

Advertising & Selling

DECEMBER 4, 1920



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The Annual Automobile Show Issue

SUNDAY, JANUARY THIRTIETH

Forms close one week in advance of date of issue. To secure insertion copy should be forwarded much earlier

THIS annual Show Issue *sells* The Chicago Show, greatest of all automobile shows, to The Chicago Territory, best of the national zone markets.

The Chicago Show draws more dealers, results in more sales than the shows of any other city. The Chicago Tribune carries more automobile lineage the year round than any other Chicago paper. Representation in The Tribune during Show week is the best insurance of sales at the Show and after.



IN THE first ten months of 1920 The Chicago Tribune ran 1,430,207 agate lines of automobile advertising—more than twice as much automobile lineage as the next leading paper.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago—512 Fifth Avenue, New York—Hass Bldg., Los Angeles



The broadside pictured below was printed on Foldwell and carried four actual size Saturday Evening Post advertisements in colors 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.

Foldwell
TRADE MARK
Coated Book
Coated Cover
Coated Writing

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.

CHICAGO PAPER CO., *Manufacturers*
835 S. Wells St., Chicago, Ill.

Nationally Distributed

CIRCULATION OF TEXAS NEWSPAPERS

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

CIRCULATION

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

COMPILED BY

FORT WORTH STAR-TELEGRAM

FIRST PAPER IN TEXAS

OVER 2½ TIMES THE CIRCULATION OF NEXT FORT WORTH PAPER

EVIDENCE OF READER'S VALUE—

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

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

FORT WORTH STAR-TELEGRAM

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

over 10,000

at higher subscription prices.

In West and Northwest Texas,

The Billion Dollar Territory

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

FORT WORTH STAR-TELEGRAM

has, according to latest audits,

100% more net paid daily circulation

66% more net paid Sunday circulation

than any other TWO PAPERS COMBINED

CIRCULATION NOW

OVER 75,000 DAILY

OVER 90,000 SUNDAY

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

Charter Member A. B. C.

A. L. SHUMAN,
Advertising Manager

Are You In Doubt?

READ THIS—

Charles H. Sabin, president of the Guaranty Trust Co., N. Y. City, and one of the best known financial authorities in the country, says:

“This country will harvest this year one of the largest crops in its history. Its transportation congestion has been relieved, and its railroad system is for the first time in a decade on a sound financial and operating basis. We have passed through a national election and are assured four years of sane administration of public affairs. Our banking system has withstood the greatest credit strain in its history, and is on a sound and workable basis. The accumulated surplus of five years of splendid prosperity is stored in many ways for our continued use. The markets of the world demand our products, and a great mercantile marine is prepared to transport them. This country has not been over-built or over-extended in any of its underlying activities, and faces no programme of readjustment along these lines such as usually precipitates panic conditions. We are in the soundest financial, industrial and political condition of any important nation in the world.”

The Standard Farm Papers

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



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

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. E. Williams, Vice President;
F. B. McCaffrey, Secretary;

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

DECEMBER 4, 1920

Number 24

It's the Retailer's Move—Let's Go

How the Manufacturer Can Help the Dealer to Fall Into Line for Business Readjustment

By GILBERT EVANS

HE who helpeth others helpeth himself.

Never was the proverb more applicable than it is to business conditions today.

Think of the manufacturer as the "he" in question and of the retailers of the country as the "others."

The progress of rational business readjustment—logically necessitated, all authorities declare, by the rapid sequence of war and peace—has stopped at the retailer's counter.

Goods are stopping on the retailer's shelves.

Let me quote the November statement of the National City Bank of New York summing up the reasons and pointing to the consequences:

THE RETAIL HOLD-OUT

"An element of uncertainty for the time being is the attitude of the retailer, who is generally maintaining prices in order to avoid taking losses on stocks purchased at the old prices. The reduced prices have, as yet, been only partially passed on to consumers, and the reports of slackening trade over the country indicate that the public is cognizant of the situation. The effort to avoid losses is natural enough, but it is checking trade, reducing production, causing unemployment and creating much dissatisfaction. Moreover, it is a very doubtful policy from the standpoint of the merchant. He doesn't like to devote his fall season to taking

losses, but the sagacious dealer in a time like this will turn his stock over as fast as he can replace the goods at lower prices. By so doing he is, at least, getting a dealer's profit to

of the retailer can the situation be stabilized and frozen credits thawed out. The next move is the retailer's.

CANNOT DODGE THE FACTS

As Charles H. Sabin, of the Guaranty Trust Company, has pointed out, "the process of deflation must include all the elements in the body economic sooner or later and there can be no escape from the inexorable law that directs it. Dodging the facts or attempting to postpone the inevitable will not bring immunity to anyone whether his interest lie in production or distribution, capital or labor."

That the retailers in some parts of the country are not without cognizance of the fact that it is their move in the game is indicated by the recent and widely heralded action of the Associated Retailers of St. Louis.

The Associated Retailers of St. Louis, with the intention of benefiting themselves and of giving an example to retail business in general for the benefit of business conditions as a whole, have decided on a complete reversal of buying policy as followed for the last ninety days. They have reached this conclusion after conference with wholesalers and manufacturers, with whom and through whom they have investigated present conditions thoroughly. The result is the "St. Louis Plan" in which they adopt and recommend to the buyers of the country a buying policy which, they believe, is the

For Readjustment

PRACTICALLY all financial and business leaders who have had anything to say in print on the probable duration of the present depression have borne hard on the fact that the retailer isn't contributing his share of the sacrifices necessary to quick readjustment.

Mr. Evans cites some of their opinions, but suggests that it is not entirely the retailer's fault if he has not seen the situation broadly enough.

It may be the retailer's move, but it's up to the manufacturer to furnish, through advertising, the stimulus to both retailer and consumer.

THE EDITOR.

apply on his losses. Sooner or later there will be a leader in every community who will see that his interest is served by this policy."

This is a message for the retailer. It also points to a mission for the manufacturer. It is all very well to talk about "solving the problems facing the manufacturer in a seller's market," but we must first solve the problems of the transitional stage. As long as the retailer fails to realize that he, too, must meet the inevitable economic trend and adjust his prices to meet the new conditions, we are still in the transition stage. Only with action on the part

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safest course to follow under existing conditions. In presenting this plan, which was briefly noticed in the November 20 issue of *ADVERTISING & SELLING*, they call attention to these points:

Basic raw materials in practically all industries have declined to a point where further recessions seem unlikely. It appears more probable that advances may occur between now and the opening of the spring season.

Manufacturers in order to maintain their organizations and give employment to their labor during this transition period are offering to operate on a closer margin than would be possible on a permanent policy. This seems to offer an opportunity to secure merchandise on a more favorable basis than will be possible in January when a more general resumption of buying is anticipated.

LIQUIDATION BEING COMPLETED

"Distress Goods," that is, offerings of merchandise at any price for liquidation, are becoming noticeably more scarce. This is taken to mean that liquidation of excessive stocks has been reasonably well accomplished. With these goods out of the way from now on the cost of production will be the predominant factor in determining the price of commodities.

An active holiday season is anticipated and the further indications are for a normal movement for commodities for spring.

A general revival of buying at wholesale beginning after the holiday season and intensifying with the approach of spring is to be looked for and, since buying at wholesale has been greatly curtailed and only limited preparations have been made for spring business, prudence and judgment would seem to warrant the anticipation of this situation by placing orders before this period begins.

Since Easter comes at an extraordinarily early date in 1921—March 27—to be prepared for the Easter trade will require early deliveries of spring goods. It is probable that orders deferred for weeks later than the normal to be delivered weeks earlier than the usual will bring a degree of pressure on production sources and will result in another temporary advance in prices.

Therefore, in view of all these conditions the Associated Retailers of St. Louis believe that retailers, manufacturers and jobbers should proceed at once conservatively placing orders for spring, bearing al-

ways in mind that consideration should be given to individual requirements and that, in all cases, the price basis should be in line with what present conditions indicate.

In that last paragraph is the rub of the "St. Louis Plan."

But there is another factor in the situation which, while implied in the presentation of this plan, is not sufficiently emphasized there. It is apparent that the very falling off in buying at this time must soon or late result in a large accumulated consumer demand for all goods. Just as a few months ago supplies were underestimated, so now the tendency is to underestimate greatly eventual demand. It must be remembered that we have still our wartime loss to make up. As the latest trade statement of the Mechanic & Metals Bank of New York puts it: "Not a few of our railroads are worn to bedrock, and all of them require vast quantities of material for their restoration and extension. We have had relatively little building of homes in the United States for years. Much property has gotten along with a minimum of repairs and improvement. Individuals in great numbers have postponed purchases of clothing and other articles of personal use, rather than pay the extraordinary prices lately demanded.

"All this signifies a very heavy potential buying demand. In addition, over and above the domestic requirements of more than 100,000,000 people, Europe still calls for great quantities of our goods. Though obstacles stand in the way of exports (and though foreign sales may for some time be curtailed because of distress abroad, depreciation of foreign currencies and the tie-up of credit) it is inconceivable that our export trade will stop.

This statement adds: "Up to this time the downward adjustment has been quite one-sided: the severity of the break in wholesale commodity prices and securities has not been matched by the fall in retail prices or in wages. These have moved down slowly, and it must be clear to every observer that readjustment will not be on a solid foundation until these have also come down to some corresponding level, or until wholesale prices have regained a part of the ground lost."

To this summation of factors that are influencing the situation and of factors which should influence action to ameliorate the situation, I want to add, at the risk of weakening my point, that it is the retailer's move

and that he is not moving the advice that there are to be observed at this moment numerous signs on the part of retailers in certain sections of the country of a determination to accept their role in the readjustment process. This is true of the New York City retailer particularly. The Federal Reserve agent of the New York Federal Reserve Bank was quoted in the newspapers of December 1 as saying that "there has been a slight lowering of prices, apparently due largely to a need for liquidation."

Here's what we have then: (1) An obligation on the retailer to get into line in the readjustment process; (2) A clear advantage to be gained from stimulating turnover, even at some apparent first cost; (3) Excellent prospects of reimbursement next spring, partly through the satisfying of the accumulated demand piled up through the late summer and fall; (4) A growing feeling of uneasiness on the part of the retailer, manifesting itself in efforts to co-operate with the manufacturer and wholesaler in easing the situation—efforts which can be stimulated, and (5) A definite obligation on the part of the manufacturer to do all within his power to stimulate those efforts and to help the "others" upon whom his living depends.

THE MANUFACTURER'S OBLIGATION

The retailer, loaded up with goods purchased at high prices and unwilling, as the National City Bank's report says, "to devote his fall season to taking losses," is not, except in the large metropolitan centers like St. Louis, in a position to see the advantage to be gained if, to quote the report again, "the sagacious dealer in a time like this will turn his stock over as fast as he can replace the goods at lower prices."

It is not only the retailer's move; it is also the manufacturer's move; for it is up to the manufacturer to move the retailer. The manufacturer is in a position to appreciate the situation and to estimate the chance of the future. He can bear hard on the message that retail turnover is the great necessity of the hour.

He can help to stimulate that turnover and to stimulate consumer purchases.

He can do the first part of this by laying the essential facts of the situation clearly before the dealer in his house organ, if he has one, and, most effectively, in his trade paper copy or in that consumer medium

(Continued on page 40)



Why his downcast eyes spoiled her evening

Has this ever happened to you?

Shall We Put the Line In Uniform?

The Evolution of Cutex Toward a Standard Package Design Demonstrates the Advantage

By E. McKENNA

THERE is an old and wise maxim that warns us against putting all the eggs in one basket. The warning is given lest they all be broken in some unavoidable crash. The cautious persons who attend to that wisdom and obey are actuated by the wish to save the eggs. They could hardly have in mind the idea of selling them, for it is conceivable that they could be better displayed all in one basket than in any other way; and display is of prime importance in selling.

A SUCCESSFUL POLICY

That observation probably will serve as well as a longer one to introduce the merchandising campaign of Cutex. Cutex, as most advertising readers know, is a manicure preparation of the Northam Warren corporation in which several articles used in grooming the hands are sold together in one receptacle. There are about a dozen of these articles, in boxes, jars, tubes and bottles. They are all put together in one "basket," with very special emphasis laid on the "basket." So much is this so that the evolution of the Cutex container is a great part of the history of a very successful advertising campaign run-

ning over four years. This campaign has sold Cutex extensively in Canada, Great Britain, South Africa, Australia, Panama, Porto Rico and Cuba, China, Japan, India, in fact almost everywhere, in a volume of sales that, according to a Northam Warren representative, are more than twice those of all competitors combined. The proprietors say that during the four years they have been obliged to move four times to more capacious buildings to make room for the increasing needs of production, and have been compelled also by the same stress of business to establish laboratories in foreign countries.

The advertising agency conducting the Cutex campaign asserts that the increases of sales in the four years have run over 884 per cent.

Before that time the Northam Warren corporation manufactured a line of manicuring preparations (Cutex) and a line of toilet preparations (Phoebie Snow). The agency, before taking over the account, recommended that the Phoebie Snow line be dropped and all the advertising concentrated on the Cutex as the more individual line of the two.

The most interesting part of this

campaign has been the evolution of the Cutex container. In the beginning the various articles in the present Cutex carton were marketed as separate articles, each in a vari-colored square or oblong pasteboard receptacle. The principal of these was Cutex, a liquid cuticle remover, the others nail bleaches, nail polishes, nail enamel, etc.

EVOLUTION OF THE CONTAINER

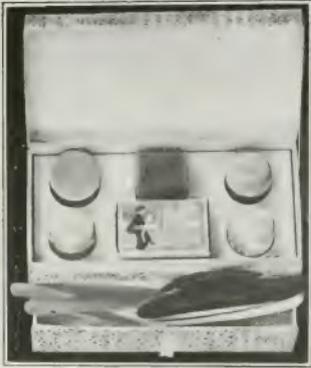
The next step in the evolution toward the present container was to put five of these ingredients in one box, together with nail files and polisher. To put them into one carton it was necessary to change the shape and size of all of them and to design a carton that would display them effectively. This carton shows the articles in different colors—green and pink, blue and green, and other combinations—in grey and pink striped boxes.

It was at this stage of the evolution that the idea of using three different sets first appeared in the advertising. These were a midget set, a traveling set and a boudoir set, each containing a like number of articles in different quantities. This idea was retained throughout the campaign down to the

present when the midget set is sent to the purchaser for a small price and the buyer's name and address on a coupon in the advertisement.

The present Cutex carton has the separate articles in the carton in uniform color containers in a design of pink and black. The carton itself carries out the pink and black design and is uniform through all the three sizes.

The first advertising of Cutex in the new way, that is, with the several ingredients in one container, was



At this stage each product wore its own clothing

planned for women who were already manicuring their own hands. The basic idea was to teach them a new way of doing it. In these advertisements, which ran through the year 1917, emphasis was laid both pictorially and in the text on "The New Way Manicure."

EDUCATIONAL WORK

These were "lesson advertisements" showing the "right way" to manicure, by the application of Cutex, contrasted with the "wrong way," by cutting the cuticle with a knife or scissors.

Pearson Tells About Conditions Abroad

A. C. Pearson, vice-president and general manager of the *Dry Goods Economist*, who has just returned from a three months' trip through Europe, at a luncheon of the Editorial Conference of the New York Business Publishers Association, November 26, described general living conditions as being far better there than is supposed.

"I expected in Germany and Austria that Americans would be unpopular," said Mr. Pearson. "To my surprise I did not observe a frown or experience a discourtesy anywhere, and I went purposely into side streets and into the country as well as in the main business sections of Berlin, Dresden and Vienna. This is probably due to propaganda from leaders making plain to the people that their hope of a

future is dependent upon friendly relations with the British and Americans.

"Restrictions are off most things throughout Europe. The former allied countries and the neutral countries are especially prosperous. The former enemy countries are probably experiencing many privations, but this is not apparent in the hotels or in the streets. Even in Germany and Austria there is plenty of good food, cheaper, in dollars, than before the war. Other things are correspondingly cheap."

Louisville Launches \$100,000 Campaign

The Merchants' and Manufacturers' Association of Louisville, Kentucky, has placed the conduct of a \$100,000 advertising campaign in the hands of the Lowman-Mullican Company, as the result of a competition among the agencies of the

woman is put into every sort of quandary and suffers many disappointments because she has neglected to groom her hands with Cutex.

The illustrations for the later advertisements are splendid in design and workmanship and are the work of some of the nationally known book and magazine illustrators.

This phase of the Cutex campaign is intended to increase the vogue of manicuring, to keep the original purchasers sold and to broaden the market. A representative of the Northam Warren corporation says that, while Cutex sells all the year round, advertising has been omitted for two or three summer months recently. There is a slight sales peak



How the line looked when it was "put in uniform"

in September, October and November, with a heavy pre-Christmas sale on the manicure sets in a special Christmas wrapper.

Notwithstanding the success of the Cutex campaign as based on the developed container for all the various articles that go to make up the latest manicure set, Cutex, the liquid solvent, is still sold separately in the original bottles, and every advertisement carries that information in fine italic type.

Would Advertise California Products Co-operatively

The California Industries Association at a recent meeting in San Francisco discussed the establishment of a bureau of co-operative advertising for California products. All firms entering the bureau, President James H. McDonough explained, would be submitted to a test based on 100 points, including financial responsibility, quality of product, etc., and all firms scoring 80 points would be entitled to advertise a "California Standard Brand."

The New York Globe

Sells its advertising space strictly as a commodity—the same price for like service to all—foreign or local.

On August 1, 1920, the Globe adopted the flat rate basis to apply on all new business and on expiration of all existing contracts.

*Under this new programme
The New York Globe
offers the general advertiser*

a more liberal and attractive proposition than has ever been offered by any other metropolitan daily newspaper.

*The same rate for a
fifty line ad as for 30,000
lines in the year.*

The Globe's rates are exactly the same for foreign as for local business, and it gives the same discounts and the same commission allowance on both to advertising agents.

The Globe sincerely believes that its new advertising policy is a step in advance in genuine service to its advertisers.

MEMBER
A. B. C.

THE NEW YORK GLOBE 170,000
A DAY

JASON ROGERS, Publisher

Preparing a Sales Promotion Department

What Policies as to Operation and Costs Will Produce the Best Results

By T. J. E. BROWN.

Sales Promotion Manager United States Tire Co.

THE MOST important part of the construction of a Sales Promotion Department is its foundation. Because of the tremendous amount of detail that always accompanies the handling of mailing lists, following up of prospects and distribution of advertising, the proper channels for the routing of this work should be carefully laid and well oiled before actual selling activities are begun. It isn't possible for a newly organized Sales Promotion Department to tap its shell, spread its wings, take to the air and expect to reach its destination without mishap.

PLOTTING THE GROUND

A well-defined idea of the accomplishments expected from such a department and then the shortest possible route to that goal is the theoretical and practical embodiment of an ideal "first step." If a definite purpose is first established the highways and byways of trade research will not be excessively explored for information that is never used, nor will the keeping of records or the compiling of data burden the department with a top-heavy load.

An Eastern publishing house of considerable size decided not long ago to install a promotional department. A large number of salesmen were employed by this company throughout the territory east of the Mississippi and the business had been secured up to that time entirely by personal solicitation directly from the consumer.

An experienced correspondent, who was also well versed in advertising copy work, was placed in charge of the department with the assurance that "the sky was the limit as long as his efforts produced." At a conference of salesmen he was introduced as the new ally of the man in the field. Enthusiastically he plunged into his new work. Lists of prospects were

dusted off, a duplicating machine was installed and several typists employed. The fireworks had been set off and for the next few months the new department was the busiest in the organization.

Then, almost as quickly as it ar-

dent of the firm called in the department manager. On his desk were expense sheets showing the cost of the department for the first three months. The figures were by no means small, but the president, who had come up through the selling

ranks and considered costs "as expense only when sales did not justify them," was inclined to feel that business resulting from the department's efforts would be worth the expenditure. Much to his surprise, however, he learned that the department had been too busy getting business to keep a record of sales. Orders had come in to a gratifying extent, but no one knew how many there were nor from whom they came.

"Bill," said the president, "your department ceases functioning today. For the next ten days, or longer if you need it, your selling inclinations are to be kept under cover. During that time it will be up to you to route every piece of work that you handle so that no snags will delay it. Know that each order that comes in is recorded, get a method of analyzing your business territories, know how much help you give every salesman, arrange regular intervals for letters, and above all get these things working smoothly before you again turn the valve of high pressure selling."

KNOW YOUR SELLING COST

Since all efforts of a Sales Promotion Department are either directly or indirectly meant to influence sales it is almost invariably possible to trace the work done by each correspondent, clerk or typist to actual selling accomplishments. This fact makes it possible to recognize any false limits or barriers that have arbitrarily set the extent to which Sales Promotion may grow.

Where a Sales Promotion Department has among its duties work not entirely relevant to its prin-

Making It Pay

THE manufacturer who decides to bulwark his sales side by the addition of a Sales Promotion Department to his selling equipment must not expect to plunge into the new venture blindly and come out with profit.

Sales Promotion is not an exact science, but there are certain essential principles and certain practical methods of procedure to be followed if it is to yield the important service for which it is intended.

In this second of his series of articles on Sales Promotion Mr. Brown sets down some of these principles and methods of procedure, illustrating them by citations of actual experiences in Sales Promotion that have come to his attention in the years in which he has been engaged in this work.

The third article of the series, dealing with Sales Promotion Letter, will appear in the December 16 issue.

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rived, the success of the department began to fade. First came complaints from salesmen asking why certain prospects had not been followed up with literature or referred to the salesmen. Several thousand inquiries from prospects that had been induced to investigate after an expenditure of nearly three dollars per inquiry were found stacked up in a corner—unanswered. Letters were going out at the wrong time or to wrong lists. The head of the department found himself thoroughly and completely smothered with work of a detail nature. He had labored into the small hours of the night and the pace was beginning to prove that the human machine is capable of only a certain degree of strain.

BAD START

When the gloom began settling with increasing density the presi-

Collier's

THE NATIONAL WEEKLY

5¢ a copy



American Lead Pencil Co. and Collier's

The American Lead Pencil Co., makers of the Venus Pencils, have used more space in Collier's than in any other general publication.

Read Collier's

ciples, proper deductions should be made from the departmental expense. The elastic nature of Sales Promotion often invites the including of activities wholly apart from the originally incorporated plan of procedure. Unless some care is exercised in defining what should or should not be charged against it there is danger of an excessively weighty selling expense. It is also true that a knowledge of sales costs accurately arrived at often furnishes the most satisfactory reason for expansion.

Recently a Sales Promotion Department manager in a Middle Western jobbing house found the need of offsetting certain competition that some of his dealers were encountering by aiding them to turn their stocks of an article manufactured and sold by the jobber. His plan was to send out a series of three letters to names of prospects sent in by the dealer. Letterheads and envelopes were to be imprinted with the dealers' names and furnished without charge. The only cost to the dealer was the postage, with the balance of the expense assumed by the jobber. After plans for the campaign had been completed it developed that the department's budget, which had seemed adequate at the beginning of the year, would not stand the strain of adding two additional typists required to address the thousands of dealers' letters.

A request for an extension to his budget had been declined. Expenses, since they came before sales, had been considered alone. The department manager, however, refused to abandon his campaign. Ten of his dealers who had already sent in lists averaging 200 names were given the benefit of a trial campaign. Three letters went out to each prospect and the resulting orders showed that they produced an average of eight orders for each dealer. Since an order meant a one hundred dollar sale the total volume of business reaching those ten dealers and subsequently the jobber was eight thousand dollars. The cost of the letters amounted to one hundred and eighty dollars. The test was sufficiently convincing to bring an increase in the department budget.

The above example was an actual occurrence, and it shows the value of building a department so that it will be possible to follow any particular line of work and definitely determine its value in terms of orders received.

READY-MADE SYSTEMS NOT ADVISABLE

It is not the purpose of this article to recommend forms, files or systems for the groundwork of a Sales Promotion Department since the varied functions and the widely differing methods of selling and extent of advertising make it always essential to devise the plan to run on the organization's track. Nevertheless a few plans now successfully employed in handling the detail side of a Sales Promotion Department may suggest others or in themselves prove suitable to many requirements.

Since the department does its work through the mail lists of prospects, customers, etc., these lists frequently prove to be the hub from which spring all other activities. For permanent lists, card files form the most satisfactory means of retaining records, classifying and handling names. By a wide margin the most important work connected with these lists is keeping them correct. It is difficult to attempt an estimate of the money wasted yearly because of lax methods used in checking such lists, but it is certain that this is a pitfall that must be reckoned with in laying plans for a Sales Promotion Department. Prospects will move, die or buy a competitor's product. It is often well and profitable to institute a special periodical revision of all files besides the daily checking back of returned letters. If the names on a file are receiving personal as well as mail solicitation, salesman's reports may be depended upon as at least a seventy-five per cent check. It is, however, often astonishing to learn the degree to which a list of names that are called on regularly by salesmen may become incorrect within a year. Special delivery letters, clipping services, return cards and many other means are employed to keep lists accurate, but the main point is to devise an adequate way to keep this information and then follow it consistently.

Sales research often constitutes an important phase of promotional possibilities. "Know your market" is not a new thought, but it has been very generally true that data gathered for the use of selling and advertising departments have not been made of sales-producing value. The manufacturer of a well-known automobile is now conducting an investigation that will be carried out every county in every state. He will know, when this work is completed, the number of cars of his make that have been sold in each county as compared with the num-

ber of three leading competitive makes. He will know the possible output for each of their distributors, where advertising should be concentrated and when and where to seek new connections for the coming year.

A Sales Promotion Department is usually better able to direct this research work than a statistical department since it is familiar with the information that can be used from a purely advertising or selling standpoint.

In the Sales Promotion Department of a retail store the active files often furnish the most complete data on customers, their comings and goings, whether they spend their summers at home or outside the serving radius of the store, their preference in various lines of merchandise and their general buying habits. So complete and so well classified is this information that a real, personal sales letter may be directed to a group with the knowledge that only in rare exceptions will any letter find its prospect away or uninterested in the thing it attempts to sell.

RECORDS CONNECTING EFFORTS OF WHOLESALERS' DEPARTMENTS

The jobber, the wholesaler or the manufacturer who markets his products through dealers constantly finds it important to know the possibilities of any given town or territory, or whether other outlets for his product can be obtained. Such information as this makes the need of town and territorial files important. The extensive research, analysis and investigation that a Sales Promotion Department can conduct and which usually are impossible from the Sales or Advertising Departments should be tabulated in the most usable form. Here again the card files offer the easiest means of recording results.

In Promotion Departments of wholesalers, where the channel of sales runs through the dealer, it is nearly always necessary to know the amount of advertising assistance given each account. This record, to prove of most value, should be kept in conjunction with weekly or monthly sales totals. Where extensive advertising backing is afforded the retail merchant such a file not only pays for itself in the saving effected by the judicious distribution of material, but it also affords an excellent opening for Sales Promotion activities.

The perfection of stencil filing systems by addressing machine companies is rapidly making it feasible to eliminate card indexes where no

(Continued on page 39)

AMERICAN EXPORTER

the World's Largest

1977

*Selling the man
abroad through
Export Advertising*

Copenhagen, Denmark



this interesting folder will be sent on request to AMERICAN EXPORTER, 107

Why Road Signs Are Becoming More Simple

Painted Boards and Large Poster Designs Keeping Pace With Changing Mode of Travel

By R. L. BURDICK

IN THE heyday of barn painting and fence signs almost any message would get across to the passer-by in his horse-drawn wagon. He had the time to read and ponder any number of words. But today we travel differently. Now we rush about the country, covering in our automobiles distances unheard of in our boyhood times. We know, without being told the statistics, that every farmer has, at least, his "flyver."

At the present time fully three-quarters of the road signs and poster boards in this country are placed along highways traveled principally by automobiles. It is, therefore, safe to assume that most of them are intended to be seen by the motoring public.

OLD-STYLE JUMBLE

Up to a few years ago the olden idea in sign and poster design prevailed to a large extent. While we had already developed a distinct technique in the execution of posters, so far as color and treatment of the picture and lettering is concerned, we had not kept pace with the trend of travel so far as the character of the sales message—the basic idea—of the poster or sign was concerned. Four or five years ago it was no uncommon sight to see a poster on which were displayed the article advertised, several figures of persons, twenty-five or thirty words of text, and a job lot of assorted decorations.

However, the last three years have shown a considerable change. Advertisers and their artists, working together, have realized that the farmer and his slow-drawn wagon are past and gone. Some by investigation, others by intuition, found that a new style of presentation was needed to make their posters and boards effective. One advertiser using bill-boards extensively recently explained the older and newer ideal by this little fable:

After the Sunday morning sky is scanned, the lunch packed, the children rounded up, re-washed and piled aboard, and after the final sally back into the house for the forgotten vacuum bottle, Father Motorist steps on the accelerator and the Motorist family is off for the day.

If F. M. is even remotely connected in any way with a bill-posting or road-sign campaign, his eyes soon begin to search the roadside for examples of his art. When one of his signs bursts upon his vision in all its glory a glow of satisfaction steals instantly over him. He points it out to Mrs. Motorist and to little Lizzie and Henry Motorist in the back seat. All crane their necks to see every word and line of the poster while Father M. explains how he fought with "the boss" to have that arrow put in the lower left-hand corner instead of the upper right—meanwhile running down three chickens and giving the driver in the car behind heart-failure over his antics with the wheel.

"Isn't it fine? Such color, such beautiful design! Get the subtle effect of that wording? Bound to be read and remembered by everyone who comes along!"

We all do it—it's human nature.

But for a minute let's put ourselves in the position of the man in the car behind, who isn't interested in road signs and probably believes in the traditional error of the uninitiated that "advertising is all bunk, anyway."

He sees the sign, not consciously perhaps, but it registers on his brain for a fleeting moment as he flashes by, together with a lot of other mixed-up impressions of signs and posters, good, bad and otherwise, as he drives along. How much of it really got to him?

Driving at a normal rate of twenty miles per hour, a car goes some thirty feet per second. A sign or poster cannot be conveniently seen ahead from an angle greater than $22\frac{1}{2}$ degrees from the line of the car's progress. If parallel to the road and, say, fifteen yards from the side of the road, a sign is usefully visible for only about a hundred feet (up to the point of passing it), a period of three and a third seconds. If at an angle of 45 degrees from the road a little over double the time may be figured.

How much does the driver, occupied with running the car, distracted by passing speeders, and confronted by a dozen such signs or posters—how much does he "get" of any one sign?

The logical solution of the problem is a simplification of the design used on sign or poster—a reduction in the number of things (words or picture) put before the speeding motorist's eye. In working out their ideas along this line several advertisers went to school to the motion pictures.

In the "movies" the titles are thrown upon the screen for a period of one second for each word of the title—a rather long time, possibly necessitated by the slow reading ability of many individuals in the audience. However, in this instance, the reader's attention is concentrated upon the message, he wants to get it (and read it aloud to his neighbor!) and he is sitting still, unjolted by road bumps, and undistracted by passing cars, barking dogs or squeaks in the differential gear.

JUST A "FLASH"

At a rough guess, cut this time in half—two words per second—for the motorist, whether passenger or driver and, on the basis of the calculations previously given, it is evident that six or eight words are about all the motorist can grasp as he flashes past a sign. A casual inquiry among motorists indicates that the strongest recollections of posters which they have are those carrying but a few words: "Chesterfield Cigarettes—They Satisfy." "United States Tires Are Good Tires," and so on.

It is also noteworthy that those who have gone into this phase of poster design have found that a picture can be more readily grasped than text. From a purely physical standpoint, the eye can take in at a glance much more detail of a picture than of words. A poster that tells its story pictorially can get over more than the one that depends upon text.

All this points to the fact that advertisers recognize that highway advertising has a distinctive purpose, differing from display advertising in other forms, and requiring a distinctive technique and method of presentation. The roadside sign is now being made to fulfill a different function from its old-time predecessor. It has become less a *selling* agent and more a *reminder* or a link-up of other advertising display.

LATE, LIVE NEWS OF THE WEEK

Dorland Agency Has Eleven New Accounts

The Dorland Agency, Inc., New York, is now directing the advertising of the following accounts: Domestic Labor Saving Corporation, Bissell electric cleaner and Quick Wring mop; Keratol Company, manufacturers of leather substitutes; Nast Publications, *Vogue*, *Vanity Fair*, *House and Garden*; National Cloak and Suit Company; National Outlet Company; Gilman B. Smith, Inc.; Neil Pearce and Company; Republic Heater and Range Company; Swiss Federal Railroad; Spot-off Company, and the Independent Talking Machine Co.

Texas Co. Advertising With Hanff-Metzger, Inc.

The advertising of The Texas Co., producers, refiners and marketers of Texaco oil products, has been placed in the hands of Hanff-Metzger, Inc., New York. Campaigns will be prepared and placed in general publications, farm papers and the foreign field.

Lowman-Mullican Co. Succeeds Stark-Lowman

The Stark-Lowman Company, Louisville, Kentucky, advertising agency, has been succeeded by the Lowman-Mullican Company. M. B. Lowman and C. N. Mullican having purchased the interests of Thos. H. Stark. M. B. Lowman is president; C. N. Mullican, vice-president, and P. S. Woodson, secretary-treasurer.

Previous to his experience in the agency field, Mr. Mullican was for many years advertising and sales manager of the Kentucky Wagon Works. Mr. Lowman's advertising experience began with Marshall Field & Co., in Chicago, after which he served as advertising manager of B. Nugent & Bros., of St. Louis, and the Stewart Dry Goods Company of Louisville.

McCutcheon-Gerson Advertisements Bassick Co. Products

The advertising of the Alemite high-pressure lubricating system, Thomson's graphite penetrating oil, Secret Service auto lock and of the lubricant of the Bassick Manufacturing Company has been placed with McCutcheon-Gerson Service of Chicago. Other accounts being placed by this agency are: Congress Hotel, Red Seal Hair Nets, Morris, Mann & Reilly, Chicago Hairdressers Association; Containers Equipment Company and Mums Fruit Products Corporation.

More Business for Matteson, Fogarty, Jordan Co.

Matteson, Fogarty, Jordan Co., Chicago, is now handling the advertising of the Hercules Mfg. Co., Centerville, Iowa, stump pullers; Gordon Cloak Company and Berdie Confectionery Co., both of Chicago.

G. M. Ellis Associated With Clarence B. Keemer Co.

George M. Ellis, formerly connected with the Campbell-Ewald Company in both their Detroit and Chicago offices, has purchased an interest in the Clarence B.

Keemer Company, of Toledo, and will serve in the capacity of account supervisor and assistant in the solicitation of new business. This company until recently was the Toledo office of the Chas. H. Fuller Company, of Chicago.

Recently the agency added to its list of clients the Michon Manufacturing Co., of Toledo, manufacturers of a brake band adjusting accessory for Ford automobiles. Schedules are being prepared for early release to a list of newspapers, trade and farm publications.

Five More Advertisers With Wood, Putnam & Wood

The Baltimore office of Wood, Putnam & Wood Company is now handling the advertising accounts of Straus, Royer & Strass Company, manufacturers of Nayvee middy wear, Baltimore, Maryland, and of Samuel Kirk & Son Company, silver-smiths. National magazine campaigns are being prepared for both these accounts.

This company has also obtained through its Boston office the advertising accounts of the Mossberg Pressed Steel Corporation, Attleboro, Mass.; John Quincy Adams Company, publishers, Boston, Mass., and T. Noonan & Company, manufacturers of lemon cream and hair petrol. Magazines are to be used for the Mossberg account and newspaper campaigns are being prepared for Adams and Noonan.

Huston Thompson Heads Federal Trade Commission

Huston Thompson, of Colorado, on December 1 became chairman of the Federal Trade Commission for a term of one year. Mr. Thompson, who was vice-chairman during the past year, succeeds to the chairmanship under the rule of the commission, which provides for rotation in the office of chairman among the several commissioners. Mr. Thompson was first appointed to the commission by President Wilson in December, 1918, to fill an unexpired term, and in December, 1919, was reappointed for a full term of seven years. He served as Assistant Attorney General of the United States, in charge of the Court of Claims branch of the Department of Justice.

Hazard Agency Gets Four Accounts

The Hazard Advertising Corporation of New York has secured the advertising accounts of the following concerns: Butterworth-Judson Corporation, manufacturers of chemicals and dyes; Electro Bleaching Gas Co., manufacturers of liquid chlorine; Ernest Brewer Co., exporters of flour and cereals, and Chas. F. Lyngaas Co., exporter of automobile accessories.

Burnham & Ferris to Advertise New Invention

The advertising agency of Burnham & Ferris, New York, is to have charge of the account of the Turn-Auto Corporation, New York, manufacturers of a device by means of which an automobile in the garage may be turned on its axis, permitting repairs to be made to the underbody without crawling under the car or getting down into a pit.

A. N. P. A. Plans San Francisco Bureau of Advertising

The committee in charge of the Bureau of Advertising, American Newspaper Publishers' Association, which met in New York Tuesday, November 30, authorized William A. Thomson, director of the bureau, to prepare a plan covering the establishment of a San Francisco office for the organization. This plan is to be presented for the consideration of the committee at the next meeting. It is hoped to have the office under way early in 1921.

The officers of the bureau reported in detail current activities in connection with the development of national newspaper advertising. The outlook for 1921 was regarded as most satisfactory.

A \$2,600,000 Chain Store Project

A \$2,600,000 chain store enterprise under the name of the Chain Stores Corporation of America was started last week in Baltimore, Md., with offices at 116 East Baltimore street.

Tracy L. Sanborn, Advertising Manager, Moore Pen Co.

Tracy L. Sanborn, engaged in advertising work in Boston for several years, on December 1 became advertising manager of the Moore Pen Company, of Boston. W. F. Cushing, president and treasurer of the company, states that hereafter the advertising, which for some years was taken care of outside, will be handled by the firm's own department.

Toland to Direct Hare's Truck Sales

William G. Toland, formerly an executive in the truck section of the Packard Motor Car Co. of New York, has been made general truck sales manager of Hare's Motors. Mr. Toland came to the Packard organization from the National Cash Register Co.

Sphinx Will Discuss Advertising Rates

At an "Open Forum" meeting to be held Tuesday, December 14, the Sphinx Club, New York, will discuss "What is the Future Trend of the Advertising Rate?"

Marshall Field, Wholesale, Account With Mitchell-Faust

The advertising for Marshall Field & Co., wholesale, Chicago, is now in the hands of the Mitchell-Faust Advertising Company, of that city.

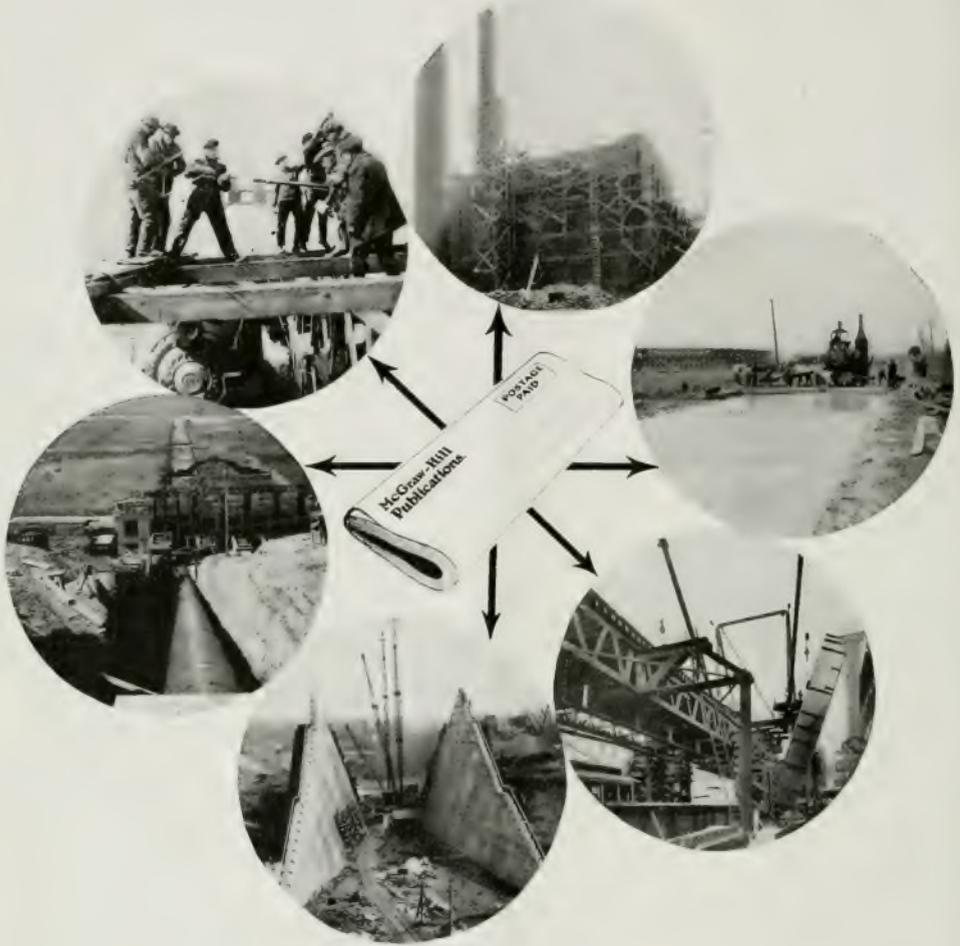
New Accounts for Wm. H. Rankin Co.

The New York office of the Wm. H. Rankin Company has obtained the advertising account of the Green Point Metallic Bed Company, of Brooklyn, and the Chicago office has secured the accounts of the Linn Products Company and International Accountants Corporation, of Chicago. Trade papers, newspapers and magazines will be used to advertise the beds.

Maclay & Mullally Have Jones & Baker Account

Maclay & Mullally, Inc., New York, on December 1 secured the advertising account of Jones & Baker, New York, securities.

60,000 TIM



CS A YEAR

a change of address is made
in **McGRAW-HILL** Circulation Lists

The professional affairs and business interests of many of the 168,000 engineers and industrial executives who read **McGRAW-HILL** publications, frequently require much travelling and more or less extended stays in many places.

Sixty thousand times a year a change of address is made in **McGRAW-HILL** circulation lists for the benefit of these influential but migratory readers.

It is important for you to know that responsible engineers and executives are

subscribers to our publications.

But it is no less important for you to be assured that your advertisement will carry its message to every project where they may be called, and in which your product thus may play its part.

McGRAW-HILL COMPANY, Inc.

Tenth Avenue at 36th Street, New York, N. Y.

Power
Coal Age
American Machinist

Electrical World
Journal of Electricity
Electrical Merchandising

Ingenieria Internacional
Electric Railway Journal
Engineering News-Record

Engineering & Mining Journal

Chemical & Metallurgical Engineering



Does Your Letterhead Help?

Few Business Houses Are Making Effective Use of a Most Effective Advertising Medium

By C. L. EDHOLM

THIS morning I received a letter that told a story of decided interest before I had time to read the text. It concerned a new device for hauling goods, and the principle on which it operated was clearly set forth in an outline drawing that formed a feature of the letterhead. It saved a page of explanation which if put into typewritten paragraphs might not have "got across." It was not only convincing to the prospective buyer, but a reminder that would impress the man who understood the proposition.

THE LETTERHEAD LASTS

The question presented itself to me: How much does the average letterhead tell? I looked over my files to see what use the business man is making of one of the most effective advertising mediums. For it is effective. The letter seldom shares the fate of a circular—a hasty glance and a resting place in the waste basket. The letter is read; the reply is dictated with the message in sight for reference, and the filing cabinet receives it, if it is of any importance. Hence it may be seen not only once but several times, and it can be found easily in case of need. This is not the case with circulars or booklets, except in unusually well systematized offices where there is a special cabinet for filing advertising matter.

On looking through the last hundred letters from manufacturers, merchants, publishers and men in various lines of business, I was impressed by the neglect shown by the majority to make use of the letterhead to convey a definite impression. Many were examples of artistic taste; neatly embossed lettering on excellent stock. But while artistic taste is pleasant to encounter, and a social asset, it does not sell motor trucks or cheese or hardware. Other letterheads did not have even that recommendation, but were unskillfully printed and adorned with blurred cuts or meaningless scroll work. Their impression was negative or bad.

More interesting were the remaining letters that conveyed an impression, forceful, subtle or informative. Of the latter type was

the letterhead of a dealer in automobile accessories and supplies in a Western city of the second class. It carried a diagram showing a bird's-eye view of the business section, with the location of his garage marked in red. The main automobile route through the city was also printed in red, together with the two leading hotels. Thus the prospective buyer of auto supplies, who would presumably arrive in his car, was shown at a glance how to find this establishment.

SOME GOOD EXAMPLES

Information is conveyed by the letterhead of a manufacturer of an apparatus to use with the telephone. A small but clear picture of the device in use occupies the upper left corner. Below that is an imposing list of corporations that make use of it. This tells a complete story; what the device is; how it works, and the extent to which it has been adopted by practical business men.

The diagram of a rocking fifth wheel for motor vehicles used on the letterhead of the Martin Ricking Fifth Wheel Company and trailers is packed with information. It shows the details of the fifth wheel, and also how it operates in handling a semi-trailer on uneven and level ground. The flexibility of the coupling is the point emphasized, and the message is conveyed at a glance. This forms the upper third of the correspondence paper of the manufacturer.

Letterheads sometimes make use of more elaborate engravings to picture the goods they are selling. The Stewart-Warner Speedometer Corporation has seven accessories depicted on the left margin of its letter paper. On the reverse is a large engraving of the factory. The latter suggests the magnitude and financial solidity of the concern.

Several corporations emphasize this idea, making a feature of an elaborate engraving of the plant or office building, to indicate that they are prosperous and responsible.

Others lay stress on the goods they offer. Thus the Harvey Motor Truck Works has a small but very sharp engraving of one of its heavy

trucks at the top of its letterhead. The International Motor Company carries the trade-mark of its trucks, the Mack and the Saurer, printed in blue and red, respectively, to each side of the firm name and address. This is but the beginning, however, for this concern sends a double sheet of letter paper, folded once, and the reverse carries large and attractive cuts of six types of heavy trucks. This arrangement leaves ample space for correspondence on two full-size letter pages, with double page advertising on the back. It goes into the letter file and is not likely to be overlooked.

Here is a very effective method of using the correspondence to help sell goods. It allows space for a comprehensive advertising announcement, yet it avoids cheapening the appearance of a letter by printing too much text on the face. It is more effective than enclosed circulars, as the latter are often left unread and are often filed in the waste basket.

THE TRADEMARK ON THE LETTERHEAD

Sometimes the letterhead forms part of a campaign to popularize a trade-mark. The New York Edison Company has its quaint figure with powdered wig, silk stockings and eighteenth century costume, a livery that stands for service, and in this case for "Edison Service." It is found on the letterhead, as well as on most of the company's booklets and other advertising. The Fisk Rubber Company with its delightful "Time to re-tire?" kiddie, features a well-known advertising figure on the letterhead. These trade characters, such as Aunt Jemima and the Gold Dust Twins, are usually of a genial, good-natured and humorous sort, and their appearance on a letter may have its pleasant effect upon the reader, the equivalent of the smile and the handshake with which you begin a business talk, face to face. In that way, a twofold advantage results from placing such characters upon the firm's stationery.

Every sheet of paper that goes out of an office should help the business. With the present shortage of paper and its climbing price, it is more timely than ever to find the right answer to the question, "Does the Letterhead Help?"

George W. Peck Dead

George W. Peck, former editor of the *Auburn, N. Y., Daily Advertiser*, is dead. He conducted the paper for more than a quarter of a century.

The Farm Journal

Over 1,050,000 This Month



"PEACHES" AT CHRISTMAS TIME

To over 1,050,000 of Our Folks, "Peaches" carries the holiday message of The Farm Journal's editors. It is not just a pretty cover, this photograph, but a Christmas greeting of one friend to another—outward and visible expression of a personality that, for forty-three years, has been helping all agricultural America to happier living and fatter pocketbooks.

Shall We Have a Sales Tax?

A Survey of Recent Arguments Put Forward For and Against the Proposal

ALTHOUGH there is little prospect of the proposed sales tax being enacted or even brought up for discussion at the coming short session of Congress it has already become a subject of as wide public interest and of as much public debate as if it were going into effect tomorrow.

To date more arguments pro than con seem to have been put forth. A

review of some of them may be of service.

Of course the argument which has had the strongest appeal for business men is that it will supersede the present obnoxious excess profits tax—though that is by no means certain.

One of the most emphatic advocates of a sales tax is Jules S. Bache, a New York banker, whose views on

the subject have been previously quoted in the columns of ADVERTISING & SELLING.

Mr. Bache's plan is that every person desiring to conduct a business operation of any kind in the United States take out a license at an annual fee of \$1. Each licensee would keep a record of transactions and, at the end of each month, each one whose sales exceeded \$500 would send a check for 1 per cent of sales to the tax collector with a statement of sales. At the end of the year he would send a recapitulation of sales for the year with a check for any balance of the 1 per cent due or a claim for refund if his total business were less than \$6,000, the least amount to be taxed. The limit would exempt the majority of the farmers and all labor, he says, but these would acquire their stake in the upkeep of the country by having the tax passed on to them when they made purchases.

REASONS IN FAVOR

Mr. Bache states among his reasons favoring the tax these:

"It is a complete change from the present system and meets all objections to the prevailing methods. It is simple where the present system is distressingly complicated. It will produce ample revenue whereas the taxes now imposed, as profits and incomes decline, must fall below amounts required. It will stop capital from hiding in tax-exempt securities. It will restore competition, enterprise and individual initiative, now smothered to death by the pursuit of the tax gatherer. It will not increase the price of commodities beyond an average of 2½ per cent, whereas now taxes increase prices nearly 25 per cent. Consequently, it will tend to reduce present prices to a marked degree. As it will be passed along to the consumer, millions of people will pay the tax but nobody will feel it."

"Authorities," says a recent issue of *Tobacco*, discussing the sales tax issue, "have calculated that this method of taxation, together with certain excise taxes, Customs House duties on imports and possibly surtaxes on certain classes of incomes that can be defined as unearned income would provide a revenue of more than \$4,000,000,000 a year, sufficient to meet the needs of the government, if a reasonable degree of economy is practiced at Washington."

But the arguments are not all pro. In addressing a meeting of 1,200 business and professional men gathered at the Astor Hotel, New York

Quantity

Guarantees Quality!

The fact that the city circulation of The Kansas City Star equals the number of families in Greater Kansas City signifies more than the numerical advantage of reaching "everybody in town." It reflects the editorial worth and fundamental rightness of The Kansas City Star according to the judgment of the 450,000 residents of Greater Kansas City. It is a vote of public confidence.

To the buyer of advertising space it is a guarantee not simply of maximum circulation but of maximum attention from the individual subscribers composing that circulation.

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.

on the occasion of the fifty-fourth meeting of the Economics Club on the evening of November 29, Professor Thomas S. Adams, who occupies the chair of Economics at Yale and is a tax authority associated with the United States Bureau of Internal Revenue, and Fayette R. Plumb, a Philadelphia hardware manufacturer, both declared that a 1 per cent sales tax would be a great hardship in the case of the one process manufacturer or merchant in competition with the large industry which could perform the multiple steps of a process between raw material and delivery of the finished product to the consumer, and thus pay the tax once on the whole operation, while each small man would have to add it to the cost of the particular step he performed.

"We have no business," argued Professor Adams, "to encourage combination by a tax law and to enact a premium for the elimination of the small man. I am opposed to a bounty for a group of men who can combine processes."

In addition, Professor Adams insisted that it was a "political impossibility" for this new tax to "poke out" the excess profits tax. "What you are going to do," he said, "is to add the complexities of the one to the complexities of the other and have the two side by side."

To the Professor's objection to "giving a bounty to a group of men who can combine processes," the New York Times makes the pertinent editorial reply, "If a tax bounty on efficiency is objectionable, is not a tax bounty on inefficiency more objectionable?"

In the meantime trade bodies like the National Jewelers' Board of Trade have declared in favor of the sales tax and a commission of the American Bankers' Association has enumerated it among the cures proposed for present tax evils.

K. H. Rohrbaugh Dead

K. H. Rohrbaugh, connected with the advertising department of the Western Electric Company, New York, committed suicide November 23, in the William Penn Hotel, Pittsburgh, by shooting himself. Mr. Rohrbaugh was thirty-five years old, and had been away on sick leave due to a nervous breakdown. He was formerly a member of the Poor Richard Club, and served during the war in France. His home was in Canton, O.

Large Christmas Trade Will Check Deflation, Maxwell Believes

William Maxwell, vice-president and general manager of the musical phonograph division of Thomas A. Edison, Inc., in a letter recently addressed to dealers makes the following statement:

"The present curtailment of merchandise production, with evidence already apparent that the belated Fall buying by the public is about to begin and will probably develop into a large Christmas trade, makes me believe that there may be a shortage in many lines of goods after Christmas. This shortage, if it occurs, will do much to check the price deflation which some people anticipate after Christmas in certain lines of merchandise, and will tend to stabilize prices and excite consumer demand. I cannot agree with those who see nothing but a steady downward revision of prices until pre-war levels are reached. It seems to me that the curve of price deflation, instead of being steadily downward, will fluctuate, and that the curve will have some 'ups' as well as 'downs' in it."

Toy Business Has Increased Fivefold

The making of toys has increased fivefold in the United States since 1913, according to W. A. Coleman, a director of the Toy Manufacturers of the United States. In 1913 this country was turning out \$20,000,000 worth of toys yearly and today the business has reached the \$100,000,000 mark. The industry employs about 10,000 workers.

Belgium's Imports From U. S. Large

Belgium's foreign trade for the first eight months of 1920 was valued at 13,282,598,000 francs. Imports totaled 7,615,774,000 francs, and exports 5,666,824,000 francs. Imports from United States during the first eight months were valued at 1,289,454,000 francs, and exports to United States at 205,851,000 francs.



LOUISVILLE'S BANK CLEARINGS and TRANSACTIONS

Louisville's general prosperity is evidenced by the Bank Clearings and Transactions reported November 13th by the local branch of the Federal Reserve Bank (the date Nov. 13th is selected simply because it is the last statement we can use and prepare copy in time for this issue); the figures follow:

Day's clearing Nov. 13th.....	\$4,052,598
Week's clearing ending Nov. 13th.....	27,484,434
Day's bank transactions Nov. 13th.....	11,655,372
Week's bank transactions ending Nov. 13th.....	66,043,049
Clearings Jan. 1st to Nov. 13th.....	1,369,110,508

Kentucky's bank deposits have increased nearly 50% in the past three years; many new factories have brought additional capital to the state. Louisville is the recognized "Gateway to the South" and one of the South's largest trade centers.

National advertisers who wish to reach the buying population of this prosperous section will do well to emulate the merchants of Louisville, who give the greater part of their morning newspaper advertising to the newspaper with the largest morning circulation.

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
 Western Representative: John Glass, Peoples Gas Bldg., Chicago
 Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta
 Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

James W. Wood With Fred M. Randall Co.

James W. Wood, Chicago advertising man, has gone to Detroit to become associated with the Fred M. Randall Company in the position of assistant to the president and account executive. He recently resigned from the Green, Fulton & Cunningham Company, with which he has been connected for the past three years in the Chicago office.

Mr. Wood has been advertising manager of Carson, Pirie, Scott & Co., Hillman's Department Store, and The Hub, of Chicago. Previous to his entering the advertising agency field he was sales and promotion manager of the National Railways Advertising Co., with headquarters in Chicago.

Joins J. R. Mayers Co.

The J. R. Mayers Company, New York, has added to its staff H. J. Jaediker, formerly of the Federal Advertising Agency, New York.

Sharpe Edits Southern Journals

R. Lee Sharpe, for fifteen years owner of Sharpe's Modern Printing Plant of the South, and for one year in Chicago studying advertising, is now with The Southern Periodical Press, of Atlanta, publishers of *Refrigeration*, *Southern Talking Machine Dealer* and *Southern Funeral Director*, being the editor of the latter two.

Miss Thornburgh to Edit Harry Levey Films

Miss Laura Thornburgh has been appointed to the position of editor-in-chief for the Harry Levey Service Corporation, New York. Miss Thornburgh has been identified during the past two years as scenario editor of the motion picture section of the Department of Agriculture, and bears the distinction of having assisted in the editing and titling of about 30,000 feet of film during the past eight months. Prior to her affiliation with the Department of Agriculture she was editor of the woman's page and dramatic critic of the Knoxville, Tenn., *Sentinel*.

Thomas B. Spencer a Suicide

Thomas Beatty Spencer, recently connected with the Association of Foreign Language Newspapers, and former advertising manager of the *Sun*, *Tribune* and Paris edition of the *New York Herald*, was found dead in his room at the Hotel Brevoort, New York, with a bullet wound in his right temple, last Saturday, November 27. A revolver was lying on the floor.

Mr. Spencer, who was about 50 years old, was born in Ohio and was with the *Chicago Tribune* for many years before he came to New York.

Cleveland A. Chandler Gets a "Write-up"

In a recent edition of a Boston newspaper, a unique story is told of Cleveland A. Chandler, vice-president of the Amsterdam Agency, Inc., together with a caricature of him. Mr. Chandler lays claim to the singular coincidence of having had his maternal and paternal grandfathers as members of the electoral college which made Lincoln President of the United States in 1860. Although the two "grand-fathers" were acquainted with each other at the time, "Cleave's" mother and father had never met.

Arthur J. McElhone Joins Byron G. Moon

Arthur J. McElhone, recently business manager of the Curtis Business Papers, Inc., New York, has become associated with the Byron G. Moon Co., advertising agency, of Troy, N. Y. Mr. McElhone, previous to his connection with the Curtis Papers, was publicity manager of the *Class Journal Publications*.

Paint Manufacturers Elect

The Paint Manufacturers' Association of the United States at its annual meeting held at the Hotel Astor, New York, November 18 and 19, elected the following officers: S. Rosenthal, president; H. W. Rice, first vice-president; D. A. Kohr, second vice-president; G. B. Heckel, secretary-treasurer, and A. E. Clebrow, C. R. Cook, S. R. Matlack, H. O. True and M. G. Bennett, directors.

Edwin Bird Wilson, Inc., Adds C. V. Burger

Carl V. Burger, who organized and directed the School of Painting in the A. E. F. University at Beauve, France, has joined the Edwin Bird Wilson, Inc., advertising agency, as assistant to Robert Ball, art director. For three years Mr. Burger was on the art staff of the *Boston Post*, and since the war has been in commercial art work.

Play Written by Chicago Advertising Men

Hiram Moe Greene, editor of the *Woman's World*, and Joseph H. Nebe, vice-president of the Charles Daniel Frey Company, have written a play entitled "Something for Women," an American business comedy, and have sold it to A. H. Woods for production.



I look at every advertisement every month * *
I have an up-to-date equipped kitchen and am
always interested in new things * * says Mrs
M. W., Alabama.

W. H. GANNETT, PUB., INC., AUGUSTA, MAINE
WALTER R. JENKINS, Jr., Representative
New York Office: 1628 Arolian Hall
FRANK H. THOMAS, Representative
Chicago Office: 1635 Marquette Bldg.

Schumann Again Heads Varnish Men

Carl J. Schumann, of the Hilo Varnish Company, Brooklyn, was re-elected president of the National Varnish Manufacturers' Association, at the annual meeting of that organization, held at the Hotel Astor, New York, November 10. Other officers elected were: A. L. Phillips, first vice-president; E. H. Hancock, second vice-president, and G. B. Heckel, secretary-treasurer. Arthur J. Davis, Charles J. Rowe, W. R. Carnegie, J. H. McNulty, Henry Cahnan, O. A. Hasse and James B. Lord were made directors.

Heads Leach Auto Sales

R. P. Pennock has been made sales manager of the Leach Biltwell Motor Company, Los Angeles, Cal., builders of the Leach Six

Underwood Leaves Moore Push-Pin Co.

P. G. Underwood, for the past twelve years assistant general manager and sales manager of the Moore Push-Pin Co., Philadelphia, has left that organization and has formed his own company in Philadelphia under the name of the Underwood Glass Pin Company.

Wacaser Directs Butler Motor Publicity

George Wacaser, formerly in the advertising department of Montgomery, Ward & Co., at Kansas City, Mo., has been placed in charge of publicity for the Butler Motor Company in that city.

Made Miniature Lamp Sales Manager

Arthur O. Perlitz has been appointed sales manager of the Miniature Incandescent Lamp Corporation of Newark, N. J.

Sebring to Direct Dress Advertising

W. H. Sebring, recently with the Fonda-Haupt Co., New York, advertising agency, and for a number of years advertising manager of *Nugent's Bulletin*, has become advertising manager of M. & H. Rentner, New York, dresses.

Sherwin-Williams and Butler Bros. to Hold Sales Conventions in New York

The Sherwin-Williams Company of Cleveland, Ohio, will hold its annual sales convention in New York from December 20 to 23.

Butler Brothers, of Chicago, will hold its sales convention this year in New York on December 27.

Chicago to Exhibit Financial Advertising

The Financial department of the Chicago Advertising Council announces that on December 10 it will stage, at the Morrison Hotel, an exhibit of the financial advertising of the local financial institutions, including the display of the four prize-winning exhibits shown at the recent Indianapolis convention and at the Washington convention of the American Bankers Association. There will be a luncheon and a dinner meeting on that occasion. In the evening the speaker will be William Johnston Rose, business counsellor, of Cleveland.

Goodyear Sales \$206,000,000 for Year

Sales of the Goodyear Tire & Rubber Company, Akron, O., for the year ended October 31, last, totaled \$206,000,000, as compared with \$168,900,000 for the year previous. Export sales in 1920 reached \$15,000,000, not quite double the \$8,000,000 sales for 1919.

Brown Shoe Sales \$37,307,526

The Brown Shoe Company for its year ended October 31 reports net sales of \$37,307,526 and net profit for the year of \$362,152. The company's total surplus on October 31 was \$1,785,451.

Fisher Body Sales Show Large Increases

Sales of the Fisher Body Corporation for the first quarter, ending July 31, 1920, totaled \$22,627,000, as compared with \$8,369,000 for the corresponding three months of the previous year. In the second quarter sales totaled \$23,632,000, compared with \$12,831,000 for the same quarter in 1919.

Agency Would Publish Mr. Bourne's Article

Indicative of the practical excellence of Humphrey M. Bourne's articles appearing in *ADVERTISING & SELLING* is a letter from a New York advertising agency asking permission to reprint and bind "Is Your Advertising Real Salesmanship?" which ran in the October 9 issue. The letter is as follows:

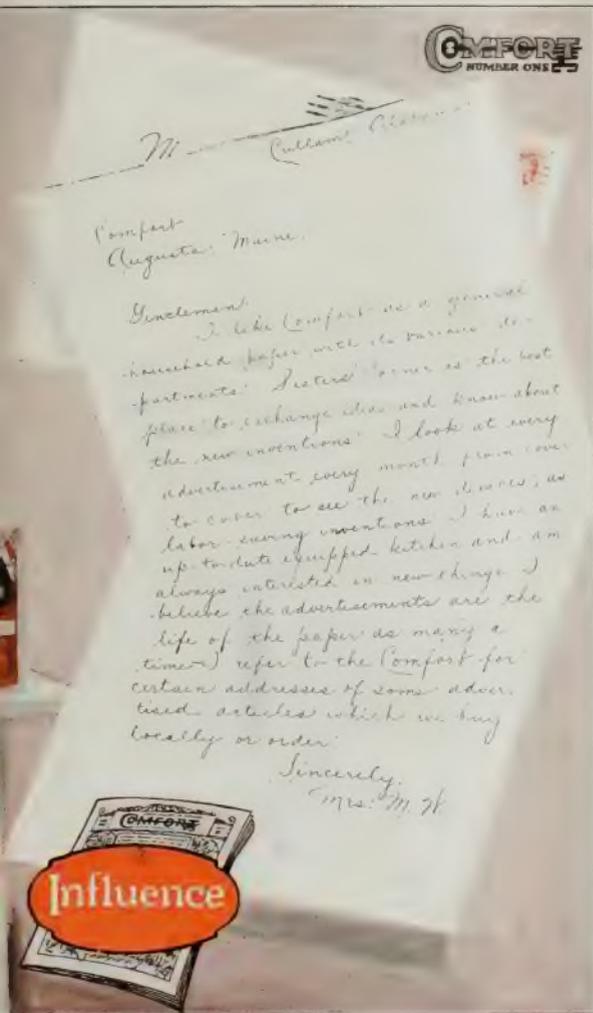
LOUIS J. GOLDMAN, INC.
Mr. Humphrey M. Bourne,
Care Advertising & Selling,
471 Fourth Avenue,
New York City.

Dear Mr. Bourne:
I had the pleasure of reading your article on page eight in *ADVERTISING & SELLING* and consider it the best thing that has been written to date in reference to this much-abused proposition.

With your permission, I am going to have it reprinted and bound, not only for every man in my organization, but for clients we have on our books.

Yours very truly,
LOUIS J. GOLDMAN, INC.
(Signed) LOUIS J. GOLDMAN.

LJG:MH





PAPER AS A FACTOR IN F

The Tribes of the Himalaya Mountains Never Destroy a Picture

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

White is the mourning color of China

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

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

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

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

Research Laboratories

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

FOREIGN TRADE

The Man Who Says "Uneda Biscuit"

Alfred C. Mace, Jr., Advertising and Sales Manager of the National Biscuit Company, Creator of Display Successes

By E. WALTER OSBORNE

THERE is a story told in advertising circles of a well-intentioned but misguided clergyman who, when asked to give an inspirational talk before an advertising club in a Western city which shall be nameless chose as his subject that ancient bromide about the rolling stone that gathereth no moss.

Perhaps only an advertising man will understand the excuse that the president of the club—a gentleman with a defective sense of hearing and a weakness for jumping at conclusions—had for announcing that "Dr. Blank would speak on the subject, 'A non-rolling stone becometh a mossback'."

FOR EXAMPLE—MR. MACE

Considering the fact that the president himself, who had been advertising manager for one firm for ten years, held the club record for length of service in a single position, and considering the tradition of job-changing that holds among advertising men the mistake was perfectly natural.

After the president had dilated upon that tradition in a ten-minute introductory speech which, to the clergyman at least, was a revelation (the story goes on to say) the Rev. Dr. Blank, being either a sport or a bit of a "trimmer," rose to the occasion and delivered a suave and successful extemporaneous address on the subject thrust upon him.

Had we been that clergyman we would have stuck to our muttons and, in ringing tones, called attention to the case of Alfred C. Mace, Jr., advertising manager of the National Biscuit Company, to prove that that president and the members of that club and all like-minded advertising men are following a wrong tradition.

Mr. Mace, as advertising manager of the National Biscuit Company, started on that long, long trail whose only turning has turned him into the position of combined advertising and sales manager in 1909. He has been advertising manager for eleven years and if he is a mossback then Jonah was a second George Washington,

But before we go ahead to disprove Jonah's right to the cherry tree title, let us hesitate long enough to say that Mr. Mace is a mossback about one thing. He has the oldest of old-fashioned ideas about personal publicity and, acting upon the principle that an advertising manager should be heard and not seen, could only with difficulty be persuaded that a personality story cannot be developed out of an interview conducted over the telephone.

STARTED AT \$40 A MONTH

The telephonic prelude instructed us in the fact that Mr. Mace is an exceedingly busy man. Later we had an opportunity to learn from him just how busy a man he has been since, way back in 1900, he left a small advertising business of his own in Chicago to work for the National Biscuit Company at the age of eighteen as a clerk in the Package Department at all of \$40 a month.

Other things biographical we



ALFRED C. MACE, JR.

learned: That he came to the Chicago office of the N. B. C., then the main office, with the intention of joining its advertising staff and took the humble clerkship when the advertising job couldn't be found; that he showered John D. Richardson, then advertising manager, with advertising ideas and sketches until one day a number of car cards, featuring the celebrated Zu Zu clown, persuaded Mr. Richardson to accept the inevitable and attach the young man to his staff; that Mr. Mace subsequently became head of the art department, where he remained until, with the moving of the N. B. C. headquarters to New York, he was made advertising manager; that he continued to hold that title until, last September,

he was instructed to add to it the title of sales manager and placed in control of N. B. C. distribution.

So much constitutes the "what"; now for the "why." One of the first causes of his success is simply a talent for drawing and for seeing the value of simply constructed display designs in advertising. Out of that talent have been built the car cards, the counter cards, the posters, and hundred-and-one other forms of clean-cut, bold, compelling display for which the National Biscuit Company is famous in the advertising world. For advertising men who can "read behind" these crisp, sharp messages which tell an effective story at a glance, it is not hard to draw a picture of the kind of man who pro-

duces them—a big, quick-thinking, decisive man, whose executive forcefulness of character is softened by a touch of temperament that is essentially Latin—as witness the art sense that has dictated or approved so much that is markedly artistic in the N. B. C. copy output. A six-foot-and-some-inches smiling man, with reddish hair that has receded a little way from his forehead, reddish mustache, brown eyes, a frame that is heavy, yet suggests lightness.

But there is another A. C. Mace who must be gotten into the picture—a man with a remarkable grasp of detail and a keen sense of "follow-through," responsible for what is probably the best system of follow-up advertising in the ranks of national advertisers. A phase of this advertising that is illustrative of the thoroughness of the whole system is the use by N. B. C. salesmen of folders setting the monthly advertising effort of the company before the dealer. This was described by W. S. Allison, of the N. B. C. advertising department, in an article headed "Advertising Your Advertising to Your Most Difficult Prospect," which led the August 14 issue of ADVERTISING & SELLING.

HAS REMARKABLE MEMORY

In Mr. Mace's case thoroughness goes with quickness. They still tell a story over in the big National Biscuit Company headquarters at Ninth avenue and Fifteenth street, New York, of the genesis of the famous old oyster man opening oysters who means "Oysterettes" to readers wherever National Biscuit products are sold.

The late president of the National Biscuit Company, A. W. Green, impatient to the point of eccentricity in some respects, suddenly decided late one afternoon that he wanted to advertise Oysterettes. He called in Mr. Mace, explained what he had in mind, and asked how soon ideas and sketches could be submitted.

"To-morrow," said Mr. Mace.

That night he completed, in its entirety, a three-sheet poster of the old oyster man. It was promptly accepted and has since become one of the company's best poster assets.

Part of this quickness of execution comes from quickness of absorption. Mr. Mace has an envied reputation for lightning speed in digesting facts, ideas, data in reports, all the mass of printed matter that comes to an advertising manager's desk. Furthermore, once absorbed, the essentials "stay put," for he has a tenacious memory.



The Sphinx Club of New York wishes publicly to express its appreciation of the spirit of good-fellowship shown by The Poor Richard Club of Philadelphia in the presentation of this master medallion at the dinner given by The Sphinx Club to The Poor Richard Club, at the Waldorf-Astoria Hotel, November 9, 1920.

A. J. P. Shulman

President
Twenty-fifth Anniversary Year

Probably, if the advertising manager of the National Biscuit Company, who is now also its sales manager, would tell of what contribution to advertising he is proudest, he would speak of his success in putting life and action into car cards. The art, the realism, the striking display qualities of National Biscuit Company car cards blazed the way for the establishment of present standards in this form of advertising.

DIFFICULT TO LABEL

Prolific of ideas that have to bear fruit in new advertising or new sales methods, Mr. Mace does not feel the need of any compelling avocation with which to "fill in." He is a voracious reader—favoring works on history and art. He travels around a good deal—but generally on N. B. C. business bent. He is married and when he is at home is to be found, "out of hours," at White Plains, where he has just acquired an attractive new place on the decoration of which he has spent many thoughtful hours.

It is difficult to classify and to label this big, Latin-minded Canadian-born American artist-business man. Like most geniuses he is a rule unto himself—which does not mean, of course, that the example of his success cannot be cited in formulating rules for others who would be successful. We have formulated no rule, but let us point out once more to advertising men who come and who go that Alfred C. Mace, Jr., has been going on as advertising manager of the National Biscuit Company, if not "forever," for a period that will seem like "forever" to the minds of many of those who follow his profession.

—And that Jonah is completely disqualified.

Roy Durstine and Anderson Pace to Address Triaders

Roy S. Durstine, secretary and treasurer of Barton, Durstine & Osborn, New York advertising agency, and Anderson Pace, director of research for the *Christian Herald*, New York, will be the principal speakers at the monthly meeting of the Triad League, to be held at the Advertising Club, December 11. Mr. Durstine will speak on "Making Advertisements Pay," and Mr. Pace will talk on "Advertising Research."

Advertising Films at Rialto, Dec. 9

A private showing of two screen sales stories, "Shoeing the Horse of Progress" and "Blowout Bill's Busted Romance," just released for national distribution by the Kelly-Springfield Tire Company, will take place at the Rialto Theatre, New York, Thursday, December 9, at eleven o'clock in the morning. Presentation of business or personal card will secure admission.

Kobbe to Advertise Willard Fountain Pen

The Willard Pen Company, manufacturer of the Willard fountain pen, has placed its advertising in the hands of Philip Kobbe Company, Inc., New York. A trade campaign and newspapers will be used.

Concord, N. H., Publisher Suffers \$150,000 Fire Loss

Edward J. Gallagher, publisher of the Concord, N. H., *Daily Patriot*, sustains a loss estimated at \$150,000 as a result of a fire, November 30, which heavily damaged his newspaper plant and which almost destroyed White's Opera House block, also owned by him.

Mutual Service Will Advertise American Ventilators

The American Ventilating Company, Pittsburgh, Pa., makers of the American-Larsen suction ventilator, has placed its advertising in the hands of Mutual Service Advertising Agency, New York. For the present advertising probably will be confined to architectural, building and heating and ventilating papers.

Elgin Stove & Oven Account With Cramer-Krasselt Co.

The Elgin Stove & Oven Co., of Elgin, Ill., has recently opened a campaign through the Cramer-Krasselt Co., of Milwaukee. This will consist of advertising through trade papers and also direct-by-mail advertising.



Ask

EVERSHARP

They Know

The Wahl Manufacturing Company see the point of urging the merits of the EVERSHARP pencil to the million and a half active men and women who read the nine magazines comprising The All Fiction Field

The
ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

<p>Doubleday, Page & Co.</p> <p>The Frank A. Munsey Co.</p>	<p>The Ridgway Company</p> <p>Street & Smith Corporation</p>
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1,560,000 A. B. C. Circulation

Telling About the Product in Your Advertising

The Eastern Mfg. Co. Campaign Conveys Valuable Information to the Trade

By C. M. WHITE

Statistical Department, the Business Bourse, New York

A FEW years ago an unusually enterprising "inventor" placed on the market some very attractive "leaf tobacco" which later proved to be, upon examination by the deluded purchasers, naught else than ordinary brown paper pressed into leaves and heavily impregnated with tobacco infusion.

History does not record whether this individual gained inspiration from P. T. Barnum's wise grip or whether he first saw the light of day near the home of the wooden nutmeg. One of the "ultimate contributors," however, observed that the man who fabricated that combination must have been trying to meet the demand for "light" leaves.

The fact that paper plays many parts in life—business, social and cultural; that it is a staple which mankind finds general interest in is perhaps one of the many reasons for the modern manufacturer desiring to individualize his product. Paper is water-proofed and pressed into rails, it is used in car and locomotive wheels and hydraulically pressed up to a 500-ton pressure—all resemblance to paper is lost and in looks, grain, weight, density and solidity it approximates fine metals.

For this purpose it is well adapted because it withstands the shocks and violent vibrations to which wheels are subjected.

Good, serviceable clothes that will last until they are out of style can be made from paper yarns and sold at low prices. This industry is reported to have been developed in Japan and Germany where it is said one can buy a pair of paper socks that will wear like boards for two cents.

As advertising in all its varied forms takes front rank as one of the great forces in the nation's activities, paper becomes still more important and more worthy to take its place as a legitimate vehicle for the expression of ideas and qualities in printing. But the average printer, the lithographer, the paper merchant and the paper user—that is, the advertiser himself—only in recent years have come to appreciate

that they do not know enough about the paper they buy; that specific data should be supplied by the paper manufacturer so that their own estimate of a paper's range of suitability may be backed up by scientific standards worked out at the mills.

TO INFORM THESE GROUPS

To this end the Eastern Manufacturing Company, makers of Systems Bond, launched an advertising campaign, one of the largest ever developed by a paper manufacturer, more than a year ago in which the central thought was the laying before the paper buyer, and paper user, a knowledge of paper-making facts—an "opening of the flood gates," as it were, frankly disclosing to all the processes through which Systems Bond passes from the raw to the finished product, in order that buyers might better realize that they could purchase this paper with an accurate record of the facts before them. The initial objective was that a better knowledge of what paper is and how it is made helps consumers in selecting their papers.

In opening this campaign the makers of Systems Bond decided to give a straight-forward presentation of facts—to lay the whole story of the manufacture of this brand before the consumer. To this end, one of the first pieces of a series, following the appearance of full-page advertisements in the *Saturday Evening Post*, *System*, *Literary Digest*, *Collier's*, the *American* and *Metropolitan* magazines was a twenty-eight page book, the "Modern Manufacture of Writing Paper," in which the printer was asked to take his customers for a tour through a paper mill "in book form." It told of the material that goes into paper, the plant back of it, the processes involved in the manufacture, the resources that keep costs low, etc.

Describing in an interesting and popular style the romance of paper-making, historical and modern, this book tells how the center of the paper industry shifted to the forests of New York and New England—favored districts which furnish suffi-

cient spruce wood to manufacture three-fifths of the wood pulp of this country; the relation of water-power to paper-making, not only in reducing the cost of transportation of logs but also for actual power at the mills—that in the United States more than sixty per cent of water power utilization is devoted to paper manufacture.

INSTITUTIONAL NOTE DOMINATES

In the opening note of this campaign of institutional advertising, which had for its object the establishing of national recognition as well as the building up of a constantly increasing consumer demand, prospective users of Systems Bond had the thought impressed on their minds that the Eastern Manufacturing Company is a self-contained paper organization—that it owns and controls over 300,000 acres of spruce forest, its rag and wood pulp mills, its electro-chemical works and its paper mills; that this control of raw materials, a large volume of output, self-completion of every process from rag-sorting to the careful loft-drying of the finished sheet—all combine to assure low material and operating costs—and, what is of still greater importance—quality controlled from the source.

The advertisements appearing in the national publications touched on different steps in the manufacture of paper, as, for example, that skill and experience, as well as the control and selection of raw materials, are necessary to produce paper of unvarying quality and uniform composition.

Each advertisement in the first series of seven shows a successive step in the process, accompanied by interesting illustrations, beginning with the felling of the trees and unloading of the carloads of rags up to the stage where the wet pulp flows out onto an endless mould of fine wire cloth in the paper-making machine and the film left on the surface takes on the form and appearance of a continuous sheet of paper.

With the story of paper-making processes as a background in each advertisement, the watermark of Systems Bond was emphasized—"the

sign by which this paper can be identified—a standard bearer for a group of papers—all produced under the same advantageous conditions, and including the well-known Pilgrim, Transcript and Atlantic marks.”

The slogan adopted by the company is, “The Rag-Content, Loft-Dried Paper at the Reasonable Price.” This in a sentence tells how this sheet fills the gap between high and low-priced papers, for the situation confronting the printer, lithographer or paper consumer has long been a familiar one to the craft—namely, that in attempting to select a nationally advertised bond paper and get the results wished for, one has found the range extremely limited—on the one hand the choice lay in the direction of cheaper grades and on the other, bonds which ran into money.

In direct matter sent the printer and lithographer it was also brought out that when he is submitting an estimate for any given job his task is simplified when a standard, mill-marked nationally-known paper is specified—for then he can bid on the basis of service alone.

HELPFUL “DIRECT” MATTER

Some of the direct matter sent printers and lithographers consisted of a series of envelope enclosures, with space for customer's imprint, to be sent out with their letters, statements, bills, etc., to paper consumers.

The campaign was planned at the outset to be a broad, continued one and a foundation laid for a long, steady, substantial pull—thus fulfilling the request of a large majority of printers interviewed in an investigation, who had expressed a wish that some one would start a campaign of paper education and tell them the things they would like to know.

It is estimated that 300,000 tons of writing paper are consumed in the United States every year, consisting of ledgers and higher grades, pole, air and machine dried, and sulphite bonds. At an average of \$350 a ton the volume indicated is something over one billion dollars. (Of these 300,000 tons probably one-fifth is “pole-dried”—60,000 tons, which at \$400 a ton represent a total annual consumption of approximately \$25,000,000.

Rowland Will Advertise Auto Show

The advertising for the National Automobile Show, to be held at Grand Central Palace, January 8 to 15, will be handled by the Rowland Advertising Agency, Inc., New York.

Selling Chicago a Desire for Public Health

How advertising methods have been a big factor in the successful work of the Chicago Health Department was the principal theme of a discussion by Dr. John Dill Robertson, health commissioner, before a meeting of the Chicago Advertising Council on November 19. He said:

“We have something to sell in the health department. Every doctor has something to sell. A doctor spends his time in medical school and in hospital perfecting himself in internal medicine or in surgery or some other specialty, and then he is prepared to sell that to the people, but many of them never sell it. The reason they don't sell it is because the people never know about them. They never were able to make the connections to get the advertisement in the ethical way outlined by my profession.

“For instance, it is perfectly ethical to organize a medical school, to issue a booklet and send it broadcast throughout the country in regard to that medical school, to list therein the names of the faculty and the particular chairs that they occupy, to spend money for postage and for clerks and stenographers to write letters and send them about the country to get as many students to come to that school as possible. It is then perfectly ethical for that professor to go in the pit in front of the students and lecture on surgery or something else and operate in front of those classes and show that group of one hundred or two hundred students sitting in front of him what a wonderful surgeon he is so that they may go out and spread to their friends that fact. That is ethical. That pays, because the men who have done that in this or any other city are the well-known specialists.

“What do you give for your life? Do you want to live to be a hundred? You are in the advertising business. You will quit business, you will quit everything you have got if you know that by sticking to it you are going to die in a year or two. You don't know what your inner tubes are doing. Why don't you? Do you take out your automobile without knowing whether the inner tubes are right? You put an extra one in the car at least, but when you start out under high tension with these blood vessels, these inner tubes, you are liable to have a blowout, because 1500 had blowouts last year, apoplexy. They blew up because they bursted an inner tube. The blood pressure instrument in the city hall, the blood pressure instrument down in this hotel, today, the Palmer House, the La Salle, and all the other places, the one we are showing on the stage in the theatre, is to make people think. We are trying to sell a desire. We are trying to sell a desire for good health, and if we sell that desire we have gone 50 per cent of the way toward the man's getting it. Isn't that true? If you can sell the desire for your article, a really deep-seated wish for it, then you will sell it because the man will get it some way.

“We are going to have a great show at the Coliseum. It is the first International Health and Sanitation Exposition, the first one in this country. There have been welfare exhibits of various kinds and local ones, but none that attempted to cover the whole proposition. We have sold the entire floor of the Coliseum to advertisers.”

Dr. Robertson explained the numerous features of this show, which took place November 24 to 29, and included exhibits of the U. S. Health Service, the Illi-

nois Health Department, the American Red Cross, the Municipal Tuberculosis Sanitarium of Chicago, the Society for the Prevention of Blindness, the Mental Hygiene Society of Illinois, the American Medical Association, the leading medical schools of Chicago, and many others. Health commissioners from all parts of this country and Canada were in attendance.

F. St. John Richards, Sphinx Treasurer

F. St. John Richards has been selected by the executive committee of The Sphinx Club to serve as treasurer of that organization to fill out the unexpired term of Robert S. Scarborough, resigned. Mr. Richards is well known as the Eastern representative of the St. Louis *Globe-Democrat*.

Citizens Buy California Daily

T. C. Hocking, who has been publisher of the Modesto *Herald*, a daily newspaper published at Modesto, Calif., has sold the newspaper to a group of seventeen business and professional men of Modesto. L. A. Ferris, formerly city editor of the Modesto *Evening News*, becomes editor and manager.

“Illustrated Review” Appoints Western Representative

George W. Stearns, advertising manager of *The Illustrated Review*, announces the appointment of R. B. Leffingwell as Western advertising representative, with headquarters in Chicago.

Plan an \$8,000,000 Paper Plant

The Great Southern Lumber Company, of Bogalusa, La., and the Bogalusa Paper Company plan the construction of an \$8,000,000 paper manufacturing plant of four units. The first unit will manufacture a high grade of book paper, and the other units will make wrapping paper, cardboard, etc. The daily capacity of each unit will be 120 tons. The company has 150,000 acres in Louisiana and 250,000 acres in Mississippi of pine timber. No newsprint will be manufactured in the plant.

Hendricks' Register for 1921 Issued

The twenty-ninth annual edition of Hendricks' Commercial Register of the United States for Buyers and Sellers, which has just been published, contains several new features.

Besides a colored exterior, index feature, the publishers have added a page of directions entitled, “How to Find Information,” which gives in concise form detailed instructions as to the best way to find desired information. From this it is noted that the book is divided into five sections, the “Index to Trades,” “Classified Trades,” “Trade Names,” “Alphabetical” and “Advertisers' Index.”

Another addition is a sheet of perforated postcards on which users of the book are urged to report faulty listings, wrong classifications and concerns which may have been omitted.

The completeness with which the register covers its field makes it a valuable adjunct, if not indispensable, to any well-organized purchasing or sales department.

Czecho-Slovakia Trade With U. S. Increasing

The Republic of Czecho-Slovakia in the first seven months of this year imported from the United States goods amounting to \$6,212,475 and exported to this country \$5,602,978 worth.

A Sales Crutch to Discard

The Time Guarantee Is a Costly and Troublesome Selling Help

By S. REID WARREN

Editor of the Keystone Publications

WHEN a convention at Chicago, representing thousands of retail jewelers throughout the United States, sounded the death knell of the time guarantee on watch cases last year, one more candidate was nominated for embalmment in the

morgue of unwise "selling points" that have been tried and found wanting.

The experience of manufacturers and distributors of watch cases in experimenting with the time guarantee, like that of the hosiery, glove

and other industries, ought to prove of interest and surely be helpful to any manufacturer in any line who contemplates adopting a sweeping guarantee as an added talking point. The lesson of such experiences is: Consider carefully before you adopt a crutch for your selling plan.

THE CASE OF THE WATCH

"Time Guarantees" on watch cases had their inception and were apparently made necessary when the so-called gold-filled case was originated. This type of case, as is probably well known, consists of a "filling" of baser metal flanked on each side with a layer of gold. The alloy and thickness of these outer layers of gold, of course, determine the wearing quality of the case—but that quality is not perceivable to the eye. The surfaces of gold-filled cases look pretty much alike no matter how thin is the thickness.

When this type of case was first brought out, there may have been reason for a time guarantee, because the trade and the public were unfamiliar with the new metal and had to be convinced that the wearing quality was satisfactory. Reputable manufacturers, therefore, began stamping gold-filled watch cases "15-year," "20-year," etc., according to the thickness of the gold layers and the honestly calculated wear of the same.

But unscrupulous makers soon found that a stamp was accepted as a surety; that to the public all gold-filled cases when new looked alike, with the exception of the durability stamp. Hence watch cases with the merest shell of gold were dishonestly stamped "warranted 25 years," etc., and put out without means of identification to give the disgruntled user a clue as to source when the time came for complaint.

This practice of guaranteeing cases to wear a certain length of time eventually revealed one of the fundamental defects of this form of sales crutch, a weakness inherent in the time guarantee whether applied to gloves or grindstones. This practice degenerates into a scramble of competition in making (and selling) guarantees instead of merchandise. The more honest the manufacturer, the more fully his guarantee represents actual wearing quality, the greater his disadvantage in competition with the unscrupulous who will be unknown or out of business when the guarantee limit has expired.



SPECIFICALLY

EVERY advertising man, sales manager and printer, should have samples of Dexter's Levant Cover Paper at hand for ready reference. Let us send you a complete showing of the seven colors and two weights, bound in folder form to fit your regular letter file.

IN GENERAL

"XTRA," the unique Dexter house organ, edited by Marcus, will be sent free of charge to advertising agents and managers. It contains both sense and nonsense, and affords many valuable suggestions in the way of combining printer's ink and cover papers.

LEVANT is a Dexter product, coming from the same famous old mills that produce Princess Covers, and Star Manifold Linens and Tissues.

THE BUYER'S pocketbook is often deaf but seldom blind. The appeal to the eye is made along the line of least resistance. A beautiful cover sells the popular periodical on the newsstands. A catalog clothed in Dexter's Levant Cover Paper has open sesame to the purchasing agent's attention.

That edition-de-luxe effect, so essential in the marketing of some products, is readily secured in the printed sales literature by a liberal use of Levant paper. Here is a Cover Paper with novelty and utility perfectly balanced. It has advertising value, plus.

C. H. DEXTER & SONS, Inc.

WINDSOR LOCKS

CONNECTICUT

That the time guarantee is unjust, unwise and unprofitable was also proved in the men's hosiery field, where, a few years ago, there was great competition among manufacturers to outdo each other in this respect. Every purchaser of "Wear-proof," "Holeproof" or any other of a host of guaranteed socks was insured against wear for a period of six months.

HOSIERY GUARANTEE MET SIMILAR FATE

No account was taken as to whether the wearer would be tramping around all day with the attendant "hammer, hammer, hammer on the 'ard ighway" or sitting in an office or class-room, giving practically no wear to his stockings. Thus the man who was "easy" on footwear by reason of his occupation or because of any other favorable circumstance, paid for the excess wear of the one who wore out stockings rapidly.

This drawback attaches to the time guarantee whether the guaranteed article be hosiery, watches, gloves or any other piece of merchandise subject to varying treatment in the hands (or on the feet) of different users. A watch in the pocket of a brickmason, constantly in contact with dust and grit, cannot give as long wear as one carried by a bookkeeper, and it is unfair to make the bookkeeper pay for the abuse given by the brickmason.

Not only is this discrepancy unjust to the one who is "easy" on the guaranteed article, but it also gives the "hard" wearer apparent cause for dissatisfaction that would not occur to him had the guarantee not been given in the first place. A time guarantee is simply a trouble maker for the guarantor; for, in the first place, it attracts those who want to get something for nothing and in the end is often made the basis of complaint by those who abuse the article guaranteed and who would be entirely satisfied with the measure of wear if no specified term were promised in advance.

THE TIRE GUARANTEE

One of the results from the abuse of the time guarantee is the stringing out indefinitely of the contract between maker and user. To go back to the brickmason with the filled watch case: If given a new case for the one that has lost its coat of gold through grinding by brick dust, he is not thus disposed of. He has simply renewed the guarantee and can go on that way indefinitely. This was the case in hosiery guarantees—many a man bought one box of guaranteed socks, turned them in for redemption just before the guarantee period ex-

pired and started in again to wear socks at the expense of wearers who were "easy" in more ways than one.

Tire manufacturers, you have doubtless observed, do not guarantee their product for a certain length of time. How ridiculous if they were to do so! Imagine a man who rides a couple hundred miles at week-ends paying the same price for the same period of service as the speed devil burning up the roads at the rate of a hundred miles a day! Contemplating the time guarantee from this viewpoint is like viewing it through a microscope—its faults are so magnified that they are easily observed.

Yet even a mileage guarantee—which the tire manufacturers give—is not by a long shot ideal in its fairness to all purchasers. One user may live in a district of fine, smooth highways, kept in first-class repair and usually free from glass and other cutting objects, seldom wandering far afield, while another's residence may be in a rough country where

roads are constantly in bad shape, or the tire user be one who tours far and wide over roadways of every character. It is impossible to fairly guarantee a certain amount of wear measured in time or mileage to all users. The abusive user benefits to the detriment of the one who deserves the most favor.

Indeed, at least one of the dominant tire makers has definitely abandoned the mileage guarantee—United States Tire Co. This company first tried putting out one tire—their "Royal Cord," introduced about four years ago—without any definite mileage guarantee. Their experience with this tire resulted in the entire elimination of the promise of a specified mileage and the warranting of the tire against faulty construction during its entire life. They reason that it is no more necessary to guarantee a certain mileage on tires than on shoes. J. N. Gunn, president of the United States Tire Co., summed

(Continued on page 33)



PAUL FRANK

I have always called Paul Frank a "big little man." He is small in size, but big in mentality, as well as big in friendships and ambition.

He was with the Kansas City Star for over ten years, and later with the Chicago News for several years before joining my Organization. He has been associated with me for about five years and the association has always been a very pleasant one.

Paul Block

Scranton Republican

There are only two newspapers in Scranton.

The Scranton Republican is the oldest newspaper in its territory. It has enjoyed the confidence and respect of its readers for several generations. The bulk of its circulation is delivered in the homes of its subscribers and it produces splendid results for advertisers.

It is impossible to properly cover Scranton, Carbondale and the suburban territory around Scranton without using the Republican.

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Climbing the Blank Wall of Foreign Trade

How the Proposed Foreign Trade Financing Corporation Will Enable America to Realize on the Export Opportunity

By CHARLES H. SABIN,

President, Guaranty Trust Co., New York

ON December 10 and 11 a group of representative business men and bankers of all sections of the country will meet in Chicago at the call of John S. Drum, of San Francisco. President of the American Bankers' Association, to consider the formation of a corporation of \$100,000,000 capital for the financing of American export trade. If this meeting responds to the idea as the interest in its formulation has led those who have developed it to hope, the corporation, with a maximum financial capacity under the Edge Law of a billion dollars, may be within a short time no longer a project, but a reality before the American manufacturer and producer and the American people. The plan of a foreign trade financing corporation of this magnitude under the provisions of the Edge Law has been developed by the Committee on Commerce and Marine of the American Bankers' Association and approved by the association.

MUST DISPOSE OF SURPLUS

The situation which the United States faces in its export trade today arises from the tremendous disruptions of the war. American industry and production have expanded during the war until their output is far in excess of the powers of the domestic market to absorb.

The surplussage of goods above the

demands of domestic consumption in the United States this year, for example, has been estimated at 2,000,000 bales of cotton, 300,000,000 bushels of wheat, \$750,000,000

At the same time the production of the foreign countries which have bought American goods to so large an extent during the war is far below the requirements of their own markets. They continue to need the surplus output of the American producer. In many cases they need this output as raw material for reconstruction, which must be effected if they are to pay their bills and the economic balance of the world is to be restored. It is important to the American nation again for this reason that these goods shall reach them. The difficulty comes with arranging the terms of sale.

WHY THERE'S A DEADLOCK

Foreign nations, and European nations in particular, impoverished by the last six years, have no further liquid assets with which to pay for our goods. Our manufacturers and producers are unable to accept long-term payments and thus tie up the money invested in producing the goods over a period of years. The only way in which this diverse position of the two parties to the transaction of our exporting can be adjusted is through

an agency capable of accepting the offers for long-term payments from the foreign nation and advancing the money on them immediately to the American producer and manufacturer.

This is a task beyond the scope of the ordinary commercial bank of the

The Blank Wall

AMERICA has come, in the financing of its export trade, to a blank wall. The country produces a surplus above its domestic needs, which it must export. The world faces a deficit in supplies which it looks to America to make up. But the foreign buyer has no further liquid assets with which to pay for our goods and we have no agency capable of accepting offers of long-term payments and advancing money upon them immediately to the manufacturer. And the manufacturer must have the money if he is to go on exporting.

A plan will be proposed at Chicago on December 10 whereby a \$100,000,000 corporation—"a great national organization for placing the financing of American exports before the American people, laying clearly in their minds the essential need of foreign markets and their prosperity and asking them to make our continued establishment in these markets possible"—will be made a ladder leading American trade over the blank wall.

The purpose of and the benefits to be derived from this "national organization" are clearly described in this article by Mr. Sabin, who is a member of the committee from the American Bankers' Association, which originally formulated the plan.

THE EDITOR.

worth of semi-manufactured raw materials and finished manufactured products, and \$250,000,000 worth of packing house products. If the American producer is to be prosperous, he must continue to have open to him the foreign markets, to which he has been exporting so heavily.

country, the assets of which must be always in readiness for demand. It is possible to certain state banks under their charters, and is being developed by some operated today.

Agencies of the kind operating under Federal incorporation and with the supervision of the Federal Reserve Board were made possible by the passage in December, 1919, of the Edge Act. They are permitted to receive the promises to pay off foreign buyers and issue interest-bearing debentures against them. These debentures will be offered for sale to investors, and the proceeds from them will pay the American manufacturer or producer for his goods.

The situation, as pointed out in an able analysis of the Edge Law at the time of its passage by Gilbert H. Montague, is similar to that familiar in this country of a street railway company which needs new equipment, and an equipment company which has equipment to sell to it. The street railway company can only pay for the equipment through an issue of long-term bonds. The equipment company operates a subsidiary company which can accept these bonds and issue debentures against them for sale to investors. From the proceeds of this sale it receives immediately cash for its equipment.

WILL FINANCE FOREIGN TRADE

In the present case the European and other foreign nations are in the position of the street railway company; the United States, its manufacturers and producers, are in the position of the equipment company; and the purpose of the Edge Law is to furnish the agency, analogous to the equipment company's subsidiary, to accept the foreign nation's securities, sell them, and with the proceeds give the manufacturer and producer cash for his goods. The plan which is to be considered at Chicago is of a single institution, national in its scope and control, of great financial power, operating under the supervision of the Federal Reserve Board and in accordance with the terms of the Edge Law, which shall receive foreign securities and, by selling debentures against them to the American investor, furnish to the American producer and manufacturer immediate payment for his exports.

The plan is further for an institution of sufficient magnitude to take the place in relation to our foreign business that the Federal Reserve Board occupies with respect to our domestic business—a national

institution to open the way for the financing of foreign trade to the American people—and it has been developed with that thought continually in view.

Banks, manufacturers, farmers, exporters and individuals generally from every section of the country will be asked to subscribe to the \$100,000,000 capital stock of the corporation, each Federal Reserve District subscribing an amount as nearly as possible proportionate to its resources, 25 per cent. to be paid in at the commencement of business, and 10 per cent. every sixty days thereafter. (This is in accordance with the terms of the Edge Law.) The board of directors will be chosen as nearly as possible according to Federal Reserve Districts, vesting control in a national body.

With the resources which the organization would have at hand, the operating personnel could and would be composed of the ablest experts in the country. It would operate under the guarantee of safety of the judgment of these experts, working with a sense of national responsibility and checked and supervised by the highest Federal banking board in the land.

It is the belief of the men who have studied and laid out the plan that such a plan as proposed is essential if the country is to hold the grip on the markets of the world that its full prosperity requires. It has come, in the financing of its export trade, to a blank wall; the only feasible means of surmounting the wall is through agencies which can

(Continued on page 39)



CONSULATE OF THE REPUBLIC OF CHINA
NEW YORK

November 8th, 1920.

My dear Mr. Scholz,

I wish to give you my unsolicited testimony of the high regard in which "The Trans-Pacific Magazine", of which you are its American Editor, is held by the English reading Chinese public.

Fully appreciative of the efforts on the part of your eminent colleague, Mr. B. W. Fleisher, to bring about the closer relationship and better understanding of the three great peoples whose territories co-terminate in the great ocean, I was largely instrumental in recommending the Foreign Office to subscribe for the more important departments and the Library of that Office. It was there where I read the first numbers of your excellent magazine. Devoted exclusively to the financial and economic problems of China, United States and Japan it was read by my colleagues in the Foreign Office with more than passing interest, and the reader who took it up for a cursory glance was seduced into reading it through, and really enjoying its interesting discursiveness.

The more recent numbers surpass their predecessors in more respects than one, in reading matter and usefulness. You and all those associated with you deserve the highest credit and I take this opportunity to commend "The Trans-Pacific Magazine" to all those who are interested, directly or indirectly, in the expansion of trans-pacific trade and the maintenance of peace of the Pacific regions.

Yours sincerely,

Emil Maurice Scholz, Esq.,
American Editor
THE TRANS-PACIFIC Magazine
One West Thirty-fourth Street
New York, N. Y.

TUMING C. SUEZ

Obtain reliable information about trade conditions and our future in the Orient through THE TRANS-PACIFIC, a financial and economic monthly of international value, covering China, Japan, Philippines and Australasia. Published in Tokyo and owned by Americans.

WRITE NEW YORK OFFICE, 1 W. 34th STREET. PHONE FITZ ROY, 2949.

A Bank Advertises Insurance

The Campaign of the Marshall & Ilsley Bank of Milwaukee Is Attracting Attention

WRITERS on bank advertising have told us that a bank should advertise its service, its personnel and this and that and the other thing, but no one has suggested that a bank should advertise insurance. Yet the Marshall & Ilsley Bank of Milwaukee, Wis., has built a very effective campaign around the advertising of insurance and is attracting wide attention in financial circles by doing so.

Throughout the last twelve months the publicity directors of this institution have inserted advertisements once a month in the local newspapers promoting insurance policies, home owning and similar things that make for thrifty living. The campaign is based upon a clear understanding of the close affinity existing between the paying of premiums on life insurance, the part payments on homes and the carrying of savings deposits in banks. Cultivate thrift along one line and you cultivate it along all lines.

However, there was a more direct excuse than that for the advertising of insurance by the Marshall & Ilsley Bank. The man who takes out an insurance policy has to pay periodical premiums. To quote one of the advertisements in the series, "It is easy to meet your annual premiums if you will put a small portion of your income into a savings account each pay day." So the advertising of insurance becomes also the advertising of savings accounts.

The copy used has been as striking as the idea which forms the basis of the campaign. It has been striking in spite of, or perhaps, because of, the small space used. One column, five and a half inches, has been the standard. One specimen which attracted particular notice carried at the top a typical "want ad":

Position Wanted—By educated middle-aged widow, entirely out of funds with girl aged 10 and boy aged 5. Will do any kind of honorable work. Good housekeeper and will work for small wages if the children can be kept with her.

This was set off in a box while underneath appeared this comment:

That's a grim story to the man who has a mother, a wife or a child dependent upon him, and who neglects to provide sufficient life insurance.

Don't allow carelessness or procrastination to force your wife or dependants into earning a livelihood in this manner.

A small portion of each week's earnings deposited regularly into an interest bearing SAVINGS ACCOUNT in this bank will soon make it possible for you to pay the premium on the amount of insurance you ought to carry.

This was followed by an admonition to "open your insurance premium account at this bank today" and by the signature which ran alongside an attractive drawing of the monumental front of the bank. Several of the insertions carried the line, "Talk to a Life Insurance man about this today."

J. H. Puelicher, president of the Marshall & Ilsley Bank, writes that insurance companies active in the Milwaukee territory have responded by repeating the bank's copy in their own advertisements, and that recommendation of insurance premium savings accounts has met with wide approval.

"The business of the savings bank and the insurance company," says Mr. Puelicher, "is so closely identified with good citizenship that the most complete co-operation should be aimed at, first for the good of America and second for the good of those interested in the savings bank and in the insurance company."

Special Advantages of Co-operative Advertising

Cooperative advertising by an entire industry for the benefit of all is one of the really significant developments today in the field of publicity. Group action accomplishes in this way a considerable amount of educational work that individual concerns cannot advisedly undertake.

Primarily the cooperative campaign is undertaken to enlarge the basic market by breaking down the public's general unfamiliarity or lack of appreciation of a product or a service, the *Business Progress Bulletin* of the Alexander Hamilton Institute states. At times this condition constitutes a greater hindrance to the proper growth of sales than competition. Any trade situation that is fundamentally wrong can often best be corrected by advertising as a trade unit.

Over half the cooperative advertising campaigns in recent years have been for the purpose of increasing the consumption or use of some product. Farmers have been dubbed poor business men, but farm products, popularized by associations of farmers, have been the predominant group—notably oranges, lemons, grapefruit, peaches, apples, apricots, prunes, raisins,

almonds, peanuts, milk, cheese and eggs. In a similar way demand has been stimulated for manufactured commodities, such as granite, lumber, bricks, paint, varnish, linoleum, gas, coal, electric hoists, magnets, bicycles, barrels, woolen fabrics, linen, bread, noodles, macaroni, books, toys and millinery.

A distinctively different phase of cooperative advertising characterizes those campaigns intended to sell an idea or a service to the public, such as prompt bankers to advocate thrift, book publishers to describe the lure of a good book, lumber interests to emphasize the benefits of home building.

The stimulation of demand is usually substantial. The California Associated Raisin Company in the four-year period 1913 to 1917 increased the per capita consumption of raisins in this country from 1.1 lbs. to 3.26 lbs. The California Walnut Growers Association is doubling its shipments about every three years with the aid of cooperative advertising. In thirteen years the orange growers of California have found that the country can take 20,000,000 boxes of oranges annually instead of 10,000,000, and the danger of over-production they formerly faced has been eliminated.

The great volume of demand created still further reduces the cost of producing and selling. The returns to California orange growers twenty-seven years ago, when they shipped only 2,000,000 boxes, was less than the costs; their shipments of 18,066,368 boxes for the season ended October 31, 1919, brought \$54,627,556, of which an equivalent of only 2.01 per cent was spent for advertising and selling. Similarly, California walnut growers while increasing their marketable product from 5,000 tons eight years ago to over 20,000 tons normal annual output, at the same time reduced their cost of selling from 6 per cent of the value to 3 per cent.

One of the most valuable results obtained by cooperative advertising is that of lengthening out the period of demand for seasonal products. It would be eminently unfair to expect any single interest to undertake that task, when every competitor would be in a position to benefit from it. Moreover the work might be too great for any one concern to attempt.

In order to reap the full benefits of the good-will created by cooperative effort it is necessary for members of the association to trade-mark their product, but it is futile to do this unless the entire product is kept up to the desired standard. The only sure method of doing this is through inspection and labeling by agents of the association. Good-will developed on the large scale characteristic of these cooperative campaigns becomes such a tremendously valuable asset that usually it is closely safeguarded by every interest in the trade.

Cooperative advertising begets a splendid spirit throughout an industry. The initial benefits lead often to the eventual elimination of wasteful methods and weaknesses fundamentally affecting success. The publicity campaign is a common bond that knits many interests. Its prestige and the power of its trade-mark continually bring in new members. As a leavener of production, a creator of enhanced good-will and a stabilizer of consumption it has potentialities beyond the scope of ordinary commercial advertising.

A Sales Crutch to Discard

(Continued from page 29)

up the whole story in a newspaper interview in which he is quoted as having said:

"As long as we have no control whatever over the manner in which a tire is used it is impossible to name any specific mileage a tire will go. It seemed to us that what automobile owners really wanted was assurance of quality. That is what we believe we are supplying.

"We firmly believe," he continued, "that all the manufacturers of better grade tires will eventually come to this basis of doing business. Some already have. To us it seems the only way in which to market a high-grade product.

"Given the quality of good tires today, you will get long mileage if you will take care of them. On the other hand, if you overload your car, under-inflate your tires, start or stop suddenly, speed around curves with wheels out of line, no tires under the sun will give the mileage that manufacturers build into them."

The time guarantee is on the skids and the manufacturer who adopts it in the face of others' experiences is surely inviting trouble for which he will have no one to blame but himself.

What Became of the Saloons?

There were 160 saloons in Grand Rapids when Michigan went dry in 1918. Last June, two years later, the saloons had been replaced by:

- 37 soft drink parlors.
 - 13 billiard or pool rooms selling soft drinks.
 - 7 billiard or pool rooms selling soft drinks and lunches.
 - 3 billiard or pool rooms and restaurants.
 - 3 billiard or pool rooms with no other line. (Making a total of 57 places selling soft drinks and 26 billiard or pool rooms. Soft drinks is here used to mean "near beer," beer substitutes, fruit drinks and similar beverages.)
 - 12 restaurants and lunch rooms.
 - 9 candy stores.
 - 9 groceries.
 - 4 branch banks.
 - 3 barber shops.
 - 3 stores selling automobile tires.
 - 2 shoe stores.
 - 2 news stand and cigar stores.
 - 2 wall paper and paint stores.
 - 2 five- and ten-cent stores.
 - 2 drug stores.
 - 2 card rooms.
 - 2 clothes-pressing and tailoring establishments.
 - 2 wholesale fruit and produce stores.
 - 1 pawn shop.
 - 25 miscellaneous retail and wholesale stores. (It will be noticed that, omitting the soft drink parlors, billiard and pool rooms, card rooms and the single pawn shop, there are 79 stores in the list.)
- In addition, the investigation showed
- 9 vacant stores.
 - 1 building being torn down.
 - 1 lot being excavated for a new building.
 - 1 duplicate address.
 - 2 addresses unlocated.
 - 1 hotel bar discontinued.

160 total former saloons.

Window Display Specialists

THE difference between "something for the dealer's window", and a "window display", is the difference between the product of a general lithographer and the creation of window display specialists.

EINSON LITHO INCORPORATED

have for many years specialized in the creation of lithographed window displays, and supplying the dealer display needs of scores of nationally known products.

With a completely equipped lithograph plant, art studios, and an executive staff with practical advertising and merchandising experience, The Finson Organization is in a logical position to solve your merchandise display problem.

We shall be glad to discuss with you, in person or by mail, our experiences in selling goods through displays.

EINSON LITHO INCORPORATED

Executive Offices
and Art Studios
71 W. 23rd St., N. Y.

Western Office
Chicago, Ill.

Factory & Plant
327 East 29th St.
New York, N. Y.

Advertising Will Protect Business in the Readjustment Period

By F. O. WATTS

President First National Bank in St. Louis

Advertising is a dynamic force in the reconstruction or readjustment period, if it pleases you to use those terms, for we are readjusting, and reconstructing in the great world of commerce, and, what is better still, we are building and expanding. Our whole social order is directly affected by advertising, for not only our happiness and progress, but our very national existence depends upon our production, and our production must follow distribution. The secret of successful and progressive distribution is advertising. Therefore, the deduction is simple, and we cannot do a better thing at the present time than to foster and encourage scientific advertising along the most wholesome economic lines. It was a great day when legitimate business decided that advertising never was the proprietary usage of the "bally hoo" and the fakir, and it was a greater day when legitimate business decided that if advertising was a powerful force to build great business, it ought also to be a powerful force to protect it. The vigilance work that is being done in a large way now by the Associated Advertising Clubs conserves the force of advertising and multiplies the efficiency of group salesmanship, for that is what advertising really is.

It is a very natural thing for us to yield to a natural impulse on such days as the Fourth of July and Armistice Day, and swell out with some proud boast about our great country. It is a far better thing to believe thoroughly 365 days in the year, not only in the present greatness of our nation, but in its wonderful future, and to work with faith and optimism for the accomplishment of a great national destiny. The noise of battle is dying away in the distance, and the fumes from the battlefields are passing. Some of the unwholesome sequels that always follow revolutions are still apparent in our social and business life, but all these things are being gradually righted, and we shall be almost able to see from the threshold of the New Year a normal U. S. A., following the tranquil paths of peace. In the consummation of this hope so devoutly to be wished Advertising, as a constructive and protective force, will play a great part.

Advertising "Intrenchment" Necessary—Not "Retrenchment"

"What is the outlook for advertising in 1921? In the face of a falling market will advertisers rely on the prestige which they have already obtained or will they continue to invest in paid space?"

This question, asked by a subscriber of the *Retail Public Ledger*, is one which is puzzling a number of persons, remarks that paper. A price-drop, some argue, means a smaller profit and a retarded turnover for the manufacturer. The obvious place to cut is in the advertising budget, for the impetus already gained ought to carry the demand along for at least a year or two.

But wise advertisers don't see it that way. They have watched too many firms slice their appropriations and lose money, instead of saving it. They have seen Pearl-line and many other once-famous products eliminate advertising and die by the wayside.

It is probable, therefore, that the coming year will be marked by increases, rather than decreases, in the budgets of the leading advertisers. They are determined to

hold on to what they have, to dig themselves in so that their positions may not be imperiled. "Intrenchment," not "retrenchment," is to be the slogan of the year.

The wisdom of this move is apparent from even a superficial study of market conditions. Lowering of prices means that cut-rate competitors will at once enter the field. Quality must be stressed, and this can be accomplished only through continued advertising. The next twelve months, therefore, will not only see the survival of the fittest but the inauguration of a number of new campaigns, for a "buyers' market" is a far more profitable time to advertise than a "sellers' market."

Chicago Advertising Women Celebrate Third Anniversary

With four brightly burning candles on its huge birthday cake—three to symbolize its three years of accomplishment, and the fourth its new year of promise—the Women's Advertising Club of Chicago celebrated its third birthday on November 21 by a breakfast at the Edgewater Beach Hotel.

Among the hundred guests who attended were many men and women prominent in public life as well as advertising circles. Mrs. Carl Kuderling, Social Chairman, provided a program that speaks for itself. Frank McGlym, who plays the leading role in Drinkwater's "Abraham Lincoln," gave an inspiring talk on Lincoln and his relation to advertising. Laura Dainty Pelham of Hull House related several amusing anecdotes, and there was music by Arthur Fraser, Mrs. Joan Young and other well-known concert artists.

Although it was a strictly social and "get together" party, several of the advertising men present, who were called upon for impromptu addresses, rose to the occasion gallantly. William Rankin, John B. Woodward, W. Frank McChure, and Jesse Matteson, president of the American Advertising Agents' Association, all paid high tribute to women in the advertising field and to the progressive and constructive work accomplished by the members of the Chicago Women's Advertising Club in particular.

The following telegram was sent to the Thirty Club of London, England:

"The Women's Advertising Club of Chicago, celebrating its third anniversary, send congratulations and well wishes for successful exhibition. Hope meet you, Crawford and many others Atlanta. —Mary M. Crowley, president"

The Thirty Club of London, England, opened the International Advertising Exhibition in London, Monday, November 29. Every country in the world is represented with exhibits of advertising. The proceeds and profits are to be devoted to charity. C. F. Higham, president of the Thirty Club, and W. S. Crawford, secretary, have both been guests of the Chicago Women's Advertising Club. Mr. Crawford presented the Club with a trophy to be awarded next June to the member having contributed the greatest amount of constructive work during the year.

Music Trades Adopt Slogan

In their effort to stimulate more interest in music, the music trades of the country have adopted the slogan "Give More Thought to Music."

Presbrey Advertises English Surplus War Property

The Frank Presbrey Company, New York, is placing advertising in a list of daily newspapers advertising surplus war materials for the British War Mission

Advertising the Raisin to Success

"The success of the California Raisin Association," said Holgate Thomas, late sales and advertising manager of that organization, before the San Francisco Advertising Club recently, "is primarily an advertising success."

The year 1915, when the average crop of California raisins was 85,000 tons each year, saw a carry-over of from 10,000 to 25,000 tons. Since the association has gotten into successful operation, the normal crop is 215,000 tons annually, and advertising sells every ton every year. "California supplies two-thirds of the world's raisin crop," Mr. Thomas stated.

When the association was formed the first step was to call in an advertising agency—Lord & Thomas of Chicago. The first year's appropriation was \$100,000, which was later supplemented by \$40,000 more when it had been shown association members that advertising could sell raisins.

The appropriation for this year is about \$400,000 for advertising and \$200,000 for sales demonstrations and other solicitation expenses.

In order to increase the consumption of raisins Mr. Thomas experimented on raisin bread and raisin pie in a bakery, doing all of the work himself until he was able to bake these products even better than the baker. When these products had been proven successful, the association started advertising raisin bread and raisin pie and many other uses for raisins.

The salesmen were taught how to make bread and pie, and could walk into a bakery and demonstrate in a baker's own kitchen just how to use raisins and show the baker how he could add new and incidentally popular lines.

"Before the advent of the association the raisin growers of the valley were all broke," said Mr. Thomas. "During the last few years they have become prosperous and been able to take up the mortgage on their homes and show a net profit every year that gave them the necessities of life."

Upon question he stated that he did not have the figures, but believed it easily conceded that the increase of land values in the past six years had more than paid for the advertising appropriation, stating that the property, which formerly sold at \$300 an acre, is now bringing \$1,500 an acre.

When Is the Turn Coming?

That's the question on the lips of all business men. After discussing pros and cons of the whole situation with both bankers and business leaders, I would submit this as the majority analysis of the outlook: Severe unsettlement prevails today. Things probably will become worse until after the turn of the year. Already quite a number of concerns are receiving emergency treatment from banking interests. Others are to be let sink. The year-end failures are likely to be very numerous. Price declines are looked for in all lines which have not yet undergone thorough readjustment. On the other hand, raw materials and commodities which have already tumbled severely are expected to begin shortly to exhibit firmness. When retailers lower their prices to levels in harmony with the cost of raw materials, a spirited revival in buying is looked for. This recovery, it is figured, should begin to make its appearance very early in 1921. —B. C. Forbes, in *Forbes Magazine*.



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Remembrance

TRADE MARK

Advertising



"The House of Quality"

"Nice of Eaton's, wasn't it? They're so appreciative"

Down deep within us, where we really live, we are all a good deal alike; hungering constantly for appreciation; and responding to it with a warm and genial glow of gratitude.

To foster this valuable spirit of friendliness with pleasant acts of thoughtfulness is the cheerful task of Remembrance Advertising. By act, not argument, it expresses sincere appreciation of the business of the past. More than that it looks forward confidently to yet more pleasant business relations in the future. Intelligently and permanently it builds the good will which makes tomorrow's business a certainty.

During twenty-four years Brown & Bigelow have helped make business more friendly—and more profitable. They have expressed the spirit of "Thank You" in Art Calendars of rare harmony and beauty, in Holiday Greetings, in welcome desk and pocket articles of rich Mission Leather. They furnish these tokens of appreciation to sixty-five thousand warm-hearted clients whose customers thoroughly enjoy trading with them because "They're so appreciative."

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

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

Advertising or Sales Manager—Which?

Both, If They Work Together

IN the leading articles of our November 13 issue Gilbert Evans presented the interesting view that either the advertising manager or the sales manager must, in time, supersede his colleague, combine the two jobs and take his place as the marketing head of the business which he serves.

Mr. Evans showed how, on one hand, a development of the old conception of the advertising effort as a mere auxiliary to the general sales effort might bring about the survival of the sales manager; and how, on the other hand, the increasing faith in and the increasing efficiency of advertising might result in the relegation of personal selling and of the sales manager to a very minor role in most businesses.

As was expected, Mr. Evans' article attracted wide attention and produced quick reactions among leading advertising and sales managers. Two other batches of letters expressing their views on his statements have preceded those which appear in this issue.

Many of the latest letters received bear out the conviction expressed in some of the earlier ones that the demand among business men today is not for a consolidation of the positions of advertising manager and sales manager—yet—but for closer co-operation between the two departments and a clearer conception by the department heads that neither can serve independently.

THE EDITOR.

By George R. Wilson

Sales and Advertising Manager, Wm. Demuth & Co.

THE question you raise certainly offers an opportunity for discussion.

To me it has always seemed as though the functions of the advertising manager and sales manager were so closely linked as to almost automatically force them to merge into one. This is particularly so in the case of the small or medium size concern.

In very large concerns I can readily picture why it would be necessary to have two executives—one to look after the sales exclusively, the other to look after the advertising. In this case, however, the executives should work hand in hand.

Perhaps a brief statement regarding myself will help to make clear to you just how I have found sales and advertising to work out.

Some time ago I became assistant sales manager for W. D. C. Later on, when we became national advertisers, I was given charge of the advertising. Then I was advanced to the full authority of sales manager—and also retained the title of advertising manager. This simply means that in our particular concern the sales and advertising should be handled by one man, in my opinion.

My assistant works closely with me on both sales and advertising problems. He also has been trained along this line, and while W. D. C. is the largest producer in its field and does a considerable amount of business, still I would not want to compare it with some of the other large corporations, where, as I have indicated

above, it might be necessary to divide the functions of the sales manager and the advertising manager.

The day will never come, in my opinion, when selling can do without advertising. Neither will it come to pass when advertising can work absolutely independent of selling. The closer these two forces are synchronized, the greater the efficiency.

It is also my humble opinion that you will never be able to eliminate the personal element in salesmanship. It is all very well to talk "mass psychology," but I am sure the fact will always remain that if one has an opportunity to buy about the same piece of merchandise from two or more concerns, he will decide to give his order to the concern, or the individual in the concern, for whom he has the greater preference—assuming, of course, that other factors, such as price, quality, etc., are about equal.

On the other hand, there is no doubt in my mind but that the spirit of good will toward a firm or piece of merchandise can be created to a marked degree by advertising, and if selling is backed by the force of advertising it becomes doubly effective.

William H. Walsh

Advertising Manager, Salada Tea Co.

AS Sam Bernard once said, "It is to laugh."

To argue that the sales manager gradually is absorbing the functions and duties of the advertising manager strikes the writer as altogether erroneous. Let us first see and understand what are the duties of the two positions. The sales manager has to deal directly with selling, and

to do this three qualifications are necessary. One is personal magnetism; second, comes a strong, well-developed psychological mind, and third, experience in dealing with men, understanding their different personalities.

Now what are the necessary qualifications of the advertising manager? It has always been my contention that one of the first qualifications of an advertising manager is that he shall have been an experienced and thorough newspaper man. He must know the newspaper profession at its various angles, not alone the advertising department, but the editorial as well; must have, so to speak, a "nose for news," and, moreover, a fertile imagination. The mere writing of an advertisement may appear simple enough, but to write it so that it will be the most effective is another matter.

Without dwelling at length on this phase it will suffice to say that to be an efficient and proficient advertising manager it is necessary that he shall create ideas which possess the characteristics of novelty and originality. He may be an altogether indifferent sales manager and yet possess all the essentials requisite for a first-class advertising manager. Indeed the writer has known some of the most competent advertising men who were regular Oliver Goldsmiths of unassuming reticence and personal modesty, with no talent whatever for selling any given product. Moreover, as I said at the outset of this thought on the advertising man, in order to be a first-class all-round advertising manager it is of prime importance that he

shall be an experienced journalist. To quote such an authority as Charles A. Dana, founder of the *New York Sun*, he must know news when he sees it, must have imagination and be capable of originality. It was this same authority who once told a cub reporter if he went out on Broadway and saw someone bitten by a dog that circumstance would not necessarily make news, but if the someone should bite the dog that would constitute news.

By John Schadler

Advertising Mgr., Hammacher, Schlemmer & Co

THE writer's opinion on the relative importance of the Advertising Manager and the Sales Manager is that the positions are so closely allied that, in many cases, it is impossible to separate them.

From a manufacturer's standpoint, where a national proposition is involved, it is my opinion that the Advertising Manager should be the first one to consider. He is the one to lay the foundation, and it is up to the Sales Manager to follow his leads.

In the case of a jobber, conditions are somewhat different, and especially so where the sales are limited to certain localities. In such cases the Sales Manager should determine the

extent and scope of the advertising, as he probably has a better knowledge of the actual conditions.

Therefore my opinion is that, while they are two separate positions, they should be so closely interwoven that in many cases there should be no distinction at all.

By Ralph P. Anderson

Manager, Advertising and New Business, Sacramento-San Joaquin Bank

IN connection with the article, "Advertising or Sales Manager—Which?" in your issue of November 13 it may be pertinent to note this:

Banks everywhere are beginning to realize that personal salesmanship can sell bank service, just as it can hardware or drugs, and that it is profitable to have a separate department devoting its energies to that particular work. Such departments are called New Business Departments, and in most cases—not all—the new business manager combines the functions of advertising and sales manager. Banks have found this arrangement to be a satisfactory one, as it brings about closer co-operation between advertising and sales than might otherwise be the case.

By G. E. Hoffman

Sales Manager, The Trenton Batteries Company.

IT would seem that the very recent sudden changes in general conditions will help crystallize sentiment and lead to a very clear discussion on the question as to the usefulness of the advertising manager.

Most sales managers will agree that the duties and functions of the advertising manager should be directly supervised by the sales manager, but it is difficult for the writer to understand how the sales manager can absorb the detail or directly carry the responsibility of the advertising manager. It is my idea that the plan of organization should place the sales manager always in direct charge, but he will require and demand a very strong advertising manager to establish a direct contact between the personal sales efforts and the advertising.

I am firmly of the belief that the sales manager should direct absolutely all the advertising policies, and, while the advertising manager may develop into a high power sales expert, he will still have his distinct functions as the right hand man or strong arm of the sales manager. He is very necessary and helpful.



Wise Buyers of Advertising
Space Choose

The AGE-HERALD

The AGE-HERALD is supreme in its field, it offers advertising 100% efficiency, it reaches the people who constitute the district's buying power

Cultivate this fertile field through

The AGE-HERALD

BIRMINGHAM, ALA.

**One or One Million Lines 8 Cts. Daily
10 Cts. Sunday Flat**

The S. C. Beckwith Special Agency

Sole Agents Foreign Advertising

- | | | |
|----------------------------|--------------------------------|---------------------------------------|
| World Building
New York | Tribune Building
Chicago | Post Dispatch Bldg.
St. Louis, Mo. |
| Ford Building
Detroit | Bryant Building
Kansas City | Atlanta Trust Bldg
Atlanta, Ga. |

WILLIAM THOMAS SLOGANS

"Use a Line to Tell a Volume"

Slogans of all kinds furnished upon short notice.
198 B'way, N. Y. C., R. 305 Tel. Con'l. 1933

A PRACTICAL advertising and merchandising woman, who has counseled largest concerns in the United States on distribution, wholesale and retail—is ready to act as your counsel—anywhere, anytime, any product. A real service—that will prove a money maker. E. V. Maguire, Suite 216, Middle City Bldg., 34 S. 17th St., Philadelphia, Pa. Phone, Spruce 1858.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have the seven other jewelry journals combined.

Productive Publicity

NEWSPAPERS, MAGAZINES AND CLASS MEDIUMS

Years of experience in the automotive field enables us to guarantee maximum returns in any publicity campaign which we conduct.

If you wish to market an AUTOMOBILE ACCESSORY or PART you will find our help invaluable in obtaining publicity of the proper sort in the correct mediums all over the world.

Considering results our rates are extremely low.

PRODUCTIVE PUBLICITY

Suite 1206 1482 Broadway
New York City

Reports for advertising agencies, investigations, and all matters pertaining to the marketing of automotive products.

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

Dealer Co-operation Without Waste

How the Standard Varnish Company Gets Its "Helps" Used and Used Right

By JOHN R. COLLETTE

MOST manufacturers who are marketing their goods through retail dealers are more than satisfied when even a small percentage of their dealer representation uses their dealer's helps, to say nothing of using them in the right way.

The consensus of opinion seems to be that dealers are slow to take advantage of the co-operative advertising offered them; that they must be pleaded with to cash in on its possibilities.

But is this true—is the average dealer unprogressive, slow to act, and skeptical, or does the fault lie in the advertising plan of the manufacturer? The following letter surely points toward the advertising.

Just want to ask you if you are going to continue your Dealer's Cooperative Advertising during the next year. If so, we want to ask for your entire proposition and in return promise our support in every way.

Last year the results were so gratifying to us and the response so quick that it took very little effort on our part to close sales. Customers not only came into our store and called for your goods by name, but brought the advertising with them.

As you know we doubled our sales last year and we are anticipating a much larger increase for next season and hope to have your advertising to help us out.

An unusual letter from an unusual dealer, you say; but facts prove otherwise. This particular letter was written by a common-every-day merchant doing business in a small town just as thousands of others are doing and the letter is but one among many to be found in the correspondence files of the Standard Varnish Works of New York.

So it must be admitted that the Standard Varnish Works has built a real co-operative spirit among its dealers and the secret of the success is simple. It is told by the following paragraphs taken from the portfolio of dealer's advertising.

It is your advertising just as much as anything you have printed up for yourself, only much more elaborate. Each piece is mailed out to your lists, with your name showing on both the advertising and envelope. All the results go straight to you.

Standard Varnish Dealer's Advertising costs you nothing, it is furnished in the

quantities you desire, imprinted with your store name and address. If you do not want to do the work of addressing, stamping, and mailing we will do it for you.

By analyzing this plan you will notice that it is built around direct advertising pieces—mailing pieces that give each dealer an individual mailing campaign that he can carry out in his locality and that is something that appeals big. Such advertising helps the retailer and is solving one of his biggest problems. It brings people into his store who are splendid prospects for the sale of other goods carried in stock. And, for the average dealer, advertising of this kind is far too costly when he has to stand the expense of its development.

Of course, it makes little difference how good dealer advertising is, from the dealer's standpoint, or how carefully its plan has been worked out; unless the manufacturer tells his story in a way that claims the attention of the dealer and enables him to grasp its possibilities it very likely will not be taken advantage of by the average dealer and the manufacturer is the one that suffers.

Appreciating this, the Standard Varnish Works takes no chance of allowing its co-operation to be passed up without receiving the proper consideration. It is put before the dealer in every possible way, through the mails, through the firm's own salesmen and through the jobbers' salesmen.

This year the campaign was opened up the first week in January by an announcement which told dealers that they were to be given the same sort of a co-operation for 1920 that Standard Varnish Works' dealers had found so successful in the past. This piece was sent both to established and prospective dealers, for it told enough about the

Topeka Daily Capital

Sworn government report
for 6 months ending Apr.
1, 1919

35,247

William Capper

Publisher
TOPEKA, KANSAS

Member Audit Bureau of Circulations

GIBBONS KNOWS CANADA

MONTREAL

TORONTO

WINNIPEG

Standard Varnish advertising to interest the new dealer and also told of the rounding out of the Standard Varnish line to give the dealer a complete line under one trademarked name—making a complete stock possible with a smaller stock investment.

Next a three-piece illustrated letter campaign was sent to the dealers telling more about the Standard Varnish line, but featuring the co-operative advertising and what it had actually done for Standard Varnish dealers in the past. Many of the old Standard Varnish dealers and a satisfactory number of new ones sent in their orders for goods and their lists for the advertising material to be sent, using the order blanks enclosed with each piece of the campaign.

While the dealer's campaign was going on Standard Varnish salesmen and the salesmen of their jobbers were furnished with the Standard Varnish portfolio of dealer's advertising, a 24-page book, which tells the complete story of just what Standard Varnish dealer advertising is and how it works. A copy of each piece of the advertising is tipped into the portfolio so that the dealer does not have to use his imagination—he can see just exactly what is furnished for his use.

The portfolio also illustrates all of the dealer's helps such as counter displays, movie slides, window displays, newspaper electros, booklets, and envelope enclosures.

This makes it possible for the salesman to have the dealer read and look through the portfolio and give him the whole story in a very short time. And salesmen are glad to carry this portfolio because it is small enough to carry conveniently, and it never fails to get interest from the dealer.

The percentage of dealers who are using this co-operation is surprising. The Standard Varnish Works does not even have trouble in getting dealers to send in their lists. It is more a problem of holding the lists down to a moderate size than of getting them.

So it would seem as though more manufacturers could profitably spend some time looking into the possibilities of direct-by-mail work in connection with dealer's co-operation.

But such work should never be taken up in a haphazard way. To be successful each manufacturer must base his co-operation on what the dealer wants, not on what it is thought he should have. It means a lot of work, but the effort spent

will pay a big profit. The results in increased dealer's interest and sales will be found richly worth while.

Preparing a Sales Promotion Department

(Continued from page 10)

special records are necessary, but it is doubtful if the regular vertical card file will ever be supplanted since such files can easily be built up to a point where they are highly valuable adjuncts to selling and advertising in all their phases.

Great care should be constantly exercised in guarding against detail. Just as the salesman on the road must devote every possible minute to actual selling work, so must the Sales Promotion Department keep its cargo of information both light and useful in attaining the results embodied in its charter.

Climbing Into Foreign Trade

(Continued from page 31)

gain for foreign trade the support of the American people.

The stages by which we have come to this position are regular and logical. While we were still participants in the war, the United States Government undertook the burden of financing the hard-pressed European nations in the purchase of our goods. Following the armistice, the Government turned the problem over to the regular commercial agencies and it was taken up by the banks. Their limit has now been reached in handling it. They have discounted bills and furnished credit to the full extent that the liquid assets of European and other nations have permitted. Further steps are beyond their scope. The commercial banks of Federal incorporation in the United States and the average commercial bank of state incorporation are not equipped to extend long-term credits or to invest in foreign securities. Their assets must be easily available upon demand. It must be recognized that they have done everything within their power.

A third stage has now been reached, in which the problem must go to the American investing public. The conception of the corporation which the American Bankers' Association approves is of a great national organization for placing the financing of American exports before the American people, laying clearly in their minds the essential need of foreign markets and their prosperity, and asking them to make

our continued establishment in these markets possible.

Of the ability of the American people to solve this problem through the investment of their surplus funds in foreign securities and the financing of our export trade there can be no doubt.

In the unbalance of business operations during the war, the money of the world flowed to them in exchange for American goods. The largest part of available wealth today is in their hands. They have in addition vast potentialities for an increase of this wealth through increased production and thrift. It will be the problem of the proposed corporation to demonstrate to the American people the fundamental soundness of foreign investment and its need. It will further be its problem to encourage by every means within its power, an added thrift and production which shall yield annually an added surplus of wealth for the carrying of our export trade.

As a nation, we are in a position to appreciate the significance of foreign trade to our prosperity, as we have not been for many years. The cotton producers of the South see that foreign markets are essential to the wealth of cotton. The farmers of the West see that with the cutting down of foreign outlets for their crops, their prices fall. Industries in every section of the country, expanded to a vast growth by the demands of the world during war times, are retrenching as their markets narrow. And the people as a whole who have invested millions upon millions of dollars in the establishment of a merchant marine learn that that marine is lying idle in their harbors, because there are not enough goods being shipped for it to carry.

Their interest generally has been demonstrated by the national Congress, which in addition to passing the Edge Law, has put through recently the Webb Act permitting combinations of manufacturers for the purpose of furthering export trade and the Merchant Marine Act designed to insure a continuance of American-owned ships by which our goods may be carried.

Under these conditions it is felt that the time has come when a single, central institution of strong resources and national organization, capable of pointing the way under Federal supervision in which our foreign trade should go, is not only feasible, but will bring to the country the fullest services possible in the problem of readjustment and successful world competition.



The Retailer's Move

(Continued from page 4)

copy which also reaches the dealer I am not anxious to preach "propagandizing," but it is a time for "propagandizing" in the best sense of the word. Trade paper advertising today, more than ever before, should be written to serve the dealer; to advise him, not selfishly on the comparatively unimportant plans of one manufacturer, but upon those plans which Providence seems to have set down for all of us. If you say that it is a pretty difficult task to prognosticate the plans of Providence I shall reply that Providence seems to have indicated certain bases of action pertinent to the present situation and the dealer must be made to understand what these bases are. In addition to your regular selling copy preach turnover to the dealer. Give him such logical reasons for getting into line as I have quoted here.

ADVERTISE TO THE CONSUMER

The situation also calls for an advertising drive on the consumer. The dealer can be made amenable to readjustment conditions through such advertising as I have indicated above; but a mere willingness to cooperate doesn't altogether solve the problem. The consumer must still be stimulated into action or readjustment will still stop at the retailer's shelves.

One of the essential moves to the further and final readjustment of business conditions to bring the long "reconstruction period" to an end is the stimulation of consumer buying by more and by more effective advertising. The retailer will profit most by that kind of co-operation. It entails a plus effort, an extra advertising investment, but the game must prove well worth the candle. Conditions are getting better. The manufacturer has been helping himself by sane readjustment. The next step is to help the retailer. Presentation in trade paper copy of the clear facts of a situation, which has been all too confusing to the retailer investigating blindly and independently, as they are seen by such authorities as I have quoted; presentation in consumer copy of the cogent reasons for buying your products—not new reasons, if you haven't any, but the old reasons that have been found effective, emphasized more strongly, advertised more extensively—that is the best solution that business men and bankers with whom I have talked during the last week have offered.

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Calendar of Coming Events

December 6—Annual Convention, National Association of Sanitary Woodwork Manufacturers, New York.	December 9-10—Annual Convention, International Association of Garment Manufacturers, New York.
December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.	December 9-10—Annual Convention, National Association of Overall Manufacturers, New York.
December 7-8—Annual Convention, National Association of Brass Manufacturers, New York.	December 9-10—Annual Convention, National Association of Shirt Manufacturers, New York.
December 8—Annual Convention, Prepared Roofing Association, New York.	December 9-10—Annual Convention, Heavy Garment Manufacturers' Association, New York.
December 8—Annual Convention, National Association of Importers of Hides and Skins, New York.	December 10-18—National Motor Boat, Ship and Engine Show, New York.
December 9-10—Annual Convention, Association of Life Insurance Presidents, New York.	December 11-13—Annual Convention, Insecticide and Disinfectant Manufacturers' Association, New York.



Get this company's Proposition

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

K I N G

DEPENDABLE OFFSET

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

A letter of request starts lithographed samples your way.

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

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

India Tint
60, 80
74, 99
89, 119

Special sizes and weights to order

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

KING PAPER COMPANY

Kalamazoo Michigan



¶ You'll note that when the Announcer in the Pennsylvania Station calls out the time your train departs, he doesn't try to confine the information to a so-called "quality circulation."

¶ Everybody's in on it!

SAME IN THE
AMERICAN
WEEKLY

*Read every Sunday by TWO and a HALF MILLION families.
"If you want to see the color of their money—use color"—A. J. K.*

The American Weekly is a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. A. J. Kobler, Mgr., 1834 Broadway, New York. W. J. Griswold, Western Representative, Hearst Building, Chicago.