

Advertising & Selling

Public Library
Kansas City

DECEMBER 11, 1920



Moving the W. G. N.

On Sunday, November 21, the editorial, circulation, and mechanical departments of The Chicago Tribune were moved from the historic old Tribune Building at Madison and Dearborn streets, to the new Tribune plant at Austin and Michigan avenues, on the near north side. The Sunday issue of 760,000 copies, and the Monday paper, 450,000 copies, came out—as usual.

Up to six o'clock Sunday morning, The Tribune was prepared to issue an extra from the old building; by nine o'clock Sunday night all departments were functioning fully in their new home.

The members of nine unions participated, working from thirty-six to forty-eight hours. Forty-three truck vans were in service.

A half-day was required to move the first linotype; only six had been removed by Saturday night; but the entire battery of fifty-seven machines was in place at 1:45 P. M. Sunday—three hours ahead of schedule.

Nine steam tables, seven and one-half tons each, were taken down, shipped in sections, reassembled and put in operation ahead of schedule.

The new plant, designed and built for newspaper production, is one of the finest in the world, a fitting home for The World's Greatest Newspaper. Advertisers are assured better printing and better service than ever before.

The advertising department remains at Madison and Dearborn streets.

The 240 filing cases of the Tribune morgue were moved out of service. "Clips" and "bits" were pulled while the cases were in transit.

The engraving department went through the change without interruption of service. Cameras, dark room and ben day equipment, ovens and acid baths, routing and trimming machines, three tons of glass and several tons of wood and metal bases were moved in twenty-four hours, without the loss of a cut or drawing.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER



Photo by Miller, courtesy of White & Waring Mfg. Co.

A photographic composition with complicated frame of Ben Day made without any art work or drawing. The effectiveness of this treatment is obvious. A Sterling "stunt"—but how many engravers would care to undertake it? See how the illustration is set off by the border.

STERLING ENGRAVING COMPANY, NEW YORK



200 William Street
Phone: Beekman 2900

10th Ave. at 36th Street
Phone: Longacre 870

Call a **STERLING** Representative



AN UNNECESSARY RISK

You are taking an unnecessary risk. What you want is more rope. Tie up with the farm paper and get the new business you are after. It is the easiest and surest way.

More than 800,000 farm families pay Successful Farming an annual fee for dependable, acceptable service. The paper is welcome when it reaches their homes. If it brings your message, that is welcome too.

SUCCESSFUL

E. T. MEREDITH, Publisher
Des Moines, Iowa



FARMING

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING, DECEMBER 11, 1920

30th year. No. 25. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price, 15c. the copy; \$3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

- vision!

Where do you stand in the future of your industry?

These are days of action.

There is little room for the "stand-patter" in the present scheme of business.

The men who are "sitting tight" in the business of today will find the market gone from under them in the business of tomorrow.

Success is a matter of vision. Look ahead.

* * *

The present market emphasizes this one great truth:

The retail merchant holds the key to the merchandizing situation.

Selling agents, cutters-up, wholesalers—they are important factors in your distribution plan.

But—

Your distribution plan is directed at the retail merchant—to get his confidence, his good-will; to get your merchandise on his counter.

He is your market.

* * *

Let us tell you what manufacturers are doing to strengthen their position with retail merchants.

Let us tell you how and why the Economist is the backbone of their merchandising campaigns.

Do you really know the DRY GOODS ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

* **97%**

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

* FIGURE BY POLLACK

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
E. D. 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 11, 1920

Number 25

It Pays to Advertise NOW!

Manufacturers and Sales Executives Endorse Opinion That Intensive Advertising Drives at This Critical Moment Will Go Far to Relieve Depression

IF the manufacturers and advertising men ever meant anything by their glib recitation of the old slogan, 'It pays to advertise,' this is the time to prove it.

"If they ever really believed that it paid to advertise, an incombustible logic must force them to the conclusion that it pays to advertise more than ever NOW!"

That is how a prominent New York banker summed up his view on the relation of advertising to the present situation—a view which manufacturers and their advertising executives, writing to ADVERTISING & SELLING, have endorsed.

WHY ADVERTISE NOW?

It doesn't matter, he pointed out, whether we call the depression "psychological" or "economic"; successful users of advertising have declared that the psychological force of effective advertising can change the economic bases of action. Ergo, they must believe that advertising used effectively in the present crisis can lift business out of the depression whatever its causes.

What is this depression? Here's how he made a short-cut to the gist of it:

The consumer is convinced that prices are going to drop further. Believing that, he is buying only necessities and mighty few of them. The dealer, confused by the fog of uncertainty that clings around business today and unwilling to take a loss on goods stocked up before the drop began, has been holding his prices above the logical level and has not been stocking up with new goods. There are some exceptions to that statement, but it goes for the most part. The manufacturer, faced with the sudden

collapse of his market, has slackened work, laid off labor—closed up shop in some cases—and sat down mournfully to watch the accumulation of unsold goods in his warehouses.

The consumer is the key to the whole situation. He must be stirred out of his apathy. His desires must be stimulated, quickened. We can tell him that refusal to buy will only result in an accumulation of demand which must go still further to retard a measured return to that "normalcy" for which all of us crave.

But, says this banker, we needn't tell him anything so abstract. Let's

get away from this nervous pre-occupation with "readjustment" and "normalcy" and all the rest, which is one of the clearest real causes of the depression, and talk plan, brass-tacks selling.

MAKE THEM "OBEY THAT IMPULSE"

This means going out to the consumer as we did in the forgotten days of yore and hammering at him with arguments for your goods, my goods, everybody's goods, in a way that will revivify the buying instinct. It means converting his impulse to have into an impulse to buy. It means advertising.

But it means something more than that. Our campaigns in the national publications and our regularly scheduled campaigns in the newspapers are going on as usual. Some of them are mighty good campaigns, even for a buyer's market. *But we haven't any sustained market yet.*

It means intensive advertising superimposed as a plus effort on the scheduled plans. It means a real drive to force action—immediate action.

There are excellent psychological—that over-worked word—reasons for stimulating the buying impulse at just this time. Christmas, the big buying season of the year for a great many lines, is just two weeks away. The holiday buying has been deferred and will come with a rush at the last moment. In doing that holiday buying the consumer never plays his cards quite so close to the chest as he does at other periods of the year. Christmas itself is a powerful advertising stimulus to purchase. The tensely closed fist on the family purse will relax. Then why not employ every effort to capitalize that relaxa-

National Biscuit Co.

From a seller's market the pendulum has swung to the opposite extreme—namely, a buyer's market. The best interests of the country, of course, demand that the pendulum swing in the middle. To mix the metaphors, we want the open road to business. The present situation is only temporary—the country is too wealthy in the caliber of its men and women, in its mineral, agricultural and industrial resources, in its abounding opportunities, to be anything else. Only a fool would be a bear on America.

In the meantime advertising will do much to bring about a quick return to that "normalcy" of which we have heard so much lately. Advertising, the greatest of merchandising aids, should point the way. So far as this Company is concerned we purpose to continue our advertising as we have, consistently and persistently, for the past twenty years.

A. C. MACE, JR.,
Advertising and Sales Mgr.

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Mint Products Company

It is our belief that, with the continuation and extension of our advertising policy to the public in general, a quick resumption of consumer buying will result shortly after the first of the year. We believe the present and apathetic condition of the jobbers' mind is not reflected to the retail trade to any serious extent, and that as far as the consumer is concerned, as soon as we can, by our advertising, remove the psychological (I hate to use this much-overworked word) and fictitious mental attitude, business will be as good, or better, than ever.

I certainly do not think it the time for advertisers to cut their schedules.

E. J. NORLE,
President.

Eastman Kodak Co.

The term is rapidly getting to be bromidic—but we are up against a buyer's market. It is going to take real salesmanship to move the goods. Each of us, for his own product, has got to make the "desire to possess" the dominant desire in the minds and hearts of his prospective customers. The cheapest way of doing this is by advertising, advertising, advertising. And if this advertising is done wisely it will, in my opinion, nearly, if not entirely, take up the slack—and quickly. An optimist? Of course. It is up to the manufacturer, right now, to do something more than keep his dealers well stocked. He must help them move the goods, both by his general publicity and dealer helps.

L. B. JONES,
Advertising Manager.

Pyrene Mfg. Company

It has always been the policy of this Company to advertise its product consistently and continuously to the consumer through good times and bad. We have not considered making any change in this policy, and, in addition to our regular advertising campaign which usually finishes up in the December number of the leading magazines, we have planned a special Christmas drive this year, and during the whole month of December our entire sales force will be working with the dealers, endeavoring to show them how to stimulate their Christmas business.

I believe this will be a bright and cheerful Christmas for the great majority of people, and that fire protection in the home is just as necessary in bad times as it is in good times, if not more so.

WALTER BAUER,
President.

tion, to bring the pendulum of buying, suddenly swung from one extreme back a little way toward the other, to dead center—and "normalcy?"

But the most weighty reasons for an intensive advertising drive in the present situation would be applicable at any time of the year in which we found ourselves in such a situation.

When the fight is going against them the wise commander calls up reinforcements—if he has them.

Business has reinforcements. It can reinforce its selling effort with increased advertising.

At the annual meeting of the Association of National Advertisers held at Lakewood, N. J., it was the consensus of the opinion of the delegates attending that they should "devote their appropriations to the shortest and most direct line of communication between the advertiser and the consumer—the means * * * that will carry the sales message to the consumer the quickest."

Upon the speed with which that message gets to the consumer, upon the force which it brings to bear upon him our immediate business future is dependent.

That is the consensus of the opinion of leading manufacturers and successful advertisers whom ADVERTISING & SELLING has sounded on this matter.

Men who have the reputation of being qualified to speak with authority on advertising subjects are being daily approached by persons inquiring whether advertising "is going to drop off on account of the slump?"

A few years ago, confronted with a like question under like conditions, the obvious answer would have been, "Of course, advertising will drop off." Today it is the part, not only of optimism but of good sense, to declare that the big, important advertisers who count will keep their appropriations up to the needs of the hour.

It is true that many of the two hundred delegates to the A. N. A. meeting made it quite plain that their directors were demanding that "one advertising dollar do the work of two this year," but their interpretation of this is that advertising must be twice as good, not half as extensive. It is significant of the determination of

these leading advertisers that of ninety-eight who answered a questionnaire regarding coming advertising activities fifty-nine stated that their appropriations would be increased.

"Twice as good and at least as extensive" will go far toward ensuring the business future, but how about the business present?

Intensive advertising—a "drive" designed to reach the consumer by that "shortest and most direct line of communication"—has been advised to stir the buying impulse now, to start goods flowing over the dealer's counter.

(Continued on page 38)

F. M. Hoyt Shoe Co.

We believe that these are the times to plan intensive as well as extensive advertising campaigns. This is why our appropriation will continue to be larger.

When the entire atmosphere is charged with so much uncertainty, it seems most natural that the majority of the people should feel doubtful as to the future. This gives the men connected with the larger institutions an opportunity correctly to point out the actual situation, which is not in reality nearly as bad as a great number believe.

The consuming public must have confidence before it will buy. It seems to us that it becomes the duty of those who are in business to instill confidence in the minds of the consumer through advertising to encourage them to continue making purchases which will be reflected all along the line back to the manufacturer.

T. E. CUNNINGHAM,
Vice-President.

Gruen Guild

Excepting possibly a few lines, there are no large stocks of merchandise on hand and the holiday season will deplete many of these to the extent that conservative buyers coming into the market will find only a meager supply of goods available, resulting in a scramble to place orders and in rising prices. Let the circulation of this truth get started and there will be a quickening in trade. There is no way to do it so effectively as by real advertising on a large scale and there is no time like the present.

The consumer is buying right along, while the dealer may not be and many manufacturers may not be producing, all the three factors are the very things, as I see it, that will make a quick revival, and all the more so, if many manufacturers put on an intensive advertising drive to arouse the consuming public from any dangerous apathy that he might get into.

FRED G. GRUEN,
President.

Why Dress Your Business in a Bathing Suit?

Cold Merchandise, Coldly Presented to a Cold World, Will Be Frozen Out—Clothe It With Its Romance

By J. K. FRASER

Vice-President, The Blackman Company

WHILE back I read the formula of an insurance agent who had specialized on selling big men.

His first big men overawed him and left him tongue-tied.

He finally hit upon the device of imagining his man in a bathing suit. In this garb, the big man came off the imaginary pedestal and took on human, even humorous, points. Our insurance friend then sailed ahead with a full flow of fluency.

Successful merchandise has generally gained a great deal of its respect from the dress and setting thrown around it.

Few of our leading standard brands, if presented to us stripped bare, would have survived the ordeal.

George Lederer has told how he transforms obscure spear carriers into top-line stage beauties by the dress, the manner and the setting he gives them.

If it takes the art of a Lederer to make men appreciate A-1 good looks, we surely have something to think about when we appeal to less primitive impulses.

The world is full of meritorious things which have stayed suppressed because they could not rise above the plain facts of their being.

Many a near-top liner in the field of merchandise is anchored to its "near" position only by lack of imagination and largeness of view in the setting put behind it.

We needn't tie a pink bow to our 10-cent straight (though I do recall a famous beer from Milwaukee which smoothed its path by fastening blue ribbons to the stoppers). We needn't fill our touring car with money bags to pique the interest of our new-rich. But we certainly do miss a very decided something if we put our merchandise before the public cold and bald, with no associational setting.

The law treats the corporation as an individual in perpetuity. And the law, in its wisdom, has sensed a warm fact whose value is too often ignored in business.

Between two individuals (or corporations) offering the same merchandise we have our choice—often a very decided choice. Why then *should* business fail to make the most

of its individuality—the intimacies of its personality—when it steps up to do business with the public?

The tire from the finest rubber organization in the world laid side by side with the product of the most obscure rubber organization gains nothing by the comparison. Stripped of its background, it competes on a

Perhaps in a moment of sentiment they borrow a pretty girl, or a handsome room, or elegant typography, and surround the product with fancies which are anybody's property—stock stage settings available to all.

The other day a man stepped into the office looking for help. He said, "I want a poet." He manufactured tools. He, himself, was an engineer. But he was also an able business organizer. He knew that the poetry of his business was far more important to its correct interpretation than the cold, steely facts.

A man of such farsightedness will find his poet—and deserve him.

Few products are as individual as the businesses which created them. A business worth its salt has a real personality. This business personality, biography, history, spirit, aura—call it what you will—is waiting on almost every corner for the minds that can find and aptly express it.

No business which has reached a high position is without its romance, its glamour—an impressive setting for its merchandise.

It doesn't take a raging egotist in the way of a business to unmask itself to the public in impressive fashion. We are in a day when a warm heart in a business may promptly win what square miles of bricks and mortar would fail to win. We are at a time when we like to know what is behind success—when we are pleased to find that decent earnestness, high aims, and warm, right convictions lead to success.

We like to deal with success of that kind.

Cold merchandise, coldly presented, before a cold world, is in much the same position as the industrial captain referred to in his bathing suit. By sheer force it may make its impression. But the same sheer force is available to the company whose bathing suit constitutes its entire wardrobe.

The little hard facts are easy enough to pick out and exploit. But so are the large, broad, warm truths—if we approach them in the right spirit.

If your company has other clothing, don't dress it in a bathing suit.

It Pays

By PAUL YOUNT

How big's your business, Mr. Man?
A speck in Life's great fryin' pan!
And yet We All are prone to think
There's not a solitary gink
In all this grand and glorious land
Who doesn't know Our Make and Brand--

Who doesn't think that what We do
Is just the thing! Beyond taboo,
And so, because we are so wise,
We hate like sin to advertise,
We hate to spend our hard-earned dough
To tell the people "What They Know."

But if we'll stop and take our stock,
We're apt to get an awful shock
To find How Small's the Measley Bunch
Who even have the slightest hunch
Of What We Do and What We Make,

Now isn't that enough to take
Away Conceit and in its place
Make You Look Facts Straight in the Face?

If You'll do this, then I'll surmise
You'll go ahead and Advertise
With All Your Might and in a way
That's Bound to Make the Darn Stuff Pay!

level with the lowliest rubber product.

A Slater shoe in a Third avenue window would attract no special attention.

A Tiffany brooch on East Fourth-street would doubtless pass for brass.

Too many men who sit in the midst of business romances rivet their minds to the hard, bald facts. They plank their necessarily unbeautiful merchandise into their advertising show window and support it by the Queen's English stretched close to the snapping point.

Retired—Old General Publicity

Marshal Brass Tacks Advertising Is Today the Officer in Command of the Selling Campaign

By WILLIAM H. RANKIN

President, William H. Rankin Company

THE selling forces of America are undergoing a shake-up, and they need it. Old General Publicity, dignified and imposing veteran, has been invalidated—retired on no pay. A hurry call has been sent to Marshal Brass Tacks Advertising to hasten to the front and direct the campaign against a buyer's market. We may expect to see this hardened warrior, rough and ready at times, soon on the firing line.

The selling organizations of the country, by and far, practically with no exception, need Brass Tacks Advertising. They need it at once. They need plenty of it. They need it with the brass tacks showing, unmasked of all camouflage.

A NEW DAY, A NEW ORDER

Old General Publicity and his noble and aristocratic corps have made a pleasant and imposing sight for several years. They have been splendid on dress parade. They were fine warriors when the business of the day was to go out and take orders, when customers were begging to be taken. Their chief function was to apologize for orders they could not accept, and orders they could not fill. They were clothed in the most glorious raiment of advertising, a vast amount of gilt braid and plumes. They were always clean-shaven. They wore stiff, white collars. They glorified trade-marks and reputations. They glorified advertising itself.

But they are through now. A new day calls for a new order of things. Handsome art, bromidic sermons, general discussions of things near and far, philosophy, and entertainment are no longer good ammunition for the work that must be done. They have little to offer in our intense buyer's market. The situation (I will not say the crisis, because it is not a crisis) demands Brass Tacks Salesmanship in advertising.

Make no mistake, we are in a buyer's market, one of the hardest buyer's markets that men of this genera-

tion have seen. Buyers not only can pick and choose what they want, but seem to be choosing not to want very much. The desire to buy and the wish to have new things are sleeping. It is not solely a quarrel with price.

buyer's market; work to get it as salesmen have always worked with rare exceptions. We are back to normal hard work, hard-thinking salesmanship, and we are going to stay there.

A Change in Command

THE test of an army, military tradition tells us, is its showing on the defensive. That isn't true of the sales army that fights the selling campaign. Its test comes in the shift from the defensive to the offensive.

Though the metaphor is a loose one we may say that for several years now we have been fighting a defensive campaign. We have been content to rest in our trenches and, literally, to resist an onslaught of buyers. Even our advertising has been defensive, calculated, seemingly, simply to let the buyer know that we were still on the job, though resting.

Now we are going over the top. We believe that our selling army—advertising men, salesmen, publishers—will stand the test. But we have got to change leaders. Old General Publicity won't do.

Mr. Rankin's article tells why and explains the merits of the new leader waiting the call to battle. Marshal Brass Tacks Advertising, he says, is the man of the hour.

THE EDITOR.

High prices probably did kill the public's appetite for new things, but price, even lower prices only, will not restore the appetite. That must be done by the strongest, best advertising of the most practical selling type. It will not be done by general publicity advertising.

THE FUTURE IS BRIGHT

I have purposely said that the present situation is not a crisis. There is no occasion for any. There is nothing needed, except a new way of doing business, a new flavor to selling, a new point of view on the part of salesmen. But we are not facing anything new. The fact is the buyer's market is the normal market. It is certainly the market in which all of us must do business for many years. A seller's market, statistics show, does not occur more than once in a half-century. We have had our seller's market. We are through, and from now on we must work in a

Nevertheless, the only difference between a buyer's market and a seller's market, from the standpoint of the salesman, is a point of view. His viewpoint becomes active, instead of passive. What's more, the active, real salesman comes into his own in a buyer's market. Real salesmanship gets its reward. An easy market coddles a go-easy salesman.

The same thing is true of advertising. It grows sleek. In the new order of things, advertising may not have leisure time, but it will be a business, better, busier, and more interesting. The point for all salesmen and advertising men, and I mean all those engaged in the business of selling goods, and getting them into the hands of the public, is to realize the new order of things. They must realize that the time for going out and taking orders is over. They have to "go git 'em," like a two-gun sheriff.

NO ROOM FOR ORDER-TAKERS

We must go back to the old days of advertising and selling—the days when the salesman planned out his work for days, weeks, or even months ahead of time, and studied each prospective customer's individual need, and then based his selling argument to fit that need.

There is no room to-day for "order-takers" in the Sales Rank. The buyer must be approached properly; he must be interested; next the desire to purchase, the buying impulse, must be planted in his mind, and then the sale must be closed.

In looking through the newspapers, farm papers, magazines, trade papers, street-car cards, billboards, even to-day we rarely find an invitation to buy the article advertised. Very

seldom do we find the reason why anyone should buy. Advertisers have the "General Publicity" habit, just as salesmen have had the "we will take your order, but we do not know when we can deliver" habit.

Goods must be sold. The consumer must be urged to buy, and given logical brass tacks arguments that will convince the buyer. This means aggressive salesmanship, backed up by aggressive, sales-compelling advertising—brass tacks copy with illustrations that illustrate some point made in the advertising copy, just as Winsor McCay's wonderful cartoons

illustrate the central thought or theme of Arthur Brisbane's full-page Sunday editorials.

Advertising copy, when written by men who have had years of experience, can be made not only to build prestige and good will, but it can also be made to do its real function in life, and that is *produce sales*. It will do it if the buying impulse is put into the copy. This sort of brass tacks copy—well illustrated—and with a closing argument that is convincing will create new buyers of the goods advertised. Then the advertiser will get what everyone now is clam-

oring for—"more direct results for the money expended," and that in turn will increase the value and volume of advertising.

The advertiser, the agency man, and the publisher who adjust their plan of business to meet these new conditions are the ones who will make 1921 our best business and advertising year. They will make advertising play a more important part, and be more effective and more useful actually than in the pleasant, go-easy days of Old General Publicity.

A Man Who Watched Advertising Grow Up

Joseph Addison Richards Was Writing Copy in an Agency When Trademarks, Now Old and Popular, Were Babes Crying for Recognition

By EDMUND McKENNA

WE have the impression that advertising writing is an ancient trade. Perhaps we gained that impression from Mark Twain's description in "Innocents Abroad" of how he discovered a minutely detailed advertisement of a gladiatorial contest in the Coliseum in the days of the Roman Empire.

However Mark's discovery may have misled our youthful minds the trade, or profession, as you will, is, with us, almost garishly new. It would astonish many people to meet the man who was and is the first professional advertising writer connected with an advertising agency in the United States. This man was a surprising discovery; in the first place because he is the authentic first man who made a profession of agency advertising writing, and in the second place because the man is himself so youthful, so buoyant, so vital and so graciously reminiscent.

HOW HE STARTED OUT

This man is Joseph Addison Richards. Mr. Richards still does five or six days' work every week in his agency, and in press of business very often takes a quantity of work home with him in the evenings.

My very evident surprise at learning Mr. Richards' position in the fifth industry in America was offset by his: "Well, I guess it doesn't prove anything but the youthfulness of advertising writing."

Of Mr. Richards' entrance into the profession of agency advertising perhaps we had better learn in his own words:

"When I left college in 1880," he told me, "to help my father, an advertising agent, who styled himself an attorney and counselor at advertising, there was a man in Philadelphia writing advertising. That man, although not a professional copy writer, was the father of modern advertising and his name was John E. Powers. I had known Mr. Powers, as he had succeeded my father as publisher of *The Nation*, Mr. Lawrence Godkin and J. H. Richards, my father, being the founders of that publication, now and since a national institution.

"The first agency that I entered as a professional advertising writer was that of James H. Bates, now the Morse International Agency."

While that is the authentic history of the case, it should be stated for the sake of clarity that there were men writing advertising before that time. These men, however, were solicitors who sometimes wrote the copy for a client, mostly in the client's shop or office.

Mr. Richards' position in the advertising field is unique in that he saw the beginnings of several great eras marked by mechanical advantages to business and progress in domestic life.

"I believe almost the first advertisement I ever designed," says Mr. Richards, "for at that time they were more designed than written, was an advertisement for the Scovill Manufacturing Company, which issued the first box camera for amateurs. A file of *The Century* of 1880 will show a Christmas advertisement of

two children taking a picture of Santa Claus with a children's camera, offered for a comparatively small sum. This was a year or two before Kodak days.

"The Remington Typewriter was not a commercial enterprise until Wyckoff, Seamans & Benedict took the agency from the manufacturer, the Remington people. I did some of the first work for that typewriter.

WHEN OLD-TIMERS WERE YOUNG

"When L. E. Waterman was struggling to make a fountain pen a practical matter in commercial life I helped him, and later wrote a series of lessons on Fountain Pen Salesmanship, for at that time it meant something for a store to take a stock of fountain pens and handle them so that they would be salable. We wrote twenty lessons on how to handle such a stock and how to advertise it, and for many years these were the standard of Mr. Waterman's practice among his dealers.

"I recall how Certified Milk originated. It was in the town of Caldwell, New Jersey. A dairyman, friend of mine, began with a few cows and an ardent desire to produce pure milk. He finally came in touch with a doctor who had the same notion of supplying that sort of milk for the health of babies. I wrote advertising for the local papers in Montclair, Orange and Newark, with great interest in the certification of pure milk.

"And canned soups? I remember very well standing at the back of a Hoboken ferryboat on the way to



JOSEPH ADDISON RICHARDS

Montclair carrying a rather large, heavy package and offering to wager with my friends that they couldn't possibly guess what was in it; and when I told them I was taking home soup there was a good deal of a laugh. But so it was. The Franco-American Food Company made a canned soup that could not possibly be brought to pass in the average kitchen at home. As I often ate in their kitchen, right alongside of their boiling caldrons, with the Biardot Brothers, and wrote of their delicious product, I little realized that they were practically opening the doors of the canneries that had hitherto been closed by reason of the unmentionable things that were going on behind them.

"The Biardot Brothers were not really the first people to get out a canned soup. No, there was a little concern up in Boston canning soup, but it was almost among the unmentionables.

"In a certain sense, this was an era-making event. I wrote a series of advertisements for the Franco-American Food Company on the sanitary conditions under which

their soups were made that opened the entire field of discussion on sanitation—sanitary cooking and canning. They were really the pioneers in preparing canned soup in daylight under the very best of sanitary auspices.

A PRIZE CONTEST

"When the Victor Talking Machine business passed from a talking machine, which name it had outgrown, to a real musical business, I was at work with them and I wrote for them a series of lessons on salesmanship, to dignify the proposition as a musical instrument and to cause every dealer to see what a great field he had in a record sale. I used the record to make the sales talk. On one side the record said to the dealer:

"Now, Mr. Salesman, give me a chance, if you please. I believe I can sell myself better than you can sell me."

"Somewhere in the midst of all these activities, I think in the year 1888, I saw an advertisement in the *New York Sun*, offering \$1,500 in cash prizes to the men who would

succeed in telling the best story in an advertisement to advance the cause of Victor F. Lawson's *Chicago Daily News*. He was one of the pioneers in reducing the price of the evening paper to one cent, and at the time of doing so he offered these prizes, that he might have material to flood his territory with the facts.

"I had a little bit of an advantage over some of my competitors, I am sure.—there were eight hundred and odd of them, and three thousand articles in competition—for I had seen Mr. Lawson's own writing in the shape of circulars that had come in for months to my father's office and I knew what style pleased him. He was to be the judge.

"I made six advertisements and I won the first prize. I think the fact that I jumped to the conclusion that if I could state in an advertisement that the man who wrote these words received a thousand dollars for his effort from the *Chicago Daily News*, I couldn't get any better attention-arrester, and this I proceeded to do.

The man who wrote these words received \$1,000 for his effort from the *Chicago Daily News*. Why? Because he succeeded in telling the truth about that paper in the most effective way in a newspaper advertisement.

"Then I proceeded to condense all the good points which Mr. Lawson had made about the *News* into a single paragraph of adjectives, adding simply that if the reader in need of such a newspaper would give the foregoing statement full credit for candor and accuracy he would surely take some means of getting acquainted with that paper. I then proceeded to deal with each one of the adjectives and expand it into a single advertisement and so I wrote and set up seven advertisements in a style I thought would please Mr. Lawson, in type that I knew he used, and sent them along to him.

"I waited six months and used to joke with my wife about the thousand dollars I had in Chicago. One day father sent for me to come over to his office. I went, and found a letter and as I opened it a check for \$1,000 fell out—I had won the first prize.

"Lorin F. Deland, the husband of Margaret Deland, now a famous writer, was the winner of the second prize.

SOME EARLY PROJECTS

"This really started things for me in the advertising writing profession, for immediately I was solicited to undertake various proj-

ects. George Turner, then publisher of *The World*, wanted to make me advertising editor, but I realized I hadn't equipment enough to tackle that terrible task.

"Mr. Turner wanted to offer me to his advertisers who desired help on their copy. It was a good idea at the time, quite unnecessary now.

"This was really the beginning of the recognition of men who had a distinctive work as advertising writers.

"Since then I have seen the advertisement grow and expand from a thing of words to something that combines words and picture, sometimes to the submerging of language in the illustration. I am still a firm believer in the power of language all by itself, just as I am in the other direction, sometimes a believer in the power of the picture all by itself. But, if I had to choose in this day of color and attraction of all kinds, between the clarity of language unadorned and illustration at its very best, I would take the former as the best salesman.

"Strange to say, when it comes to the matter of art in advertising, the introduction of it came from England when 'Bubbles' was introduced into the advertising of Pears'

Soap, in a very effective manner. But, strange again, real art has seemed to languish in British advertising, whereas the idea gave to American advertising agencies a new impetus, and it wasn't long before some of the best American artists were quite willing to receive commissions from advertising agencies to illustrate the goods of their clients.

"There was a period, it is not so long ago, when a man who wrote books and called himself a producer of literature wouldn't touch advertising writing. Many of them now write about advertising that is literature as well.

ADVERTISING REMINISCENCES

"Again, I saw the early days of the house organ, and at one time I edited four of these publications for Ferris, the Ham and Bacon man; one for Green, the Felt Shoe man; another for Alfred Dolge, at the time he tried to establish the Auto-harp, and another for a watch case maker, Joseph Fahys & Co. Thus I saw the house organ, this very effective channel of advertising, start and was in at the beginning. I believe in it today just as thoroughly as I did then.

"I have seen also the beginning

of the advertising journal of today.

"Allan Forman published a journal called *The Journalist*, and after I had won my prize he interviewed me and published my picture.

"During the early part of my work I was heartily content to be a sort of family doctor in the advertising business, treating all cases and feeling competent to do so, writing, furnishing ideas on media and everything of that sort; but the requirements of clients became so manifold in every direction, both as regards copy and media, that all this brought in the necessity for trained specialists in all these lines, until now advertising in all its breadth is a matter of related units that can only be handled by a well-equipped organization of specialists."

It will be seen from these reminiscences with what wealth of experience Mr. Richards speaks of advertising in its relation to social and commercial progress. He met many personalities in the course of his long career. Some of them are known to the public because of stupendous success and others buried in the oblivion of obscurity. Here are two of them he tells about:

"There is one type of man that
(Continued on page 35)

Big Guns in the Dealer Campaign

THESE days are notable for sudden decisions on the part of manufacturers that, after all, valor is the better part of discretion and it may pay to use extra-heavy artillery and costly ammunition in the dealer campaign.

Among the companies who have fallen into line with big, big guns is the Piso Company, of Warren, Pa., manufacturers of a well-known remedy for coughs and colds. The latest effort of this company is the use, as a display piece, of a live, attention-riveting painting by Norman Rockwell, a reduced reproduction of which, in black and white, appears herewith.

This painting serves two purposes. Placed in the dealer's window it attracts attention to Piso's and works toward the increase of his sales of that line just as any other good piece of selling copy would. Properly merchandised by an advertising department which knows how to capitalize its art value and its obvious costliness it impresses

the dealer with the quality of the backing that the company is giving him and with the company's interest in his welfare, thus becoming an effective creator of dealer good-will.

In the dealer folder sent out to merchandise this display piece and at the same time to outline the campaign for late 1920 and early 1921, the Piso Company says:

We had only one purpose in mind in having Norman Rockwell—the artist who draws a great many of the front covers of *The Saturday Evening Post*—paint this

Piso picture—*More Sales For You*.

We told Norman Rockwell to go the limit and do his best to give druggists the finest piece of display they ever received. This is the result.

It is a splendid display for window, shelf or counter.

It links you up with the great Piso demand.

It links you up with all Piso advertising.

It is good enough to win a place in any art gallery. It is fine enough to hold the attention of your public for months—even for years.

This expensive display picture is simply one element of our co-operation—hence there is not a penny's cost to you. No "ifs"—no "buts." Just mail the enclosed postcard.

These are well-put incentives to action. Of course, the best incentive of all is the reproduction of the Rockwell picture itself, which appears in the folder.

"Big guns and heavy ammunition" is not the only answer to the question of how to make the dealer use the "helps" furnished him. But it is one answer that seems quite satisfactory to the manufacturer who makes it.



This is heavy ammunition—and real advertising art—that is calculated to impress both dealer and consumer. Norman Rockwell painted it for the Piso Company.

Advertising's Aid to Readjustment

It Has Served Effectively to Sustain Active Markets and to Protect Business in a Declining Market

By J. C. McQUISTON

Retiring President, Association of National Advertisers*

ANOTHER milestone has been passed by the A. N. A. At this time the A. N. A. is representative of 320 companies—the biggest, most progressive and most consistent advertisers of this or any other country.

No one will question the statement that the coming together of you advertising managers, from time to time at our annual and mid-year meetings, has been the most powerful and impelling influence actuating you, and no one can fully estimate the extent to which these gatherings have contributed to the sanity, common sense, and, altogether, the high effectiveness of advertising the world over.

That "the pen is mightier than the sword" is today an acknowledged reality. In the war program this statement was put to the crucial test and was not found wanting.

ADVERTISING AND "READJUSTMENT"

So far in the reconstruction or, as in America we more properly term it, the readjustment program, advertising has been doing what is generally believed to be a tremendous work in the stabilizing of business, both national and local. Some may say that advertising was not necessary following the war, and that our markets would have continued prosperous without advertising on account of the accumulation of credit by the average citizen and the continuation of work at good pay. However this may be, it is generally accepted as a fact that such advertising as has been sufficiently effective to create what may be called favorable and lasting impression will now have its opportunity to play its part in sustaining active markets when hesitation in buying is seen on every hand.

At the Bedford Springs meeting the program was referred to as one for business. Then we were looking forward to conditions such as are now upon us. We knew it was only a matter of a short time till the intoxication of buying and the consequent high price level would give way to a decline in both purchase and price. Sanity, conservatism and di-

rectness of appeal were emphasized by formal addresses and informal discussions at every session.

Since the Bedford Springs meeting it appears that our markets have reached the mountain top and that business is now receding toward a normal level. What that normal level may be is a matter for conjecture. Doubtless more people are wrong than right as to how low the prices of commodities will go, because the memory of man (and woman) is so good that they can, with positiveness, state the prices current before the war for clothes, foods, autos and practically everything else. Without any other level, or any other consideration, that is the level the buyer in general is waiting for.

Now, what has advertising to do with a situation like this? I answer, that is why we have met here. The printed word "mightier than the sword," both in editorial and in advertising appeal, can do much to instil common sense in selling and buying, and in sustaining a confidence that will keep our markets sanely active.

The press can contribute mightily to sustaining public confidence. This is no time for a pessimistic editorial in any American paper. The pessimist never won a battle nor a race. Neither can a gloomy press contribute to a constructive plan of business. When the editorial policy is depressed, it is time for the advertiser to omit his advertisements and to save his money. Certainly no advertiser can expect to derive benefit from his advertisements if his appeals to buy are offset by a dark and dismal opinion in the editorial page. I believe that in the readjustment program we are not just beginning. On the contrary, we are a long way through it, and although there may be some stony spots and some sandholes to pass over, we shall soon emerge, as we always have, better and wiser for the experience.

Business is not yet an exact science, although it is more nearly so today than ever before.

Within a period of five years, production and prices ascended to

heights hitherto unknown. During this time, despite pessimistic predictions, American industry met and conquered every obstacle. In meeting these difficulties, advertising has played a most important part. Now, another problem—a big one, I grant you has arisen. It is to safeguard business in a declining market. In this declining market, if buyer and seller will keep their heads, it should be possible for us to return to normal conditions gradually and with safety and avoid that sudden drop that shatters industry, labor and investments. I believe that we can do this. I believe we will. But here again advertising will have its opportunity.

A. N. A. PERFORMING IMPORTANT SERVICE

It is pleasant to note the strong financial condition of the A. N. A., which speaks well for the administration of the headquarters office. The increased revenue, coming from increased membership, as shown in the secretary's report, is quickly transformed into service, which is constantly increasing, for our membership. The A. N. A. is surely performing a worth-while service in the building of Better Business.

I would be amiss if I did not mention, especially, the wonderful work of our central office. The service of this office has reached almost every member in one or more ways this year, and if there should be any members who have not received some form of service it is only because such members have not called for it.

Note that the average of individual data services rendered monthly this last year has been over 2,500. This is five times as great as last year.

In this connection I wish to draw attention to the active and splendid work of all committees. The experience and work of the men on these committees make possible the collection of data that is yours for the asking.

Finally, I wish to express my appreciation and my thanks to the members of the Board of Directors, to the secretary and staff of the headquarters office, for the assistance and support accorded me during the year.

*Part of the Presidential address delivered before the Lakewood meeting of the A. N. A.

A Sound Basis of Fairness

is being gradually built in under advertising which is making it more positive in results and easier to buy and handle

The  Globe
and of  Advertiser.

is proud of the place it has taken in helping to lead the way to much of the progress

-
- 1911** For definite proved net circulation. Started the movement which resulted in the Audit Bureau of Circulations. First New York newspaper to sell space on the new basis.
 - 1912** Started the movement to advertise advertising resulting in the organization of the Bureau of Advertising of the American Newspaper Publishers Association.
 - 1914** Established commodity basis for selling advertising, same rate local and foreign for same service with commission to agent on any business developed by him.
 - 1916** Advertising rates scientifically based on definite costs. Dividing enormous increases of extra expense fairly between reader and advertiser.
 - 1917** Through co-operative effort sought to show other newspapers the advantage of scientific management to hold down arbitrary advances in rates.
 - 1918** Established general adoption of 15% commission to agents and 2% cash discount, by repeated circularization of newspapers, propaganda in trade papers, etc., etc.
 - 1919** Withdrew allowance of commission direct to all advertisers on expiration of existing contracts, compelled those who demanded the making of cuts, drawings, etc., to pay for them and established the principle of saving expense to the man who does not demand nor receive the extra service.
 - 1920** Established principle of an absolutely flat rate on expiration of all existing contracts, which permits a man with a 50-line ad to buy as cheaply as an advertiser using 30,000 lines.

Definite proved circulation, commodity base for sales, fair play to all advertisers and absolute protection to the agent

Member
A. B. C.

THE NEW YORK GLOBE
 JASON ROGERS, Publisher

170,000
A Day

A. N. A. Girds Its Loins for Battle

Delegates at Lakewood Meeting Prepare to Combat Depression With Greater Advertising Effort—New Officers Elected

JUST Before the Battle." The old hymn, if it could be reft of its note and gloom, might well have been the convention song of the Association of National Advertisers at its meeting in Lakewood, N. J., Monday, Tuesday and Wednesday of this week, because every one of the 195 delegates showed clearly not only that he himself was convinced that the year 1921 is to be a year of strenuous business battle in which production, economy and efficiency will win, but that in this he reflected the conviction of his house. And all at the convention were planning their campaigns and arranging their forces for the battle that will be on when the new year comes.

DISCUSS APPROPRIATIONS

Every delegate who reported expressed in terms definite and certain that his company insisted that in the advertising department and in every other department in 1921 one dollar must do the work that two dollars did in 1920.

It is not strange, therefore, that the application of 1921 advertising appropriations was discussed widely, nor that other means for creating sales than the usual advertising channels were considered.

In many cases, it was brought out, advertising appropriations would be increased over those of 1920, but it was thoroughly understood that so long as advertising rates remained where they are today a dollar of advertising must be spread thin in places where it is now reasonably heavy. This leads, naturally, to what will be a momentous decision for advertising mediums, favorable to some and unfavorable to others. That is:

Since sales are the one thing that must largely be produced and increased by advertising, the advertising managers have determined to cut in large measure, if not entirely, good will and institutional advertising and devote their appropriations to the shortest and most direct line of communication between the advertiser and the consumer—the means, as it was openly expressed, that will carry the sales message to the consumer the quickest.

"Magazines and other periodicals," said one delegate who would not permit the use of his name, "are bound

to suffer, and newspapers that can produce sales are going to benefit. The effect, in my opinion, will be felt next spring and during the months that follow."

Officers of the A. N. A. 1921

PRESIDENT:

Mont. H. Wright, John B. Stetson Co.

VICE-PRESIDENTS:

J. D. Ellsworth, American Telephone & Telegraph Co.

R. J. Winsten, The H. Black Co.

R. H. Fellows, Addressograph Co.

SECRETARY-TREASURER:

John Sullivan

DIRECTORS:

Geo. S. Fowler, Colgate & Co.

H. K. Gilbert, Oliver Typewriter Co.

E. T. Hall, Ralston Purina Co.

W. T. Chollar, Atlas Portland Cement Co.

Don Francisco, California Fruit Growers Exchange

L. B. Jones, Eastman Kodak Co.

W. H. Marsh, Burroughs Adding Machine Co.

W. A. McDermaid, Perfumerie Lounray

F. N. Sim, Timken-Detroit Axle Co.

P. L. Thomson, Western Electric Co.

L. W. Wheelock, Stephen F. Whitman & Son, Inc.

J. S. Whichert, Mellin's Food Co. of No. America

During the morning of the last day of the meeting, when but ninety men were present in the session, a questionnaire was circulated which follows. Not all filled out the questionnaire. The replies as they were assembled were:

Replies to this questionnaire showed that fifty-nine of the companies represented had increased their advertising appropriations for 1921; that eleven had decreased it, and that seventeen would keep it the same as in 1920. Seventy concerns are releasing their 1921 campaigns and twenty-one are holding up insertions. Ten of the latter, however, stated that they would release their advertising within a period of four months; two in one month; five in two months; two in three months, and one in four months.

To the query, "How long, in your opinion, will the present uncertainty

continue?" seventeen replies indicated that those who wrote looked for a let-up some time between January and April; thirty-eight some time between April and July; fourteen between July and October; five between October and January, 1921; four expected one year of depression, and one two years.

Election of officers made Mont H. Wright, of the John B. Stetson Company, president; J. D. Ellsworth, American Telephone & Telegraph Company; R. N. Fellows, Addressograph Company (both re-elected), and R. J. Winsten, H. Black Company, vice-presidents. George S. Fowler, Colgate & Co.; H. K. Gilbert, Oliver Typewriter Company, and E. T. Hall, Ralston Purina Company, were named directors, to serve three years, replacing L. R. Greene, Jack W. Speare and Tim Thrift, whose terms expired with this meeting.

RESOLUTIONS ASK GOVERNMENT CO-OPERATION

Resolutions were passed recommending that Congress support the work of developing the efficient and economical distribution of farm products; urging Congress to take immediate steps to increase postal salaries and facilities and to conserve the morale and enthusiasm of the entire department, to the end that the present sad condition of the mails be done away with; thanking the retiring officers for their services during their terms; recommending that members support every effort to reduce the number of the sizes, weights, covers and grades of paper, in order that economy and greater efficiency in the use of advertising material may result, and requesting Congress to make the necessary appropriation to conclude the preparation of a new schedule of import and export classifications.

John Sullivan, who was re-elected secretary-treasurer, told the meeting that the Association was never in quite so strong a position financially as it is today, notwithstanding that the office staff is double what it was four years ago and salaries have been increased three and one-quarter times over 1916 to meet the growing cost of living.

(Continued on page 32)

Collier's

THE NATIONAL WEEKLY

5¢ a copy



South Bend Watches and Collier's

The South Bend Watch Co. is using Collier's as the backbone of its national advertising campaign.

Read Collier's

NEWS OF THE WEEK

Six More Accounts With Cramer-Krassel

New accounts recently placed in charge of the Cramer-Krassel Company, Milwaukee, include Cresta Coffee Company and Rundle-Spence Manufacturing Company, Milwaukee; Hardy-Ryan Abstract Company, Waukesha, Wis.; Midwest Corporation, West Bend, Wis.; Willard Multi-tool Company, Lansing, Mich.; and Fire-proof Shoe Company, Jackson, Mich.

Snodgrass & Gayness Has Gas Appliance Account

Snodgrass & Gayness, Inc., New York, has been appointed to advertise the Vulcan gas appliances made by Wm. M. Crane & Company, New York.

Printz-Biederman Appoints New Advertising and Sales Heads

The Printz-Biederman Company, manufacturer of Printzess coats, suits and other women's apparel, Cleveland, O., has appointed Edwin Ensten as sales manager and L. W. Newmark to have charge of the advertising department.

Mr. Ensten, who has represented the company in New England, succeeds Charles J. Crockett, who recently resigned. Mr. Newmark has been traveling in New York State.

Buys Philadelphia "Press" Building

The Beck Engraving Company has purchased the six-story building formerly occupied by the Philadelphia Press, at the northwest corner of Seventh and Sansom streets.

Storm Agency Advertising Cuban Cigar Manufacturers

The Cigar Manufacturers' Association of the Island of Cuba is now advertising through Jules P. Storm & Sons, Inc., New York, to acquaint the public with the fact that the 1920 crop of Havana tobacco is the best since 1905, and that the price of imported cigars is reasonable and cannot come down for at least a year.

Wm. J. Morton Visiting Pacific Coast

William J. Morton, president of the Wm. J. Morton Company, special advertising agency of New York, is visiting his papers on the Pacific Coast in order to investigate present and prospective business conditions.

Sullivan, Latshaw and Jones to Speak December 14

John Sullivan, executive secretary, Association of National Advertisers; Stanley Latshaw, of *Butterick's*, and Lester L. Jones, Labor Commissioner of the New York City Publishers' Association, will open the discussion on "What Is the Future Trend of Advertising Rates?" at the Open Forum meeting of the Sphinx Club, New York, on the evening of December 14.

International Harvester in New Orleans

The International Harvester Company, Chicago, has purchased a site for a manufacturing and distributing plant at New Orleans.

Delta Electric Appoints Moss Agency

The Delta Electric Company of Marion, Ind., large manufacturers of electric bicycle lamps, has appointed the Moss Advertising Agency, of Marion, Ind., to handle its advertising. The company has been conducting a national campaign in twenty-five or more magazines, and plans to increase its appropriation for 1921 considerably.

La Porte & Austin Will Advertise Fire-proof Doors

La Porte & Austin, New York advertising agency, has been appointed by the A. C. Chesley Company, Inc., New York manufacturer of fire-proof doors, to handle its advertising for the forthcoming year. This agency is now placing copy in national mediums for the Sedgwick Sales Company of New York, maker of the Eip spare rim carrier.

Hyman Joins Chas. H. Fuller Co.

Claude S. Hyman, formerly advertising manager of the Standard Motor Truck Company, Detroit, has joined the copy staff of the Charles H. Fuller Company, Chicago, in the automotive department.

Fashion Publications Merged

Fashionable Dress, New York monthly publication, has taken over *Fashion Review*, also of New York, the latter ceasing publication with the November issue. Subscribers will receive copies of *Fashionable Dress* for the unexpired period of their subscription.

Starts Empire Advertising Service

Frederick F. Roeding has severed his connection with LaPorte & Austin, New York, to form the Empire Advertising Service at 298 Broadway, New York City.

New Kelly-Springfield President

Van H. Cartmell, president of the Kelly-Springfield Tire Company for the past eighteen years, resigned his office on December 7, on account of impaired health and advanced age.

F. A. Seaman was elected to succeed Mr. Cartmell as president of the company. Arthur Sachs, of Goldman, Sachs & Company, New York, was elected a director.

Judge Moore Joins Seaman Paper Co.

Judge Charles F. Moore, who for many years has been identified with the paper industry and is perhaps as well known to the trade as any other man in it, has recently become associated with the Seaman Paper Company as special representative.

Judge Moore's capacity and wide experience admirably equip him to assist the executive department of this rapidly expanding company in many ways. The connection should prove to be to their great mutual advantage.

Gundlach Has Hardware Account

The Gundlach Advertising Agency, Chicago, is now sending orders to trade publications for the Allith-Prouty Company, sliding door hardware, Danville, Ill.

Julian Harris Purchases Interest in "Enquirer-Sun"

Julian Harris and Thomas Loyless have bought the *Enquirer-Sun*, of Columbus, Ga. Mr. Loyless is a very well known publisher in the South and Julian Harris has just recently returned from Paris, where he was general manager of the Paris *Herald*.

Previous to his going to Paris, Mr. Harris, who is a son of the late Joel Chandler Harris, was Sunday editor of the New York *Herald*, also advertising manager of the *Evening Telegram*.

Before coming North, Mr. Harris was connected with the Atlanta *Constitution*, and was also general manager of *Uncle Remus' Magazine*.

New Accounts With W. J. Bryan & Co.

The accounts of the Kelsey Heating Company, Syracuse, warm air generators, and the Harry C. Lee Company, New York, sporting goods, are now in charge of W. J. Bryan & Company, New York.

Heads Citrus By-Products Sales

F. T. Cassel has been appointed sales manager of the Exchange By-Products Company, which is affiliated with the California Fruit Growers' Association.

Will Advertise Corsets and Chain Shoe Stores

The Kalamazoo Corset Company, manufacturer of Madam Grace corsets, has placed its advertising account in the hands of the Irwin L. Rosenberg Company, Chicago. A special campaign for "Graceful Stouts" corsets will be run in newspapers and the women's magazines.

The advertising account of Maling Brothers, who operate a chain of shoe stores in Chicago, has also been placed with this agency.

R. B. Scribner, Southern Pacific Advertising Agent

Romeyn Brown Scribner, recently general manager of Doremus & Company, New York advertising agency, has been appointed advertising agent of the Southern Pacific Company. Mr. Scribner was at one time connected with A. W. Shaw & Company, Chicago, and with the William H. Rankin Company.

Buzby-Raughley Has Steel Account

The Buzby-Raughley Company, Philadelphia advertising agency, has obtained the account of the Lancaster Steel Products Company, Lancaster, Pa.

Fuller to Advertise Orangeine Powders

The advertising account of the Orangeine Chemical Company, Chicago, is now being handled by the Charles H. Fuller Company of that city. An appropriation of \$35,000 has been made.

Coca Cola Trade-Mark Protected

Through a decision handed down recently by the Supreme Court of the United States the Coca Cola Company won an important suit to protect its trade-mark rights against infringement. The court upheld the Coca Cola Company's proprietary right to its trade-name.

The *BOSTON POST'S* *Remarkable Circulation*

(Editorial in the Boston Post of December 1, 1920)

The average circulation of the Boston Daily Post for the month of November, 1920, was **426,864** copies per day. This was a gain of **28,907** copies per day as compared with November, 1919.

This is by a large margin the largest distinctively morning circulation of any newspaper in America. We say "distinctively" morning circulation, because one morning newspaper in the United States—the Chicago Tribune—states its circulation to be somewhat larger. But the Chicago Tribune—as shown in its sworn statements to the Audit Bureau of Circulation—includes in its circulation a so-called "bull-dog," or pre-dated edition, which goes to press at 9 p. m. of the preceding day for the purpose of reaching remote territory by early evening trains out of Chicago, and which edition consists of over 150,000 copies. Such copies are not distinctively "morning circulation," but might be classed rather as evening circulation. Every copy of the Boston Post's November daily circulation was printed after midnight on the date which the printed copies bear, and contained the full news of the day before. If the Boston Post were to issue a pre-dated "bull-dog" edition on the evening before, it could readily increase its total circulation by from 50,000 to 100,000 copies per day. But they would necessarily be incomplete newspapers, as much important news is received late in the evening. Despite the enormously greater population within easy reach of New York City, no New York daily morning newspaper has a circulation within gunshot of that of the Boston Post.

During November, 1920, the average circulation of the Boston Sunday Post was **456,483** copies per Sunday. This is a gain of **99,515** copies per Sunday over November, 1919, and far in excess of the circulation of any other Boston Sunday newspaper.

As to "returns" of unsold copies, the Boston Post now allows a maximum of five per cent "returns," considering this policy simple justice to newsdealers and newsboys and to the best interests of its advertisers. In many cases there are no "returns" whatever, and the average "returns" are much less than five per cent.

The overwhelming circulation leadership of the Boston Post, both daily and Sunday, is so pronounced that it seems almost discourteous to make comparisons. Certainly it is not duplicated or approached in any other city in the country. The Post has recently found it necessary to purchase three additional expensive pieces of adjoining real estate—the so-called Automat building and the Rogers building on Washington street and the Hunnewell building on School street—in an effort to provide for the necessary expansion of its mechanical plant, already one of the largest in the world.

For these substantial evidences of public favor, the Post management can not express too strongly or too frequently its appreciation of the loyalty of its ever growing multitude of readers, who so generously overlook its many defects and approve its earnest efforts to present the news and features of the times in a reliable and attractive way.

Creating National Good Will for a Bank

Advertising Which Seeks to Do This Must Help or Interest the Reader or Set Him Thinking

By ADDISON L. WINSHIP
Vice-President, National Shawmut Bank of Boston*

THE banker, more than any other man associated with business, is dependent upon good-will for his success. The bank's most valuable asset is the confidence of the public, in its officers and in its integrity. Such confidence is the direct product of good-will. While it is in the successful operation of their institutions that bankers seek largely to develop good-will, almost without exception we will find that the modern banker appreciates the value of publicity as an aid to attaining public confidence and esteem. So thoroughly, in fact, does the modern banker understand the importance of advertising that the query is often made by the credit man of the bank to a prospective borrower: "Is your product one that is nationally advertised, and if so, in what way?" They recognize the permanence and solid value that are behind the majority of nationally advertised products.

SERVICE PARAMOUNT IN BANK

Good-will may be built, as in the case of the manufacturer, upon the quality of a particular product. The banker, however, must depend wholly upon the scope and quality of service, as that is what he seeks to sell to the business world. His problem is far more acute than that of the merchant or manufacturer who has a tangible commodity to market.

The commodity offered by the banker is indefinite and intangible, yet it is capable of comparison. Broadly, I might say a factor in service is having something individual. In the case of the manufacturer it may be better goods. In that of the bank it is facilities for giving better service and the purpose to use them. Whether one seeks to develop national or local good-will, the quality and breadth of the service will determine the amount of return in good-will. The accomplishment of this purpose to promote good-will may be attained either through direct or indirect advertising or other effort.

With regard to the advertising, or the direct means to be employed, the

bank seeking to carry out a broad policy has a difficult task. It is compelled at the outset to overcome and correct inaccurate, and sometimes unwarranted impressions which certain sections of the public foster with regard to banks in general. It should be the aim of the direct publicity of the bank to teach the public to understand the real purpose of banking. Effort should be made to eliminate preconceived ideas that the banking atmosphere is naturally characterized by coldness and selfishness. The bank's advertising should be of such a character as to furnish proof of a willingness on the part of the bank officers and staff to co-operate not only with its depositors, but with the public generally.

GOOD-WILL APPEAL MUST BE BROAD

In giving direct publicity to its service, the bank should, if that service is unique in any particular, capitalize it. It may be said, and perhaps truthfully, that between two banks of similar character, equal resources and connections, little difference can exist with regard to the extent of their respective services. That, of course, is true, yet a very considerable difference may exist; not so much in the scope of their services as in the manner in which those services are bestowed. For instance, to use a homely illustration, two bicycles may be of exactly the same make and same age. The men riding them up the street may be of equal skill and weight, yet as they pass by we notice that one machine runs easily, while the other squeaks. The same distinction might apply as between banks—one may give their service freely and generously, all of its departments functioning smoothly, while the other suggests stiffness and a halting manner in the giving of service. It is unnecessary to indicate which is earning good-will.

In seeking national good-will through advertising the bank officer in charge should always keep in mind that his institution is desirous of obtaining the good-will of others than those who are included in that exclusive group known as "quality"

or "highbrow." Therefore, he must use all kinds and manner of media if he wishes to reach all the people. While the spectacular can have no place in the program of any rightly managed bank, no progressive institution will refuse to consider any sound proposition.

BANK ADVERTISING IS NEWS

The advertising of the bank which seeks to create national good-will should first of all have something to say worth saying, and should not be afraid to say it. Bankers now realize that lists of names, or the bare announcements of the financial condition of their institutions do not mean much to the average business man. All of the bank's advertising should be regarded from the standpoint of news; nor should the stories be confined to news about the bank. Some attention should be devoted to giving publicity to matters or information in which the public may be interested, apart from finance. It should be the aim of the bank's advertising to furnish the reader of the newspaper or magazine with information that will aid or interest him or set him thinking. The giving of such information represents a very effective means of developing national good-will.

Helping the business man with his problems of production, marketing and accounting; giving the merchant and manufacturer the benefit of the banker's knowledge and experience, either directly through conference in the bank, or indirectly through its advertising, or through the publication of booklets and statements are only a few of the means to be employed in building good-will both local and national.

New York Gem Sales \$180,000,000

Wholesale jewelry sales in the John street and Maiden lane district of New York last year approximated \$180,000,000, according to an article in the *Jewellers' Circular* by Samuel S. Conover, president of the Fidelity-International Trust Company of New York.

Of these sales about \$100,000,000 were in precious stones, \$35,000,000 in gold ornament settings and plate, \$15,000,000 in silver and silver plated ware, \$15,000,000 in platinum and \$15,000,000 in optical goods.

*A part of Mr. Winship's address before the Lakewood meeting of the Association of National Advertisers, December 7.

A Wonderful Record in Advertising

On Friday, Dec. 3, 1920, the

NEW YORK JOURNAL

Printed a 50-page Paper with

324 $\frac{1}{2}$ Columns

of Paid Display Advertising

This is more than was ever published before in any regular issue of a New York evening newspaper

This was 76½ columns MORE than the Evening World, 171 columns more than The Sun, and was more than the Post, Mail, Telegram and Globe COMBINED. The Evening Journal printed 31.87 per cent of the total volume of paid display advertising carried by the seven New York evening newspapers.

**Manufacturing a REAL
Newspaper**

Business Men and Publishers Will Be Interested in Some Figures Telling What a Big Edition of the Evening Journal Means in a Mechanical Way.

A Letter from the Head of the Mechanical Department:

To print this fifty-page paper there were used TWO HUNDRED AND SEVEN TONS OF PAPER and SIXTY-TWO HUNDRED POUNDS OF INK. If these papers were laid end to end one page wide, it would be equal to a path reaching more than FORTY-FIVE HUNDRED MILES.

The Composing Room employed 128 compositors and set up for the First Edition 50 complete pages. In order to carry later news on each edition through the day it was necessary to readjust and make up 96 more pages, making a total of 146 pages sent to the Stereotype Room during the day.

The Stereotype Department employed 29 operators throughout the day, and cast 880 plates for the First Edition, and 704 plates for the balance of the editions,

making a total of 1,584 plates cast during the day. The operators working on the Metal Furnace pumped over 60 tons of hot metal in order to cast the above number of plates for the Press Room.

The number of men employed in the Press Room was 264 Operators and 12 Paper Handlers, 3 Clerks and 4 Overseers, who operated the presses, produced a total of SIX HUNDRED AND FORTY-SEVEN THOUSAND EIGHT HUNDRED AND FORTY-SIX perfect copies delivered to the Circulation Department.

The Circulation or Delivery Department employed 276 men; using 65 wagons and 19 Auto Trucks, making a total of 235 trips containing printed papers, which were delivered to over SIX THOUSAND SELLING AGENTS throughout the city.

647,846

Was the Circulation of the New York Evening Journal on the Above Date at three cents per copy.

Advertising Men and Publishers Suggested for Harding's Cabinet

With a publisher scheduled to enter the White House this spring it is not strange that the names of several prominent publishers and advertising men should have already been suggested for the cabinet of President Harding.

One of the first names to be mentioned is that of Albert D. Lasker, president of Lord & Thomas, Inc., large and old-established advertising agency of Chicago. Mr. Lasker, according to the "cabinet-makers," holds prime consideration for the office of Secretary of Commerce. Senator Arthur Capper, publisher of the Capper Publications, is very logically named for Secretary of Agriculture: his ability to direct the agrarian interests of the country admirably being generally conceded. Another cabinet possibility is said to be Frank A. Munsey, the New York and Baltimore newspaper publisher. And Richard Washburn Child, former editor of *Collier's Weekly*, according to a Marion, O., dispatch, has been suggested for Secretary to President Harding.

Map of Canadian Resources Issued

A map of the Dominion of Canada, printed in colors, showing the location of resources and industries, has been issued by the Manitoba *Free Press* of Winnipeg.

Louisville Newspaper Uses Novel Display

The Louisville *Courier-Journal* and the Louisville *Times*, at a Pure Food Show held in their city November 22 to December 4, erected a store front similar to the up-to-date grocer's and displayed a wide variety of advertised food products in an attractive manner. Each day of the exposition the newspapers issued a four-page paper, under the editorship of A. R. Magee, advertising manager, presenting the latest news and illustrations. The first two numbers contained several contributions from leading advertising agencies on the significance of advertised goods.

"La Presse" Raises Price

La Presse, Montreal, Canada, on December 1, increased its price from two to three cents on weekdays and from three to five cents on Saturdays.

What Advertising Did for Five Products

Twenty-eight years ago the makers of a watch produced a large machine-made article, and priced it \$1.50. The first year without advertising they sold 12,000. Next year with some advertising, 87,000 were sold. Then, increasing the factory output by having created a market and stabilized it, they reduced the size of the watch, the price to \$1, and by advertising sold 485,000 the third year.

The makers of a famous camera, when they began advertising over thirty years ago, made one camera which took a 2½-inch picture and which sold at \$25. In 1917 (at the time of the violent rise in cost of materials) they made a far better camera which sold for \$10.

When the manufacturer of a well-known breakfast food began advertising, his goods sold at 15 cents a package. In 1917 his package was 50 per cent. larger and sold for 10 cents.

The selling cost of a spark plug was decreased 70 per cent. in four years. In 1908 a magneto sold for \$150. Ten years later a much better magneto used for the same purpose was selling at \$81.

These cases are not exceptional, says *Art Metal*—just illustrative of some of the things which advertising can do and has done.

"Good Housekeeping" Advertises Advertising

In order to explain the economic forces which operate in conjunction with printed salesmanship; to make clear that advertising does not necessarily add to the cost of merchandise, and to point out what an actual protection advertising is, *Good Housekeeping* has started a series of advertisements directed to its readers. The first four advertisements treat upon the following subjects: School advertising, fashion advertising, the economy of advertising, and the advertising of home-furnishings.

F. I. Reynolds Heads Rubber Corporation

Francis I. Reynolds, at one time sales manager of the United States Rubber Company, has become president and general manager of the Rubber Corporation of America, which has taken over the selling organizations of the Sterling Tire Corporation and the Empire Rubber & Tire Corporation, with headquarters in New York.

N. K. Fairbank Products to Be Advertised by Gardiner & Wells

The N. K. Fairbank Company, Chicago, manufacturers of Fairy Soap, Gold Dust washing powder, and Cottolene, has placed the advertising of its products, including that for the vegetable oils of the American Cotton Oil Company, New York, with Gardiner & Wells Co., Inc., of New York.

Average Net Paid Circulation of The Kansas City Star During November:

Morning	- - -	215,689
Evening	- - -	221,037
Sunday	- - -	222,009
Weekly Star		346,181

THE KANSAS CITY STAR

Chicago Office,
1418 Century Bldg.

New York Office
2 Rector St.

The Business Department's Part

How the Newspaper's Advertising and Those Who Have Charge of It Can Serve the Public

By LOUIS WILEY,

Business Mgr., New York Times*

THE function of the business department of a newspaper is to bring about profitable results. In order to accomplish this the best mechanical contrivances are sought and adopted—the most expeditious methods of circulation, latest means of typesetting, of stereotyping, of press work, of mailing, of transportation are brought into play to give the publisher's program a chance of materialization.

The business department may be helpful in cultivating good relations with the general public. The public, however, is interested in what a newspaper presents to its readers—in its editorial policy and in its treatment of the news. A newspaper may be strong and influential, but if the editorial and news departments are weak and unsatisfactory and unpopular the most capable business department cannot make the newspaper a success.

The representation of the merits of the newspaper as an advertising medium is one of the most important functions of the business department, and it is not always as easy as it appears to convince advertisers that their best interests are being neglected by disregarding the value of a particular newspaper. The education of the advertiser is progressive, and the forces of education are being continually put into operation for his benefit. A newspaper which has gained the patronage of the most numerous of the best class of readers will ultimately command sufficient advertising to render it a commercial success.

WHAT ADVERTISEMENTS TELL

Advertisements in newspapers sometimes offer opportunities for a better study of the customs of the time than does the news. Such announcements have always been a record of the history, literature and manners of a time. Advertisements in *The Spectator* more than two hundred years ago, in the period when Addison and Swift flourished, announced theatrical performances, concerts, new books, real estate, wines, articles lost or found, a busi-

ness college, baths and sanitarium and medical advertisements.

The wants, ambitions and ailments of men have not changed much. The advertisements in today's newspaper differ little, except in number and

size, from those in *The Spectator*. In a broad sense the announcements in the advertising columns of the newspapers of 1920 are indicative of the human activities of the time, elaborating as they do on every phase of modern life.

The responsibility of a newspaper for the presentation to its readers of advertisements which tell the truth without exaggeration is as great as the obligation which governs the publication of news.

There is a field in newspaper work for the philosopher, for the educator, for the scientist. That "the pen is mightier than the sword" is daily



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

Automotive Advertisers in Chicago Find "Post" Best "Service Station"

Advertising is service—the service that brings together buyer and seller. This service is brought about in many ways, but the most effective, and the least expensive method in nearly all instances, is by newspaper advertising.

Manufacturers and dealers in better-class commodities, those who in order to profitably market their product must tell their story to a class of people who are intelligent enough to appreciate their offerings, as well as financially able to purchase them, have long known the value of The Post's service in the Chicago market.

Advertisers of automobiles, financial advertisers, insurance companies, publishers, art dealers, and those specializing in all better-grade merchandise, have always in the Chicago market chosen first The Chicago Evening Post when making up their schedules.

The value of The Post lies in the quality of its circulation; it reaches the buying power of Chicago. Elimination of waste circulation, with your sales story reaching only those who are able to buy your product, is the result of concentrating upon the able-to-buy readers of

The Chicago Evening Post

Chicago's Class Newspaper

Eastern Representative:

Kelly-Smith Co., Marbridge Building, New York

Western Representative:

John Glass, Peoples Gas Building, Chicago

*From an address by Mr. Wiley before the Lincoln Good Fellowship Society of New York.

demonstrated in the influence that is wielded by the editorial writer on the thought and life of the community.

MODERN COPY EDUCATIVE

Not alone in the editorial columns, but in the advertising pages, is there broad opportunity for influencing public opinion. Advertising copy today, unlike that of half a century ago, is educative along many lines. It is not only a salesperson, offering a product to the public, but it oftentimes gives the reader much information of value. The psychology of newspaper and magazine advertising is an inter-

esting study and the men who choose it as their life work find their perspective extended, their education continually supplemented and their interests enlarged.

What makes a newspaper great and in the highest sense successful? The foundation is plainly the confidence of its readers, the respect of the community to which it appeals. It comes of principles clearly formulated and unwaveringly adhered to, of ideals religiously cherished and never abandoned, of many renunciations. When guided by such a creed, when conviction goes every day into its

making, and when to all these qualities, illuminating and vitalizing them, brains are added, the newspaper that is the fruit of this blending will inevitably enjoy the confidence, the respect and the support of the community to which it appeals.

Warns Against Cutting Advertising Appropriations

The inadvisability of reducing advertising appropriations at this time is pointed out to executives in an advertisement appearing in the current issue of *Motorship*. The advertisement, which is headed "The Weakness of the Easiest Way," is as follows, in part:

"During periods of business depression or 'tightness' in the money market some companies drastically reduce their advertising appropriation. An immediate financial saving is thus effected!

"But the resultant loss in business is much slower and its cause is very difficult to trace direct. Nevertheless it is the line of easiest resistance! And, for that reason, is often followed.

"Consequently, it takes a strong-minded and farsighted executive to remain steadfast to a bold but discriminating publicity campaign under problematical conditions of trade. Only born leaders of industry can do this without nervousness!

"Industry was never more sound and stable than at present and the near future also looks very bright. But general business conditions, while cheerful in prospect, are a little unsettled because of the current endeavors to return to 'nearer pre-war prices' without equivalent wage reductions.

"Should a quiet period develop, what will be YOUR publicity policy? That will be a real test! The truly big man of business will look as far as the horizon, and will protect his company's future with an advertising program proportionate to the maximum capacity of his plant with quiet confidence in the ultimate result.

"Many of us occasionally forget that we are in business for life—not merely for today. Advertising does not affect today's sales, but gives prestige in the world's markets and creates an interest which produces orders later on!

"It is a form of business life-insurance that protects the future production of your plant!

"Are you going to let your insurance policy lapse, or are you too big a man?"

Cost 66 Cents to Collect \$1.00

It cost 66 cents to collect \$1 in the campaign of the Oscar Hammerstein Memorial Fund for endowing, in memory of the late New York impresario, a fellowship in music at the American Academy in Rome. The amount collected was \$16,091 and the expenses were \$10,728, the greater part of the latter being for salaries of press agents and managers, publicity and "extras."

Wants \$2,473,594 to Advertise National Parks

In a resolution adopted at a convention of the American Travel Development Association, held in St. Louis this week, Congress was asked to appropriate \$2,473,594 for development and advertising of national parks in the United States. This would aim to encourage travel, the resolution stated.



Historically Speaking

THE history of printing cannot be truthfully written without an important chapter being devoted to Dexter's Princess Cover Paper—the oldest and first advertised paper made especially for catalog and booklet covers. The original process employed manila rope fiber to secure great strength. Princess Covers still possess this remarkable strength, and may be folded without breaking, or embossed without cutting.

Princess Covers are made in ten rich, dark colors that do not show the soil of handling. They are pre-eminently the wise selection for the majority of manufacturers' catalog covers.

NTRA, Dexter's famous little "side pocket" house organ, edited by Marcus, shows many interesting examples of printing on Princess Cover Paper. Ask to be put on the mailing list.

C. H. DEXTER & SONS, Inc.
WINDSOR LOCKS CONNECTICUT

How Does Your Sales Department Function?

The Taylor Society to Promote Scientific Management Publishes Results of a Questionnaire on Sales Organization

At its May meeting held in Rochester, N. Y., the Taylor Society, the national organization to promote the science and the art of business administration and management, in the midst of its consideration of production problems germane to its routine work, called a round-table conference on "Scientific Management Applied to the Sales Department."

On June 25 it took another decisive step forward into the scientific consideration of sales problems by holding an all-day conference of sales executives in New York. At the close of this conference, which was attended by the sales of executives of leading manufacturers in all parts of the country, a resolution was passed calling for the appointment of a committee which should secure, through a questionnaire addressed primarily to the manufacturing organizations represented, data concerning current practice in organization for and the conduct of sales operations, with reference particularly to the co-ordination of selling and production.

WHAT THE QUESTIONNAIRE WAS

Painstaking work by a sub-committee resulted in a tentative questionnaire which was so comprehensive that it was concluded not to send it out without a most careful working over. It was decided, however, to send out immediately, to secure data for guidance in working over the comprehensive questionnaire, a brief set of questions which would yield evidence as to whether in practice there is a special effort to co-ordinate sales and production and recognition of a functional distinction between sales engineering and the conduct of sales operations.

This questionnaire was sent to the firms represented at the June meeting—fifty-two—and, by the time the committee reported the results to the annual meeting of the Taylor Society on December 3, twenty, or about two-fifths, had replied.

Those replying represent a wide range in respect to the nature of the products, the quantity and value of output, the number of personnel engaged in factory operations and the number engaged in marketing operations. "The committee believes," runs the report, "that the

results of the inquiry, although meager, are not without value, especially as establishing a 'toehold' for the first steps towards scaling a veritable precipice of difficulties." This committee was composed of Willard E. Freeman, sales engineer, Winchester Repeating Arms Company, chair-

man; Charles J. Crockett, Sales Department, American Lady Corset Company; Charles P. Staubach, manager, Newark Branch, Burroughs Adding Machine Company; E. St. Elmo Lewis, Vice-President, Campbell-Ewald Company; Henry Wood Shelton, consulting engineer



Ask

EVER-READY

They Know

A million-and-a-half men and women are responsive to the far-reaching beam of the Ever-Ready Flash Light which shines on them through the advertising pages of the nine magazines comprising The All Fiction Field

The

ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co.	The Ridgway Company
The Frank A. Munsey Co.	Street & Smith Corporation

1,560,000 A. B. C. Circulation



PAPER AS A FACTOR



The Tribes of the Himalaya Mountains Never Destroy a Picture

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

White is the mourning color of China

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

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

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

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

Research Laboratories

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

R IN FOREIGN TRADE

in management; and H. S. Person, managing director, Taylor Society, ex-officio.

The questions and the answers received, which should be of value to all business men interested in selling and in efficient sales organization, are as follows:

SALES ADMINISTRATION

1. Where in your organization is the final authority for determining or approving a sales plan or campaign? (Such as directors; president; general manager; committee of department heads, etc.)

Four replies state that this responsibility is in the directors; four that it is in an executive committee of directors who are heads of operating departments; one that it is in a committee of operating department heads; one in an executive committee; one in the president; one in a vice-president in charge of sales; two in the general manager; one in the general sales manager; one in the president and general manager; two in the president and sales manager; one in the sales manager who carries exceptional matter to the general manager; one reply states "no organized method—we cut and try."

2. Do plans come to the determining authority (accompanied by necessary information) from some special individual or department of your organization? (Such as Sales Engineering Dept.; Merchandising Dept.; Merchandise Manager; Sales Research Dept.; Promotion Dept.; etc.)

Six replies state that such plans come from special departments (Sales Engineering, Sales and Planning, Merchandise Council, Sales Statistics); three that such plans come from various sources; one from a committee concerned principally with the financial budget; one as a consensus of opinion of department heads; three from the sales manager; one each from merchandise manager and assistant sales manager; three state that there is no organized information sent to authority determining sales plans.

3. Do these plans come to the determining authority for its consideration and approval in the nature of definite schedules: (a) which outline a sales plan or campaign only; (b) which outline a coordination of sales, production (or purchasing) and financial actions involved?

Eight replies state that plans aim at complete coordination of sales, production and finances; one that such coordination is limited; one that such coordination is chiefly financial; three that a sales plan only is attempted; three that sales plans are made, with such a rough checking against factory capacity as the general manager or sales manager can make without special detail information; two that there are no definite sales plans.

SALES ENGINEERING

1. Do you recognize the devising of sales plans as a function distinct from actual selling?

Interpreting this to mean general plans and master schedules, seventeen replies state that this is a distinct function; three that it is not.

2. Does your organization provide for a department or staff which is responsible for the function of devising sales plans? What is the name given by you to the department?

Nine firms state that they have no such separate department or staff; one that such a staff is being organized; ten that the function is recognized and provided for by special departments such as Sales Engineering, Sales Statistics, Sales Promotion, Sales Planning departments; one by a committee of the directors consisting of department heads; three by special executives; one by outside experts.

3. Does the sales engineering or planning department, in its research, study: (a) Markets; (b) old products; (c) new products; (d) competition; (e) plant capacity?

Of those firms which make special provision for sales planning, eight consider all of these phases of the problem; four additional consider all except plant capacity; five firms report that these matters are taken into consideration by the general manager and department heads; five state specifically that no special study is made of them.

4. Does the sales planning department limit its activities to research and reports; or does it work out specific written plans in the nature of master schedules which provide for co-ordination of sales, production and finance?

Five firms reply that in addition to research, master plans and schedules are prepared which coordinate sales, production and finance; one that such work is just beginning; one that master schedules are prepared without much research; one that the scheduling is limited principally to finances; three that the sales manager or his associates prepare rough schedules; seven that they can claim neither research nor the preparation of master plans and schedules.

5. If you have not a functionalized sales engineering or planning department or staff, state how you provide for the performance of this function.

Of those firms which do not provide for sales engineering or planning by special departments or staffs, four state that sales planning is a responsibility of the sales manager, either alone or in consultation with salesmen; one, of an executive committee which has additional duties; one, of a vice-president in charge of sales; one, of the president's office; one, of the superintendent of the factory who watches shipments, orders and production.

SALES OPERATING

1. Do you recognize this as a function distinct from sales engineering or planning?

Sixteen of the firms replying state that sales operating is recognized as a distinct function; one that it is coming to be so recognized by them; two that it is not so recognized.

2. Is this function performed by a department or unit distinct from

that which performs the function of sales engineering or planning?

Thirteen replies state that sales operating is not performed by a separate department; four state that it is performed by a separate department; three that the separation of sales engineering and operating is only partial.

3. Does your sales operating department have charge of the following functions (if not, state what department has charge of each): (a) selection of salesmen; (b) training of salesmen; (c) direction of salesmen; (d) "educating" of customers; (e) advertising; (f) warehousing; (g) shipping; (h) traffic?

The replies to this question are most interesting. Nineteen state that the selection of salesmen, the training of salesmen, the direction of salesmen and the "educating" of dealers are in charge of the Sales Operating Department, with the exception that one places the training under the Sales Engineering Department and another states that they have practically no training of salesmen and "education" of dealers. Eleven place advertising under Sales Operating; one under a Merchandise Department; one under Sales Engineering; two in a distinct Advertising Department. With respect to warehousing, four place it under Sales Operating, one under Sales Engineering; one under the treasurer; and four under the factory management. Shipping is placed by only two under Sales Operating; by two under the treasurer; and by seven under the factory management. Traffic is placed by three under Sales Operating; by two under the treasurer; by one under the Accounting Department; and by five under the factory management. One reply states that all of these duties are under the general manager.

4. Does your organization provide for a unit in the sales operating department which takes the master sales plans and schedules and works out detail plans or schedules for carrying out the master plans; i. e., a planning of the actual work of performance?

Ten firms state that they have no such unit in the Sales Department for detail planning. Two state that they have such unit; two state that they have such unit in embryo; one that it is in contemplation. Four state that the sales manager makes detail plans for his department.

5. Does this planning of actual performance involve: (a) analysis of master plans as first step in making detail working plans; (b) laying out of detail working plans in the form of written schedules; (c) checking of reports of performance against written detail working plans?

Six firms state that all the phases of planning above indicated are carried out in the Sales Department; one that all three are in contemplation; one that (a) and (b) but not (c) are carried out; and one that (c) but not (a) and (b) is carried out.

6. Does your sales operating department provide for the study of the art of personal selling for the purpose of improving the salesmen's methods?

(Continued on page 38)

Constructive Spirit Will Right Business

American Sanity and Idealism, Confidence in Federal Reserve and Improved Distribution Make Future Bright

By ARCHER W. DOUGLAS

Vice-President, Simmons Hardware Co., St. Louis*

THE problem of production today is extraordinarily simple as compared with what it was some ninety days ago, all during the war, and since the armistice. It was then a rush to try to supply a demand which seemed absolutely insatiable; today it is the forethought which will accommodate itself to a greatly lessened demand so that there shall be only adequate production for needs and also so that it shall be on a more economic and a more efficient basis.

MUST WAIT FOR CONSUMER

In the latter respect, I think we are coming fast to that time where we shall be able to say, with pride and truthfulness, that the American workman has gone back to that position where he is at once the most intelligent, the most efficient, and the most progressive workman in all the world.

How long this lack of demand will continue is beyond any man's ken even to state. My guess is it will last until the ultimate consumer, who has brought it about by ceasing to buy because of what he believes to be unduly high prices, makes up his mind that it is time to buy again, and I do not think he will make it up in a hurry.

You can sell goods now at bargain prices, but you cannot sell them at reasonably receding prices, just moderate recessions.

I am afraid that it is going to last for some months at least, that we shall have a dull Winter, with more falls in prices and probably lessened production, for readjustment is a very painful process. We have got to go through it. We might as well look the fact squarely in the face. We have had our fling, and we have got to take our medicine like men. So that the question of production is, in industrial life, a thing now that need not concern us so much by its quantity as by its nature.

BRIGHT FUTURE FOR DISTRIBUTION

Distribution in industrial life seems to me to offer a very bright future.

not only in the railroads but in the motor cars, the auto trucks and the trolley lines and the increasing use which is being made of the waterways. May I say, in passing, from much wandering to and fro on the face of this great country of ours, that there is a new spirit in the rail-



ARCHER W. DOUGLAS

roads now that they have gotten away from the incubus of Government mismanagement? It is a spirit of conciliation. It is a spirit of desiring to serve. It is a spirit that is friendly. The old slogan, "The public be damned," is out of date.

In the other great problem of our life at present, agriculture, the one enduring basis of national life and welfare, we have had some wrong ideas about production. I wish it was the fortune of every business man to be able to do as I have done and see for himself the interminable wealth, the incredible resources of agriculture.

THE FARMER'S ACHIEVEMENT

You remember last Spring, when it seemed as if the days of Noah were back again, the fountains of the great deep were broken up and the win-

dows of heaven were opened and it looked as if it would never cease raining, there was a lot of foolish and unknowing talk about short crops and bread lines, just as now there is the same foolish and unknowing talk about importing food into this country because we cannot raise it ourselves; but fortunately, the farmer was on the job.

He did not take afternoons off for golf, like I do, and week-ends for going out to the seashore, like many of us do, but from morn until noon he toiled, from noon to dewy eve in the Summer's day, and look what he did! He produced under the most unfavorable conditions of weather, with the greatest shortage of labor that was ever known on the farms, the greatest crops that this country has ever known, both in dollars and cents and in quantities! And he will do it to the end of time if he can be assured of one simple fact—and that is, that he will have some adequate return in the way of remuneration for what he raises. He is the only producer in all the world whose cost of production has nothing to do with his selling price. He is the victim of a competition that is local and national and world-wide. And he is absolutely helpless under those conditions.

STUPENDOUS CROP FIGURES

All he asks for is that the laborer is worthy of his hire. That is the great problem that is going to come before you, before Congress, before this nation in the months to come. When it does, just remember that he is the support of the United States, that farmer. He is entitled to a fair return for his living. He is not a philanthropist, to furnish cheap food for those of us who live in the city. That is all that he asks.

Now what he can do in that line is really beyond the telling. What did he do last Spring? May I give just two little simple facts? I amused myself coming out on the train by figuring the corn crop—three billion two hundred and fifty millions of bushels produced in 1920. If you had started with Adam when he was born, or came into being, according

*An excerpt from Mr. Douglas' address before the Members' Council of the Merchants' Association of New York, December 1.

DECEMBER 11, 1920

to the Jewish chronology, to count that corn at the rate of one bushel per month, and, like seraphim and cherubim in the Revelations, you had rested not day and night—you would need three centuries to complete your job; and if that corn was packed in freight cars it would go around the world twice. This is one of the things that he did—the production of that incredible wealth from the elements of the earth and the air and the clouds, those elements that were absolutely useless to us before.

FOOD FROM THE WEST

And that was true of almost everything that he produced. Did you know that last Spring, commencing in March, all the way from California, God's own country, to the Atlantic Ocean, they were shipping there—those farmers—from 3,000 upward of carloads per week of vegetables and fruits, for which they got about a thousand dollars per car? They are still going on. They reached their peak a short time ago, and they were getting 27,000 carloads per week, or \$27,000,000 per week.

I could tell you a story as long as a Chinese play of what the farmer is doing, what he is going on to do, continuing always to produce what is ever needed for this country and for export abroad. But he is confronted with the fact that his revenues have been cut in two. He is not buying as he was. He cannot find a market himself for his cotton, and therefore business is dull and business is quiet.

Now, distribution with him is a very complicated problem that requires something more than just the facilities of transportation. It implies a great knowledge of business in a thousand ways. Let me illustrate in two ways. In southern Louisiana there is a strip of country where they raise 1,000 carloads of strawberries each year. They ship them in carloads to Portland, Oregon, on one side, and to Boston, Massachusetts, on the other. They are very perishable. They must arrive at those cities just when they are wanted, or else they are thrown away and lost. They must arrive when they will bring the farmer a price that will pay him for all that shipment and all that time. And they are doing that, doing it with incredible intelligence.

They are banded together for that purpose. For instance, in Georgia, last year, they shipped 7,000 carloads of peaches to the North and East, for which they got \$7,000,000, and it ran like clockwork. They are combining themselves in purchasing corporations, so that they may buy the

staples that the farm needs cheaply. They are combining themselves in elevators that they run themselves, and they are getting away with it. We used to think the farmer could not combine and stay combined, but he is doing that very thing, and he is going to be a great social and economic factor in the coming years in that respect.

A LOOK AHEAD

Now, what is going to happen after the next five or six months? There are one or two things. I told you what we had to face, in my opinion. The man upon the countryside, the small town, the little retailer in the small village, has an abiding faith

in the stability, the great success and the efficiency of the Federal Reserve system. He does not know its workings. That does not matter. He has no fear of that money panic which was so sinister a feature of 1893 and 1896 and 1906, and all the other great panics which have come upon this country.

It seems to me that his definition of the Federal Reserve Bank is something like that of the little girl who got her catechism mixed, and, when asked what was the definition of a lie, she said there were two things to it. First, it was an abomination in the sight of the Lord; and secondly—and here is where the

(Continued on page 39)

WHAT MAKES A GREAT NEWSPAPER?



You Can Tell Instantly A Great Newspaper

A glance at The News instantly impresses one with the character and solidity of the paper. For fifty years The News has been recognized generally as one of the best edited newspapers in the country. To have a good advertising medium you first must have a good newspaper.

The Indianapolis News

First in National Advertising in Six-Day Evening Field

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
517 N. LAUREL
First Suburban Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Representatives Hear Talk on Trade-Marks

The regular monthly meeting and luncheon of the Representatives Club was held at the Pennsylvania Hotel Monday, December 6. The attendance of members and guests was unusually large.

President Roy Barnhill announced the club now has the full limit of members allowed by its constitution in addition to a formidable waiting list.

The speakers were Mr. Harry D. Nims and Professor George E. Hotchkiss, of the New York University of Commerce, Accounts and Finance.

Mr. Nims selected as a subject "What We Should Know About Law" and particularly applied his talk to trade-marks. He defined trade-marks as Good-Will and Good-Will as a probability, insofar as it comes attached to a symbol name or made otherwise to become of commercial value. In other words, the trade-mark is the visible form that the probability takes.

In part he said that for two years past the consumer has been purchasing what could be had without caring and without giving thought to the trade-mark and the brand of goods. From now on, he pointed out, this condition will be decidedly changed and the consumer will discriminate and select that merchandise carrying the branded name of the manufacturer whose product stands as a leader.

In order to become a leader, a manufacturer must intelligently apply consistent advertising as a sales adjunct. Mr. Nims pointed out a number of manufacturers who continue using personal names as trade-marks even after litigation in which the courts gave them but little satisfaction, and advised manufacturers to keep away from personal names wherever possible. He cautioned that trade-mark names be selected with great care and discretion. In closing he told of the existing conditions in the United States Patent Office which he regards as very serious. A resolution was adopted by the Representatives Club recommending that proper facilities be given by the Government in order that the Patent Office may carry out its work to the best advantage of American manufacturers, eliminating the mistakes of the past.

Professor Hotchkiss gave a very illuminating talk on Sales Letters, likening them to the multiplication table as a means adopted by today's business man to spread his personality among his prospective customers and to increase and strengthen his points of contact with them.

World's Industrial Exhibition at London in 1922

The Bureau of Foreign and Domestic Commerce announces that a world's industrial exhibition is to be held at the Crystal Palace, London, during the months of May-October, 1922, of the industries, products, arts, sciences and inventions of the leading manufacturing countries of the world. It will be on a co-operative basis, the capital being provided by the exhibitors and those otherwise connected with the exhibition (such as the guarantors of each nation who guarantee sufficient for the preliminary work connected with the exhibition of their nation), and the profits accruing from the various sources of revenue, such as contracts for advertising, catering,

amusements, season tickets, gate receipts, etc., will be apportioned pro rata among the exhibitors in order to bring the cost of exhibiting to the lowest possible figure. Each country will elect its own exhibition committee, which in turn will be represented on the general committee. The management will be under the control of a committee representing the exhibitors and guarantors generally.

German Export Embargo on Paper Suspended

Permission has been granted by the Economic Minister to the Syndicate of German Printpaper Mills to export paper without license until March 31, 1921, provided that internal needs are covered, according to a cablegram to the Bureau of Foreign and Domestic Commerce. No special permits are therefore necessary. The syndicate states that it is still in a position to sell 1,000 tons monthly during January, February and March, and possibly 500 tons in December. Shipments will be made f. o. b. Hamburg.

J. G. Acker With Hamilton Advertisers' Agency

J. G. Acker has taken charge of the copy and production departments of the Hamilton Advertisers' Agency, Hamilton, Ontario. He has been for five years in the sales and advertising department of the Pyrene Manufacturing Company, New York, three years in charge of their advertising.

Butterworth Represents Geyer Publications

Bert Butterworth, of San Francisco and Los Angeles, has been appointed to represent on the Pacific Coast Geyer's *Stationer, The Gift and Art Shop*, and Geyer's *Revista Internacional*, all of New York.

Colonel Buxton, Jr., Joins B. B. & R. Knight, Inc.

Colonel G. Edward Buxton, Jr., treasurer of the *Providence Journal*, has been elected a vice-president of B. B. & R. Knight, Inc., and will take up his duties at the Providence office of that concern in the near future. This company is the maker of "Fruit of the Loom" muslins.

Colonel Buxton is a graduate of Brown University and Harvard Law School. He has filled his position with the *Providence Journal* successfully for a number of years and is well known as a speaker on economic, advertising and newspaper subjects. He has been active in many progressive movements in connection with the newspaper industry, notably the Bureau of Advertising of the A. N. P. A., with which he served as a member of the Committee in Charge.

At the outbreak of the World War he was commissioned a major of infantry and after service in Southern training camps went abroad with the 328th Regiment of the Eighty-second Division. He participated in the Argonne Forest and St. Mihiel operations and was cited several times for gallantry. He was promoted to the rank of lieutenant colonel and after the signing of the armistice was chosen to write the history of the Eighty-second Division.

A Billion Dollars for Candy—Almost Half a Billion for Soap

According to Government reports covering the past fiscal year, this country spends \$1,000,000,000 for candy and \$400,000,000 for toilet soap.

Community Advertising Meeting in Chicago

The first community advertising meeting of the Chicago Advertising Council was held on December 3 at the Morrison Hotel. An attractive exhibit of the community campaigns of the following cities was displayed: St. Louis, Omaha, Kansas City, Sioux City, New Orleans, Marysville (Ohio), Terre Haute and Chicago.

Addresses were made by A. W. McKeand, business manager, Greater Terre Haute Club, and Fred W. Hofmann, director of markets and horticulturist for the Wabash Valley Empire. W. Frank McClure, chairman of the council, presided.

As an illustration of the effectiveness of community advertising, Mr. McKeand related an incident in connection with the establishment of a packing plant in a Southwestern city some years ago. The present head of a Chicago packing house, when considering in a conference the particular town, produced every statement issued in its community campaign, each one carefully checked as to its veracity. Mr. McKeand said that this packer told his associates that he had not found a single misstatement in the campaign; and while other locations were being considered at the time, the town in question was the first to be selected.

At this meeting the following committee was appointed to direct the activities of this department of the Chicago Advertising Council, a chairman and vice-chairman to be selected later: Mrs. Agnes Carroll Hayward, Ford Hicks, Harry D. E. Joannis, Charles Henry Mackintosh and Lemuel F. Owen.

Francis H. Pierson Dies

Francis Hillard Pierson, night manager of the *Standard News*, and for more than thirty years on the editorial staff of the *New York Herald*, died December 3 at the home of his son, Seymour H. Pierson, in Brooklyn, after an illness of several months. He was born in Newark, N. J., in 1862.

Mr. Pierson, while with the *New York Herald*, served part of the time as city editor and as night city editor. He had also been managing editor of the *Evening Telegram*, and for twelve years was president of the New York City News Association. He went to the *New York American* after leaving the *Herald*, and then to the *Standard News*.

Hardy With American Sample and Printing Company

Paul W. Hardy, formerly advertising manager of the Cook Paint & Varnish Company, Kansas City, Mo., has become associated with the American Sample & Printing Company, Chicago manufacturer of color cards and paint display advertising. Mr. Hardy was formerly assistant manager of Valentine & Company, New York, maker of Valspar varnish.

Japan to Use Telephone and Telegraph Poles for Advertising

The Department of Communications in Japan has decided to allow the telegraph and telephone posts to be utilized for advertising, according to the *Japan Advertiser*, daily newspaper published in English in Tokyo. The 200,000 posts belonging to the department are expected to bring in a revenue of 400,000 yen.

Study Your Market

The average American business man desirous of entering foreign markets never takes the time to study them to determine the fitness of his product for a particular market, or to ascertain whether the demands of that market require changes in the article to make it salable. Dr. W. E. Aughinbaugh points out in the *New York Commercial*. Instead, he rushes right into a strange market, or at heavy expense sends a representative into the field only to ascertain that for the goods he manufactures there never was a ghost of a show.

It is safe to say that not one per cent. of our would-be exporters ever think of studying foreign tariffs and their application to the things they wish to export. Yet foreign tariffs have much to do with the creation of markets, and a thorough knowledge of them is as essential to success in business abroad as is capital.

Recently there returned from Brazil a representative for an American house manufacturing an exceptionally well-known high grade of bath tubs and plumber supplies. In view of the great prosperity in the United States this house had determined, without going through the formality of taking advice from any source, that their line would make a "killing" in Brazil. Their representative, after spending thousands of dollars in visiting the larger trade centers of this South American republic, and wasting more than a year, has returned without one order. The samples he took with him interested those in the trade. He heard nothing but compliments about their practicability and their attractive appearance. There was nothing wrong with the price or the terms offered, and with American ships plying directly from the United States to all Brazilian ports the question of freight charges and transportation presented no obstacles. But the tariff of Brazil did—and it was the tariff alone that kept this concern from booking a single order.

Much to the surprise of the traveler, he learned that duty on articles of this nature, according to the tariff of Brazil, is assessed on the net weight. The goods manufactured by the American house weighed anywhere from 10 to 45 per cent. more than those of British manufacture. For that reason the British still control this market and will continue to do so until American manufacturers produce goods weighing sufficiently less to enable them to enter the markets of Brazil on a competitive basis.

And the unfortunate phase is that the American manufacturer could have ascertained this before sending his representative on a wild-goose chase.

If American manufacturers only would take the pains to study thoroughly every phase of a foreign market they would not only save much money and time, but also accomplish a great deal toward making a satisfactory entrance into markets new to them.

Mental Pictures Important in Selling

"The great motive that closes sales in 90 per cent of the cases is the disinclination to resist," said L. L. Montgomery in addressing the salesmanship department of the Chicago Advertising Council on November 23. Mr. Montgomery is manager of Prentice-Hall, Inc., Chicago, and lecturer on salesmanship for the Y. M. C. A. School of Commerce. He held a large audience to the closest attention in a dis-

cussion of the subject, "The Motives That Make Men Buy."

"When you come to the end of your presentation and you want a man to agree with you and bring out the money and do something which commits him," he declared, "you assume that he is going to do it, that is all; there is no psychological moment."

Mr. Montgomery laid down the five steps of a successful sales argument as follows: To secure interested attention; to inspire confidence; to educate the prospect in the merits of the goods; to create a desire for the goods; and lastly an appeal to the heart.

"After you have finished educating the man in the great steps," he said, "you begin to create mental pictures. If you can't create mental pictures in selling you have got to get out of the selling game.

If you can't use your imagination, you might just as well get out of the business. You are either going to train your imagination or you are going to learn something about mental pictures. None of us here is such a beginner that we would not try to interest the man we are talking to. We will paint a mental picture and he will be in that picture."

"Literary Digest" Issues Folder on Railroad and Business Outlook

The second of a series of broadside-booklets just issued by the *Literary Digest* is entitled "Why the Railroad and Business Outlook Is Good." It contains a comprehensive digest of present conditions and indications, also numerous tables, maps, charts and illustrations. All of which seems conclusive proof that the title statement is correct

Another Mighty Power Harnessed for Industry



OUR railroads are but the aids of industry in serving the public. Mighty forces generated by steam and electricity are working day and night to assist the distribution of raw materials and finished products.

So, too, has the force of motion pictures been fitted to industrial needs. Truth Productions represent all of the power of the screen coupled with years of experience in its application to business problems.

Truth Productions are but another medium for the improvement of sales, production, morale, public welfare and plant practice.

In ninety-nine out of a hundred businesses investigation develops valuable uses for Truth Productions. It is a part of our service to investigate and determine the manner in which this medium will prove effective in your work. We are anxious to place this service at your disposal without obligation.

Among others we handle the Industrial Film advertising for Firestone Tire & Rubber Co., New York Milk Conference Board and Splittorf Magneto.

HARRY LEVEY
SERVICE CORPORATION
Producers and Distributors of
Industrial-Educational Films
 New York City
 Offices and Studios 230-232 West 38th Street

Truth Productions

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service

Under the Direction of

CYRIL H. TRIBE

The Government and the Foreign Trader

Congress and the Departments Must Back Up American Exporters in Their Fight for World Trade

APPARENTLY, manufacturers and bankers of the United States have arrived at a common point where they realize at last the importance of foreign trade to the nation generally and to themselves in particular. This is evident from the opening paragraph of an article written by Charles H. Sabin, President of the Guaranty Trust Company of New York, published in ADVERTISING & SELLING, December 4, under the title "Climbing the Blank Wall of Foreign Trade."

"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. Drumm, 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."

THE MARKET ON A PLATTER

Admittedly, there have been certain individual bankers and manufacturers of unusual vision who have, for years, been earnestly appealing to the country to grasp opportunities for advancing American markets throughout the world. It took a world war, the throttling of competing nations and the consequent arrival here of pleading commissions to impress a majority of our business men with the fact that there were vast markets other than continental America and these markets had to be offered to them on a silver platter before they realized this fact.

Fortunately, there have been or-

ganizations at work in America and Senators and Representatives in Washington who have given us such legislation as the Webb Law, the Pomerene Act and finally the Edge

to use compulsion on certain individuals who have arrived in leading industrial positions rather in spite of themselves than due to any particular foresight or business sagacity. A manufacturer to-day who has not turned his attention to personal interest in American foreign trade is a mighty poor credit risk for any bank to carry.

CONGRESS MUST ACT

There is another problem that has been allowed to loom before the country, quite as menacing as the inability of American business to finance foreign trade. It is the seeming refusal of our Congress to understand that the Federal Government must build up and extend its own agencies in coping with world trade development. The tendency

of Congress has usually been to frown upon adequate appropriations for the United States Consular Service and for the maintenance of the Department of Commerce and the Bureau of Foreign and Domestic Commerce. Congress must, hereafter, lend its aid to the exporter.

A Congressional Committee that is now at work in Washington will report either a reduction or an increase in the appropriations for our diplomatic and foreign commercial service. There is no criticism of the personnel of this committee and no reflection meant upon its intelligence. The simple truth is that the State Department has been seriously crippled in its work through lack of sufficient funds, inadequate pay for vice-consuls, consuls and attachés and a score of other conditions the remedy for which it rests solely in

Use "Compulsion"!

"THE issue is one, not of the future but of the present, where, in greater or less degree, every producer, manufacturer, banker and consumer is affected NOW. There can be permitted no 'ifs' in this all-important movement. It must be made a reality even if it should be necessary to use compulsion on certain individuals who have arrived in leading industrial positions rather in spite of themselves than due to any particular foresight or business sagacity."

* * * * *

"Congress must, hereafter, lend all aid to the exporter."

Law. These results have removed many of the obstacles that have barred the way toward foreign trade development on a large scale and have given encouragement and the spark of life to the plan of the Committee of the American Bankers' Association, that has issued this call to Chicago.

Mr. Sabin continues, "If this meeting responds to the idea as the interest in its formulation has led those who have developed it to hope, the corporation may be a reality instead of a project * * *"

The issue is one, not of the future but of the present, where, in greater or less degree, every producer, manufacturer, banker and consumer is affected NOW. There can be permitted no "ifs" in this all-important movement. It must be made a reality even if it should be necessary

The Burden of Every Printer's Mail is When?

MOST of the letters he gets, most of his telegrams, all cry, "When—when—when will my job be finished?"

Most of his too-frequent telephone calls are to find out when he will finish a piece of work.

Most questions that begin with "when" are grossly unsympathetic.

Whistler, in reply to the "when?" of an impatient sitter, suavely answered, "perhaps never"—an answer, of course, which no printer can make. For, no matter how much art is expected of a printer, his customers refuse to treat him as anything but a business man—and a very resourceful and wonder-working business man at that.

In addition to Better Paper, the printer requires something else before he can produce Better Printing. And that is the element of moral support from his customers.

To aid materially in the prompt production of more beautiful work, S. D. Warren Company offers to printers and buyers of printing a dozen standard grades of printing papers. But in addition S. D. Warren Company bespeaks for your printer, and for all printers, a higher degree of sympathetic support, a little less insistence on "when," and a little more patience with him when he encounters difficulties in his efforts to give you work that will make money for you.

S. D. WARREN COMPANY, BOSTON, MASS



Briefly classified, Warren's Standard Printing Papers are

- Warren's Warrentown Coated Book**
Glossy surface for fine half-tone and process color work
- Warren's Cameo**
Dull coated for artistic half-tone printing
- Warren's Cumberland Coated Book**
A recognized standard glossy coated paper
- Warren's Silkote**
Semi-dull surface, noted for practical printing qualities
- Warren's Printone**
Semi-coated. Better than super, cheaper than coated
- Warren's Lustror**
The highest refinement of surface in glossy coated paper
- Warren's Artogravure**
Developed especially for offset printing
- Warren's Library Text Super Book**
English finish for medium screen half-tones
- Warren's Cumberland Machine Book**
A dependable, hand sorted, machine finish paper
- Warren's Super Book**
Super calendared paper of stabilized, uniform quality
- Warren's India**
For thin editions
- Warren's Olds Style**
A watermarked antique finish for type and line illustration



Printing Papers

the power of Congress to dispense. This is not inspired testimony or hearsay information but knowledge personally gained in the field.

Heads of departments and bureaus at Washington, ambassadors, consuls-general and trade commissioners abroad are united in the hope that Congress will give them the means to cope with the withering superiority of foreign governments' commercial campaigns. Other nations have increased their respective trade and diplomatic representation in an effort to win back markets that had slipped into the control of the United States. A Congressional committee on which there are competent men can only report and suggest. It takes Congress as a whole, where competence may not be so general or uniform, to pass and ratify.

A DIFFERENCE OF OPINION

It is going to be the duty of each and every association of producers, manufacturers and bankers, the chambers of commerce and boards of trade, advertising clubs, shipping organizations and every other allied or associated interest to impress upon individual Congressmen that we are nationally intent upon being properly represented and protected in competition with foreign countries.

A speaker before a meeting of interested individuals comprising one of Washington's many "lobbies" once said, "Gentlemen, we have got to stand solidly by our Congressmen." He was interrupted by a questioner who asked, "Have we got a Congressman who will stand up to be stood by?"

In this particular case we have many representatives willing to lend their support to American foreign trade extension. It is the other man who either doesn't know or who doesn't care who must be appealed

Norway Good Trade Field

There is business in Norway for American exporters, according to R. S. MacElwee, director of the Bureau of Foreign and Domestic Commerce, who says that few business men in the United States fully appreciate the importance of Norway as a market for American goods. In 1917 United States exports to that country were valued at \$147,774,000, one-third of the valuation of the total imports of Norway from all sources, and American goods occupied a position of general popularity and favor.

Mr. MacElwee announces that the bureau has just issued in the special agents series a publication entitled "Norway, a Commercial and Industrial Handbook," which presents a condensed review of commercial and industrial conditions. Foreign trade and means of communication are some of the major subjects. Motor ve-

hicles, textiles and clothing, foodstuffs and feedstuffs, leather, boots and shoes, machinery and tools and other important trade items receive individual attention.

to with all the supporting influence that can be mustered. For years there has been wide difference of opinion between the Department of Commerce and the State Department regarding the status of commercial attachés and special trade investigators. The State Department contends that representatives of the Department of Commerce who have been assigned to investigate commercial conditions in a foreign country have worked regardless to suggestions from consular officials. The result of this independence, it is said, has caused minor misunderstandings to arise

Service

The Foreign Trade Extension service of ADVERTISING & SELLING is available to any manufacturer or interest desirous of information regarding export advertising and selling. Letters will be answered promptly and personally. There is no charge for this service. Correspondence of this nature is invited and ADVERTISING & SELLING, to meet every need of its readers in the export field, has made connection with the most reliable authorities on international business relations and methods.

THE EDITOR.

through lack of observance of many of the little points of etiquette so dear to the heart of the diplomat.

On the other hand, the Department of Commerce observes that a commercial attaché is distinctly a trade representative whose first duty is to meet business men and secure reliable, unpolished information with as little delay as possible. Commercial attachés have often written in to the Department expressing annoyance at the petty rules and regulations insisted upon by the diplomatic corps. The Department of Commerce is anxious to have the com-

mercial attaché recognized as a distinct unit in the ambassador's or consul's official family, just as much so as the military attaché.

INTERESTING SERIES COMING

This subject of dependence or independence and interdependence of the Departments of State and Commerce will be covered in a series of articles to be published in ADVERTISING & SELLING. They will be written by former ambassadors, consuls-general, consuls and commissioners and attachés who have been in the service of the Department of Commerce.

This discussion of representation abroad should prove of great value to the executive who has in charge the sending of men abroad to negotiate his firm's business. There is a decided difference of opinion among successful foreign traders as to the necessity of specially training an American salesman to meet the new and strange conditions of a foreign country and even the necessity of language being mastered before attempting a serious foreign selling campaign. An officer of a large foreign banking institution who has had years of experience in dealing in South American trade centers is authority for the belief that it is a mistake for the American salesman to attempt to ape the customs of his prospective buyers, in the first place because he usually renders himself absurd, and secondly because the foreign buyer rather likes the new approach and directness of American business methods.

The essential qualifications, in his opinion, are that a man have a thorough knowledge of his home office's policy, full authority to negotiate without equivocation and delay, and such vision and intelligence as to properly adapt his methods of selling to foreign conditions rather than to attempt to force the foreign method into the American plan.

Previous to his departure he was in charge of the western territory of *Export American Industries*, with headquarters in Cleveland.

Kievenaar in New Capacity With "Export American Industries"

At a recent meeting of the Board of Directors of Steven E. Czesznak, Inc., publishers of *Export American Industries*, the official international organ of the National Association of Manufacturers, G. P. Kievenaar, vice-president of the corporation, was appointed assistant general manager, with headquarters in New York.

Mr. Kievenaar, who has been identified with the promotion of American foreign trade for twenty years, recently returned from a seven months' trade survey of the markets of Southern Europe and Northern Africa and has just issued three reports on the results of his investigations.

Plan Brazilian Exposition in 1922

Elaborate plans are under way for the celebration in 1922 of the Centenary of Brazil's Independence, including an International Exhibition to be held in Rio de Janeiro during July and August, an Agricultural Show, and the anniversary of Independence Day on September 7. Arrangements will be made, it is said, for the repetition of the exhibition afterwards in Sao Paulo.

American trade with Brazil will be fostered henceforth by the newly organized United States Chamber of Commerce in Pernambuco, Brazil. Such chambers now exist also in Rio de Janeiro, Santos and Sao Paulo.

American Exports Show Increase

Great Britain and Japan were the only ones of the larger countries that took fewer goods from the United States in October than during the same month a year ago, while Germany, Canada, Mexico, Chile and the Dutch East Indies were the only countries from which the United States received more goods than during the corresponding period of 1919.

Exports to Germany in October totaled \$32,449,265, an increase of \$12,000,000 over those of October a year ago, while imports from that country were valued at \$8,021,701, an increase of \$6,000,000.

Goods shipped to Great Britain were valued at \$160,973,621, a decrease of \$4,000,000, while shipments from that country to the United States were valued at \$33,617,133, a decrease of \$8,000,000.

INCREASE TO FRANCE

France received \$79,092,926 in shipments from the United States, an increase of \$13,000,000, while it shipped to the United States \$11,749,406 in commodities, a decrease of \$3,500,000.

Shipments to Italy were valued at \$35,693,826, an increase of \$4,000,000, while imports from Italy were valued at \$4,365,360, a decrease of \$3,000,000.

Exports to Argentina increased \$8,000,000, totaling \$21,858,448, and imports from that country were \$14,971,430, a decrease of \$9,000,000.

Exports to Brazil totaled \$15,143,613, an increase of \$3,000,000 and imports from Brazil were \$14,498,109, a decrease of \$10,000,000.

Chile took \$4,867,920 in American goods, an increase of \$1,000,000, and sent to the United States goods valued at \$7,807,230, an increase of \$2,000,000.

Japan received \$7,000,000 less in goods from this country, the total being \$12,067,612, and shipped to the United States \$22,000,000 less, the total imports from Japan being \$21,223,735.

Exports to Canada of \$86,643,891 showed an increase of \$19,000,000, while imports from Canada were \$71,541,276, an increase of \$16,000,000.

CUBA TAKES MORE

Exports to Cuba increased \$24,000,000, totaling \$51,884,014, while imports from that country fell off \$23,000,000, totaling only \$11,265,080.

Central America took \$6,973,714 in American goods, an increase of \$2,000,000, and it sent to this country goods valued at \$2,443,150, a decrease of nearly \$1,000,000.

Mexico's imports from the United States increased \$11,000,000, the total being \$20,762,596, while it sent to this country \$12,271,375 in commodities, a decrease of \$600,000.

To China the United States shipped \$12,841,799 in goods, an increase of \$5,000,000, while imports from China fell off \$10,000,000, totaling only \$9,613,252.

Shipments to the Dutch East Indies aggregated \$6,113,544, an increase of \$3,000,000, and imports from those islands were valued at \$19,258,750, an increase of \$12,000,000.

The total exports to Europe in October were valued at \$432,882,748, as against \$313,412,825 in September. In October, 1919, the total was \$407,101,891.

Banking Authority Compliments Advertising & Selling's Foreign Trade Extension Work

A compliment on the Foreign Trade Extension work being carried on by ADVERTISING & SELLING comes in the form of a letter from A. H. Titus, the president of the First Federal Foreign Banking Association. In his letter, which is reproduced below, Mr. Titus calls good, up-to-date sales management and advertising a most powerful agency in foreign business getting, and points out that ADVERTISING & SELLING, in publishing the articles it does, is working on the proper method along highly important lines.

First Federal Foreign Banking Association,
40 Wall Street
New York, December 2, 1920.

Mr. C. H. Tribe,

Director, Foreign Trade Extension,
ADVERTISING & SELLING,
471 Fourth Avenue,
New York City.

Dear Sir:—

I have been absent from the bank on account

of the grippe, and the piling up of work here has caused me to delay the acknowledgment due you for your very fine handling of my article on "Edge Law Banking."

One of the most powerful agencies in foreign business getting is good up-to-date sales management and advertising according to American ideas. That is very plain to bankers who have had experience in foreign business communities where there are important branch managements of American concerns. The accomplishments of capable American foreign managers acting in harmony with intelligent general management at home have been so big as to make it absolutely undeniable that if we can stimulate our business interests to adopt the constructive policy of putting selected managers in charge of their foreign business, men of demonstrated capability in management here, and of backing these men up in adapting their methods to foreign conditions, we can do the best possible work in foreign trade promotion.

You are working on the right idea, I feel, in the systematic publication of articles about up-to-date methods of organizing foreign business, describing new facilities in banking, etc. that help, and telling how Americans abroad are successfully adapting American ideas of sales management to the foreign situation as they find it.

Very truly yours,

(Signed) A. H. Titus, President.

*"First following -
and next reading"*

Practically every footnote in the Telephone Directory is placed "First following and next reading."

No position can be guaranteed, but every advertisement appears in "preferred position"—at "run of paper" rates.

"First following and next reading" beside every telephone in New York State and Northern New Jersey should mean something to you. It means results to our advertisers. 4 out of every 5 renew or increase their space issue after issue.

Our representative will be glad to show you what Telephone Directory Advertising is doing for others and can do for you.

New York Telephone Company

P. W. ELDRIDGE, Sales Manager Directory Advtg.

1261 Broadway at 31st Street, New York

Call Vanderbilt Official 130

A. N. A. Prepares For Battle

(Continued from page 12)

The total expenses of conducting the organization during the year Mr. Sullivan reported as \$61,000, with no liabilities remaining and a surplus larger than ever before.

During the year, he reported, individual and separate data service has been given to the extent of 29,478 units—each unit consisting of from one to 100 pages of typewritten matter—which is five times the number of units supplied last year. About three times the number of members have been thus supplied than were furnished last year, the total being 11,216. This, he pointed out, averages ninety-eight items of data service per member.

During the year the Association has made a working agreement with the Trade-Marks, Patents and Design Federation of Great Britain for exchange of information on pending legislation affecting trade-marks, in order to prevent any confusing trademark legislation in either country.

VIEWS ON BUSINESS FUTURE

All through the meeting there was a tense attention to the dissemination of facts, the delegates realizing now more keenly than ever before that they needed the assistance of each other's experience. There was no room, and, indeed, no inclination for theorizing or discussing hypothetical cases. Every address was practical in the extreme and all the discussions, which were many and free, were based on "What shall we do?" rather than upon "What might be done?"

It was noticeable both in the sessions and in the corridor that no discussion was optimistic about an immediate resumption of normal volume of business or a speedy return of the public to what might be considered normal buying. Opinions as to the duration of present non-purchasing condition ranged all the way from a few months to a year and more, but it was to be noted that those delegates who have had experience in the field, who have been before, and are now, familiar themselves with their dealers, never spoke of a material change as likely to occur until at least half of the new year shall have become history. Even then—and this was the consensus—the trend toward better selling conditions will be slow.

Significant views on this subject were brought out in some of the addresses to which the delegates listened. An excellent programme of brass-tacks talks was a feature of the meeting.

Archer Wall Douglas, vice-president of the Simmons Hardware Company, St. Louis, who has made an exhaustive study of business conditions, saw no present relief from the downward trend of prices. He did believe, however, that with the spring would come a restoration of confidence and a resumption of normal buying. His salesmen, he said, had been industriously sounding dealers, and, through them, taking the pulse of the public, and everywhere the sentiment was that people not only must begin normal buying in with the end of the winter months, but would do so willingly. By that time, he declared, what changes in prices would occur would lose their sharp and violent nature. He noted an assurance of this among dealers and felt confident that manufacturers might lay their plans upon their judgment.

SALES TALKS TO THE POINT

Concentrating on weekly demands by purchasers is the best way to market manufactured products, said W. Irving Shugg, of the Winchester Repeating Arms Company. His concern, he said, had for several years carefully tabulated, by weeks, the specific demand for certain goods by their 7,000 dealers. It was found that the chart thus produced would show infallibly just what goods any certain dealer required in any certain week of the year. By anticipating this weekly demand his company was able to keep dealers stocked with just the kind of goods that would sell quickest, thus facilitating turnover and preventing carryover.

Interesting and valuable to advertisers in periodicals was the chart presented by G. Lynn Sumner, of the International Correspondence Schools. Mr. Sumner described how the schools had kept account of the results from advertising in four classes of publications by using a quota of replies that ought to be received from advertisements, fixed arbitrarily, of course, but yet based upon experience. Results in number of replies, he emphasized, increased as the advertising was persisted in.

O. C. Harn, of the National Lead Company, who is also president of the A. B. C., insisted that advertisers should not be content to rely solely upon the first page of A. B. C. reports. So far as figures go, he said, A. B. C. reports were accurate and exceedingly useful, but the advertiser should go further on in the reports than the figures themselves in decid-

ing upon mediums. He illustrated by taking two supposititious newspapers, one with a paid circulation of 200,000, the other with 175,000, both A. B. C. reports, and both, as a consequence, accurate and dependable. Investigation of how the circulation was obtained, however, he averred, would be of value. Of his two papers, he said, one got its entire circulation without offering inducements, while the other had built its up by means of giving cut rates, offering premiums, etc. It needed no wizard, he concluded, to tell which was the more valuable, thousand for thousand of circulation, to the advertiser. All of this data, he said, will be found in every A. B. C. report.

TRACING RESULTS

"Taking the Guess Out of Advertising" is the slogan of Street & Finney, and Frank Finney took the convention through an entire advertising campaign to show how the guess can be eliminated and the marketing made sure. Not only was the whole market surveyed in the most careful manner, but after the campaign had been started, to check up, the names of purchasers (of Gorton's fish cakes) were obtained from the dealers and a questionnaire sent to them asking for information about packages, quantities in packages, the advertising that attracted them, etc., and the continuance of the campaign and its method based upon their replies.

With the menace of slack business driving out a number of concerns before the resumption of normal buying in mind, R. O. Eastman, of Fuller & Smith, discussed causes of failure among merchants and manufacturers. He developed the fact, derived from reliable statistics, that only one per cent of failures in times past had resulted as a consequence of competition.

The value of good will, or institutional advertising, was emphasized by J. D. Ellsworth, of the American Telephone & Telegraph Company. He urged full publicity of the affairs of a public service corporation, to educate the public, and said that the good will advertising that his company had been doing of recent years had been worth to it, in dollars and cents, not less than \$3,000,000, though it had not cost nearly as much.

THE PUBLIC BE TOLD

P. L. Thomson, of the Western Electric Company, added to Mr. Ellsworth's address by declaring that the experience of the Western Electric, which is so closely identified in interest with public service corporations, proved that the public must be shown

indubitably that it is necessary for them to pay a proper price for service if they expect the best, and that it had been found that where the public had been admitted to the confidence of public service corporations, honestly and fully, it had appreciated that it must pay a just and adequate price for service.

Whether the free sample or the sample offered at a nominal price through advertising is the better was discussed by W. W. Wheeler, of the Pompeian Cream Company. After experimenting with free samples his company had offered them at a price of six cents. Not so many replies were received as had come in for free samples, of course, but still enough to warrant the experiment. A follow-up questionnaire was used to determine how many of the people who asked for samples went to the stores and bought the cream after the samples had been used. There were enough, he said, to make his company satisfied that for them the day of free samples had passed and that they would continue to offer samples for a nominal price.

S. Roland Hall made a plea for a school of salesmanship in every selling institution. No matter how good a salesman is, he declared, he could be improved by a study of the methods of others, and the only way to force them to it was to establish interior schools. That, he said, is the only way to overcome the lead of the chain stores. Second in value to educate salesmen he placed the well-conducted house organ.

At the advertising agency service meeting, held in another room, the old question was brought up, "Should agencies be paid commissions and by the advertising mediums?" It was urged without a dissenting voice that commissions paid by the medium were an evil that should be stamped out. But, it was decided, it is impossible just at present to eliminate the practice, though it was agreed that a campaign of education directed to agent and medium should be taken up and continued until the fee system fees to be paid by the advertiser served was established.

National Campaign for Redwood Lumber

In January the Pacific Lumber Company, San Francisco, producers of Redwood lumber, will start a national campaign of advertising to promote the use of their product in the building, industrial and manufacturing fields. The campaign will be directed from the Lumber Exchange Building, Chicago, and will be in charge of Austin L. Black, advertising manager. The H. K. McCann Company, of San Francisco, which is handling the account, is sending out contracts to national, class, technical and trade papers.

Mitchell-Faust Get Cheney Talking Machine and Berkey & Gay Accounts

The Mitchell-Faust Advertising Company, of Chicago, has obtained the advertising accounts of the Cheney Talking Machine Co., Chicago, and of the Berkey & Gay Furniture Co., Grand Rapids, Mich. Campaigns for 1921 are being planned, also for Athena underwear and Burlington hosiery on the account of Marshall, Field & Co., wholesale, which was recently secured.

Technical Publicity Association Meets Dec. 16

Earle W. Bachman, director of new business and research of the Quality Group of Magazines, will address the Technical Publicity Association at the Machinery Club, New York, December 16. A motion picture, prepared by the Western

Electric Company, on the cedar pole industry will be shown.

Irvin F. Paschall to Direct Atlanta Convention Program

Irvin F. Paschall, of the *Farm Journal*, Philadelphia, has been made chairman of the program committee for the seventeenth annual convention of the Associated Advertising Clubs of the World, to be held in Atlanta, Ga., next June.

S. C. Dobbs, late president of the Coca-Cola Company, Atlanta; H. C. Brown, of the Victor Talking Machine Co., Camden, N. J., and Frank D. Webb, of the *Baltimore News*, have been appointed to the committee. They will co-operate with one representative from each department of the National Commission, at a meeting to be held in January, in preparing the convention program.

Electric Power and Equipment in Textile Mills



MORE than one-third the power used in the Textile Industry - -total over 3,000,000 H. P.-is electric power.

It is only logical that Textile Mills, whose machines are highly automatic, should take advantage of the flexibility, smoothness, cleanliness and economy of the electric drive. Yet the field has only been partially cultivated.

In addition, all of the 9,000 textile mills depend upon electricity for lighting. Over 18,000,000 such outlets is the industry's estimated total.

The importance of this market should be obvious to the manufacturers of electrical apparatus such as generators, transformers, motors of all sizes, wiring, conduits, switches, fuses, indicating instruments, lighting fixtures, lamps, reflectors, etc.

The avenue of least resistance in reaching this market is through the Power and Engineering Department of TEXTILE WORLD, which is carefully read by mill executives and engineers in search of new machines, equipment and methods.

Let us tell you about this field and the opportunities it offers for the sale of YOUR product.

Textile World Journal

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



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

Joseph Meadon, American Post-Graduate

The New President of the Direct Mail Advertising Association Came to this Country for a Five Years' "Finishing Course"

By ALMON W. SPAULDING

JOSEPH MEADON, recently elected President of the Direct Mail Advertising Association at its third annual convention, held in Detroit, Michigan, might well be called a son of the British Isles.

He was born in Belfast, Ireland, of an English father and a Scotch mother. Shortly after his birth, the family moved from Ireland to France and a good part of his boyhood was spent in the land of Lafayette.

At the age of twenty-three, Mr. Meadon was given his first real executive job as assistant works manager of a large publishing house at Glasgow, Scotland (Hay, Nisbet & Co.). He soon moved up another step and was made publication manager of another Glasgow publishing house that employed about 300 people. He himself says, "It was about that time that I imagined that I was just about twenty years ahead of the average man in my profession, and I figured that if I desired to be still ahead of the profession it behooved me to make a pilgrimage somewhere and learn many more things.

A POST-GRADUATE COURSE

"Having come to this conclusion, I felt that a five-year post-graduate course in the United States would be of advantage and perhaps keep me in the van, so I sought an interview with the president of our publishing house and told him my desires and of my decision. He laughed at me—tried to laugh me out of it. Reasoned with me and showed me the error of my ways. I listened and reasoned with him, but opined that I was right—at least, hoped so.

"A week later I was in his office again and he had half-a-dozen introductions written to personal friends of his in New York and Boston."

Mr. Meadon never used these introductions, however, as he was not looking for a short-cut to success, but struck out for himself in the land of big business for all that was in it.

His hobby, as well as his business, has always been the making of good books, of good literature, and in particular the making of good business and merchandising literature.

Mr. Meadon was, for a time, publication manager of the Architectural Builders' Association of New York. Later he was general superintendent of the Republican Publishing Company of Hamilton, Ohio; general sales manager of another large man-



JOSEPH MEADON

ufacturing printing establishment, and to-day is president of The Franklin Press of Detroit.

The five-year post-graduate course that he had mapped out for himself in the U. S. A. seemed to have passed, he often says, "in the twinkling of an eye," and at the end of this period he was so much interested and so enthusiastic regarding his work here in America that returning to Europe was out of the question.

Twenty years have now passed since his arrival in this country. In that time he has produced personally several million dollars' worth of direct advertising,—planned it, created it and supervised its execution.

"Some of it," he says, "was very successful and other parts of it—well—taught me quite a lot of things that I did not know before."

While with the Republican Publishing Company, Mr. Meadon founded the Graphic Arts and Crafts Year Book and edited it for

four years. This brought him felicitations from all over the world that kept him very busy arranging for the translation of letters and articles in publications that referred to his production.

When asked about his work and his views on the future of direct advertising, Mr. Meadon said, "I expect that we will produce a million dollars' worth of printed advertising during 1921, and seventy-five per cent. of it, I anticipate, will be Direct-by-Mail material.

THE FUTURE OF DIRECT ADVERTISING

"I have taken a practical interest, and worked with national advertising. I have a high regard for outdoor advertising and have counseled and suggested the use of all forms of advertising when helping to formulate the policies of business, believing that there is a community of interests and that one form of publicity supported by other forms makes an effective tool with which to develop merchandising programs.

"I am convinced, however, that direct advertising is only just beginning to get a foothold. Its value has not been appreciated until the last few years except by a handful of specialists. There is not a business that cannot be materially benefited by it at less cost than by most other mediums. The Direct Mail Advertising Association is the organization that will help to cut out the pitfalls of direct merchandising and put it on a sound basis and assist its members to benefit by the experiences of others.

"The convention just concluded at Detroit was one of the best I have attended and more than one delegate confided to me: 'That one paper has more than repaid me for the time, effort and expense I have been put to. I can apply that man's experiences and conclusions to my own problems!'

New Daily for Windsor, Ont., Planned

Wilfrid Southwood, publisher of the *Border Cities Era*, Windsor, Ont., will start a daily newspaper in Windsor soon after the first of the year. He was granted a charter by the Dominion government recently. The new paper will be in the afternoon field, now covered by only the *Border Cities Star*.

He Grew Up With Advertising

(Continued from page 9)

has always interested me amazingly, and that is the man who either blows into my office, or sends for me, and who is fairly bursting with enthusiasm concerning the thing he wants to introduce to the great American public.

"I well remember the time when Cyrus H. K. Curtis would climb three flights of stairs to reach my father's office on the corner of Murray street and Broadway to solicit from him the advertising of the Estey Organ Company for his little farm paper published in Philadelphia (*The Tribune & Farmer*, I think), long before the birth of the *Ladies' Home Journal*. Yes, and Dad himself used to tell a story of how Henry B. Hyde, founder of the Equitable Life Insurance Company, used to sit at his desk in the office of the *Independent* and plead for a notice for his baby, the Equitable.

WHERE PROPHECY FAILED

"But to return to Mr. Curtis: well, I remember how all of us wisecracks thought he was just simply blowing in his good cash on a predestined failure when he insisted on advertising to the last degree, the *Saturday Evening Post*. Surely he had made a huge success of the *Ladies' Home Journal*, and was deserving of great credit, but to take all his profits, and more, to try to put over such a proposition as the *Saturday Evening Post* was certainly a foolhardy proposition, according to our ideas.

"And I am prepared to say now that nothing but his persistent advertising did it. So you see, Mr. Curtis is the very best example of one's taking his own medicine to be found among the publishers of the country.

"By the time the *Country Gentleman* came along we were all so well convinced of the Philadelphia publisher's ability that we never questioned the success of the last enterprise, which was followed just as doggedly and persistently as was the earlier one.

"The other type of enthusiastic advertiser is well illustrated by that old-timer, Frank Siddall, who had a soap to sell that he wouldn't let any paper advertise for him unless the solicitor of that paper had cleaned his teeth with Frank Siddall's Soap.

"I had been down there soliciting for some paper. His first question was, 'Have you used my soap? Have you cleaned your teeth with it?' I suppose he thought to bring out the

purity and mildness of the soap by intimating that people could use it on their teeth. He did get notoriety for the soap, but in some way or other there was something illogical about the proposition, for it fell by the wayside."

A FORWARD LOOK

An hour spent in conversation with Mr. Richards would convince the most skeptical that he has the same forward look and the same enthusiastic optimism that must have characterized his youth in the days when he won his thousand-dollar prize from the Chicago *Daily News* and was offered the "advertising editorship" of the *New York World*.

He sees the new times and is eager to do his part in them.

"Speaking now as a salesman with a pen in his hand, for this is what all advertising men must be in the future," said Mr. Richards, "I have a strong ambition to see one product advertised that has never been adequately expressed on paper. Life insurance companies have been advertised; their assets have been exploited, their Boards of Directors have been displayed, but the commodity itself has never been handled in the way its value in the world deserves. I believe that this is why life insurance is so generally neglected among the essentials of civilization. The president of one company tells me that if life insurance were written in ten times the volume it is now it wouldn't be overdone. What a shame it is that advertising could not have its chance at goods of the quality of life insurance in universal application.

"So, you see, you who have been reading my reminiscences, that I have a forward look which to me is far more interesting than the story of past achievements."

President Wilson Would Have Producers Mark Product With Price

President Wilson this week, in advocating that the producer of every article destined for interstate commerce mark his product with the price at which it leaves his hands, has aroused much interest among the manufacturers of the country.

The suggestion, made to Congress in the President's last annual address, was advanced after attention had been called to the immediate need for a law regulating cold storage. The President said that it was necessary to prescribe a method for the disposing of cold storage goods.

"It would be most serviceable," he stated, "if it were provided that all goods released from cold storage for interstate shipment should have plainly marked upon each package the selling or market price at which they went into storage, in order that the purchaser might be able to learn

what profits stood between him and the producer or the wholesale dealer.

"Indeed, it would be very serviceable to the public if all goods destined for interstate commerce were made to carry upon every packing case, whose form made it possible, a plain statement of the price at which they left the hands of the producer."

A further suggestion of the President's was with regard to a Federal license for all corporations engaged in interstate commerce. This had been made before in a message to the second session of the Sixty-sixth Congress.

Test Advertising Campaign for Lemons in New England

Several cities in New England have been selected as a proving ground for an advertising and dealer service campaign to test the effectiveness of such efforts in increasing the demand for lemons during the Winter months, according to a bulletin issued by the advertising department of the California Fruit Growers' Exchange. The plan being used is similar to that tried with success in Providence last Winter. If the larger campaign proves a success this year it will probably be used throughout the country in the future.

Dealer service men working from Boston assisted agents in the preliminary work, including the placing of lemon displays. The newspaper campaign started with a full page on Monday, November 15, and was followed by smaller copy on Wednesday and Friday. The copy announced "Bargains in Lemons" as the news feature, urging buying by the dozen, and suggesting by text and illustration several Winter uses, both food and toilet, such as lemon pie, lemon juice on fish and vegetables or in salad dressing, hot lemonade for colds, lemons for the hands and for the hair rinse.

The cities selected for the try-out are Boston, Worcester, Springfield, Pittsfield, Portland, Bridgeport, Hartford, New Haven, Waterbury and Providence. Lemon Weeks are being run successively in the various markets, and will continue until February 12.

The newspaper advertisements advocate the purchase of lemons because of the low prices and the many ways in which they may be used. No emphasis is placed on any brand or kind of fruit. The word "Sunkist" and the name "California Fruit Growers' Exchange" appear only in very small type.

Magazine Title Changes

The *American News Trade Journal* gives the following changes recently made in the titles of periodicals:

Peptimist is now called *Building Materials*. *Northwest Warriors Magazine* is now *The Overhere Digest*. *Metal Worker, Plumber & Steam Fitter* is replaced by *Sheet Metal Worker, Plumber & Steam Fitter*. *Business Digest & Investment Weekly* has become *Business Digest Service*.

Publication Dates Changed

The *American Golfer*, New York, has changed to a bi-weekly, and the *Oil & Gas Journal*, Tulsa, Okla., is now being published weekly.

1,800 Study Advertising at N. Y. U.

Eighteen hundred men and women are registered in the Department of Advertising and Marketing at New York University this year. This is the largest enrollment that the University has had in this department, and it is believed to be the largest in the country.

"The Slaughter of the Innocents"

(Reprinted from the *Literary Digest*)

WHEN JESUS CHRIST came upon the earth, nearly two thousand years ago, to save all mankind, his mere coming seemed to interfere with the material interests of a few people of that period, notably King Herod, who promptly decided to dispose of this "interloper," and sent forth his soldiers with orders to slay all the children of two years old and under. This was consummated the most atrocious crime against innocent childhood ever committed up to that time. It has come down to us through all the ages in song and story, and master painters have pictured it on marvelous canvases.

To-day passing in review, as we look out through the windows of our comfortable homes in this great and happy land, are three and a half millions of helpless children, the innocent victims of the greatest war that has ever afflicted humanity. It matters not, as we gaze in the direction of these children, that our eyes must stretch across three thousand miles of ocean, we still can see them and we still can hear them, if we wish to do so; and we can not help hearing the tragic appeal in their voices and seeing their tiny arms stretched out to us, and their searching eyes looking into our souls, as they say, "Help us, or we perish." And if we fail to listen to this great call of three and a half millions of God's helpless children; if we close our eyes and ears to this great demand of duty, we will be just as guilty of the "slaughter of the innocents" as was Herod, nearly two thousand years ago.

In these lands, swept by death and filled with tragedies too deep for tears, a sun of human suffering is being written greater perhaps than for all ages gone by. The mind grows numb and the heart sick from a constant recital of tales of such tragedy as it is difficult to believe the twentieth century could hold.

And so, when we received the letter from Mr. Hoover telling us that America must not allow hunger and cold to return to this mass of 3,500,000 helpless children our soul was stirred and the hot blood surged up in our heart. We felt it was our imperative duty to use all the power God has given us to aid this noble-hearted American in continuing the work of saving human lives to which he has devoted unsparingly, and at great personal sacrifice, his tremendous energy and administrative genius during the past six years, in which time he and his American colleagues have administered two billions of dollars of relief funds from all parts of the world with a total overhead expense of only three-eighths of one per cent, without any remuneration to the American directors. Now he asks us all to help save the children who are in imminent danger of starvation this coming winter.

There they are, in the midst of wrecked homes, and farms, and factories; in cities crowded with masses of refugees without sustaining food for children, through the destruction of live stock; seeds for planting, raw materials, tools, and machinery gone; great areas with everything burned, or looted, or smashed; vast unemployment for workers; no means of subsistence; a land of economic ruin, of mutilated life, and lingering death; and in the midst of it all—the little children.

In long lines they are waiting at the American food-kitchens. Will the food be there for them? Will they be turned away? There are no happy, healthy faces in those long lines—not one. You have seen rags and barefooted children, but never so many little boys and girls literally dressed in tatters. Soon it will be very cold, and for those bare little feet and legs and arms there is nothing at home to put on.

Hollow faces and shrunken bodies are so common that their real condition does not become evident until we inquire more closely, and then we find that most of them are from one to five years back in their growth. Children of eight years old have not reached the normal size of two and a half. They are just learning to stand alone. Others almost as old can not yet stand on their feet. Their arms, and legs, and spines, and chests are twisted and warped. The flesh and skin are shriveled on their bones. It is surprising that life can still exist there. If they can have food they will gradually regain their health and strength, but with most of them it is a question of now or never. Starvation and tuberculosis will not wait.

In Poland alone a million five hundred thousand such children must be cared for. In Latvia and Esthonia the people are living mostly on a diet made from potato-flour, oat-flour, and sawdust. In Czecho-Slovakia, in Hungary, in Austria, and in other countries of central and southeastern Europe, two millions more are in dire need of food; and who stops to ask regarding creed, or race, or nationality when a little child is starving? Children are just children the world over, and the great American heart is big enough to care for them all.

But the appeal now is not for all. The three and a half millions of children in immediate danger of starvation, if this organization fails, who *must* have food at once, are only a fraction of the total number. The hungry children of those destitute countries have been examined by competent physicians, and only those whose wasted little bodies are reduced to the minimum weight, and whose endurance of hunger has reached the end which merges into actual starvation, are admitted to the American kitchens and given *one meal a day*. It is hard to turn away thousands of hungry boys and girls—to hear them ask, pleadingly, "Do I weigh too much?" "Am I not thin enough?" "Can't I come any more?" But this restricting of food to the extreme cases is compulsory, because there isn't enough for all.

And these neediest ones can not reach the kitchens through the cold winds and the snow barefooted and in the pitiful rags which form only a partial covering for their bodies. They must have clothes. Each outfit consists of one pair of warm woolen stockings, one pair of boots, and a little overcoat. This one meal a day, and these boots, stockings, and little coats can be supplied *only if we give them*. If we do not, the slaughter of the innocents by cold and starvation will be appalling.

Among the more than two million men and women who will read this page there is not one—there can not be a single one—whose heart will not respond gladly and

eagerly to the challenge of this great need. We are asked, *you with us*, to co-operate with Mr. Hoover in raising twenty-three million dollars to feed and clothe these children and save them from death this winter. It can be done. It shall be done! *The Literary Digest* knows its readers and the deep earnestness, the quick sympathy, the great-hearted generosity they always show when any real human need calls to them. You have never been called upon in vain. We are counting on you now with a great confidence. We know, also, how truly you represent the American spirit, which beats in the hearts of a hundred and three millions more in this big land of plenty, a spirit which leaps ready at every such call, and is never weary in well-doing. We are not a hermit nation, isolated from the world, when suffering and want cry out to us from anywhere under the sun. A great, a beautiful, and heart-sustaining hope supports these stricken people—*America will come to their relief*. For in the far places of the earth, where famine stalks, one name and one alone is synonymous with rescue and hope—and that name is America.

The small individual unit of ten dollars will provide the coat and boots and stockings and one meal a day for one child this winter. A hundred dollars will save the lives of *ten* children. For a thousand dollars you may have the joy of saving a *hundred* little ones. We urge our readers—we urge *every one* whose eyes are on these words—to give quickly as many of these units as possible, to *buy for themselves that precious and priceless thing, the life of a little child—as many of them as they can*, and every one will be a shining star in an eternal crown. It was the Divine Lover of little children, who came to earth as a little child, and who reigns now as the King of Glory, who said, "Inasmuch as ye have done it unto one of the least of these, ye have done it unto me." He does not forget, nor fail to reward.

So deeply do we ourselves feel the urgency of this great need, knowing all the facts, that we should feel a heavy burden of guilt if we did not go beyond anything we have felt possible heretofore in order to save these innocent children from suffering and death. Therefore, *The Literary Digest* will start this fund with the sum of \$25,000 to feed and clothe twenty-five hundred little boys and girls this winter. What an inspiration it will be to all of us—what an inspiration and example to many thousands who may be uncertain how much to give—if in the very first week there shall be a great shower of checks for \$1,000, for \$5,000, for \$10,000, as well as a deluge of smaller amounts, to send the fund rolling on toward the necessary twenty-three millions! Let us all see again what the father's heart is like in this great rich land of America. Let us have again a wonderful revelation of the heart of a American motherhood. Let us have a great outpouring of love and helpfulness in the name of him who said, "Feed my lambs!"

Make all checks payable to "The Literary Digest Child-Feeding Fund," and mail

them direct to *The Literary Digest*. Every remittance will be acknowledged, and *The Literary Digest* will be responsible for every dollar contributed, to see that it goes, without one penny deducted, to the purpose for which it is given. Address Child-Feeling, *The Literary Digest*, 354-360 Fourth Avenue, New York.

Patterson and Hammesfahr Join International Magazine Co.

F. C. Patterson has been appointed associate business manager of *Cosmopolitan Magazine*, and will be the Western manager of that periodical with headquarters in Chicago.

Mr. Patterson is president of the Warner-Patterson Co., Chicago manufacturer of Warner lenses, and before his connection with that company was for many years general manager of *Collier's Weekly*.

A. C. G. Hammesfahr has resigned as vice-president of the Martin V. Kelly Co. to become a member of the executive staff of the International Magazine Company, with headquarters in New York.

Before going into the advertising agency field, Mr. Hammesfahr was advertising manager and later general manager of *Collier's Weekly*. He succeeded Mr. Patterson when the latter resigned.

Taylor Society Organizes Sales Executives Section

The Taylor Society, which is devoted to the promotion of the science and art of administration and management, announced at its annual meeting, held in New York, December 2 to 4, its approval of the establishment of a Sales Executives Section, which a conference of sales executives voted for last June.

The purpose of this section will be to afford sales managers an opportunity to study their problems from the point of view of scientific management, in association not only with other sales managers but also with production managers and engineers who have had experience in the development of scientific management in the shop.

Meeting in connection with the Society last week, sales executives of many leading manufacturers of the country discussed the application of scientific management in the sales department. President Henry S. Dennison, of the Dennison Manufacturing Company, presided during the examination of a questionnaire which had been sent out, and which is reproduced elsewhere in this issue. Later, with E. St. Elmo Lewis, of the Campbell-Ewald Co., in the chair, reports of the committees on the organization and functions of the sales engineering department, and on the organization and functions of the sales operating department were gone into. The discussion, particularly of held research activities in connection with the former department, disclosed numerous methods being employed by successful manufacturers to increase sales and stabilize demand.

Charles J. Crockett, American Lady Corset Company, Detroit, Mich., chairman; Willard E. Freeland, Winchester Repeating Arms Company, New Haven, Conn.; E. St. Elmo Lewis, Campbell-Ewald Company, New York, and F. R. Wallace, Street & Finney, New York, have been appointed a committee to supervise the organization of the Sales Executives Section.

Hellwig Obtains Thompson-Starrett Account

The advertising of the Thompson-Starrett Company, builders, New York, has

been placed with the E. W. Hellwig Company, New York.

Continental Rubber Advertising With Barton, Dursline & Osborn

The Continental Rubber Works, manufacturer of Vitatic tires, Erie, Pa., has appointed Barton, Dursline & Osborn, Inc., of New York, as its advertising agency.

To Market New Type of Shoe

An entirely new type of leather and rubber footwear has been developed by the United Shoe Machinery Company, in co-operation with several rubber shoe manufacturers, reports the *Retail Public Ledger*. The leather uppers of the new shoes are lasted on by the usual machine used for leather shoes, but the soles are vulcanized on.

Corn Products Buys Interest in Box Factory

The Corn Products Refining Company, of New York, has purchased an interest in the Hummel & Downing Company, paper box manufacturers, Milwaukee, Wis.. The refining company will be represented in the management by John L. Blanchard, who becomes vice-president and general manager, succeeding T. W. Ross, now vice-president of the Hummel-Ross Fiber Company, of Virginia.

Sioux City Appoints Publicity Head

Sioux City, Ia., which contemplates an advertising campaign, has appointed John D. Adams as industrial commissioner of the Sioux City Chamber of Commerce. In this office he will direct the publicity of the city.

SYSTEMS BOND

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



The Importance of Business Stationery

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

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

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

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

A request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine

We Want a Writer of Advertising

One who has had wide experience, can put pep, punch and human interest into copy, advertising the very finest clothing made, and have every piece of copy institutional and upbuilding in character. Apply by letter only, giving full details as to qualifications and experience. No other letters will receive consideration.

Brill Brothers

Executive Offices

Union Sq. South, N. Y. City

The
**Underwear & Hosiery
Review**

320 B'way New York

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.—E. V. Maguire, 34 S. 17th St., Philadelphia, Pa.

How Does Your Sales Department Function

(Continued from page 23)

Twelve firms state that study is made of the art of personal salesmanship; four that it is not; two that it is done superficially; one that it is a responsibility of the sales manager.

7. Have you ever made a time-study of a salesman's work, or any kind of job analysis of his work?

Eleven firms reply that no job analysis of the salesman's job is made; five that there is such analysis without time study; three that there is such analysis including time-study.

GENERAL

1. What are the functions of your sales manager; does he have supervision of sales engineering or planning, as well as of the selection and direction of salesmen?

Thirteen replies state that the sales manager supervises both sales planning and sales execution, even when the routine of planning is performed by a distinct unit. Three state that he is responsible for execution only. One states that he is primarily responsible for execution, but participates in planning by his presence on a planning committee. One states that a distribution manager is responsible for both planning and execution and that under him are sales managers who are responsible for execution only.

2. Do you believe the function of sales engineering or planning requires a type of personnel different from that required by the function of actual selling? If so, what are the differences?

Eighteen replies express the opinion that sales engineering or planning requires a personnel different in temperament from that required in sales operating; one that the difference is not great; one that "it does not in our business but probably does in most." There seems to be general agreement that actual sales operations require the vigorous, motor type of man, and sales engineering or planning the engineering, studious, analytic type, and that the latter must also possess imagination.

3. Do you make provision for effective close co-operation between the sales department and the production department in order to keep the output of both departments in balanced relation?

Sixteen firms make serious effort to co-ordinate selling and production; one is just beginning to attempt co-ordination; one states that the production manager does the co-ordinating; one that production and sales seem "practically unrelated."

4. Is the advertising department subordinate to the sales department, or co-ordinated?

In eleven replying firms advertising is subordinate to the sales department; in six it is co-ordinate, the inference being that they are co-ordinated by the general man-

ager. In one they are practically unrelated, "the sales manager knowing nothing of advertising until he sees copy in publications."

Advertise NOW

(Continued from page 4)

ter, to carry business safely past the crisis.

Manufacturers and sales executives have endorsed that policy of "twice as good and at least as extensive." They have gone further to point out, as did the banker quoted, the necessity of an immediate plus effort—a quick-acting, powerful drive for all lines now suffering from the depression.

Some of the comments appear with this article. Others will appear in subsequent issues. They repeat in no uncertain terms the message of H. J. Jones, advertising manager of the Joseph Campbell Company, in the December issue of *Campbell's Courier*, which, Mr. Jones says, best expresses his company's attitude toward the present business situation:

"This is no time for pessimism. It is a time to be up and doing. Men of vision and enterprise are now laying their plans to take advantage of the primary impulse of the return swing of the pendulum of sentiment."

—And they are all using advertising to pull back the "pendulum."

Outdoor Advertising Salesman

FOR Northern Ohio and Michigan by one of the largest outdoor advertising companies. We want a very active man, capable of selling posting and paint in a clean, constructive way. Hard work and constructive missionary work are needed, but the remuneration in the end makes it the most attractive kind of a business life for the proper man. Interview granted upon request. Box 286, care of ADVERTISING & SELLING.

Fox Film Leases Large Building

A lease aggregating practically \$1,000,000 for a period of twenty-one years was closed this week by the Fox Film Corporation on a four-story structure owned by the Kelly-Springfield Tire Company, at the northeast corner of Tenth avenue and Fifty-fourth street, New York.

POSTAGE

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

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

"GIBBONS KNOWS CANADA"

MONTREAL

TORONTO

WINNIPEG

Constructive Spirit Will Right Business

(Continued from page 25)

Federal Reserve Bank comes in—it is an ever-present help in time of trouble.

THE CONSTRUCTIVE SPIRIT

Then there is all over the United States a constructive spirit. They are not sitting down, holding their hands, and lamenting about what is going to happen, like modern Jeremiahs and Cassandra's; they are finding out something to do to bridge over our troubles, to meet them, sanely, courageously—as Kipling says, like men unafraid. They are keeping their feet on the level, but they are still looking up at the stars. They are holding with deathless grip to those two things that make this country—common sense and idealism—and they are trying to work out through the future, the immediate future and the far future, constructive plans whereby we shall be able not only to help ourselves but to help solve that problem across the water which is such a burden upon us.

I find, everywhere I go, that real American spirit. They are sane in the sense that they are collecting their debts, they are running their stocks down to what they need; they are not being out of goods, they are buying as they need and when they need. They are treating it very soberly, advisedly, and in the fear of the Lord.

The First American Newspaper

Two hundred and thirty years ago, a century and a half after the invention of printing, the first newspaper made its appearance in America. There was but one issue of *Public Occurrences Both Foreign and Domestic*, but the tiny sheet, which appeared in Boston in 1690, was epoch-making in its importance, *The Sun*, of New York, relates. Out of it has grown the American press, with its thousands of papers and its tremendous influence upon the life and thought of the country.

Public Occurrences was not served by the telegraph, the telephone or the wireless. "It is designed," it said, "that the country shall be furnished once a month (or, if any glut of occurrences happen, oftener) with an account of such considerable things as have arrived unto our notice." Thus in its infancy did the press in this country display that marvellous aptitude which to-day is its distinguishing characteristic for receiving and presenting to the public the very latest news.

Public Occurrences set for itself a high standard in the matter of presenting facts free from all coloring of prejudice, ungarbled to suit the interest of the moment. The publisher "is willing to engage," it says, "that whereas there are many false reports, maliciously made and spread among us . . . we will expose the name of such person. It is supposed that none will

dislike the proposal but such as intend to be guilty of so villainous a crime."

In the generations that have elapsed since *Public Occurrences* first made this announcement the press has been a mighty power in running down "false reports" and exposing the guilty persons. Yet the "curing or at least the charming of that spirit of lying which prevails among us," as the colonial editor quaintly expressed it, has not yet been fully accomplished. False reports are perhaps only less common to-day than in 1690.

It is a long cry from the crude little sheet which ushered in the newspaper era in America to the great modern metropolitan daily. But the guiding principles laid down in *Public Occurrences* are not greatly different from those accepted by the press to-day. The presentation of the

news, unbiased interpretation of important events, the exposure of falsehood and injustice, the combating of ignorance, these are or should be the maxims of every newspaper which seeks to deserve the public confidence and esteem.

Habirshaw Electric Cable Sales

The Habirshaw Electric Cable Company and constituent concerns report net sales amounting to \$10,702,974 in the nine months ended October 2.

Du Pont Succeeds Durant

The resignation of William C. Durant as president of the General Motors Corporation was accepted at a meeting of the board of directors held November 30, and Pierre S. du Pont was chosen to succeed him.

To Sub-Let

Space 50 x 65 feet at
471 Fourth Ave. between
31st and 32nd Streets. Now
occupied as business offices.
Has plenty of light, eight
windows in front and six in
rear. Present lease has five
years to run from February
1st, 1921. These offices
would be very desirable for
an advertising agency or a
publication office. Price
\$2.25 per square foot. Apply
Fifth floor, 471 Fourth Ave.

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

Features in this Number

December 11, 1920

IT PAYS TO ADVERTISE NOW!.....	3
Manufacturers and sales executives endorse opinion that intensive advertising drives will go far to relieve the depression.	
WHY DRESS YOUR BUSINESS IN A BATHING SUIT?.....	5
<i>J. K. Fraser</i> Throw a cloak of personality around it when you present it to the cold, cold world.	
RETIRED—OLD GENERAL PUBLICITY.....	6
<i>William H. Rankin</i> Marshal Brass Tacks must now be put in charge of the selling campaign.	
A MAN WHO WATCHED ADVERTISING GROW UP.....	7
<i>Edmond McKenna</i> Joseph Addison Richards was writing copy in an agency when trademarks, now widely popular, were babes crying for recognition.	
ADVERTISING AID TO READJUSTMENT.....	10
<i>J. C. McQuiston</i> It is sustaining active markets and protecting business against depression, says retiring A. N. A. president.	
A. N. A. GIRDS ITS LOINS FOR BATTLE.....	12
Delegates at Lakewood meeting prepare to combat depression with greater advertising effort.	
CREATING NATIONAL GOOD WILL FOR A BANK.....	16
<i>Addison L. Winship</i> Advertising that helps and interests readers is most effective agent in this work.	
HOW DOES YOUR SALES DEPARTMENT FUNCTION?.....	21
The Taylor Society for Scientific Management presents the results of an investigation into the sales organization of twenty representative plants.	
CONSTRUCTIVE SPIRIT WILL RIGHT BUSINESS.....	24
<i>Archer W. Douglas</i> Vice-President of Simmons Hardware Company believes American sanity and confidence justify optimism as to future.	
THE GOVERNMENT AND THE FOREIGN TRADER.....	28
American manufacturers, faced with the absolute necessity of going into export business, must have backing of Congress and the Executive Departments.	
JOSEPH MEADON, AMERICAN POST-GRADUATE.....	34
<i>Almon W. Spaulding</i> He intended to take America as a "finishing course," but remained to become president of the Direct Mail Advertising Association.	

Associated Business Papers Appoint Committees

President M. C. Robbins, of the Associated Business Papers, Inc., has announced the following standing committees:

Committee on Agency Relations: Harry Tipper, *Automotive Industries*, New York, chairman; R. Marshall, *Concrete*, Detroit; Warren G. Platt, *National Petroleum News*, Cleveland; J. Malcolm Muir, *McGraw-Hill* Company, New York, and Roger W. Allen, *Allen Nugent* Company, New York.

Trade Practices Committee: E. E. Haight, *Motor Age*, Chicago, chairman; E. M. Fetker, *McGraw-Hill* Company, New York; Allen W. Clark, *American Paint Journal* Company, St. Louis; L. B. Sherman, *Simmons-Boardman* Company, Chicago, and E. B. Terhune, *Boat & Shoe Recorder*, Boston.

Postal Committee: A. C. Pearson, *Dry Goods Economist*, New York, chairman; Arthur J. Baldwin, *McGraw-Hill* Company, New York; E. R. Shaw, *Power Plant Engineering*, Chicago; V. H. Powers, *Manufacturers Record*, Baltimore, and Truman S. Morgan, *Architectural Record*, New York.

Auditing Committee: J. N. Nind, Jr., *Furniture Record*, Grand Rapids, chairman; H. H. Rosenberg, *Brick & Clay Record*, Chicago, and A. I. Boreman, *Merchants Trade Journal, Inc.*, Des Moines.

Advisory Committee: H. G. Lord, *Textile World Journal*, Boston, chairman; H. M. Sweetland, *United Publishers Corporation*, New York; Arthur J. Baldwin, *McGraw-Hill* Company, New York; E. A. Simmons, *Simmons-Boardman* Company, New York; John H. Penton, *Penton Publishing* Company, Cleveland; J. Newton Nind, Sr., *Furniture Record*, Grand Rapids; R. C. Jacobsen, *Hide & Leather*, Chicago; John Clyde Oswald, *American Printer*, New York; E. R. Shaw, *Power Plant Engineering*, Chicago, and Col. J. B. Maclean, *Maclean Publishing* Company, Toronto, Canada.

Co-operation With the Association of National Advertisers: Charles D. Spalding, *Oil Trade Journal*, New York, and Jesse H. Neal, *The Association Business Papers, Inc.*, New York.

National Councillor, Chamber of Commerce of U. S. A.: F. J. Frank, *Iron Age*, New York.

Committee on the Sale of Government Surplus Property: Earl B. Hill, *McGraw-Hill* Company, New York, chairman; A. C. Backert, *Penton Publishing* Company, Cleveland; Henry Lee, *Simmons-Boardman Publishing* Company, New York; George H. Griffiths, *Hardware Age*, New York; Harry Taylor, *Dry Goods Economist*, New York, and E. H. Ahrens, *Factory*, Chicago.

C. J. Crockett With American Lady Corset Company

Charles J. Crockett, formerly sales and advertising manager of the Printz, Biederman Company, Cleveland, on December 1 became associated with the American Lady Corset Company of Detroit.

Larson & Crouch Appoint Production Head

Roger Gould, formerly with the Fitchburg Grinding Machine Company and the Universal Grinding Machine Company, Fitchburg, Mass., has been appointed production manager of Larson & Crouch, advertising, New York.

Calendar of Coming Events

December 14-15—Annual Convention, Shoe Polish Manufacturers' Association of America, New York.	January 3-8—Highway Transportation Show of the Motor Truck Association of America, New York.
December 15—Annual Convention, Upholstery Association of America, New York.	January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.
December 15-16—Annual Convention, Toy Manufacturers of the United States, New York.	January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.
December 16—Annual Convention, National Association of Engine and Boat Manufacturers, New York.	January 17-21—Fourteenth Annual Convention, National Cannery Association, Atlantic City, N. J.

The advertising revenue of
Metropolitan
for 1920
was the **BIGGEST**
in the history of the magazine

All records were broken
regardless of the omis-
sion of the July issue

The advertising forms of the March Metropolitan will close on
January 10th

It's not the Size of the Advertisement— It's the Circulation!

A SINGLE column 28 line advertisement in the American Weekly produced more inquiries than a full page advertisement in a class magazine devoted exclusively to the proposition advertised.

The American Weekly—biggest publication in America—is admittedly a splendid medium for BIG ADVERTISERS. For the small advertiser who wants to become BIG it is the best medium available.

The American Weekly



A. J. KOBLER, Manager
1834 Broadway, New York

Western Representative
W. J. GRISWOLD
Hearst Building, Chicago

Public Library
Kansas City, Mo.