial. But brooms were now falling into disfavor. Other cleaners were being very diligently commended to the attention of the people and in the homes of the people were taking the place long occupied by the humble broom. If the broom would return to its accustomed position in the homes of the people it must needs be called attention to and so the broom distributors would advertise. During long centuries rice among the people had been a very staple of staples. Everybody knew rice but it was evident that the rice-eating habit among the people was declining. Other cereals were being proposed to the people's attention and were pre-empting the position which rice had long enjoyed. It was a matter of very great concern to the rice growers that the favor of the people should be withdrawn from rice. So the rice growers would advertise.

The campaign of advertising which is being conducted under the auspices of the National Canners Association

To Advertise the Can

THIS is the first complete inside story of the big campaign scheduled to start January 1, whereby the National Canners Association will strive to stabilize and extend the market for the products of the humble and too slightly appreciated can.

The canner has at last discarded the philosophy of Micawber. Hereafter he will apply the powerful force of advertising as a corrective to conditions which hitherto he met with a sigh—and a loss. The feature of this campaign is to be the selling of the women of the country on the "Seal of Inspection" which this year will go on upwards of 28,000,000 cases of American canned goods.

The meaning of the seal and the part it and copy like the specimens reproduced with this article are to play in the campaign are explained by Mr. Kerr. THE EDITOR.

the other. In the economy of the canner, demand proceeded from the distributor. It had never occurred to him that the real source of demand was in the consumer. The canner could well assure himself that the people knew canned foods. Canned foods were indeed a very staple of staples, universally distributed. Certainly distribution lacked nothing of completeness. In spite of the admitted widespread knowledge of canned foods among the people, it was still true that the distribution of canned foods among them remained during a long time at the exceedingly low level of two cans per capita. Sometimes, under especially favoring crop conditions, the production of canned foods assumed very large proportions. Often the canner's soul had been very severely tried because of nature's overflowing bounty. Especially large crops had an ominous meaning for the canner. What should he do with an unusually large pack of canned foods? What was the use of it all

of a co-operative effort upon the part of canners of pineapple in the Hawaiian Islands. Time was when canned pineapple had a severely restricted distribution among the people. The demand for canned pineapple, however, has so increased as to give it staple value among canned foods. The demand for pork and beans has also increased tremendously, the result of persistent advertising by certain distributors of pork and beans. The advertising of canned food staples such as corn, tomatoes and peas has been much neglected, however. But under the impetus of the campaign of advertising which is about to begin under the auspices of the National Canners



Copy like this strikes a bond of intimacy with the reader, persuading her that that "other kitchen" is as wholesome as her own

Association, it is expected that the distribution of staples such as tomatoes, corn and peas will soon show a vigorous increase. The National Canners' Association, through the exploitation of the "Seal of Inspection," will create a new interest among the people in favor of canned foods and it may well be hoped that as the result of the campaign, which is to begin in the January magazines and which will likely continue during a long time, the interest of the people in canned foods will resolve itself into such an appreciation of them as will make for the realization of the canner's best hopes of the increased demand which he has long sought.

Newspaper Campaign in Philadelphia to Promote Harmony Between Employer and Employee

The Industrial Relations Committee of the Chamber of Commerce of Philadelphia has planned a campaign to influence a greater harmony between employers and employees. The advertising will be handled by Donovan-Armstrong. Newspaper space will be used to tell the story of the benefits of co-operation between capital and labor from the standpoint not only of employer and employee, but also from the viewpoint of Philadelphia's larger development.

Robert Mertz to Represent "Economist Group" at Cleveland

Robert Mertz, who for the past ten years has been representing the Economist Group, comprising *Dry Goods Economist*, *Dry Goods Reporter*, *Drygoodsman*, *Atlantic Coast Merchant* and *Pacific Coast Merchant*, in the Middle West territory, beginning this week takes over the Cleveland and adjacent territory, formerly covered by Harland J. Wright, with offices at the Root Newspaper Association, 539 Guardian Building.

Millsco Agency Expands

The Millsco Agency, which places export advertising exclusively for a number of domestic agencies, has been recently incorporated, as recently announced in this magazine, with Jose B. Matienzo, formerly of the Caldwell-Burnet Corporation, as president, and George H. Mills, of the De Castro-Mills Co., as secretary and treasurer. Manuel de Castro, having entered the publishing field, is no longer associated with the company. The new firm has moved into larger quarters at 432 Fourth avenue, New York.

Coffee Roasters Elect C. W. Brand

C. W. Brand, of Cleveland, was elected president of the National Coffee Roasters' Association at the Tenth Annual Convention of that organization held at St. Louis. Other officers elected were: J. A. Falger, of San Francisco, first vice-president; R. O. Miller, of Chicago, second vice-president; Charles A. Clarke, of Milwaukee, treasurer, and F. J. Ach, of Dayton, Ohio; H. B. Cropper, of Waterloo, Iowa; C. H. Buker, of Boston, and Frank Inness, of Kansas City, directors.

San Francisco will probably be the next convention city of the association.

Johansen & Treybal, Inc., Organized for Foreign Language Newspaper Advertising

George P. Johansen and Anthony W. Treybal have organized Johansen & Treybal, Inc., in New York, to engage in foreign language newspaper advertising. Mr. Johansen, who is president, was for over five years with the American Association of Foreign Language Newspapers, Inc., and at one time was advertising manager of the *Nordstjerna*, New York Swedish weekly. Mr. Treybal, vice-president and secretary, following twelve years with the Frank Presbrey Company, New York, was head of the Caxton Advertising Agency, and with the Pathé Frères Phonograph Company, Brooklyn.

O. A. Youngren, president of the National Life Preserver Company, is treasurer, and G. Hilmer Lundbeck, general passenger agent Swedish-American Steamship Lines and head of Neilson & Lundbeck, bankers; and Ernest Ohnell, president, American Kron Scale Company, New York, are directors.

A. B. C. Greets New Officials

Three hundred members of the Audit Bureau of Circulations were present at the Bureau luncheon held in the Cascade Room of the Biltmore Hotel in New York on November 18 to celebrate the incoming of the new officers and directorate and to pay tribute to the retiring president, Louis B. Jones, advertising manager of the Eastman Kodak Company.

Arthur Brisbane, of the Hearst Publications, was the only speaker outside of the Bureau officials. Mr. Brisbane, in the few minutes that he allowed himself, made a plea for signing of advertising copy by the agency or the individual writer responsible for it, directed the attention of his publisher listeners to the availability of foreign paper supplies and urged the necessity of "stepping on the gas" of enterprise and courage to pull business up the hill of hard times "that some say we are approaching."

Marco Morrow, of the Capper Farm Press, handed to Mr. Jones a silver cigarette case presented to him by his colleagues as a tribute to his splendid service for the Bureau.

In his response and introduction of Mr. Harn to the audience Mr. Jones spoke on the development of A. B. C. work and the part it is playing in American advertising today.

Stanley Clague, managing director of the A. B. C., acted as chairman.

Business Ethics League Planned

A movement is now under way in Washington, D. C., towards the organization of a Business Ethics League of America for the purpose of co-ordinating the efforts of national trade organizations. It is planned to hold a convention at Washington the week of February 7-12, 1921.

Albert Frank Gets Robt. Reis & Co. Account

The advertising of Robert Reis & Company, New York, manufacturers and distributors of underwear, has been placed in charge of Albert Frank & Co., New York.

Lightolier Advertising With Hopper Agency

The advertising of the Lightolier Company, Fred Fisher, Inc., music publisher, Nacto Cleaner Corporation, and the Al-lerton House, all of New York City, is now being handled by the Hopper Advertising Agency, Inc., of New York.

Donovan-Armstrong Places Adlon Cigar Advertising

Donovan-Armstrong, Philadelphia, are placing Adlon cigar advertising for the Consolidated Cigar Corporation, of New York. This manufacturer recently absorbed the Forty-Four Cigar Company of Philadelphia, which for years had made and advertised the Adlon brand.

Charles L. Estey Joins Chicago Printer

Charles L. Estey, director of the advertising bureau of the United Typothetae of America, has been made advertising sales counselor of the James H. Rook Company, Chicago printing firm.

Frank G. Moorhead Farm Journal's Editor-in-Chief

Frank G. Moorhead, who joined *The Farm Journal* organization last June, has been made editor-in-chief.

Can America Keep the Advertising Lead?

Some Factors That May Change the Curve for Space Quantity in the Future

By FREDERIC A. RUSSELL

Assistant Professor of Business Organization, University of Illinois, Urbana, Ills.

THE statement that advertising in this country surpasses that of any other land, considered either as to volume or quality, is scarcely debatable. Advertising men from England and France have frequently affirmed it to be true, while the average American advertising man accepts the statement as a fact too familiar to be discussed.

Granted that this is true, will it be as true in twenty years? Will the advertising of this country continue to lead the way indefinitely, or may we expect a decline in either volume or quality as the years pass? This depends largely upon whether the reasons for our present supremacy persist. To this end a brief review of these reasons may prove interesting.

The fundamental reasons for the excellence of our advertising may be classed in two groups: those growing out of the natural conditions of the country and its resulting business structure and those having their origin in the peculiar characteristics of our people.

OUR BUSINESS MADE BIG

In the first place everything conspired to cast our business units in gigantic moulds—the apparently inexhaustible natural resources to be had for the taking, the absence of hampering tariffs between states, the excellent transportation facilities and the manifold economies of large scale production as utilization of by-products, division of labor, use of machinery, savings in purchasings, etc. The high wage level stimulated the substitution of machinery for hand labor, which in turn increased the output and made necessary the discovery or the invasion of new markets. The American manufacturer easily gained the viewpoint that the entire country was his natural market.

These factors, then, combined to concentrate industrial establishments into large units with huge outputs

which must be sold. Distances were great and the products had to be sold far from the places of manufacture.

The second characteristic of the country that helped to build up advertising was the sparseness of popu-

producer who could reach the market first was the man who got the business. This fast-growing market still further hastened the trend toward large-scale production, already mentioned.

These three characteristics of the country and its resultant business structure account in part for the marvelous growth of advertising since the Civil War.

Now what of the second class of reasons—those having their origin in the characteristics of the people themselves? In four ways the American has been an ideal subject for the advertising man's efforts.

ASSIMILATING ADVERTISING

In the first place he is able to read. The percentage of literacy is higher than in almost any European nation.

In connection with his ability to read it is important that he has had time to read and money to buy newspapers and magazines, without which his ability to read would help the advertiser little.

In the second place he has the power and the inclination to purchase the things advertised. His buying power is greater than that of any other nationality and he does not cling so hard to his money, for he feels that it is comparatively easy to pick up a fortune any time he really sets himself to it.

His third characteristic that makes the work of the advertiser easier is that the American is not bound by tradition and custom in his purchasing. If he sees something new advertised that looks attractive he buys it without further ado, even though his ancestors never heard of it. The influence of the frontier has ever been to weaken the hold of custom and precedent and the attitude of open-mindedness held by the average American is a result of this influence.

The fourth reason why the American is a good subject for the advertiser's efforts is found in the fact

LOOKING AHEAD

WHAT would you give to have placed before you today a graph with a curve drawn across it expressing advertising expenditure in the United States over the next twenty years?

Professor Russell has here summarized, as he sees them, some of the important economic and historical factors that have moulded and are moulding advertising in this country. He cannot provide the graph, but he does help us to look a little way along the curve.

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lation. The towns were small and far apart, the average order taken by the salesman was necessarily small, the costs of making the long jumps between customers were high, so the expenses of maintaining the salesman on the road were appalling if he covered the territory as often as he should. It was natural that advertising should be called upon to supplement the work of the salesman in breaking in new territory, holding customers in line between calls and picking up as many direct orders as possible.

The third factor was the rapidly expanding population. If the sparseness of the population forced producers to use advertising, the growing population compelled them to advertise to hold that market.

With a constantly widening market due to this increase in population the established producers would have the strongest hold naturally, but a precarious hold, nevertheless, as so many new buyers were continually coming into the market. Never was such an opportunity offered for new producers to invade the field of business; the demand was expanding more rapidly than the supply and the

that he has moved about the country so much that he has had no time to form close ties with any particular retail merchants. In fact, the retail merchants themselves in many cases have done considerable moving about, so they have not been able to form close ties with their customers. This has weakened the power of substitution possessed by the American retailer to some degree and has made it easier for the manufacturer to gain a hold on the buying habits of the ultimate consumer that otherwise would have been harder to obtain.

These characteristics of the people, coupled with the characteristics of the country, furnish the fundamental reasons for the supremacy of American advertising at the present time.

But these fundamental reasons gave rise to some secondary reasons which have now assumed sufficient importance to warrant their inclusion in this enumeration.

THE INFLUENCE OF MEDIUMS

The ability of the American to buy and read periodicals has, combined with our wide-reaching transportation system, made possible powerful publications with huge circulations. So we have added efficient mediums as a contributing factor.

The concentration of the publishing business into large units has made profitable improved methods and processes of printing and engraving so that the introduction of mechanical aids to effective advertising has been hastened.

The expanding market, on a rising price level since 1895, has made large profits possible for the manufacturer and this has in turn resulted

in his ability to advertise still more liberally and to hire capable men to handle his advertising.

The advertising agency, while originally a result of the primary or fundamental factors, has now become a cause of further progress, as has the advertising journal.

So much for the fundamental and secondary causes of this undisputed supremacy of American advertising. Now what of the future? Will the quality and volume of advertising continue to increase as it has in the past?

This will depend almost entirely on the factors mentioned above as fundamental or primary. The secondary factors will probably have a much smaller bearing on the future tendencies.

The census just taken will show whether the trend toward large-scale units is continuing. It has already made clear that our population, while still increasing, is not growing so rapidly as it once was and that this growth is along the lines already mapped out. It is not so much an opening up of new territory as the consolidation of already partially developed sections. So we cannot look to the growth in population to sustain large new advertising campaigns.

The ability to read will remain and doubtless increase, but the ability to buy seems likely to decline somewhat within the next few years.

SOME CHANGING ASPECTS

The extreme open-mindedness characteristic of a frontier people who have burned the bridges to the past will gradually give way to more

settled habits of buying, so that the exploiter of a new product will find his task much harder than it once was.

As the population becomes more settled the retailers will grow better acquainted with their customers and acquire a stronger power of substitution over them so that "consumer demand" will be a weaker factor in marketing. Already we can detect signs that the advertiser must content himself with "consumer acceptance."

If, as appears likely, we are entering a period of declining prices, profits to manufacturers will be smaller and the tendency to retrench on advertising will be apparent, although doubtless much less evident than it would have been some years ago when the benefits of advertising were less thoroughly understood.

As to the second element—the quality of advertising—we shall doubtless witness tremendous improvement. With the decrease in volume, which seems almost certain to come, the quality will improve. Smaller space will be used, but more care will be exercised in filling that space. Less attention will be given to huge spreads composed mostly of white space and art work, and more time will be spent with copy.

This is not intended to be a lugubrious picture of a possible future, but is merely one man's analysis of the present situation and the causes underlying it. It appears probable that in the period of readjustment upon which we are entering the advertising business will suffer no more than many other lines.

Automobile Advertising Managers to Meet

A general conference of the Advertising Managers' Council of the Motor and Accessory Manufacturers' Association will be held in New York, January 7, one day before the opening of the twenty-first National Automobile Show at the Grand Central Palace.

Use of Testimonials in Advertising Is Ineffective—Inquiry Shows

In an effort to ascertain how dealers and consumers viewed the proposition of using testimonials as advertising material, the E. A. Couturier Band Instrument Company, of Laporte, Ind., recently made a canvass of the trade, says the *Music Trades*. Letters were sent to thousands of people, and the replies were so overwhelmingly against the testimonial plan that it was discarded. Fully 90 per cent of the answers showed that the writers would not be influenced by the use of them. The distrust of most testimonials is said to have been caused by the practice of many manufacturers of giving their product to noted persons in exchange for commendation.

President Suspend Advertising With Van Patten, Inc.

The advertising of the President Suspend Co., manufacturers of President suspenders and elastic webbing at Shirley, Mass., starting January 1, will be directed by Van Patten, Inc., New York.

A. D. Lasker Gives Up Trip With Harding

A. D. Lasker, president of Lord & Thomas, Chicago, who is the originator of the Lasker plan for the organization of baseball in America, in order to see through the present reorganization of the game, gave up a trip South with President-elect Harding.

Lesan Agency Makes Auto Trade Survey

The H. E. Lesan Advertising Agency, Inc., New York, has just issued the summary of a telegraphic investigation of present business and future prospects in the motor car industry in the United States and Canada. The illuminating report was compiled from the replies to a questionnaire telegraphed on November 4 to fifty newspapers.

Former Singer Machine President Leaves Huge Estate

The gross value of the estate of Frederick G. Bourne, who was for many years president of the Singer Sewing Machine Co., has been appraised at \$42,592,813.59.

Frowert to Advertise the Delage Car

The advertising of the French automobile known as the Delage will be handled in the United States by the Percival K. Frowert Co., New York.

J. C. Williams and F. J. Mooney Join Critchfield

Jay C. Williams and Frank J. Mooney have become associated with Critchfield & Co. Mr. Williams will be at the main offices in Chicago, and Mr. Mooney at Detroit.

For twelve years Mr. Williams was associated with *Pierce's Farm Weeklies*, serving as manager of the New York branch for six years of that time. Mr. Mooney was formerly with Theo. F. McManus, Inc., and was previously advertising and sales manager of the Hupp Motor Car Company.

In Advertising the Farmer Wants—

What a County Agent Found Out About it by Heart-to-Heart Talks With His Farmers

By I. J. MATHEWS.

County Agent, Pulaski County, Ind.

I HAVE been reading ADVERTISING & SELLING for some time and have noted the various discussions on advertising to reach the farmer and how much he reads Summer and Winter. So I set about to find out for myself, and I believe readers will be interested in the results. I prepared a questionnaire which contained the following questions:

How many farm papers do you take? Which do you like best? Why? How many hours a week do you read in the Winter? In the Summer? Would you read a paper without advertisements? Do you read the advertisements? Do you read them more in the Winter than in the Summer or vice versa? Remarks:

WHEN THEY READ

Forty-nine of these were filled out; I put the questions and wrote down the answers. These forty-nine farmers are among the best in northern Indiana and lower Michigan. Some striking results are these: Striking an average, each of these men read twenty-six hours a week in the Summer and twenty-four hours a week in the Winter. The dairymen stated that they read more in the Summer than in the Winter; their cows are on pasture and many of them are dry. The beef and sheep producers read just as much in the Summer as in the Winter, since their stock feeding all comes in the Winter, while the general grain farmer reads more in the Winter than in the Summer. Three poultrymen who answered said they read the same number of hours per week both Summer and Winter.

I believe the results of this survey will be especially interesting to those who advertise, because the men I interviewed strike me as being the folks who are most susceptible to advertising influence. These are the men who are reached first and their recommendation influences the others.

When county agent work was first inaugurated we spent a lot of perfectly good hot air and many times a great deal of ink and white paper to designate how things were to be done differently. But having gone

knows that his big job is to go right out into each community and get someone to do the thing he is advocating. Like the advertiser, he is ever alert for indications that will lead him to this prospect.

HEARING FROM THE FARMER

Now let us hear from some of the farmers themselves: Here is Herman Heimberg, one of the good farmers of Porter County, Indiana. In answer to the question, "Do you read the ads?" he said:

"Yes, I always read them and especially the display advertisements." He states that he reads the advertisements both in the Winter and the Summer. "Of course, I read more in the Winter than I do in the Summer," said Mr. Heimberg, "but the biggest reason for this is because there is more to read in the Winter than in the Summer. For instance, here is ———"

Last Winter for three or four months it had from

two hundred to two hundred and fifty pages and these Summer issues have but a hundred pages. There is lots more reading for me in Winter. In Summer I do not take time to note the small details in the reading or in the advertising, but I always run through the papers. For instance, right now, with help so scarce, there are three or four things I am looking for, especially mechanical devices that will cut down the need for so much help. I look through every paper that comes along for these devices. I also go through the papers and look at both the reading material and the advertisements to see if there is anything there I will want.

"I look especially for the new machines, or improvements or parts for old ones. Even though I can't afford to buy them at the time I like to be prepared so that I'll know what I'm talking about."

Charles A. Jones, of Cass County, Michigan, who farms big, feeds steers, etc., takes five farm papers and declares that he reads thirty

INSIDE INFORMATION

THERE are few persons better qualified to pose as authorities on what the farmer wants or needs than the County Agent. Brought into close relations with the buyer in the rural community, Mr. Mathews has been able to get first-hand information on two subjects upon which there has been much hazy discussion—the farmer's reading habits and his demands on advertising. What he has to say is based not on guess-work nor on an attempt to apply some preconceived "psychological" theory to the facts in hand, but on what he has learned over a long period by intimate study.

THE EDITOR.

through a part of this evolution I feel perfectly frank in stating that hot air county agent work was not worth what it cost. And we never did get results until we actually went out and made a demonstration. Of course, there are a few intrepid folk who would take the printed matter and use it as a guide to the thing that was outlined. And this constitutes the value of advertising. The man who inquires indicates a possibility of later becoming a demonstrator.

The farmers who answered this questionnaire are the ones who are looking for new developments in machinery or anything that will save labor, and I believe every advertiser will agree that the best advertisement he can have is one of his machines or his products in successful operation with the most wide-awake and highly esteemed farmer in every community. I know county agent work finally got down to that. The experienced county agent of to-day is not especially strong on hot air. He

Protecting the Reasonable Advertiser

Back of nearly all of the regulations which newspapers have been compelled to adopt for the conduct of the advertising end of the business are two general ideas—

1. To Protect the Reader
2. To Protect the Advertiser

Under the first head our newspapers have found it good business to keep out fraudulent and offensive advertising. Readers of our better grade newspapers to-day will not stand for advertising which was very general only a few years ago.

Under the second head our newspapers have found that the only way to protect the reasonable advertiser from the selfish inclinations of those who would get what they desire in the way of special service through superior nerve, has been to make those who demand it pay for it.

For example, we must protect the reasonable advertiser from the man who demands top of column second page, the man who demands the making of many cuts and many re-settings, the man who orders matter set which subsequently is killed, and the fellow who wants the newspaper to do other expensive stunts without cost to him.

Foolish competition in the past caused newspapermen, like other business men, to compete with one another, to do ridiculous things to secure new business, regardless of the added expense of such novelties to other customers not participating in the benefits.

One concern demands the making of thousands of dollars worth of illustrations while another accompanies all copy with the necessary cuts. It is obvious that the former should be made to pay his way.

The advertising rates of The Globe are made upon the basis that the advertiser only gets the use of space at the rate. Anything else he demands must be paid for by him.

MEMBER
A. B. C.

THE NEW YORK GLOBE 170,000
A DAY

JASON ROGERS, Publisher

hours a week both Winter and Summer regardless. Mr. Jones says:

"Sure I read the ads, because I am all the time looking for kinks. If I were grain farming I presume I might read more in the Winter than in the Summer, but we always have stock around here and I have about as much time in the Summer as I have in the Winter. I think this same condition is pretty largely true of any stockman. You will find that the stockman has a number of reasons for reading the papers in the Summer as much as in the Winter."

HELP THROUGH ADVERTISEMENTS

Mr. Jones goes on further and says, "I spend about \$25 a year on reading matter for the whole family and there is no question about it this \$25 does me the most real good of any \$25 I spend. A few years ago you might have been able to keep up with the times without reading, but many things are happening pretty fast now and if you want to keep up with the times you must read and read all the time. It is necessary for the stockman to take a market paper of some kind, because he not only wants to keep posted on the prices of stock, but the price of feeds and feeding devices. Moreover, I find that the advertisements are a good deal like reading the current events part of the paper, only in the advertising part of the paper you read the current events so far as practical material is concerned, while in the current events you read of changes which have no money value in themselves for you or folks in general."

Chris Hansen, a Pulaski County, Indiana, farmer is an inveterate reader. He has been in this country only fifteen years, but in that time he has learned the English language and has read a good part of much that has been printed. In addition to this, he has made a good living out of his farm and allied interests. He says:

LIKES CHANGES IN COPY

"I doubt if a man can keep up to date without reading and I find the advertisements of some companies pretty interesting reading, especially those that change from one issue to another. Just now I am interested in the series the _____ Company is running because they take up ancient history and show the changes that have been brought about in the last few years. I look forward to reading their advertisement in every issue of the paper just as much as to reading the articles by Mr. _____. I don't know what the idea is, but I cannot make myself believe that the

advertisements which some companies put out that are the same week after week are as effective as though they were changed from time to time."

I have worked with farmers and with other folks just long enough to find out that there is one attribute of the farmer which is more marked than with any other class. He is sensitive, and from personal contact I know that the farmer and his family are exceedingly sensitive for some very good reasons. They have been caricatured as rubes and despised as "hayseeds" until they are just naturally suspicious. Then, too, they work with plants and animals—serious subjects in which every movement and sound mean something. In fact, the farmer's very livelihood depends upon how well he observes the minute changes of plants and animals. This is readily carried over to what is said or read. Conversation with a farmer—at least, until you know him pretty well—should be guarded to see that nothing insinuating enters.

Many an advertiser unwittingly offends these delicate feelings by sketches which portray the farmer with unshaven face, leather boots and ragged clothing. A modicum of brains would be sufficient to show one that such sketches are offensive.

WRITE "UP," NOT "DOWN"

The advertiser who adopts the downward oblique towards his farmer customer is mistaken. The best brains of this country are not all in the cities by any means and this country knows no aristocracy except the aristocracy of brains. A good many college graduates are now farming and they are quick to detect any inference of inferiority.

The selling force of large organizations frequently believes that "letters that pull" are the ones that are super-personal. As a college man, when I meet another college man I automatically say, "Hello, Wilson," but such a use of surnames is practically always offensive to the farmer, regardless of how well one is acquainted with him. He especially resents the "Hello, Mr. Farmer."

As a general rule, the farmer is hard-headed. He wants first of all to be treated, spoken to or written to as though he were a he man, and after that he is interested not in the mechanical perfections of the product, but rather what it will do for him, how long it will last and how much it costs in relation to its longevity.

And in conclusion, just a little tip about how advertisers may more fully co-operate with county agents—the fellows who are close up to farm

folks. In the first place, do not deluge them with catalogs. Send them not more than one or two pieces of the most concise information you have on your proposition. They file barrels of stuff in the waste basket every day. Do not ask them to take on the agency for the product that is being offered; their county agent work keeps them plenty busy with legitimate county agent work.

But here is a new one—and, by the way, a real idea. A week ago I received a letter from a manufacturer of fire-fighting apparatus for the farm. In the same mail, he sent a file folder containing three sheets of information concerning his proposition. The tab had the subject neatly printed thereon in red ink. The letter read something like this:

"I know you are a busy man. I also know that you are interested in everything new of interest to farmers. Under separate cover, I am sending a folder already prepared. Slip it into your files and whenever one of your patrons calls for this kind of information, hand him this folder." I may add that this went into the files and I may further add that it is the only advertising coming to my desk in a long while that secured a permanent berth.

Chinese Posters Are World's Oldest

Posters, like many other things, had their origin in China; although history tells us there were theatrical posters in Japan in the thirteenth century, we have every reason to believe they were used in China many years prior to that date. "There is no way to determine exactly when that may have been. It might be said to have dated to the Chou Dynasty, about the year 517 B. C., when the ancient Chinese emperors had the audience halls of their palaces covered with mural paintings and portraits of former emperors labeled with appropriate words of praise or condemnation. These paintings doubtless embodied the basic principle of the present-day advertising poster, which is primarily a placard posted to attract the attention of passersby."—A speaker before the Advertising Club of Canton, China, quoted in the *New York Evening Post*.

Carl Bartle Made Advertising Director for Morris & Co., Baltimore

Carl Bartle, head of the copy department of Donovan-Armstrong, has resigned to become advertising and sales promotion director for Morris & Company, Baltimore, manufacturers of Paul Jones middy blouses. He will assume his new duties December 6. The company has under way plans for an extensive advertising campaign.

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Colgate and Collier's

Colgate & Company are using more space in Collier's than in any other weekly publication.

Read Collier's

The Lure of the Die-Cut Folder

This Direct-Mail Piece That the Prospect Can't Resist May Keep Your Selling Appeal Out of the Waste Basket

By E. McKENNA

IN mail order advertising the chief difficulty of the merchant lies in getting the prospective or potential buyer to read his offer. If the mail order merchant can keep folder, letter, or follow-up matter out of the waste basket he has won the initial success of his campaign. Militating against the mail order advertiser is the prejudicial habit, very common in a public drenched and inundated with advertising literature, of throwing away anything looking like an advertisement that comes through the mail. Merchants know there is a special class which has acquired this habit, and a good buying class it is, once the habit is broken down. And then there is a much more numerous group whose crust of indifference is so thick that it cannot be broken through by any ordinary message in type.

WARMING HIM UP

The solution, of course, lies in warming up the natural curiosity of the prospective buyer to the degree in which habit is evaporated, or in teasing the indifferent ones into an attitude of expectancy.

All of which is very well as a formula for success, but how, in specific cases, is this advice to be applied? For the purpose of telling the story of the proposition type, well-written copy is the dependable medium, but it can be depended on only when it is read. And the question we are considering here is how to get it read. To this end let us consider the uses of the die-cut folder.

Before we enter upon consideration of its uses and results it might be well to record a few sentences of description of such folders. The die-cut folder is the ordinary folder with the difference that the upper or outside cover is perforated, and through which perforation enough of a story-telling picture can be seen to titillate the latent curiosity of the beholder to see the rest of it. Below the perforation through which the curiosity-compelling part of the picture is exposed there is printed a sentence or phrase intended to further twit the mind of the prospect by stating or implying a covert invitation to open the folder.

I have a very good example of the

art of the die-cut folder on my desk. Through a "porthole" cut in the outside page of it appears a colored reproduction of the faces of the old man and woman, the one whimsically proud and the other happy and astonished, with underneath the legend, "Service worth looking into."

It is assumed that human nature cannot resist the temptation of opening this folder to discover what the old couple are so proud and happy over. Let us yield to this impulse and open it. To do so we must remove two stickers that keep it tightly closed. Those two stickers compelled us to look at the picture just long enough to become genuinely curious over what the inside will disclose. If they had not been there and the folder had come open in our hands our curiosity might have smoldered back into indifference, but having taken the trouble to tear them off we will see it through.

HOW THE STORY IS TOLD

Ah! the full lithograph picture, part of which we saw through the perforation, shows a whimsical and happy old man proudly displaying to his happy and astonished wife a brand new wrist watch. It is a pleasing picture. And we note that there is nothing under it to mar the full effect of it, except that which tells us something we presumably want to know; where such a watch can be purchased, that is, the name and address of the dealer.

The accompanying text ties up with the pictured idea without waste of words. It is addressed to dealers and says:

You are probably one of the thousands of dealers who have a strong prejudice against Swiss watches. And your dislike of this type of watch is the natural result of the impossibility hitherto of obtaining materials and satisfactory repair of these otherwise serviceable and accurate watches.

We are now selling, not Swiss watches, but Service and Swiss watches—repair service that is done by experts on Swiss watches which satisfies you and pleases the customer. Isn't that what you have been looking for?

In addition, repair service and materials are offered for any watches

on hand and a return post card is inserted that sets forth brand and price.

The success of this piece of advertising using the die-cut folder is vouched for by the jewelry house that used it. It is stated that returns from the first series of folders sent out to a list of dealers throughout the country were sufficient to pay the whole expenses of the advertising campaign—on this list of goods.

The Paradise Spring Water Company used the die-cut folder with the lithograph with great success to open a consumers' market that they were hardly able to touch with other kinds of advertising literature. They sought buyers of bottled spring water in high-class resident districts. They found the individual householder in these districts very difficult to approach. In the great majority of such cases advertising literature is thrown away unopened, and in many cities, as, for instances, in Boston and San Francisco, the most adroit solicitor never reached the prospective buyer. Finally this company had recourse to the die-cut folder and a prescribed resident district in Boston was chosen as the field of operation.

THE "MOTHER LOVE" APPEAL

The folder used to open this field was one through which a baby's face peered wistfully. A pen and ink line, "Bay in Summer," was the only lettering and this was allowed to make its own suggestive appeal. Inside, the folder showed a colored picture of a mother and child. "Mother Love" was the subject, which is tied up with well-written copy, telling that baby's most important need in Summer is pure water. The appeal in baby's behalf having been made the copy further stated that the constant use of this table water will greatly benefit the whole family. A post card was enclosed, which, when filled out by the householder and sent to the nearest dealer, would bring a trial bottle free.

The results of the Boston experiment with the die-cut folder determined the Paradise Spring Water Company to follow the same plan in New York, Cleveland, Philadelphia and other cities, where the results are

PRIVATE OFFICE



Hotel Sinton
Cincinnati
JOHN L. HORGAN
MANAGER

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

My dear Mr. Thorsen:

I thought you might like to know that your very good magazine the "Cosmopolitan" has a tremendous sale at our news stand, and is called for by our most discriminating patrons.

I am not at all surprised at this, as I enjoy reading it very much myself, and look forward monthly to its arrival. It is a great help to keep one abreast of the times.

Yours very truly,

HOTEL SINTON.

John L. Horgan
Manager.

July 15-1920
G



Nearly every-
body worth
while reads
Cosmopolitan

reported to have been equally satisfying.

As advertising manager for a manufacturer of boys' clothing, the Dubblebilt Boys' Clothes uses a die-cut folder as a method of direct advertising to supplement newspaper and magazine publicity with results that are said to be very cheering to the makers. The folder is here reproduced as "First Lesson in Thrift."

A young football player, probably about six, is obliged to take a few minutes from the game while little sister puts a patch on his trousers. The same curiosity-sharpening effect is got by showing nothing through the die hole, but the backs of the heads of two children busied with something that only the opening of the folder will disclose.

The colored lithograph is an important feature of this use of the die-cut folder for mail-order and direct-to-the-retailer advertising. It is very doubtful if die-cut folder illustration in plain black and white would have an equal effect of rousing our curiosity to the point of opening the folder that a picture of beautifully harmonized colors has. Be that as it may, and there are probably some cases where it would work out all right, the greater number of advertisers who have won success by their use have used the lithograph.

The use of the lithograph in this way is probably quite a natural conclusion to have reached, because, in the matter of whetting curiosity and getting over indifference, the piece of literature stands or falls by the first impression it makes. And color, as all advertising men know, is a very definite aid in getting across a good first impression.

O. S. Tyson Goes With Rickard and Sloan, Inc.

Oscar S. Tyson, for the past two years Eastern sales manager of *Electrical World* and associated with *Electrical Merchandising* and the *Journal of Electricity*, recently resigned from the McGraw-Hill Company and is now with Rickard & Sloan, Inc., whose business has necessitated a reorganization, the details of which will be announced shortly. Mr. Tyson was formerly Eastern advertising manager of *Factory Magazine*.

Richards Advertises Berg Co. Hats

Fred Berg & Company, Orange, N. J., manufacturer of felt hats for men, has entered the national advertising field and has selected the Joseph Richards Company, Inc., New York City, to handle its account. The schedule includes national magazines and a list of newspapers. The initial copy is now appearing.

Stephens Six Account With Kelley

The Stephens Motor Works of the Moline Plow Company, Freeport, Ill., manufacturers of the Stephens Salient Six, has placed its advertising with the Martin V. Kelley Company, Toledo, O.

Hancock-Payne Directs Kinney Shoe Advertising

The Hancock-Payne Advertising Agency is now handling through its New York office the advertising of G. R. Kinney, wholesaler of shoes. The account was formerly placed direct.

Emerson Beck Knight Gets Ice Machine Account

The Emerson Beck Knight Agency, Indianapolis, has secured the account of the Arctic Ice Machine Company, of that city.

Gundlach Advertises Spring Hinges

Gundlach Advertising Agency, Chicago, is placing orders with trade papers for Lawson Manufacturing Company, manufacturers of spring hinges.

Hugh A. O'Donnell Made Times Club Honorary President

Hugh A. O'Donnell, of the executive staff of the *New York Times*, has been elected honorary president, with Adolph S. Ochs, of the *New York Times Club*, the employees' organization. Charles F. Hart, mechanical superintendent, was chosen president to succeed Mr. O'Donnell; Arnold Sanchez, manager, advertising department, vice-president; Lillian Gleason, secretary; Warren Noland, treasurer; Howard Humphries and Henry P. Foye, sergeants-at-arms.

Browne Heads Southern Motor Sales

W. O. Browne, recently with the Bethlehem Motors Corporation, has joined the Southern Motor Manufacturing Association, Ltd., Houston, Texas, in the capacity of general sales manager.

J. C. Penney Sales \$10,496,637 Ahead

J. C. Penney Company reports sales for the month of October as \$5,536,307, compared with \$3,751,525 in 1919. From January 1 to October 31 sales were \$32,743,099, against \$22,246,462 last year.

Goodyear Sales \$12,000,000 Ahead

Sales of the Goodyear Tire and Rubber Co. for the first ten months of the current fiscal year were \$181,115,964.39, or over \$12,000,000 in excess of the 1919 figure, which was \$168,914,982.

A. H. Hopkins, Chicago Manager for J. Roland Kay Co.

Albert H. Hopkins, whose resignation from the presidency of the Engineering Advertisers' Association of Chicago, and from the management of advertising and sales promotion departments of the C. F. Pease Company, Chicago, was recently announced in ADVERTISING & SELLING, has become Chicago manager for J. Roland Kay Company, international advertising agents, at its new building, 161 East Erie street.

Bourke & Hunter in Co-operative Advertising

Paul C. Hunter has resigned his position in the advertising department of the United States Rubber Company to devote his time to a company recently organized by himself and K. DeLacy Bourke, recently connected with F. Wallis Armstrong, of Philadelphia. The company is known as Bourke & Hunter Company, co-operative advertising, and it is offering a new service to advertisers and agencies. Offices have been opened at 1133 Broadway, New York.

Frank Seaman, Inc., Has Vanity Fair Account

The Vanity Fair Silk Mills, Reading, Pa., manufacturer of silk underwear and gloves, has placed its advertising with Frank Seaman, Inc., New York.

New Account for Cramer-Krasselt Co.

The Moe-Bridges Company, Milwaukee, Wis., manufacturers of lighting fixtures, has placed its advertising account with the Cramer-Krasselt Co. of that city.

Seelye & Brown Promote Smith

Claude C. Smith, who has been in charge of the space buying department of the Seelye & Brown advertising agency, Chicago, also handling several accounts, has been made vice-president of the company.

Courtland B. Shaw Joins Display Firm

Courtland B. Shaw, formerly manager of the dealer service department of the Columbia Graphophone Company and more recently merchandise man for that concern, has resigned to assume the management of the Eastern division of the Manufacturers' Display Service Corporation of Chicago, with offices at 71 West Twenty-third street, New York.

This organization, which works in connection with the Chicago Retail Drugists' Association of that city, has for its purpose the getting of national advertisers' display material into drug store windows by means of contracts for the space.

Auburn Makes Johnson Assistant Sales and Advertising Head

A. R. Johnson has joined the Auburn Automobile Company, Auburn, Ind., in the capacity of assistant sales and advertising manager.

Harry Conlon, Paige Truck Sales Manager

Harry A. Conlon, recently vice-president and sales manager of the Acason Motor Truck Company, has been appointed sales manager of the truck division of the Paige Detroit Motor Car Company.

Bryant Directs Hassler Absorber Sales

George W. Bryant, formerly export manager for Robert H. Hassler, Inc., Indianapolis manufacturer of Hassler shock absorbers, has been made general sales manager.

Messinger Directs Chain Belt Sales

L. C. Wilson, for the past two years general sales manager of the Chain Belt Company, Milwaukee, has been elected secretary of the Federal Malleable Company, West Allis, Wis., which is associated with the former concern. Clifford F. Messinger, who has been with the Chain Belt Company since 1909 in various capacities, including that of advertising manager, has been made sales manager.

Clint McDade With Keystone Oil

Clint McDade, at one time superintendent of agencies for the Curtis Publishing Company, Philadelphia, and advertising manager of the Jenkins Vulcan Spring Co., Richmond, Ind., is now advertising manager of the Keystone Oil & Manufacturing Company of Chicago. He will edit a house organ called *Krynotes*.

Updegraff Tells Triaders How to Get Copy Ideas

"You can't get ideas for advertising copy unless you dig for them," Robert R. Updegraff, late copy director of the Erickson Company, New York, told the several hundred members of the Triad League assembled at the Advertising Club last Saturday evening. "Thinking is the hardest thing we do—we hate to think," he said, and proceeded to describe four methods by which copy ideas might be secured with the aid of a little well-directed mental power.

"First, write down all the things your product or proposition will do—list them all no matter how trivial or foolish they may seem. It is likely that you will get your idea, perhaps many, or discover something new your product will do. If not, then list all the things that your article won't do. From this list it is often possible to get the idea or ideas on which to base an entire campaign. Lux, for instance, with the thought it 'won't shrink woolens' or the slogan of Valspar varnish, which constantly reiterates that 'it won't turn white' are the examples of this."

Two other ways to obtain the elusive idea, Mr. Updegraff said, were to study the services or benefits which the product can give the user, and to go out into the field and talk to dealers, consumers, salesmen and editors. In closing he showed how ideas could be "put over" graphically both in copy and illustration.

Arthur K. Barnes, account executive with Frank Seaman, Inc., directing the advertising of the General Electric Company, explained the "Advertising Agency and Its Work," dwelling upon the "contract man" or account executive. This individual, Mr. Barnes said, could be likened somewhat to a punching bag between two fists, and anyone aspiring to that position should have all his feelings removed at an early age. Only a small percentage of our national advertisers have come to realize the importance of merchandising research, he said, and the manufacturer who places his problems with an advertising agency should approach them willing to stand his share of the work, with an attitude towards the agency similar to that which exists between lawyer and client or architect and builder.

President Small announced that the Triad had donated one hundred dollars to a memorial fund for Ralph Leseritz, one of the founders of the league. A library of books on advertising and allied subjects is to be established at New York University in his memory.

Buckley Gives Ten Advantages of Direct Mail Advertising

Homer J. Buckley, in concluding an address at the November meeting of the Engineering Advertisers' Association of Chicago, gave in chart form the following ten advantages of direct-mail advertising:

1. By using good lists of logical prospects, there is practically no waste; each prospect receives your message.
2. You can reach any or all prospects in a field within a few hours' time. Thus you can divide your list into several units and go after each unit separately.
3. You can assist the man in the field by doing missionary work.

4. You can get quick action in reaching any given list. Timely advertising can be released at the psychological moment, and can take advantage of opportune markets, business conditions or circumstances promptly.

5. There is an intimate touch in direct appeals, especially in letter mailing, which is an advantage. They get under the skin.

6. Through the personal appeal of direct advertising, the advertiser can bring to bear a different kind of force than that derived from general advertising. He can hook this up to national, class or trade paper advertising in many ways.

7. Your sales strategy is hidden from competitors—you do not have to show your hand.

8. It permits you to "key" results.

There is no big element of gamble when proper tests are made and results noted. Direct advertising has the one great advantage of remaining under the eyes of the one for whom it is working. He can watch it, train it, and develop it intelligently.

9. You can get prompt attention under the most favorable circumstances. Your proposition is placed in the hands of the prospect with order blank, return envelope, postcard, or other means of reply.

10. Most important of all, perhaps, you can build up an intimate personal acquaintance and good-will among your prospects and customers of immeasurable value, and at less expense than by any other means.

On December 14 the Engineering Advertisers' Association will discuss publication advertising.



BUSINESS DISTRICT—CONNERSVILLE

"Star" Lights on Indiana— A Beam or Two on Connersville

Half way between Indianapolis and Cincinnati lies Connersville, an industrial city of some 12,000 inhabitants, populated almost wholly by native-born, English-reading, home-owning people.

Connersville is one of the most thriving of Indiana's industrial cities, manufacturing a variety of products ranging from automobiles to toys, and paying top wages to industrial workers.

Connersville has two excellent daily newspapers; that in addition to these, 665 daily and 1,150 Sunday copies of The Indianapolis Star are read in Connersville proper, while 1,148 daily and 1,190 Sunday copies of The Star are read in Fayette county, of which Connersville is the county seat, shows clearly the progressive spirit of the community.

It is the financially able, responsible class of people who buy Indiana's leading morning daily in Connersville, as in all Indiana cities. Data gathered from 28 cities within a 75-mile radius of Indianapolis show that one out of every five professional and business men reads—

The Indianapolis Star

Largest Morning and Sunday Circulation in Indiana

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS



Faith

AT

TIMKEN BEARINGS

The Story of an Advertisement

By R. E. MacKENZIE

Advertising Mgr., The Timken Roller Bearing Co.

MAYBE Columbus was not looking for America when he set sail from Spain. Maybe the discovery of the future home of the United States was a mere coincidence—a geographical nonchalance. And maybe the Timken Roller Bearing Co. had never fully realized just what were the basic features in its integrity-of-purpose inventory until it settled down to prepare for the anniversary number of the *Scientific American* an appropriate advertisement.

For this number, it was seen at once, a review of the growth of the automotive industry was the most appropriate, most interesting, most telling story that could be told.

It was difficult to believe the "old-timers" in the business when, in conference, they remembered many tales of discouragement, absurdity, and bankruptcy. At the same time it was difficult to believe that these still young men had, in about a generation, seen the foundation, growth, and the consummation of the first industry of the country in finished products.

It did not seem likely to us that the first and fundamental thought in the

brains of these men who were to develop the motor car should have been that of giving idle, useless pleasure to an idle, useless few.

It was a long pull from the old "rod-steered one-lunger" to the reserve-powered, mud-negotiating, ten-ton commercial car of today. It took more than the desire to satisfy the whims of adventurers or those who wanted to travel faster than horses would allow them to effect the collaboration of brains and staunchness of heart that would, in approximately a score of years, bring about transportation revolution.

Well then, we said to ourselves, "What was it that had actuated men like Haynes, Apperson, Winton, Olds and Timken?" The fascination of invention had played its part, of course. The desire for greater utilitarianism was also important. More efficiency, greater speed, higher diversity of application and occupation; each of these was an important factor. But it took something to weld them together to make of these units a sturdy, compounded, unassailable whole. And that flux was FAITH!

With such a foundation the indus-

try grew. People bought automobiles at first, it is true, to ride in them on Sunday afternoons. Then they began to haul laundry, and groceries, and carpets, and stoves in them. Then they took off the upholstered body and threw an old wagon body on the passenger car chassis; and then they hauled lumber, coal, and grain. From the truck rebuilt from the passenger car to the heavy duty commercial truck was a short step.

Railways are all narrow-gauged in that their ways and paths are set. You can go from New York to Chicago by rail, but when you leave your hotel in New York you go by motor car to the station; and when you leave the station in Chicago you go by motor car to your home.

The confined transportation system of railroad beds is only part of the scheme of transportation that up-to-date methods and necessities have evolved. It is only an important link in the chain—Rails—Roads—Water—Air.

One used to repair tubes on the dusty road; one used to sprain wrists cranking a heavy motor; one used to get soaked when it rained. The re-

fined, faithful automotive vehicle has eliminated that.

The milkman used to get up a few minutes after midnight; the doctor used to arrive home hours late; families used to suffer from cold because horses could not negotiate the slippery pavements lying between the yard and the cellar door. The refined, faithful automotive vehicle has eliminated that.

Throughout this score of years' masterful, conscientious, rapid development, faith has been the all-important, omnipresent factor in the minds and hearts of the industry's leaders.

As it was then, so it is today, and so will it be tomorrow. We must believe in our business. The automotive industry today has proved thousand-fold its usefulness and essentiality. The faith of twenty years ago has been a thousand times justified, for faith today is founded on fact!

And so it was inevitable that the Timken Roller Bearing Co., whose products have contributed so much to the justification of men's faith today in the automotive industry, should make Faith the theme of the anniversary number advertisement, reproduced here, the last line of which is "Faith today is founded on fact!"

N. Y. "Commercial" Issues Mexican Supplement

With the New York *Commercial* of November 17 that newspaper issued a Mexican Supplement consisting of 32 pages which will be published every three months henceforth. The supplement is in the nature of a general review of business conditions and developments in Mexico.

New Orleans "Item" Conducts Advertising Staff Contests

The New Orleans *Item* is conducting among its advertising staff semi-monthly contests offering a prize for the best 250-word article on various subjects in connection with the advertising value of newspapers. The subject of the first contest was "Why Is the Afternoon Newspaper the Best Advertising Medium," and the prize article was written by L. F. Hewnyer. Bowden Caldwell won the second contest with his article answering, "What Is Quality Circulation?"

Hoyt's Service Buys More Office Space

Hoyt's Service, Inc., New York, has added three more rooms to its office space. One of these rooms, situated on the same floor, making a direct addition to the present offices, will become the Art Department. The other two rooms (on another floor of the same building) will be occupied by the Commercial Research Department.

The space left by these two departments will be absorbed in part by the Copy

and Mechanical Departments, and in part by a Display Room where store displays will be designed under conditions approximating those of retail stores.

Bigger Business for United Cigar Stores

Sales of United Cigar Stores Company in October amounted to \$7,607,668, which is the largest on record for any single month in the history of the company. This was an increase of \$1,967,225, or 34 per cent over October last year. Sales for the ten months totaled \$64,184,987, an increase of \$15,580,796, or 32 per cent.

During June, July, August and September the company put in operation a total of 78 new stores. This brings the number directly operated by the com-

pany up to approximately 1,600. Total of stores and agencies is close to 2,000.

Six Pages to Announce Sale

Tom Keane, advertising manager of the Culbertson, Grote, Rankin department store in Spokane, used six pages in city newspapers to announce the anniversary sale of the store recently. Advertising utilizing several pages continued for four days.

Cigarette Sales Increased 67%

Manufacture and sale of cigarettes have increased 67 per cent in the last twelve months, Federal tax receipts show. For the fiscal year ended June 30 the Government received \$151,226,000 in cigarette taxes, an increase of approximately \$61,000,000 over the preceding year.

Kansas City Dealers know firsthand that all their customers read *The Star*.

Kansas City dealers depend on *The Star* in attracting and holding trade.

Kansas City dealers prefer to buy and handle goods which are popularized through the medium they themselves use in moving their own merchandise.

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.

Photographs the Tech

Tell us
where your
product
is used.

We'll
photograph it
on the job—

and get
the data
about its
service.

Also, if you
wish, we'll
work up this
material into
advertisements—

and publish
them in
McGRAW-HILL
Engineering
and Industrial
Journals.

In this way
you get the
service story of
your product
over—

so that its
use is seen
and understood
by people who
need it.

And these prospects
will see too,
that others are
enthusiastic
about it.

And then they'll
want it and
buy it,
because

McGRAW-HILL,
through its
FIELD PHOTO
SERVICE,
gave you advertisements
with *Pictures that*
Sell Your Product.



McGraw-Hill Field

We photograph your product on the job anywhere, and get the story of its service

that Sell nical product

The McGRAW-HILL FIELD PHOTO SERVICE Department was organized some years ago in response to a widely felt need of furnishing to our advertisers a service through which they could readily and economically secure striking installation pictures of their machines and apparatus in actual use. Approximately 700 McGRAW-HILL photographic representatives, locally distributed in all parts of the country, are now engaged in this work.

These photographers are carefully chosen for their prompt dependability in getting the picture they are asked to get—for their judgment shown in "taking" subjects to best advantage from an advertising standpoint—for their skill displayed in making photographs that reproduce effectively, and for their ability to get the news story while taking the picture.

This latter qualification is extremely important. Every effort is made to obtain the actual story of the machine on the job, and to assist in this we supply our photographers with carefully devised questionnaires to be filled out. The Field Photo Service Department always aims not only to get the picture but to get the story, and we make it a practice not to accept photographs from our photographers unless they are accompanied by the data.

The advantages of this branch of McGRAW-HILL service to technical advertisers are obvious. Upon receipt

of a list of installations we arrange all the interviews and secure the pictures. You are relieved of all worry and trouble and get your pictures and the story at minimum expense, besides having the satisfaction of putting the work into the hands of specialists on technical subjects.

Many advertisers not only employ our Field Photo Service to secure definite lists of photographs, but give us a roving commission to take pictures of their machines wherever encountered.

In connection with this department of McGRAW-HILL service we maintain a constantly growing library of stock negatives in the technical field. It contains at the present time about 3,000 photos all of which are classified by subjects. Prints are promptly supplied at a moderate charge.

This Library of Technical Photographs is of special value to Advertising Agencies, a number of which frequently call upon its resources.

The facilities of our organization for obtaining photographs of technical subjects are at the service of all who require such photographs. Primarily, however, it is an important link in the complete chain of McGRAW-HILL service to the technical advertiser. We not only write the proper copy for our advertisers but we go out into the field for them and obtain pictures and stories which they are not in a position to get for themselves.

Send us your list of installations—the people who use your product—

And let the McGRAW-HILL FIELD PHOTO SERVICE Department get the pictures and the facts—

That prove your product is on the job—

And making good!

Send us that list NOW.

We will gladly furnish detailed information regarding the cost and answer any questions.

McGRAW-HILL CO., Inc. Tenth Avenue at 36th Street, New York

Power
Coal Age
Electrical World

American Machinist
Journal of Electricity
Ingenieria Internacional

Electric Railway Journal
Electrical Merchandising
Engineering News-Record

Engineering & Mining Journal

Chemical & Metallurgical Engineering

Photo Service

Available photos also supplied from stock → Specialists on technical subjects





PAPER AS A FACTOR IN

The Tribes of the Himalaya Mountains Never Destroy a Picture

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

White is the mourning color of China

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

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

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

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

Research Laboratories

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

FOREIGN TRADE

How Marshall Field & Company Advertises

A Survey of the Big, Efficient Organization Back of the Famous Chicago Firm's Marketing Effort

BY HARRY DYKE
From Data Supplied by

G. R. SCHAEFFER,
Advertising Mgr. Marshall Field & Co.

NO discussion of retail advertising can go very far without the name of Marshall Field & Company of Chicago entering into it. The output of this great company in selling copy is comparable both in quantity and quality to its output in goods. The variety of its advertising ventures is comparable to the variety of the lines that it handles.

The work of Marshall Field & Company in wholesale advertising is very likely to be brought up also when, in a discussion of the manufacturer's publicity problems, the talk touches upon classes of products appearing in the Chicago firm's distinctive national copy. If you are at a loss for a moment to think of an example of Marshall Field advertising in the national field think of Athena underwear, Sunlight woolen yarns, Blue Rose toilet articles and Cloister embroidery cotton, all pushed by big campaigns at various times during the last five or six years. Due to a misinterpretation by country merchants that it is retail competition Marshall Field advertising does not always carry the Marshall Field name.

HOW THE WHEELS GO AROUND

Once in a while, instead of talking about how the wheels of advertising ought to go around or about the economic laws that dictate their operation, it is good for us to refresh our understanding by an examination of just how they *do* go around in some big, outstanding cases.

The advertising mills of Marshall Field & Company grind not slowly, but they grind out some exceedingly fine advertising copy. Recently G. R. Schaeffer, the advertising manager of the company, described for the representatives of many nationally known manufacturers assembled at the Chicago convention of the Engineering Advertisers' Association how they do their grinding. The gist of his remarks, which is what I am reproducing here, should be of interest to a far wider audience, particularly to the audience of department store

executives to be found among the readers of ADVERTISING & SELLING.

Marshall Field & Company have two separate advertising departments, one for the wholesale and one for the retail.

The function of the advertising department in the wholesale is to advertise goods manufactured by Marshall Field & Company and sold through the wholesale department. The department includes many branches. All of the merchandise manufactured by the company is sold through its own wholesale.

There is an office manager in charge of the department, whose entire time is devoted to supervision. An important member is the Purchasing Bureau.

A purchasing agent places all orders, and no invoices are passed for anything except on order of the purchasing agent.

The Publication Bureau has charge of all regular publications of the wholesale.

"FIELD QUALITY NEWS"

The principal publication is the "Field Quality News." This is a trade magazine, a merchandise bulletin, which aims to present what is called quick-turnover merchandise. This hits the high spots of the merchandise offered through the wholesale organization. It contains fifty to one hundred pages each month.

There is always an editorial on the first page containing whatever is uppermost in the minds of the wholesale executives.

Two pages are devoted to dealers' advertising service, with the idea of aiding the small country merchant to promote the sale of Marshall Field & Company merchandise. This section carries a printed supplement of twenty-four pages in which are worked up specimen advertisements intended for the country merchant to use in local newspapers for the month. The specimen ads cover the merchandise shown in the merchandise pages of the magazine, and also include some

lines which Marshall Field & Company do not wholesale, such as shoes and clothes. It contains numerous illustrations, line cuts, etc., which are furnished to the country merchant at cost or less. The aim is to put this service on a par with the advertising done for the retail store; that is, to make it high class in every respect. Quality and service are stressed. Quality is the first reason for the success of the business of Marshall Field & Company, and the purpose is to pass that habit of thought on to the country merchants. The difference between quality and price is as the difference between day and night, and the merchants who specialize in quality merchandise have the respect of the community. The man in charge of this bureau is assisted by men who have come to the organization from smaller country stores, and who therefore appreciate the problems of the country merchant.

THE WEEKLY BULLETIN

Another publication is the weekly bulletin which is sent to all salesmen. It contains all information which the sales and advertising departments wish to transfer to salesmen each week. It contains advertisements and current prices, arranged as compactly as possible.

The Catalog Bureau has charge of the publication of the catalog. No catalog has been issued in the last two years, owing to the unsettled merchandise conditions during the war and the rapidity with which prices have changed. The catalog is supplemented by department catalogs and the "Field Quality News." There are catalogs on infants' wear, auto accessories, etc.

In all the principal merchandise departments there is an advertising man who supplies the main advertising department with the merchandise information needed for publication. These men supply nearly all of the information for the catalog and other publications. In fact the catalog is merely edited by the Catalog Bureau, as it is almost entirely gotten up by branch

advertising men in the various merchandise departments.

EDITORIAL WORK

There is an editorial office presided over by an experienced editorial writer who writes feature editorials for "Field Quality News" and other publications. Special editorial work, requiring more advanced ability, is undertaken outside the organization. From time to time editorial material is purchased on the outside. In this way it is possible to get a new line of thought on a subject that perhaps has become rather hackneyed to the advertising department.

One department specializes in trade journal copy, promoting various lines in wholesale department. This department draws upon copy written by men in other departments of advertising work, and the task is principally one of assembly.

The art department has charge of buying art work and making layouts. It also has charge of designing labels, and specializes in labels for merchandise manufactured by Marshall Field & Company.

There is a stock room in which are kept all drawings, engravings, etc. Filing records make it possible to locate a cut or drawing at any time.

There is a listing and mailing bureau. Lists are kept in Addressograph form and the company does all its own mailing.

RETAIL ADVERTISING

The work of the retail advertising department is different in character, owing to the different problems to be worked out. The market is limited to Chicago and its suburbs, and the aim here is to reach the retail purchaser. Charge accounts furnish about 125,000 names for the mailing list. In addition to the mailing list, the daily newspapers and various printed matter constitute the advertising mediums for the retail store.

The office manager occupies a position similar to that occupied by the office manager on the wholesale side. His work is largely supervision.

Most of the copy at the retail store is written by women, because it is believed that they know best how to interest and appeal to women. There is, however, a man in charge of the house furnishings department and a man who writes copy for the store for men. The men's store is handled quite separately from the main retail store. The advertising manager here has his own office, and prepares his own copy in conjunction with the different department managers and the office manager of the advertising de-

partment. The basement is handled as a separate store. Two men take care of all its advertising. Basement business is built on manufacturers' mistakes and job lots of merchandise. It is bargain advertising.

"FASHION OF THE HOUR"

There is, in a separate office, a young woman handling a publication called "Fashions of the Hour," and containing from sixteen to forty-eight pages. It is published four times a year and is mailed to a list of about 60,000 names. This paper aims to portray the "atmosphere" of the Field store and to present the more costly and elegant merchandise of superior quality.

One young woman handles advertising for what is called "The Juvenile World." This covers a separate line of merchandise requiring a special appeal. Advertisements appear in afternoon papers twice a week and a monthly magazine called "The Juvenile World" is published. It is an elaboration of the newspaper advertisements. It contains sixteen pages and is sent to 50,000 children. During a period of about three weeks requests from 47,500 children were received for this magazine to be mailed to their home addresses.

There is an office for two editorial writers, who are sufficiently mature and intelligent to comprehend the organization in its institutional aspect and express this in retail advertising. One of these two men was formerly city editor on a large Chicago daily and the other professor of English in Butler College.

The art department is in charge of a woman, who arranges all layouts, buys all illustrations, and knows all the leading artists of the country, many of them personally. Her work is to create an artistic atmosphere about all retail advertising.

The publicity department is in charge of a young woman who is constantly planning "stunts" which will attract publicity for both the retail and wholesale stores.

HANDLING COPY

There is a young woman who read-proof on all advertising, for English and typographical errors. It is necessary to work at high speed, as retail advertising has to be planned very close to the date of sale. They sometimes must plan and execute large orders in a day or two. There is a system of paying employes \$1.00 for each error detected in advertising copy. This keeps the proofreaders and copywriters on the alert.

There is a listing and mailing room.

as on the wholesale side, which takes care of all mailing.

An auditing department audits all invoices against purchase orders. It keeps all statistics and compiles them in conformity to store's requirements. Statistics in a charted form are considered much better than sheets of figures.

The advertising manager meets with merchandise managers every Monday morning at 8.30. They discuss important plans for the week, and in general for the month. This gives the merchandise managers a better understanding of the policy of the house, mistakes are analyzed and the men are coached in the important things which the advertising department may be undertaking.

The advertising managers in both the wholesale and retail assume the responsibility for O. K'ing orders and schedules, and see to it that the plans of the house are carried out.

It is the general policy of Marshall Field & Company to hire young people and educate them in the traditions of the business rather than to hire someone on the outside with considerable experience. Having found it difficult to get experienced people and break them into the organization, young people, just out of college, who can be coached in advertising work, are preferred.

These young people are taught that advertising is printed salesmanship, that the ideal advertisement accomplishes as much in effect as the salesman does by a personal visit. If a person has intelligence, imagination, understands merchandise, and can see the romance in merchandising, it is easy to sustain interest and enthusiasm.

Young people who meet these requirements, coached by Mr. Schaeffer and his experienced associates, are keeping the wheels of advertising turning to the advantage of Marshall Field & Company.

Receiver for "Kansas City Journal"

C. S. Jones, a bond broker of Kansas City, Mo., has been named as receiver for the *Kansas City Journal*, which has been published as a morning paper since 1854. He was directed to continue the operation of the paper. Application for receivership placed the indebtedness of the newspaper at \$450,000, but it was said that the company owns property and equipment in excess of that amount, but is not in a position to meet current expenses. In a signed statement representatives of the company said that it is fully solvent, and that its assets are far in excess of its liabilities.

J. R. Mayers Company Moves

The J. R. Mayers Company, New York, has moved from the Woolworth Building to the Acolian Building, 33 West Forty-second street.

"House-Organizing" the Salesman's Prospects

How the Chicago Mill and Lumber Company Made "Boxes" Serve the Sales Force

By P. C. LEFFEL

Manager, Publicity Department, Chicago Mill & Lumber Company.

THE action of the Chicago Mill and Lumber Company in starting the publication of a house organ called "Boxes" at a time when the entire production of the company was sold for many months in advance aroused much puzzled interest among our friends. Some of them have asked us why we initiated such a venture at such a time. The answer to that question, summing up, as it must, the policies back of publication of "Boxes," may be of interest to all who are interested in house organs and in direct advertising in general.

TO CREATE GOOD-WILL

The fundamental reason was to create good-will among box users, so that when we did want business we could go after it with considerably less effort than would be required if the policies of the Chicago Mill and Lumber Company had not been made known to box users. We knew that a great number of people are interested in boxes. To get some idea of the number of people who are interested in better packing and safer shipping, just stop to consider how much of your daily life is dependent upon boxes—the food that you eat, the clothing that you wear, the materials on your desk, much of the machinery that is used in the factory, most of the decorations in your home—in fact, the box has been and always will be a commercial necessity.

There were approximately 5,000,000 wood boxes, and 250,000,000 corrugated boxes used in 1919, and 1920's record, up to the first half of the year, was much greater.

There was also the specific interest of box users in better packing methods and in cutting down losses resulting from improper packing. By the term "box user" I refer particularly to the large users of boxes, concerns that use carloads a month, as this is the type our company is in the best position to handle.

Another dominating thought that influenced us in shaping plans for our publication was the enormous money loss to shippers, due to improper packing and marking. The estimated loss during one year—1919—was over two hundred million dollars.

We saw in this situation an opportunity to advertise the complete box service of our company, as well as to render a very valuable service to box users and to the box-making indus-

try. By giving publicity to the results of our efforts to design boxes which would correct some of the shipping evils, our publication accomplishes what has always been my



Chesterfields satisfy—and are satisfied. That's why the Liggett & Myers Tobacco Company continue to use the magazines comprising the All Fiction Field.

The ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co.
The Frank A. Munsey Co.

The Ridgway Company
Street & Smith Corporation

1,520,000 A. B. C. Circulation

idea of one of its most essential objects—to help educate logical prospects, so that when a product made by our concern is thought of, the name of our company will be favorably connected with the goods.

A SELLING INFLUENCE

We believed that our house organ would create a great selling influence for our salesmen; we believed its influence would supplement the efforts of our salesmen, give them ideas, and create in them an incentive to put forth greater efforts. When this was accomplished we believed that when we were in a position to handle it more business would result.

Our firm would not hesitate for a minute to put several new salesmen on the road, providing there was territory needing development. We simply could not afford to hesitate under such circumstances. Likewise, here was a work to be done and we could not afford to hesitate.

It was our thought from the first to make "Boxes" the unbiased, last word on Boxology. We believe that our company should be known as the dean of the box industry, if I may use the term that way; and our efforts to correct packing and shipping evils, and the publishing of our activity in our house organ, we felt, would do much in helping us to accomplish this purpose.

Another reason why I was strong for the publication of our house organ is the fact that there are many new features in our business just as there are in a great many other lines. These new features can be made valuable material as the backbone of selling talk, direct or indirect, through the pages of a house organ.

In our publication I have held firmly to the idea that we should give as serious attention to its development as we do to the development of our correspondence or sales organization, and we would be rewarded in proportionate manner.

I have endeavored from the start to fit our house organ to our requirements by telling our story attractively, simply, and clearly, convincingly presenting our arguments, and doing the type of missionary work that too many salesmen are forced to do. It, consequently, saves time and effort on the part of our salesmen, and it brings in inquiries and orders that otherwise would escape.

Shaping up the available material may sometimes seem difficult. It demands talent, and imagination, and enthusiasm.

A uniquely prepared house organ carries much of the force of the sales-

man. It delivers its force to the prospect (in our case to 17,000) instead of to ten or a hundred, as would be the case if confined to a salesman.

When we decided to publish this magazine it was our desire to get out the finest type of publication. We believed it would be the most economical in results, and give prestige to the house. For this reason we have not hesitated to spend our good money for two and three color drawings and oil paintings for the covers. Inasmuch as the cover is the eye attraction of the house organ, we decided to make our covers as attractive as possible, and I believe that we have done this, at least I do know that we have received much comment from readers on our covers, and also about articles we have published.

On the inside pages we endeavor to show as many illustrations and photographs as possible, realizing that the busy executive can more quickly grasp our story from illustrations than from text matter. Different types of boxes are shown, and, where possible, we show the actual products for which they are used.

THE EDITORIAL APPEAL

While my name is down as editor of "Boxes," the responsibility for the editorial contents of the magazine rests upon a sales committee composed of the sales managers of our various departments and others responsible for the sales policies and activities of our company.

The articles to be published in the magazine, as well as plans for future issues, are discussed and approved by the sales committee. It was this sales committee that carefully analyzed the different plans for the publication, and decided upon its size, style of printing, quality of paper to be used, art work, and the many details that enter into the handling and production of a magazine of the quality of "Boxes."

"Boxes" has been edited with the idea of giving the box user the kind of information he ought to have in solving his packing and shipping problems. The products of the Chicago Mill and Lumber Company have been mentioned incidentally, except in a special service number which we published, when the different departments of our organization were written up rather conspicuously.

In shaping the editorial pages of the magazine, we endeavor to secure contributions from men well known in the box-making industry, and from executives of firms which are large box users.

The circulation of "Boxes" is limited. It is kept at the steady figure of

17,000. For this reason, it has been necessary for us to give very careful attention to the mailing list. Our original list was compiled from a number of mailing lists of manufacturers in the United States who were logical box users. In different issues of the magazine we inserted post-cards and also a request blank, stating that we would be glad to send "Boxes" to people in the different organizations interested enough to write to us for it, and in this way we have secured the names of a good many big men of organizations. Our list has been revised and reworked constantly, until, at the present time, it is very valuable to us.

WHAT "BOXES" DOES

I have told you reasons for our publishing "Boxes," or, rather, the purpose of the publication. I have mentioned, in particular, the manner in which we believe we are accomplishing our purpose. You will, no doubt, be interested in learning the results in so far as we have been able to observe and record them. While I have stated that the purpose of "Boxes" was not to create direct sales, but good-will, and by its reputation as the last word in Boxology reflect the importance of the Chicago Mill and Lumber Company in the industry, it is interesting to consider the number of inquiries we have received, due to this publication.

The house organ has kept us in constant touch with people who want to know more about Chicago Mill and Lumber Company's service, and it has brought in a larger number of inquiries than we have ever received before. It has established and maintained contact with box users who might otherwise have overlooked us in the purchase of boxes, or who might have confused our company with a lumber concern—merely by the name.

The inquiries developed by the house organ are handled very carefully. They are recorded in a filing cabinet in the publicity department. Each firm making an inquiry is given a separate card. These cards are indexed alphabetically by states, towns and then names. After being recorded, the inquirers are distributed to our various departments, according to what we believe the inquirer needs, and, finally, at the end of each month, when we receive our statements of sales, these sales are posted on the cards. You can readily appreciate how much of value is carried on the cards.

This card arrangement helps to keep our mailing list alive. Our card

(Continued on page 29)

A Man Who Keeps the "Serve" in "Service"

Thomas R. Elcock, Jr., Advertising Manager of the Central Leather Company, "Shot" at Close Range

By E. WALTER OSBORNE

DOWN in the City of Brotherly Love where, traditionally, there is not much brotherly love lost between the populace and the public utility corporations which supply the city with light, heat and power, it has been a tradition, also, that, while accusations and recriminations have flown back and forth amid cries of "Graft!" and "Scandal!" Mr. Philadelphian has said to Mrs. Philadelphian, "Oh, well, the United Gas Improvement Company gives us real service, anyhow, and we won't worry about *them* as long as they do that."

WON GOOD-WILL

That represents a frame of mind that has had a cash value to the United Gas Improvement Company. The man probably most responsible for the creation of that frame of mind is Thomas R. Elcock, Jr., today manager of the advertising department of the Central Leather Company and of the United States Leather Company.

Mr. Elcock, who now, from his office high up in the Whitehall Building overlooking New York's old Battery, directs the publicity campaigns of the great leather organization, first won fame in the advertising world by making famous, in Philadelphia at least, the slogan "U. G. I. Service." Back of that slogan lay a conscious, persistent effort on the part of the United Gas Improvement Company to sell itself to the people of Philadelphia on the high quality of its service, the immediacy of its response to trouble calls, the courtesy of its employes. This service feature, which became its best publicity feature, was developed by Mr. Elcock.

Led into advertising work for the U. G. I. by a peculiar talent for writing copy that appealed to women—a talent discovered by an aggressive sales manager with ambitions to humanize the U. G. I. advertising—Mr. Elcock became manager of its new advertising department in 1910. This was the first regularly organized advertising department in a public utility corporation in the United States—which is the same as saying, "in the world." In earlier years, following his entry into the company's employ-

ment in 1902 after graduation from Pennsylvania University, he had been a salesman and had held various other positions on the U. G. I. payroll.

GUIDE FOR PUBLIC UTILITIES

Sustained campaigns in regard to the company's service were the outstanding features of his regime, but the institution of an effective mail system to prospects for gas and electric appliances was a signal achievement. With forty-five workers under his direction, a prospect list, perfected by infinite pains, and an accurate knowledge of the value of the service appeal in publications copy, Mr. Elcock led the way along the path to

good-will which the gas companies of the country were slowly beginning to try to follow.

Thus he became a guiding spirit in the national advertising carried on by the gas concerns of the country. He was made chairman of the National Advertising Committee of the Gas Association and a director of that association. He also became a member of the National Advertising Committee of the National Electric Light Association.

Then came war days and Mr. Elcock answered the call to national service by becoming Director of Conservation for the United States Food Administration in Pennsylvania. When hostilities ceased he was ap-



THOMAS R. ELCOCK, JR.

pointed Chief of the Sales Promotion Division of the War Department, remaining in that position until he was captured by the Central Leather Company.

As the head of the advertising department of the Central Leather Company and its affiliated activities in the marketing of leather, lumber, glue, etc., in charge of its publicity at home and abroad, Mr. Elcock has followed along lines parallel to those that won wide and approving recognition in the public utilities field. It is significant that today the United States Leather Company, which is the selling organization of the Central Leather Company, is advertising "U. S. L. Service" and featuring its desire and ability to win the good-will of leather buyers by adapting its distribution plans to their needs, by supplying them with the right product, at the right time, from a supply point conveniently close at hand.

HUMANIZING COPY

It is significant also that readers of leather trade and other periodicals in which the United States Leather Company advertises extensively re-

mark that a very human note has crept into United States Leather copy. They have observed that the catalog idea of presentation has been dropped and has been replaced by open messages to the trade carrying that impression of pertinacity, frankness and conviction that must be in all successful institutional copy. Mr. Elcock is talking to his prospects in frank, direct, measured tones, as he talked to the gas consumer of Philadelphia, as he talks to the man who comes to see him at his office. Incidentally—and not so incidentally either—he does some of his most effective talking through "Our News and Views," the splendid house organ of the Central Leather Company, which he instituted as a factor in its "inside" and "outside" publicity work and which he described in an article called "A House Organ That Links Far-Flung Workers," which appeared in the July 31 issue of ADVERTISING & SELLING.

New York suspects that Mr. Elcock is still a Philadelphian at heart, Philadelphia wishes he were a Philadelphian still. Born in William

Penn's city, educated at Germantown Academy and the University of Pennsylvania, he was long prominent in Philadelphia affairs. From 1915 to 1918 he was treasurer of the Poor Richard Club. He holds membership today in the New York Advertising Club, the University Club of Philadelphia and in several golf and gun clubs.

Mr. Elcock is the kind of advertising man who refuses to believe that an advertising man's duties are confined to writing copy, examining mediums, checking pages, superintending follow-up and delivering an annual lecture to the company's salesmen. He gets out a good deal among the plants of the Central Leather Company, scattered over the United States. He makes his own investigations as to whether subordinate employes are backing up the promises he puts in his advertisements. In a way, he personifies Service for the Central Leather Company. At the Thursday conferences of the company executives in the Whitehall Building he talks sales broadly rather than advertising narrowly.

Cleveland Advertising Club "Sells" the City Increased Taxes

With a well-directed advertising campaign, the Cleveland Advertising Club successfully "sold" the voters of the Fifth City, last election day, the idea that it was to the city's benefit for them to vote "yes" five times to five tax proposals. Voting "yes" meant that taxes would be raised \$5.05 for every \$1,000 of assessed valuation. The campaign was handled by a special committee, headed by President Charles W. Mears.

A series of sixteen newspaper advertisements ran in full pages and half pages in twenty-five publications, including thirteen foreign language newspapers. Some 250,000 copies of a campaign primer were prepared showing that unless Clevelanders voted "yes" five times the city would not be safe, healthful, clean, prosperous, beautiful and that fully half of the educational service rendered by the public schools would be eliminated.

"Which Shall It Be," a one-reel motion picture filmed especially for the campaign ran for twelve nights in picture theatres, public schools, community centers and at outdoor showings in the Public Square. "Save Cleveland" single and two-sheet posters appeared in conspicuous places throughout the city. Garbage wagons bore signs indicating that failure to vote "yes" five times meant practical cessation of garbage collection. Painted billboards augmented the poster advertising.

Every public school was furnished with a banner for placing above its entrance urging the public to keep the schools open. The children themselves did a big service in drawing posters and staging demonstrations in behalf of "Save Our Schools." Stunts abounded. A train of flat cars, bearing signs urging support of the levies, ran for several

days over Cleveland's street car system. Mose Cleveland in tattered garb stood at principal corners distributing literature to show his sad financial plight. Speakers were sent to many meetings, and the co-operation of the pulpit was obtained at a mass meeting for preachers during the week prior to election.

The complete personnel of the Advertising Club committee was: President Mears, chairman; A. H. Madigan, production manager; Wilbur H. Hyde, financial disbursements; Hubert Persons, newspaper advertising; G. H. Denby, newspaper publicity; E. H. Roberts, posters; W. A. Feather, booklets; Amos Parrish, Jr. and N. C. Groch, retail stores and store windows; H. C. Bower, direct by mail; A. H. Madigan and Geo. Ruthenford, co-operation of other organizations; S. S. Wilson, testimonials; George H. Zahn and Kenneth Ingersoll, stunts; W. H. Fathauer, supplies; J. W. McClure, distribution of supplies; W. L. Raddatz, Ralph Leavenworth and Herman Moss, church relationships; B. A. Collins, movies; S. A. Weissenburger, secretary, and Allard Smith, advisory member.

Letters have been received by the Cleveland Advertising Club from Mayor FitzGerald, F. H. Goff, president of the Cleveland Trust Company and chairman of the Citizen's Tax Relief Committee, and C. B. Metcalf, director of finance for the City of Cleveland, congratulating the organization on its splendid work.

S. H. Wheeler, Founder of Wheeler & Wilson, Dead

Samuel H. Wheeler, one of Connecticut's wealthiest citizens and former president of the Wheeler & Wilson Sewing Machine Company, died Sunday in Chicago. Mr. Wheeler was born in Watertown, Conn., seventy-five years ago. In

1894 he joined in establishing the Wheeler and Wilson company, of which he was president for eleven years.

Emerson Beck Knight Decorated

Emerson Beck Knight, head of the Emerson Beck Knight Advertising Agency, Indianapolis, was awarded the Victory cross at the Armistice Day celebration, having been chosen for the high honors from the ex-service men of his state.

Jacob Wertheim, Founder of General Cigar Co., Dies

Jacob Wertheim, one of the founders of the General Cigar Company, died on the morning of November 14, at his home in New York in his sixty-second year. He retired from business in 1913 to devote his time to philanthropy.

Mr. Wertheim, through his ability as a salesman, rose from a humble beginning to the head of the largest independent cigar manufacturing concern in this country. From a partnership with the late William A. Schiffer, manufacturing cigars on a small scale, there was effected by Mr. Wertheim a series of consolidations. The first of these was with Kerbs & Spies in 1889. In 1902 Wertheim & Schiffer, Straiten & Storm, Lichtenstein Bros. and Hirschhorn, Mack & Co. consolidated under the name of the United Cigar Manufacturers. In 1906 the company was reorganized under the name of the United Cigar Manufacturers Company with a capital of \$20,000,000. This concern exists today as the General Cigar Company, the largest independent manufacturing concern.

Mr. Wertheim was a director of the General Cigar Company, Underwood Typewriter Company, also a member of the executive committee of that organization, and at one time was a director in the General Motors Corporation.

“House-Organizing” the Prospects

(Continued from page 26)

records indicate the origin of the inquiry, if we are able to identify it, that is, we want to know as a matter of record whether the inquiry comes from our direct-by-mail efforts, magazine, or trade journal, or from some other source.

REPEATED SUGGESTION

One of the advantages of our house organ is the force of its repeated suggestion. The hammer and nail principle that drives your identity, your arguments, and the knowledge of your product thoroughly into the minds of the men on the list is highly important. We know that there are some types of business men who are skeptical as to whether house organs are read. The best way to put this question in the discard is to appeal to your own better judgment. Things out of the ordinary can be relied upon to get an out-of-the-ordinary effect.

Letters in our files assure us that busy men look at and read “Boxes.” Another thing, while the house organ does not take the place of a salesman, it does much that the salesman would otherwise have to do. Properly edited, it always has its sales appeal, repeats and retells this appeal, from different angles, in different ways, at different times. We all know that salesmen will sell most goods if given constant aid, stimulation and encouragement.

I believe that the manufacturer can give this in a limited measure through other means, but he can do it in a big way through the house organ. If I were asked by my firm today to justify my reason for editing a house organ, I would give it to them in one brief statement:

“Just as long as we sell through salesmen, we should supplement their personal efforts by a systematic plan of sales stimulating publicity.”

Orders, in most lines of business, are almost always a result of slow convictions which have been carefully built up in the prospects’ minds. It’s the house organ he has read this month, or the month previous; it’s the something that someone has told him; it’s the particular argument that has appealed to him in one of your publications: it’s the favorable impression that your salesman created on his last visit. All these things, working together and cumulative in their effect, put your prospect in a buying attitude towards your house. Therefore, I am strong for the idea that

part of a manufacturer’s appropriation should be spent in developing some method for helping his salesmen, for raking over the field, for cultivating the prospects, and for warming them up, so that, when salesmen visit the localities, they can call on prospects when a point of contact has been established.

The foregoing method invariably permits a larger volume of business to be done with less effort. It will be found that the cost of selling can be reduced; moreover, a brisk, regular, appealing, supplementary, direct selling policy supporting any salesman will have the ultimate effect of securing better co-operation from salesmen and making them more efficient.

While “Boxes” was not intended to be philanthropic, the amount of information it carries, we believe, will do a vast amount of good to a great number of people, and in the long run the publicity that “Boxes” creates cannot help but be of benefit to our

company. Our experience in the year and two months that we have published our house organ convinces us that “Boxes” is doing good work, that it is read, in fact is being carefully read, by a great number of people. It is needless, therefore, for us to say that we are sold on the house organ absolutely. It has made its place in our organization, and we expect that it will be a permanent institution with us, for just as long as there is need for more information about better packing and safer shipping, there will be a need for our house organ—and good-will for our house will result.

“Short Stories” Appoints Warner

Short Stories, of Garden City, Long Island, has appointed Robert O. Warner, formerly a publishers’ representative in Chicago, as Western representative.

“Popular Science Monthly” Adds Johnson

A. C. Johnson, formerly with the Acme Motor Truck Company, has been appointed to the Chicago advertising staff of *Popular Science Monthly*.



JESSE BLOCK

Jesse Block (he bears my name and yet is not related to me) started in my organization as an errand boy. To-day he is not only a full-fledged salesman, but an extremely capable one. That is what a number of my friends have told me—and that is the opinion of my staff. I think, therefore, that Jesse has a fine future before him.

Jesse Block

San Antonio Light

Ten years ago San Antonio had no asphalt paved streets, and no park systems and no civic pride.

The purchase of the San Antonio Light by Messrs. Charles S. Diehl and Harrison K. Beach changed the above situation. The Light has fostered and developed civic pride in San Antonio until today the city has hundreds of miles of beautifully paved streets and boulevards, one of the most beautiful park systems in the world, municipal golf courses (a thing undreamed of a few years ago), etc., etc.

The residents of San Antonio credit these achievements to the Light. The Light is an afternoon paper with more circulation in San Antonio than any other newspaper, and of course it is the best advertising medium in that city. Wise advertisers know this.

Advertising or Sales Manager—Which?

Answers to the Question

IS the next step in the evolution of distribution methods the consolidation of the offices of advertising manager and sales manager and the elimination of either the advertising manager as we know him today or the sales manager as we know him today from the merchandising chart?

When this question was asked in last week's issue of *ADVERTISING & SELLING* there were already arrayed on file in the Editor's office letters from advertising and sales executives of several leading manufacturers giving their reactions to the question upon which Mr. Evans elaborated in his article. Since the article appeared more letters have been received, indicating that the subject is a live one; that something had been started which advertising managers and sales managers are anxious to carry on.

Something has been started which these letters do not by any means finish. They express a diversity of opinion. Some of them betray heated conviction one way or the other. Some bring out new angles of the situation. But the subject is still wide open for discussion. Other letters will follow.

The included statement from an agency head, while not expressly intended as a response to Mr. Evans' article, bears interestingly on the subject under discussion.

—THE EDITOR.

By A. H. Bartsch

General Sales Manager, American Bosch Magneto Corporation

IT is my opinion that in the future the *modus operandi* of successful merchandising will suffer a definite revision as compared with the average present-day systems, and that the line of demarcation will be very sharply defined.

Advertising and sales management, according to my personal views, should not be classified as two entirely separate and distinct divisions of activity, but each as a *division of merchandising*.

The office of director of sales at the head of the merchandising organization should devolve upon one individual whose education and experience have been of sufficient scope to have included all the details of experience and executive ability required to hold the present-day title of advertising manager and the correlated experience and ability as exemplified in the modern title of sales manager.

The director of sales should have two capable assistants,—one, an assistant director of sales in charge of printed merchandising, and the other an assistant director of sales in charge of direct or personal merchandising.

This form of Merchandising Government—if I may entitle it that—would provide the concern with co-ordinated, efficient sales activities having all the values of advertising and sales management converted to the type of team work that will produce efficient results.

The sentiment expressed above is but one man's opinion—and consequently worth just that much, but it could be grasped from what I have said that the life or value of the old-fashioned, so-called advertising manager and sales manager is nearing an end.

If either of these individuals receive a shock upon reading such an aspersion cast upon their respective professions it might be productive of activities that will develop certain sales managers and certain advertising managers into high-powered directors of sales as I have outlined and enable them to accord to themselves the real task of co-ordinating the two valuable activities of advertising and sales into what they really form, i. e., the Merchandising Department.

I do not think you have started anything. I think you are but continuing something that started years ago and may continue to be the subject of much discussion just so long as narrow-mindedness or jealousy exists on the part of certain and selected individuals. There are just as many sales managers today who do not believe in advertising as there are advertising managers who do not believe personal selling to be worth very much.

Returning to the original point, I believe the future of advertising managers and sales managers lies in becoming directors of sales as I understand the use of the term, men of real ability and wide experience, controlling the sales and advertising activities of their organizations.

This is good business government, according to my ideas of modern merchandising, and it would be 100 per cent plus if this big fellow—the director of sales—was of such calibre that the board of directors would see the wisdom of electing him a member so that he could learn the devious ways of business from their angle, and they, in turn, could learn the marketing possibilities of their product to the end that more closely co-ordinated effort be obtained.

By R. N. Fellows

Advertising Manager, Addressograph Company

IT is our frank opinion that the advertising manager who confines his thoughts and aspirations purely to advertising subjects is making as great a mistake as the sales manager who ignores the necessity of acquainting himself with the commercial value of "modern advertising."

Advertising is mass selling—a development of the personal salesmanship method. No advertising manager, in our opinion, can achieve maximum success without an intimate knowledge and a constant study of the changing factors in selling. It is interesting to note in one particular line of business that within the past year the sales managers of four nationally known concerns in a particular line have been promoted either to be vice-presidents or directors or both of 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.

So far as the Addressograph Co. is concerned, there is no division between advertising and sales. Both are handled in the same department. And it has been our experience that an advertising man who does not absorb the selling atmosphere and acquire practical field and marketing experience does not enjoy as great success in this business as those advertising men with us who do.

In short, we make it a point to teach our advertising men first of all the practical side of selling, believing that they cannot make a success of advertising our product until they know the intimate details of how it is sold.

By Gordon Cook

President, The Akron Advertising Agency Company

IN connection with his recent sensational price cuts, Henry Ford said in effect, "We must henceforth make our profits out of savings and economies in manufacturing."

He might well have added, "And out of savings and economies in selling and advertising."

Had he added the latter phrase he would have given us an inkling into the widespread, growing and almost sensational activities on the part of thoughtful executives in trimming and concentrating sales and advertising work.

Those in touch with developments know that scores of concerns are, in the name of economy and efficiency, cutting down their field sales forces; eliminating innumerable inside office sales people. This would indicate, of itself, that more and more dependence is to be put upon advertising to capture trade and sustain the business.

Simultaneously with wholesale retrenchments comes the news that an increasing number of organizations are cutting down their advertising staffs. The advertising manager is being put in sales work where he can be definitely and tangibly productive, or else he is being dropped. Those down the line fare not so well as he.

Advertising agencies are taking over completely the responsibility for the campaigns of the advertiser. At regular conferences, the sales manager, and often the general manager or president himself, and the agency take up the advertising and merchandising problems of the business. Plans are outlined, lines of action defined, the agency men do the work—on the agency payroll.

The executives of the advertiser approve or disapprove the work of the agency when presented, just as they approve or disapprove the work

of their advertising manager. The advertiser, as a result, has a complete advertising department and service but he has cut off practically all his direct costs of that work as the agency absorbs it.

With these things going on, what is the future of the advertising manager of the medium-sized business? And for our purpose let us define the medium-sized business to be one spending a half million dollars or less in advertising.

Rare is the advertising manager who is not only a good advertising man but also a good salesman, a consistent buyer and a money saver for his concern. And rare is the advertising agency that is not ready and anxious to do practically all the things for its client which are done by an advertising manager. It would seem, then, that the advertising manager's future lay in one of two directions: Either to develop into a sales manager or to attach himself to an advertising agency. There have been some spectacular advances made in both these directions.

Those detail duties of the advertising manager which could not well be handled by the advertiser's agency could be taken care of by a sales promotion man or, under the direction of a competent agency, an intelligent girl could take care of these details as well as head the sales promotion work.

Our conclusion is that the advertising manager and his department constitute an unnecessary advertising expense; that the manufacturer spending a half million dollars or less can begin advertising economies by dispensing with the entire advertising department; that such a manufacturer will get better advertising management free of charge from his agency than he could possibly get from his advertising manager.

More and more, as the high executives of advertisers get closer and closer to their business (forced to do so by present conditions, which may obtain for a year or more), these problems will arise and must be answered.

One question that undoubtedly will arise in the minds of executives is, "Has this thing been done elsewhere—is it working successfully?" And the answer is—it is being done elsewhere and it is working successfully.

By L. B. Jones

Advertising Manager, Eastman Kodak Company

YOUR question in effect is this: "Is the sales manager going to swallow the advertising manager or is the advertising manager going to

swallow the sales manager, or are they going to swallow each other, or are they going to live happily together forever after?"

My answer is an unequivocal "Yes, including Article X, with and without reservations. Ask Root, Cox, Harding, Wilson, Johnson, Comiskey and Dudley Field Malone."

To put it another way, are we not trying to apply too many rules to business these days? We have been charted and diagrammed, cross-charted, indexed and cross-indexed and fed up on ascending and descending curves. We have studied business war maps that run the gamut of color from ultra-violet to infra-red until our dizzy brains no longer need to seek the excitement that it was their wont to seek prior to 7-1-19. They whirl anyway.

But I cannot see that these diagrams of tendencies answer, or even can answer, the questions you ask.

It's a matter of expediency and of individuality. It depends on the business and it depends on the man.

Take cameras and automobiles and talking machines. The job is partly to interest people in the mass in photographs and touring and in home music. That's an advertising man's job. Take gasoline and salt and socks. Advertising won't enlarge the market; it can only shift the market from one manufacturer or dealer to another. It's mostly a merchandising job, and that's where your sales manager ought to shine.

During the war, when there was talk, some thought serious talk, of a prohibitive tax on advertising, a certain advertising manager asked my opinion as to the danger of destructive congressional action. My reply was that, in a measure, the theorists were right; that when advertising created no new business, was simply a means used by one manufacturer to take business away from another manufacturer, that it was an expense the public would have to bear.

If you will allow me to slip into slang in so dignified a publication as *ADVERTISING & SELLING*, I will admit that I was seeking his *Capra hircus*. And, sir, I suspect that in asking the questions you did, that you were trying to get mine.

You evidently want to start something. I bite.

If the sales manager has also the qualifications of an advertising manager—which usually he hasn't—and is also a whale for work—which usually he has to be—there is no reason why he shouldn't swallow the advertising manager, and inversely—but what's the use? I am first of all for the conservation of paper.

To Advertise Advertising

How Some Agencies Are Using Their Own Medicine as a "Cure" for Sick Business

EXTRAORDINARY manifestations have succeeded one another rapidly during the two years following the armistice that have just elapsed. Unusual phenomena will continue, in all likelihood, for many months, and perhaps years, to come. The post-election depression, now being experienced, is one of the strangest of these.

Is it too much to say that senses, still dulled by the shocks of a war long since concluded, are still prepared and preparing to ward off further shocks? Were it possible for all to assume that the cycle of catastrophes had been completed, would not that assumption alone clear the air and stimulate sales?

For it seems to be the case that sales stimulation is the one thing needed to prevent hard times. There is a progressive retraction in industries, and a do-nothing attitude in merchandising circles, that is most unwholesome. Merchants are fearful that stocks purchased at present prices cannot be liquidated without loss. The public, deceitfully encouraged to believe that existing prices are uniformly the work of the profiteer, is holding back in anticipation of reductions. It is, moreover, accepting reductions, when and where made, as evidence that the popular theory is checking out.

Every manufacturer or merchant who cuts his price list at this time, therefore, is contributing momentum to a movement the full force and effect of which as yet is unappraised. Obviously, activity cannot be resumed until the sentiment becomes general that this decline has been checked.

On the other hand, from the great mass of material in *Automotive Topics'* weekly mail bag, this crystalline sentiment is culled: "An industrial depression is largely a matter of belief. The cause is distrust and the cure is confidence. Fear, doubt and hesitation must go, and, in their stead, courage must be instilled in order to produce normal conditions. From a political standpoint, with an administration not indifferent to actualities, and whose first thought will be the welfare of our people, a great revival in trade is assured. The period of dubiety is at an end."

But if, as stated, "the cause is distrust and the cure confidence," what force is holding back the flood-tide

of confidence that should be flowing? Can it be that the country is divided against itself?

Here, at all events, are two camps. In one of them it is held that prices cannot safely be restored to levels admittedly more equable until costs have been reduced. That places the burden upon the purveyors of basic materials—who invariably claim to be governed by the laws of supply and demand—and upon Labor, which, however, is troubled by its distorted vision of a "conspiracy" to reduce wages through unemployment. Members of this camp would retain present prices until the credit liquidation of the past summer has had its effect, until confidence is restored, and until increased demand encourages more voluminous and efficient activity.

Members of the other camp, on the contrary, hold that the reconstruction must be literally a process of liquidation; that costs cannot be reduced until present inventories have been wiped out, and finally, that since there was profit in inflation, so there must be loss in deflation. The noble display of initiative in being among the first to take such a loss, however, fails to promote confidence or induce further exemplification of the principle, when it is found that the spirit of sacrifice is not personal, but is demanded of all.

Thus while one camp would preserve its balance and wait for lower costs, the other would seek to force lower costs as a defensive measure. While one camp accuses the other of plotting the downfall of confidence and business stability, the other charges its opponent with profiteering. It is a controversy wherein there is much to be said on both sides, but which is not breeding confidence, but rather distrust.

Agreement on a settled policy by merchants and manufacturers throughout the country would help, beyond a doubt, yet it is now seemingly impossible. The situation is out of hand. In the meantime, one source of salvation remains. It is to preach confidence and to stimulate business—regardless of price—by more direct and energetic means than ever before have been employed.

An uncommonly helpful urge in this direction is the stimulative influence of those advertising agencies, several of which are putting forth

beneficial thoughts in strongly convincing ways. Van Patten is telling what advertising will do. Lesan, in an elaborate campaign, is seeking the real facts of the automobile industry's condition, as a part of a program of magnitude. Burnet-Kuhn, in a special booklet, says: "Right now, during this period of price adjustment, advertising is looked upon with more favor than ever before." Von Poettgen remarks, "If Ford, instead of lowering his price, had placed the weight of his trade name behind a statement that it was impossible to reduce at this time, few will say that the general public would not have accepted the statement as gospel. * * * Isn't it about time for manufacturers generally to realize that 'prestige' advertising has proven its futility, and that advertising in future must be primarily sales effort?"

"They are merely 'advertising for business,' these fellows," you say.

Yes. But doesn't their very faith that advertising breeds business in itself tend to bestir that confidence the lack of which has been deplored?

—Publisher's Observations, *Automotive Topics*.

Industrial Editors Meet

The Industrial Editors' Association of New England, which is composed of house-organ editors, held a meeting and dinner at the plant of the Walter M. Lowney Company, Boston, Wednesday evening, November 17. Music, singing, dancing, motion pictures and an address by Walter A. Belcher, vice-president and general manager of Lowney's were features of the evening.

Audit Bureau Starts Department for Local Advertisers

The Audit Bureau of Circulations, which has had since its inception a classification of its membership entitled, "Local Advertisers," is now establishing a special department for this group. The action was brought about at the instance of the Newspaper Publishers' division, which has been anxious to extend the service of the bureau to the local merchant who invests from \$500 to \$50,000 a year in advertising.

"Commerce and Finance" Moves

The editorial and executive offices of *Commerce and Finance* and the Theodore H. Price Publishing Corporation have been moved from 65 Broadway to larger quarters at 16 Exchange place, New York.

Heads New York Trade Bureau

Albert J. Barnaud has been appointed manager of the New York district office of the Bureau of Foreign and Domestic Commerce. Mr. Barnaud formerly was assistant manager of the New York office, leaving that position to become Secretary of the American-Russian Chamber of Commerce, of which former Secretary of Commerce William C. Redfield is president.

Better Business in Sight

Better Business looms ahead. Our business body had become fat, overfed. It is now reducing. The process is disagreeable, sometimes painful. But it makes for greater strength and vigor. Had not corrective measures been taken business would have collapsed from hardening of the credit arteries. At the opening of 1920 we were heading toward trouble. At the opening of 1921 we should be heading toward sound prosperity. Every fundamental development is making for greater solidity and stability. We have the greatest wealth of resources in the world; we have the greatest body of intelligent, progressive man power in the world; we have the greatest system of transportation in the world; the greatest stock of gold in the world; the greatest amount of confidence and optimism and enterprise of any nation in the world, and the least amount of worries and handicaps of any people in the world.

We have the material, the men, the money and the will to prosper. Everything combines to indicate that, after the disagreeable but necessary readjustments now under way, we shall prosper.—*Forbes Magazine.*

American Farmers Enjoy Home Comforts

How the American farmer is equipping his home with luxuries and labor-saving devices that were seldom to be found in the farm houses of a few years ago is shown in a report made by the Iowa State College of Agriculture.

The following was revealed in a single township of 142 homes, where each farm averaged 151 acres:

Forty per cent of all the farm homes have running water.

Thirty-three per cent have bathtubs.

Thirty-four per cent have indoor toilets.

Eleven per cent have electric lights.

Thirty-five per cent have gas lights.

Forty-eight per cent have power washing machines.

Twenty-six per cent have electric or gas irons.

Fifty-four per cent have carpet sweepers or vacuum cleaners.

Fifty per cent have furnace, hot water or steam heat.

Ninety-three per cent have telephones.

Forty per cent have refrigerators.

Twenty per cent have gas cook stoves.

Thirty-three per cent have oil cook stoves.

Thirty-three per cent have sleeping porches.

Fifty-six per cent have pianos.

One hundred and twenty-five of the homes have an average library of more than 100 volumes.

"Western Railway Journal" Moves to Sacramento

The *Western Railway Journal*, published by A. M. Gunsalus, has been moved from Los Angeles to Sacramento, and will hereafter be published from Sacramento. The *Journal* is the official magazine of several railway men's organizations.

Advertises to Save Gas

A series of full page advertisements urging people to make changes in appliances for the purpose of conserving gas has been started by the Columbus Gas & Fuel Company and the Federal Gas & Fuel Company at Columbus, O.

Ten Pointers for Salesmen

To test the efficiency of his salesmen, a Michigan jobber prepared the following questions with instructions to his salesmen to apply them to their daily experiences for ten consecutive evenings: (1) Was I physically fit? (2) Did my personal appearance speak prosperity or success? (3) Had I made sure that my approach was well timed and did I make proper efforts to avoid interruptions? (4) Had I at least made an effort to discover a possible angle of approach to the customer? (5) Was my greeting sufficiently cordial, business-like and important? (6) Did I waste time with non-essentials? (7) Did the prospect's coldness weaken my approach, and did I allow it to develop to the point of resistance? (8) Was I sufficiently alert to gather from this approach any

suggestion regarding the best manner of putting my proposition? (9) Did I carefully watch for a spark of interest and remember the point which obviously aroused this interest, and did I elaborate on it? (10) Did I quickly discover the one objection which would have to be removed before the sale could be made?

Packard Has Good Year

The annual report of the Packard Motor Car Company, covering the twelve months ended August 31 last, shows a gain in net profits of about \$1,000,000 over the previous year, the figures being \$6,395,468 against \$5,433,634 in 1919.

Winnipeg "Tribune" in A. N. P. A.

The *Winnipeg Tribune* has been elected to active membership in the American Newspaper Publishers' Association.

How It Works Out

In the last three issues of Advertising & Selling we have given a complete list of the serials, short stories, special articles and departments which will run during 1921 in BOYS' LIFE, the Boy Scouts' Magazine, with their authors and illustrators.

This has been done not only to acquaint you with the excellence of the contents, but also to suggest to you the reason why we have succeeded in developing the interest of our readers to such a high point.

With the full development of this interest, the advertiser gets his maximum return.

It is working out that way for the advertisers in BOYS' LIFE.

"We are thoroly convinced that the subscribers to BOYS' LIFE read the advertisements in their publication with as much interest as the stories."

Reprinted from a letter of October 4, 1920, from Mr. H. B. Kohorn, Advertising Director of The Kaynee Company, Cleveland. This company has been using space continuously in BOYS' LIFE for over seven years.



THE BOY SCOUTS' MAGAZINE
The Quality Magazine for Boys

BOY SCOUTS OF AMERICA, Publisher

Member A. B. C.

200 Fifth Ave., New York 203 So. Dearborn St., Chicago, Ill.

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service

Under the Direction of

CYRIL H. TRIBE

Selling That Will Win Foreign Orders

Close-Range Study of French Traits Reveals Valuable Points for Export Advertisers

By HUGH WILSON PATTERSON

Editor of *The Furniture Index*, Jamestown, N. Y.

THE art of American advertising, while based upon certain and fundamental canons, is by no means inflexible and can meet all demands. Indigenous as it is, it is not necessarily local in its function and American advertising with the right adjustment to special appeal demanded by certain racial forces and characteristics can be applied successfully to the French markets.

Commonly we hear expression that French trade will fall to America as naturally as the fall of Newton's apple. Like most other generalities, that rather chauvinistic assumption is far from the truth. Trade will follow what we may call the lines of least apparent resistance and will be limited and directed by existing material and local conditions unless markets are created and maintained. Otherwise, why the larger part of our own advertising at home?

Added to the cost and problem of transportation and delivery (unless branch factories are opened in France, and such will not be feasible for some time) are American high prices and the premium on dollars. German manufacturers will before long convince the German workers that there is more profit to be had in trade than in experimenting in government—and, oh! how Jerry likes his marks! The franc is at a high premium in Germany. Economic conditions alone may make trade roads run eastward in France rather than westward. Sentiment runs a poor second in a race with Prudence—when money is involved.

MUST CAMPAIGN IN FRANCE

If, however, American manufacturers make an effort to campaign in

France on a large scale, advertising must be thrown ahead in a heavy and wide barrage. The Frenchman is strictly "from Missouri" when it comes to parting with his francs. No success will be made without large, well-planned and well-executed advertising. Nothing will sell simply because it is American. Nothing will sell itself just because it is placed on the French market any more than it will here at home.

The French are accustomed to some advertising, but nothing on the scale of American advertising. In every little village, no matter how deeply remote in the provinces, one will see the blue-and-white poster of Chocolat-Menier, the Michelin guide sign, the Dubonnet, Byrrh and Quinquina Raphael advertisement, for France is far from prohibition.

In the Metro Stations (the Paris subway) and the Metro passages, on the kiosks along the boulevards of Paris, on buildings near the stations everywhere, one will find posters and displays of various natures—department stores, gas companies, medical preparations, rubber heels and toilet preparations. There are no large billboards as such. The board walls surrounding buildings being repaired or in course of construction are used for advertising purposes. On one of such it was that the advertisement of Pink Pills for Pale People appeared on the Boulevard de la Madeleine last summer. The railroad stations are rich in posters in striking design and colors advertising excursions and famous resorts in the mountains and on the sea. Buildings near the stations are well placarded with a variety of signs.

There is no great amount of di-

rect-by-mail advertising. Certain of the large department stores in Paris, the Bon Marche, Au Printemps, Galeries Lafayette and the Grands Magasins du Louvre have something of a mail order business by catalog distribution, but nothing on an American scale.

Newspaper advertising is yet apparently at its beginning. None of the large retail stores ever have carried anywhere near the amount of space that American stores do, and consumer advertising is of minor volume. Under present conditions, it may be said that there are opportunities for American methods in the development of newspaper advertising, but circumstances would have to be investigated and studied from the bottom up. During the war, newspapers were limited to one or two sheets—two or four pages—and rates went sky high. It is said that space at one time cost the equivalent of nearly \$100 an inch.

Formerly there was in Paris a syndicate that controlled certain of the Paris sheets and a large number of the provincial papers and which assumed and exercised dictatorial powers. Other agencies have been developed and, while the French inclination for centralized control in all affairs will have its place, modern methods will obtain more and more in the future—particularly as several American advertisers have gone or are going to Paris in this field. Newspaper display in an American sense is not known in either England or on the Continent and striking results are possible. Costs will be relatively high.

The periodical press, the reviews, humorous and social papers approach

nearer American advertising standards than anything else. Several of them have wide and general circulation. *La Vie Parisienne*, *La Rive* and *La Sourire* in particular. Trade papers are non-existent.

Aside from the large stores of the type of La Samaritaine, Galeries Lafayette and the Grande Magasins du Louvre (big stores of Paris comparing to the huge American department store) and a few automobile showrooms on the Champs Elysees, the French, strange as it may seem, are weak in window display. Paris is a city of small shops, but even on the Rue de la Paix and the Avenue Opera the windows fall far short in attractiveness of American windows in like localities.

U. S. LEADERS ARE THERE

Many American manufacturers have already placed branches and agencies in Paris. Few have worked intensively the other larger cities or the provinces. Of course, American farm machinery is found everywhere. Thrown into the debris in the corner formed by two demolished walls in the small village of Sommeilles in the department of the Meuse, up toward Verdun, where a stiff fight was fought in the first battle of the Marne, rested even late this summer an old model of an American reaper.

Nothing American was more popular in France than chewing gum and cigarettes. Some of the French even learned to chew tobacco. Cigarettes and tobacco and matches, by the way, present no trade opportunities because of government monopoly of such manufacture. Chances are that French manufacturers will seize the chewing gum chance and obtain governmental protection, an overwhelming bar against foreign trade.

It is in mechanical goods (against German competition) that Americans have the largest opportunity. Farm and road machinery, office and factory appliances and devices, and goods of such nature hold the foreground. Medical goods and patent medicine are in a class by themselves.

The French are particularly weak in office and factory appliances that make for efficiency. Filing systems are unknown quantities. The French wooden files are cumbersome and almost unusable. The only steel files in evidence were American made. There is absolutely no standardization of paper forms whatsoever. Masses of papers of all shapes, sizes and descriptions are kept in old wooden, tin and pasteboard boxes. No system is apparent. The government offices of all kinds are partic-

ular offenders. Safes are antiquated almost to monstrosity in this day and age. Even in the largest of the banking houses the lack of system would appall the most dispassionate office boy. And thus we see what appears to be a market.

Although the buildings are of stone, the fire risks are enormous. There are few fires, it is said, in Paris, but against American systems of protection of valuable records the apparent French carelessness is amazing. In this connection, as in all others, it must not be forgotten that it will take years of educational advertising and selling to make a change. The Frenchman is certainly "sot" in his ways. But here, again, is a market, nevertheless.

REACHING THE FRENCHMAN

French advertisers make but little use of the booklet and it admits of productive development in France. Booklets that would reach the French homes would be read like our grandmothers used to read their almanacs. Frenchmen of big business interests would read with avidity booklets such as American advertisers produce. In such fields a big development would be possible. Superior booklets, aside from some few produced by the railroad companies, are unknown in France, and they could be made textbooks of business education. Blotters and calendars fall in the same category.

The Frenchman is a careful bargaining buyer and cannot be sold on a snap judgment. He likes to take time in all his business affairs. Even when he is the seller he dislikes to be hurried. To get an estimate upon the printing of a small four-page leaflet last summer took two days—but it was figured down to the last sou.

The Frenchman is cautious at the beginning of a transaction, if not suspicious. He is the same in his friendship, but once his confidence is gained, his trust is all-inclusive. Once he is sold, he is sold hard. There is room for much so-called educational advertising copy, having as its theme durability and utility. The attention of the French buyer may be caught by clever copy, but he will never be sold on bric-a-brac or gingerbread copy. He will have to be convinced by demonstrated merit and then only step by step. There can be no skips, for he will "spot" them at once.

Of all appeals, that of durability will strike the white in advertising in France. A famous French General

of Engineers inspected the huge docks which the Americans built at Bordeaux—one of the greatest feats of all time. His comment was "Excellent! But will they last much more than a hundred years?" There are Roman buildings in use in France today, and everywhere durability is plainly in evidence. They build for all time. The French never, for instance, would think of tearing down a building like the Madison Square Presbyterian Church to make way for a larger structure.

FRENCH CHARACTERISTICS

Along with durability must come utility. As strong a place as it holds in France, when it comes to the routine of life, the Frenchman is far more utilitarian than the American. He never wastes a thing. He has little but what is of everyday usefulness.

Price has its place—more so in France than in other places. The average Frenchman has no false pride when it comes to buying. He cannot be induced to compete with his neighbor in an orgy of extravagance. Rather than boasting of the high price he pays for an article, the Frenchman will boast of the low price he got it for.

In advertising articles for woman's use, the beauty appeal of vanity will be of great force. The Frenchwomen of the class who would be reached by such advertising are perhaps the best adepts in the world in arrangement of their toilette—copy would have to be exact, of unusual appeal and more or less technical.

The French love beautiful and rich articles, but they can get about as much pleasure out of them vicariously as otherwise and guard their francs assiduously.

Good will is an asset everywhere, but probably counts more in France than here at home. Advertising in France would have to create a personality of strong aspects and the least deviation from an announced program would have disastrous results. Contrary to general impression the French businessman is not over-susceptible to flattery. He is not the type we associate with the frivolity of the boulevards. There are not many of that type in France who are typically French. The French businessman is likely to give far more minute consideration to a business proposition than his American counterpart. He is far thriftier. Thrift

(Continued on page 40)

Selling Cheese on the Strength of the Hole

The Man Who Made Famous the Hole in the Ground Turns His Attention to the Hole in the Sweitzer

By DR. BERTHOLD A. BAER

IT WILL cost you only two thousand four hundred and fifty-seven dollars and eighty-five. . . . What is the matter?"

Benson acted as if fainting. "I am just wondering what I would do, had I all these millions you were just talking about." "Millions? I said hundreds."

"I know, but. . . ." "What you would do: You would do exactly what you are going to do now—advertise."

"Advertise what?" "The hole in the cheese."

Benson looked around: the doors were closed, but the windows were free from obstruction. Was it possible that George had suddenly gone crazy? If he was armed with a knife or a revolver * * * if he was going to attack him with his bare hands, if * * *

Benson breathed heavily and wiped the perspiration from his forehead. There was only one way of escape: jump out of the window! Is it not better to break a leg or a funny-bone than to be assassinated by * * *

"Sit down," said George, "and listen. Here you have a store, one of the smallest in town, but one of the neatest and cleanest. You have a wife, quite young, but one of the sweetest and thriftiest."

"Maybe he is not crazy after all," thought Benson, who even found himself smiling.

"You are on a side street," continued George, "right around the corner from one of the central arteries of the town. Everyone is rushing by, no one pays any attention to you. Your nearest competitors are aliens with no regard for their clients, only thinking of the size of their dollar. You have as many friends as you have customers, only you have no customers. Now, if you let me spend that money for you, I * * *

"I didn't think you could buy that

stuff any more. Where do you get it, George?"

"Cut out the comedy and call Annie. Ah, here you are! Come in, Annie, and listen. I cannot talk to that two-by-four-brain-celled hus-

son, looking at his bewildered wife.

"Thousands of people eat daily more or less Swiss cheese," continued George, disregarding the two. "Make a better cheese than the other fellow and people will build a

road to your vitubarator," said Mark Twain. Swiss cheese, the real article, the one with the artistic holes, is a delicacy. Look at the holes in the so-called Swiss cheese you buy today, made in the good old U. S. A.! Is there any grace in the holes? Would Rubens ever have painted a hole like that? Would Byron ever have been inspired to a poem by these fuzzling little holes? You are right: They would not. Let me write an advertisement about 'The Hole in the Cheese.' I will tell the housewife the 'Why and Wherefore'; march up arguments in favor of; drive home the point; convince them and they will come with tape measures in their hands to measure the size of the hole, the only genuine hole in the only genuine cheese. And your fortune is made!"

Benson looked at his wife. "And he was such a nice fellow."

Annie did not answer. She had closed her eyes; she was thinking.

"I always believed in the power of the Press," said Annie. "I feel sure that Advertising will bring the deserved and expected results. Only I could not see what

we could advertise."

Another moment of thinking and she jumped up and threw her arms around George's neck and shouted: "George, you are a genius! Go to it! I am dying to read it!"

"If you are dying, call Columbus 8200," said George smilingly.

The next day the advertisement reproduced in the box on this page appeared in the dailies.

* * *

A year passed. Benson and his wife own a double-

The Hole in the Cheese

By Punny D. F. Mitchel

WERE it not for the hole, the oil supply of the world would forever remain in the depth of the earth.

Were it not for the "Doughboys," the World War would not yet be over and millions would still be fighting and crying for Liberty, Freedom and Right.

And were it not for the Doughnuts, what would have become of the "Doughboys"?

The world therefore owes a debt to that which made possible the Doughnut: "the hole," for without hole there is no Doughnut.

The same relative position as the Hole in the Doughnut, only in a more important ratio, plays the Hole in the Swiss Cheese. The gastric gases, so important to the tender organ of the digestive system in a lady of refinement, find circulation in the holes of the cheese. The larger the hole, the more free the circulation, the purer the ozone, the sweeter the flavor.

Professor Durbojinski, in his famous dissertation "Est, est," has proven beyond the shadow of a doubt that the smallest hole in a Swiss cheese must measure one-sixth and two-thirds of an inch, while the extreme expansion should not be more than eight and one-third of the same inch.

We cater exclusively to the ladies of the upper classes.

Our price for Swiss cheese may be somewhat higher than that charged elsewhere. But, oh, the holes!

Bring your own tape measure, please.

CHARLES BENSON
The Society Grocer
439 St. Quentin Street

band of yours. Let me try you."

"What is it now?" asked Annie, smilingly.

"He wants me to spend two thousand four hundred and fifty seven dollars and eighty-five cents * * *"

"How do we get it, George?"

"We earn it through the sales," answered George.

"The sales of what?"

"The hole in the cheese."

"Uff!" said Annie, pressing her right hand to her forehead.

"That's what I said," nodded Ben-

The dominating position of Metropolitan in 1920* Advertising Lineage

<i>Industry</i>	<i>Lineage</i>
Toilet Preparations and Articles.....	46,884
Automobiles and Accessories.....	26,667
Household Utensils and Fixtures.....	21,734
Foods.....	20,193
Office Equipment and Supplies.....	18,453
Mail Order and Mail Order Courses.....	17,707
Building Materials.....	15,702
Musical Instruments.....	15,283
Men's Clothing.....	13,105
Tobacco, Cigars, Cigarettes & Smokers' Articles	11,390
Publishers.....	10,356
Drugs and Appliances.....	
Financial.....	
Jewelry.....	
Women's Wear.....	
Travel and Hotels.....	
Candy.....	
Moving Pictures, Kodaks & Amusements.....	
Beverages.....	
Classified.....	
Public Service Corporations.....	
Gardens & Seeds.....	
Sanitariums, Churches & Schools.....	
Business Opportunities.....	

*No July issue of Metropolitan was published, so totals are for eleven issues only.

Will the opinion-making power of

Metropolitan

be working for you in 1921?

eight Sedan, and George is god-father to that little rascal Benson, Jr., whom George calls "The Power of the Press."

Benson calls the boy "Holey George."

Annie just smiles.

New U. S. Chamber of Commerce Appointments

The Chamber of Commerce of the United States has appointed Alvin E. Dodd, director of the Retail Research Association of New York, to be manager of the Chamber's new department of Domestic Distribution.

This new department, one of several included in the scheme of internal reorganization of the National Chamber's machinery of operation along lines paralleling the main divisions of American business, will make studies in the field that lies between production and consumption in the United States.

Lacey C. Sapi, formerly assistant manager of the Research Department of the National Chamber, has been appointed secretary of the American Section in this country of the newly organized International Chamber of Commerce now functioning at Paris.

Electrical Sales Ahead

Manhattan Electrical Supply Co., Inc., reports gross sales for ten months ended October 31 of \$6,359,339, an increase of \$631,773 over the same period of 1919.

Dissey & Carpenter New Chicago Agency

Matthew A. Carpenter armed with a Smith & Wesson revolver * * * if he was arperite going to attack him with his bare hands, if * * *

Benson breathed heavily and wiped the perspiration from his forehead. There was only one way of escape: jump out of the window! Is it not better to break a leg or a tunny-bone than to be assassinated by * * *

"Sit down," said George, and "and listen. Here you have a store, one of the smallest in town, but one of the most profitable and cleanest. You are ready to wife, quite young, where, anytime sweetest? A real service — the love a money maker. E. V. Maguire, Suite 216, Middle City Bldg., 34 S. 17th St., Philadelphia, Pa. Phone, Spruce 1858.

The Missing Link

(Continued from page 4)

was evolved that advertising experience was needed for the salesman and the hard knocks of selling would prove beneficial to the advertising man. Accordingly they were sent into this work and both returned to the promotional department several months later to make satisfactory headway from the start. Since then this company has proceeded along these lines in training promotion men.

A great part of sales promotion work is conducted through the mail. Whether his problem is to sell his product or to convince a salesman of the value of an advertising campaign, the sales promotion man finds himself dependent on the written message to accomplish his purpose. He must have in his makeup the selling ability of the man on the road or behind the counter. He must know how to put on paper a "sales talk" that forces the reader's attention. He must be able to dig into a poorly producing territory and determine the reasons for the weakness of his product in that particular locality. He must do the sales work for the advertising department, and the advertising work for the selling division of an organization.

Chain Store Competition

"How is it possible for the average small grocer to meet the competition of the chain store when the latter has the advantage of buying in train-load lots and can afford to use half and quarter pages for its newspaper advertising?"

This question, asked by a subscriber of the *Retail Public Ledger*, is one which is said to be worrying a large number of retailers throughout the country. During the past decade the chain-store idea has grown to such proportions that, at first sight, it appears to be menacing the very existence of the individual store. And the chains are by no means confined to the sale of food. Shoe, clothing, candy, tobacco and even furniture combinations are increasing their scope every day, making it more and more difficult for the single store to keep its head above water.

But, despite the advantages enjoyed by the chains, the proprietor who runs his own store has one big outstanding asset which his allied competitors cannot secure—personal oversight of all details and the feeling of accomplishment which comes from the ownership of a business. Owner-management is always immeasurably superior to employe-management, from the standpoint of interest as well as that of willing work.

In addition, while the small independent merchant may be handicapped with respect to the amount which he can afford to spend for local advertising, he has behind him the vast cumulative force of the nationally advertised goods which he handles. Even

a moderately stocked grocery draws upon a combined manufacturing capital of more than \$1,200,000,000, while the advertising which is being done for that store and others which stock the same line of goods amounts to \$50,000,000 a year.

The decision as to whether he will use this vast force or permit it to go to waste, so far as his own store is concerned, is up to the individual dealer. If, however, he does not utilize it in every possible manner, he has no right whatever to complain of the "increasing menace of the chain store."

Harry Newman Tolles Gives Fundamentals of Successful Selling

Speaking on the "Fundamentals of Successful Selling" before a recent meeting of the salesmanship department of the Chicago Advertising Council, Harry Newman Tolles, vice-president of the Shelden School, said in part:

"In successful selling there are three things that a man must know. He must first know himself. How many of us really know ourselves? If you met yourself coming down the street would you really recognize yourself? That is a rather ambiguous statement, but it is not a fact that many of us fail to really know ourselves? Your clothing is not you: it is simply the clothing of your body, and your body is not you. Your body is simply the clothing of the real 'you,' that ego which leaves the body when death comes. I have said that salesmanship was the power to persuade people. That power resides within the individual. Tenyson gives the most beautiful definition when he says, 'Self-knowledge, self-reverence and self-control, these three alone lead to sovereign power.' But there is another quality necessary; that is the physical man, that ability to get into the game with real endurance so that we can stay to the finish. We must as salesmen recognize the fact that there is no sound thinking today in a diseased body. Professor James, of Harvard, has said that the average man uses only 25 per cent of his physical power. With the average man 75 per cent of his physical energy is either dissipated, abused or unused. Much of our failure is due to the fact that we are not physically fit.

"Under normal conditions if you will for two weeks consciously ask yourself whenever you talk to a person, is this man quick or slow, and then if he talks and acts quickly you will try to speed up, and if he talks slowly and deliberately you will endeavor to slow down, or, in other words, if you cog your words into the speed of his mind, you will get the habit and you will find it will be very much easier for you to influence the mind of that other fellow because you will talk along with his speed."

\$500,000,000 Worth of Soft Drinks Sold

More than \$500,000,000 worth of soft drinks were sold during the last eleven months, according to Dr. Carl L. Alsborg, chief chemist of the Department of Agriculture, speaking at the convention of the Association of Bottlers of Carbonated Beverages at Cincinnati. He bases his estimate on the fact that consumers have paid \$51,000,000 in taxes to the revenue department.

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 Brief Story on Japanese Sign-Boards

By Kanematsu Matsuzaka

Member of the Waseda Advertising Society, Tokio-Fuka, Japan

It is obvious from old records that our ancestors used the board on which the name or picture of the goods was written or painted, as an advertising medium in business.

But its wide use by merchants dates from the beginning of the Tokugawa dynasty, and in the middle of the dynasty its use attained the height, as it was with our literature. The latter therefore had a great deal of influence on the designing of sign-boards. And at that time our sign-boards were so elegantly designed that we can not find anything like them anywhere in the world.

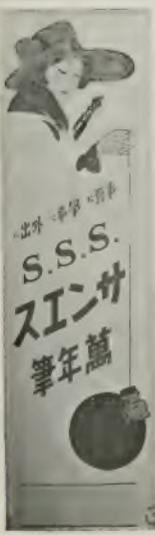
As above described, though the literature influenced the making of sign-boards, it was still more influenced by the taste of the age.

Since the renovation of the Meiji era, however, Western learning has flowed in so rapidly that it deprived the sign-boards of their elegance. Thus the present-day sign-boards are out of harmony with our store-buildings, which are still built mostly on the old method.

The poster shown is one of the sign-boards of the "Three S," sun, star and sea, fountain pen, which have recently been distributed among the retailers as "help" by the manufacturer.

The paralleled lines at the foot of it are intended as the position in which the retailers write their firm-names.

In Japan, when a manufacturer distributes "help" among the retailers, the former pays one-half of the actual expenses of the "help," and the latter the other half. But in another case, retailers can obtain "help" gratis by promising to sell some 10 to 100 dozens of the products of the year for the manufacturer.



Fun, Sports and Humor Command Greatest Space in Newspapers

A man sat down the other day and analyzed the contents of a dozen representative papers to see what was interesting the public in these times, says the *American Legion Weekly*. This is the way the news averaged up in inches of space devoted to various subjects:

Fun, sports and humor.....	299
Politics.....	289
Business, stocks, high prices...	209
Strikes, labor conditions.....	150
Accidents and crime.....	138
Foreign affairs.....	104
Prohibition.....	28
Book reviews.....	16

"These are serious days, probably, but fun still is at the national masthead," comments the *Weekly's* editor. "We may have our troubles, but we don't take them straight."

Forthcoming Trade Fairs in Great Britain

The following list of trade fairs to be held in Great Britain, the dates for which have been set, appeared in a recent issue of the *Board of Trade Journal*:

Cycle and Motor Cycle Show.—Olympia, London, November 29-December 4, 1920. Organized by the Cycle and Motor Cycle Manufacturers' and Traders' Union (Ltd.), The Towers, Coventry.

Glasgow Shipbuilding, Engineering, and Electrical Exhibition.—Kelvin Hall, Glasgow, November 8-December 4, 1920. Apply to J. M. Freer, Kelvin Hall, Glasgow.

International Advertising Exhibition.—White City, London, November 29-December 4, 1920. Apply to S. G. Houghton, 167 Strand, London, W. C. 2.

Toy and Fancy Goods Exhibition.—King's Hall, Manchester, January 3-14, 1921.

Efficiency Exhibition.—Olympia, London, February 10-26, 1921. Apply to Organizing Secretary, Daily Mail Efficiency Exhibition, 130 Fleet street, London, E. C. 4.

British Industries Fair.—White City, London, February 21-March 4, 1921; Birmingham, same period; Glasgow, February 28-March 11.

Clothing, Outfitting and Woolen Trades Exhibition.—Royal Agricultural Hall, London, March 8-18, 1921. Apply to International Trade Exhibitions (Ltd.), Broad Street House, New Broad street, London, E. C. 2.

Drapery, Textile, and Women's Wear Exhibition.—Royal Agricultural Hall, London, April 4-15, 1921. Apply to International Trade Exhibitions (Ltd.), Broad Street House, New Broad street, London, E. C. 2.

International Building Trades Exhibition.—Olympia, London, April, 1921. Apply to Directors, 43 Essex street, Strand, London, W. C. 26.

Glasgow Bakers', Grocers', Confectioners', and Allied Trades Exhibition.—Kelvin Hall, Glasgow, April 5-15, 1921.

International Rubber Exhibition.—London, June, 1921.

London Fair and Market.—Royal Agricultural Hall, London, July 4-15, 1921. Apply to International Trade Exhibitions (Ltd.), Broad Street House, New Broad street, London, E. C. 2.

Jones Tea Sales \$3,377,651 Ahead

The Jones Brothers Tea Company, Inc., reports store sales for September as \$1,748,908, against \$1,387,330 in 1919 and for the year to date \$15,307,311, compared with \$11,929,660 a year ago.

Mail Order Executive Describes Peculiarities of Public

"No bureau of the Federal Government could compile the sort of statistics we collect," said an executive of a large mail order house speaking with a representative of the *New York Sun* recently. "As an example of this, we find that people drink twice as much coffee as they do tea and that they drink ten times as much black tea as they do green tea. We sell thousands of pairs of salt fish. Codfish and canned salmon are the favorites at present, although tuna is now running them a close race.

"No other color sells as well as black in the South because the Southerners observe mourning more strictly than Northerners do. Rugs with floral patterns do not sell well in California because the people out there are fed up on real flowers. Throughout the war people in all parts of the country wanted subdued colors, but now they order bright and gay ones. Customers have a notion that red rubber is better and lasts longer than white or gray, white laundry soap is superior to yellow, and in the Middle West left-hand plows are much more popular than anywhere else.

"There is no doubt that the standards of living and of taste are growing better all the time, but there still exists a certain nice, old-fashioned spirit that crops out continually, a spirit of loyalty to our grandfathers and grandmothers. For instance, I think that you would find it hard to discover in a New York or Brooklyn shoe store the particular type of footwear known as the congress gaiter, that comfortable soft shoe with the rubber 'gore' set in at the sides which our grandfathers and grandmothers used to pull on with a sigh of satisfaction. Yet we sell enough congress gaiters every year to convince us that either there are a lot of comfortable people surviving in this country, or else that some of the younger ones like to take their ease now and then.

"There is one style of footwear, however, which is literally on its last legs. That is the old high top boots which took muscle to put on and a bootjack to take off. The demand for them has gradually dwindled until it has so nearly reached the vanishing point that they were omitted altogether from our latest catalogue. The high cowboy boot, with its fancy stitched top and high heel for holding the stirrup, still survives. The publicity given to the fact that Calvin Coolidge, Vice-President-elect, occasionally goes back home to Plymouth and dons the old 'cowhides' boosted our sales of that particular style of boot to some extent, and the 'cowhide' sells well at all times in northern New York State and some parts of the Middle West.

"There are many old-time customs that are clung to with surprising persistence. We recently sold a half million percussion caps for muzzle-loading rifles and shotguns. In these days of the automatic rifle, the magazine pistol and the breech-loading shotgun, this was certainly an astonishing record."

Chain Stores' September Sales Increased 28%

Seven chain store systems showed an increase in sales of 28 per cent for September, 1920, over the same month of last year, according to a circular issued by George H. Barr & Co.



Winning Foreign Orders

(Continued from page 35)

is engraved on the French character and big business men have it as well as the peasant farmer. He watches costs closely and figures for high profits. He is ready to improve—if he can be sure it pays. Catch-alls have no appeal for him. He does little experimenting. The task of the advertiser will have to be to demonstrate durability and utility beyond doubt. If anyone has the remotest idea that by advertising he can carry the French off their feet he is sadly mistaken. Every step must be taken to build up good will by education and by practice. It will not be an easy nor a quick project. It will take years. He who tries to cash in on "any 'fly-by-night'" activity, who demands immediate results, had better stay away from the French market.

Paris is, of course, the heart of commercial France. An advertising campaign would have to radiate from there, using large centers as distributing points. Advertising for France cannot be written from an academic point of view. The ground must be carefully covered in France. The particular appeal which any product has must be found under the particular circumstances in France. A campaign written from an American office, no matter how much study is given, will fail to produce the most effective results and will fall far short of what may be accomplished.

Hare's Motors Acquire Kelly-Springfield Truck

Emlen S. Hare, president of Hare's Motors, Inc., announced this week that the Kelly-Springfield Motor Truck Company and its plant at Springfield, O., would hereafter be operated by Hare's Motors, the operating organization for the Locomobile, Mercer and Simplex companies.

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Calendar of Coming Events

November 22—Annual Convention, Associated Dress Industries of America, Atlantic City, N. J.	January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.
November 29-December 4—International Advertising Exhibition, White City, London.	January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.
December 2-4—Annual Meeting, Taylor Society, Engineering Societies Building, New York.	January 17-21—Fourteenth Annual Convention, National Canners' Association, Atlantic City, N. J.
December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.	

"School Week" December 5-11

"School Week" will be observed throughout the nation during the week of December 5 to 11. Commissioner of Education Claxton has announced.

To Hold Huge Confectionery Exhibition

In conjunction with the next annual convention of the National Confectioners' Association to be held at Atlantic City, N. J., May 23 to 28, 1921, a huge exposition of confectionery and allied products will be held at the Million Dollar Pier.



Get this company's Proposition

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

K I N G

DEPENDABLE

OFFSET

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

A letter of request starts lithographed samples your way.

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

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

Special sizes and weights to order

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

KING PAPER COMPANY

Kalamazoo Michigan

52 pages in color at \$10,000	- -	\$520,000
104 pages in color at \$ 9,000	- -	\$936,000
250,000 lines in black and white at \$4.50		
per line	- - - - -	\$1,125,000

We Offer Subject to Prior Sale

156 Full Pages in Color

in the American Weekly, paying larger dividends to advertisers than equal space in any other newspaper or magazine.

Space in the American Weekly is limited. It circulates in the homes of two and a half million of the more progressive families of America.

As the principal feature of the *New York American*, *Chicago Herald & Examiner*, *Boston Advertiser*, *Washington Times*, *Los Angeles Examiner*, *San Francisco Examiner* and *Atlanta Georgian-American* it reaches over 12 million readers every Sunday.

Three and one half years ago its annual advertising revenue reached \$24,000. In 1921 it will be over \$2,500,000. This means its *revenue multiplied 100 times in two years*. During this time the number of advertisers scarcely doubled.

The prosperity of the American Weekly is but a shallow reflection of the prosperity of advertisers in the American Weekly.

For information regarding these offerings write or interview any one of the 25 most successful advertisers in the American Weekly during the past two years, or apply directly to

The American Weekly

A. J. KOBLER, Manager

1834 Broadway, New York

Western Representative

W. J. GRISWOLD

Hearst Building Chicago

As practically all the color pages advertised above have been sold, this advertisement appears as a matter of record only.