

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Rene Clarke for Black, Starr & Frost.

MAY 7, 1924

15 CENTS A COPY

Public Library,
Kansas City, Mo.

In this Issue

“Borrowed Plumes” By EARNEST ELMO GALKINS; “Knee Deep in Literature” By KENNETH GOODE; “Always Leave ‘em Laughing” By SARA HAMILTON BIRCHALL; “What’s Coming in Industry?” By FLOYD W. PARSONS; “How We Sidestepped Competition We Couldn’t Meet on Price” By J. M. ODEN

"It's all very well to say the metal-working industries comprise a big market for industrial products but how well do you cover it?"

It's A Real Pleasure to Answer that Question

First let us confess we don't reach every single plant in the field. The fact is we don't want to. We're content to reach most of those of any consequence.

But here is some definite information, showing the percentage of Iron Age subscribers among some of the organizations in the field:

National Machine Tool Builders' Assn.....	84 ⁰⁰ / ₁₀₀
American Malleable Castings Assn.....	77 ⁰⁰ / ₁₀₀
Industrial Car Mfrs. Institute.....	100 ⁰⁰ / ₁₀₀
National Founders' Assn.....	69 ⁰⁰ / ₁₀₀
Railway Car Mfrs. Assn.....	81 ⁰⁰ / ₁₀₀
Electric Hoist Mfrs. Assn.....	100 ⁰⁰ / ₁₀₀
Pressed Metal Assn.....	87 ⁰⁰ / ₁₀₀
American Gear Mfrs. Assn.....	65 ⁰⁰ / ₁₀₀
National Crane Builders' Assn.....	100 ⁰⁰ / ₁₀₀

For any product sold to the industrial field, we claim we can give higher advertising value per dollar than can any other publication.

It's a pretty safe claim to make, isn't it, when you consider that we reach the largest division of the industrial field covered effectively by any publication.

THE IRON AGE

The World's Greatest Industrial Paper

239 WEST 39TH STREET

NEW YORK CITY

MEMBER A. B. C. AND A. B. P.

ALWAYS GLAD TO TELL YOU ANYTHING YOU



MIGHT WANT TO KNOW ABOUT OUR FIELD



“ . . . and send this coupon to Library Bureau”

Selling three thousand products in every advertisement

SOME people knew Library Bureau as a manufacturer of filing cabinets. Some knew Library Bureau as a maker of filing supplies—some as a creator of filing systems.

But—few knew that Library Bureau manufactured over three thousand products for every business and every profession in the country. Few knew about the many unique services Library Bureau offers modern business.

In a Richards survey of the Library Bureau market we talked with Presidents—Office Managers—Purchasing Agents—File Operators. We analyzed buying motives. We studied the reasons for their buying habits. We learned their constant needs.

Then we made our advertising recommendations.

It wasn't “institutional advertising” in the ordinary sense—but it sold the insti-

tution. It wasn't department store advertising—but it helped to sell three thousand products. A well designed coupon not only inspired action but advertised the Six Big Divisions of Library Bureau service.

THE RESULTS? A Branch Manager writes: “The advertising has placed us before the public as never before in a broad way.”

A Department Head writes: “The advertising has made it easier for the salesmen to get interviews and easier for them to close business.”

And in the words of a salesman: “The advertising has given me an entree and has given my prospects a new idea of our national scope.”

For the executive who is anxious to know how “Facts first” may be applied to his own business, we have prepared a book called “Business Research, the Foundation of Modern Marketing.” Will you write for a copy on your business stationery? Joseph Richards Company, Inc., 247 Park Avenue, New York City.

RICHARDS “Facts first—then Advertising”
TRADE MARK REG.

**THE
ERICKSON COMPANY**

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
WELLSWORTH PRODUCTS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
CONVERSE RUBBER SHOES
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
WALLACE SILVER
HAVOLINE OIL
BARRETT ROOFINGS
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
NEW-SKIN

What we've done for others we can do for you.

Page 5—The News Digest

John P. Hallman

Treasurer of the H. K. McCann Company, with headquarters in New York, died of pneumonia on May 2, in St. Agnes' Hospital, White Plains, N. Y. Mr. Hallman was one of the original incorporators of the McCann Company in 1912. At the time of his death he was treasurer and member of the Executive Board of the American Association of Advertising Agents and treasurer of Advertising Agencies Corporation.

C. H. Burlingame

Will resign, June 1, the vice-presidency of Mason Warner Company, Inc., Chicago agency, to become general sales manager of the Foulds Milling Company of Chicago and New York, manufacturers of macaroni products.

E. A. Muckey

Is now special representative of James F. Newcomb & Co., Inc., New York.

W. E. Anderman

Has been appointed general director of advertising for *The Detroit Times*, Detroit.

Arthur H. Wilson

Recently with the *Outlook*, New York, is now on advertising staff of *Dairy-men's League News*, same city.

George Batten Co., Inc.

New York agency, appointed to direct advertising for Evernu Rubber Heel Corporation, same city.

Triad Direct Advertising Service

Newly organized at 600 West Jackson Boulevard, Chicago, lists the following officers: President, Albert H. Highton, recently with the American Writing Paper Company, and formerly with Funk & Wagnalls; secretary and treasurer, F. I. Lackens, formerly chief of plan and copy for United Typothetae of America; art director, Hubert Morley, also formerly with the Typothetae.

John O. Powers Co.

New York agency, has removed to Park-Lexington Building, 247 Park Avenue, same city.

Hazard Advertising Corporation

New York, is conducting newspaper and direct mail advertising for the McBride-Ogden Construction Corporation.

Inter-Racial Press of America, Inc.

New York, has removed to 342 Madison Avenue, same city.

Bruner & Simmons, Inc.

Specialists in office layouts, Chicago, has added E. E. Myers to its staff.



The Thumbnail Business Review

INDUSTRY is characterized by hesitation. The slowing down of operations in certain of our key industries is not to be mistaken for a general letdown of industry. Rather, the psychological state of mind inseparable from a Presidential election year, added to the sentiment that finds all too ready dissemination and credence, and the failure of Congress to pass expected tax reduction legislation, are responsible for much of the present feeling among business men.

☐ Leading factors in the automobile industry profess to be well satisfied with their volume of sales at this time, though production is below capacity in many of the plants.

☐ An analysis of lowered freight car loadings of the recent past discloses that the falling off is due in large part to the demoralization of the soft coal market. The bituminous coal industry seems to have reached finally the point to which it has been heading for many years. There are too great a number of high cost mines, operations which cannot produce coal at a profit except during times of abnormal need. These mines will have to go out of business if the soft coal industry is to see stabilization.

☐ The steel industry is functioning at about 85 per cent of capacity. Agriculture continues to readjust itself. Acreage of unprofitable crops is being reduced, while in some sections new crops are being introduced as alternative crops for feed purposes. Necessity is making the farmer a student of industrial and marketing conditions; he is rapidly working out his own salvation. ALEX. MOSS.

Larcher-Horton Company

Providence agency, has taken over J. E. Ayres & Company of Boston, and will remove its Boston branch to the offices formerly occupied by the Ayres Company at 164 Federal Street. The entire staff of the Ayres Company will remain with Larcher-Horton, whose personnel is otherwise unchanged.

F. H. Lawson

Recently state representative of the W. O. Specialties Company of Detroit, and formerly business manager of the *Daily News*, Tacoma, Wash., has been appointed manager of the Texas district of the Highway Lighthouse Company, with headquarters in Dallas.

Oliver M. Byerly

Cleveland agency, will direct advertising for the Rotobaker, a rotary steam engine manufactured by Baker Motors, Inc., Erie, Pa.; also for the Cleveland Cap Screw Company of that city.

William Beard Jones

Formerly on the advertising staff of *Asia*, and also sales manager for the *Statistical Press*, both of New York, has been appointed advertising manager of *Amateur Radio*, same city.

Hicks Advertising Agency

New York, will direct advertising for J. H. Herbst & Company, manufacturing furriers, same city.

Glaser & Marks, Inc.

Boston agency, is now advertising counsel to the Wachusett Shirt Company, Leominster, Mass. George W. Jones of that company has been appointed advertising manager in charge of sales promotion work.

Forrest U. Webster

Director of the Chicago Advertising Men's Post of the American Legion, formerly assistant to the advertising manager of the Standard Oil Company, is now associated with Irvin F. Paschall, Inc., Chicago agency.

Experimenter Publishing Co., Inc.

Publishers of *Science and Invention* and *Radio News*, New York, will issue, in June, the first number of an all-rotogravure monthly magazine, the *Motor Camper and Tourist*.

The H. B. Green Co.

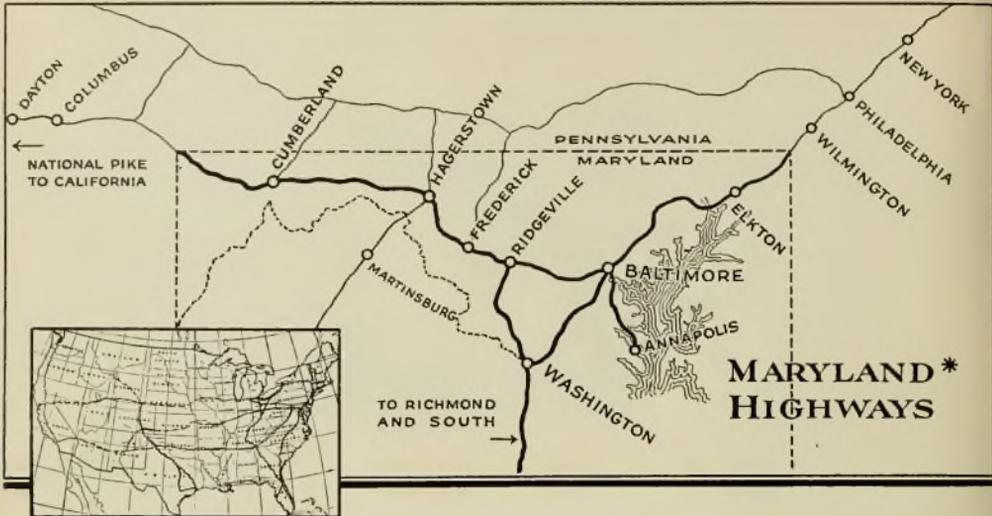
Baltimore agency, elected the following officers for the coming year: E. Lyell Gunts, president; H. K. Dugdale, vice-president and treasurer; W. C. Stith, Jr., secretary, and Harry B. Green, chairman of the board.

Campbell-Ewald Company

Will direct advertising for the following concerns: United Manufacturing & Distributing Company, Chicago, producers of automobile, radio and phonograph equipment; the Milwaukee Corrugated Company, Milwaukee, manufacturers of metal building specialties, and the Federal Milk Corporation, Detroit.

[ADDITIONAL NEWS ON OTHER PAGES]

HIGHWAY LIGHTHOUSES ON NATIONAL HIGHWAYS



Signalized Trails

THE National Pike and similar main highways are the express routes of the country. They are heavily traveled by both transcontinental tourists and local motorists.

These are the routes on which Highway Lighthouses are erected. Arrangements are now being made to complete the signaling of the main roads in Maryland, after which, with few exceptions, you can drive on a

signalized trail from New York to Baltimore and west on the National Pike to Indiana.

The public service of these signals has gained for them the strong support of the motoring public, motor clubs, public officials and civic organizations, wherever they have been erected.

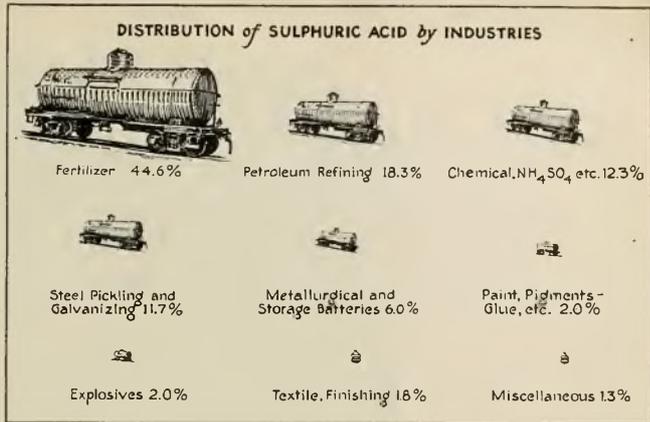
It follows that Highway Lighthouses, at the edge of the road, should offer preferred advertising value, and also render a public service in your name.

** A map showing available Maryland locations will be mailed upon request.*

HIGHWAY LIGHTHOUSE CO.
100 EAST 42nd STREET, NEW YORK

HIGHWAY LIGHTHOUSES RENDER A PUBLIC SERVICE IN YOUR NAME

Manufacturers in the United States used 6,000,000 tons of sulphuric acid last year. Sulphuric acid is such an important industrial commodity that its rate of consumption is a reliable barometer of general business conditions. This diagram shows the distribution of the 6,000,000 tons of sulphuric acid used in 1923.



How much sulphuric acid did you eat last year?

You wouldn't think of putting sulphuric acid into your mouth. You would be careful even to avoid getting it on your hands.

Yet you put a certain amount of sulphuric acid into your stomach whenever you eat one of a large number of high-grade foodstuffs.

You put a certain amount of sulphuric acid on your face and hands every time you wash with soap.

Six million tons of sulphuric acid went last year into the manufacture of foodstuffs, soap, dyes, paper, cement, paints, perfumes, glass, drugs, fertilizer, explosives, petroleum products, storage batteries, leather, artificial silk, etc.

The industries which manufacture these products (and many other products such as rubber, salt, coal tar products, alcohol, solvents, sugar, etc.), belong to a group known as the chemical engineering industries.

These chemical engineering industries spend nearly \$8,000,000,000 each year for equipment, materials and supplies.

The man who buys for the chemical engineering industries is a production man. Often this man is president of the concern. More often he is the superintendent, the works manager, plant manager, or chemical engineer. Regardless of his title, this man controls the specification and purchase of every dollar's worth of equipment, materials and supplies which the chemical engineering industries buy.

More than 11,000 of these production men in the chemical engineering industries read *Chemical & Metallurgical Engineering* each week. These men know their paper familiarly as *Chem & Met*.

They depend upon *Chem & Met* to give them accurate information on all new developments in materials, equipment and manufacturing methods.

If you have anything to sell to the chemical engineering industries, an advertisement in *Chem & Met* takes your story straight to more than 11,000 buyers in this eight-billion-dollar market.

Each one of the fifteen McGraw-Hill Publications is the working tool and buying guide of the executive who buys in the field it serves.

These fields and the publications which serve them are—

Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

Construction and Civil Engineering: Engineering News-Record.

Mining: Engineering & Mining Journal, Press, Coal Age.

Transportation: Electric Railway Journal, Bus Transportation.

Industrial: Power, Industrial Engineer, American Machinist, American Machinist (European Edition), Chemical & Metallurgical Engineering.

Export: Ingenieria Internacional.



Rubber-Lined Tank Cars for Acid Shipments

With the recent great increase in acid shipments and acid storage comes a demand for more serviceable acid containers.

In response to this demand a well-known rubber manufacturer now brings out a series of rubber-lined tanks for use with dilute acids such as sulphuric, hydrochloric, tannic and phosphoric.

Chemical & Metallurgical Engineering

A.B.C. A McGraw-Hill Publication A.B.P.
Tenth Avenue at 36th Street, New York



SINCLAIR LEWIS' New Novel Begins in the June Designer

SINCLAIR LEWIS had been writing good stories for American periodicals for years, but "Main Street" took the country, critics and general public alike, by storm, and became one of the first really great American novels to pass the 100,000 mark—which, among books, is the equivalent of magazine circulation in the millions.

"Babbitt," that satire of the American business

man which inspired soul-searchings among hundreds of thousands of them, surpassed even "Main Street" in popularity.

And his new novel, perhaps the most important of the three, "Dr. Martin Arrowsmith," starts in the June issue of *The Designer*, now on sale.

Start "Dr. Martin Arrowsmith" in the current issue.

What—advertisingly speaking— is the best fiction?

ADVERTISINGLY speaking, the best fiction is the kind that develops the most circulation with the best reader influence.

This is not necessarily identical with literary excellence according to the standards of the critics and the cognoscenti—for there is no assurance that their approval actually extends the influence or recognition of good books to any considerable degree.

Clearly, in an advertising sense, there is little gain to a periodical from the publishing of stories by now obscure future Conrads and Machens. It is regrettable, but true, that not all merit is instantly recognized.

And at the other extreme there is the chambermaid school, with followings as extensive as they are indiscriminating; and relatively speaking there is little profit in these, because the sheer weight of numbers cannot compensate for the potboilers' lack of real influence.

The fiction that finds its surest goal with publishers—and with advertisers—is the kind that earns *both* the approval of the discriminating and widespread popular recognition.

It is upon authors both good and popular that the Butterick Publishing Company has concentrated its effort in developing fiction.

Out of their success in securing the work of such authors as Sinclair Lewis, Zona Gale, Kathleen Norris, Edith Wharton and Booth Tarkington, and others of like excellence and popularity, *The Delineator* and *The Designer* have entrenched themselves securely in the minds of more than a million and a half exceptionally better-class American families.

The Butterick Combination

The DELINEATOR and The DESIGNER

NEW YORK

94,150
DAILY CIRCULATION AS OF
MARCH 31, 1924



MAKE CENTRAL
OHIO YOUR
TEST MARKET

Columbus Dispatch Dominates this Market

Total Population	858,019
Families	222,286
Farms	47,428
Dwellings	208,772
Retail Stores	4,061
Annual Sales	\$300,000,000

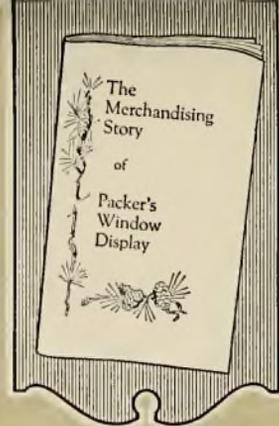
Central Ohio market covered by The Dispatch embraces eighteen counties having a population consisting of over 93% native-born Americans, all of which is consolidated into one gigantic purchasing power thru The Columbus Dispatch, Ohio's first newspaper in volume of paid advertising.

During 1923, 432 national advertisers and 321 local display advertisers concentrated their newspaper appropriation in The Dispatch. The Merchandising and Service Department of this newspaper furnishes classified route lists for salesmen, arranges for dealer co-operation, such as window displays, demonstrations, etc.

A 24 page book entitled "A Safe Landing Field for the National Advertiser" will be sent gratis upon request to Sales and Advertising Managers.

Columbus Dispatch

OHIO'S GREATEST HOME DAILY



Interesting! Informative!

The "why and how" of the window-display. A ten-minute booklet. Mailed on request. Limited supply; therefore--well, you'll enjoy reading it.

Now

—as always—the message that sells most, tells most; *at a glance.*

An inquiry never obligates. Neither does your request that a competent representative call. And promptness is a habit we cultivate.

COLOR IN  ADVERTISING

The Munro & Harford Company
Lithographers & Color Printers

416-422 West 33rd Street
New York

INDOOR ADVERTISING!

INDOOR ADVERTISING is a needed term. It accurately describes a most important part of the general campaign; it gives unity and dignity to what was heretofore miscellaneous material. Indoor Advertising comprises window displays, window trims, counter cards, store hangers and posters.

Indoor Advertising serves a definite purpose. Its primary function is to continually convey at the most opportune moment a definite sales message to buyers at the only place products are sold—indoors. There, and there only, the prospect becomes the purchaser.

Indoor Advertising can be planned, designed, manufactured, distributed and used with as much predetermined knowledge of results as magazine, newspaper or outdoor advertising. There is no logical reason why it should not be, and every reason why it should be.

Recently, 93% of an important group of retailers replying to an investigation this organization completed stated, "Yes, sales of a particular product actually increased during the use of 'Indoor Advertising.'" The complete results of this research work will be mailed gladly to any interested advertiser as our contribution toward a more comprehensive understanding of the dealer's attitude.

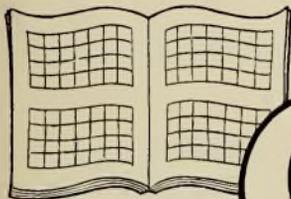
And whenever you desire to know how a more carefully planned campaign of Indoor Advertising can be applied, in all probability, to increase your distribution, good-will and sales a representative of this organization will be glad to consult and cooperate with you.

THE MUNRO & HARFORD COMPANY

Lithographers and Color Printers

416-422 WEST 33d STREET

NEW YORK CITY



C

HARTS present a message accurately and *rapidly*. That is why **IRON TRADE REVIEW** devotes four pages each week to its Business Trend Graphs. The executives of the great industries producing iron and steel and using iron and steel in manufacturing processes are busy men—they need the facts promptly, exactly, and intelligently. To such men these Business Trend Graphs are in themselves a sufficient single reason for wanting IRON TRADE to come to their desks as soon as issued each week.

A Penton Publication

A.B.C. Penton Building, Cleveland A.B.P.



Reaching your market

THERE are many things every woman who keeps house *must* buy— food, for instance; sheets and pillow cases; china and glass ware; pots, kettles and pans.

But who buys branded, advertised foods because she appreciates the assurance of quality a trade mark offers? Who economizes by purchasing bed linen of known merit? Who buys the fine china and glassware—refuses cheap kitchen utensils in favor of more expensive and better ones—equips her home with electric servants?

—The woman who is not “housekeeper” merely, but homemaker; whose absorbing interest in her job makes her an eager reader of *Modern Priscilla* because it is editorially devoted to the art of home making and the science of home management.

From the millions of women in America *Modern Priscilla* singles out for you more than 600,000 homemakers—a compact market for the best foods, fabrics, house furnishings and household equipment.

And the cost of reaching this market through *Modern Priscilla's* advertising pages is low because reader interest in your merchandise is high.

MODERN PRISCILLA

The Trade Paper of the Home

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media

Borrowed Plumes	17
EARNST ELMO CALKINS	
"In Conference"	18
WILL HUNTER MORGAN	
"Always Leave 'em Laughing"	19
SARA HAMILTON BIRCHALL	
How We Sidestepped Competition We Couldn't Meet on Price	21
J. M. ODEN	
What's Ahead in Industry?	22
FLOYD W. PARSONS	
Why Jobbers Are Slow to Take on New Lines of Merchandise	24
V. V. LAWLESS	
Growing Pains in the Small Advertising Agency	25
NORMAN KRICHBAUM	
Architecture in Terms of the Colossal	26
DRAWINGS BY HUGH FERRISS	
How ARMAND Has Worked Out His Price Policy	27
J. GEORGE FREDERICK	
Knee Deep in "Literature"	28
KENNETH M. GOODE	
The Editorial Page	29
Selling the Farm Field	30
O. M. KILE	
Breaking In	36
JOHN LEE MAHIN	
What Advertising Has Done for British Chain Shoe Stores	40
VAL FISHER	
The 8-Pt. Page by ODDS BODKINS	50
The Trademark Clinic	78
ROY W. JOHNSON	
E. O. W.	90



Lighting Our First Birthday Candle!

WITH this issue the FORTNIGHTLY enters upon its second year.

The two bound volumes pictured above are the material evidence that it has completed a publication year. But more important, far, than its material showing is the following list of accomplishments, which reflect the substantial growth and progress during one short year:

It has built up a paid circulation in excess of 7000 copies per issue.

It has earned the right to second-class mail privileges.

It has been granted membership in the Audit Bureau of Circulations.

It has been received into membership in the Associated Business Papers, Inc. and in the National Publishers Association.

During the first year it has carried the advertisements of 248 businesses and individuals; in this issue are carried the messages of 89 advertisers—a large number than in any previous issue.

April 7th it purchased *Advertising and Selling*, which it absorbs with this issue—adding to its name the two words "and Selling," which better define the field it aims to serve.

We are mindful, as we list these accomplishments, that whatever progress we have made is due in large measure to the generous support of our readers and our advertisers.

M. C. ROBBINS, PUBLISHER

OFFICES: 52 VANDERBILT AVENUE, NEW YORK

J. H. MOORE, Advertising Manager

NEW YORK:

F. K. KRETSCHMAR
A. M. FRANKLIN

NEW ORLEANS: H. H. MARSH
927 Canal Street; Main 1071

SAN FRANCISCO:

W. A. DOUGLASS, 320 Market St.
Garfield 2444

TORONTO: A. J. DENNE
217 Bay Street; Elkin 1850

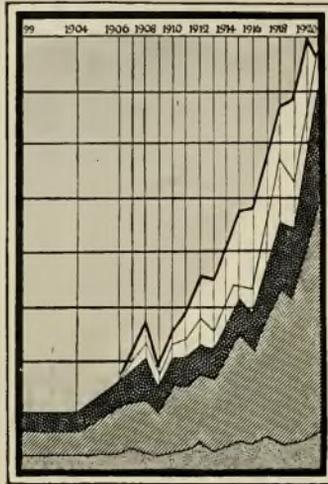
CHICAGO: JUSTIN F. BARBOUR
Peoples Gas Bldg., Wabash 4000

CLEVELAND: A. E. LINDQUIST
405 Sweetland Bldg.; Prospect 351

Subscription Prices U. S. A. \$2.00 a year. Canada \$2.50 a year. Foreign \$3.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication also absorbs *Profitable Advertising*, *Advertising News*, *Selling*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*

ANSWERING THE BANKER



LAST summer an executive of this company was called to New York in order that he might make available, in the service of an eastern client, experience gained in the study of the fundamental marketing problems of Pacific Coast food products.

A portfolio of charts which he carried with him told the facts very much as a military tactician's maps tell the story of a battle.

On the train he met a banker—an affable, conversational banker, a man with the banker's characteristic appetite for facts. The banker had to render a decision on an application for credit made by a Pacific Coast producers' cooperative association and he wanted to know—a lot of things. Our executive told him what he could. In the end the banker ran off with the charts and gorged himself for two days with what he declared to be the most complete collection of fundamental data on the

economics of the Pacific Coast food products industry which had ever come to his attention. And the rest of the trip he registered astonishment that he should have discovered this sort of data in the hands of an advertising agency executive.

There is nothing particularly surprising about it. The data assembled in these charts represented four years of work, undertaken not with a view to compiling "scenery" to be used as a background for soliciting new accounts, but to eliminate guesswork in the recommendations which we are called upon to make to all our food product clients.

Because we possess this sort of data on most basic industries, we are able to start considerably ahead of scratch on practically every job that comes into the shop. It is this sort of data, and the point of view which it indicates, that we believe can make the advertising service of this company of profit to *your* business.

THE H. K. McCANN COMPANY

Advertising

NEW YORK CLEVELAND
CHICAGO LOS ANGELES



SAN FRANCISCO DENVER
MONTREAL TORONTO

MAY 7, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, *Editor*

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Wilbur D. Nesbit William R. Basset Alex Moss, *Associate Editor*

Borrowed Plumes

Hen-Minded Manufacturers Who Mistake the
Shadow for the Substance

By Earnest Elmo Calkins

IT was probably Martin Tupper, the author of "Proverbial Philosophy," who gave proverbs their tremendous authority. People quote a proverb as though that settled the matter, when in reality it does no such thing. Proverbs are half truths, and should be taken in pairs, like oil and vinegar, ebb and flow, pro and con; as, many hands make light work, but too many cooks spoil the broth; or, while a bird in the hand is worth two in the bush, there are just as good fish in the sea as ever were caught. No proverb has been more misunderstood and abused than the one that says imitation is the sincerest flattery. It is no more flattering to imitate a man that it is to steal his watch. One is reminded of Richard Golden watching a third-rate vaudeville performer giving an imitation of Richard Golden. "If he's good," said Golden, "then I'm rotten."

The advertising and publishing world is full of cuckoos, imitators who make the original feel that if the imitators are good, the original must have been rotten—not much flattery in that! Because the outstanding quality of the imitator is stupidity. His borrowed clothes don't fit. And more than that, by the very act of imitating he advertises himself as barren of ideas, as a jackdaw in borrowed plumes.



Earnest Elmo Calkins

A few months ago the Yellow Taxi Cab Company brought suit against another company for painting its cabs yellow. As a matter of fact, it wasn't yellow, but orange, but it was the color called yellow in taxicab spectrums. The Yellow Taxi Cab Company rightly inferred that the offending company hoped to confuse the public by its color scheme, so that it, the public, would take a yellow

taxi, instead of the Yellow Taxi. And that was exactly what the offending company did hope. It wanted to confuse the public. It sought no credit on its own account, it was willing to lose its identity, just so the fare, wildly waving his stick, might be in the state of mind described by Wordsworth,

*"A taxi by the sidewalk's brim,
A yellow taxi was to him,
And it was nothing more."*

But what a stupid thing to do. For what was it that made the Cuckoo Cab Company want the public to think that its yellow cab was the Yellow Cab? Why simply because the Yellow Taxi Cab Company had established a high grade of service and a reasonable rate of fares. It wasn't the color that made the service and the rate. The cabs might have been shell pink, or pea green, and still give the same service. They happened to be yellow, that was all. It never occurred to the multitude of other cab operators to imitate the service and the fairness. That would have been real flattery; it would also have been real business sense. But no, they seemed to think the virtue of the original cab company lay somehow in its yellow coat, as Samson's strength lay in his hair. They imitated an accidental and external quality, and they fight for the right

to that imitation as though it were something of value. And meanwhile the original Yellow Taxi Cab Company continues to enjoy a monopoly of the only thing that matters in cab service, which happens to be the thing its competitors could imitate without fear of criticism or lawsuits.

There are lots of yellow cabs in the business world—publishers, editors, advertising men, salesmen, manufacturers—mistaking the shadow for the substance, imitating some accidental quality instead of the vital, constructive idea; who stick up their thumbs every time Simon says "thumbs up," instead of being a Simon on their own, like the host of Iwanta and Tak-homa and other biscuits, which suggests a childlike belief that the riches of the National Biscuit Company responded to a

magic word, as did the treasure cave to Ali Baba's "open sesame."

As an instance, note the way that the department The Literary Lobby, conducted by Christopher Morley in the *Literary Review*, over the name Kenelm Digby, has been snapped up as a good model to follow, specifically by Burton Roscoe, as the "Bookman's Day Book" in the *New York Tribune*. When Ellery Sedgwick took over the *Atlantic Monthly*, one of his delightful innovations was The Contributor's Column, wherein the writers in the current number were gracefully introduced to the readers. This pleasant feature has been copied by practically every magazine published. When the late John Siddall took charge of the *American Magazine*, he conceived the idea of displaying the significant paragraph of an article set in eighteen point and

framed with a box of rules—and immediately many magazines appropriated this idea. But it isn't the Contributor's Column that has increased the *Atlantic's* circulation seven hundred per cent, nor typographical arrangements that made the *American Magazine* grow by leaps and bounds. Those were merely earmarks, thrown off by minds fertile in ideas.

The mind that thinks about a business, whether the manufacturer himself, his advertising manager, or his agent, will continue to produce ideas. It has the immense advantage of possessing a source, a fountain of ideas, while the fellow who snaps up someone's else design, copy, selling idea, slogan, color scheme, reveals that he has only one idea, that a borrowed one, with the probability that he cannot live up to that.

[CONTINUED ON PAGE 70]

"In Conference"

By Will Hunter Morgan

THE humorists (kind-hearted fun-makers) and the satirists (hard-hearted wits) have tried to josh and ridicule the conference to death, but it remains. Try for a year to produce marketing, sales or advertising plans without a single conference, and the necessity for an occasional get-together will make itself effectively felt.

Here are some suggestions for conference procedure which help to save time and increase its effectiveness.

[I]

The department heads of one company who meet every Thursday morning at ten were irritated pretty regularly by lateness on the part of two attendants. Finally, one morning, after fifteen minutes' waiting, it was suggested that a fine of one dollar be imposed on all who were late, even though only a minute's time were involved. The only acceptable excuse would be sickness. At the end of each month any accumulated dollars would be "matched for" by those whose records were perfect.

The dollars taken in have been few and far between. Funny, isn't it, how easily a reformation can sometimes be effected?

[II]

One great danger in conferences is the tendency to get off the track.

A friend said to me a few days ago, "We never have a conference without a chairman. His chief duty is to hold us right to the points under discussion. It's a real timesaver."

[III]

"We suspected that we were having too many conferences," admits the vice-president of a Philadelphia advertising agency, "but we weren't sure. One of my associates suggested that if our meetings were really so important, we would be glad to make some sacrifice if necessary to hold them. We close at 5 o'clock. It was suggested that for two weeks we have all conferences commence at the closing hour, not to last later than six-thirty.

"The number of our conferences dropped about 66 $\frac{2}{3}$ per cent. We really didn't need to call the whole gang together as much as we had supposed."

[IV]

"One fact which is not yet universally acknowledged," says a manufacturing executive, "is that a conference should never be used for creative purposes. As one authority on psychology puts it, 'The group mind is never creative or original.' We have what we call 'fanning bees' where we try to stir up all facts that should be considered before some one or two persons try to work out defi-

nite recommendations. In our business that seems to be one of the two only purposes for having a conference, the other being where a group meeting is called to do jury duty on the recommendations when they are ready."

[V]

It is wise often to send to each member of the deliberative body a detailed memorandum covering the subject to be considered at any conference. This helps the individuals to come with better-considered and more mature suggestions. "Hunches" and "snap judgments" are rarer.

[VI]

It is said that the wise Ben Franklin never spoke in public for longer than three minutes. In some cases it may be wise to put a time limit on talks by individuals present at a conference.

[VII]

One group who have to meet at regular intervals wanted to avoid all the waste of time it possibly could. Some one figured out that their collective time cost the company about \$250 a day, or about \$30 an hour.

Then he had a display card lettered "REMEMBER: It costs \$30 an hour."

That cut out a lot of conversation about radio sets, baseball, and the merits of balloon tires.

"Always Leave 'em Laughing"

By Sara Hamilton Birchall

DID you ever have a sudden quarter - to - eight inspiration that tonight you'd like to see a Cohan show? Did you ever try to get tickets? . . . Then you know that George Cohan was absolutely right when he wrote "Always Leave 'em Laughing When You Say Good-bye!" Any night, without reserving anything, you can see any one of these inspiring little Russian things full of agonized silences interspersed with sudden murders. But you have to make reservations in advance for Our Georgie.

Allowing for the difference between the direct contact of actor and audience as compared to the indirect contact of copywriter and advertisement reader, the same thing is true in advertising. The art of being pleasant is a great part of the art of making sales.

My chief is a logical-minded man. One of the principal reasons why I keep on working for him is that he is never content to let a piece of copy pass until its reasoning is sound and the statement of that reasoning is fool-proof. A piece of his copy usually is a classic. Like most classics, usually it is serious.

And yet, when a conference is long overdue, and closing dates are on top of me, and still I can't get him to pay attention to the campaign, what do I do? Why, I write him something silly and amusing, illustrated with a Fish drawing, . . . and generally I get my conference the same day.

Why? Quite simple! When I tell him that he will lose profitable subscriptions if the campaign isn't started at once; or that his judgment is needed to determine a complicated policy; or that we can't agree and need him to arbitrate an interdepartmental row, it sounds to him like a mean job of heavy thinking. But when I make a joke about it, he feels in a pleasant frame of mind about that conference and is quite ready to set an hour for it.

Equally, if you can make it sound pleasant to the reader to possess the product you are advertising, you'll get the reader to buy it. If not, *not!*

It seems to me that what you want to do in an advertisement, almost at once, is to put your readers

in a good frame of mind. To make them see themselves in pleasant surroundings. To make them feel that spending the money for your product is going to be fun.

Jordan knows this. He is a master of suggestion of a pleasant place to be—in a Jordan. Mennen's Jim Henry knows it—he even made me buy a tube of his stuff the other day, and do you know, it is good! Calkins & Holden ran an advertisement about how Mrs. Boyd makes the best pie-crust you ever ate, with Wesson Oil, and down went Wesson Oil on my grocery list on Saturday. Norman Rockwell knows it. Nothing was ever more pleasant than that string

of advertising drawings he did for oil stoves, showing pleasant Ma with nice fat pussy over her arm, and pleasant Pa winding the clock, and the pleasant comfort of warmth from Somebody's Oil-Stove in the pleasant faded old-fashioned living room.

We have had some interesting little experiences on the value of pleasant copy in our own promotion work. There was, for instance, our campaign on *House & Garden*, some years ago.

We hadn't had *House & Garden* very long, then, and it was rather the red-headed stepchild of the office. The subscription advertising had been built on a logical formula, beginning "What *l'ogque* has done for women of taste and discernment in matters of dress and accessories, *House & Garden* will now do in the decoration, equipment and maintenance of your house, garden and grounds." From one of the most productive mediums used in the campaign, we were accustomed to getting 100 to 200 subscriptions on this type of copy—small volume, miserable net. The rest of the campaign was even less exciting. Something evidently was wrong.

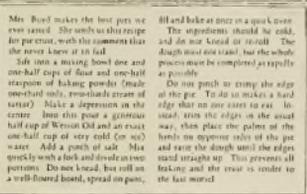
So my chief copywriter and I began experimenting. We couldn't see logical copy about houses and gardens. We felt that *House & Garden* needed a judicious blend of heart-throb and chuckle. We chose a picture of a doorway with a collie dog sitting on the step. We began the advertisement, "Do You Like to Go Home?"

If you don't—ten to one it's because of that rampant wallpaper in the living room. Or the dark hallway where you trip over lurking rubbers. Happiness needs a beautiful—and comfortable—home.

Walk yourself up those red brick steps—his your dog, so he really met you half way to the front gate. Drop into that chair. Take advantage of the candy basket. There isn't an elaborate thing in the picture, but you could be happy there—now, couldn't you?

House & Garden is the magazine of homes you'd enjoy meeting. Try the next six numbers on your own house.

We got 474 subscriptions on the first insertion. "Have You Been Living Under Glass?" brought 391. A return to the logical copy dropped



ITS PURITY, clear light color and very delicate flavor make Wesson Oil a perfect salad oil.

It is the most wholesome, as well as the most delicious, frying fat. It is excellent for making flaky pastry, biscuit, delicate cake and for all sorts of good things to eat.

And perhaps the most amazing thing about it is that it can be so good and yet cost so little.



Sit down and write your congressman!
— something must be done about these January Brides!

IT'S an old, old saying, that the bride belongs to June. Think how strange "The Bride of March" really sounds.

Yet the true facts have just been ascertained by Ovington's!

A weighty investigation discloses the fact that weddings are occurring every day and gifts are being sent just the same!

Something must be done. Is June to be deprived of its roses and its romance?

So as soon as you have selected at Ovington's the gifts for these tradition-defying brides, sit down and write your congressman! Make him pass resolutions, or laws, or something!

But expect little! For brides, like the orchids in a florist's window, insist on blooming all year round!

THE GIFT SHOP OF AMERICA
OVINGTON'S
FIFTH AVENUE AT 57th STREET

said: "I don't like it. I don't consider it good copy. In fact, I consider it terrible copy. But evidently it sells the magazine. Go ahead and run it." And he has never lifted a finger since to alter a line of the campaign.

The same thing happened on the advertising we did for our own Dog Mart. We needed some more kennel advertising. The way to get kennel advertising is to show the owner of the kennel that our readers want to buy dogs. The way to get our readers to buy dogs is tell them that our Dog Mart will recommend kennels. So we set aside a couple of dozen quarter pages of space in our own magazines to tell about dogs. We got photographs of the most favored breeds. Here's the Airdale copy:

TILL DEATH DO US PART
He doesn't say much — this one-man dog with the roughcut jaw and the sombre eyes—but when he does, he's so eternally convincing.

If you've never had an Airedale put his nose on your knee and tell you that you never made a mistake in your life, and you couldn't if you wanted to, and he loves you clear to the final gasp in his body, so help him the Judge of the Last Great Dog Show—

—you've missed it.

But it isn't too late for the Great Adventure. Our Dog Mart arranges these little affairs every day of its joyful life. And—marvel of marvels—the Airedale is one of the most reasonably-priced adventures in the market. If you've given your heart to some other dog—and yet not met him—run your eye down this list.

There was "Scottie," too; and "Irish and Hard on the Leash!" and "The Pride of the Baby Show" and "Who Said Chow?" and ever so many more. Did our readers write in? Did they just!

We're doing the same thing now, building up the inquiries in our Travel Department, by making it sound pleasant to be in Quebec, or Miami, or waiting half-frozen on the sharp edge of a glacier for a shot at the king of all the wild goats in British Columbia. Just sheer pleasantness—but what pleasant letters it does bring us in return!

This kind of copy is the hardest kind in the world to fake. Unless you possess genuine humanity, your copy will be in danger of sounding insincere. Unless you possess genuine humor, your copy will be in danger of sounding mushy. Unless you possess the ability to see not merely what is told you, but to see your product in use as your reader uses it, your copy will be in danger of sounding synthetic. It is frightfully easy to drift off in freakiness, or silliness, or smart-aleckness. The knowledge of the exact point where you must stop sentiment, and exchange a confidential grin with your reader is the mark of the true artist.

But when you can do it—the results, bless your soul, they come in!

returns down to 144, 108 and 56. "Come In and Sit Down by the Fire" did 425. "Do You Like to Eat Breakfast?" brought 605. And we wound up the campaign in a blaze of glory (this was the season after the armistice) with 1142 subscriptions from a full-page advertisement called "Has Your Officer Hung Up His Coat?"

Pleasant, those advertisements were. Anybody would have liked to come home to find that tail-wagging collie waiting for him. Anybody would have liked to sit down by the fire in the little Italian peasant armchair. Anybody would have enjoyed coffee and grapefruit in that breakfast room. And there were thousands of girls whose officers had come home, who felt that they simply must have *House & Garden's* help to furnish the nest for two.

Did my logical-minded chief like those advertisements? He did not! There was not a chord in his nature which vibrated to the sentimental heart-throb of that copy—for it was sentimental, no doubt about it, and only bits of impudent grins here and there saved it from being downright Chautauqua.

But here's another of the reasons why I keep on working for him. We showed him the results of the campaign. We pointed out the remorseless record of the failure of the logical copy which he liked, and the success of the sentimental copy which he couldn't bear. We danced around him and hooted joyfully, "We told you so! we told you so!" Where a small-minded man would have been angry, and cancelled the campaign, and read us the riot act, and sent us scurrying to a hasty seclusion under the gooseberry bushes, my chief



HAS YOUR OFFICER HUNG UP HIS COAT?

Are you faced with the exciting problem of buying everything for a new home in a row—because the captain insisted on a wedding the month he was mustered out?

Here's a room to be happy in. The walls are butter-colored, the woodwork soft grey. The rug rugs are mowley brown, and the black gourd-ed elms glow the garnet of fruit and flowers all over a carpet you just can't keep away from.

Let's not stop! The fire party's "Tea." There are magazines on the table at our elbow.

How did the owners of this home spell "home" so easily, so gracefully?

The room is in pure proportion—that's first. Each piece of furniture is paid in itself, from the tall Washb'draker to the rustic Loveseater chair. Those things, with the ivory clear mirror of the high-backed dresser, a room is to be remembered. But—none from our stock—only.

House & Garden maintains a special department for the owners of the small house and the moderate income—with plans, pictures, prices estimated. Try these out as members on that house of yours.

These 5 Numbers of *House & Garden*, \$1

- August **Collection's Number**
You won't believe it, but this is the year's most beautiful collection of pictures for the most with a happy face it leaves nothing to be desired. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture.
- September **Autumn Furnishing**
The two latest—modern architectural drawings here in choice a couple for the bathroom and decrease the hallway or addition to the house. These plans are available immediately. They are the latest from the architect's pen. They are the latest from the architect's pen. They are the latest from the architect's pen.
- October **Fall Planting**
Now comes the winter garden. Ten beautiful plants with directions to help you get the most out of your garden. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture.
- November **Home Planning**
Are you looking for a new home? Then here's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture.
- December **Christmas at Home**
What does Christmas mean to the house of yours? A new one perhaps? A cheer or more that brings home has never had? It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture.
- January **January's Inspiration**
Just now our January inspiration gives you a new one. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture.

Sign, tear off, and mail the coupon now

Just now we're selling dollar a fine collection of seven issues at a special price. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture. It's a picture of a picture, and it's a picture of a picture.

House & Garden, 19 W. 44th St., New York City

Name _____
Address _____
City _____

The Postal Department has authorized *House & Garden* as a second-class publication.

How We Sidestepped Competition We Couldn't Meet on Price

By J. M. Oden

President, Metal Hose & Tubing Co., Brooklyn, N. Y.

OUR company makes and markets a mechanical product—a flexible metal and rubber hose for the transportation of gasoline from the familiar filling station pump to the tanks of motor cars. About two years ago, after a manufacturing existence of more than fifteen years, we began in real earnest to build up our volume of sales. Until that time we had been doing business in the same way as our competitors. Our salesmen told the same sales stories, and our advertising accented the qualities and virtues of our hose in exactly the same manner as did competing advertising; but it was more difficult to sell our product because of the fact that it cost more than the hose which entered into competition with us. This was so, not because we could not make gasoline hose as cheaply as other manufacturers, but being the pioneers in the field and having done practically all the constructive work in it, we knew that only a hose made according to the most exacting specifications would give the user the service he had a right to expect.

Theoretically, we could depend upon quality, backed by an efficient sales force, for our volume; actually, we had to overcome the low price lure with purchasing agents before we could even gain a hearing. Although we knew we had a good hose, we had to find some new way of appealing to our market; some practical and easily demonstrable method that would have the effect of taking our product out of competition with other brands of hose and set it off in a class by itself.

Until we developed our present sales plan, every hose manufacturer, ourselves included, was selling *his product*; in other words, he was *merchandising hose*, which seemed the perfectly reasonable thing to do. However, no matter how pretty a hose looked, or how brightly its couplings and fittings shone under the midday sun, that hose obviously



Photo Dana B. Merrill

J. M. Oden

wasn't worth the traditional tinker's dam if it couldn't do the thing it was intended for—conduct gasoline from the pump to the tank of the automobile—and do that thing without interruption for a reasonable length of time. What the consumer was interested in was not hose as such, but the *service that hose would render*. In other words, the transportation of gasoline. Today, we're not talking, advertising nor selling hose; *we're merchandising gasoline transportation*.

There is no claim made for originality in merchandising hose in the new way. There is nothing new in the idea of focusing attention upon the *service* a particular product will render, rather than upon the product itself. Neither is there anything startlingly original in the idea of guaranteeing that this service will be forthcoming. As will be made clear further on, however, there is a vast difference between the manner in which a conventional guarantee works out and the effectiveness of working under a *policy of service insurance*.

A brief résumé of the gasoline hose business is necessary before any further explanation of our merchandising plan. Gasoline pumps have been manufactured in this country for about fifteen years. The hose used on the early pumps were of rubber with a metal spring inside. It was soon found, however, that a rubber hose is practically useless for conducting the products of petroleum, owing to its solubility. When used on the pumps, the rubber hose would dissolve gradually and then pass into the automobile tank in solution with the gasoline. When the mixture reached the carbureter, it acted in a manner that did everything but add to the joys of motoring.

In 1912 our company began work on the idea of using a metal tube for a core, surrounding this with a layer of rubber, and enveloping the whole with a closely woven fabric covering. The next development was a flexible metal lining presenting a continuous surface. Over this lining we compressed a coating of rubber, covered the rubber with a woven fabric, vulcanized the hose, and subjected it to a number of rigid tests. This is the type of hose we are marketing today under the trade name Triplexed.

Gasoline hose is bought by the oil companies and the manufacturers of filling pumps. Ordinarily, the pump is not owned by an individual. The practice is for the oil company supplying the gasoline to furnish the pump or pumps to the filling station, with the understanding that the equipment is to be used only in connection with its own brand of motor fuel. This concentrates the market for gasoline hose into small compass. Pump manufacturers and oil companies are the only buyers in any quantity. The custom is for the oil companies using any particular make of pump to specify the hose and other features that it desires incorporated, and then keep in stock replacement lengths of hose and

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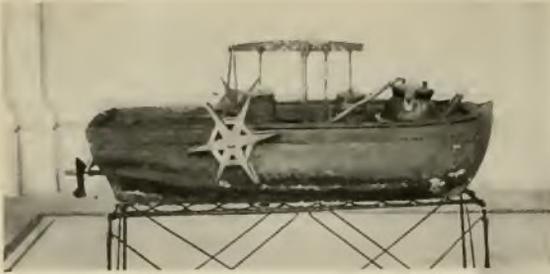


Photo © Brown Bros.

The illustrations on this page show Fitch's steamboat (older than Fulton's), Stephenson's locomotive and the original Bell telephone



THE inventors of the steamboat, the railway locomotive and the telephone never foresaw the startling development to be undergone by their respective ideas. So great is man's creative genius, one can never write *finis* to any project. A coming tomorrow will find a people who will look upon our present-day mechanical marvels with much the same curiosity as we of today look upon the crude inventions of the past

What's Coming in Industry?

By Floyd W. Parsons

THE greatest danger confronting the business executive today is the possibility that he may fail to diagnose correctly the trend of industry and be unable to foresee with accuracy the effects of scientific and engineering developments on present practices. The whole path of civilization is littered with the carcasses of enterprises that met ruin and death through the inability and neglect of managements to visualize in advance the changes that were coming.

Some decades ago it was possible for the average individual to build up a business with a fair degree of assurance that the undertaking would have a more or less permanent success, if only energy and good judgment were exercised by the officers in charge. But today it is not safe to place full reliance on the mere application of skill or specialized knowledge to the performance of the day's work. In order to be a lasting success at the present time, it is essential that we be informed not only concerning developments in the industry of which we are a part, but that we have a work-

ing knowledge of what is going on in other lines of activity, kindred in nature.

The present speed of life has been accelerated to such a furious pace that things new today, literally speaking, are obsolete tomorrow. Ages ago, when the Chinese discovered a way to manufacture silk, they succeeded in keeping the method secret for 2000 years. Even no longer ago than the commencement of the nineteenth century the progress of science had only reached such

a rate of movement that years intervened between revolutionary discoveries. First came Watt with his condensing steam engine. About twenty years later Morse gave us the telegraph. Nearly twenty more years passed before Bessemer perfected his process which revolutionized the steel industry, and a similar lapse of time occurred before we found a way to substitute the gas light for the lamp that burned sperm oil.

Then along came the telephone and the electric light, and immediately things began to happen. The pace was increased. Now we count that day lost during which no record is broken. We have a building so big that ten men are constantly employed in washing the 11,000 panes of glass. Our railroad stations have such an acreage of floor that in the bigger terminals two employes must devote practically all of their time to scraping up chewing gum. Last year we made a record by spending \$834,000,000 for soda water and soft drinks. At the same time we did a lot of kicking about spending \$418,000,000 for an army to protect us.



© Ewing Galloway

We spend a billion dollars each year for smokes, jewelry, perfumery and silk stockings, and have so extended our governmental activities that we now have in service one civil employe for every 200 citizens. We have established a fourth branch of government—the investigative branch—and have just set up a new figure in the total of divorcees. The latest evidence of the high pace of modern life is the unequalled total of 12,948 suicides in the United States last year.

Hardly one person in ten has given sober thought to the high intensity of life today. It was Dr. Whitney, of the General Electric Company, who called my attention to the fact that if the total age of mankind be expressed as 50 years, we find that the human race did not even know how to scratch the simplest records on stone until its 49th year. On such a basis, printing has only been in use three months. The benefits of steam were only realized four days ago. Electricity, street cars and telephones arrived only day before yesterday. And the automobile, x-ray, radium and wireless were discovered on our 50th birthday. A short time ago, organic and inorganic chemistry were widely separated lines of activity. Then came the scrapping of the atomic theory and the acceptance of the new electronic theory, which brought these two fields practically together and made them one. There is more chemistry now in the atom alone than



© Brown Bros.

there was in the entire field of inorganic chemistry a few years ago. The great trouble is that we have gone forward so fast in recent years that we could not keep our rearward lines of communication fully open.

However, the die is cast, and there can be no turning back in the mad race that has engulfed mankind. Our lives are full of inconsistencies. Waste is all about us. Hundreds of students of world affairs say we are headed for destruction, and that scientific progress will be the principal cause of the disaster. It is pointed out that man's instinct for rivalry is far greater than his desire for wealth. The result will be more wars, in which amazing weapons of science will be utilized to spread unparalleled destruction.

Even if there is a goody mixture

of truth in all of these dire forebodings, we have no choice but to stay in the boat and do our best to survive the perilous journey. We have learned how futile are all efforts to check the progress of world evolution. Just as soon as we stopped fighting religious wars, we found an excuse to substitute rivalries of a nationalistic character for the earlier and less destructive contests. Even in the field of business a similar evolution has been taking place. It is now plain that individualism was only the first step in democracy; the last and really important step will be the development of team-play. The age of personal ideals is slowly and surely giving way to an era of social ideals. The formation of trusts was an early step toward team-play. So was the organization of labor unions. Next in order is the development of team-play between these two factions, and then we will have witnessed the final act in the evolution of man from the brute in the domain of industry.

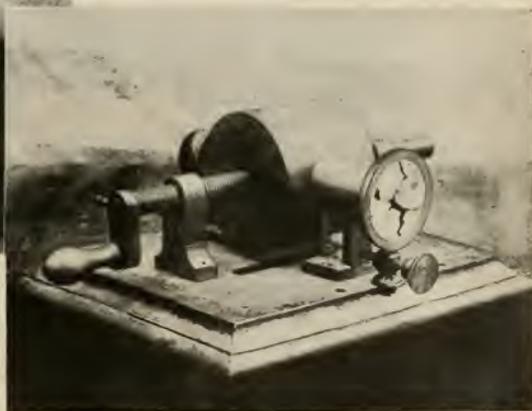
As a matter of fact, there is no way to prevent a continuance of the uneven race between technical progress and moral development. What we do know is that the tendency of the times is to develop powerful rival groups. It is very probable that in a comparatively short space of years, two or three such groups will comprise all the nations of the world. In the end, of course, economic necessity will force the estab-

[CONTINUED ON PAGE 52]

Above is pictured the first sewing machine, while below are illustrated the first typewriting machine and Edison's original conception of the phonograph



Photos © Brown Bros.



IN every branch of science and industry research is disclosing new ways of doing things. As time goes on methods of manufacture will change, and production costs be lowered, bringing about revolutionary changes in advertising and distribution

Why Jobbers Are Slow to Take on New Lines of Merchandise

By V. V. Lawless

"**T**WENTY-FIVE years ago the jobber was a brand builder. Now look at him!" One can hear that remark time and again from sales managers and district sales managers. Suppose, then, we change places with the jobber for a few moments and look at the matter from his viewpoint. Let us see why the jobber does not take hold in an enthusiastic manner of a new line of food specialties, for example, in spite of the fact that these either are to be nationally advertised or are already getting the benefit of advertising.

Not long ago I was talking with a jobber. "For twenty years," he said, "salesmen have been calling on me, telling me about the tremendous advertising campaigns to be thrown behind their lines. For several years these stories of a hundred thousand dollars, or two hundred thousand dollars, of a quarter of a million, and then half a million, and finally one, two and three million dollars to be spent in advertising, made their impressions.

"I have never ceased to be a believer in these big campaigns, but expensive experience has taught me to go a little slow when it comes to wholeheartedly getting behind these campaigns, stocking the goods and having the men pay much attention to the articles.

"I still have on hand quite a number of articles of merchandise which I took on while acting under the spell of the salesman telling of his advertising. These products serve as vaccination marks for me now. I think twice before I put any money into something for which there is going to be a demand some day. I figure that the goods will still be in the market when the demand makes itself felt.

"This is hardly a nice, agreeable view to take. I know that I ought to go in with the manufacturer who is putting his money into advertising and tell my salesmen to go ahead and push the line. But for the life of me I don't see how I can do it. The average wholesale grocery sales-

man has many items to sell. He has only about so much time to spend with a dealer, who generally is interested in staple commodities. If we can make a little more than savings bank profits out of the money we have to tie up in staples, we are doing well.

"Then there are the numbers which we want the salesman to sell—the lines of merchandise on which all of us can make a profit. There is little time left, then, for our men to put up a hard fight on a new brand of salad dressing, for instance. But suppose we were willing to do this brand-building job which the manufacturers put up to us. We must still draw the line somewhere. Why?

"Well, last week, for example, we were asked to take on and boost two lines of catsup, a new line of canned baked beans, a new flycatcher, a line of spices and extracts, a new laundry soap with premiums, a metal polish, a cleanser, a line of confectionery, a new evaporated milk and a new cereal line. There were other minor items, but these were all good products put out by established houses who would undoubtedly go through with their advertising campaigns. Each one of these propositions had merit, and in each case I was sorry to have to turn it down.

"**N**OW, suppose I had taken them all on. The sales force will be in on Saturday morning. Our sales manager would have to ask the men to put special effort behind a hundred and one things which we already have to push out. In many of them our money is tied up heavily. Then, after having loaded them down like a pack-mule for the coming week, he would say to them:

"Now, I want you to read all the literature about this new Bunker Bean. Study the advertising campaign, which in all its widespread phases will start on the 19th of the month in eighteen big magazines. There are seventy-three reasons why your customers and their customers should buy Bunker Beans, but this splendid bean will not get a chance

unless you can cooperate with the packer and teach your trade how and why to push it hard, in preference to any other bean they handle. I want you to put in Saturday afternoon and Sunday learning this bean talk, so that you will be an enthusiastic, well-trained bean salesman. And you must turn in orders for not less than fifty cases of those beans next week, to show me that you are with us in this. We are not making any money to speak of in this case, and we can't give you any particular credit; but the man who is putting out this bean is going to spend a million dollars in advertising it, and where is he going to get that million dollars back from unless you go to work and we go to work and help him out?

"**F**URTHERMORE, in case you have any time left Sunday after you have become expert bean salesman, I want you to study the literature prepared by the advertising manager of Bink's Scrubbing Panacea. It's the greatest boon to housewives since running water was discovered. Take home with you a can of this cleanser.

"We have put in a carload to take advantage of the enormous demand which will be created through the advertising, but we don't think the advertising will create any particular demand for the first five years; so while the old man bought this car on the promise of what the advertising will accomplish, in a few weeks he will be panning us unless we have moved it, advertising or no advertising. So practice in your own home—scour the kitchen sink with it, polish the woodwork and silverware, wash the boy's head and clean your wife's new fur coat. If they all come through alive, you will realize what a fine product it is. Then get to work Monday morning and put a display case in every grocery store you call on. We want to prove to every storekeeper in this territory that we are the first in the field. Every other wholesale grocer is going to try to interest him in a

[CONTINUED ON PAGE 80]

Growing Pains in the Small Advertising Agency

With Some Suggestions on "Twilight Sleep"

By Norman Krichbaum

THESE is one thing about the small agency business—and by the small agency is especially meant, let us say, an organization of a dozen members or under—that many agency men would have paid handsomely to know about *earlier* in their careers. This is, that the trick is not to get an agency *going*—but to get it *growing*.

To nine men out of ten who are promoting a fledgling outfit for the first time, beset with the tasks of closing their initial accounts, accomplishing teamwork among their staff, feeling out their own powers of judgment and generalship, and advancing their reputation among competitors from a nonentity to a something, the difficulties surrounding a successful start must appear all-absorbing and paramount to any subsequently to be faced. Indeed, the sponsor of such an undertaking, who has weathered the first year or two and still beholds his banner effulgent in the breeze, can almost be depended upon to fetch a healthy sigh of relief, begin to breathe without asthmatical symptoms and blow off a fair load of steam to his wife. Self-congratulation will be his sincere and honest reaction.

But, with sorrow be it said, he is not yet out of the well-known sylvan entanglements. All credit to him for a creditable getaway! Granted, however, that he intends to grow (and that, in ninety-nine cases, is assuming the fact), the big rocks are still ahead. The most critical period of his business, the one most fraught with bogs, cesspools, mirages and chasms, will be the period of his early expansion.

The executive who gets that terrible infant—a young agency—out of the teething and puling and choleric stage into the adolescent stage, without a premature contribution to the high mortality rate, has done a man-sized job. But he has got to do a still bigger job to bring his



Norman Krichbaum

child to maturity. He will have to encounter another set of adversaries before he wins through even to the outer gates of the twin castles of Mr. Dun and Mr. Bradstreet. He will have to face Scylla without turning his back on Charybdis, and the Greeks bearing gifts, and Satan in a high place. He will have an opportunity to grasp from the hand of bitter experience some maxims which he has always accepted in theory but never had the self-satisfaction of testing, such as these: that a signature on a contract is no guarantee of client-compatibility; that an account easily sold is not therefore easily satisfied; that the same brand of copy won't do the same thing twice; that an agency is not an advertiser's bank; that any pet account, though perfectly domesticated, may elope overnight; that the client who most admired your private cocktails may shift to the camp of a better mixer. He will

have to reef sail when the wind is the finest. He will have to watch the first mate make away with the best lifeboat—and smile. He will have to thank God for the small fish when the whale slips overboard. He will have to pay off the crew and whistle for his own.

If he meets these exigencies, these disappointments, with unvarying success, triumphantly overrides them all and suffers no setbacks, so much the merrier. Not many of them do.

By and large, there is not any talisman which enables the minor agency man to slip by these dragons without measuring his strength with them. He has got to take the hurdles along with the straightaway. And now and again his nag may do him dirt and land him on his neck.

Not the least of the dangers which menace the equilibrium of an agency during this period of working out its own evolution is that of over-expansion. This bugbear has been preached against for years, but it still flourishes. It flourishes because human nature always ascribes to its own peculiar fortunes the guidance of a higher start than that the next man follows. Over-confidence is still the most treacherous thing in the world, and the infallibility of Lady Luck is a notoriously uncertain shibboleth.

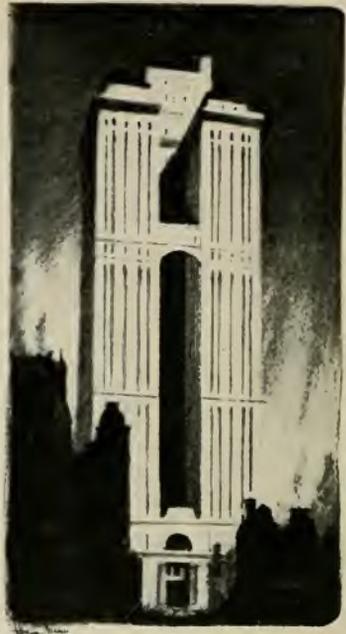
ONE of the most pernicious myths ever foisted upon advertising is, in my opinion, to be found in the term "front." Front, so-called, signifies in a majority of cases a show of prosperity which is actually unwarranted. It means that you are speaking to your prospects and to the world through a falseface.

If I were an advertiser about to entrust the keeping and expenditure of my money, and a considerable share in the success of my business, to any agency, I am sure I should discount, waive and overlook all the ostensible signs of the size and sta-

[CONTINUED ON PAGE 87]



The Fisk Building, New York City



The Magnolia Petroleum Building, Dallas, Texas



The Heeksher Building, New York City



Ibernia Bank and Trust, New Orleans, La.

Gigantic profiles reared against the sky. Hugh Ferriss interprets the new architecture in terms of the colossal. Charcoal drawings used in advertising and copyrighted by Otis Elevator Company

How Armand Has Worked Out His Price Policy

By J. George Frederick

THE matter of resale price has engaged some of the finest legal talent in the country and still remains one of the most perplexing questions that many manufacturers of today have to meet. What to do or not to do with the price cutters, and—most of all—how to do or keep from doing it, can be blamed for many a new worry wrinkle. The general idea seems to be either one of straddling or avoidance. One manufacturer spends his time in placating dealers who are endeavoring to compete with price cutters, while another spends his money in advertising in an attempt to coerce the trade by creating a heavy consumer demand. Both are expensive and nerve wearing. The few who have endeavored to take a definite stand in the matter, in the face of legal entanglements and loss of orders, are rare.

It is interesting, therefore, to find one company that has analyzed its success on the basis of maintenance of resale price and has carved for itself a policy of strict adherence to the fundamentals of such success—the Armand Company.

Some years ago an unknown druggist out in Iowa conceived a new idea. He had been handling toilet goods for some time, and he had noted the wide custom of using cold cream both as a preventive of skin injury from powder and for the purpose of making the powder "stick." So he figured that a combination of cold cream and powder would serve even more effectively. He tried it out, but did not attain the success he anticipated. So he left the matter alone, and devoted himself to something with a more definite remuneration. But the idea, like all good ones, did not leave him alone. He was not happy in his work because he wanted to work out his cold cream powder. So he tried again, packed his product in some crude boxes, put them under his arm and went forth to the final test—saleability.

He had been a small town druggist, and he determined to find his

market through the small town druggists because he understood that market. In order to do this he formulated his policy, based on what he knew to be their just desires. He would sell at a price that would permit them to make a good profit—rather better than customary. He would make one price and he would stick to it. No offers of large orders—at a large discount—were going to tempt him, for such orders usually meant that the goods would be disposed of by means of low pricing to the consumer. The other druggist in the neighborhood, having bought at the small quantity price, would be forced to compete by reducing his profit. Carl Weeks, who had devised this new toilet goods product, had seen this happen time after time. He knew the justifiable feeling of dissatisfaction that the small buyer had under these conditions.

Fortunately, the cold cream powder "took" with the trade. The most efficient policy could have accomplished little without a successful product, but the combination opened the doors of success to its originator.

THIS cold-cream powder has, from the beginning, been the most important item of the Armand line, but other products have been added. The single toilet goods product is less likely to succeed than a larger assortment. The Armand line has been developed through the small town market, and by a policy of strict price adherence which, while it may have hampered progress in certain instances, has, in the aggregate, been the secret of the company's remarkable growth. Starting on a negligible capital so far as dollars go, the demand for Armand goods has been built up to several million dollars a year. An important proportion of this demand is supplied through the small town druggist, as the plan of sales development has worked from the small towns into the larger rather than the more popular one of starting where the

congestion of possible sales is greatest.

Mr. Weeks has never lost sight of what the smaller dealers have done for him, and he has spent much of his time and money in devising ways and means of helping the dealer.

ONE important feature of his plan of help lies in refusing to sell the mail-order houses. These are the ancient and continuous foes of the small town dealers, and, by setting one price, keeping to it, and refusing to sell concerns which consistently cut prices, he has eliminated what the average corner druggist considers his most dangerous competition. This, in conjunction with the active helps given in the way of advertising matter, sampling to dealer lists and so on, as well as a profit of about 100 per cent for the retailers, has made Armand goods a desirable line and one which such dealers feel somewhat obligated to push. As additional evidence of his decided partiality to the druggist, Mr. Weeks does not sell general stores in towns where the druggists handle the line.

In general advertising he has never spent any stupendous sums, although he does use sufficient space to keep his product before the consumer to some extent. He patronizes the dealer magazines rather more extensively. He has devised an attractive package which aids in display, but all of these advertising details are subservient to his principles of fairness to the class of dealers through whom he has attained success.

In a recent issue of the *American Perfumer*, Mr. Weeks took occasion to set forth his opinions, and he leaves his intentions and ethical standards in no possible doubt. The Armand Declaration of Belief, as he calls his statement, is as follows:

I

We believe that the manufacturer should always be animated by a true spirit of justice, amity, responsibility and service in all his dealings with others, and unswervingly act at all

[CONTINUED ON PAGE 83]

Knee Deep in "Literature"

The Problem of the Advertising Agent's Daily Mail—and the Problem of Those Who Are Responsible for Sending It

By Kenneth M. Goode

A GOOD many years ago, while I was still on the publisher's side of the advertising fence, I once happened to make an early morning visit to an advertising agency—a very small one—belonging to a friend of mine.

I got there before the office boy. But not before the postman. The floor in front of the door looked as if a mail truck had been struck by a fire engine.

"How long has this been going on?" I inquired, standing knee deep in literature.

"What?" inquired my friend, plowing his way through to unlock the door. "Oh! This is only our regular daily mail."

Being, as I have said, still a publisher, my mind went back to our own carefully written circulars so proudly mailed out to many lists including "Adv. Ags." "A" and "B."

So, when I changed sides, in the turn of an inning, I resolved at the first opportunity to give my publishing friends not a protest or a warning, but a fair picture of what happens to their circulars in the agencies' daily mail.

This is not an argument against direct mail.

In many cases I have found direct mail to be efficacious and wonderfully profitable. Moreover, I realize that in almost all forms of advertising there is a waste in some respects equal to what I am describing in our mails. Yet advertising as a whole is profitable.

My only object in this snapshot picture of what happens to mail when it does arrive, is to give the senders of circular letters to the agency list material for a little more consideration both as to the form and frequency of the matter they mail.

For any man composing a letter



Sixty pounds of unlooked-at circular letters abandoned on the mail table of one small advertising agency in less than two months' time

of immense importance to himself, expecting it will be read with reasonable attention in gorgeous solitude, it is worth while, I believe, to visualize clearly the fact that his trusty messenger is going to arrive in competition with a half-ton more or less of similar matter.

Naturally, I can't pretend that my own experience represents all agencies. There may be establishments where department heads thrust aside their daily orders and cancellations to read impassioned statements that the *Gazette* of Southern Oklahoma has doubled its advertising in 1923, or that the *Camper's Guide* of Minnetoskaka, Maine, is soon to open its Fifth Avenue department.

Or it may be that some better organized agencies let one single man assimilate all the announcements regardless of the fact that they come personally addressed to every member of the staff.

Frankly I don't know. My own limited observation, however, has been that nowhere in business is the first hour of the day more valuable than in a busy advertising agency.

Proofs are coming in with corrections, orders for papers about to close, changes in schedule, suggestions for appointments—a hundred things that must be fed into the day's machinery at the earliest possible moment if the time lost then is not to be expensively multiplied all along the line.

Rather than waste any reader's time discussing theory, or waste my own tabulating statistics to prove what would happen if all the circulars were laid end to end from Toronto to Tia Juana, I worked out a simple experiment.

Giving entirely different reasons for the new regulation—so that nobody would become unnatural in attitude—I had for a period of sixty days all mail retained in the cashier's office. There it was called for every morning by the several men themselves or their respective secretaries.

The mail that was never taken away by anybody during those two months I had quietly laid away.

The photograph shows how it piled up.

Remember that this pile contains only the circular letter mail that nobody, apparently, was interested in enough to read. Possibly a quarter as much again in bulk of similar circular matter was carried into the various offices for some sort of inspection; and there, for the most part, deposited sooner or later in individual waste baskets.

But the exact percentage read or unread makes no particular difference anyhow. The only thing I want to make clear is the competition for attention of rather busy men at the very moment they are most busy.

The waste, of course, is something heartrending. Only the fact this

[CONTINUED ON PAGE 91]

The Editorial Page

Filling the Air with Paid Propaganda

SOONER or later we must face the fact that, whether we will or no, radio is going to be a recognized means of advertising. Speaking for ourselves, we deplore this fact. We are in agreement with the attitude expressed by J. C. McQuiston, Manager of Publicity for Westinghouse Electric & Manufacturing Company, in a recent address before the Engineering Advertisers' Association at Chicago:

I have also been asked "Will radio serve the advertiser?" My answer is "No." The home is a sacred place, and whatever enters the home should be invited. The newspaper, the magazine, any other vehicle that has been used for advertising, has entered the home with the consent of the owner. However, radio has given us a new problem to solve—that of intrusion. The radio advertising message would enter uninvited, therefore it would be unwelcome. There might be a few who would incidentally derive benefit from such advertising, but most of the millions who would be listening in would have no interest at all in the particular message. I have but one opinion on the subject, and that is, the newspapers and magazines are the natural media for advertisements.

While we subscribe to the spirit of Mr. McQuiston's remarks, we believe it will be a practical impossibility to keep the air free from advertising in years to come just as it has been impossible to keep our magazines, newspapers, streets and highways free from advertising.

Even now the air is filled with propaganda. Only recently we received a postcard from the offices of the Save the Surface Campaign telling of a talk to be broadcast from KDKA (the broadcasting station operated by Mr. McQuiston's own company) on "The Decorations of the White House." "This is a very interesting talk," concludes the postal, "and we trust that you will tune in KDKA on this evening and learn at first hand how your committee on publicity is reaching thousands of property owners with paint and varnish propaganda."

Probably this particular talk was not paid for by the paint and varnish interests; but how long will it be before such propaganda will be sent out for a consideration? How long before we will face the old "paid reading notice" problem of the printed periodical in a new guise in the air?

Now is the time to take steps to keep the air free from paid propaganda in the years to come.

There are at least three possible ways of doing this:

(a) Confine paid announcements or features to certain hours of the day, to be known as advertising hours—comparable to the advertising sections of periodicals.

(b) Confine the broadcasting of paid announcements or features to a certain wave length known to the public as an advertising wave length.

(c) Require an announcement to be made at the beginning and again at the end of any paid section of a broadcasting program to the effect that "this number or feature is a paid advertisement," just as the newspapers are now required to run the word "advertisement" or its abbreviation at the end of a paid reading notice.

We are not attempting to settle this perplexing problem, but we are interested in bringing about a realization of its inevitability and its seriousness.

A Convention Responsibility

IN less than two months 1300 American business men will journey to London as delegates to the International Advertising Convention. Most of these men will have three objectives in view: to broaden their knowledge of advertising; to learn something of foreign customs, to enjoy themselves.

We suggest an addition: to create in the minds of our British hosts a favorable impression of the calibre and character of American business men.

Last year, when Harold Vernon and members of the Thirty Club of London attended the Convention in Atlantic City, to extend their invitation to American advertisers, all who met them were impressed with the dignity, poise, modesty and good humor of the delegates.

Recent visits of intellectual and cultured British business executives have still further refuted the popular (in some quarters) musical-comedy conception of the Britisher. Now, when the tables are turned and we are to be the guests and the British the hosts, comes our opportunity to refute the impression which perhaps lingers in some British minds that American business men are superficial, boastful and intolerant.

Malicious Press Agency

THE paid press agent of the Standard Oil Company is probably chuckling to himself because of the amount of space recently obtained by publication of the item, "Standard Oil Company Decides to Remove California Billboards." (The truth of the matter is that these privately owned signs of undesirable character had been subject to special criticism, and in deference to hostile public opinion the company decided to abandon them—making a virtue out of a necessity.)

Apparently on the strength of the publicity killing made by the Standard Oil report, the press agent of Florenz Ziegfeld (of "Follies" fame) sent out a story to the effect that as a result of the movement on the part of the Women's Clubs and the National Society for Restriction of Outdoor Advertising, Mr. Ziegfeld had decided to "tear down his big, spectacular electric sign in Times Square, New York, and likewise demolish his 64 billboards." This story has been published all over the United States.

These are the facts: Mr. Ziegfeld contracted for an electric sign at the head of Times Square for the period beginning September 1, 1922, and ending September 1, 1923. During that time the lights burned every night. Shortly before the contract expired Mr. Ziegfeld made an effort to renew the sign for another year, but it had been previously leased to "Ide" collars. The "Follies" display was therefore taken down September 1, 1923.

As for the "64 billboards" that Mr. Ziegfeld is going to demolish, so far as we can learn they exist only in the imagination of his press agent.

Recently the question was put to us: "What do you mean by malicious press agency?" This is what we mean: Inspired publicity which, to gain a selfish end, tears down or destroys the good-will or reputation of another.

Selling the Farm Field

With Particular Emphasis on the Reasons That Make the Farmer a Valuable Customer of the Automobile Industry

By O. M. Kile

BACK in the 90's, and for some years thereafter, whenever a son of Farmer Brown or Farmer Jones arrived at the proud age of 21, his father felt impelled to buy him a bright, new, shiny top buggy. Oftentimes dad had to make this purchase a few years earlier than the legal limit; frequently it represented the price of peace in the family—the means of counteracting the pull of the city and keeping the son on the farm. With his new buggy young Brown could take the girls of the neighborhood out riding, attend grange and church affairs in the nearby village and in general stir up a new interest in life. When he married and settled down on a farm of his own, he never allowed himself to be without this means of social intercourse.

Times have changed, but human nature has not. Today, instead of purchasing a buggy dad is called upon to buy an automobile. The fliiver will do for a starter, but when son gets on his feet and running his own farm he graduates into a class or two higher up the scale if he can at all afford it.

Many of us have been trying to explain the tremendous flood of farmer-owned automobiles on the basis of the economy of machine equipment. Most of our automobile advertising to the farm field points out the savings in time, the economy of effort, and the increased prices for farm products secured by reaching better markets. In short, we have usually attuned our appeal and our arguments to the dollars-and-cents pitch, rather than the social-improvement, better-living idea.



© Brown Bros.

THE purchase of an automobile by the average farmer is often the price of peace in the family. It serves to counteract the lure of the city and keep the son on the farm. While a great deal of the automobile advertising to the farm field points out the savings in time, economy of effort, and the increased prices for farm products secured by reaching better markets, the influencing factor in the majority of instances is the fact the ownership of a small car enables the boys and girls to get to social functions, county fairs and ball games. Oftentimes this is the deciding factor in a sale.

This is a very natural result of the circumstances involved. Particularly at this time when the farmer's pocketbook is assumed, at least popularly, to be extremely thin and flat. The former is being asked to buy a machine that costs more, ordinarily, than any other single piece of equipment on his farm or in his home. What more natural than to seek to show him that it would "pay for itself" in one way or another?

Yet, I wonder if we have not stressed the lesser of the two principal impelling factors in the sale. I wonder if during all the time our advertisements or our salesmen were talking "time saving" and "money saving" the farmer prospect

was not thinking "social advantages"—how different things would be on the farm if son could run into town quickly to take part in the social activities and if mother and the children could get out to church and the grange meetings.

The top buggy was all right when that was the best the neighborhood afforded, but Farmer Jones's wife and daughters can't hold their heads up among their neighbors nowadays unless they too have an auto of some kind or other.

A few years ago, when the small car was first making its way into the farm field, I watched several farmer prospects develop into purchasers. I have seen a hard-headed middle-aged farmer figure the dollars-and-cents savings and on the basis of his calculations decide against the purchase of an automobile, only to reverse his decision when he gave consideration to the social advantages that were involved.

The thing we sometimes forget in making our appeals to the farmer is that in the average farm home, particularly where there are young folks, there is a constant struggle to meet the competition of the advantages of the city home. It is a life and death matter on many farms. Unless a son and perhaps a daughter can be kept at home, there is no alternative but to sell out and move to town. With present low incomes and high prices for hired labor the old folks often simply have to give up unless they can interest and hold some of the younger generation on the farm. That means that they are willing to make almost

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
Bennett Bates
G. Kane Campbell
H. G. Canda
Bertrand L. Chapman
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
W. Arthur Cole
Francis Corcoran
Margaret Crane
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
A. R. Fergusson
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Douglas Grant
Gilson B. Gray
Winifred V. Guthrie

F. Wm. Haemmel
Mabel P. Hanford
Chester E. Haring
E. W. Hatch
Robert C. Holliday
P. M. Hollister
F. G. Hubbard
S. P. Irvin
D. P. Kingston
Wm. C. Magee
Robert D. MacMillen
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Gardner Osborn
Leslie Pearl
L. C. Pedlar
Harford Powel, jr.
B. Kimberly Prins
T. Arnold Rau
T. L. L. Ryan
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
J. Burton Stevens
William M. Strong
Spencer Vanderbilt
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
230 BOYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

any sort of financial sacrifice; cut down on clothing and pleasures for themselves, use borrowed capital if necessary, in order to fix up the home with bathrooms and other modern equipment—and to get an automobile.

This may not be a desirable state of affairs in the country, but it is a set of conditions the advertiser must face and deal with. For some lines it means opportunities, for others perhaps lack of opportunity for the time being.

Perhaps the foregoing throws some additional light upon the reasons underlying the fact that the sale of automobiles to farmers seems to be going forward with no signs of market saturation, while urban sales give indications of slowing down. According to figures compiled by the National Automobile Chamber of Commerce (based on 1923 registrations), 50.3 per cent of all automobiles in the United States are owned by farmers and persons living in towns of 5000 or less. Thirty per cent of all cars are listed as owned by farmers and persons living in towns of 1000 or less, but since many farmers give their address as that of the nearest town, a large portion of the remaining 20 per cent of the machines listed from towns of 5000 and under actually represent farm cars.

Recent surveys by the Division of Farm Management of the United States Department of Agriculture give an idea of how widespread is the use of automobiles among farmers. In an Atlantic coast area, 58 per cent of the farmers had autos; in different areas in the Middle West, 70 to 85 per cent reported ownership of machines, and in an area in the Palouse region of Washington State the percentage of ownership among farmers went up to 86. The only region where less than half the farmers owned automobiles was in the dry-farming wheat area, which has faced bad financial conditions since 1917.

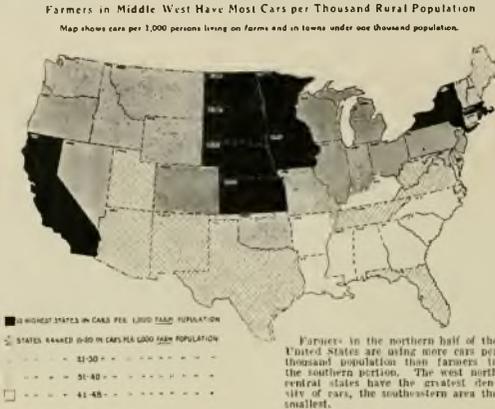
The Ford Motor Company gives the total number of passenger cars

owned on farms on Jan. 1, 1923, as 3,150,000. Since there are approximately 6,500,000 farms and a considerable number of farms now have two or more cars, there would appear to be a wide field for expansion in this direction. We should properly class as farm-owned cars

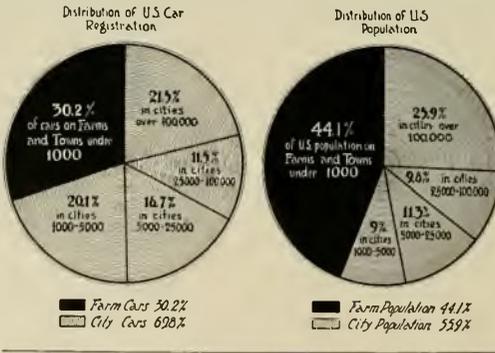
dent. In the first place, unless the farmer is fairly well off financially, he always buys one of the low-priced cars.

Seventy-five per cent of all cars used on farms in 1923 were of four well-known makes of small cars costing today less than \$500 for the touring car model. Two-thirds of all farm-owned passenger cars are of the touring-car type—a general-purpose car.

We used to say "It isn't the first cost, it's the upkeep," that is expensive. If that is true, then the farmer again has a very distinct advantage. He has no garage rent to pay. He takes care of his own car, often buys his oil wholesale, and does the largest share of his own repair work. In the survey of the Department of Agriculture referred to above it was found that the total cash costs of operating small machines averaged in Pennsylvania areas \$139 per year. In Kansas the average was \$126. Quite different from the figures a Philadelphia or Chicago automobile owner would have to own up to. These costs were divided as follows:



City Population of 56% Own 70% of the Motor Cars, While Farm Population of 44% Use 30% of the Cars
Towns 1,000-5,000 Have 9% of U.S. Population and 20% of the Automobiles.



—PENNSYLVANIA—		
	Small Cars	Medium Cars
Gas	\$63	\$63
Oil	8	8
Tires	33	44
Repairs	25	33
License fees ..	10	11
	\$139	\$164

—KANSAS—		
	Small Cars	Medium Cars
Gas	\$62	\$64
Oil	9	8
Tires	26	32
Repairs	21	24
License fees ..	8	11
	\$126	\$139

the additional thousands owned by farmers who have retired from active operations and now live in the villages and small towns nearby. Their incomes still depend largely upon the farms and they use their cars to keep in constant close touch with the operation of these farms.

Another point not always appreciated, and which goes far toward explaining why farmers buy so many machines today even though under heavy financial stress, is the fact that the purchase of an automobile does not mean as great a financial undertaking to the farmer as it does to the average city resi-

dent. Then again, the farmer gets long life out of his car. The average term of use—the Government survey showed—is seven to eight years. No second-hand car problem in the farm field. This cuts down depreciation charges, which after all are usually the biggest item in annual car costs.

The present ready sale of automobiles on the farm has another significant angle which should set business heads in other lines to thinking. The price of automobiles today—at least the kinds the farmer buys—is below the 1913 level. It requires only about two-thirds as

[CONTINUED ON PAGE 59]



Back in 1887—

the first *June Dailies* made their appearance, and the increasing prestige and importance developed during the succeeding years have made them a supreme influence in the railway industry.

This year, as in the past, the *June Daily Editions* of the *Railway Age* will serve the railway industry during the annual conventions of the American Railway Association, Division V, Mechanical, and Division VI, Purchases and Stores, and the semi-annual convention of the Association of Railway Electrical Engineers, which will be held in Atlantic City, June 11-18.

The eight editions during the conventions—a full-fledged *Railway Age* every twenty-four hours—are a most effective means of *hammering home* your sales story at an opportune time. For in addition to the 1,100 copies distributed each morning to those attending the conventions more than 12,000 copies will be mailed each day to executives, operating officials and mechanical officers throughout the railway industry.

Write for complete information regarding Conventions, Exhibits and the *June Daily Editions* of the *Railway Age*.

Simmons-Boardman Publishing Company, 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn Street Cleveland: 6007 Euclid Avenue New Orleans: 927 Canal Street
 Washington: 17th and H Streets, N. W. London: 34 Victoria Street, S. W. 1

Railway Age June Daily Editions

A.B.C. June 11, 12, 13, 14, 16, 17, 18 and 19 A.B.P.

Written by Our Readers

Comment, Critical and Otherwise

Propaganda Against the Billboard

TIDE WATER OIL SALES CORPORATION
New York

April 19, 1924.

TO THE EDITOR:

We were vastly impressed by the fairness of your editorial on outdoor advertising in your issue of April 9th. Few of us, as good citizens, are not in favor of the movement to curtail indiscriminate interference with the scenic beauty and human safety, but it is hard to disinter the real facts from out the enthusiasm with which the movement has been greeted in the public prints.

Your editorial, which is a calm, keen, and unbiased analysis of the facts, is a great help to those of us who are in search of the solution to a perplexing problem. May we have more of them as the movement develops.

MALCOLM SCOTT,
Advertising Manager.

AMERICAN ASSOCIATION
OF ADVERTISING AGENCIES
New York

April 19, 1924.

TO THE EDITOR:

You are to be commended indeed for your editorial in the issue of April 9—"In Fairness to Outdoor Advertising."

The progress of business in general, in this country, is due in a very large extent to advertising efforts. Advertising, to be advertising, must have media. Next in importance to the publication is the outdoor medium. To stop the growth or the use of outdoor media would be to weaken the progress of business. It is true, there are people in this country who are too delicately refined for commercial effort or for sympathy with it. These sybarites are offended by many forms of business, all of which are essential to the general welfare.

The average taste should be the fair measure of criticism. Outdoor advertising should not violate the canons of art. Good outdoor advertising, as for instance that which is handled by the National Outdoor Advertising Bureau, is produced in good art, and handled in good taste. It is not offensive to the most refined normal person. On the contrary, it is pleasing to those who are capable of appreciating art, and who are not offended by the mere fact that art is serving industry.

If outdoor advertising were suddenly abolished, the energy withdrawn from business promotion by that act would affect the commerce of the country, perhaps to the point of producing a panic. The time was when all forms of advertising were highly objectionable to the super few.

That sort of objection to this day

controls in some countries, and its numbing effect is powerful.

Advertising in this country, generally considered, is conducted in conformity with good business and good morals. It is the most effective educational force, next to the church and the school.

It is true, it does cause more rumbling of wheels in factories, more noisy commercial trucks in the highways, longer freight trains and more smoky factory chimneys. These objectionable features of our progress as a people and of our work in industrial life are indissolubly linked with outdoor and other forms of advertising.

Here and there we find a poster or bulletin lacking in art or improperly located. Those are slight errors and easy of correction. They are now being corrected by the intelligence and enterprise of those who are handling and serving that medium of advertising.

The destructive critics can succeed only in destruction. The builders in advertising service can and will remove every cause for just fault-finding. They have been doing that for some years and are continuing the good work.

JAMES O'SHAUGHNESSY,
Executive Secretary.

THOS. CUSACK COMPANY,
New York

April 28, 1924.

TO THE EDITOR:

Certainly, we read your editorial with extreme pleasure, and can assure you that we keenly appreciate the fair stand that you advocated. Unfortunately, the newspapers have, perhaps through carelessness in investigating the source of their information, devoted a great deal of space to commenting upon some very untruthful and misleading statements.

That evils exist in our medium cannot be controverted, and it is the constant effort of this organization to correct those evils as rapidly as time and capital will permit. The fact that some newspapers, and some magazines, carry untruthful and even lascivious advertising should not be used as an argument against all newspapers. The fact that there are excesses in our medium should not cause the newspapers and the women's clubs to demand the abolition of outdoor advertising.

CLYDE S. THOMPSON,
Sales Manager.

Words That Walked the Gang Plank

Los Angeles, Cal., April 28, 1924.

TO THE EDITOR:

Hilaire Belloc has written an essay on technical words. It reads, in part: "Technical words arise of themselves

in any science or art, and there is no force, even of a god, that could keep them out. But that is only their genesis. Their true use is to bamboozle, and, my word! how well they do it."

Of some older philosophers (he did not mention us advertising men) he says: "They will not put what they have to say in plain language, and by this time I am half persuaded that they will not because they cannot."

A certain agency man recently read these—and other razor-edged remarks—in Mr. Belloc's essay. He sat down and wrote a list of technical advertising terms of which the following are typical:

Consumer acceptance, reactions, motivate, secondary circulation, sales punch, public consciousness.

Then, in the name of common sense, he swore off.

HERBERT ALEXANDER.

American and British Comparisons

Toronto, Canada, May 1, 1924.

TO THE EDITOR:

Under the heading "Largest Savings Bank in the World," in your issue of March 26, you give the amounts deposited in the United States postal savings bank and the receipts for money orders, etc., in the year 1922. The total of the various amounts is approximately \$1,381,041,167.

On referring to the British figures I find that the total for similar departments in 1923 was \$1,772,500,000. Since the British post office deals only with a population of 42,000,000, the disparity between the two totals is much more marked than the difference between the American and Canadian figures commented upon in the paragraph.

I mention this because many of your readers who cross the Atlantic to attend the convention will find themselves faced with statements which will be so different to many they have taken for granted in the past that they will be inclined to doubt them.

A recent issue of another advertising paper contained the statement that a certain chain of stores in the United States "does the largest cash business on earth. It sells \$300,000,000 worth of groceries a year in 7500 stores."

After such a statement the visitor to the convention would possibly disbelieve the statement that the British Cooperative System sold \$1,672,000,000 worth of goods through their retail stores last year.

There is always a valid reason for the differences between such comparative figures, and my object in writing this letter is to counsel those of your readers who visit Europe during the convention to search for reasons rather than make comparisons.

VAL FISHER.



IN DETROIT

The Capitol Theatre, Detroit, occupies three-quarters of a city block in the heart of the business section. Represents an investment of more than two million dollars.

PLAYING to better than five times the total population of Detroit in the course of a year is the surprising record of the Capitol—Detroit's most palatial and popular motion picture playhouse—which seats 4250 persons at a single performance.

With its gorgeous furnishings, its luxury, its music and its elaborate presentations, the Capitol Theatre is a striking example of the impressive strides motion picture entertainment has made within the past few years—a development which has made motion pictures the fifth industry in the country from the point of capital involved.

And when you realize that during 1923 over three million cars were manufactured in Detroit you can visualize the wealth and buying-power represented by the prosperous

thousands who eagerly pack the Capitol at each performance.

Just as in other cities, Detroit has numerous motion picture houses—theatres appealing to every type of individual and pocketbook—because motion pictures are the one form of universal recreation—recreation which has become a regular habit with everyone.

And because seeing motion pictures and discussing them has become a habit—just as one talks of clothes and politics and baseball—thousands of enthusiasts in every locality buy **MOTION PICTURE MAGAZINE** in order to keep up on the latest and most intimate details of studio life, screen star activities and production news.

Tell your message to this group of enthusiasts in their favorite medium—**MOTION PICTURE MAGAZINE**. No audience is more responsive.

Brewster Publications, Inc., 175 Duffield Street, Brooklyn, N. Y.

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Breaking In

Tenth Installment of Some Intensely Human and Interesting Chapters from an Advertising Man's Autobiography

By John Lee Mahin

SOME of the older advertising men will recall R. S. Thain. He was one of the pioneers of the advertising business. He was always trying out some new line of work, with cheerful, optimistic enthusiasm. Everybody who knew him intimately loved him.

Once, in crossing State Street at Adams in Chicago, I stopped long enough to see what a crowd was watching, and saw Mr. Thain demonstrating one of his inventions. It was a soap bubble pipe by which two bubbles could be blown at one time—one inside the other.

Mr. Thain was so prone to change his occupation that once one of his friends asked another, "What's Thain doing now?" The friend answered, "Oh, he's advertising manager for the Union Signal." "Yes," the other replied, "I knew he was there last week."

Among his many activities, he was a solicitor for the Mahin Advertising Company back in 1904 and 1905. One of his accounts was the Sanitas Nut Food Co. of Battle Creek, Mich., then owned by Dr. W. H. Kellogg and his brother W. K. Kellogg.

So far as I know, Mr. Thain inaugurated the idea of newspaper publishers cooperating with advertisers in securing local distributors to handle their products. He and I thought when we developed this cooperative idea for the Sanitas Nut Food Co. that we had a ten strike. We found that goods should be sold on their merits to merchants, rather than because they were advertised.

BUT to return to the Sanitas Nut Food Co. It had the exclusive right to sell all the products developed at the Battle Creek Sanitarium, of which Dr. J. H. Kellogg was then, and still is, the directing head.

There is a rumor that I have never been denied, that C. W. Post came up from Texas a sick man and recovered his health at the Battle Creek Sanitarium. When he could not persuade Dr. Kellogg to accept

his ideas for merchandising the sanitarium foods, Mr. Post launched out for himself and developed Postum Cereal and Grape Nuts.

The Sanitas Nut Food Co. had a long list of products but no merchandising policy, and when Mr. Thain and I realized that the co-operative scheme we had developed with newspaper publishers would not replace the specialty salesmen employed by manufacturers of other food products, Mr. Thain tried to induce W. K. Kellogg to employ salesmen and go after business as it was being done.

Mr. Thain reported to me that the obstacle was Dr. J. H. Kellogg, himself, and he arranged a meeting in my office at which Dr. Kellogg and his brother, W. K., would discuss the fundamentals with us.

I shall never regret the afternoon Dr. Kellogg came into my office. He was immaculately dressed, with fine color in his cheeks. He blithely stated that he had not slept for forty-eight hours, but that sleep was unnecessary for people who avoided loading their bodies with animal foods which required long hours of sleep for their elimination.

AT that time there were many Battle Creek food companies imitating Mr. Post's success and putting out such products as "Malta-Vitae," "Try-a-Bita," "Nutro Crisp," "Egg-O-See," etc.

My first attack on Dr. Kellogg was to impress him with the fact that as he was the originator of the ideas which all these companies were capitalizing, he owed it to the millions of people who had bought his books to tell them the difference between the genuine and the imitation foods, and he should let us say that he was connected with the Sanitas Nut Food Co. and that the Sanitas Nut Food Co. alone had the right to sell the foods that he endorsed.

We argued this question at length. First he said that as all of these companies were trying to make his foods, he was seriously considering

offering to help them, and thus more quickly giving the public the benefits of his discoveries, but his brother W. K. did not agree with him.

Second, he said that as he was a physician, he could not give his endorsement to any particular food, as that would not be "ethical." He finally—as a great concession to his brother, W. K., and to Mr. Thain and myself—agreed that we could say "The Sanitas Nut Food Products are used by the Battle Creek Sanitarium."

HE positively forbade the use of the name "Kellogg" in the advertisements, on the packages, or in any of the descriptive literature. He said this with such finality, that we saw it was useless to press the matter, so I then told him how necessary it was that he employ specialty salesmen to place the foods with jobbers and retailers, and really do business as it was being done.

My readers may find it difficult to believe what this really wonderful man said in response to this insistent recommendation, but the words he used were so extraordinary that they are indelibly impressed on my memory. Dr. Kellogg replied, "Mr. Mahin, you know we are handicapped in getting salesmen, as we cannot employ a man who drinks, smokes, or wears jewelry."

Frankly, I felt the case was hopeless, but Mr. Thain persisted with his optimism and finally succeeded in having a first class specialty man employed. This man had to report to Dr. Kellogg himself, and usually his appointment hour was after 11 p. m. This salesman told me that Dr. Kellogg once asked him "Do you smoke?" and the salesman answered "Yes, doctor, but not on your time."

I made one other attempt to help Dr. Kellogg get his foods before the public in a big way. He told me, as near as I can now remember, that the profits of the Sanitas Nut Food Co. had averaged \$21,000 over

[CONTINUED ON PAGE 77]



19.75

25.00

The New Darby Dresses

for the School and College Miss

A wonderful collection of Darby Dresses of Kasha Jersey designed for the younger set—smart in every detail are the straight lines and new collars—some are two-piece and others are one-piece models—some have plaited skirts and others are plain tailored, in wrap-around effects. They are moderately priced at —

13.75

19.75

25.00

39.00

Department Store Gets Excellent Results From Rotogravure Advertising

The H. & S. Pogue Company has used the Cincinnati Enquirer's Rotogravure Section for a year and a half, appearing regularly in each issue in advertisements ranging from two columns in inches to half a page, or, in rare cases, a page.

The most successful results have been obtained from ready-to-wear advertisements, where one or more garments have been featured at a price.

"In May, 1923, a four-page section was used, the result being the largest day's business and the largest Anniversary in the history of the store.

"In all, 42,370 lines have been used to date with excellent results.

THE H. & S. POGUE COMPANY

(Signed by) "GRACE COLEMAN, Advertising Manager."

This advertisement, of which the preceding page is a part, is published to promote public interest in Rotogravure and the papers which carry Rotogravure sections. Kimberly-Clark Company, Neenah, Wisconsin, manufacture Rotoplate, a perfect paper for Rotogravure printing, which is used by the following papers:

CITY	PAPER	CITY	PAPER
Albany, N. Y.	Knickerbocker Press	Minneapolis, Minn.	Journal
Asheville, N. C.	Citizen	Minneapolis, Minn.	Tribune
Atlanta, Ga.	Constitution	Nashville, Tenn.	Banner
Atlanta, Ga.	Journal	New Orleans, La.	Times-Picayune
Baltimore, Md.	Sun	Newark, N. J.	Call
Birmingham, Ala.	News	New York, N. Y.	Corriere D'America
Boston, Mass.	Herald	New York, N. Y.	Evening Post
Boston, Mass.	Traveler	New York, N. Y.	Forward
Brooklyn, N. Y.	Standard-Union	New York, N. Y.	Herald
Buffalo, N. Y.	Courier	New York, N. Y.	Il Progresso
Buffalo, N. Y.	Express	New York, N. Y.	Times
Buffalo, N. Y.	Times	New York, N. Y.	Tribune
Chicago, Ill.	Daily News	New York, N. Y.	World
Cincinnati, Ohio	Commercial-Tribune	Omaha, Neb.	Bee
Cincinnati, Ohio	Enquirer	Omaha, Neb.	News
Cleveland, Ohio	News-Leader	Peoria, Ill.	Journal-Transcript
Cleveland, Ohio	Plain Dealer	Philadelphia, Pa.	Public Ledger
Denver, Colo.	Rocky Mountain News	Providence, R. I.	Journal
Des Moines, Iowa	Register	Rochester, N. Y.	Democrat-Chronicle
Detroit, Mich.	Free Press	St. Louis, Mo.	Globe-Democrat
Detroit, Mich.	News	St. Louis, Mo.	Post-Dispatch
Erie, Pa.	Dispatch-Herald	St. Paul, Minn.	Pioneer Press-Dispatch
Fort Wayne, Ind.	News-Sentinel	St. Paul, Minn.	Daily News
Hartford, Conn.	Courant	San Francisco, Calif.	Chronicle
Havana, Cuba	Diario De La Marina	Seattle, Wash.	Times
Houston, Texas	Chronicle	South Bend, Ind.	News-Times
Indianapolis, Ind.	Indianapolis Star	Springfield, Mass.	Republican
Kansas City, Mo.	Journal-Post	Syracuse, N. Y.	Herald
Los Angeles, Calif.	Times	Syracuse, N. Y.	Post-Standard
Louisville, Ky.	Courier-Journal	Washington, D. C.	Post
Louisville, Ky.	Herald	Washington, D. C.	Star
Memphis, Tenn.	Commercial Appeal	Waterbury, Conn.	Republican
Mexico City, Mex.	El Universal	Wichita, Kan.	Eagle
Milwaukee, Wis.	Journal		

Intaglio printing is variously called gravure, photogravure, roto-gravure and similar names. There are many printing plants in the important cities of America equipped to supply rotogravure sections to newspapers. Complete information furnished on request.

Kimberly-Clark Company

ESTABLISHED 1872
Neenah, Wis.

NEW YORK, 21 Chambers St. CHICAGO, 200 S. La Salle St. LOS ANGELES, 201 S. 14th St.

ROTOGRAVURE
Prints Perfect Pictures - the Universal Language

To Stimulate Advertising Progress



The Empress' Express Route to Europe
Via the Historic St. Lawrence
CHERBOURG — SOUTHAMPTON — HAMBURG

It will reach from Vancouver via Victoria, Seattle, San Francisco, Los Angeles, San Pedro de Macoris, and the Atlantic Ocean to the historic St. Lawrence River, where the Empress' Express Route crosses the Atlantic Ocean to Europe.

The Canadian Pacific Empress' Express Route is the longest and finest in the world, offering a pan-Bank route with superior service. It is the only route of passenger and mail service between the Pacific and Europe.

From Quebec, the route goes to the historic St. Lawrence River, where the Empress' Express Route crosses the Atlantic Ocean to Europe.

For more information, contact the Canadian Pacific Railway, Montreal, Quebec, or Vancouver, B.C.

CANADIAN PACIFIC

Canadian Pacific Railway, Montreal, Quebec, or Vancouver, B.C.



Paintings and Drawings in Color. First Honorable Mention. Lurette Guild for Elms & Sellon. J. Walter Thompson Company, Advertising Agency.

EACH year the Art Directors Club, New York, awards prizes for illustrations used in advertising. Exhibits for which medals were awarded were reproduced in our last issue. The three here reproduced were among those awarded honorable mention.

Decorative Designs. Second Honorable Mention. Samuel Josephs for Canadian Pacific Ry. Albert Frank & Co., Advertising Agency.



Black and White Illustrations. Second Honorable Mention.

F. R. Grager for The American Tobacco Co. Erwin, Wasey & Co., Advertising Agency.

What Advertising Has Done for British Chain Shoe Stores

By Val Fisher

EVEN a casual study of American trade papers during recent months reveals the extent to which both manufacturers and retailers are endeavoring to estimate the ultimate effect of the chain-system upon their particular industry.

To such, as well as to students of advertising in general, a brief survey of the chain shoe* stores of Great Britain and their methods will provide much interesting data.

Compared with their English contemporaries, the shoe manufacturers of the United States have, as yet, scarcely begun to feel the power of the chain system. A brief comparison shows that the three largest shoe chains in the United States, with its 110,000,000 residents, aggregate 599, which is only the total owned by a single firm in Britain, with 42,000,000 people.

Forty British firms operate chains aggregating 3000 stores, twelve have 100 to 500 stores each, and twenty others each own 50 to 100, yet new firms are constantly breaking into the field and, by improved methods, progressing at a greater rate than their older competitors.

Writing from a knowledge gained from studying the chain-store methods and figures of many countries, and taking into consideration the average number of purchases per year, and the aggregate volume of sales in relation to those of other lines, I believe that the shoe-chain stores of Britain do a greater proportion of the total trade of the country in their particular goods than does any group of chain stores in any single industry in the world. (The 5- and 10-cent stores, skirting, as they do, the fringe of so many trades, yet differing from them all,

*To the Briton, "shoes" mean low shoes. High shoes are, of course, "boots." In this article the term "shoes" is used in the United States meaning.

In REGENT STREET

AMALGAMATED with a few good lines and other articles, a quantity of the best quality British goods, to the British, being and selling at the lowest possible prices of the manufacturer.

CHARLES the largest of all in the world and with the most extensive range of footwear ever seen in the land.

No display in fact, but large quantities of the best and most up-to-date, practical and stylish specimens, complete, provided from boots, shoes, wing tips and everything else, to make a complete wardrobe while one decides on the most important of one's wardrobe. All alterations, repairs, alterations and the service which should be given.

On the principle of the Home of the shoe, the shoe is made in the factory and the shoe is made in the factory.

THE SHOE IS MADE IN THE FACTORY AND THE SHOE IS MADE IN THE FACTORY.

Special Agents:
MANFIELD & SONS, LTD.,
175, REGENT ST., LONDON, W. 1.
Telephone No. 775-B

The Caravan is 170 Regent Street

Manfield
SONS LTD

A national advertiser with sixty stores in Britain and about forty on the Continent. Certain of its London branches take full pages in the illustrated weeklies, not only to sell the store service, but to build up an out-of-town mail-order trade

are a law unto themselves and is therefore not taken into account in this article.)

Further, on going into the collected data and looking over the whole field, it seems equally plain that advertising—the lack of it on the part of manufacturers, and the intelligent use of it by the chain stores—has been a dominant factor in the growth of this system in the shoe industry of Great Britain.

Although, since the war, many British shoe manufacturers have made a modest entry into the ranks of national advertisers, the fact remains that the chain stores had reached 75 per cent of their present

strength before any manufacturer had commenced a national campaign for shoes sold through the retail trade generally. There had been several national campaigns, one of them issued by the makers of "Lotus" shoes, ranking as a model; but all these campaigns were planned to sell a special shoe through a very limited list of dealers.

The majority of all shoe-store chains in Great Britain have been built up from a single retail store. When they became large enough to keep a factory running, they built one, and today these factories rank among the largest in the country. During recent years manufacturers have opened chains to sell their output. In two instances, I believe, American manufacturers have commenced chains in Britain, but they failed to make a success and sold out to local houses. Some chains sell only shoes of their own producing; others, including the leader, feature their own goods but buy certain lines, while still others buy their entire stock in the open market.

In most chain systems I have found that the various units usually fell into one of two or three well-defined groups, working on similar lines. In this business, however, one finds almost as many methods of selling and advertising as there are chains.

The largest chain, in point of numbers, operates 500 stores, scattered all over the country. These cater, primarily, to the industrial workers and the wage-earning class, and in few cases are they large units. The next four, in point of numbers, operate, respectively, 300, 250, 220 and 150, and confine their operations to certain restricted areas. Then come several firms with chains of 50 to 150 stores situated in the larger centers only. Two such houses, whose chief units are palatial stores, have

[CONTINUED ON PAGE 61]

THE INTERRUPTING IDEA

NUMBER FIVE

NEW YORK

MAY 1924



RALPH WALDO EMERSON

"Ideas must work through the brains and arms of good men, or they are no better than ideas"

"What Do You Do with Ideas?"

IN 1550, Antonio Galvao pushed across the isthmus of Panama. His observations finally crystallized into a great dream. Why not cut a canal across this narrow neck? He put his idea between the covers of a book — and left it there.

Almost every decade thereafter brought more explorers. All wrote books, drew maps of the plan — and left it there.

In 1879, Count Ferdinand de Lesseps actually started digging. He took the canal through some millions of dollars and some miles of earth — and left it there.

357 years after Galvao, Major George W. Goethals, U. S. A., undertook the task. He finished the Panama Canal.

§

THE world has millions of people to dream ideas.

It has millions more to tell how to realize them; and millions more to trifle with their accomplishment.

§

BUT those whose brains to dream are accompanied by hands to do, are all too few.

And those whose hands to do are accom-

panied by resources to enable them to do, are even fewer.

§

THE only organizations, the only men, with whom modern business can bother, are those who can go the entire route, — those whose abilities are equal to the ideas which they propose.

The advertiser, when solicited, is apt to say: "Show me some ideas."

That is no test.

Rather might he say: "*Show me what you do with ideas.*"

§

TO BEGIN with an advertiser's problem, and work from it to an attainable result, — that is more fundamental than just ideas.

To start with a mass of scattered facts, impressions and suggestions, and evolve them into the great keynote or Interrupting Idea, — that is more vital than a trunkful of inspirations.

§

To get off on the right foot, and then step evenly, steadily on-and-on-and-on, — that requires the utmost fixity of purpose, working with all the resources of organization.

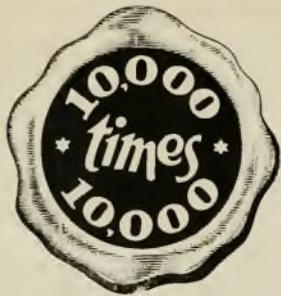
§

EIGHT years ago, the Kleinert Rubber Company came to Federal. The Kleinert line was a diversity of quality rubber goods. Each advertisement was aimed differently, — featuring a different item. Today, Kleinert is still with Federal. The many ideas have been resolved into one Interrupting Idea. The unrelated activities have become a great, unified campaign. Kleinert advertising has developed from ideas and items to a force, — a force that has built the Kleinert supremacy of today.

Shall the advertiser seek ideas? Yes — but from those who know what to do with ideas.

§

"THE INTERRUPTING IDEA" is also issued as an independent publication, printed on fine paper. Executives who wish to receive it regularly are invited to write to the FEDERAL ADVERTISING AGENCY, Six East Thirty-ninth Street, New York.



IMAGINE A

doing an annual
business of well over
ten billion dollars—

CONSIDER

The "dry goods" merchants of this country already have a clientele of a hundred million purchasers!

☐ *Nine out of ten of all sales made are direct returns on the store's own personality and promotion.*

☐ *The manufacturer or agent who is out for results in this field is under strict obligation to convince the merchant—first, last and all the time.*

☐ *In any town or city, and in all, he can do more for you than you can do for him.*

☐ *Advertising to the dry goods merchant far outdistances all other advertising on a basis of results page-for-page or dollar-for-dollar, or both ways.*

☐ *The Economist Group regularly reaches 45,000 executives and buyers in 35,000 foremost stores, located in over 10,000 towns and doing 75% of the total business done in dry goods and allied lines!*

☐ *"Reaches" here means more than "reaches the business address of." For these are the business papers of the dry goods merchant, definite directors of business thought and action, read through and put to work by the controllers of community buying and selling.*

SELLING thousands of varied "items," from cerise sealing wax to ermine evening wraps

—Every day satisfying millions of requests, reasonable and not

—Spending fortunes in entirely extra service and conveniences (swift delivery, privileges of charge and exchange, rest rooms, money-back make-goods, etc., etc.)

—Developing a selling pressure unexampled in the history of trade from the time of Phoenician barter to today

—Buying far more advertising space than any other single figure in any industry

—Studying, searching the markets of the world to pre-select best possible values in goods suited to the personalities and the purses of its conglomerate customers

UPER-STORE

Ordering in advance, in quantity, under actual obligation to judge intrinsic merit rightly or go steadily marching on, growing powerful, more prosperous day amid the keenest competition of commerce past or present.

Such and much more is the composite of the leading stores led by The Economist Group—a super-store molding the very civilization of the land—the world's greatest buyer, the world's greatest seller, the world's mightiest merchandising power.

What is its favor worth to you?



The ECONOMIST GROUP

DRY GOODS ECONOMIST (National, Weekly)
 MERCHANT-ECONOMIST (Zoned, Fortnightly)

These other business papers, the leaders in their various fields, are published by the

[The Iron Age—Hardware Age—Hardware Buyers Catalog and Directory—Tire Rate Book—El Automovil Americano—Automobile Trade Directory—Motor Age—Automotive Industries—Motor World—Motor Transport—Distribution and Warehousing—Boot & Shoe Recorder—Automobile Trade Journal—Commercial Car Journal—Chilton Automobile Directory—Chilton Tractor & Equipment Journal—Chilton Tractor & Implement Index.]



UNITED PUBLISHERS CORPORATION

How We Sidestepped Competition We Couldn't Meet on Price

[CONTINUED FROM PAGE 21]

pump parts that wear out in service. When a new hose or a new coupling is needed, the oil company is notified and satisfies this need from stock.

Before we began operations under our present sales plan we found it a most difficult thing to get around the objections to price on the part of some purchasing agents. To these particular purchasing agents hose was hose, and merely an item in a long list of purchases for which they were responsible. As long as they could get hose which in all appearances was as good as ours, for five cents a foot less than we were asking, they were not interested in our claims. If our sales people could have carted around with them a whole lot of laboratory paraphernalia and subjected our hose and that of other makers to comparative tests right on the spot, doubtless this ocular demonstration would have proved most convincing. We couldn't very well do that, however, and neither could we get buyers to our laboratory to witness experiments there. We decided to evidence the faith we had in our product by guaranteeing it for a year.

The guarantee did not work out in practice. Most customers did not take the trouble to read the guarantee, with the result that we were asked to put through adjustments on hose that were absolutely unfair. Even if a hose had been in use for eleven months and had given satisfactory service, any mishap during the last month in the life of the guarantee meant a call from the consumer that we make good, which to him meant the substitution of a brand new hose.

We then learned that it had never been our intention to *guarantee the hose itself*, but that we were ready to make necessary repairs and replacements that would assure that the hose *would render service for one year*. We dropped the guarantee as it stood and now issue a two

years' service insurance policy with each length of pump hose from our factory.

Under the terms stated in this policy we insure that our hose will furnish two years' service conveying

hose, the same size and length the original hose, subject to a new two years' contract if applied for. A charge is made for this hose based upon the service given by the returned hose. In other words, if the returned hose has given six months' service, a charge one-quarter the value of the new length of hose is made.

We reserve the right to send a substitute length of hose, free of charge, bearing the same number as the returned hose, to be covered by the insurance for the unexpired term called for in the original contract, and expressly stipulate that the choice of one of the three specified methods of readjustment is left with us.

The sales force has discovered that under the influence of our new policy, purchasing agents are more ready to listen. It takes but a few moments to explain the plan, and even though our hose still sells for more per length than any competing hose, we find that sales resistance is nowhere near so great as it was when we did not have the policy feature. The difference in price is looked upon as a premium for definite additional value, assuring as it does hose service for two years, and does not prejudice sales to the extent that it did when the consumer believed that all it represented was added cost for possible higher quality.

Every piece of tubing, all cotton for the jacket, and all rubber, is tested as raw material and every length of hose is subjected to rigid tests before it is permitted to leave the factory. Careful attention is paid to the assembly of the various parts of each length of hose. We have learned that the best of materials may go for naught if they are not properly correlated. Our testing room employes are cautioned that when testing hose they are not working for us, but are to consider themselves paid by the customer. They are conferring no benefits upon

You are entitled to this 2 year Triplexd Service



Continued on back of guarantee transportation in the terms of hose and you will continue to carry a satisfactory load of repairs for replacement and repairs.

Send to checking in a re-terms of THE POLICY service and you stop buying hose manufacturers in the lot.

We call TRIPLEXD hose not an so small, made with rubber and fabric, but quality in a means of gasoline transportation. You for two years' transportation between any

station pump and motor car when you use a length of TRIPLEXD.

The Service Insurance Policy, issued here, upon application, to you as a TRIPLEXD purchaser tells you in plain, unobscured English what you must have in order to single money for repairs or replacements for two full years, or until the hose or any section thereof starts the hose or any section thereof at the pump (except the 10' length).

This and all the statements of application that always attended the purchase of hose or the part.



INS. OF INS. SERVICE INSURANCE ON EVERY LENGTH OF PUMP HOSE

Advertising of Triplexd hose, appearing in trade publications going to the oil industry and the owners of filling stations, accents the company's policy of insurance

gasoline. In the event of any trouble, the hose is to be returned, charges prepaid, to any one of our branches, which are located in New York, St. Louis, San Francisco and Los Angeles. If repair is possible, we make it without charge. If the hose is returned in incomplete condition, as with a coupling missing, a charge for new material is made. We reserve the right to shorten the hose six inches from its length when received by us, but not more than six inches.

In the event that we cannot put the hose into serviceable condition by repair, we agree to attach the returned couplings to a new section of

WHEN DOES YOUR ACT COME ON?



**3,000,000 People
Are Waiting For
YOUR PRODUCT
TO APPEAR**

*The Interborough Host, Assembled Daily, Represents
the World's Greatest Audience of Buyers!*

When your product steps into the spotlight on the Interborough stage, it secures the close attention of New York's vast buying throngs.

Playing to them daily through big, brilliant space and the persuasive power of color, your product inevitably becomes a headliner with every single passenger.

Only through the Interborough Medium can you reach these millions as a unit—only through Interborough Advertising can you command their interest economically.

NOW is the time to book your product for a long, successful run. Three million daily "Interboroughists" await an introduction.

INTERBOROUGH
Exclusively Subway & Elevated
ADVERTISING

Controlled
by

ARTEMAS WARD, Inc.

50 Union Sq.
New York.

When East Meets West



MR. F. J. ROSS,
Pres. F. J. Ross Co.,
Advertising Agency,
New York, N. Y.



MR. W. J. PETTEE,
President Pettee's
Hardware Merchandisers,
Oklahoma City, Okla.

Mr. Ross, may we have the pleasure of introducing to you Mr. Pettee, a hardware merchant whose name would decorate the books of any hardware manufacturer you know.

Mr. Pettee runs a hardware store in Oklahoma City, Okla. This store does one of the largest retail businesses of any hardware store in the United States. Just as a sample—a few months ago it put on a sale of china and disposed of 15,000 pieces in two hours!

Here's Mr. Pettee's business "history":

Started hardware store in 1889 with \$400 capital. Continuously in business since that time.

Does approximately \$1,000,000 business annually.

Pres. State Hard. Ass'n, 1904, 1923, 1924.

Pres. Okla. City Chamber of Commerce, 1920-1921.

Has read *Hardware Age* consistently ever since it was published.

It is not so much the number as the kind of dealers that determines a manufacturer's annual volume of sales. Likewise—it is the nature of the contact a publication has with its field that determines the net value of its circulation and the real power of its advertising.

HARDWARE AGE

239 West 39th Street

New York City

MEMBER A. B. C. and A. B. P.

us if they pass a questionable length of hose.

Our insurance policy met with immediate favor among the trade. A six-months check-up shows that one out of every three lengths of hose that left our factory during this period is now actively covered by insurance that was applied for.

It must be understood that all hose is not put into service the moment it is purchased. It may lie in the stockrooms of oil companies for months before it is used. Our policy is active not from the date the hose is purchased, but for two years from the time the number which identifies each length of hose is sent back to us for entry on our books. To facilitate this we have designed a post-card that is sent with the hose, which the customer mails back to us when the hose is put into service. It must be sent back within two years after the hose leaves our factory. On this card appears the number of the hose the customer desires to register. A comparison with our delivery books shows when that hose left our plant, to whom it was sent, and whether or not it is entitled to registration under the terms of our policy. When we were guaranteeing hose, the percentage of registrations was not nearly so high; in fact, our records show that only one hose in ten ever was registered. One customer who had been doing business with us for four years never registered a single length of hose. Today all his hose is insured.

AS our field is narrowed down to two main classes of consumer, it is not necessary for us to travel a large sales force. At the present time our books show that 65 per cent of our business is done on one hundred accounts. Most of these are concentrated east of Chicago. In order to reach the smaller oil companies in certain sections of the country where railroad expenses and the smallness of the market would not warrant us going after the business, we work through jobbers. We know that in this way we have succeeded in obtaining a lot of business that we would never have received otherwise. In Pittsburgh, for example, before we decided to do business through a jobber in that territory, our sales amounted to \$700 a year. The jobber gave us \$5,000 worth of business the first year he signed up as our representative. We make the jobber part of our organization. He works with us as if he were one of our branches. We enter into no arrangement with a jobber that is not to the customer's advan-

The Bradford Era

WHAT ONE LEADING ADVERTISING AGENCY SAYS ABOUT THE ERA

Here's what one of the leading advertising agencies in America says about The Era as a medium for advertising quality products:

"The selection of your publication as a desirable and qualified medium to carry the message of the merit of . . . Products to the consumers in your territory is based not only on the reader interest of your paper, but on the dealer interest and confidence in quality products that are advertised in your columns.

S. G. LINDENSTEIN, National Representative
342 Madison Ave., N. Y.

BRADFORD, :: PENNA.



"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals."



Pen Sketch by Horté and reproduced through the courtesy of the artist

ILLUSTRATIONS can be reproduced in an infinite variety of techniques — from the simple line etching on zinc to the hand-tooled highlight halftone—depending upon the subject and the effect desired.

We are equipped by experience and facilities to do all kinds of commercial engravings — the coarse-screen newspaper cut or the reproduction of

a delicately colored painting for an art gallery catalogue. But, whatever we do, we try to do superbly well—to rise above mediocrity, and speed advertising's pictorial progress.

The fact that our personal service is confined to New York territory does not preclude our making fine engravings for out-of-town firms. Geographical hazards sometimes encourage our most painstaking efforts!

The EMPIRE STATE ENGRAVING COMPANY
 ~ 165-167 William Street, New York ~

tage. The same conditions that characterize our dealings with the customer characterize the jobber's dealings with his customer, so far as our hose is concerned.

In addition to our sales force, we have several experts who travel about among our customers, teaching them how to get the best service out of gasoline hose, whether they are using our product or that of any other manufacturer. These men sell no hose whatever. Owing to the peculiar nature of their mission, they are enabled to gain ready access to refinery plants. We have learned that we can get more real sales information through our service men than we can through our salesmen. A salesman will call on a purchasing agent, talk our product to him and elicit a promise that the next time his company is in the market for hose our company will receive consideration. The salesman's report to us is very optimistic. "Have seen Mr. So-and-So, and the next time he is in the market for hose we'll get the order."

BUT how different is the report from the service man on this very company! The service man goes to the oil company's plant and asks to see the plant superintendent or foreman. He is not there on a sales mission; instead he offers assistance on hose repair problems. He carries his little repair kit with him. Once inside the plant, his knowledge of hose serves as a veritable *open sesame*. A casual conversation with the man in charge of the repair department brings forth information that the salesman didn't know existed. We learn through our service man that we'll never get the business in some plants, because of certain inherent conditions; or else learn that where we thought business was impossible we would stand a chance if it were tackled in a certain manner. In the final analysis, the man in charge of the hose department of the oil company is interested in keeping down the overhead. Everything being equal, he will decide in favor of that brand of hose that will give him service and keep down the costs in his department. Working in the plant, it is easier for a service man to demonstrate our hose than it is for our salesman to talk it.

An interesting experience of one of our service men will serve to illustrate just how they succeed in creating good will and making customers. This particular representative, while on a visit to one of the

[CONTINUED ON PAGE 63]

Telling It To The Boy Scouts



Douglas Patonka is a favorite of every red-blooded American boy. In articles such as "The Other Fellow's Point of View" and "The Only Medicine I Ever Took" he has been telling readers of Boys' Life just such "inside facts" of his career as they are eager to know. "The men who contribute to Boys' Life are topnotchers."

YOU have heard of the Boy Scouts. You either have a son who is one or know boys who are members. And no doubt you appreciate the fact that Boy Scouts stand for ideals—ideals that result in clean living, better citizenship, fearless leadership. And you've probably noticed that Boy Scouts "do things"—taking prominent part in all civic activities—always prepared for service and action.

You may not realize, however, that there are approximately 450,000 registered Boy Scouts, with 140,000 scoutmasters, assistant scoutmasters and officials, a total of 590,000—the greatest number the organization has ever had.

All members of this large organization—comprised of leaders in the process of development—either subscribe direct or in groups to Boys' Life in addition thousands of other boys equally appreciative eagerly anticipate the arrival of each issue.

This is because the pages of Boys' Life are chock full of action, pep, and thrills—stories and articles dealing with the particular sport or activity in which each boy is most interested—camping, radio, tracking, skating, handicraft, nature study, swimming, fishing, Scouting, etc.

Boys' Life Readers are active out-of-doors and indoors—training for leadership and alive to responsibility. They comprise a specially selected audience of nationwide distribution and unusual importance. Tell them your message.

This summer they will be in camp and on hikes and must be supplied with foodstuffs, confections, and personal and general camping equipment.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.



STANFORD BRIGGS INC.
ADVERTISING ART
392 FIFTH AVENUE, N.Y.C.

Layouts, designs, and illustrations for every purpose in every practical technique.

THE 8-pt PAGE

by
Odds Bodkins



THIS morning I took an hour off to go through the stack of letters the publisher and the editor have received during the past two weeks commenting on the FORTNIGHTLY's purchase of *Advertising and Selling*.

When I had finished, Tim Thrift's letter stood out in my mind above all the rest. It's so characteristic:

"Congratulations. The infant has developed into quite a lusty ogre when it can devour this contemporary before it is a year old!

"Good luck and good fortune to you."

— 8-pt. —

Which reminds me that this is the FORTNIGHTLY's First-Birthday issue. My, my! How the publication has grown since I sat down a year ago this week and wrote my first

— 8-pt. —

My friend, Charles Little, who writes a house organ called *Work* for the printing concern of which he is vice-president, said this in a recent issue:

THAT'S TELLING

Putting your story into words—into living, moving words.

Putting your story, not into "cold dead type," but into friendly agreeable pages wherein the best skill of artist and typographer has been used to make it animate—inviting—agreeable to read.

Putting this properly printed story into the mails—sending it to thousands of those who may be expected to buy your goods if they know your story.

That's telling—and advertising is telling.

— 8-pt. —

A Chicago reader of the FORTNIGHTLY sends me a newspaper clipping with a Biloxi, Miss., date line, reading:

H. T. Ewald, president of the Campbell-Ewald Company of Detroit, Mich., has joined the ranks of the "Dodos," those golfers who have made a hole in one. Ewald qualified on the course here by making the 150-yard seventeenth hole from the tee.

"Why not an advertising man's Hole-in-One Club?" inquires this reader.

As President Coolidge replied so simply and effectively to a delegation of women who addressed him at length with a rhetorical interrogation as to why women should not play a larger, more important part in national politics:

"Why not?"

— 8-pt. —

Last week Mrs. Bodkins came into possession of an antique mahogany picture frame which she proposed scraping and using for a mirror. When she took out the back to remove the picture and substitute the mirror, she discovered some yellowed sheets of

newspaper dated February 27, 1864, which had been put in for padding.

I fell upon these sheets eagerly, to learn what the newspaper advertising of that day looked like. And very odd I found it. Nothing but single-column advertisements, some of them a full column deep; only three or four ads with illustrations, and they muddy looking little wood cuts; all ads set in solid 8 pt. or 10 pt. type—even the full-column advertisements.

I found great interest in the perusal of this copy of sixty years ago, but I was shocked to discover how large a proportion of it was medical copy; out of 247 inches of advertising, 131 inches were devoted to patent medicines. And such copy! Disgustingly vulgar, much of it, and impossible in its claims. It would hardly be tolerated in any periodical today, much less reputable newspapers or magazines. Which shows the definite progress toward honesty and decency which advertising has made in sixty years.

Another thing that interested me was the ingenuity with which the advertisers of that day secured "attention" without pictures or display type of any kind to help them. (There undoubtedly was display type in those days, but apparently some newspapers would not permit its use.) I reproduce a typical example—the heading of a full-column patent medicine advertisement:

HOOFLAND'S GERMAN BITTERS

Will Cure Every Case of

Chronic or Nervous Debility, Diseases of the Kidneys, and Diseases arising from a Disordered Stomach.

OBSERVE THE FOLLOWING SYMPTOMS,

RESULTING FROM

DISORDERS OF THE DIGESTIVE ORGANS:

Constipation, toward Piles, Fullness of Blood in the Head, Acidity of the Stomach, Nausea, Headache, Disrupt for Food, Fullness or Weight in the Stomach, Sour Eructation, Flatulence or Flittering at the pit of the Stomach, Swelling of the Head, Hurtled and Difficult Breathing, Flittering at the Heart, Choking or Suffocating Sensations when in a lying Posture, Dizziness of Vision, Faintness before the Sight, Fever and Chill, Dull Pains in the Head, Debility of Respiration, Yellowness of the Skin and Eyes, Yaws in the Nose, Back, Chest, Limbs, &c., Stiffness of the Joints, Burning in the Urine, Gravel, Hemorrhages of the Urine, and Great Depression of Spirits.

I wonder if such ingenuity of set-up would not attract attention even in the newspapers of today!

Mrs. Grace J. Kirkpatrick of Spokane, Wash., writes me of a flower advertising campaign which that city is using and which illustrates the power of even a small idea when carried out with imagination and enthusiasm.

Spokane, she writes, is using the humble buttercup to "sell" its climate to travelers and to those in the East. While most places, including the hills and mountains around Spokane, were cold under a blanket of snow, in the valley and in the city itself these cheery little yellow flowers were blooming in great profusion.

Why not let it be known?

The people were urged to enclose the flowers in their letters to their friends and to tell about them. A buttercup show was instituted, with prizes for the children who should gather and arrange the best displays. Boy Scouts went on a flower-picking hike, and what blossoms they brought back were put in the mail of the business firms and banks of Spokane. And, in addition, the proprietors of the hotels kept on their desks growing and blooming clumps of buttercups that the guests might use them as they did the hotel stationery and send them to their homes in all parts of the country.

The idea proved so successful that it is to be made an annual affair.

Flanders Fields were advertised by their poppies; why not Spokane by her buttercups?

— 8-pt. —

One of my good friends confides his fear that advertising men are either getting mathematical minded or else entirely losing the art of original thinking. He submits in evidence three advertisements, which he came upon within a week in the journals of his trade, headed respectively:

1 out of 8
One out of Four
4 out of every 5

"Perhaps we might be rationed," he suggests, "so that we won't all be using the same idea in the same journal in the same week."

Mathematicsless Mondays for copywriters might do the trick!



Illustration made by the Lejaren à Hiller Studios for Russell, Burdall & Ward Bolt & Nut Company, a client of Myers-Beeson - Golden, Inc.

ON MAY 1st we moved to spacious quarters on the sixteenth floor of the Printing Crafts Building, New York City.

I extend to you a cordial invitation to visit these new quarters. You will find there the entire organization of the Lejaren à Hiller Studios housed in commodious quarters, especially constructed to serve the best interests of its clients.

Nothing has been left undone to assist in the production of the best in art, and in such technical finish as will assure the finest in reproduction; to the end that you may continue to receive, and I may be proud to continue to deliver to you, the best in illustration, signed—
—as always—

Lejaren à Hiller

LEJAREN à HILLER STUDIOS, INC.

ILLUSTRATORS

Printing Crafts Building, New York City

Telephone, Chickering 6373

Things are
Booming in

AKRON

24,000 of Akron's best families have formed the habit of supplying all their wants from the advertising columns of the—

AKRON EVENING AND SUNDAY TIMES
"Akron's Ablest Newspaper"

They can be reached in no other way than through the columns of the Evening and Sunday Times.

National Advertising Representatives

CHAS. H. EDDY CO

New York, Chicago, Boston

What's Coming?

[CONTINUED FROM PAGE 23]

lishment of one great world government. But in the meantime, the hope is that one of these groups will gain such force and authority that it will be able to prevent any form of destructive action that will injure civilization.

The country that will lead in this great world movement must be rich in the essential resources, chief of which is fuel. Nations that pin their faith to a mere possession of a large human population will be disappointed if it is their expectation to play a leading part in the coming industrial drama. Peoples having but limited power in the form of fuel or falling water will have to be satisfied to produce goods whose manufacture necessitates much handwork and practically no heat treatment at all. Man-power strength is a trifling thing when compared with the energy derived mechanically from natural forces and raw materials. Ten modern coal mines have an energy output as great as that of all the human workers in America combined.

Also, notwithstanding our criminal waste of wood, we still have left one-half of the great timber supply that we started with. In the field of agriculture we produce twice as much wheat as is raised in any other country, and grow more corn and potatoes than any other people. More than one-half of the world's cotton crop is produced in the United States, all of which shows that our country leads in the production of life's chief essentials.

This does not mean that there is no debit side to our ledger. The British produce more gold than all other nations combined, and are also dominant in nickel, tin, tungsten and asbestos so far as territorial control is concerned. Financially we control about 50 per cent of the production of nickel, but territorially we have practically none at all. The Germans still retain control of more than 90 per cent of the world's known potash deposits. Platinum is found almost entirely in Russia, and British colonies turn out approximately 75 per cent of the world's production of rubber. There are a lot of other things we lack, such as graphite and manganese, but such deficiencies are not nearly as vital as those already enumerated.

WITH such facts in mind, there would seem to be sound basis for the belief that the United States is equipped to be the dominant power among the nations of the world. We have about one-third of the coal resources of the earth, and produce nearly one-half of the world's total annual coal output. Next to coal, iron is the world's principal civilizer, and here again we are practically supreme. At present it is impossible to make hematite steel unless the raw ore is low in phosphorus, and the bulk of this high-grade ore is in the United States and Brazil. Even if European nations should succeed in their efforts to get control of the larger part of the Brazilian deposits, they would have to transport the ore overseas before treating it, because Brazil lacks a coal supply. The United States is the only great nation in the world that has both coal and iron resources in unlimited supply, and it is this advantage that gives America her chief strength.

In the production of copper we are preeminent, as our output is approximately 60 per cent of the world's total. Likewise, the United States holds a safe position in either the ownership or production of lead, silver, tungsten, sulphur and mer-

IF the United States were to be isolated and our imports stopped, we would find it necessary at once to find substitutes for certain materials that enter largely into our industrial life. We consume three-fourths of the world's production of rubber, and our automotive industry would be in a serious predicament if we suddenly found ourselves unable to obtain this important material. It is just such truths as these that must be borne in mind whenever we are inclined to become the victims of an inflated pride that causes us to foolishly disregard the plain necessity for safeguarding our property and preventing any obstruction to the avenues that bring us necessary supplies. One of our greatest dangers is the possibility that our very opulence will make us disdainful of envious eyes and cause us to conclude that it is a waste of time to keep our lamps lighted.

But there are other problems that require attention at the present time just as much as the possibility of a foreign menace. First among these is the transitory character of

500,000 College Students Analyzed

You can now plan a campaign in any section of the student field with complete marketing facts to aid you.

We shall be glad to give you data on when, where, what and how the students buy, that would be of definite help in attaining better distribution in college towns at lower cost.

We have more than statistics. We offer the results of knowledge obtained in ten years of active research work and personal investigations in the college and school market.

The COLLEGIATE SALESMAN, describing all our activities and listing all student papers, sent on request.

USA

Established 1913

COLLEGIATE SPECIAL ADVERTISING AGENCY, Inc.

503 5th Avenue, New York City
37 S. Wabash Avenue, Chicago
117 Stephens Union Bldg., Berkeley, Calif.

When Archimedes of long ago said, "Give me a lever long enough, a prop strong enough, and I can, single-handed, move the world," he voiced an aspiration common to most thinking persons.

It is the Archimedean idea that causes men and companies to advertise—the wish to move the world to favor their product.

In the final analysis that's what advertising is for.

Moving public opinion necessitates the use of powerful leverage and a solid place to stand while it is applied. Obviously, then, in advertising the desideratum to be sought is the place from which to apply the lever that will move the greatest mass of public opinion with the least effort and cost.

The Place to Stand and the Long Lever are combined in "THE ATLANTIC MONTHLY."

For more than half a century it has been the one great magazine that has moulded public opinion most definitely and continuously. Today it is the most frequently quoted magazine in America.

Its readers are that select portion of our population who shape the thought, action and destiny of the nation. More; they are the broadcasters of thought and opinion that eventually guide and influence the masses. The far-sighted advertiser who would amplify his message a thousand-fold will do so by placing it in THE ATLANTIC MONTHLY. Why? Because advertising in other magazines that amuse, entertain and distract their readers, increases its effectiveness materially as it treads in the footsteps of a message given lifting leverage in THE ATLANTIC MONTHLY—the advertisers' master lever for moving public opinion.

Hal Avery

ATLANTIC Circulation
Guaranteed 110,000
Actually over 125,000



"Give me a lever long enough, a prop strong enough and I can, single-handed, move the world."



Why Are So Many \$25,000 Advertisers Dropping Out?

IT'S STARTLING when you consider that out of 1200 advertisers using space in the magazines, in a period covering three years, that over 700 discontinued after one year.

Such are the figures presented by the New York University Bureau of Business Research. So disquieting were these facts that a recent editorial in the Advertising Fortnightly, after careful consideration of the various reasons, came to the conclusion that accounts of \$25,000 expenditure were not receiving the agency service they required to make them succeed.

To which pertinent observation let us add, that as a personal service agency, our accounts are mainly within the \$25,000 classification. Leastwise they started within that limit, and have consistently expanded as the business building power of our service has proven itself.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

DISPLAY advertising forms of Advertising and Selling Fortnightly close one week preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations for display advertisements to appear in the May 21 issue must reach us not later than May 14. Classified advertisements will be accepted up to Saturday noon, May 17th.

present life and practices. We wonder what we would do without oil, and yet we know that our supply of ground oil certainly is no more than 10,000,000,000 barrels. Assuming that our consumption will continue to increase at the same rate in the future as in the past, it is evident that the United States will practically have exhausted its petroleum reserves in 12 or 15 years. There is good basis for the British statement that America will be importing a billion dollars' worth of oil annually within a decade. At the present time American wells are supplying the bulk of the world's needs, while other interests, particularly the British, are conserving the great reserves that have come into their possession.

Our copper reserves will be largely depleted within 30 years. During the last seven years practically no copper mines of importance have been opened up in the United States, and no copper deposits of consequence have been discovered. Even if we were to discover new deposits of copper, it would take several years to develop a mine. The inevitable outcome of this situation will be higher prices for the red metal and the early substitution of some other medium for many of the services that copper now renders us.

THE whole truth is that we are right now at the edge of a time of rapid and vital change. We have had cheap oil, cheap coal, cheap wood, cheap metals and cheap food. The reason for this situation has not only been due to the fact that we have been so blessed with an abundance of life's essentials, but rather that we recently discovered and promptly utilized mechanical methods for doing work that heretofore was performed manually. Here in the United States, while our army of workers has increased 4,000,000, or 10 per cent, our production in ten basic industries has increased more than 40 per cent. The consumption of electrical energy here in our country at present amounts to a little more than the total consumption of all the remaining nations of the world combined. We have come into possession of great forces of energy, and we have employed these forces to enlarge our totals of production practically without restraint and with small thought of future consequences.

Now the cream has been skimmed from our resources and we are forced to adjust ourselves to a new condition wherein our industries must adapt their practices to the

use of lower-grade materials. In the meantime our consumptive needs are growing greater, not less. With 4,000,000 new automobiles being built annually, there will soon be necessity for great industries devoted to the production of motor fuels from oil shale, agricultural products, wood waste and coal distillates. Very soon no coal will be burned raw except anthracite. All of the fertilizer, the tar and the oils now wasted in bituminous coal will be saved and the smoke problem will be solved for once and all. The sight of anyone hauling coal through a city street will be quite as rare as the spectacle of a citizen getting his water from a backyard pump.

Great gas mains will carry heat units to everyone through pipes, just as water is now carried through pipes instead of in carts or buckets, and just as electricity is carried overhead through wires. Super gas zones will parallel super electric zones, and there will be but two forms of energy—electricity for power and gaseous fuel for heat. There will be no great coal piles in the yards of factories, and the new houses being built will not have cellars or chimneys. In a moderate-priced house the saving from this simplification will be \$2,000 or more in the first cost of the building, which, when added to the elimination of property damage by smoke and soot, will form an economy very much worth while. The heating units used will be no larger than a good sized living-room chair, and this will make it possible to install such a heating apparatus in some convenient corner on the first floor of the house.

IT is human nature to pooh-pooh forecasts of this kind and brush them aside with the simple statement: "That's all in the future. We'll meet the change when it comes." As a matter of fact, I am talking of the immediate present. This year and next year will witness changes of a more or less revolutionary nature in dozens of different lines of business. The phonograph people were unable to see very much to worry about when radio was first introduced. The songwriters and playwrights did not realize what broadcasting would do to their incomes until they had their annual statements before them. The manufacturers of roller skates did not give the least thought to any possible advantage that might accrue to their business through the construction of cement roads in rural

[CONTINUED ON PAGE 64]

Find New Markets, Expand Old, with Crain's Market Data Book and Directory 1924 Edition Now Ready

What It Contains

CRAIN'S MARKET DATA BOOK AND DIRECTORY is a 500-page book, bound substantially in cloth. It contains an analysis of the markets in every industry, trade and profession, with a statement of the number of buying units, character of requirements, volume of business, how purchasing is handled, seasonal variations, costs of doing business, rate of turnover, etc. Every factor that affects merchandising in the field is indicated.

Following the market analysis is a classified list of publications specializing in each field. The circulation, rates, mechanical requirements and other data for each publication are given.

What Users Say

Sales managers, sales promotion men, advertising executives, advertising agencies, insurance companies, banks, libraries and many others have found the book of great value for research and reference purposes.

L. F. Hamilton, Sales Promotion Manager, Walworth Mfg. Company, Boston, says: "We appreciate your Market Data Book very much. We go to it as 'first aid' for any data in any particular field. It contains an excellent presentation of the different markets."

Harry Neal Baum, Advertising Manager, Celite Products Company, Chicago, says: "To a manufacturer or advertiser whose product is used in a

number of industries, the book is a veritable treasure house."

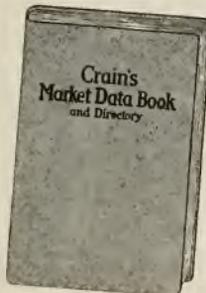
Norman Cole, Massengale Advertising Agency, Atlanta, Ga., says: "I do not know of its equal as a reference book for advertising agencies."

C. Harry Nims, of the Chevrolet Motor Company, Detroit, says: "We thank you right heartily for your kind permission to refer to your valuable book in our house organ and to quote from it."

Indispensable to Sales and Advertising Executives

Most of our subscribers give us a standing order for each year's issue as published, with all of the corrected data and up-to-date information. You will find that it has a place of usefulness on your desk or in your library. Make a point of getting it—send for it on approval—decide it is worth money to you before sending \$5, the single copy price. (Annual subscription, \$3.)

Sent on 10 Days Approval—Use the Coupon



CRAIN'S MARKET DATA BOOK
537 S. Dearborn Street, Chicago

As offered in ADVERTISING & SELLING FORTNIGHTLY, send us a copy of your 1924 edition. If not returned in ten days, we will remit \$5 on receipt of bill.

Name

Position and Company

Street No. City

Just Out!

**Can
Manufacturers
win cooperation
of dealers?**

**The new
Hall book
RETAIL
ADVERTISING
and SELLING**

answers this question, for in preparing this volume, S. Roland Hall kept in mind all who are concerned in retailing—manufacturers, jobbers, retailer and retailer's salespeople, as well as manufacturer's salesmen. The result is a tool of every-day usefulness and practical suggestion for all of these groups.

**Citing actual
experiences,
Hall points out**

how manufacturers can get their advertising material used by dealers—patrons, booklets, plates, merchandising display.

how to cooperate with dealers in direct advertising work.

how manufacturers, wholesalers, selling agents, trade associations have worked with retailers in various selling methods. (Plans of such representative concerns as Aluminum Cooking Utensil Co. and Vanity Fair Silk Mills are discussed.)

how to secure dealers' cooperation with national advertising.

how syndicated material may be of maximum usefulness.

**Covers every phase
of retail advertising
and selling**

Starting with market surveys, Hall, in this volume, deals with every phase of retailing—markup, turnover, equipment and layout, writing and managing newspapers, direct, spot, near, outdoor and specialty advertising; training and compensation salespeople, manuals and courses, store papers, merchandise display, how to become a master salesman, sales ideas, plans and experiences.

**Packed with ideas
successful ideas**

From all over the country—from practically every branch of retailing—Hall has gathered and summarized experience tested, profit-making plans and methods.

Examine it free

Send only the coupon for a copy to examine for few days free. Read the topics of immediate interest to you—and judge the book for yourself. Take a minute now to mail the coupon—It's worth your while.

**McGraw-Hill
FREE EXAMINATION COUPON**

McGraw-Hill Book Co., Inc.
370 Seventh Ave., New York

You may send me for 10 days' examination Hall's Retail Advertising and Selling, \$5.00, net, postpaid. I agree to pay for the book or return it postpaid within ten days of receipt.

Signed

Address

Position

Company

A. F. 6-7-24



© Ewing Galloway

Parliament Buildings, London and Westminster Bridge

Going to London

ONE HUNDRED DELEGATES will be the guests of the Edinburgh Chamber of Commerce, the Edinburgh Merchant Co., the Edinburgh Publicity Club and the Scottish Woollen Trade Mark Association, Ltd., on a trip to Edinburgh. The party will travel to that city as the guests of the London & North Eastern Railway, arriving on Monday evening, July 21. During their stay they will visit Holyrood Palace, the King's Park, the Castle and Royal Mile. One evening there will be a reception by the Rt. Hon. the Lord Provost and the Town Council. Golfers in the party will have an opportunity of playing over the famous course of the Royal & Ancient Club, St. Andrews. Others will be able to visit Aberdeen and the opportunity will be afforded still others to make a motor tour round the romantic Scottish Border country. The visit will be terminated by a banquet on the last evening, and the delegates will return to London on Thursday, July 24.

PROGRAMS on the boats en route are rapidly nearing completion. These will include athletics, discussion of marketing problems, entertainments and so on. Rowe Stewart of Philadelphia has been appointed chairman of the program committee on the *Republic*, and Bert Butterworth of Los Angeles will occupy a similar position on the *Lancastria*.

DAN A. CARROLL, New York, has been delegated by President Lou C. Holland of the Associated Advertising Clubs of the World to organize the representatives of newspapers and general media who are going to the Convention, to meet with the Fleet Street Club of London, an organization of advertising representatives, during one of the departmental sessions during the Convention. G. T. Hodges, advertising manager of the *Munsey* magazines, will look after the magazine representatives' end of this program.

THE FOUR MEMBERS of the Junior Advertising Club of New York who will attend the Convention as a result of the money donated by the Sponsors Club (leading interests in the advertising profession), are Adam P. Piret of

Printrite Press; Charles C. Forbes, Joseph Linahan of Macfadden Publications, and Carlton Eberhard of the Outdoor Advertising Agency of America. Originally it had been the idea of the Sponsors Club that only three members of the Junior association go to London. On the balloting, however, two candidates tied for first place, and six of the sponsors jumped into the breach and guaranteed the expenses of the fourth man. * * *

CADBURY BROS., LTD., cocoa and chocolate manufacturers, will entertain a party of 100 delegates at Bournville on Wednesday, July 23. The visitors will be conducted over the famous "Factory in a Garden," and have an opportunity of inspecting the Bournville Estate (comprising in all 854 acres), with its model villages, public buildings, parks, recreation grounds and swimming pool. * * *

ARRANGEMENTS have been made for the entertainment of delegates up to the number of 300, by the Mayor and Corporation of Margate. The visit will take place over a week-end—Saturday



ANDREW MILNE
Secretary, London Convention

afternoon, July 19, to Monday morning, July 21. Saturday evening the party will be tendered a reception party and ball at the Pavilion and Winter Gardens. Sunday a motor trip will be taken to Canterbury, where special arrangements will be made for a visit to the Cathedral. Several other places of historical interest will also be visited. In the evening a special concert will be given at the Pavilion.

Jantzen

The Nation's
Swimming Suit



THE SUIT THAT CHANGED BATHING TO SWIMMING



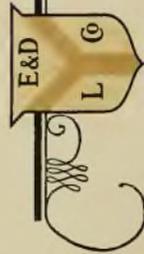
*Offset Process Miniature of a recent 24-sheet Poster
produced by
Edwards & Deutsch Lithographing Company
Chicago — Milwaukee*



Toasting the finest tobaccos
gives it a flavor **15 jumps**
ahead of any other cigarette



"It's Toasted"



*Offset Process Miniature of a recent 24-sheet Poster
produced by
Edwards & Deutsch Lithographing Company
Chicago — Milwaukee*

Selling the Farm Field

[CONTINUED FROM PAGE 32]

many bushels of wheat or corn and only about one-half as many head of cattle or hogs to exchange for an automobile now as compared to 1914. At a time when the price index of house furnishings is still 76 per cent above pre-war, cloths and clothing 100 per cent, and building materials 81 per cent above, the advantageous exchange values of the farmer's crops in terms of automobiles appeals to him strongly.

The mail-order houses have not been complaining about farm business. In fact, their total sales for the last quarter of 1923 were approximately three times the 1913 figure. This together with automobile sale figures plainly indicates the farmer's present tendency to shop for values and to buy only when and where he feels he has found something of a bargain.

Still, the experiences of farm machinery manufacturers show that mere price reductions will not move normal quantities of goods to the farms. Farm implement prices now bear about the same relationship to crop prices as they did in pre-war years, yet business is slow in these lines. The farmer depends more on the village blacksmith today than he does on the implement dealer, it seems. The old reaper or rake is repaired over and over.

THIS situation—plentiful buying of autos and slack buying of implements—points again to the special social appeal of the automobile on the farm and may be taken as further evidence, it seems fair to conclude, that even in the most unfavorable times the sale of automobiles and accessories will be brisk in the country even if dull in the cities. There is every indication that the farm field will grow better as the months go by. The purchasing power of the farmer's dollar is increasing slowly—for March it was 74 as compared to 69 one year ago. The movement from the farms to the cities has materially reduced the number of food producers and at the same time increased the demand for farm products. From the reports of both the War Finance Corporation and the Federal Reserve Board there is evidence that the farmer is in most sections liquidating his hang-over indebtedness and is again getting upon his feet. Long delayed replacements of farm equipment of various kinds will soon have to be made good.

If You Knew—

IF you knew of a plant that could produce plates and mats of superior printing quality at less than what you are now paying—you would be interested.

If you knew also that this plant had the facilities and capacity to turn out any quantity of work in minimum time—you would also be interested.

If you knew that this plant makes a specialty of packing and shipping orders to one or thousands of different addresses with accuracy and speed—in time and condition to meet the most stringent schedules—you would be interested.

This plant is located in Detroit, in the center of the most used group of newspapers. Branch offices in New York and Chicago. Put its service and prices to the test. It's to your advantage.

GAGNIER STEREOTYPE FOUNDRY

The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard



The one complete Buyers' Guide, 4300 pages, 9 x 12, aims to include all manufacturers, regardless of advertising patronage, but secures preferred attention for advertisers. The only one in the "Paid" Circulation class, the only A.B.C. Member.

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

Wanted, ordered, paid for and used by those important buyers in all lines which demand the best as a rule, they use it exclusively—substantial foreign circulation. More than 2000 advertisers—including many of the biggest manufacturers, financial institutions, etc.

\$15.00

Thomas Publishing Company, 461 Eighth Ave., New York

Advertising and the British Chain Stores

[CONTINUED FROM PAGE 40]

opened stores in the leading European capitals, in addition to their British units. Each of these methods calls for a different style of advertising.

Freeman, Hardy & Willis, Ltd., the owners of the 500 chain, use national advertising, which not only makes full use of their exceptional distribution, but each advertisement serves to build up a mail-order trade. At regular intervals, they reverse the order and make the advertisement primarily a mail-order announcement. Thanks to the very efficient postal service in Britain, every resident, even in rural districts, is entitled to have letters and parcels delivered to the door. The compactness of the country eliminates any necessity for zones, and rates are uniform. Quality, prices and order numbers are the same, not only in all units but in the firm's catalog, and the advertiser pays postage on all orders; thus every prospect, whether a rural or city resident, is able to buy on the same basis. The only advantage to the city dweller is in being able to visit the nearest store.

SALES figures are not issued by many of the firms here dealt with, so it is not possible to compare sales per store. In passing, I would say that statistics show that Britons not only spend less per pair, but they buy fewer pairs of shoes per year than do the people of the United States.

The balance sheet of the chain store in question shows that the profits available for distribution during recent years averaged \$870,000. For nine years in succession the firm has paid 17½ per cent dividend on ordinary shares, and in 1920 it declared a stock dividend of 66 2/3 per cent. As showing that a comparatively newcomer can, by the right methods, make headway even against such a formidable chain as that described, I quote also from the balance sheet of J. Sears & Co., Ltd. (True-Form boots). This firm occupies only sixth place, in point of numbers; in 1918 it had only 100 stores. This company raised distributable profits from \$633,000 in 1920 to \$848,475 in 1923. During the first three years it paid 17½ per cent and for 1923 22½ per cent dividend on ordinary shares. In 1919 it also paid out a 60 per cent stock dividend, and in 1921 a 50 per cent bonus.

The present campaign of Freeman, Hardy & Willis, Ltd., appears



It's Buying Time for Them - Selling Time for You -

THE furniture dealer has two major buying seasons—at which times he is in the mood to hear your story.

These are the market seasons. Then the furniture buyers congregate in the market centers—or through their business papers learn of new styles, finishes, change and trend of prices and BUY.

Two of the greatest markets are held simultaneously in Chicago and Grand Rapids in June, July and January.

The July issue of *The Grand Rapids Furniture Record* will be in the mails one week before the Chicago Market opens and while Grand Rapids is in full swing.

In addition to regular circulation copies are distributed throughout the market buildings in both centers. Advertisers obtain maximum coverage at no increase in rates.

Forms close June 14th. Space reservations made now assure good positions. Write for further data. We'll furnish it gladly.

The Grand Rapids FURNITURE RECORD

Periodical Publishing Co., Publishers
Grand Rapids, Michigan

Members

I. B. C.—AMERICAN HOMES BUREAU—A. B. P.

NEW YORK CHICAGO CINCINNATI PITTSBURGH BOSTON
LOS ANGELES WASHINGTON, D. C. MELBOURNE, AUSTRALIA



This Mark Identifies the Quality Group in This Field



Last fall, the FORTNIGHTLY published a series of comprehensive articles on house-to-house selling, written by Alex Moss. A few extra copies of these issues are available. A complete set of the five issues will be sent upon receipt of 90c. They describe policies and methods of the most successful manufacturers selling from factory direct to the consumer.



Courtesy of
Gardner Advertising Co.

DRAWINGS in Pen and Ink,
Wash, Dry-brush and Color for
Newspapers, Magazines, Posters and
Booklets.

Also Preliminary Ideas and Sketches.

MURRAY HILL 2560

LOHSE / BUDD

405 Lexington Ave.
NEW YORK

chiefly in the national dailies with their million or more circulations. Most of the announcements feature one line, such as "Children's Footwear," "Tennis Shoes," etc. Every advertisement offers the 96-page catalog and postal service to country buyers, and at frequent intervals the catalog is made the central feature of the announcement. This firm does not, as is the case with many of its competitors, go out especially after foreign and colonial mail-order trade, but since all the better-known British weeklies and magazines have considerable overseas circulations, the company, as do other regular advertisers, gets some foreign business.

One of the most interesting campaigns is that put out by Messrs. Manfield & Sons, Ltd., a firm of manufacturers who sell their output of very high grade, and correspondingly high-priced goods, through a chain of about sixty large stores in Britain, and thirty to forty in European capital cities. The units in this chain include some of the largest and finest shoe stores extant. Indeed their latest unit, a beautiful building in the most expensive part of Regent Street, London, is advertised as the largest high-grade boot and shoe store in the world.

IN comparing conditions with those existing in the United States, I would point out that the proportion of shoe sales through department stores in America is many times greater than in English cities. On the other hand, British shoe firms, both manufacturers, chain stores and retailer, have a giant competitor in the cooperative system, which sells the output of its eight big factories through thousands of retail stores controlled by the system.

Also, during recent years, certain chains of hat stores have added shoes to their line, and quite recently a manufacturer who had previously built up a large mail-order business has gone into the chain business and is opening new units at a good rate.

So far as I remember, the shoe business is the only chain system in Britain (excepting again the 5- and 10-cent stores) into which American firms have entered. The Walk-Over Company operates about 25 stores in Britain, and a few on the Continent, but all other attempts have ended in selling out to local houses; although in one case, I believe, the American name is still retained.

An increasing number of British shoe manufacturers are using national advertising, but so far their efforts have had no appreciable effects on the operations or the profits of the chain-store firms.

BANKNOTEFEAL
THE FEEL OF THE BANK NOTE.
THAT CRISP CLEAN CURRENCY
FEEL. THE FEEL THAT IMPARTS
THE QUALITY OF VALUE TO BONDS
STOCK CERTIFICATES AND ALL
SECURITIES. THE FEEL THAT GIVES THE
DISTINGUISHING CHARACTERISTIC TO
K.B. BLANKS
AND YET NOT ONLY THAT - THEY
LOOK LIKE
UNITED STATES BANK NOTES
LIKE REAL MONEY. THAT IS WHY
DEALERS AND INVESTORS PREFER
THEM. SAMPLES ON REQUEST
KIHN BROTHERS BANK NOTE ENGRAVERS.
205-209 WEST 19th ST. NEW YORK



How We Sidestepped Competition

[CONTINUED FROM PAGE 49]

refineries, discovered a lot of discarded hose in one corner of the yard. Upon inquiry he learned that it was worthless, so much junk. Picking up a length here and there, he discovered some Triplexd hose. "How much of this hose have you got in this pile?" he asked the foreman. "I don't know," was the reply. The foreman was told that if he sorted out our hose, which could be done readily by means of our identifying trademark, and sent it to the factory, some of it could doubtless be salvaged. This was done, with the result that the refinery received a lot of hose that it was able to turn back into service at a small expense.

This salvaging of our hose is the greatest argument we have for standardization. Our salesmen and service men talk the advantages of standardization on one line of hose, whether it be our product or not. In fact, we insist that the customer standardize. We do not care to do business with a company that buys half a dozen different makes of hose, for we believe that in taking that stand we serve the best interests of all concerned. It seems difficult to get this idea of standardization to take root, but we can already trace gratifying results to our efforts.

We believe that if we were to remove the policy feature of our business we should again have to offer only the best hose at the highest price. The service we render in the fulfillment of the terms of insurance on our service station pump hose serves as an entering wedge on other sizes of hose. Once we satisfy a company on one branch of our business, we find that the resistance to the introduction of the other sizes of hose we manufacture is made much lighter.

Our insurance policy has served to take our product out of competition and set it off in a class by itself. It has lowered sales resistance. It has increased our volume of business in a remarkably short space of time. Two of the largest pump manufacturers in the field who had stopped doing business with us for some time are now back on our books. They state that the chief magnet that attracted them again was the service policy. In effect this policy has meant not only that we protect our customer, but that we ourselves are protected through it against the loss of that customer as a result of mere price competition.

HE CAME into our office and asked whether or not we had ever set type for an income tax expert. We hadn't—and told him so frankly.

Our inquirer was broad-minded. "Can you set this series of advertisements for me so I may sell my services to a greater number of clients?"

That put the story differently! We do specialize in setting type so the message will be read—whether it's for income tax experts, farm implement manufacturers or restaurants.

We set the series for the new client, and he was well pleased with the returns it brought him.

Undoubtedly there are one or two other industries and professions which, during even our quarter-century of typography, we have not served. But we can serve them—just as we are serving countless other industries and professions at this time.

BEN C. PITTSFORD COMPANY · CHICAGO
433 South Dearborn Street

TYPOGRAPHERS

"Good Typographic Pays" is the name of a little booklet designed to better acquaint you with advertising typography. Your copy gladly mailed to you on request.

John **ANDREW**
Maker
of **LETTERS**

Independent Studios.

PROVE IT! SHOW THE LETTER

Your salesmen should show skeptical prospects testimonial letters received from satisfied customers—it supplies proof and gets the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales thru their use. Successful salesmen want and will use them.

Write for samples and prices.

JAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.

Incorporated

799 Broadway, New York City
R. W. FRANK, Manager

MULTIGRAPH RIBBONS RE-INKED

Our process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.

Send 2 Ribbons to be Re-Inked at our expense
W. SCOTT INGRAM, Inc.
Dept. C., 65 West Broadway, NEW YORK CITY



World Center for Manufacture of Electric Locomotives

One of the greatest single factors in the future development of Erie is destined to be the growing importance of this city as a center for the manufacture of electric locomotives. Right now Erie is virtually the center of this remarkable new industry.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston

PHOTOSTATS for economic and effective — VISUALIZATION

of

Campaigns, layouts,
suggestions, borders, il-
lustrations, booklets,
charts, diagrams, maps,
sketches, reports, let-
ters, books, checks,
testimonials, lettering,
blueprints, advance
plans.

Photostats Land Big Contract!

Recently a trade publication submitted twelve full page advertising suggestions to one of the country's largest national and trade paper advertisers. And they went over big. This is what the advertiser said: "The finest layouts and copy ever submitted to us by any publication."

Yet, this advertiser probably has more campaigns submitted to him by trade publications than any other in the world. In addition, this particular paper had been using for six years.

There's an interesting story connected with the preparation of this campaign—such as scarcity of data on application of products to special field and almost no available illustrations.

That's where photostats proved a deciding factor. By means of them the Service Department manager made the most of the few illustrations he had. He enlarged them, reduced them, made them astonishingly flexible in producing twice varied and striking layouts.

You can do the same if you'll investigate the use of Photostats; we'll gladly tell you about them.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction

What's Coming?

[CONTINUED FROM PAGE 55]

sections. One could go on enumerating instances of this kind, dating from the time the electric trolley displaced the cable car on down to the present day.

Steel is the chief metal of construction at present, but who can say that it will not be an aluminum alloy a few years hence? The ethyl gas just discovered by Kettering and his associates in the General Motors research laboratory seems to make it possible to build an engine that will weigh only one-half as much as the gas engines used to day and yet develop equally as much power. This gas is in actual production and will be used in motors this summer. Why should we not expect a revolutionary change in the type and style of automobiles next year or the year after?

ANOTHER of America's great research laboratories has perfected a method of using corn to produce sugar at a price per pound one-third less than the cost of producing sugar from cane or beets. Upward of a half-million pounds of this sugar is being produced daily at the present time. These and hundreds of other developments that are taking place with amazing rapidity will all have some definite effect upon hundreds of businesses.

The future will be a day of marvels. Unheard of uses will be found for numberless materials. Likely, we will make milk out of kerosene, for such a process should be easy and cheap. Milk today is 88 per cent water. All that is necessary is to get the fat out of kerosene and then add water, sugar and minerals, at the same time removing the oil odor. The greatest need of man is food, so a part of our oil supply may be more valuable as food than as fuel. Considerable work has been done on coal tar. But the field of research on oil is practically virgin.

Tomorrow will be a day of cheap oxygen, and this will mean a revolution of the steel and other industries. Arts like refrigeration will be developed beyond recognition. In the interest of efficiency, it will be considered just as necessary to cool working places in the summer-time as to heat them in the winter. Big railroad freight terminals will all be located outside our cities, and motor trucks will be employed to give us door deliveries. The great highways

that will circle and cross the United States will avoid all towns and cities and some portions of these roads will be given over to vehicles forbidden to travel below a minimum speed. Telephone service will be available from all moving trains and all telephone companies will use registering machines to measure conversations as we now do heat, light and water. The foregoing is just a mere scratching of the surface of coming developments, and yet it is sufficient to bring one to a realization of the truth that the business man of tomorrow must keep one eye on the world at large while his other eye is centered on the desk before him.

Two research workers I know are making progress in their experiments on oriented crystal structure, the primary object of which is to make tungsten wire stronger so it will not sag. But a successful outcome for these experiments will make it possible to strengthen steel, silk, cotton and other materials in addition to merely cheapening electric lamps. Other investigators are busy trying to manufacture a more perfect vacuum, and, if they accomplish this aim, it will likely then be possible to transmit direct current over long distances at a very high voltage.

THERE is no way to measure the effects of a new invention or to determine what will be the final application in our lives of any new discovery. The greatest manufacturer of roller bearings had no idea he was going to make a fortune in producing steel products when he started out with the idea of making a more perfect billiard ball. After he made a fortune, he kept at it and ultimately produced the billiard ball which was his original aim. But all people are not so successful and often they get the thing they go after and nothing more, which is frequently disastrous.

At any rate, we are faced with the plain truth that industry in America today provides no place for the hard-shelled conservative, nor is there room for the fellow who makes no allowance in his plans for what we might call a scientific accident, who is never prepared for the unexpected and who is totally unable to get in step with the ever-increasing spirit of change that now prevails.

The Spirit of Their Letters

How the Advertising World Received the News That "Advertising Fortnightly" Had Absorbed "Advertising and Selling"

You know already from my many public utterances how strongly I feel the close connection of the advertising and selling functions, and I am glad that you can carry on your masthead a title which will adequately embrace the broad editorial scope.—P. L. THOMSON, Publicity Manager, Western Electric Co., New York. (President, Association of National Advertisers.)

Good news! I have always felt that something ought to be done about *Advertising and Selling*, and now you have done it.—EARNEST ELMO CALKINS, Vice-President, Calkins & Holden, Inc., New York.

The infant has developed into quite a lusty ogre when it can devour this contemporary before it is a year old!—TIM THRIFT, Advertising Manager, The American Multigraph Sales Co., Cleveland, Ohio.

Perhaps the best testimonial we can offer of our high regard for space in your columns, is that we are employing your medium for our inserts. Incidentally, I might mention that before definitely deciding upon your publication, I consulted others, some of the most prominent and largest advertisers, all of whom spoke very complimentary of your publication.—JOSEPH DEUTSCH, President, Edwards & Deutsch, Chicago, Ill.

It will serve to strengthen a paper that has already made a place for itself.—E. ST. ELMO LEWIS, Vice-President, Campbell-Ewald Co., Detroit.

The need for a fearless, constructively helpful magazine, inspiring, criticising, following trends and tendencies, yet always with a twinkle of humor in its eye—is obvious. ADVERTISING FORTNIGHTLY from its first issue suggested just such a magazine.—GEORGE ETHRIDGE, President, The Ethridge Co., New York.

Glad to see this indication of your growth and progressiveness. . . . Your editorial policy seems to fill a real want in the field of Markets, Merchandising and Media.—JAMES L. SMITH, Advertising Manager, Chicago Paper Co., Chicago, Ill.

Today, ADVERTISING FORTNIGHTLY stands preeminently at the top of advertising publications, and you have given additional assurance of its future.—P. DEV. CHAUDRON, Sales Promotion Manager, The Munro & Harford Co., New York.

Certainly does sound good to read that you have absorbed *Advertising and Selling*.—CHARLES W. HOYT, President, Charles W. Hoyt Co., Inc., New York.

ADVERTISING FORTNIGHTLY has certainly hit the mark of appreciation at this office. Not only here, but everywhere I hear it very favorably spoken of.—ROB. TINSMAN, President, Federal Advertising Agency, Inc., New York.

There is no question but that the result will be beneficial to subscriber, advertiser and publisher alike.—E. A. SIMMONS, President, Simmons-Boardman Pub. Co., New York.

I compliment you and congratulate you, and wish ADVERTISING FORTNIGHTLY every success that it deserves.—JAMES O'SHAUGHNESSY, American Association of Advertising Agencies.

I hope this consolidation won't have any effect on our keeping on your back cover. . . . I want that position for life.—W. C. PLATT, President, National Petroleum News, Cleveland, Ohio.

Nothing succeeds like doing a good job!—CHARLES AUSTIN BATES, New York.

Congratulations. It seems to me that this is a move in the right direction and for more reasons than one.—H. H. CHARLES, President, The Charles Advertising Service, New York.

I congratulate you on the consolidation, and wish you success.—S. R. LATHAW, Advertising Director, The Butterick Publishing Co., New York.

Brings to you, your publication a name that is old in the advertising field and admirably suited to the scope of your publication.—VAL A. SCHMITZ, Manager of Advertising, Highway Light-House Co., New York.

You have made wonderful progress in the last few months. We want you to know we appreciate its value.—M. WILLSON, Manager, Better Business Commission, Toledo, Ohio.

I congratulate you heartily. Am glad for this evidence of prosperity on the part of your publication.—J. A. RICHARDS, President, Joseph Richards Co., New York.

Congratulations. This is, of course, a benefit to the advertising publication field and will I hope prove profitable to you.—R. P. CLAYBERGER, Calkins & Holden, New York.

Congratulate you on what must be rapid and substantial progress.—GEORGE S. FOWLER, Advertising Manager, Colgate & Co., New York.

Practical evidence that you are building on a solid foundation. . . . Because of the editorial quality and character of your publication, you have

The Complete Book on Engraving and Printing



Second Printing

It tells how to obtain the best photographs for reproduction, how to determine size; gives hundreds of examples showing methods of treating illustrations to obtain effective results; how copy should be prepared for different kinds of plates for printing in one or more colors; how to plan work economically and for best cooperation with engraver or printer; how to choose proper color combinations; how to choose paper and method of printing—and hundreds of other time-saving and suggestive ideas.

840 Pages—Over 1500 Illustrations 35 Related Subjects

Examples by every process—many in color. Beautifully printed on Acetate enamel coated paper and bound in dark green interlaced crash cloth with gold stamping. It provides a means of reference and knowledge of the fundamentals of methods and processes that will be a wonderful help. Saves time of executive in training assistants and helps the beginner to get ahead.

FREE EXAMINATION OFFER

Commercial Engraving Pub. Co., Dept. NS, Indianapolis, Ind. You may send prepaid a copy of COMMERCIAL ENGRAVING AND PRINTING for examination. Unless I return it within 10 days I will keep the book and remit \$15.00. In full payment within 30 days.

Name Street City State

Position and Firm..... *Cash with order \$14.25. Shows back if not satisfied. If you prefer to see our FREE complete prospectus showing sample pages contents, payment plan, etc., a request will bring it to you at once.

Brown's Directory of American Gas Companies

\$10.00 a Copy \$7.50 to Gas Companies

WILL BE READY IN AUGUST

Your Order Should Be Placed Now

Robbins Publishing Co.

52 Vanderbilt Ave., N. Y. C.

Mr.
Sales Manager



By using the Daily Herald for your selling messages, you can create real Consumer Demand, pave the way for your salesmen and make their work more effective.

The Daily Herald, published simultaneously in Biloxi and Gulfport, has a circulation of 4,375. Its readers occupy hundreds of beautiful homes in this resort territory and are hustling citizens of thriving towns.

Your advertisements in the Daily Herald will bring results far in excess of what you would expect from a territory of this size. It pays to use the Daily Herald.

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers



GLOSSY birch foliage, glistening silverware, delicious fruit, can all be beautifully reproduced through the advanced art of photography. Each beautiful aspect, each minute detail can be effectively portrayed.

Your product, be it ever so difficult to make interesting, can be artfully reproduced — reproduced so that it creates a sales appeal.

DANA B. MERRILL

25 West 45th Street

New York

Telephone: Bryant 1207-8

"INCREASING DIRECT ADVERTISING RETURNS"

A New Book by FLINT McNAUGHTON

Here is a book YOU need. Filled with practical, result-producing information, outlines plans for increasing returns in inquiries and sales, winning jobs, creating demand, etc. Shows advertising fundamentals. Explains right practices and winning methods. How to increase pulling power in inquiry and order cards, coupons, order blanks, etc. Analyzes coupons in magazines and trade papers. Just the information all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 201 advertisements. 220 pp. Cloth. At Live Bookstores.

Sent Direct for \$2.50

Selling Aid, 1304 Jackson Blvd., Chicago

Advertising

The P. A. Rickles Company

17 West 42nd Street

New York City

Tel. Longacre 5375

\$63,393 from One Letter!

\$63,393.00 worth of merchandise sold with a single one-page "form" letter at a total cost of less than \$100.00. Send 25c. for a copy of *Postage Magazine* and an actual copy of this letter. If you sell, you need *Postage* which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail. POSTAGE—18 East 18 St.—New York, N.Y.

developed an unusual reader interest. I have observed this, not only in our own organization, but in many other places.—HOMER J. BUCKLEY, President, Buckley, Denent & Co., Chicago, Ill.

One more step toward the kind of paper that you are planning.—J. H. BRAGDON, Treasurer, *Textile World*, New York.

Personally speaking, I take a keen interest in every issue of *ADVERTISING FORTNIGHTLY* because your editorials and articles deal with timely subjects, furnish information and are written in a style one likes to read.—C. G. MUNRO, President, The Munro & Harford Co., New York.

You have a very constructive editorial appeal—and you give your readers just enough per issue to whet their appetite for the succeeding number.—DUNCAN D. DOBE, JR., Vice-President, Brewster Publications, Inc., Brooklyn, N. Y.

This purchase has earned for you the compliments and congratulations of the advertising fraternity. A fitting way to celebrate your first birthday.—WALTER BOTTHOF, President, Standard Rate & Data Service, Chicago, Ill.

You are certainly making real progress.—W. K. LAMPPOST, President, Lamp-post-MacDonald Co., South Bend, Ind.

Will give you a distinct advantage and be of material help in building up your publication.—F. R. JENNINGS, Advertising Manager, *The Rotarian*, Chicago, Ill.

Indeed a wonderful combination.—CARL HUNT, Manager, Associated Advertising Clubs of the World, New York.

We take it for granted that having combined two publications, the product will be twice as good—and considering the excellence of your original enterprise, this will be quite an achievement.—N. S. ROSE, Advertising Manager, *The Christian Science Monitor*, Boston, Mass.

The progress made by your publication has been quite remarkable.—FRANK T. CARROLL, Advertising Manager, *The Indianapolis News*, Indianapolis, Ind.

A real step forward—ROBERT L. JOHNSON, Advertising Manager, *Time*, New York.

One can only see a continued success and very large expansion from the new absorption.—A. H. MELVILLE, Director of Research, Conde Nast Publications, New York.

There is no question in my mind that you are doing a good work.—C. S. BAUR, General Advertising Manager, *The Iron Age*, New York.

Congratulate you on this acquisition as not only does it help to clean up the field, but I understand it brings to you a goodly number of additional subscribers which will increase the prestige and value of *ADVERTISING FORTNIGHTLY*.—A. E. CLIFFORD, The Class Journal Co., New York.

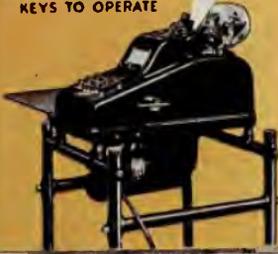
Will unquestionably increase the prestige of *ADVERTISING FORTNIGHTLY* from every angle. . . . A step in the right direction.—DAVID B. GIBSON, Vice-President, *Building Supply News*, Chicago, Ill.

Sundstrand
 ADDING AND CALCULATING MACHINE

Adds
 Multiplies
 Subtracts
 Divides

ONLY

10
 KEYS TO OPERATE



CASH REGISTER

"Double Action"

ADDING MACHINE



This type is used for recording all additions and subtractions. For all bookkeeping, checking accounts, inventory statements, figuring mortgages, etc., selling prices, etc.

Sundstrand is an Adding Machine as a Cash Register!

Cash Register

To record the total of all transactions of all receipts—cash—credits—on account—received on account. All receipts remain in receipt book under lock and key.

Adding Machine

To add—multiply—subtract—divide—check—totals—balances—figure—make up—percent—profits—etc. Does it as fast as a calculator—more accurate—fairer than walk paper or pencil.



Foldwell
 TRADE MARK
 REGISTERED

is used by

Sundstrand ADDING MACHINE CO.

The Sundstrand Adding Machine Company is another national advertiser who finds in Foldwell Coated Paper the quality necessary for good direct-mail printing. The direct-mail pieces illustrated above, as well as other Sundstrand pieces are printed on Foldwell because of the protection that this sheet offers to sales literature in the mails.

Like hundreds of other big national advertisers, the Sundstrand Adding Machine Company knows from experience that when they use Foldwell the integrity of their direct-mail matter will be preserved — that the effects for which Sundstrand works so hard will not be ruined before the pieces reach the prospect.

CHICAGO PAPER COMPANY • Manufacturers
 801 South Wells Street • Chicago
 NATIONALLY DISTRIBUTED

Facts:

Foldwell coating is specially prepared and applied to the body stock to FOLD both with and against the grain.





Nationally Distributed

By the Country's Leading Paper Merchants

BALTIMORE, MD.

*The B. F. Havil Paper Co.
Hanover and Lombard Sts.*

BOSTON, MASS.

*John Corrier & Company, Inc.
597 Atlantic Avenue*

BUFFALO, N. Y.

The Alling & Cory Company

CALGARY, ALTA., CAN.

John Martin Paper Co., Ltd.

CHICAGO, ILL.

*Chicago Paper Company
801 S. Wells St.*

CINCINNATI, OHIO

The Cincinnati Cordage & Paper Co.

CLEVELAND, OHIO

*The Porreputo Paper Co.
1224 W. Third St.*

DALLAS, TEXAS

Olmsted-Kirk Company

DAYTON, OHIO

The Cincinnati Cordage & Paper Co.

DES MOINES, IOWA

*Carpenter Paper Company of Iowa
106 Seventh St. Viaduct*

DETROIT, MICH.

*Chapman-Stevens Paper Co.
195-195 Fort Street, West*

EDMONTON, ALTA., CAN.

John Martin Paper Co., Ltd.

EL PASO, TEXAS

E. C. Palmer & Co., Ltd.

HOUSTON, TEXAS

E. C. Palmer & Co., Ltd.

INDIANAPOLIS, IND.

*Century Paper Co.
511 Kentucky Ave.*

KANSAS CITY, MO.

*Kansas City Paper House
Seventh and Main Sts.*

LINCOLN, NEB.

*Lincoln Paper Company
Cor. 14th & P Sts.*

LOS ANGELES, CALIF.

*Blake, Moffitt & Towne
715 So. Los Angeles St.*

LOUISVILLE, KY.

*Louisville Paper Co.
Thirteenth & Maple*

MILWAUKEE, WIS.

*Allman-Christiansen Paper Co.
151 Michigan St.*

MINNEAPOLIS, MINN.

*The John Leslie Paper Co.
201 South Fifth St.*

MONTREAL, P. Q., CAN.

McFarlane, Son & Hodgson, Ltd.

NEWARK, N. J.

*Lusher & Lathrop, Inc.
26 East Prater St.*

NEW ORLEANS, LA.

*E. C. Palmer & Co., Ltd.
123 Camp St.*

NEW YORK, N. Y.

*The Alling & Cory Co.
215 W. 37th St.*

NEWARK, N. J.

*Lusher & Lathrop, Inc.
26 East Prater St.*

ORLANDO CITY, OKLA.

*Kansas City Paper House
37 E. Grand Avenue*

OMAHA, NEB.

*Carpenter Paper Co.
39th and Harvard Sts.*

PHILADELPHIA, PA.

*A. Hartung & Company
906-911 Race Street*

PHOENIX, ARIZ.

Blake, Moffitt & Towne

PITTSBURGH, PA.

*The Alling & Cory Company
P. O. Box 314*

PORTLAND, ORE.

*Blake, McFall Company
Sawtred at Astoria*

PROVIDENCE, R. I.

*John Corrier & Company, Inc.
28 Fountain St.*

RICHMOND, VA.

D. L. Ward Co.

ROCHESTER, N. Y.

*The Alling & Cory Company
P. O. Box 295*

ST. LOUIS, MO.

*Arms Paper Co.
115 South 4th St.*

ST. PAUL, MINN.

Nasau Paper Company

SALT LAKE CITY, UTAH

*Carpenter Paper Co.
148 State Street*

SAN DIEGO, CALIF.

Blake, Moffitt & Towne

SAN FRANCISCO, CALIF.

*Blake, Moffitt & Towne
41 First St.*

SEATTLE, WASH.

American Paper Co.

SPOKANE, WASH.

Spokane Paper & Stationery Co.

TACOMA, WASH.

*Tacoma Paper & Stationery Co.
1759-1763 Jefferson Ave.*

TOLEDO, OHIO

*The Commerce Paper Co.
49 St. Clair St.*

WASHINGTON, D. C.

*Stanford Paper Company
215 17th St., N. W.*

WINNIPEG, MAN., CAN.

*John Martin Paper Co., Ltd.
213 William Ave.*

CHICAGO PAPER COMPANY, Manufacturers
801 South Wells Street, Chicago



Folding Coated Book

Folding Coated Cover

Folding Coated Writing

Advertising Calendar

MAY 9, 10—Advertising Affiliation Convention, Buffalo, N. Y. (Cleveland, Buffalo, Rochester, Hamilton, Ont., Advertising Clubs.)

MAY 12, 13—First annual convention, Associated Advertising Clubs of the World, Second District (New York, New Jersey, Pennsylvania, Delaware), Bellevue-Stratford Hotel, Philadelphia, Pa.

MAY 25-28—Pacific Coast Advertising Clubs Association Convention, Fresno, Cal.

MAY 26, 27, 28—Semi-Annual Meeting, Association of National Advertisers, Hotel Statler, Cleveland.

JUNE 3, 4, 5—Convention of National Association of Employing Lithographers, Del Monte, Cal.

JUNE 4, 5, 6—Eleventh National Foreign Trade Convention, Boston, Mass.

JUNE 6—Annual Outing, Representatives Club, Briarcliff Lodge, New York.

JUNE 9, 10, 11—Convention Association of Newspaper Advertising Executives and Association of Newspaper Classified Advertising Managers, Deschler Hotel, Columbus, Ohio.

JUNE 26-28—Twenty-eighth Annual Convention American Photo-Engravers' Association, Sinton Hotel, Cincinnati, Ohio.

JUNE 30-JULY 2—Annual Convention, Southern Newspaper Publishers' Association, Grove Park Inn, Asheville, N. C.

JULY 4—Detroit delegation to London Convention sails from Montreal on Canadian Pacific Steamship *Montcaim*.

JULY 5—New England delegation to London Convention sails from Boston on Cunard Line Steamship *Samaria*.

JULY 13 to 18—Annual Convention A. A. C. of W., London, England

S. S. Republic sails from New York July 3; *Launceston*, July 3; *George Washington* July 4; *Leithian*, July 5.

AUGUST 18-23—Milwaukee Graphic Arts Exposition and Annual Convention International Association of Printing House Craftsmen, Auditorium, Milwaukee.

OCTOBER 29, 30, 31—Annual Convention of the Direct Mail Advertising Association, Pittsburgh, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Edward F. Buckow

Formerly manager of *The Expositor Magazine*, Cleveland, Ohio, is now affiliated with the Nesbitt Service Company, in the same city.

R. F. O'Boyle

Eastern sales manager of the Commercial Poster Company, Cleveland, has been elected vice-president and will continue to operate from the company's New York office.

H. F. Murphy

Formerly of Dorrance, Sullivan & Company, New York, now is with the C. C. Winningham Agency of Detroit as an art director.

Correction

On page 21 of the last issue, under the reproduction of a painting exhibited by The W. F. Powers Company at the Annual Exhibition of the Art Directors' Club, New York, that company was inadvertently referred to as an advertising agency when they are in reality lithographers.

Roto Advertisers—

It is significant that the following successful national advertisers used a total of over 63,000 lines during 1923 in The Roto Section of The Sunday Milwaukee Journal:

Century Chemists	Luxrite Hair Nets	Stacy-Adams Shoe Co.
Caty's L'Origan	Sauv	B. F. Goodrich Rubbers
Dier Kiss	Vurf Maid Hair Nets	Torrington Co.
Kotex	Venida Hair Nets	Aladdin Industries
Palmolive Products	Pahst Corporation	Gorham Silver
Colgate Products	Colman's Mustard	Eastman Kodak
Gervaise Graham	Shredded Wheat	Dodge Brothers
Lehn & Fink	Marmola	Standard Sanitary Mfg. Co.
Tiz	Thermo Mills	Columbia Phonograph
Idodont	Normandy Voiles	Dictograph Products Co.
	Walk-Over Shoes	Californians, Inc.
		Peoples' Popular Monthly

Many other advertisers, using smaller space, find The Milwaukee Journal's Roto Section necessary for most economical and successful selling.

Results? Read This!

THE Cellucotton Products Co., of Neenah, Wisconsin, manufacturers of "Kotex" and one of the largest users of Rotogravure advertising on a nation-wide scale, say in a recent letter:—"Our advertising in The Sunday Milwaukee Journal Roto-Section has pulled second or third best of all the Rotogravure newspapers on our list. The cost per inquiry is considerably below the

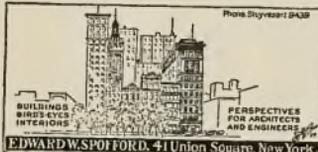
average of either Black and White or Rotogravure."

As many of the other newspapers used by Kotex greatly exceed The Sunday Milwaukee Journal in circulation, it is obvious that the Milwaukee-Wisconsin market and The Journal offer you one of the best opportunities in the United States for a substantial increase in business at low cost. Why not write at once for a survey of your sales possibilities?

Read in More Than 4 Out of 5 Milwaukee Homes Every Sunday

The Sunday Milwaukee JOURNAL FIRST—by Merit

Average Net Paid Sunday Circulation for March 124,525



Topeka Daily Capital
Sworn government report for six months ending March 31, 1924
35,472
TOPEKA, KAN.
Arthur Capper
Publisher
Member Audit Bureau of Circulations

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

FREDERICK A. HANNAH AND ASSOCIATES
BUSINESS MANAGEMENT MARKETING COUNSEL
32 WEST 40th STREET : NEW YORK



In the Dead of Night

In the dead of night a fire breaks out—the alarm must be given. A child is taken sick—the doctor must be called. A thief enters the house—the police must be located.

In the dead of night the American turns to his telephone, confident he will find it ready for the emergency. He knows that telephone exchanges are open always, the operators at their switchboards, the wires ready to vibrate with his words. He has only to lift the receiver from its hook to hear that calm, prompt "Number, please." The constant availability of his telephone gives him security, and makes his life more effective in wider horizons.

Twenty-four-hour service, which is the standard set by the Bell System, is the exception in the service of Continental Europe. An emergency may occur at any time. Continuous and reliable service has become a part of the social and economic fibre of American life.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM

One Policy, One System, Universal Service

In the next issue: "Will It Sell Goods?"
by Charles Austin Bates — a penetrating
analysis of modern advertising written in
Bates' most expressive style. Your copy
will be ready May 21.

Borrowed Plumes

[CONTINUED FROM PAGE 18]

When I was running the advertising of a phonograph I conceived the idea of advertising the records instead of the phonograph. I announced the new titles each month, with brief descriptions of each, exactly as the contents of a magazine are advertised. I didn't know whether it was a good idea or not, but all the other phonograph manufacturers evidently thought it was, because all immediately adopted it. We found it was not so resultful as advertising the phonograph itself, and went back to our old idea. And all the others came galumphing back.

Did you ever feed a flock of hens? No matter how good the feeding is where they are, they will leave it on the chance that another handful thrown in another direction is better. Let one hen go off by herself and peck busily as if she had found something good, and the whole flock will charge down on her pell-mell, no matter what they leave behind. Their's not to reason why. It's just their nature. Some manufacturers are hen-minded.

I received three letters this week, each saying practically the same thing. The writers, whose letter-heads in each instance voiced a substantial business, said they were struck with a piece of copy we had just put out for ourselves, and would like permission to adapt it to their own businesses. They were not in a position to employ our services, but would appreciate the permission to use our work. As the little girl said to the neighbor, "Papa would like to borrow your newspaper. He only wants to read it." To which the neighbor replied, "Tell papa I would like to borrow his breakfast. I only want to eat it."

When I was young in this business I used to be greatly exercised at the way other people appropriated our stuff, and that we had prepared for our clients. It no longer disturbs me. The originator loses nothing; the borrower gets nothing. In fact, he loses, for imitation is confession. This has nothing to do with the intelligent use of good ideas in advertising, which are the common property of the advertising and business world. As Macaulay says, there is a big difference between adopting the garb of a man and stealing his clothes. But there is no use in advertising "I am the original Cohen." It makes little difference which is the original Cohen. The important thing is what the original Cohen delivers in goods, prices and service.

In view of the wide-spread interest in the case between
CLARENCE D. COSTELLO, et al.,
 Complainants,
 —and—
THOMAS CUSACK COMPANY, et al.,
 Defendants,

we are utilizing the succeeding pages to publish the OPINION of
 Vice Chancellor, John Griffin, in Chancery Court of
 New Jersey—rendered April 14, 1924



IN CHANCERY OF NEW JERSEY

Between
 CLARENCE D. COSTELLO, et al.,
 Complainants,
 —and—
 THOMAS CUSACK COMPANY, et al.,
 Defendants.

} OPINION

Submitted March 31, 1924.—Decided April 14, 1924.

Messrs. Treacy & Milton, solicitors, and Lindley M. Garrison, and John I. Mulvaney, Esqs. (and George F. Hurd, Esq., of the New York Bar) of Counsel, for Complainants.

Messrs. McDermott, Enright & Carpenter, Solicitors, and Mr. John M. Enright, Mr. Merritt Lane and Mr. J. S. Hummer, of the Illinois Bar, of counsel, for the Defendants.

GRIFFIN, V. C.:

One phase of the bill in this cause was before this Court, and was decided in a memorandum filed on October 9, 1922, and in an additional memorandum, upon re-argument, filed November 3, 1922. From the order then made an appeal was taken to the Court of Errors and Appeals, which order was affirmed. *Costello vs. Thomas Cusack Company, et al., Vol. 1, N. J. Adv. Rep., p. 314.*

The cause came on to be heard on the residue of the bill.

Defendant, Cusack Company, sought again to amend the certificate of incorporation at a meeting held on May 5, 1923, changing the character of the stock in some respects, and, on supplemental bill, this was also enjoined without filing a memorandum.

The Cusack Company, on December 7, 1922, filed an answer with a counter-claim, bringing in Mr. Logeman and others as defendants; whereupon, Mr. Logeman had

himself added as a party complainant to the bill. In his testimony he says he knew nothing of the preparation of the suit by Costello until the subpoena was served; and the reason why he had himself added as a party complainant was because he was attacked in the counter-claim.

During the trial of the cause, on the application of complainants, an order was made allowing the bill to be amended in such fashion that it would stand as a bill under the statute for mismanagement, and praying an injunction and receiver, a copy of which amended bill is contained in the order. Afterwards counsel desired to treat the form of bill contained in the order as an independent bill, and after some discussion, withdrew his application to amend, stating that complainants would stand on the original bill filed.

The charges against the defendant company, contained in said bill, are practically as follows:

1. That it maintained and operated the Company, and to maintain and operate the Company for the benefit of himself and of the majority stockholders, to the detriment of the complainant and the minority stockholders, by the payment of large and unwarranted salaries, commissions and bonuses, or additional compensation to all of the named majority stockholders, who are directors; and it then proceeds to set out the salary paid to President Cusack. It also alleged that the Company has been mismanaged and its earnings squandered, etc.

2. That it has been the policy of Mr. Cusack and the majority stockholders and directors to increase and expand the business for the purpose of increasing the volume, whereby they might increase their compensation without regard to whether the extension was made upon a profitable basis; and refers to the \$1,800,000 bond issue in the year 1918.

3. That it increased the amount of its loans at banks.

4. That it established a branch in New York City which has been conducted at a great loss.

5. That, for the purpose of obtaining control and monopoly of the business, it has formed a corporation known as "The National Outdoor Advertising Bureau," which is being managed at a loss.

6. That, for many years the Thomas Cusack Company had been receiving, in each year, a large volume of orders from Poster Advertising Company, Inc., George Enos Throop, Inc., Ivan B. Nordham Company and other solicitors, which, in the year 1920, amounted to more than a million dollars; and that for the purpose of obtaining a monopoly or control of the business in the United States, Mr. Cusack, in the year 1920, undertook to have the Cusack Company refuse to receive any further orders from said concerns, and refused to take such orders, amounting, in the year 1921, to about \$1,500,000, the result of which created competition, to the great loss of the stockholders of the company.

7. That Cusack has dominated and been

7. That the Company's books show a profit, for the year 1921, of about \$400,000, while its published audit for the same year shows a profit of about \$1,500,000; and that the difference arises from the auditors charging the cost of erection and maintaining poster-boards, etc., as a capital asset, which method is erroneous. These auditors are Price, Waterhouse & Company.

It is then charged that the Thomas Cusack Company has been and is now being conducted at a great loss and greatly prejudicial to the interest of its creditors and stockholders, so that the business cannot be conducted with safety to the public and advantage to its stockholders. It then prays, among other things, for the ascertainment of the proper compensation of the defendants, and that they may be decreed to restore the excess above that sum; that the actual surplus, for the purpose of declaring dividends, be determined, and that the proper dividends be declared; that it may be restrained from exercising its privileges and franchises, etc., and that a receiver be appointed.

Dealing with the first charge in the complainants' bill; Mr. Logeman became Secretary and a director, as I recall it, in 1917, and voted with the majority on all these items, and was in perfect accord with the majority, down to and including the meeting of May 25, 1920, at which latter meeting the salary, bonus and travelling expenses of Mr. Cusack were fixed at the identical sums that the bill now complains against, with Mr. Logeman and his brother-in-law, Robbins, voting in the affirmative. This compensation was as follows: salary, \$50,000; allowance for expenses \$10,000; bonus on net profits, 10 per cent, the net profits to be determined on the Company's method of accounting.

At this meeting of May 25, 1920, the order of business was as follows: the compensation of the President was first fixed as above for salary, expenses and bonus; nine directors were then unanimously elected; and on both these resolutions Messrs. Logeman and Robbins voted in the affirmative. In the next resolution Mr. J. M. Loughlin was elected Secretary. Mr. Robbins placed in nomination Mr. Logeman. The result being that 16 votes were cast for Mr. Loughlin and 2 for Mr. Logeman. The salary of the Treasurer with travelling expenses and bonus was thereupon fixed, Mr. Logeman and Mr. Robbins voting in the affirmative. Thereafter Mr. Logeman and Mr. Robbins, for the first time, began to vote in the negative upon the resolution offered.

At an adjourned meeting of the Board of Directors held March 15, 1921, Mr. Costello appears as a director instead of Mr. Robbins. At this meeting Mr. Cusack was elected President, Mr. Costello voting in the affirmative, Mr. Logeman in the negative. On the vote for Mr. Read as Treasurer, Mr. Costello voted in the affirmative, Mr. Logeman in the negative. The same may be said of the vote for Mr. Loughlin as Secretary. At this meeting the salary, bonus and travelling expenses of the President were fixed at the sums above stated in the bill, namely, \$50,000 salary, \$10,000 for travelling expenses, and a bonus of 10% on the net profits "to be determined in accordance with the system of accounting that has been and is now being followed by the Company." On this resolution Mr. Costello voted in the affirmative, and Mr. Logeman in the negative. Mr. Cusack did not vote. Sixteen out of eighteen directors present voted in the affirmative. The salary of the Treasurer was fixed at

\$6,000, \$4,000 for travelling expenses, and a bonus of 2%, being the same as the previous year. Sixteen voted in the affirmative, including Mr. Costello, and Mr. Logeman voted in the negative. The compensation of the Secretary was fixed at the same figure as the preceding year, namely, salary \$6,000, travelling expenses \$2,500, and 1% bonus. Mr. Costello voted for this resolution; Mr. Logeman voted in the negative. In fixing the salary of Mr. Spriggs at \$1,820 a year, in addition to a bonus of 1%, Messrs. Costello and Logeman both voted for the resolution. The same may be said of the salary of Mr. O'Mara.

At the meeting of the Board of Directors held March 28, 1922, both Costello and Logeman voted against Mr. Cusack for President. The minutes of this meeting show the following statement by Mr. Logeman:

"I voted 'NO' not on account of the personal vilification and attacks that he has made on my character, but on account of his illegal acts and his continued actions that would tend to destroy the value of the interests that I, and the stockholders who have elected me a director, have in the Company."

Not only did Mr. Logeman vote for all these alleged extravagances in the payment of salaries, bonuses, etc., before the breach came, and Mr. Costello, in 1921, vote in the same fashion prior to his retaining Mr. Lu'kin, but the great weight of the testimony is that the compensation fixed by the Board of Directors was reasonable and the method proper; and I do not recall any evidence on the part of the complainants to the contrary.

2. Turning to the second point made by the bill, as to the increasing and expanding of the business and referring to the \$1,800,000 bond issue in the year 1918:

At a meeting of the Board of Directors held on the 28th of February, 1918, to consider this issue of \$1,800,000 of bonds, there were present, among other directors, Messrs. Logeman and Robbins, and the resolution to issue the bonds was adopted by the unanimous vote of the directors of the corporation present. Following this a stockholders' meeting was held, on March 20, 1918, upon due notice stating the purposes of the meeting and referring to the \$1,800,000 bond issue. Thus the stockholders were fully advised of the object of the meeting. At this meeting Mr. Read held the proxies of Messrs. Costello, Robbins and Logeman. Mr. Hopkins acted as Secretary of the meeting; and the resolution to issue the bonds was unanimously adopted by the stockholders, casting 66,009½ votes in favor of the resolution and none against. Thereafter, on the 22nd of March, 1918, Mr. Logeman, as Secretary of the Company, made his certificate of the passage of said resolution, and that no part of the action taken at said meeting has been revoked or rescinded, and swore to the same. It is therefore apparent that this resolution was adopted unanimously by the directors and stockholders with the full approval of Messrs. Logeman, Robbins and Costello. It seems rather strange, at this late day, when the complainants are now at swords' points with the defendants, that the Court would listen to the complainants' charge that either Mr. Cusack or the Company had ulterior motives in the issuance of these bonds, after they had actually approved of the action.

Touching the question of expansion— at the meeting of the directors held February 25, 1918, after action on the bond

issue was taken, it was resolved to close with Brook of Brooklyn, The Interborough Company and Solomon & Co. on the terms as read by Mr. Yerkes (Purchase of plants). Another resolution was passed that \$100,000 be authorized for the expenditure in the construction of the new building to be located at 25th Street, Broadway and Fifth Avenue, New York City, \$50,000 of this amount to be taken from the bond issue. These resolutions were unanimously adopted. Mr. Logeman and Mr. Robbins both voting in the affirmative. Another resolution was unanimously adopted, after considerable discussion, that Mr. Yerkes and Mr. Ruoh renew the negotiations with Mr. Buchholz of Hartford, Conn., and close with him as near the terms of the original agreement as possible. Other resolutions of a similar nature, to negotiate with Mr. Seymour of Springfield, Mass., and with Messrs. Flynn and Kimball of New England, were introduced, which were unanimously adopted. Messrs. Logeman and Robbins voting in the affirmative; and so far as I have been able to observe from the testimony, in no single instance, prior to the breach between Logeman and Cusack, did Mr. Logeman vote against expansion; nor did Mr. Costello, prior to retaining Mr. Lutkin, object to expansion whenever the question arose. And this expansion was in no manner objected to by anyone, so far as I recall the testimony, until the filing of the bill; and I am satisfied from the evidence, that the business was conducted on a profitable basis, and that more profits would have been realized had it not been for the activities of Messrs. Logeman and Robbins, while Mr. Logeman was in the Board of Directors, seeking to take from The American Poster Service the business of that company, which was subsidiary of the Cusack Company.

3. The third point is that they made increased loans from the banks. This I regard as proper, and was made necessary by this very expansion which I have found to be legal and proper, and which met with the approval of all concerned; because the net profits, naturally, would be insufficient to take care of the expansion. To illustrate: If a sign cost \$9,000 to erect, and it was rented at \$12,000 payable in monthly payments of \$1,000 each, it would take nine months' payments before the original outlay was paid. In the meantime, the Company should have in hand the moneys to pay for the erection. The only other course to be resorted to would be to stop expanding or borrow money, for the purpose, which would permit the payment of cash dividends on the common stock.

4. The fourth point is that the Cusack Company established a branch in New York City which has been conducted at a great loss. This is one of the things that created the friction between the Poster Advertising Company and others whom I regard as being behind this bill—at least, as to Mr. Costello. As I recall the evidence, the Gude Company, in New York City, had allowed the plant to run down and deteriorate, to the detriment of all outdoor advertisers. This being unattractive, it would injure outdoor advertising in all parts of the country, because it would not attract the great advertisers in New York City to use this medium of advertising. Mr. Cusack desired the Gude Company to improve its various plants and make them attractive for the general benefit of all outdoor advertisers; and this not being done, the Cusack Company came into the city and spent a

great deal of money in putting up plants which were very attractive, and, the first few years, lost money on the new enterprise, which might be expected, but later on the plants were beginning to pay, and, as I understand it, in this so-called loss, following the Cusack plan of bookkeeping, a great deal of the construction is charged up to expense and maintenance. I am satisfied that this move of the Company was honestly conceived and honestly executed, and that it represented the best judgment of the Board of Directors. Some men might think otherwise, but to them was not committed the management of this corporation by the stockholders—it was committed to the directors; and if I should entertain a different opinion on the subject, it is not likely that I could, in law or in equity, substitute my judgment for that of the directors.

5. As to the fifth charge above mentioned, I understand counsel to have abandoned all reference to the National Outdoor Advertising Bureau.

6. The sixth charge will be dealt with hereafter.

7. The seventh point deals with the question of bookkeeping—the difference between what the balance sheets of the Company showed and those of Price, Waterhouse & Company. The two methods are perfectly plain to me. Price, Waterhouse & Company pursued the scientific methods of bookkeeping and accountancy, whereas, the Thomas Cusack Company used a different method upon which their bonuses were based. Under the Price, Waterhouse system, for the purpose of ascertaining the net income during the year, the expense of running the business was deducted from the gross receipts and the balance was regarded as net profits. Under the Cusack method, practically all moneys expended during the year, whether on account of the ordinary expenses or the erection of the new structures or otherwise, which should properly be charged to the capital account, were charged against the gross expenses, and the remainder was treated as net income. By this method, it will be perceived that the amount of bonuses paid under the Cusack system was greatly reduced; and I may add that Mr. Cusack's bonus was paid on the amount of net income after deducting all other bonuses.

8. Although not referred to specifically in the bill, the complainants attempted to prove that the plants were over-valued. The Company, from time to time, had valuers examine the various plants and report their estimate to the Company. The values thus returned were, in good faith, accepted by the Company, and entered in their books as correct appraisals. There is no evidence in the case, in the slightest degree, which tends to impugn the honesty of the Company and its Directors in accepting these appraisals. To support this charge, complainants offered evidence which placed the cost of construction at considerably less than that paid by the Cusack Company for similar work. I think the testimony of Mr. Stauer, who was an expert in the line of billboard construction, and had knowledge of the costs, readily disposes of the charge that the Cusack Company was paying more than others for the same class of work. Mr. Stauer gave the figures of actual cost, and showed that where the cost was less it was a cheaper or inferior kind of construction. Apart from this evidence, the fact that the Cusack Company paid these prices speaks strongly against the charge. It is not contended that any member of the Board of Directors made any profit by

such alleged excess payments; and I cannot conceive that the officers of the Cusack Company with its splendid organization and field force attending to this work would pay for the construction of a sign-board more than what it should properly cost.

9. The ninth charge in the bill is that items were carried on the books of the Company as assets, which, if properly treated, would show that the liabilities of the Company greatly exceed its assets. This related to the leaseholds on which the boards are erected. Mr. Donnelly of Boston, who says he is practically the sole owner of several concerns engaged in billposting, said they do not carry the leases, as such, separate and distinct from the bulletins and boards, on their books at any value. Asked the question if he knew of any others in the business who did, he said he did not know their methods of bookkeeping, and he said, "of course they are valuable, I suppose, at that; I don't know, but I should think so." Then he says, in answer to questions, that, in effect, if a billboard is not rented, then of course, the lease becomes a liability. But it is perfectly clear that a lease is an asset, for, without it, no billboard could be placed on the land, and, without the billboard, the Company could not do business; and the fact that money is made in such a business indicated that the leasehold is of value.

In the case of the Cusack Company, it has about 15 per cent of its locations in reserve, the purpose being this—having rented space to a customer, if the lease at any time should be determined and the billboard removed, the Company then has other space upon which to place the advertisement. I am perfectly satisfied that this item is properly charged to assets; but, even if it were not, it would not show insolvency of the company, by any means.

Having disposed of the direct charges made in the bill, I will now deal with the history and growth of the Cusack Company; and this is largely obtained from the testimony of Mr. Cusack, who was called as a witness on behalf of the complainants and examined by Mr. Lutkin. He testified that when seventeen years of age he entered into the business and is now sixty-five. He dealt on his own account until 1903, when the corporation was organized on the 1st of September of that year, under the laws of this State, with an authorized capital of \$250,000. Increases were made in the capitalization, by certificates filed in the Secretary of State's office, as follows: On May 20, 1912, from \$250,000 to \$1,000,000; on January 24, 1913, from \$1,000,000 to \$2,500,000; on April 22, 1914, from \$2,500,000 to \$5,000,000; On November 17, 1917, from \$5,000,000 to \$10,000,000. Thus in a period of 14 years the capital stock of this Company was increased from \$250,000 to \$10,000,000.

Turning to the increase in business: Prior to 1911 the property had been turned over to the American Tobacco Company. The business at that time amounted to about \$250,000 a year. I do not recall (and doubt if the evidence shows) when the American Tobacco Company took over the property, but it was prior to 1911. In 1917, the business had grown to upwards of \$5,000,000 and increased year by year from two to four millions until, in 1922, it exceeded \$20,000,000.

Dealing with the assets: About 1912 the American Tobacco Company sold to Cusack for \$250,000. The property might have been considerably more valuable, but how much more I do not think is stated, but in 1921, it was the opinion of Mr.

Cusack that the physical plants were of the value of \$15,000,000. He also says that the real estate purchased by the Company from 1917 to 1922 had probably increased in value from two to four million dollars, and he estimated the profit at about 10 per cent. He says, however, that in 1917 the total business in the United States in this line was \$12,000,000, and he thinks it safe to say that in the last year it amounted to \$40,000,000; and, with the great increase in the business, with competition, the profits were relatively decreased. The Company paid 6 per cent dividends on its preferred stock regularly, and paid some cash dividends on the common stock. I do not recall at present the number of those dividends, and the amounts; but it is sufficient to say that Mr. Costello who invested \$8,000 in 1912, thereafter received cash dividends of upwards of \$2,800, which would be equivalent to a five per cent cash dividend on the original investment for seven years, or from 1912 to 1919. In addition to this he received 194 per cent in stock dividends from time to time. It will, therefore, be perceived that the Company has assets of about \$15,000,000 on a \$10,000,000 capitalization; that the amount of business has been increasing at the rate of from two to four million dollars a year, and now exceeds \$20,000,000.

The complainants say that the books of the Company do not reflect the profits and losses of the Company. To illustrate: they say that in 1922 the books show a profit of \$384,504.43, while the Price, Waterhouse audit shows a profit of \$1,359,535.77, the difference being \$975,031.34. I think this is explained in Exhibit XII of the Price, Waterhouse report, dated March 26, 1923. I will not deal with all the items but will point out one of \$551,733.29, "Cost of construction of bulletin boards and signs, charged on books at cost of operations, reinstated on basis of inventory at December 31, 1922." This, I take it, was a charge that should go to the capital and not to the current expense account. Adding this sum to the \$384,504.43, according to the Cusack method, would make the profit \$983,155.38, without examining further. The difference between this sum and the profit found by Price, Waterhouse & Company, \$1,359,535.77, amounting to \$376,380.39 is shown in the other items, which should properly be charged to the capital and not expense account.

The sixth charge in the bill touches the refusal of the Cusack Company to further deal with the Poster Advertising Company, George Fnos Throop, Inc., and Ivan B. Nordhem Company. There may also be added the O. J. Gude Company, which was controlled by Mr. Fulton. The Gude Company was in the paint sign business, like the Cusack Company. Above is pointed out the reason why the Cusack Company entered into the New York field in competition with the Gude Company. The other companies, above-mentioned, were solicitors in the trade, and upon the receipt of orders for paint or posting, turned the same over to the Cusack Co. (and, I presume, to others), receiving a certain percentage of profit upon the orders. The business thus turned over was in the poster and not in the paint line. The amount of business received from the Fulton interests was quite large, amounting to about seven or eight hundred thousand dollars a year, and naturally, the Cusack Company desired to retain this trade and would not break with the Fulton interests unless for good and sufficient reasons. The reason given by Mr. Cusack for the breach is as follows: "In every

instance where they solicited business and we executed it, they would go in with our card and with our authority, and then abuse and misrepresent us in every possible shape. We stood it for a long while, and finally concluded that we had to—for the protection of ourselves—that we would employ solicitors"; and he says that "in every way they misrepresented everything we had, so we concluded to stop." He says, further, that "while, as far as business was concerned, it was profitable, but as far as the reputation of the Cusack Company and as far as the general feeling of the people that they were doing business for, it was very injurious and very unprofitable to the Cusack Company." He says, also, that this matter was discussed for some years before, and the attention of the officers of the Fulton interests was called to the fact, and they were asked to desist from their abuse of the Cusack Company, notwithstanding which the Fulton interests continued these practices; and the Cusack Company refused orders of the Fulton interests after December 31, 1920; and the question of breaking with the Fulton interests was threshed out at a full meeting of the Board of Directors. None of the foregoing facts were denied.

The American Poster Service, which the Cusack Company acquired from Logeman and Robbins, had a card index system containing, among other things, the names of the owners and the location of the lands where billboards were constructed, the dates of the expiration of the leases, and the amount of rent paid. Mr. Cooley says he went with the American Poster Service in 1919; that Robbins was then President and General Manager, and Logeman, secretary; that he (Cooley) left the Company's employ about a month after Cusack Company took it over; that he went to the J. R. Myers Company in the early part of 1922 at the request of Mr. Robbins and was located in the Lease Department; that the Myers Company had two offices, one at 1312-14 S. Wabash Avenue, and the other the Washington Street office, in the Andrews Building, where Mr. Logeman and Mr. Robbins were. He says that in the Wabash Avenue office the painting was done and the lease-men were stationed and the bookkeeping was attended to. At the Washington Street office were Mr. Robbins, Mr. Logeman, Miss Gutshow and Miss Walsh. It seems that a card index system similar to that of the American Poster Service was kept at the Washington Street office, and the witness went there to get instructions as to bulletin boards also checking the locations and as to the Lease Department. When he found that there was a location that they did not have at the Wabash Avenue office, he would go to the Washington Street office, and Miss Gutshow would give him all the information that he desired on that particular location. He says, "There were quite a few locations that the American Poster Service had, and Miss Gutshow could tell off-hand how much the Cusack Company were paying for the location, and if she could not remember off-hand she would go to the files and tell me." The testimony of this witness clearly indicates that, from some source, whether by a direct taking or otherwise, the J. R. Myers Company had knowledge of the contents of these cards of the American Poster Service and were using them in competition with the Cusack Company. To illustrate: Having knowledge of the location, the time when a lease expired and the rent paid therefor, solicitors of the Myers Company would apply to the owner for a lease, offering a higher price, which resulted in competition which

compelled the Cusack Company to pay a much higher rent for the renewal. This competition, in view of the manner in which the information was obtained by the Myers Company was plainly unfair, to say the least.

Mr. Logeman says that he owns no stock in the J. R. Myers Company; that he is receiving no compensation therefrom; that he is looking out for the interests of his wife in that concern, in which, as I recall it, she holds one-third of the shares and Mrs. Robbins holds another one-third; that he is actively employed in the outside work of the Myers Company, supervising its construction and its locations. It seems quite clear that Mr. Logeman had knowledge of the fact that the Myers Company was using data taken from the American Poster Service cards against it; he was present a number of times when these cards were taken out, and he was the outside man on locations for the Myers Company. If this charge were untrue, it would seem that Mr. Logeman would have little difficulty in disproving it—he could have denied it with not only his own oath but with the oaths of Mr. Robbins, Miss Gutshow and Miss Walsh. Yet neither he nor the others named were called to testify to the untruth of the charge. His conduct in this respect is more reprehensible because of the fact that he was a director of the Cusack Company occupying the position of a trustee. I am inclined to the view that Mr. Logeman's silence on the subject of such a serious charge against his business integrity stamps the story of Cooley as absolutely true.

Before dealing with Mr. Costello, I deem it proper to discuss the efforts on the part of the Fulton interests prior to Mr. Costello meeting Mr. Lutkin. In 1918 the Fulton interests sought Mr. Clabbaugh, a Division Superintendent of the United States Department of Justice, with headquarters at Chicago, Illinois, to investigate the Cusack Company under the Sherman Act. He met Mr. Lutkin in this same case. Prior to this time the \$1,800,000 loan had been made, but had not been fully paid. Mr. Clabbaugh got in touch with the S. W. Straus Company, the persons who floated the loan, and informed them that the Government was investigating the Cusack Company for a violation, he thought of the trust laws, and suggesting that the balance unpaid be retained by the Straus Company. He says he so notified the Straus Company. Mr. Straus, an officer of the S. W. Straus Company, confirms this story, and says they did hold up the payment and that the Cusack Company kicked strenuously, stating "that they had obligated themselves to make certain payments, and that unless they received the money from us they knew of no other way to meet those obligations and that they were facing not alone a loss in not getting these companies but also, may be, a lawsuit by not being able to comply with their contracts, and that Read" (the treasurer) "got quite ugly and at the end of two or three weeks, on the advice of counsel, we paid the balance."

This was the first attempt of the Fulton interests to obstruct the Cusack Company in the carrying on of its business, so far as the record shows.

Dealing with the activities of Mr. Costello: He went into the employ of The O. J. Gude Company in 1919 as manager of the Road Department, or the National Department, a position which brought him in direct opposition to the Cusack Company, of which he later became a director. Speaking of what led up to this suit, he said he had a talk with Mr. Fulton, who,

at that time, was in the Gude Company, touching an offer to purchase his stock in the Cusack Company, and Fulton asked what it was worth, and Costello said he did not know. He was then asked by Fulton if he did not get statements of their business, and he said "no, he never thought of it"; then Mr. Fulton said, "Why don't you hire a good lawyer and get this information?" and he named Mr. Lutkin of Chicago, whom he met two or three weeks afterward.

Touching the expense of the litigation, he said that when he first made arrangements with Mr. Lutkin—"I told him it would cost a lot of money," and he said, "We will take care of that, and if we sell your stock at a good price, I expect you to make it good." Right here, I may pause to state, that up to the time Mr. Costello testified he had not contributed one dollar towards the expense of this litigation. The bill was filed July 17, 1922, and has been actively litigated down to the present time. This is the third time the case has been before me, first, on a motion to enjoin the changing of the certificate of incorporation, which case was removed to the Court of Errors and there decided as above stated; second, on a supplemental bill to restrain a change in the form of the stock issue, which was also enjoined; and third, the present trial in which about 2500 pages of testimony have been taken, about 1400 pages of which were taken in Pittsburgh, Chicago, Detroit, Boston, and New York, and about 1100 pages before me. I think it is no exaggeration to say that, with the great number of counsel retained, members of the Bar of this State, New York, and Chicago, and the amount of time devoted to this case, and considering the character of counsel engaged and the expenses incurred up to the present time, the charges for such services and expenses would exceed the monetary value of the Costello stock; and that it is perfectly plain to my mind that Mr. Costello just loaned his name to the rivals of the Cusack Company to deal with as they saw fit in litigation to harass the Cusack Company. The first move made by Mr. Lutkin was to take advantage of the laws of the State of Illinois to procure an examination of the books and papers of the Cusack Company, not for the purpose of helping Mr. Costello, but for use by the Fulton interests in their effort to injure or perhaps destroy the Cusack Company.

Mr. Hummer of the Illinois Bar, who is counsel for the Cusack Company in this case, testified as to the statute on Corporation in Illinois, referring to Sections 38 and 84. Section 38 gives the right to each stockholder at all reasonable times, by himself or by his attorney, to examine the records and books of account and any officer or director who denies such access shall be liable to the stockholder denied in a penalty of ten per centum of the value of the stock owned by such stockholder. Section 84 deals with the restrictions and liabilities of foreign corporations. He said, under the decisions of their Supreme Court, particularly the Appellate Court of the First District, the right is held to be absolute, and that the motives and purposes of the stockholder demanding an examination are immaterial. He cites *Furst vs. Rawleigh Medical Company*, 282 Ill. 366. He also states that, at the Illinois Bar, the lawyers are divided as to whether the provisions subjecting the officers and directors to a fine, applied to foreign corporations.

Upon Mr. Lutkin being retained in September, 1921, he wrote a letter to Mr. Reed, the treasurer of the Cusack Company, signing Mr. Costello's name, saying

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"This letter is authority for Fraser & Torbet to examine the books, records and papers of the Thomas Cusack Company. Fraser & Torbet representing me as a stockholder of the Company. Will you please be good enough to assist Fraser & Torbet in obtaining the information for which they ask under my direction?" On the same date a letter was addressed to Fraser & Torbet, signed by Mr. Costello, requesting them to make the examination, and enclosing the letter addressed to Mr. Reel. Under this authorization Mr. Torbet proceeded to make the examination and made his first report on January 15, 1921. This report did not evidently give to Mr. Lutkin all the information he desired, accordingly, on January 22, 1921, he wrote Fraser & Torbet asking for ten items of information, the first of which is as follows: "1. Detail on outside bank loans including names of banks, amounts of loans, maturities, etc., with special information on dealings with more important banks over a period of time." The second report was furnished on January 28, 1921, which evidently gave Mr. Lutkin the information he desired as to the banks. He thereupon called on the Harris Trust and Savings Bank of Chicago, and saw Mr. Mische, the Manager of the Credit Department of the Bank. They had relations with the Cusack Company beginning with the Spring of 1920, and the Company were both borrowers and depositors. Mr. Mische says "Mr. Lutkin called to see me in the early part of February, 1921, and he said he had some information to give us regarding the Thomas Cusack Company, particularly with reference to its financial condition. He said he represented the interest of certain minority stockholders, and, as one, mentioned Costello. He said an audit had been made of the Company's books which showed a financial condition quite different from that shown in statements lodged with the bank." In commenting on the audit he said: "The Company was in poor condition, in fact, it was going to go broke, and that, as a friend, he would advise us if we had any money due us, that we had better arrange for a rather speedy liquidation of the obligations." He used this expression "You had better get out while the getting is good." He said the management was not good—extravagant that they were spending an awful lot of money for improvements, expansion, and competition, all of which was unwarranted." When asked, in cross examination, by complainants' counsel, "You did not examine, then, to find out whether the statement in papers that Mr. Lutkin submitted to you were true or not?" he answered, "I thought the thing was so preposterous—I did not feel the necessity of doing it." He said, further, "I had the statement of the auditors—the Price Waterhouse statement—and I had gone over that whole thing very thoroughly. I was familiar with the contents of that statement both as to assets and liabilities, and particularly as to the earnings, and I felt confident our statement was a correct one."

Mr. Wm. T. Bruckner, Vice President of the Commercial National Bank (I presume of Chicago), testified that the Cusack Company had financial relations with that bank as a borrower as well as a depositor in large amounts. In the month of February, 1921, Mr. Lutkin interviewed him. Lutkin told him that he had information that the earnings of the Cusack Company had been greatly exaggerated and that the condition was not as represented; that he was representing some minority stockholders. He said, "the management was not satisfactory; they were not getting results in busi-

ness; that if they owed us any money we had better look well to it and get it if we could." To the question, "What did you say to him?" he said, "Well, I didn't say anything. I was just listening. I suppose I expressed my confidence in the organization as I felt it." The witness made no memoranda of the figures Mr. Lutkin gave him. Asked on re-direct examination why he did not take notes, he said, "Well, because I didn't consider it necessary. I carry the general import of the information. It was purely voluntary. I hadn't asked for it, and I was satisfied with my credit." He made no investigation to find out if what Mr. Lutkin said was true or not. He says, "Later, when Mr. Read came in, perhaps thirty days after that, in the regular course of business, I talked to him about it then."

Mr. F. LeMoyné Page, the Secretary of the Pennsylvania Trust Company at Pittsburgh, said that Mr. Ebel (of the Fulton interests) called to see him on behalf of the Gude Company, seeking to get a contract for advertising, in competition with the Cusack Company. Mr. Ebel produced the Price Waterhouse audit and made several comments on the statements of the Thomas Cusack Company to the effect that they were improper for a statement upon which to apply a basis of credit; that Mr. Ebel volunteered the opinion previously discussed to prevent the Pennsylvania Trust Company from getting tied up with the Thomas Cusack Company. He says, "The exact reason for the inadvisability of this is not recalled, but the inference is that it was owing to the fact that the Thomas Cusack Company was not a safe risk for the bank."

Mr. George F. Hurd, one of the counsel of the complainants, has been counsel for the Gude Company in some matters for about three years; has been attorney for Mr. Fulton in some matters. He was counsel for Fulton and the Gude Company in 1923 before the Federal Trade Commission with respect to a complaint against the activities of Thomas Cusack Company, participated in preparing the complaint and prosecuting it with Lutkin. His clients in this litigation were the Poster Advertising Company and the O. J. Gude Company. Mr. Fulton is President of both Companies and has been for about three years. He says that Fred Ebel was connected with the Gude Company prior to December, 1923, for several years. He says that he had a talk with Harvey Gibbons, President of the Liberty National Bank of New York, and Bower, one of the Vice-Presidents, with the idea of blocking the \$6,000,000 bond issue; that he represented no one professionally in what he did but he felt that if the Cusack Company got this money it would be poured into the Metropolitan district for the purpose of destroying the plants of Gude and Van Beuren. He says, "I also felt that any issue of securities against which a business was in a competitive condition as this outdoor advertising was at that time, would not work out well for the investors. I knew Mr. Gibbon pretty well, and I like him very much, and I thought it was a bad piece of financing for the Liberty Securities Company to take hold of, and I told him so."

Mr. Joseph Bower, Vice-President of the New York Trust Company, testified that in 1920 he was Vice-President of the Liberty National Bank, which has since merged with the New York Trust Company; that in 1920, he had under consideration the financing of the Cusack Company; that he had a visit from Mr. Hurd; he did not know him before; that Mr.

Hurd came by appointment and desired to know the nature of the financing for the Cusack Company. Mr. Bower said he was not at liberty to discuss it; that Mr. Hurd said he was anxious to know because he was interested in it as a counsel for a company that was a competitor of Cusack. The statements made by Hurd to the witness were detrimental to the Cusack Company.

At this point I may add that Mr. Cusack said that the object of making the \$6,000,000 loan "was not for expansion but to pay dividends and have the Company continue to pay dividends and not to expand, in the condition of the business, but to hold its own."

Mr. Hurd says that the bill in this cause was prepared by Mr. Lutkin.

Mr. Lutkin was called and testified on behalf of the defendants, and he says he has represented the Poster Advertising Company since its formation in 1917 in various matters. He testified that some time in 1918 he submitted a brief on the law and the facts on behalf of the Poster Advertising Company to the United States Attorney for the District of Illinois, and also Mr. Clabbaugh of the Federal Service, looking toward the indictment and likewise the prosecution of the Thomas Cusack Company by civil proceedings under the Sherman Act for violations of the anti-trust law. He said that he and his partner prepared a bill, the purpose being to enjoin the \$6,000,000 financing of the Thomas Cusack Company when the same was under discussion. Mr. Costello was to be the complainant in the action. He says he drew most of the present bill coming out on the train, and that there was not much time to get the original injunction before the meeting was called. Annexed to this bill is the affidavit of Mr. Costello verifying the same. This affidavit undoubtedly was prepared in accordance with the frame of the bill. Costello did not see the bill and affidavit until he was called upon to swear to the affidavit. The affidavit is not sworn to on information and belief, but in positive terms; and, being confronted with his affidavit and asked what knowledge he had of the facts contained therein, in a great many instances which touched very important and vital matters, he admitted that he did not know the facts of his own knowledge, and, generally, said he got the information from Mr. Lutkin; and, in other cases, he said he did not know where he got the information from.

In the taking of the depositions out of court, the defendants undertook to take the testimony of Messrs. Fulton, Lutkin, Logeman and Robbins. On the advice of counsel they refused to testify, on the ground that there was no authority, under the commission, to take their depositions, and that they would be produced in court as witnesses on the trial of the cause. Whether they were produced (with the exception of Mr. Lutkin) I am not aware. Mr. Lutkin was called, as stated above, by the defendants, to testify, but did not deny any of the statements and conduct above ascribed to him. None of the others named were sworn on either side, excepting that Mr. Logeman's testimony was taken in open court on the original order to show cause, which testimony, under stipulation of counsel, is to be considered in the case.

A great deal of the testimony taken out of court was purely hearsay, and in considering this case it has been ignored.

(I omitted to state in the early part of this memorandum that Mr. Walker, who is the President of Walker & Company,

outdoor advertisers, and has been actively engaged in the business for twenty-eight years, in his testimony, taken in Detroit, says that most of the plants throughout the United States are putting all earnings back into expansion.)

It is perfectly plain, on the whole case, that Mr. Costello, in bringing this suit, has loaned himself as a tool to the rival interests, the purpose of which he must know (if he knows anything) is intended to injure, if not to destroy, the business of the Thomas Cusack Company.

Being of the opinion that the affairs of the Thomas Cusack Company have been operated at a profit, and that its business has been wisely and honestly managed in the interests of the stockholders and creditors; and that the complainants have not, in the slightest degree, shown any, to the contrary. I would advise a decree dismissing the bill, were it not for the fact that the complainants prevailed on another branch of the bill, namely, that which refers to the amendment of the certificate of incorporation; the decree, however, will be in favor of the defendants on all the issues litigated before me on final hearing; and as to what decree shall be made with respect to the attempt to change the certificate of incorporation, where the injunction was issued and the decree of this court was affirmed by the court of Errors and Appeals, and also what decree shall be made with respect to the order making the order to show cause absolute, on the supplemental bill, which touched the change in the character of the stock, may be settled on the signing of the final decree, after the determination of the counter-claim filed by the defendants, which, by common consent, was to be argued after a decision on the main case.

* * * *

The defendants, as a further defense, ask that the bill be dismissed because the complainants do not come into equity with clean hands, and cite *Prindiville vs. Johnson*, et al., 93 N. J. Eq., 425, to sustain their position. In that case, Chief Justice Gummere, speaking for the Court of Errors and Appeals, said:

"We are unwilling to consider the meritorious questions decided by the vice-chancellor. The complainant, according to the averments of his bill and

the undisputed facts set out in the answer and developed by the proofs, came into the court of chancery for the purpose of having it there declared that a scheme, in the execution of which he was an active participant and the recipient of very large sums of money, was a fraud upon our statute, a violation of our public policy, and, therefore, null and void, and sought to have an adjudication in his favor, based upon these facts, in order that he may now enjoy benefits which can only come to him as a result of such an adjudication. Stated shortly, his position is this: Having for some eight years participated in the carrying out of this fraudulent scheme and reaped the benefits thereof, he now seeks, either for his own personal benefit or as the self-constituted representative of the state, to have this fraudulent scheme ended and our state laws and policies vindicated."

In that case it will be perceived that the bill was filed attacking the very scheme to which the complainant was a party and seeking to have it declared null and void, the complainant expecting to benefit therefrom.

In the case of *Howe vs. Chaiolinski*, et al., 237 Mass. 532; 130 N. E., 56. Mr. Justice Braley, in the Supreme Judicial Court of Massachusetts, said:

"A plaintiff who has engaged in inequitable conduct having an immediate and necessary relation to the matter for which he seeks relief will not be aided by a court of equity, and it is wholly immaterial in the case at bar that the defendant also an undisclosed participant has not been harmed but generally benefited."

In *Woodward vs. Woodward*, 41 N. J. Eq., 224, citing *Pomeroy*, Vice-Chancellor Van Fleet said:

"The equity which deprives a suitor of a right to justice in a court of equity is not general iniquitous conduct unconnected with the act of the defendant which the complaining party states as his ground or cause of action, but it must be evil practice or wrongful conduct in the particular matter or transaction in respect to which judicial protection or redress is sought."

The doctrine of this latter case was approved in the Court of Errors and Appeals

in *Nunn vs. Americano Company*, 83 N. J. Eq., 309, where Mr. Justice Swayze said:

"We think, therefore, that the decree must be reversed; but it does not follow that the complainant is not entitled to some of the relief granted. The disqualification applies only to the particular matter or transaction with which the wrongful conduct had to do."

Applying these principles to the instant case, the first question to be determined is, What relation the misconduct above set forth bears to the relief sought by this bill? The misconduct above set forth displays a motive to injure the defendant company in its business for the benefit of a rival. The relief sought by the bill, among other things, is to have it adjudicated that the defendant company has been mismanaged with a prayer for an injunction and receiver. This bill is filed by stockholders. In the case of *Bull vs. The International Power Company*, 84 N. J. Eq., 6. Chancellor Walker, said (p. 10):

"It is quite universally held that when a suitor is entitled to relief in respect to the matters concerning which he sues, his motives are immaterial"; (citing cases). He said further, "The complainants' motives here are quite immaterial. They have an absolute statutory right to maintain their bill, and if they make a case under the statute they are entitled to the relief they seek."

This case was affirmed unanimously by the Court of Errors and Appeals in 85 N. J., Eq., 206.

There are numerous other cases in this state to the same effect which are unnecessary to cite, as the principle is quite clear. The only question is the application of the principle to the present case; and, as I see it, the conduct of the complainants has no relation to their rights as stockholders. They are not claiming relief with respect to the things condemned; they are simply asserting that the company is mismanaged, and praying for an injunction and receiver; and this right they may assert notwithstanding the above misconduct, the same as any other stockholder. My opinion, therefore, is that the doctrine of unclean hands is not applicable in the present case, and a decree will be advised accordingly.

[Advertisement]

Breaking In

[CONTINUED FROM PAGE 36]

a period of years—the bulk of this, of course, coming from business with former patients of the Battle Creek Sanitarium, as well as supplies to the sanitarium itself.

The Corno Mills in St. Louis, were putting out "National Oats," and I interested Mr. Matthews and Mr. Reid in the idea of taking over the Sanitas Nut Food Company, whose assets were practically all in the trademarks and good will, by guaranteeing a net income of \$21,000 and any time within ten years if they paid to Dr. Kellogg and his associates a total in dividends of \$500,000, the Corno Mills was to have complete ownership of the business.

My understanding with Dr. Kellogg was very clear that this would be satisfactory to him, but by the time I had convinced Mr. Matthews and Mr. Reid that they were making a good purchase, Dr. Kellogg had an entirely different view and nothing happened.

Stanley Clague next took the Sanitas account. I am not at liberty to tell what I know about his experience with Dr. and W. K. Kellogg, and I am sure I do not know all. I do know that the name Kellogg finally appeared prominently on the Corn Flakes package, and Dr. Kellogg and his brother had law suits. However, Kellogg's Corn Flakes and Kellogg's Bran are today well advertised specialties and the methods followed in merchandising and advertising them are in line with those which Mr. Thain clearly visualized and recommended.

Mr. Thain died in 1912, and I regret that he did not write his memoirs, as he could have enriched the history of advertising with them. At one time he was western manager for the *Ladies Home Journal*, *Youth's Companion*, *Sunday School Times* and several other publications. He lived near William Horlick when the latter developed his malted milk in his kitchen.

He was one of advertising's pioneers. He never was a money maker, because money makers as a rule are not starters—they usually finish something that a pioneer starts, thus proving that in the world of advertising there is a place for both types.

Certainly no man who has made much money in advertising had more friends, and I believe more fun, than Mr. Thain. The happiness he radiated was genuine.

The "Main Entrance" to the Hearts and the PURCHASES of America's Dominant Building Supply Dealers

There's just one Direct Route to speedy and economical distribution of everything and anything that goes into modern buildings—from garages to apartment structures—from cottages to great hotels—from local repair shops to mammoth factories:

BUILDING SUPPLY NEWS

"The Dealer's Own Paper"

Every weekly issue is consulted many times daily

by 4500 Dominant Dealers

for its market reports and for the up-to-the-minute information contained in its advertising pages.

Send for a copy—and let yourself be guided by the appeal this virile weekly makes to the big dealer-merchants of the building industry.

BUILDING SUPPLY NEWS

A.B.C.

405 Old Colony Building, CHICAGO

A.B.P.

Some Children — Some Shoes!

☞ 96% of our 95,000 subscribers are married and have more than 180,000 children.

☞ Yes, and 85% of 'em own their homes.

THE ROTARIAN

The Magazine of Service

CHICAGO

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives: Constantine & Jackson, 7 West 16th St., New York
Mid-West Representatives: Lorenzen & Thompson, Inc., 122 So. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2 in all other countries.

Published Monthly by Rotary International

Good typography is not accidental

It is the meticulous effort of a worker with types who knows how to use them to get the best results for advertisers. Harry Lesser knows type. Many national advertisers can attest to that. Through him we are hoping to serve you typographically

RIVERVIEW PRESS · Inc · 404 East 36th Street

Telephone MURRAY HILL 9418

The Trademark Clinic

(Letters addressed to Roy W. Johnson, Trade-Mark Editor, Advertising and Selling Fortnightly, 52 Vanderbilt Avenue, New York, asking specific trademark questions, will be answered promptly)

By Roy W. Johnson

¶ My experience in advertising qualifies me to be exceedingly helpful to advertisers who believe that the money they are spending for advertising is not being used as effectually as it should be.

¶ Mediums, copy, organization, failure to recognize and utilize market opportunities—there is where the trouble is, nine times in ten.

¶ The sane thing to do, under the circumstances, is to have someone who KNOWS—and who has no axe to grind—review what is being done with a view to eliminating unwise expenditures and raising advertising standards all along the line.

¶ My services are available for that purpose for as much or as little time as is necessary to do a real job. Communicate with me, direct or through an intermediary, as seems best.

J. M. CAMPBELL,

(NOT an advertising agent)

440 FOURTH AVENUE,

NEW YORK

*Phone: MADISON SQUARE 6991

DON'T

waste money Advertising!

A systematic analysis of your advertising expenditures will show you whether or not you are wasting money.

I have prepared a practical outline by which you can easily make that analysis—as others have done to their profit.

[Let me send it to you,
with my compliments]

H. C. WINCHELL

An Advocate of Common Sense in Advertising

230 E. Ohio St., CHICAGO

Without promising anything, we would like to see your outline.

Firm.....

By.....

Address.....

(601)

THE public can acquire rights in the use of words and phrases, by the mere process of using them, just as any manufacturer can; and if the public is allowed to use a word in the wrong sense it may easily acquire rights which no single individual can overthrow. Widespread popularity for a trademark may look like excellent advertising, but it ought to be scrutinized with considerable attention before it is encouraged.

The practical problem that confronts the owner of a trademark applied to a patented product is this: how to prevent the public from obtaining rights in the use of the word that will destroy its value to the original proprietor after the patent has expired. As stated in this department in the April 9 issue of ADVERTISING FORTNIGHTLY, there are two ways, generally speaking, by which this may be accomplished.

By way of illustration, we may refer to the instance of Linoleum, already referred to. Let us assume that the original manufacturer, instead of retaining the monopoly entirely in his own hands, had licensed one or more others to make and sell the substance. Let us say that he sold his product as "Star Brand Linoleum" and devoted his energies toward building good will for his individual brand. At the same time his licensees adopt distinctive trademarks of their own, and are selling perhaps "Flag Brand Linoleum" and "Monogram Linoleum." At the termination of the patent monopoly the word "Linoleum" passes to the public, but instead of losing all, or nearly all, the benefit of the good will represented by his efforts during the term of the patent, he retains full control of the good will represented by the word "Star." Those who have previously bought this product and obtained satisfaction can still identify it, and the expiration of the patent has done less harm to his business than would be the case if he lost control of the only word by which his goods were known.

On the other hand, we may assume that he wishes to retain control of the word "Linoleum" itself. In this case, it will probably be necessary to invent another name to describe the product, which may be arbitrary or not so long as it is a word that will be accepted as descriptive. He then proceeds to sell, under the trademark "Linoleum," not only the patented floor covering, but other products as well—carpets, for example, rugs of different fabrics, and

straw matting. The word "Linoleum" is obviously a mark of origin, and not the name of any particular product. He cannot, of course, retain the exclusive use of the descriptive term after the patent expires, but he can retain "Linoleum" and all that it represents, for it refers only to goods of his own manufacture, or goods coming from his establishment.

It cannot be too strongly urged, in this connection, that the manufacturer who desires to protect his trademark rights must clearly understand his position at the start, and must adopt a policy which can be consistently maintained. As a general rule his rights depend fairly and squarely upon the meaning his mark has come to bear in the public mind, and the habit of the people in using it as referring to *him* or to the kind of goods he makes. And as no court has the power to dissect the public mind and weigh ideas, it is necessary to judge of such matters by inference from facts that are tangible. Here the record of the manufacturer himself is of the greatest significance, since the public can generally be assumed to understand what the manufacturer himself has taught them to understand. The decisions in innumerable court cases on this subject are little more than a discussion of the necessary and logical effects of the manufacturers' own acts—the past record which no afterthoughts can possibly change.

The commonest error is for a manufacturer to drift along until he awakes with a start to the fact that his patent is shortly to expire, and "something" ought to be done about it. Generally it is too late to do anything effective, and it is dangerously easy to make things a great deal worse than they already are. In a number of instances manufacturers have run emergency campaigns of advertising to offset the effects of expiring patents, and in most of them their trademark rights have been injured rather than helped by the sudden change of policy. The Supreme Court in the Singer case laid great stress upon the fact that the Singer Company had attempted to establish a technical trademark just prior to the expiration of certain patents, thus indicating its own doubt as to the meaning of the word "Singer." The time to begin producing a clear record is at the beginning of operations, not later on when the stream has been muddied at the source.

Sales Executives! Advertising Managers

MARKETING IS YOUR PROBLEM

—and as printers who conceive and carry out merchandising plans — detail-complete — we believe we can help you reach and sell your market.

• • • • •

FROM this you'll gather that we function as something more than printers—that we realize how ineffective the best sales literature produceable can be, if it is not conceived and planned to meet a definite, predetermined and preanalyzed selling purpose—and if it is not distributed where it can have the chance to perform its desired task.

We have two reasons for offering to act as both direct mail counsellors and printers. First, to give sales managers and advertisers the advantage of the cooperation of an organization of specialists who have the facilities and experience needed to produce sales literature that is individualized to both purpose and product—and who will attack each problem with the fresh, critical attitude of an outside prospect. Second, because we want to give our printing the chance it merits—as we know that even genius on our part in producing excellent printing wouldn't get maximum results for our clients unless the original conception and the final use of it is correct.

Nor is this an altogether new service with us. For some time we have been performing it for a number of unusually prominent national advertisers. You are invited to put us to the test. Simply write or wire: "Send us a contact man. We have a problem you may be able to help us with."

The J. B. Savage Company

Printers since 1869

1395 East Third St., Cleveland, Ohio

New York Office: 18 East 41st Street



CHALFONTE-HADDON HALL ATLANTIC CITY

In addition to Sea
Bathing and Board-
walk activities

GOLF
TENNIS
YACHTING,
FISHING

Eight miles of Boardwalk, lined with a thousand and one fascinating shops and amusements. Eight miles of broad white beach and rolling surf. And, in the very center of things—on the Beach and the Boardwalk—hospitable, homelike Chalfonte-Haddon Hall. Their supreme appeal to people of culture and refinement extends over a period of more than fifty years.

American plan only. Always open.
Illustrated folder and rates on request.

LEEDS and LIPPINCOTT
COMPANY

Why Jobbers Are Slow to Take on New Lines

[CONTINUED FROM PAGE 24]

case of this cleanser. We want to prove that we are the hardest workers. There is no real profit in this line, but the volume should be splendid.

"You ought to be through with the beans and the cleanser in half an hour, but don't hurry. Take your time. It is better to sell twenty dealers in a day and make them enthusiastic cooperators, than it is to sell forty and not sell them right.

"But we also have a car of milk on hand. This is a new brand. I don't know much about it, except that it is going to have the benefit of a sweeping campaign of advertising. I can't tell you just how it is going to make people stop buying brands which they have been using for years, but the advertising is going to create a tremendous demand and if your trade is not supplied I don't know what they will do! They will get a reputation for being back numbers and will no doubt go out of business. So if you want to have them stay in business and remain your customers, be sure to sell them five cases of this milk.

"Furthermore, the world is going to the dogs because six million school children are getting enough to eat but not the right sort of food. They are starving to death and don't know it. They probably will never know it throughout the whole three score and ten years of their careers, but they should know it. And you are the men elected to tell them.

ALL you have to do is read this book on cereals and then get this new line introduced. We want every retail grocer to have a few cases in his warehouse. We may have to take the goods back in a few months, but we will let that matter take care of itself. The job right now is to get this car billed out. You don't have to take any special time off to study this, because you can have your wife serve it three times on Sunday and you will know all about it.

"And then the sales manager of the wholesale grocery house is ready to dismiss his men."

It is physically impossible for the wholesale grocery house to do the job which scores of manufacturers and packers would like to have it do. Still, the wholesale grocer is the logical distributor through whom merchandise filters from packer or manufacturer to retailer to consumer. While to the unfortunate manufac-

"—To a comparatively small amount of space in Advertising Fortnightly, I have traced directly approximately a 30% increase over the previous year's business."

KEITH SHAW



turer, depending on cooperation from the jobber, this is a serious problem, from the standpoint of business in general it is not without its good points. It does accomplish one thing; it culls out the lines which in the first place have no real chance and no real business in the field.

Putting on the market a worthwhile food product is a great undertaking at best. It means, first, having a good piece of merchandise. Second, it means having adequate capital, and third, it means having a group of men who are able to do the job.

Too often, however, somebody with the best of intentions but without these essential elements gets into the field. The wholesaler is generally the first to catch them at their game. Too many so-called "advertising" campaigns have been thrust onto the public with nothing back of them. Too many concerns have tried to slide through on the strength of what advertising can accomplish, looking to advertising to take the place of real merchandise and real business ability.

NOT long ago, a disillusioned packer told a jobber that he was all done with advertising. He said that he had listened to some advertising men and had put a lot of money into advertising. But it didn't pay.

Here was a case of a manufacturer who had been led to believe that he could put some money into space and fill that space with high-sounding words put together by a copywriter who prepared the campaign—and that the result would be a "tremendous demand."

"Tremendous demand" does not come that way. I know of an advertising campaign being conducted right at this time by a national advertiser. It is in its third year. It is backed by a properly balanced force of salesmen—large enough to cover the country properly. The merchandise is right. The price is right. It is conceded that the advertising is excellent. It is the work of a group of men who for many years have studied the advertising and merchandising of that particular product. The results from this campaign appear to be highly satisfactory. The concern feels that it is getting its money's worth. But there is no "tremendous demand," just a nice, healthy growth.

"Twenty-five years ago the jobber was a brand builder. Now look at him!" That remark is often heard. But it means nothing. It is gener-

The EXPOSITOR

The Direct Route to

**25,000
CHURCH
COMMUNITIES**



**25,000
CHURCHES
and
MINISTERS**

Are not these facts significant:—

That advertisers in this publication are largely those who are continuously represented in our issues month after month—year after year. And

That a survey of the advertisers in this field reveals that a surprisingly large number have selected The Expositor as their exclusive medium in reaching this market.

Sample copies—rates and details on the religious market will be gladly furnished.

F. M. Barton Company

Publishers

Caxton Building, Cleveland, Ohio

NEW YORK
17 West 42nd St.

CHICAGO
37 South Wabash Ave.

**Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays**

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Change of Address

Request must reach us one week before date of issue with which it is to take effect. Be sure to send both your old and new address.



**A TAYLOR THERMOMETER
ADVERTISES 24 HOURS EVERY DAY**
Agents whose clients' products are to keep-
ing with thermometer advertising recom-
mend Taylor Outdoor or Indoor Advertis-
ing Thermometers. All year round pub-
licity, because of universal human interest
in temperature.
Write for catalog and quantity prices
to
Taylor Brothers Company,
ROCHESTER, N. Y.
(Division of Taylor Instrument Companies)

Irresistible Convincing Sales Letters

\$5 each; series three \$12.50. Broad experience has taught us the points that sell. Also furnish complete sales service. Outline your proposition fully.

LEBRECHT, WACO, TEXAS

Letters That Come In The Morning's Mail



C. L. BUTTS, Manager of Sales,
The Wood Shovel and Tool
Company, Piqua, Ohio.

"I have found the *Fortnightly* the most interesting publication that comes to my desk. . . . It is so broad in its scope of appeal that every issue carries in it several features applicable to my own duties."

C. L. Butts

Advertising and Selling FORTNIGHTLY

ally meant to discredit the jobber. It is generally made by some individual who does not want to or cannot put behind his proposition the money necessary to properly market it.

Twenty-five years ago, the placing on the market of a newly advertised line of goods was an event. For that matter, not as far back as that a man could rent an empty store, put in three hundred camp chairs, get some custard pie throwing films, start a nickelodeon and be a "theatrical magnate." He can't do it today. That isn't because there is anything wrong with the public or with the wholesale grocery trade either.

The fact is that twenty-five years ago the promise of a hundred thousand dollars to be spent in advertising was something to cause excitement among wholesalers. A great deal of business was done not on the strength of the results achieved through advertising, but just because of the talk of advertising.

Today the wholesaler and the retailer do not turn a hair when somebody talks of a half million dollar campaign, because the next man to come along talks of a million dollar campaign.

Wm. T. Mullally, Inc.

New York agency, has been selected to direct advertising for the Majestic Hotel & Restaurants, same city.

Charles F. Lench

Recently Western manager for the Commercial Poster Company, and former president of the Associated Artists, Cleveland, is now with Bruner & Simmons, Inc., Chicago specialists in office layouts.

Strobridge Lithographing Co.

Cincinnati, has selected David H. K. Bottrill, recently with R. L. Polk & Company, Detroit, to supervise their newly organized direct advertising department.

Russell T. Gray

Advertising engineer, Chicago, has removed to the People's Life Building, same city.

Ray D. Lillibridge, Inc.

New York agency, appointed advertising counsel to the Colin B. Kennedy Company, St. Louis, manufacturers of radio receivers.

Norden Publishing Co., Inc.

Brooklyn, N. Y., will issue on May 8 the first number of a new Norwegian weekly newspaper, the *Norgesposten*. H. Wold, formerly of the Norwegian News Company, is advertising manager.

How Armand Worked Out His Price Policy

[CONTINUED FROM PAGE 27]

times in pursuance of the elementary conception of right, honorable and ethical business conduct, as befitting membership in a society built upon the sure foundation of a democracy, organized in harmony with the most enlightened civilization in history, inspired by the teachings of Divine Truth, and finally directed equally to preserve the opportunity and rights of each for the benefit of all and to enhance the general happiness and welfare.

II

We believe, therefore, that it is the unquestioned obligation of the manufacturer:

(a) To label, advertise and merchandise his products in a manner wholly free from misrepresentation of any kind and in complete accord with the highest standard of commercial morality and the law;

(b) To refrain from in any way or to any extent unduly infringing upon the equal rights (whether moral or legal) of a competitor and unfairly interfering with his business, as by uttering false or disparaging statements about him or his products or his business, by misappropriating his trade names or the distinctive form or dress of his products or his original and distinguishing merchandising plans, by enticing away his employees, by using unidentified demonstrators who are deceptively held out to be the employees of the store in which they appear and unfairly prejudice the consumer against the use of competing products.

III

This do we believe:

"Whatsoever ye would that men should do to you, do ye even so to them."

Mr. Weeks bases his plan and his instructions to salesmen on two principles—first, that the company has a right to choose its own distributors of the product upon which it is spending effort and money, and upon which its future stands or falls; second, that when the goods is once sold, all jurisdiction over them ceases. In other words, the plan is essentially one of prevention of actual abuses instead of cure. The company refuses to commit itself in any way concerning a retailer who cuts the retail price, except when his next order comes in after his price cutting has been confirmed, the order is, in parliamentary terms, tabled. The man may endanger the mails by the inflammatory nature of his complaints, but nothing happens.

The company's only chance to maintain prices lies in its own selling policy. It can, and does, refuse to sell the price cutter. It maintains its own price of \$4 and \$8 a



One of the windows used by a progressive gas company to advertise radiant heaters.

Merchandising Units in Every State for National Distribution of your product

IF you manufacture domestic appliances, washing machines, heat control devices, laundry and kitchen equipment, stove polish, industrial appliances, etc., etc., Gas Companies offer sales units in every state in the Union already organized and equipped for cooperation with you in gaining distribution.

These Gas Companies have show windows which they change frequently, featuring various products in attractive displays. They have appliances and industrial departments, a show room for proper display and a trained sales force. In addition, they have the most valued asset of all—knowledge of local conditions. Moreover, they are reliable and the element of financial risk is eliminated.

You are invited to make use, without obligation, of our Research and Service Departments. We believe the information and cooperation we can give will be of definite value.

Gas Age-Record, 52 Vanderbilt Ave., New York

The only A. B. C. & A. B. P. paper serving this field

We also publish *Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.*

Gas Age-Record
"Spokesman for the gas industry"



dozen plus one fourth of a dozen free, and the man who buys one dozen is on exactly the same plane as the man who buys a gross. It is obvious that the large department stores, the mail-order houses, the chain druggists, to all of whom the one or two cents reduction in price under the small retailer is the breath of life, display little interest in Armand goods. The druggists who combine their orders for the purpose of getting a larger discount must seek other lines, for the Armand salesmen keep a wary eye on their customers, and any order in excess of needs is usually investigated.

As a rule the man who is ethically right finally wins out, although he often has many sloughs of despondency through which to pass, but the bitter feeling of the average small retailer toward his powerful, price cutting business competitors has helped to make the way easier for the Armand Company, and its fearless stand on the matter of price maintenance is not likely to injure its standing among the people who have done most to make it the outstanding success that it is.

Franklin Ball

Recently advertising manager of Sun-Maid Raisin Growers, Fresno, Cal., and formerly with the San Francisco office of Hall & Emory, Portland, Ore., is now with Los Angeles office of Lord & Thomas.

Advertising Golf Club Association of New York

Members Advertising Club of New York, has been formed and the following officers elected: J. I. Wheaton, president; Wesley Ferrin, vice-president; Montague Lee, secretary and treasurer. The latter's address is 313 West Thirty-seventh Street, New York. The following tournament committee was appointed: Stanley Newbery, chairman; Harold Stretch and Douglas Cairns.

Louis B. Hill

Formerly of the *Globe-Democrat*, St. Louis newspaper, has been appointed manager of national advertising for the *Columbus Dispatch*, Columbus, Ohio.

The Courier and the Commercial

Newark, N. J., weekly newspapers have been purchased by A. Eugene Bolles, treasurer of the Houston Publishing Company, New York, and formerly connected with Doubleday, Page & Company, Garden City, L. I.

Sewell P. Moore

Recently with Rose Martin, Inc., New York, and formerly in art department of Curtis Publishing Company, Philadelphia, is now art director and head of production for The Huckins-Smith Studios, New York.

Galloway Adds Holmes Photos to Collection

I have just acquired the use of the Burton Holmes collection of negatives, about 100,000 in number. This addition to my already vast stock of photos, which includes the Elmen-dorf and Chester collections, puts me far out in the lead as a purveyor of fine standard illustrations for house organs, trade papers, booklets, display advertisements, literary magazines, and books.

My stock covers the world. Write or wire whenever you need photos.

EWING GALLOWAY, 118 East 28th St., New York City

Comparative Magazine Rates

1914 and 1924

By Hugh E. Agnew

Director of Research Periodical Publishers' Association of America

THE following information in regard to the changes in the cost of magazine space is founded upon the rates charged for the leading publications in the Periodical Publishers' Association. Circulations for 1914 were taken from the publishers' statements and those for 1924 from the statements of the A. B. C. The page was taken as the unit of measurement. The rate was computed by adding the cost of a page in each publication, then adding the circulation of the separate magazines. The total cost for a page was divided by the total circulation.

	1914	1924
Circulation	9,272,359	14,319,860
Cost per page	\$27.870	\$50.800
Average cost per page per 1000 circulation	\$2.98	\$3.55
Comparative costs	100%	119%

The cost of the materials and services that go to make up a magazine were also compared for dates as nearly corresponding to the ten-year period of 1914 to 1924 as statistics would provide. The following results in percentages used the date most nearly corresponding to 1914 as a base.

	Per Cent
Magazines	119 (1924)
404 Commodities of U. S. Bureau of Labor Statistics	153 (1923)
Book paper	202 (1921)
Printing	212 (1921)
Postage	353 (1924)

In the foregoing, the costs of printing and book paper were secured from the U. S. Census and are for the years 1914 and 1921 respectively. The postage is for 1924. Commodity prices were taken from the Post Office regulations and from the U. S. Bureau of Labor Statistics for the year 1923.

There are no means of knowing whether the circulation given for 1914 represents the number of copies that the publisher delivered or whether it was higher or lower than the basic circulation that the publisher was supposed to deliver for the price charged. Then again, the composite cost per page of \$50.800 in 1924 is made to apply to the aggregate circulation of 14,319,860, according to the A. B. C., but the rate per page is determined on a basic circulation that may be more or less than the aggregate circulation.

These figures are illuminating in showing that as compared with other commodities the rates of magazine advertising have increased very little.

125,000

Youths—On the Threshold of Manhood!

Five years ago, a boys' club was founded in Kansas City. It had nine members. Today it is international in scope, with 125,000 members—all clean-cut young men between 16 and 21.

The Order of DeMolay—fostered by Master Masons—is a maker of men. It teaches love of parents, reverence, patriotism, purity, courtesy, comradeship and fidelity. It stresses good sonship, good citizenry, and teaches constructively about schools, churches, and like subjects. At the present time there are 1210 Chapters instituted throughout the country—while new Chapters are being organized each month.

NOW BUYING

New Chapters are being instituted each month while present Chapters are now raising funds for investment on equipment. Chapter rooms, club rooms, gymnasiums, etc. must be furnished. Their needs include:

- Baseball, Basketball, Football equipment.
- Rule books, etc.
- Swimming, Gymnasium and Outdoor Track Suits.
- Hiking equipment.
- Band Instruments
- Outdoor Games of all kinds, such as Volley Ball, Tennis, Croquet, Quizzes, etc.
- Radio.
- Items for serving refreshments, such as paper cups, plates, etc.
- Indoor games of all kinds.
- Books.
- Educational Courses.
- Furniture, Pictures, etc.
- Musical equipment.
- Robes and paraphernalia.

Keeping pace with the Fraternity's phenomenal growth, the DeMolay Councilor is now being delivered every month to each of the 125,000 members. Being the official organ of the Order, it covers a market that is absolutely beyond the reach of any other medium because it affords an opportunity to address the young man at the time he is forming most of his life-long buying habits. Its reader-interest is intense, hence it ranks high as an advertising medium.

Investigate this big market. Write for complete marketing details and rates.

THE DeMOLAY COUNCILOR

1201 Federal Reserve Bank Bldg.

Kansas City, Missouri

EDWIN J. SEIFRIT, Business Manager

Advertising Representatives

LORENZEN & THOMPSON, Inc., 608 Peoples Gas Bldg., Chicago, Ill.

19 West 44th Street, New York City, N. Y.

Los Angeles San Francisco



Bound copies of Volume II are now ready. ☐ A few copies of Volume I are still available. ☐ The price is \$5, which includes postage.

"Advertising Fortnightly" Buys "Advertising & Selling"

IN LINE with a definite policy embarked upon when ADVERTISING FORTNIGHTLY was established less than a year ago—to develop a publication for advertising and selling executives—we have purchased ADVERTISING AND SELLING and will absorb it in our publication with the issue of May 7th. By this purchase we acquire the right to use the word "Selling" in our name, which gives a truer picture of our editorial purpose and content.

There will be no change in the editorial policy of ADVERTISING FORTNIGHTLY, nor in its content, format, business standards or identity; nor will there be any change in its staff. The transaction simply represents a logical step in the growth of our publication, and will serve to broaden its sphere of influence.

The additional subscribers secured through this purchase will make ADVERTISING FORTNIGHTLY a stronger advertising medium; and the increased revenue developed by an added volume of advertising will enable us to progress more rapidly toward our conception of what a real marketing publication should be.

W. C. Brown
Publisher

WITH the current issue the FORTNIGHTLY's paid circulation is in excess of 7,000. These seven thousand subscribers comprise executives and heads of manufacturing organizations and agencies—the men who dictate policies and decide upon media to be used in advertising and marketing campaigns.

You can reach these 7,000 "influencing factors" economically with the assurance that

your message *will be read*, by advertising in the FORTNIGHTLY. We celebrate our first anniversary with an increase in circulation and volume of advertising, and the addition of two words—"and Selling"—to our name. The volume numbers will continue the volume numbers of ADVERTISING FORTNIGHTLY.

Rates and available positions will be furnished on application.

Advertising
and Selling
FORTNIGHTLY

Growing Pains in the Small Agency

[CONTINUED FROM PAGE 25]

bility of that agency, all the "trappings and the suits" of prosperity, and request from that agency, as something obviously due me, a statement of volume of business, surplus, recent losses, habits of paying publishers and records on retaining clients—if not indeed an actual balance sheet.

But this is an incursion into the advertiser's realm, and what we are concerned with examining now is the agency's welfare. False front is nearly always the aim of over-expansion—a desire to create business by attracting it through the impression of prosperity, rather than letting business itself create prosperity. The inverted psychology is all too common and all too disastrous. The agency which, flushed with a nip of victory, expansively spreads its wings and enlarges its staff, its quarters, its overhead and its obligations—merely on hopes—frantically discovers itself the victim of a snare and a delusion. And the pity is that many of them find this out too late to save their necks by a return to saner and harder methods, and quietly slide off the toboggan.

But these heroic stimuli to the pituitary glands are not the only temptations which the sire of the small agency has to avoid. He must be wary also of the exact reverse. Of so smothering himself and his aids with detail as to contract rather than broaden his vision, and to forego that vital contact with the whole general field which he needs and must have. Of using his type-rule on production when he should be using his imagination on promotion. Of contemplating an electro when he should be contemplating a survey. Of holding the dollar so close to his eye that money actually becomes his blind spot, and he cannot see where profit really lies. But these temptations are commonly the lesser, compared with the grandiose ones.

GRANTED that our agency principal avoids both these costly extremes and takes a middle course, he will yet undergo some minor experiences and face some dilemmas which he finds more or less acutely painful. Even if he expands moderately, to a degree justified by both his business and his prospects, he may well encounter, subsequent to this expansion, a period of diminished returns to himself. He may not have anticipated this condition



The Horse Fair
Rosa Bonheur



Look for this Emblem

The Industry that Hangs the Treasures of the Palace on the Walls of the Cottage

By James Wallen

ANDERS ZORN, Sweden's greatest artist, repeated the subjects of his paintings in his etchings. Circulation, he affirmed, enhances the value of the finest picture.

Zorn knew, what wise men are learning everywhere, that it is the familiar object that is best loved. Connoisseurs may be thrilled by the cloistered masterpiece in a private gallery. The people love Rosa Bonheur's "The Horse Fair" reproduced countless times.

The engraving process has hung the treasures of the palace on the walls of the cottage. It has spread the riches of the ages on the tables and bookshelves of every home.

Sweep away the art of engraving and the eyes of millions are blindfolded to a large part of truth and beauty. Modern publicity would lose its hold on those to whom pictures are more eloquent than words.

The American Photo-Engravers Association is an organization devoted to the preservation of the best in the old ways of the industry and the promotion of progressive ideals.

The association expects its members to carry on the torch of progress by making better engravings than the world has ever seen before. It asks that every member pool his knowledge and experience for the advancement of his craft.

The story of the work of the American Photo-Engravers Association is founded on fact but reads like a romance, it is entitled "The Relighted Lamp of Paul Revere" and may be had on request from your engraver or the association direct.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 893 MONADNOCK BLOCK • CHICAGO

Copyrighted 1924—American Photo-Engravers Association

Advertising and Selling FORTNIGHTLY Markets, Merchandising & Media



Published Monthly by the American Photo-Engravers Association
By Katherine Graham (Editor), James Wallen (Managing Editor), and
Walter C. H. Smith (Business Manager), 893 Monadnock Block, Chicago, Ill.

If you don't receive the Fortnightly regularly

Advertising and Selling Fortnightly
52 Vanderbilt Ave., New York City

Please enter my subscription for one year (26 issues). Send me bill for \$2.00 when first issue is mailed.

Name

Address

Company

Position

Does Advertising Pay the Consumer?

A small booklet containing 26 "short talks on advertising" under the following headings:

- | | | |
|-----------------------|-----------------------|-------------------------|
| 1. Honesty | 10. Rat traps | 19. Distribution |
| 2. All is Advertising | 11. Permanence | 20. Fly-by-nights |
| 3. Billy Watts | 12. People | 21. Salt |
| 4. In China | 13. "Just As Good" | 22. Progress |
| 5. Soup | 14. Franchises | 23. Satisfied Customers |
| 6. Newspapers | 15. Banks | 24. Jobs |
| 7. Goodwill | 16. Volume and Prices | 25. Miracles |
| 8. Success | 17. Carborundum | 26. Copy |
| 9. Vision and Courage | 18. Memory | |

PRICE 25 CENTS

Any salesman of advertising who cannot find in each one of these a practical selling point to use on his next "prospect", is in the wrong line of business.

The talks are designed to "sell" newspaper advertising to merchants, manufacturers, bankers and consumers.

They answer the arguments against advertising that I have met in an experience of twenty-five years as a publisher, advertising agent and advertising counsellor.

The fact that these arguments are as foolish as they are old, doesn't take them out of our way. We have to meet and beat them, or we don't get the contract.

A copy of this little book should be handed to every merchant and manufacturer in the country and then someone should stand over him with an ax and make him read it.

It would be good for his soul and his pocket-book.

That's what I think about the book—and I ought to know.

Didn't I write it?

Charles Austin Bates

33 WEST 42ND STREET, NEW YORK

and he may pessimistically conclude that his growth is paradoxical and that he might better have remained where he stood. The chances are, though, that this eclipse of the all-important "net" is merely temporary and will right itself in due course, with the proper addition in black ink.

He will find that he personally has difficulty in deputizing former routine duties and in bringing himself to concur in, let alone admire, the way other people do the things he used to do. This sensation may be unpleasant and disturbing to him—until he begins to perceive that his way was, after all, not the only way nor necessarily the best way.

He will feel annoyance, perhaps, in the fact that his ship seems to be getting full of little leaks, petty financial excretions, which his painstaking and attentive economy was able to prevent in the early days. Here also he will have to learn to snap his fingers at a dollar rolling away, when he sees five rolling in.

HE will experience other unforeseen reversals which are part and parcel of any agency's history during the formation stage—non-allowance of space commissions which he had counted on and which he must lose pending probationary periods, with some publishers; expensive experiments with non-productive salesman of his own services; credit losses, not due to failure to look up ratings, but to upset "dope," and to his own reluctance to conclude once for all that it is not the business of any agency to grant long terms to any advertiser—regardless.

He will be taught the inexpediency of offering his contract blanks too promiscuously to "pot-boilers"—accounts long on the service and short on the revenue. He will find that there is a definite limit on the number of such accounts which any agency can profitably handle without operating in circles. He will learn that the manpower of his organization eats its head off on such business and is much inferior in its profit possibilities to *his own* creative power—the power of selecting and closing really profitable business. He will even be confronted with the advisability of dropping some of his earliest and smallest accounts—accounts which for reasons of close friendship and "auld lang syne" he has deep reluctance to abandon.

He will have to surmount very tangible obstacles in the way of his logical transition from an agency handling "trade" accounts to an

keith a shaw
advertising art



DISTINCTION

CHARACTER

18 EAST 41st ST.
NEW YORK CITY
MURRAY HILL
8 6 1 5



agency handling national accounts. He will have to learn on national business his science of selling, servicing, contracting, all over again. His staff may need a deal of reforming to this end. His very reputation for success on "trade" accounts will loom as a barrier to his aggression in the larger field.

Most of these occurrences or conditions, however, merely represent the bitter with the sweet and are not pernicious enough to ruin the cake, though they may injure the flavor. They are the natural vicissitudes of nearly every agency which has come from the ground up. They are surmounted, outlived and forgotten.

But there is one other symptom commonly exhibited by the growing agency, which is more dangerous than any of these and also more easily avoided. This is a malady fully as serious as the disease which I have called over-expansion. It is the disease of *too rapid growth*.

It has always seemed to me a glaring tactical error on the part of many of our most juvenal organizations that, as they gain accounts, they fail to consolidate their gains. Having lassoed a piece of business, our exuberant executive comes galloping back to the office, opens the door, tosses it in, and rushes off in quest of another. Imagine his discomfort when he reappears with his second prize to find that the first has evaporated in his absence! His megalomania may have been due to a number of things—most possibly to a natural forte for selling his proposition rather than *delivering* it. Many agency men have this characteristic deficiency. But he is likely to be lessoned more than once in the cold logic of incubating with fine solicitude every newly acquired account before he seeks a mate for it. He will have personal demonstration that selling an account is one thing and keeping it is another.

ALL this, to the agency man who has arrived, is superfluous. The man on the upgrade, with his ear to the wind, may catch a note or two of some little significance from the thoughts I have tried to outline.

I have often felt that more intimate and personal stories from some of the men who *have* arrived, in a real sense, would constitute an act of charity toward the novices, among whom I am more than willing to number myself. It would help alleviate the growing pains of small agencies and allow that lovable infant, Success, to be delivered at the appointed hour, with fewer instruments of torture.

Wisconsin Markets

Here is a presentation of four leading Wisconsin markets. Different facts concerning these markets will be given in subsequent advertisements. Because of the informative nature of these advertisements, they should be filed for continual reference.



New Homes

Kenosha is continually building homes to care for its increasing population. These are substantial homes for substantial people and indicate an above-the-average mode of living. Being an industrial city with 100 manufacturers, over 15,000 regular employees, and with a monthly payroll of \$2,000,000 Kenosha has the means and does purchase everything from chewing gum to automobiles. Write us, or ask our representatives to tell you of this market.

The Kenosha News
Kenosha Wisconsin
Representatives
CONE, HUNTON & WOODMAN
 New York, Chicago, Detroit, Atlanta, St. Louis, Los Angeles, San Francisco.

A Ready Made Market for Cosmetics

The large number of women employed in Janesville, Wisconsin, by industries such as the Parker Pen Company, Bough Shade Corporation, Fisher Body Corporation, Gussard Ceyed Company, Lewis Knitting Company, Janesville Clothing Company, Janesville Shirt and Overall Company, and the Tobacco Industries, at a high average wage makes this an especially desirable and easy market to cultivate for the increased sale of cosmetics.

The Gazette's Merchandising Department, than which there is none better in Wisconsin, has a fund of valuable information for any manufacturer of cosmetics or toilet preparations, who desires to increase his sales here. Complete information will be furnished without obligation.

The Janesville Daily Gazette

H. H. RISS, Publisher
 THOS G. MURPHY, Adv. Mgr.
 "An Unusual Newspaper"—Member of Wisconsin Daily Newspaper League
 M. C. WATSON, Eastern Rep., 286 Fifth Ave., New York City
 THE ALLEN-KLAPP CO., Western Rep., 1336 Peoples Gas Bldg., Chicago

IT'S TRUE

Situated on Lake Michigan.
 Served by two railroads, two boat lines and two interurbans.
 A thriving city of 65,000 people.
 Some 200 manufacturing plants with skilled and highest paid labor.
 A. B. C. Audit shows Journal-News has largest circulation.

RACINE

The City of Advantages



The vast plains of the Dakotas, Minnesota and bordering states have been called the bread basket of the world. Grain is their great product and the world is their market. This latter fact is a fact for just one reason—the port of Superior. The great development in this section would have been impossible had not the great lakes protected the wonderful harbor of Superior a thousand miles into the interior of the continent. The above picture gives a glimpse of how Superior performs its function. Millions of bushels are annually shipped through and milled by elevators and flour mills of which this is a sample group.

The Superior Telegram
Superior Wisconsin
Portland Representatives
HAMILTON-DELISSER, INC.
 Chicago New York



Men, ideas, business opportunities and services meet in The Market Place. . . . An economical introduction between men and jobs, jobs and men. This issue The Market Place appears on page 91.

\$100.00 Prize

Watch Printers Ink Weekly of May 15, for the announcement of a copy-writing contest.

If preferred you may write to Advertising Copy Contest Editor, Dept. S. O., at the address below for complete conditions of this contest which opens May 15 and closes June 15. Use the coupon below.

Watch further announcements.

Just Published

ADVERTISING COPY

By

George Burton Hotchkiss

Chairman, Department of Advertising and Marketing, New York University; President, National Association of Teachers of Advertising; Member, Educational Committee A. A. C. of W.; Author of numerous books on advertising and related subjects.

IN almost every big agency is at least one copy writer who has studied his art under George Burton Hotchkiss. Some of the soundest and most brilliant copy now being produced is the work of his former students. His own success as copy writer in a leading agency, and still more, his record in training successful advertising men and women have qualified Professor Hotchkiss to write with authority on the subject of advertising copy.

Into his new book he has put the results of twelve years of practical experience, of study, and of teaching. He presents thoroughly and systematically the principles that tend to produce copy of high artistic merit and of business utility. His style is clear cut and interesting and he illustrates every point by representative specimens of modern successful advertising.

Below are a few selected chapter headings:

THE NATURE AND PURPOSE OF ADVERTISING COPY

The Part Copy Plays in Advertising
How the Art of Copy-writing Is Mastered

Qualities Essential for Success in Copy-writing

WRITING COPY FOR EFFECT

FINDING THE POINT OF CONTACT

THE SUBSTANCE OF REASON—WHY COPY

THE STYLE OF REASON—WHY COPY

DESCRIPTIVE COPY

DIRECT EMOTIONAL APPEALS

ASSOCIATION COPY

STORY AND DRAMATIC COPY

THE CHOICE OF WORDS

Seven Tests of a Word

HEADLINES AND SLOGANS

Typing Up Copy to Headline

Requirements of Slogans

COPY FOR VOCATIONAL PUBLICATIONS

Technical Copy

Style of Copy and Display

THE FEMINE SLANT

STREET-CAR AND OUTDOOR ADVERTISING

A SOUND COPY STYLE

HARPER & BROTHERS

49 East 33d Street, N. Y. C.

Att. Adv. Copy Contest Editor

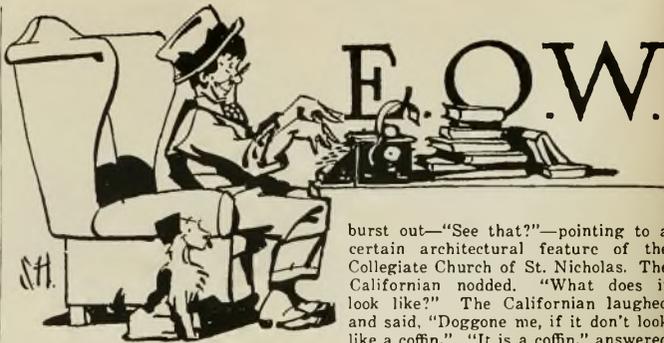
Please send me a copy of Advertising Copy Writing, by George Burton Hotchkiss, 1 meter to pay the postman \$3.50 plus a few cents for postage when he delivers the book.

Name

Address

City and State

If cash accompanies order book will be sent postpaid. A.P. 3-7-24



Prize Contests Galore!

For more years than I care to recall, I have been an enthusiastic—and sometimes almost a solitary—advocate of prize contests. So, you can imagine, I am getting a lot of quiet satisfaction from the fact that more prize contests are now under way than ever before.

The Great Atlantic & Pacific Tea Company wants suggestions which are likely to better the service it gives its customers. So it offers prizes aggregating \$5,000.

The *Chicago Tribune* wants a name for its soon-to-be-issued weekly. It offers prizes.

Lever Bros. want photographs of mothers and children for advertising use and information regarding new and improved methods of using their products. They offer prizes.

These—and any number of other—business concerns will find that the money they spend for the purpose of “picking people’s brains” is the best investment they ever made. For the amount of information there is in the minds of men and women regarding almost any subject you can think of is beyond belief. Make it worth their while to impart this information and they do so—to the advertiser’s everlasting benefit.

Income Taxes

I SOMETIMES think that if so many prominent bankers did not “approve” and “heartily endorse” Secretary Mellon’s plan to reduce income taxes, it would have a much better chance of success.

“Doggone Me, If It Don’t”

A FEW days ago, on top of a Fifth Avenue bus, I overheard a conversation between two men who sat just back of me.

One man was a Los Angeleno. He was comparing Fifth Avenue, New York, with Fifth Street, Los Angeles—greatly to the discredit of the former. The street itself, the stores, the way traffic is controlled—he scored them all.

The other man, a New Yorker, made several ineffectual attempts to stem the flood of the Los Angeleno’s eloquence. Finally, as we neared 49th Street, he

burst out—“See that?”—pointing to a certain architectural feature of the Collegiate Church of St. Nicholas. The Californian nodded. “What does it look like?” The Californian laughed and said, “Doggone me, if it don’t look like a coffin.” “It is a coffin,” answered the New Yorker. “And the body of the man who contributed most of the money to build the church is in it. Got anything like that in Los Angeles?”

The Californian gasped, cleared his throat, cleared it a second time, and got off at the next corner.

Mrs. Jamoc and I have added this to the list of stories which we tell out-of-town friends who visit New York. We don’t tell it as it is told here. We tell it as the New Yorker told it. For, “doggone me,” that thing on the Collegiate Church of St. Nicholas at Fifth Avenue and 49th Street certainly does look like a coffin.

New York’s—Nearly—100 Daily Newspapers

The *Sun* has absorbed the *Globe*. The *Telegram* and the *Mail* have been combined. The *Tribune* has purchased the *Herald*.

Nevertheless, New York still has nearly one hundred daily newspapers.

That statement, I imagine, will surprise you. It surprised me, when I heard William Preston Beazell, assistant managing editor of the *World*, make it.

Here is the list which Mr. Beazell gave in the course of his talk on “The Press and the Public” at a meeting of the Society for Ethical Culture, Sunday evening, March 23:

Morning newspapers, printed in English: *American, Herald and Tribune, News, Telegraph, Times, World*. Total, 6.

Evening newspapers, printed in English: *Journal, Post, Telegram and Mail, Sun, Evening World, Brooklyn Citizen, Brooklyn Eagle, Brooklyn Standard Union, Brooklyn Times*. Total, 9.

Foreign language newspapers: Arabic, 4; Bohemian, 1; Croatian, 1; French, 1; German, 3; Greek, 2; Hungarian, 2; Italian, 3; Lithuanian, 1; Polish, 4; Russian, 3; Serbian, 1; Slovak, 2; Slovenian, 1; Spanish, 1; Yiddish, 5. Total, 35.

“Class” newspapers, printed in English: *Commercial, Financial, Hotel, Law, Metropolitan, Textile*. Total, 17.

There are also eleven “neighborhood” daily papers.

Grand total, 78.

The combined circulation of New York’s foreign language daily newspapers, according to Mr. Beazell, is 1,050,000; and of the week-day editions of those printed in English, about 3,500,000.

New York’s highest priced daily paper is the *Bond Buyer*, the subscription price of which is \$180 a year.

JAMOC.

"Knee Deep in Literature"

[CONTINUED FROM PAGE 28]

wasted mail) is so widely distributed that no one firm suffers, prevents its bankrupting somebody. Our mechanical department has made for me some hasty but fairly accurate estimates of the expenditure represented by the pile in the photograph, assuming arbitrarily a purely hypothetical mailing list of only 2000 names:

Stock \$ 21,762.20
 Printing 128,100.00
 Postage 51,240.00
 Addressing 18,788.00

That would make the expenditure per year on circular letters *known* not to be read in this *one* small agency (where we consider ourselves at least as literate and progressive as the average) amount to well over five hundred dollars.

Of course, there is the consolation that one man's meat is another man's hash; what we don't read somebody else will. That is unquestionably true. But if our showing fairly represents the time devoted to circular letters in the average agency, then some interesting calculations may be made for the whole list of agencies.

Taking the simplest basis easily at hand for a rough comparison of size, and making quite a little allowance for one thing and another, I figure that the circular letter mail delivered unread into the waste basket of all the agencies listed in the Standard Directory of Advertising Agencies would amount to nearly half a ton for every working day in the year.

IN the course of the year, valued on the basis of the estimate above, this represents a more or less known waste not far from \$500,000.

As to the lists used and the accuracy of addressing, I find only about 45 per cent correctly addressed. On ten names, for example, we find 141 different variations. And for changes of addresses, more than a third were still carrying names that had gone elsewhere from one year to four and a half years earlier. Twenty were addressed to people who left four years ago.

This, as I said in the beginning, is not a crusade or even a criticism. It is merely an attempt to sketch a condition that a good many publishers probably don't realize.

There is a story of an officer at



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. When larger type is used charge is based on 6 pt. line space basis. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. Harris-Dibble Company, 345 Madison Ave., New York City.

Position Wanted

N. Y. ADVERTISING WRITER—8 years' copy-plan chief for big agencies on important accounts as ad. mgr., Box 129, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Advertising Salesman. Broad varied experience, reliable, successful worker, with good contact, acquaintance agencies and advertisers New York and Eastern territory, seeks engagement; opportunity with recognized medium desired; highest references. Box 131, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

IDEA MAN

Creative Artist. Experienced on Engravings, Art and Printing. At present head of service department of a large engraving house. Four years' training in art. College graduate. Age 31. Can carry idea thru to printed result. Who can use him? Box 128, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

CAN SELL BY LETTER

Trained as newspaper man and editor with real estate experience. Five years as complaint correspondent on popular magazine. Desire position as Sales Correspondent. Box 120, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Advertising Manager or Assistant, 26; now employed as editor and manager class magazine in retail automotive field. A plunger on his way up. Capable and willing to dig his own worms to create practical copy. East of Pittsburgh preferred; \$2,500. Box 133, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

CAN YOU USE ME

I thoroughly understand art, engravings, printing and topography and have had the experience to buy them right. Am a high class retoucher and can also make lay-outs. With my art ability and purchasing experience I should fill the wants of some one who needs a production man. Box 125, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

VARIED EXPERIENCE

Recently returned from Advertising work in the Far East, a young unmarried man desires a position with an established organization preferably in New York or Philadelphia. Well versed in copy, layout, sales promotion, space selling and selling to retail trade. Have served as instructor in Advertising at leading University. A more interesting story given to inquiries addressed to Box 132, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

Forceful copywriter, layout man, sales correspondent, solicitor, thirteen years' newspaper experience, seeks affiliation with enterprising agency, manufacturer or publisher, North or north-west. Box 135, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING AND EDITORIAL

Experienced trade journal combination man available. Exceptional references. Box 118, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

SALES MANAGER WANTED WHO KNOWS HOUSE-TO-HOUSE SELLING

We are looking for an exceptional Sales Manager who knows the theory and practice of House-to-House merchandising from the ground up. Our product is in the women's wear field, backed by a company with a quarter century of successful manufacturing experience. We have recently made an addition to our line which we intend to sell direct to the consumer. The man we seek to attract will be given a free hand to organize and train a sales force, establish branch agencies, and plan the steps toward national distribution, or as near to it as it is logical for us to expect. If you convince us in your first letter that you have the necessary qualifications, an interview will be arranged either at New York City or any other point in the United States. Address: Manufacturer, Box 130, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Advertising Art Solicitor—If you have New York agency, advertising manager and publisher contacts you can add a healthy increase to your earnings by giving a slight fraction of your time to our proposition, on commission basis. We know how to apply art to advertising and will contribute real cooperation. Box 122, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

LONDON ADVERTISING CONVENTION

A first class copy and layout man who thoroughly knows his job, who is attending the Convention and would like to prolong his stay for a few weeks could find Desk-room in the office of a well known British Advertising Organization, where, in return for five days work a week he would be paid a sum enabling him to live and see something more of the country in his leisure. Full particulars to Box 127, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Conservative high grade Business Paper needs full-time Advertising man. New York and Eastern Territory. A B.P. Member, established thirty years. Must be steady man who does not wear out welcome. Am particular that other paper handled is high grade. Give experience, references, present connection and money expected. Box 134, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Advertisers' Index

[a]

Aiax Photo Print Co.	63
Akron Times	52
American Photo Engravers' Ass'n.	87
American Tel. & Tel. Co.	70
Associated Business Papers, Inc.	93
Atlantic Monthly	53

[b]

Barton, Durstine & Osborn, Inc.	31
Bates, Charles Austin	88
Boys' Life	49
Bradford Era	46
Briggs, Stanford, Inc.	49
Building Supply News	77
Butterick Publications, Inc.	89

[c]

Campbell, J. M.	78
Chalfont-Haddon Hall	80
Chemical & Metallurgical Engineering.	7
Chicago Paper Co.	67-68
Chicago Tribune	94
Collegiate Special Advertising Agency.	52
Columbus Dispatch	10
Commerce Photo-Print Co.	61
Commercial Engraving Pub. Co.	65
Crain's Market Date Book & Directory.	55
Cusack Co., Thomas	71-76

[d]

Daily Herald, The	66
De Molay Councilor	85
Dispatch Herald	64

[e]

Economist Group	42-43
Edwards & Deutsch Lithographing Co.	57-58
Empire State Engraving Co.	48
Erickson Co., The	4
Expositor, The	81

[f]

Federal Advertising Agency	41
----------------------------------	----

[g]

Gagnier Stereotype Foundry.	59
Galloway, Ewing	84
Gas Age-Record	83
Grand Rapids Furniture Record.	61
Gule Co., O. J.	47

[h]

Hannah & Associates, F. A.	69
Hardware Age	46
Harper & Brothers	90
Highway Lighthouse Company	6
Hiller, Lejaren a'	51

[i]

Igelstrom, Co., The J.	81
Independent Studios, The	63
Ingram, W. Scott	63
Iron Age	2
Iron Trade Review	13

[j]

Janesville Daily Gazette	89
Jewelers' Circular, The	69
Journal-News	89

[k]

Kenosha News	89
Kilhn Brothers	62
Kimberly-Clark Co.	37-38

[l]

Lebrecht, C. E.	81
Lohse-Buld	62

[m]

McCann Co., H. K.	16
McGraw-Hill Book Co.	56
Market Place	91
Merrill, Dana B.	66
Milwaukee Journal	69
Modern Priscilla	14
Motion Picture Magazine	35
Munro & Harford Co.	11-12

[n]

National Register Publishing Co.	63
---------------------------------------	----

[p]

Pittsford Co., Ben. C.	63
Postage Magazine	66

[r]

Richards Co., Joseph	3
Rickles Co., P. A.	66
Riverview Press	77
Rotarian, The	77

[s]

Savage Co., J. B.	79
Selling Aid	66
Shaw, Keith	88
Simmons Boardman Publishing Co.	33
Spofford, Edward	69
Standard Rate & Data Service.	60
Superior Telegram	89

[t]

Taylor Brothers Co.	81
Thomas Publishing Co.	59
Topeka Daily Capital.	69
Tutill Advertising Agency.	54

[u]

Ullman Studios, Martin	84
------------------------------	----

[w]

Ward, Inc., Antemas	45
Winchell, H. C.	78

target practice who, after watching a recruit fire a dozen shots, said:

"You haven't hit the target once. Where in h— do all your bullets go?"

"I don't know, sir," answered the rookie. "They leave here all right."

For any man who has been satisfied to watch his letters leave his office all right and who, perhaps, may be disturbed by this report from the receiving end, I can offer only one constructive criticism.

The advertising agency man, in practice, has very little use for advertising in general.

A piece of printed matter, however well done, has no more novelty for him than a pair of plump pink stockings for a Fifth Avenue bus conductor.

To make an honest success for his clients he must be tremendously absorbed in one thing at a time. When you have something that will really help him with that thing, present it to him in *that* fashion and he will welcome it with open arms.

But a general circular to a general list he will, on the average, receive just as carelessly as you send it out. To a flood of things that you want to publish because they are important to *you*, the average agency man is as impervious as a cast iron dog in an April shower.

Judson Card

Has joined the art staff of The Huck-ins-Smith Studios, New York.

Central Advertisers' Agency

Wichita, Kan., will direct advertising in newspapers, farm papers and general magazines for Leon Lambert, radio supplies, same city.

Frank B. White

Agricultural Advertisers' Service, Chicago, will conduct advertising campaign for the Continental Company, Springfield, Ohio, manufacturers of the Harve automobile stabilizer.

Seecency & Price

Publishers' representatives, Boston, are now representing the *People's Popular Monthly*, Des Moines, Iowa, in New England territory.

Street & Finney

New York, will direct advertising for Langrock Fine Clothes, Inc., New Haven, with recently opened New York branch.

Cyrus G. Troy

Formerly with *Class Journal*, New York, and the Chilton Company, Philadelphia, is now advertising manager of *Success*, New York.

National Register Publishing Co.

New York, has removed to 15 Moore Street, same city.