

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Oskar Gross for C. G. Conn (Ltd.)

MAY 21, 1924

15 CENTS A COPY

In this Issue

“Is Hand-to-Mouth Buying Here to Stay?” by KENNETH M. GOODE; “Will It Sell Goods?” by CHARLES AUSTIN BATES; “Coming Changes in Distribution” by EDWARD A. FILENE; “What the Dealer Can Learn from House-to-House Selling” by EVERETT R. SMITH

How Bedell Sells to the Young Woman in Chicago "Who Keeps Up to the Minute in Style"

TELEPHONE
5300 FITZ HOT

The Latest Look and Suit House in the World
WEST 34TH STREET
NEW YORK N.Y.

April 2, 1924

"STYLE DIVORCED
FROM EXTRAVAGANCE"
Bedell

Mr. John D. Woodward, advertising Manager
The Daily News
Chicago, Illinois
Dear Mr. Woodward:

Inasmuch as The Chicago Daily News played so large a part in the success achieved in one short year by our Chicago store, I am sure you will be interested in this resume of our experience.

As you know, the Bedell Fashion Shops are designed to supply the demands of the American woman who keeps up to the minute in style. Divorced from Extravagance" trade.

Our problem in Chicago, then, was to reach the greatest number of these progressive women in the most effective manner, with our advertising. We had carefully studied the Chicago market, and adapted our merchandise to its requirements, but in the matter of advertising, we could only learn the best by experience.

However, experience is a quick as well as an able teacher to the advertiser, and we soon learned that a vast number of progressive women in Chicago and its suburbs look to The Daily News for their advertising information and guidance.

Our advertising for the year in which we have done business in Chicago reflects this discovery - and our gratifying success in this market reflects the effectiveness of this advertising.

In a little more than twelve months the Bedell Fashion Shop has achieved a distinct and ever increasing leadership in its field, due to advertising in The Daily News.

OUR STORES
NEW YORK
BOSTON
BROOKLYN
PHILADELPHIA
PITTSBURGH
ROCHESTER
SYRACUSE
ST. LOUIS
INDIANAPOLIS
BIRMINGHAM
LOS ANGELES

Very truly yours,
THE BEDELL COMPANY
President

John Bedell

The story of how "Bedell," heretofore practically unknown to Chicagoans, successfully established himself in Chicago is of vital importance to all who do business in this great market.

The problem of the merchant who is entering a new city with merchandise appealing to young, progressive women is how to reach that market most effectively.

In a letter reproduced on this page A. M. Bedell, President of the Bedell Co., tells how he reached and sold this market in Chicago.

The advertising lineage figures speak for themselves. In 1923 The Bedell Specialty Shop distributed its advertising among Chicago newspapers in the following manner (Figures supplied by the Advertising Record Co.):

THE CHICAGO DAILY NEWS

FIRST IN CHICAGO

Note: The Chicago store of the Bedell Co. was opened on September 11, 1922.

	Agate Lines	Comparison
The Daily News	201,480	201,480
The Sunday Tribune	74,775	
The American	51,943	
Sunday Herald-Examiner	43,433	
Daily Tribune	17,248	
Daily Herald-Examiner	1,882	
Daily Journal	525	
Total, other papers		189,806

The Daily News' excess over the entire field... 11,674

No more striking testimony than this letter and these figures could be offered as to the sales influence of The Chicago Daily News among the great mass of young progressive women of the Chicago market.

Here is cumulative evidence, growing stronger with the years, that experienced and successful advertisers in the Chicago market advertise most in



Proving the Dealer a "Regular Feller"

YOU sometimes hear manufacturers say: "Oh, the dealer—he's only an order taker. You've got to jam stuff down his throat"—as if the dealer didn't respond to exactly the same kind of methods the rest of us humans do.

We helped create for one of our clients, The Manhattan Electrical Supply Company, Inc. (*Red Seal Dry Batteries*), some dealer-jobber advertising helps that seem to have been what the dealer and jobber really needed for better business.

* * *

A jobber from Texas writes: "This is one of the most elaborate advertising programs that we have seen for some time. We feel that it will stimulate our Red Seal business to a very great extent and you can depend on our hearty cooperation." Another jobber from St. Louis said: "I have never before seen such a won-

derful piece of advertising, and do not see any reason why it will not increase our sales 100%." And still another writes: "This advertising plan is without question one of the most pretentious that has ever come to the writer's attention, and there is no doubt that our Red Seal sales will be more than double this year."

* * *

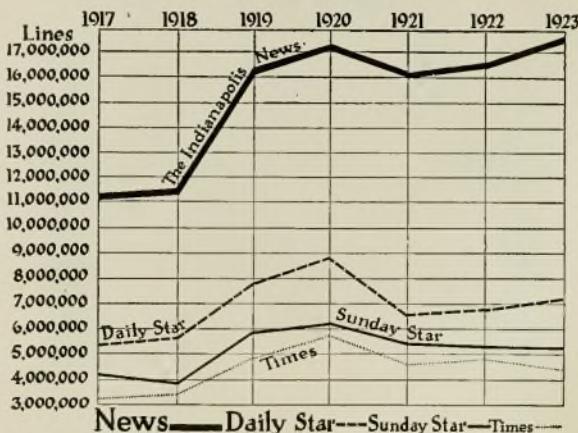
With the Joseph Richards Company it is a point of pride that we put as much thought, care and effort into a booklet, a direct-by-mail folder or a window display as we do in the preparation of a double page advertisement for national magazines.

We will gladly show any business executive who is anxious to secure greater dealer and jobber cooperation the complete portfolio of the 1924 Red Seal Advertising Campaign.

The Joseph Richards Company, 251 Park Avenue, New York, N. Y.

RICHARDS "Facts first—then Advertising"

TRADE MARK REG.

Lineage Record, Past 7 Years

5½ Million Lines Lead in 1917 10 Million Lines Lead in 1923

Note on the chart above the difference between the lead of The Indianapolis News over its nearest six-day competitor in 1917 and in 1923. *Increasing leadership!*

In 1923 The News carried 51% of all the newspaper lineage in Indianapolis in its 312 issues.* The 676 issues of other Indianapolis newspapers divided the other 49% among them.

Here are a few *firsts* that will help you choose your newspaper in Indianapolis wisely:

1. The News is *first* in advertising volume, exceeding all other Indianapolis papers combined.
2. The News has the largest circulation in Indiana, daily or Sunday, and its daily *home-delivered* circulation in Indianapolis is greater than that of both other Indianapolis dailies combined.
3. The News is unquestionably first in results for advertisers. The 272 *News* exclusive national accounts last year prove that. So, too, do the enormous leads in local, classified and national lineage.

The Indianapolis News

New York Office

DAN A. CARROLL
110 E. 42d Street

FRANK T. CARROLL, Advertising Manager

*Stat.—Circulation of Indianapolis News advertising copy eliminated an additional potential lineage of 669,138 acetate lines during 1923, most of which was accounted by other local papers. During the past ten years, potential revenue from censored available advertising has amounted to more than one million dollars.

Chicago Office

J. E. LUTZ
The Tower Bldg.

Page 5—The News Digest

Andrew Cone Advertising Agency

New York, has removed to 18 East 41st Street, same city.

World Wide Advertising Corporation

New York, appointed advertising counsel to Valentine's, New York retail dealers in Oriental merchandise.

Bauerlein, Inc.

New Orleans, will direct advertising for the Merchants Coffee Company, Ltd., same city.

Sphinx Club

New York, at last meeting of season, May 13, elected Joseph P. Day, president. Six vice-presidents: Lord Leverhulme, Charles Dana Gibson, Barron G. Collier, John Irving Romer, Stanley R. Latshaw, Frederic Parker Humphreys. Members executive committee: Preston P. Lynn, R. F. R. Huntsman, Herbert Everett, Ralph E. Peck, William T. Dewart, William H. Rankin, John Budd.

Coy Glidden

Formerly with William & Cunnyngham, and later with Glidden & Evers, is now connected with the Porter-Eastman-Byrne Co., Chicago.

Albert Frank & Co.

New York agency's Boston office appointed to direct advertising for the Lehigh Valley Railroad.

Edward L. Wertheim

Recently educational director of the West Side Y. M. C. A., New York, is now account executive for Wm. T. Mullally, Inc., same city.

Roy R. Webster

Has bought *The Daily News*, Dunkirk, Ind., from Philip C. Pack, of the Brandt Advertising Company, Chicago.

E. R. Preble

Formerly account executive of The Powers-House Company, Cleveland, is now in charge of sales and advertising for The Pennzoil Company, Oil City, Pa.

Ernest Eberhard

Recently managing editor of *Advertising & Selling*, is now associated with the American Telephone and Telegraph Company, New York.

Campbell-Ewald Company

Detroit, has established two more branches: one in the Los Angeles Railway Building, Los Angeles, the other in the Chronicle Building, San Francisco. Harry Elliott is manager of both, with Willard S. Wood directing activities of the Los Angeles office.



The Thumbnail Business Review

UNDERLYING industrial and financial conditions are sound. Although steel, coal, textile, oil and certain other key industries continue to report a decrease in production, it is nevertheless heartening to note that the rate of decline is diminishing. Another favorable factor is that inventories are pretty well liquidated.

C Operations in the steel industry are at about 65 per cent of capacity, with the sentiment improving. Prices are being maintained. Sales of automobiles are on the increase. Reports from leading motor car manufacturers are decidedly optimistic.

C Retail trade is holding up remarkably well, indicated by the increased loadings of merchandise and less-than-carload freight. A large volume of business is being done on a "hand-to-mouth" basis. In this connection the report of bank clearings for the first four months of 1924 is interesting. This shows a total of \$142,000,000,000 as against \$137,000,000,000 in 1923.

C Agricultural conditions are sound, in spite of reports colored for the purpose of influencing legislative sentiment. A shortage of farm labor is reported from both Michigan and Minnesota.

C Wage readjustments are expected in certain industries. The tendency will be toward a shorter working week rather than cuts in the rates of wages. This should lead to an increase in productive efficiency.

C Business men are still hopefully waiting for constructive legislation that will serve as a stimulus to trade.

ALEX MOSS.

Forrest U. Webster

Who recently became associated with Irvin F. Paschall, Chicago, was mentioned in our May 7th issue as formerly having been assistant to the advertising manager of the Standard Oil Company. He was actually in charge of business paper and direct-by-mail departments of that organization

Advertising Club of New York

At annual meeting, May 13, elected following officers and directors: Harry H. Charles, president, H. H. Charles Advertising Agency, re-elected president; Frank Harwood, advertising director American Tobacco Company, succeeds Charles C. Green as vice-president for three years; H. R. Swartz, president Intertype Corporation, succeeds Herman G. Halsted as treasurer; F. H. Deknatel, treasurer American Tobacco Company, and Paul Meyer, publisher *Theater Magazine*, elected directors for three years, succeeding George W. Hopkins, vice-president of the Charles W. Hoyt Company, and Russell R. Whitman, publisher *New York Commercial*.

O. R. Hardwell

Formerly copy chief of the Wendell P. Colton Agency, and previously account executive with Lord & Thomas, is now on the service staff of Albert Frank & Company, New York.

Milton M. Fisher

Vice-president of Redfield, Fisher & Wallace, Inc., New York agency, has succeeded to the presidency; William J. Betting, recently with Wynkoop-Hallenbeck-Crawford Company, New York printers, has been elected secretary-treasurer.

Advertising Affiliation

At Buffalo convention elected the following officers for the ensuing year: president, Clinton R. Lyddon, president of Lyddon & Hanford Company, Rochester; first vice-president, Frederick W. Kendal, Jr., advertising manager of William H. Walker & Company, Buffalo; second vice-president, Charles Peebles, general manager of McLarens, Ltd., Hamilton, Ont., Canada. Arthur P. Kelly, Rochester, was reelected secretary-treasurer. The advertising clubs of Erie and Jamestown have announced their decision to join the Affiliation.

Acraft Club of Detroit

Reports the following elections: Walter K. Towers, advertising manager of the Paige-Detroit Motor Car Company, president; Elmer P. Grierson, business manager *American Boy*, vice-president; William A. James, advertising manager of the Hudson Motor Car Company, secretary; R. L. Yonker, advertising manager of the J. L. Hudson Company, treasurer. Merritt J. Chapman retains his office of secretary-manager. The Club's board of directors comprises the following: Frederick Dickinson, advertising manager Hupp Motor Car Corporation; Richard C. Fowler, vice-president Campbell-Trump Advertising Agency; Clinton F. Berry, advertising manager Union Trust Co.; B. G. Koether, advisory staff General Motors Corporation, and Ward Marsh, president McKinney, Marsh & Cushing, Inc.

[ADDITIONAL NEWS ON OTHER PAGES]



*Down Town of General Motors Corporation
Courtesy American Walnut Association*

IT WAS THE ONE THING LACKING!

The sales manager said: "I want each of you salesmen to interview the superintendent and works manager in addition to the purchasing department." *Nothing was said about the higher executives.*

The advertising manager said: "Our advertising will be aimed at the engineer and superintendent, even the worker in the plant in some instances." *Nothing was said about the higher executives.*

The general manager said: "We'll take our chance on the final approval if you men will convince the group that recommends." *No plan was made for carrying the campaign direct to the men higher up.*

And that year as usual, after weeks of expensive sales effort, thousands of vice-presidents asked the disturbing question—"Are they the right people to buy from?" Thousands of treasurers did their part in cancelling weeks of expensive sales effort by saying, "Isn't the price out of line?" And thousands of buying conferences brought the answer "No" to waiting salesmen when it might just as well have been "Yes."

The final approval wasn't very important until it was the one thing lacking. Then its importance was out of all proportion to the added cost of a campaign laid directly before the men higher up.

*More than 37,000 Presidents of Corporations read Nation's Business
More than 17,000 Vice Presidents of Corporations read Nation's Business
More than 16,000 Secretaries of Corporations read Nation's Business
More than 1,000 Treasurers of Corporations read Nation's Business
More than 11,000 General Managers of Corporations read Nation's Business
More than 117,000 Major Executives in 88,016 Corporations read Nation's Business*

You will find of interest a detailed analysis of our 150,000 subscribers. Let us tell you how other advertisers are using this magazine to make their advertising expenditures more productive. Get an executive "yes" when the order hangs in the balance.

THE NATION'S BUSINESS

WASHINGTON, D. C.



MORE THAN 150,000 CIRCULATION.

MEMBER A. B. C.

Information—



How big is the electric railway shop market?

Survey of conditions shows that at least 12,500 new machine tools are needed to approach modernization in this department of the industry at a cost of \$15,000,000 to \$20,000,000.



How much does wheel maintenance cost?

Wheel maintenance is a big expense item in the electric railway shop. Survey of 60 electric railways shows maintenance methods, tools, equipment and materials used and needed.



How many electric railways operate bus lines?

A summary of the methods of 121 electric railway companies operating buses shows that feeder service is most common form of operation. The number of buses has tripled in eighteen months.

These surveys are close-up analyses of three branches of the \$262,000,000 electric railway market. A note on your letterhead brings them to your desk

The buying power of the electric railway field is back to normal.

Fare adjustment has given the electric railways the money they need to improve the quality of their service.

Last year the electric railways bought 4,029 new cars and locomotives—more than in any year since 1913, and 14 per cent more than in 1922.

Last year, also, they rebuilt 1,256 cars, bought 621 new motor buses, and built and rebuilt 1,114 miles of track.

And 31 companies, with 1,794 miles of track and \$305,-000,000 in par value of securities, earned their way out of receiverships!

This year the electric railways will spend \$262,000,000 for new equipment and maintenance materials. They have the money.

Editors of Electric Railway Journal have been busy in the field during the past few months. These men have seen what the electric railways need and what they must buy.

The reports of these editors are available to every manufacturer who has anything to sell to this \$262,000,000 market. Three of these reports are listed on this page.

The readers of Electric Railway Journal are the men who dominate the policies and purchasing for 98 per cent of the

entire electric railway mileage in this country.

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

Electric Railway Journal

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



Which Grou

The Sneering Section? Or—

WHEN you send out your advertising message will it rebound against the granite fronts of hardened indifference and crabbed suspicion?

Will it have to battle with the tight-fisted sneering-sections of the country, fighting all the while against prejudice and pre-conceived notions?

Or—

PHOTOPL

Predominant w

JAMES R. QUIRK, Publisher

750 N. Michigan Avenue, Chicago

221 West 57t



Will You Sell?

the Cheering Section?

WILL you talk to the eagerly responsive cheering sections of the country, the up-and-coming enthusiastic, youthful readers of the age-group between 18 and 30? The sort, for example, who every month read Photoplay Magazine from cover to cover?

Bear prospects are usually bare prospects. Tell your story to an audience anxious to hear it—the audience won and held by Photoplay.

MAGAZINE

18-30 Age Group

W. FULLER, Advertising Manager

York

127 Federal St., Boston



Your advertising list is "up." You are having a terrible week. You are being solicited by so many people you hardly remember what any of them say.

How wise was that advertising solicitor who saw you "between lists." You absorbed his story when you were not too busy.

But what about your own advertising message? Is it seen and *read thoroughly*?

With a healthy volume of advertising in a given month, the Christian Herald divides it into four weekly issues.

Your message has the full attention of the reader.

Christian Herald

76% GAIN IN ADVERTISING FOR APRIL

25,000 circulation over our guarantee

Advertising and Selling FORTNIGHTLY

Markets, Merchandising & Media

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W. A. Wolff

At a meeting of the Technical Publicity Association, New York, held at the Machinery Club Thursday evening, May 8, W. A. Wolff, of the Publicity Department of the Western Electric Company, was elected to the presidency to succeed W. A. Cather of the Worthington Pump & Machinery Corporation, resigned.

Mr. Wolff was president of the Association during 1921-1922. He is also a Director of the National Industrial Advertisers Association, and a Governor of the Direct Mail Advertising Association.

The Technical Publicity Association is composed of the advertising executives of industrial manufacturing concerns.

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: Elgin 1850

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

CLEVELAND: A. E. LINDBQUIST
405 Swetland Bldg.: Prospect 351

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The McCann Company
still serves eight of
the ten clients it
served in 1912, the
year the company
was established

THE H. K. McCANN COMPANY
Advertising



MAY 21, 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*

Is Hand-to-Mouth Buying Here to Stay?

The Buy-as-You-Sell Tendency That Characterizes Present-Day Business Has Brought New Tasks for Marketing Executives and New Responsibilities for Advertising

By Kenneth M. Goode

WE were discussing Willis P. Munger's statement about discarding all the old before-the-war yardsticks of merchandising experience. Also the theory of the National Wholesale Dry-goods Association that, in spite of all temptations to thrifty buying, the merchant today must keep right on carrying his fair share of merchandise.

Fixing my eye with his fork—metaphorically—the executive genius in one of America's greatest department stores leaned over the luncheon table. Said he:

"Manufacturers of this country have for a good many years made their profits on the goods the retailers didn't sell!"

A lunchtime aphorism may not be swallowed whole. My friend's statement was not for publication. Probably he didn't mean it too literally. Nevertheless, he showed

me the manufacturer's profit in the top 20 per cent of his sales; the retailer's loss in the bottom 20 per cent of his stock; and how, broadly speaking, the manufacturer's velvet thus

becomes the merchant's sackcloth and ashes.

"This marginal merchandise that must gather dust either in the wholesale warehouses or on the retail counters," he continued, "isn't always real money lost. But, in the store, it does mean slower turnover, less style and novelty service and, sooner or later, as I said, a High Pressure Cut-Price Sale."

"In the old days the retailers used to accept this risk quite as a matter of course. Lately they have decided to buy closely and let each manufacturer carry his own extra stock."

"You watch! The old-fashioned retailer who orders for a whole season in advance will soon be as dead as the dodo and the derby hat!"

That was three months ago. And I have been watching carefully ever since. Not once, I believe, have the Dun and



(© Brown Bros.)

MUCH the same principle that dictates the buying policies of the pushcart merchandiser activates the average merchant of today. He has found that it pays to take the trouble to replenish soldout spots on his counters rather than sit lazy under well stocked shelves.

Bradstreet weekly reports failed to mention the "hand-to-mouth" buying of the men supposed promptly to underwrite the manufacturer's output.

Financial writers have puzzled away columns on the fact that the weekly shipments of goods in less-than-carload lots could hold so high, while advance orders lagged so far behind. The New York *World*, for example, notes

"Retail and mail-order trade is heavy and stocks low. Orders are placed frequently for small quantities, and telegraphic repeat orders demand shipments by express."

"The new method of buying," says a bulletin of the National Bank of Commerce of New York, "naturally increases the nervousness of the manufacturer, who had become accustomed to a comfortable backlog of advance business."

Although some 400,000 retail merchants are buying, more or less, on the new plan, this alone cannot be blamed for the business depression our economic Jeremiahs have been enjoying. A comic Congress, late spring and a misplaced Easter all went joy-riding with overambitious spring production.

On the other hand, the buy-as-you-sell movement among American mer-

chants is by no means the result of the present economic dullness.

Conservatism will modify somewhat when Congress gets safely adjourned; but American merchants will no more return to the old method of buying than American women will to wasp-waisted corsets and street-sweeping skirts. Both women and merchants have tasted freedom. Hand-to-mouth buying is here to stay!

Four causes of it have been developing slowly. Only since the business slump of 1921, however, have they conjoined enough to form a great new force in business.

1. *The Downward Trend of Prices.*—There seems little question that the world is in for a long cycle of gradually declining prices. The only way to repair the ravages of war is to go to work—and more work means more goods. More goods, in the long run, mean lower prices.

War-inflated incomes for a long time kept alive an abnormal consumption that only now is showing signs of not being able to satisfy its whole range of desires. As Roger Babson puts it:

"Production has increased at a very rapid rate....With this increase, however, there has not been a sufficient reduction in prices to reach a correspondingly larger number of prospective buyers. . . . Merchandising has become a matter of most intense competition be-

tween industries. It is a free-for-all scramble for a place on the family budget—a fight to see whether the consumer will spend his money for an automobile, phonograph, clothes, a house, or something else....In order to sell goods, lavish advertising campaigns and high pressure salesmanship have been necessary."

But while war period pressure advanced a quarter of a century the art of production, it practically wrecked the great American sales machine. Sales managers with nothing to sell and excess-profit-tax advertising pages "keeping the name before the public" softened sadly in the seller's market. So today, with vastly more goods to sell and a deflating market to absorb them, stereotyped sales and advertising methods clack and clatter away while the prices fall.

2. *More Knowledge Among Customers.*—American manufacturers, alternately swamped with orders and frenzied with cancelled contracts, have learned a good deal in the past few years. But their customers—the merchants—and their customers—the public—have learned a good deal more. The war broke down narrow horizons. People who never read, read; homes and towns quite self-sufficient until the boys came back from France and the girls from Washington, have learned to think in wider terms. Even the cracker eaters at the crossroads store are becoming captious in the matter of fresh goods.

Magazines, Sunday newspapers,
[CONTINUED ON PAGE 38]



(©) Twing Gallonay

PRIMPT, swift, reliable delivery allows the merchant of today to benefit by a policy of hand-to-mouth buying. Instead of waiting patiently for a bill of lading ordered months in advance, the modern merchant wires in and gets store door delivery practically on his own schedule.



(©) Brown Bros.

Coming Changes in Distribution

To Overcome Encroaching Competition of Chain Stores
the Department Stores Will Themselves Be
Compelled to Organize Into Chains

By Edward A. Filene

President Wm. Filene's Sons Company, Boston, Mass.

EFFICIENCY in distribution lies in the direction of mass operation—mass selling. Although the department store was the first retail distributor buying in sufficient quantities to be able to dispense to an important degree with middlemen, yet the really great step forward toward mass distribution is found in the chain stores. They operate largely on a basis of price appeal, brought about by the advantage which they possess in consequence of their structure and methods of operation, and especially by their mass buying power.

Although the chain stores are an improvement and are fairly close to mass distribution, they are not yet fully grown or fully effective. As may be expected, the advantages of the chain store are accompanied by some disadvantages. The uniformity of operation, which gives all the strength of standardization, involves also an absence of adaptation to local conditions. The contact between owner and customer is lost, although a partial salvage is often achieved by giving the local manager an interest in the profits of his store.

Whereas the individual small store owner has the freedom to exercise his judgment and discretion and deal instantly with any questions that may arise, and whereas even in the department store the responsible heads are close enough at hand to be available for supervision, consultation or emergencies, the chain store manager is under the control of absentee owners and must therefore of necessity be governed by rules and regulations which cannot possibly be so perfectly designed as to meet all the problems that arise.

Yet the basic advantage which the chain stores possess are so great



© Underwood & Underwood
Edward A. Filene

that they have made astounding strides. Dr. Paul H. Nystrom, Director of the Retail Research Association, reported a few years ago that there were at that time over 2000 chain store systems in existence in this country. The number today is probably very much greater.

SOME of these have grown to a great size. The Great Atlantic & Pacific Tea Company, according to a recent report, has over 8500 stores, and is doing a volume of \$315,000,000 per year. The Woolworth Company, operating about 1200 stores in 1923, did a business of over \$193,000,000. The Kresge Company in the same year did a total business of almost \$82,000,000 and operated over 220 stores. The J. C. Penny Company in 1923 had a sales volume of \$62,000,000 in 475 stores. The United Cigar Stores Company had a year ago 2520 stores and agencies, and the United Drug Company had 269 stores and over 8000 stockholder agencies.

To illustrate the chain store's possibilities for mass buying, let me quote a few figures recently published by the Great Atlantic & Pacific Tea Company as to the quantities of goods sold over its counters in one year: 150,000,000 loaves of bread; 375,000,000 dozens of eggs; 225,000,000 pounds of flour; 90,000,000 cans of milk; 75,000,000 pounds of butter; 385,000,000 pounds of sugar; 310,000,000 cakes of soap; 470,000,000 pounds of potatoes; 11,000,000 pounds of tea.

THE chain store is rapidly encroaching on the field of the individual small store dealers in staple goods. It may supplant them if they do not fully reorganize. All of us are old enough to remember when tobacco was sold almost wholly in independent stores. It is difficult to find an independent tobacco store today. The grocery business is another example that needs no elaboration. Chain grocery stores are everywhere and still multiply.

The individual small store is worth saving, for it has qualities valuable to good distribution and valuable to society. Years ago I pointed out in a public address that small stores were threatened and suggested that they weld themselves into chains, in which each "local manager" or "branch manager" would be the owner, retaining his full interest in the profits of his store. In this way he would add to the advantages of the chain all the advantage of individual ownership. It would be harder now than it would have been then, but by no means too difficult.

The cooperative stores, successful in many countries on account of their up-to-date organization, including mass buying, are relatively unsuccessful in this country for lack of this.

The department store, too, is threatened. However, the competi-

[CONTINUED ON PAGE 44]

Will It Sell Goods?

By Charles Austin Bates

WHEN all is said and done, isn't it the copy which tells the story of success or failure in advertising? And what percentage of copy tells any other story? How much of it plainly and pungently presents the proposition of the advertiser?

In a truly optimistic and not a drastically critical mood, I have checked the advertisements in a single publication. Forty-seven out of two hundred and twenty-six disclosed glaring opportunities for improvement. Some of these were minor—some vital. The possibility of betterment ranged from 10 to 100 per cent.

It cost \$275,000 for this one insertion of these advertisements; and as many of them were repeated elsewhere, it is safe to say that the total cost was well over one million dollars. Many of the remaining advertisements were passed as good, not because they could not be improved in form or substance, but because they held the selling force of a business story plainly told.

The one vital test of copy is applied when we ask—"Will it really sell goods?" That is what advertising is for. Directly or indirectly that is the ultimate object. And don't we fool ourselves a good deal by being indirect? Isn't subtle psychological suggestion so blamed subtle that 90 per cent of the time it fails to register?

We concoctors of copy like to make things that our competitors and competitors will admire and envy. But we don't sell goods to each other. Nearly always our market is among the 86 per cent of the population who, as Gilbert Hodges has discovered, have annual incomes of \$2,000 or less.

There are more incomes than families, but for loose figuring let us say that 86 per cent of all families exist on less than \$2,000 a year—and there is nothing subtle about their daily problems.

Be it most remote from me to question or belittle the intelligence of our great American people, but what are the things that get over to them?

Is it the Moscow Art Theater, or "Abie's Irish Rose"? Is it a Bee-

ethoven Sonata, or "Yes, We Have No Bananas"? Is it the productions of the Equity Players, or is it the movies?

The movie audiences are made up of almost everybody in America. And are the movies subtle? Aren't they most brutally and childishly plain, obvious and elemental? Don't they show you the thing actually happening and then tell you about it in the titles?

Isn't there a lesson in this for the copywriters?

Motion picture production and exhibition are largely controlled by representatives of the race which seems to know better than any other the principles of successful barter and trade. It knows how to sell goods. It understands the common, everyday psychology of the mass of the people.

To it we owe another thing which it will pay advertising men to study—and that is the most widely circulated book in the world—and the one most simply and directly written.

LEAVE the advertising man who is becoming slightly addicted to the high art and intricate technique of his trade, read a few chapters of the Bible now and then. His style will improve and his copy will sell more goods, because he will have a better understanding of common people.

Two hundred and seventy-five thousand dollars spent in a single issue of one publication for the insertion of inadequate copy! How much of the total annual advertising expenditure of one and one quarter billions of dollars is similarly wasteful?

When I told the story of these forty-seven ads to the head of a great advertising agency, he said I was an optimist. He had carefully checked twenty-five current magazines and found only twelve advertisements which he was willing to put on his bulletin board as examples for his copy-force to emulate.

Doubtless he was hypercritical. It is impractical to set up a one hundred per cent standard for any product of the human brain. There is a certain amount of luck in the

production of a perfect advertisement. The truly brilliant idea comes seldom and subconsciously. There is such a thing as inspiration.

But there is also the possibility of sustained production of 85 per cent or 90 per cent copy, which results primarily from a working knowledge of people and an understanding of their problems, desires and aspirations. My favorite illustration is the story of the village idiot who found the lost horse—"I just figger'd where I would go if I was a horse."

GOOD copy is written from the buyer's standpoint. The writer's first questions are: "Why should anybody buy this?" "Who should buy it?" "How will it benefit the buyer?" "How is it going to return a profit in health, comfort, convenience, happiness, on the money paid for it?"

If he can establish in his own mind satisfactory answers to these questions, and then put them into words on paper, he will have good selling copy.

If he is skilled in the use of words, fertile in simile, apt in anecdote and allegory—if he possesses wit with a dash of humor—if he can put spark and sparkle into his phrases—if he can infuse hard facts with cheerfulness and withal maintain the persuasive power of honest conviction, he will produce the sort of copy we are all looking for.

And believe me, brethren, copy like that cannot be hidden. You can set it in plain type, without art or headlines, and it will find readers and sell goods. Dress it respectably—illustrate it, if it calls for illustration—and let "attention value" take care of itself.

How much space is wasted by using "Art for Art's sake" instead of illustration for the sake of selling?

How many full and double pages are paid for when half the space would secure 90 per cent of the attention?

And how often do a few words of trite and forceless generalities throw to the winds of waste the attention so highly bought?

Look over the advertisements.

[CONTINUED ON PAGE 53]

The Straight Path to Industrial Markets

How Far It Parallels the Path to Popular Markets

By Robert R. Updegraff

BERGSON, the French philosopher, in his analysis of the sources of tears and laughter, recalls the old story of the man attending church in a strange parish who remained dry-eyed throughout the service while the rest of the congregation wept over the pathos of the sermon. His explanation as to why he was not moved was, you will remember, that he did not "belong to the parish."

There are a number of "parishes" in the world of marketing, all differing in some respects from the others; but the two which appear to be most widely separated are what might be termed the Popular Parish and the Industrial Parish.

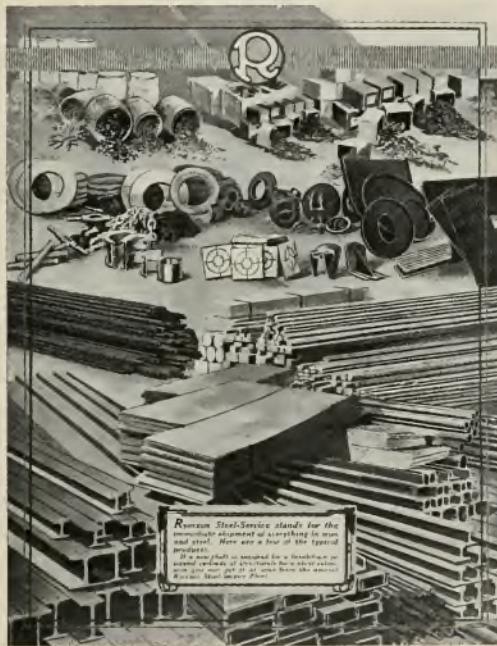
By Popular Parish is meant the large group who market articles or products of a popular character and appeal to the general public, either direct or through the various agencies of distribution. While by Industrial Parish is meant the important group whose products or materials or machines are used by industry rather than by the general public and which must be marketed *within industry*.

These two groups seem often to speak a different language and think in different terms. Like the man Bergson refers to, frequently they do not feel at home at each other's meetings, or in each other's books or publications.

It must be admitted that advertising conventions, in conferences of sales managers, and in most publications devoted to advertising and

selling, the lion's share of attention is generally given to popular marketing. The natural result has been that industrial advertising men and sales managers have herded off by themselves and formed associations or departmentals where they can talk their own language and indulge their own "differentness," as does any group of specialists.

This is, of course, proper and highly profitable, resulting as it does in a valuable interchange of practical ideas and experiences. Its only



Whatever the IDEA behind the business, that is the point to get over surely to prospective buyers. The Ryerson idea of immediate shipment of everything in iron and steel is here put over inescapably with an interestingly grouped picture and a brief explanatory paragraph

danger lies in overdeveloping the sense of the "differentness" of industrial marketing to a point where the members feel that they cannot get anything out of the ideas and experiences offered in a different "parish."

The truth is that while the mechanics, the methods and the media employed in marketing products that move from industry to industry differ considerably from those used in popular marketing; and while the marketing task is often made more complex by installation and service problems, and more difficult in some cases because of the practical impossibility of trademarking or otherwise satisfactorily identifying the industrial product or commodity; the fundamental problem of marketing is not so very different.

For, no matter what one is marketing, the logical steps to the development of a sound marketing program, after the marketing policy has been worked out in the light of the discussion in a previous article* on this

subject are these:

- To analyze the product (or the product potentialities) of the plant.
- To study the present and potential markets.
- To locate the logical buyers and prospective buyers.
- To determine on a program of sales and advertising effort calculated to reach those buyers and

*"The First Two Steps in Industrial Marketing," published in issue of April 23, 1924.

prospective buyers with sufficient success to dispose of the products of the plant in satisfactory volume and at a profit.

(e) To carry out that program.

This is one of those simple step-by-step outlines of procedure which cause many men to grow restless and say: "Yes, yes; I know that—but let's get down to cases. I read to get new ideas, not for A. B. C.'s."

Now why do they react that way to these simple foundation statements? Why do they always want to "get down to cases"?

Because by "getting down to cases" they get down to DETAILS and they can always show to their own satisfaction by details that their business is "different." Furthermore, by "getting down to cases" they can get their minds comfortably filled with details and excuse themselves from struggling with the inexorable laws which grow out of principles—the laws on which profits are made or lost.

Of course, the laws go on operating just the same, but these men do not see them work because their eyes are protected by blinders that are formed of details.

It is so much easier, always, to jump into the middle of an advertising or selling program rather than map it out logically, analyzing the product, surveying the market, locating the logical buyers and then planning how to go about reaching them economically. By jumping in at the middle one can start doing something right away. But rushing around "doing something" never yet took the place of accomplishment or ultimate profits. In marketing, as in everything else, it is progress or results, not business, that yields a return on the energy and money expended.

This is worth dwelling on because it is unquestionably true that what marketing executives (whether in the industrial or the popular field) need above everything else is a realization that it is not mechanics

or methods or media that make for marketing success so much as it is getting off to the right start with the marketing program. And no matter what you are marketing, that means going through the logical steps just enumerated.

The literature of business is filled

able to the industries which form its market.

And going even back of the product, some of the most inspiring stories of business success are based on new products developed through a study of the potentialities of the plant. As was brought out in the preceding article previously referred to, the correct starting point for the consideration of an industrial marketing program is the study of the potentialities of the plant as an operating enterprise, with regard to both the product and the market, present and potential.

The point is, thorough-going analysis of the product and study of the potentialities of the plant are as much a part of practical marketing as the preparation of advertisements or catalogs, or the directing of a sales force. For the marketing manager's job is not confined to handling the mechanics of advertising and selling. His is the responsibility for making the business possible by disposing of whatever it produces, or might produce, so that there shall be a reason for producing it.

The assumption of this responsibility naturally leads to the next step: studying present and potential markets. Again, the student of business will recall having read or heard of many instances where a careful study of the market, or a survey of possible markets, has resulted in opening up whole new fields for sales and advertising cultivation.

A certain maker of machines used in two or three comparatively small industries employed a new sales manager who was without experience in industrial marketing, but had made a reputation for himself by finding new markets for the potential output of a company making a food product. And inside of four months this man had found three new industries which could utilize this manufacturer's machines with little or no change.

Another man, the advertising manager of a concern making a

EMPIRE New Process BOLTS



"Yes, I Could Gauge With It in a Pinch"



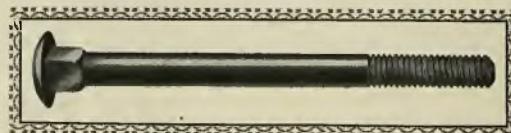
AN Empire New Process bolt will stand up with any nut gauge on a test of accuracy.

This astonishing bolt is made in a new way, with a new kind of tool on a new kind of machine. Its thread isn't cut. It is built up with such precision that it can't vary in accuracy by the smallest measurable quantity. It always comes out a perfect thread.

And it's a tough thread—many times stronger than the strongest cut thread ever produced.

You mark the end of your bolt troubles—of stripped threads, of delays, of scrap, of labor waste—when you start using Empire New Process bolts. And the resulting saving is all profit—for there is no advance in price over previous Empire bolts.

**RUSSELL, BURDASS & WARD
© BOLT & NUT COMPANY ©
PORT CHESTER, N.Y.
Manufacturers of Standard Bolts, Nuts, Washers, Screws, Rivets, etc.**



Even technical products are bought by men who are first of all human beings, with normal human reactions. That's why a technical journal advertisement like this is doubly sure of "registering"

with stories of businesses which have greatly increased their sales volume or their profits as a result of a thoughtful study of the product. Sometimes this product analysis has led to the discovery that some improvement could be made in the product that would make a reduction in price possible; or that would greatly increase its usefulness or capacity or operating efficiency; or in some way lift it above competition. Sometimes it has led to a change in the form or unit or method of packing or shipping that has made the product more accept-

able to the industries which form its market.

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Putting the Slow-Speed Territory Into High Gear

By A. A. Livermore

PROBABLY every manufacturer has at least one section of the country, or several important cities, which lag decidedly behind the rest of the nation in per capita sales. Sometimes the reason is easy to find. Very often, however, it is remote.

An executive whose sales experience has been rich in several fields is the donor of most of the suggestions given here for bringing slow-speed territories into the high-speed class.

"In 1922," he says, "I went to one of our western branches to try and locate the difficulty responsible for low sales. Dealers were apparently well stocked and interested. Window trims and display cards were fairly numerous. I returned to the branch manager's office and together we were discussing the problem pro and con. When I was about to give up at getting the solution and come home, a policeman came in. The offices were open and as we were near the door he came up to us."

"Are you the manager here?" he asked, looking at my associate.

"Yes."

"Well," continued the officer, "perhaps you can tell me how two carts full of your signs got into the sewers during the last thirty-six hours."

The branch manager was decidedly embarrassed. But the story had to come out. It seems that he was a non-believer in his ability to get display cards up in the dealers' stores. He had let his salesmen lay down on that part of their work. The home office had gone right on sending him dealer helps in the usual quantity. Quite a supply had accumulated when the sales manager wired that he would be on in three days.

Knowing that the accumulation would look bad, the branch manager rushed the men out to get up all the displays they could and concentrate on it. Then he told the porter at almost the last minute that the still sizable surplus simply had to be disposed of. That worthy could

not get the rubbish man in time and in desperation crammed the dealer helps into a sewer opening, which resulted in the visit from the police.

"That," said the sales manager, "is perhaps the oddest reason I ever ran into for the slow sales in a territory. But curiously enough the accompanying experience of really getting up a lot of display material showed the local man that it could be done and also that it paid, for business began to pick up, and there was no reason to account for it other than the numerous dealer displays now being shown for the first time.

"I let the branch manager pay the city for its trouble and the house for the destroyed material and gave him another chance. And we've had no low-gear business from that city since that time."

CORRECT analysis of local selling problems is not always easy to make. Local customs, tastes or buying habits may be somewhat hidden. Sometimes a heavy population of certain types of foreigners will account for slow sales. One maker of hair tonic has a list of cities where he refuses to waste time in trying to win real volume. Certain wiry-black-haired foreigners rarely ever lose their hair ("wire-haired terriers" he calls them), and these types are common in the hopeless cities. The manufacturers of a soap flake product couldn't understand why foreign trade came slow in one city. Generous sample packages had been handed to the housewives of the Little Italy section of the city. These samples had won regular customers in other cities with similar people, but apparently failed in this particular case. Finally

a bright second-generation Italian girl was hired and sent to call on the balky samples. She discovered that nearly all of them had thought it was a new breakfast food! They said the children didn't like the stuff and that they had wasted perfectly good milk and sugar in serv-

ing it up at breakfast. Evidently the brownish soap flakes looked too much like corn flakes to these unsophisticated daughters of the land that is shaped like a riding boot. And they were unable to read the English-language description on the package.

Another manufacturer found that his six salesmen sent to a Middle Atlantic state had got together and unanimously agreed to entirely knock off Mondays! They had also worked out a fine system of "fudging" their reports to cover up the defalcation. In this way they expected their uniformly lower volume to convince their employer that the territory was an exceptionally hard one.

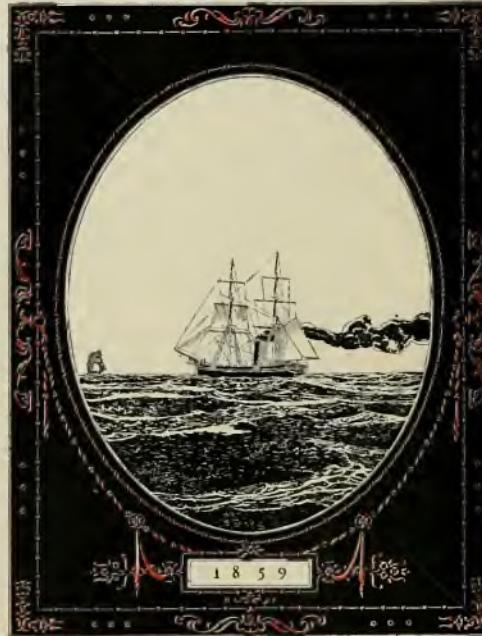
Climatic conditions often indicate the reasons for slow sales. A manufacturer of small confections found that a special wrapping cleared up his slow sales in unusually dry territories. But, on the other hand, a hat manufacturer discovered that dry cities could never come up to the wet cities because a soft hat has less abuse and therefore a longer life when rainfall is infrequent.

HERE is a quick look at some remedies which often prove effective in slow territories.

Readjustment of salesmen's territories. Incorrect figures or failure to allow for unusual difficulties in physically covering certain territories may account for poor volume. Not every manufacturer has a clear grasp of the relative ease or difficulty of covering different territories, and so the salesman may be given an acreage based upon number of dealers rather than dealers considered in connection with size and traveling problems of the territory.

Special drives are not always advisable. One large company has just bought back from its dealers thousands of dollars' worth of stale goods which must now be destroyed. Forced draft loaded the dealers up but didn't make them intelligently enthusiastic about the goods. So sales picked up only slightly.

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COVER designs from a series of monthly folders, designed by Rene Clarke, celebrating interesting events in the life of Black, Starr and Frost during the 114 years that the firm has been in existence. The reproductions are one-fourth the size of the originals, which are in black and silver. The purpose of the company's advertising is to create and stimulate a habit of visiting the store, especially on the part of wealthy people who live elsewhere, but who buy their more expensive jewelry in New York.

What Facts Are Necessary to Set Quotas?

The First of Two Practical Articles on Sales Quotas: I—Where to Get the Facts. II—How to Use Them

By E. P. Cochrane

FIRST, territory boundaries. The size of a sales territory division may vary all the way from a group of states down to a group of city blocks, depending upon the minuteness of the company's distribution system. For general purposes, however, the former is too large to be of great value, while data for the latter involve such laborious and expensive preparation that it is usually avoided, especially at first, as being beyond either the needs or the desires of the average company.

Sometimes individual states are taken as units, but this plan, while having all the convenience of the "ready made," usually must be altered to fit. State lines are arbitrary and have little or no relation to sales conditions, which hinge upon transportation lines, distribution of population, mountains, rivers, etc. It would be rather ridiculous, for instance, to send a man down from Chicago or some other central point in Illinois to cover Belleville or Alton when a man located in St. Louis could do it at a minimum of time and expense. In Ohio, also, there are so many large towns that the Cincinnati territory naturally includes parts of Kentucky. Such logical departures from the regular state line divisions occur with frequency.

The unit which has been used with the greatest success is the county. Taking the country as a whole, the county unit is an excellent basis for sales territory districts. It is a

THE quota plan is practically the only insurance against the temperamental vagaries of the indispensable human element. For the human element is not always dependable. One salesman may, locust-like, ravage his territory, taking bad with good, while another, with a butterfly selectiveness, takes only the honey that is sweetest and most accessible. How is the sales manager, sitting at his desk in the home office, able to discriminate between such territories if he has only the sales reports as his guide? The first district may be so limited in possibilities that even the most intense work shows meager and unsatisfactory results, while the other may be so rich in prospects that the big orders that come from it bring only the faintest flavor of what might be.

It is the place of the quota to furnish a gage, a measure of the territory as well as of the man who is working it. The buying power of any special district can be at least approximately determined for any particular product. There are certain influential and more or less invariable factors which affect the results to an appreciable degree. When these facts are obtained, carefully mixed and shaken up with a fair-sized dash of "horse sense," they will give an entirely new light on the subject of selling. From a haphazard, "in God we trust" affair, the selling of any product is put on a scientific, business-like basis which permits the stockholders, the production manager, the advertising department, the sales manager and his men to know where they stand and what they can do.

flexible enough unit to permit the building of almost any sized territories, simply by arranging counties in blocks and tiers according to territory size needs. They also facilitate reduction of territory at a later date; a process which is inevitable and desirable in all successful business.

The starting point of territorial quota data is naturally population. In fact, the grouping of counties may be made primarily from the basis of population count, so as to have a fairly uniform volume of possible buyers. Just how the population figure is to be used depends upon the product and manner of

sale. If quotas are to be based on dealers, then the dealer count may be sufficient, although the rating and location of such dealers in relation to possible consumers has its importance. If only selected types of consumers can be sold, then total population figures must be either ignored and a count of such consumers used or an approximation arrived at through the total figures and other data. Sometimes, of course, it may be necessary to split the county unit on township lines instead of combining several. Kings and New York counties in New York are examples of an excessive concentration of population within county boundaries.

Population figures by counties are readily secured from various sources, and there is also available data on the types and kinds of people to be found in them.

Many factors must be combined to give a workable result. In Maine, for example, the number of negroes is less than two-tenths of 1 per cent. Down in Louisiana more than 64 per cent of the population belongs to the negro race. And there is an even greater difference that appears in the figures. In Maine, where only the most vigorous of the black race can survive the climate, the negroes are for the most part prosperous and industrious—in fact offer a better market for some kinds of goods than New England foreign factory hands. There is of course in the South a considerable happy-go-lucky, careless and "shiftless" type,

[CONTINUED ON PAGE 58]

Sunkist Advertising Strategy

1924 California Orange Crop Presents a Marketing Problem Requiring Eleventh-Hour Rewriting of Advertising Campaign

By T. F. Dalton

THE flexibility of advertising as a marketing force is well illustrated by the campaign now being conducted by the California Fruit Growers Exchange, featuring the smaller sizes of Sunkist oranges, for the facts regarding which we are indebted to Don Francisco, who has been identified with Sunkist advertising from its very inception.

As may readily be imagined, the question of sizes is one that continually arises in the marketing of fruit products. In the case of oranges, the market will absorb a certain percentage of very large oranges and a certain percentage of very small ones. Both the large and the small oranges appeal to certain classes of trade, among both retail stores and consumers. The fancy fruiterer, for example, usually prefers a big orange. The same is true of the best hotels, dining cars, fruit stands, etc. There are some people who think that big oranges are the best oranges from an eating standpoint. The fact is, however, that there is no difference; the large and small oranges come from the same trees and are sorted into ten sizes in the packing houses.

The growers never know very far in advance whether or not they will have a normal proportion of large and small sized fruit. Whenever they get an extra large proportion of large or small oranges, more than the normal trade will absorb, the fruit accumulates and has to be heavily discounted in order to be moved.

This year the Pacific Coast suffered a drouth which lasted until just a few weeks ago. The trees were loaded with a heavy crop of California navel oranges. Lack of water prevented the fruit from growing, regardless of irrigation



Bargains in Oranges

Delicious Smaller Sizes
on sale everywhere

Big shipments just arrived from California by fast freight. Fresh, ripe, juicy, luscious fruit—selected Sunkist oranges!

Oranges are smaller this year because Nature made them so, but all the quality is there—all the tenderness, the sweetness and the juice—all the goodness that you've found in larger fruit.

They are twice a bargain, for these smaller oranges cost less.

Therefore, buy two dozen where you've bought but one before. Or buy them by the box.

Keep fit with plenty of fresh oranges. All doctors advocate them. Ask for

California Sunkist Oranges
Uniformly Good



The orange growers couldn't change the size of the oranges, so they are using advertising to change the public's mind in favor of small oranges

facilities. The result was a large proportion of small oranges.

The regular Sunkist newspaper campaign was just about to be released when this condition became apparent. The entire campaign was immediately scrapped and new copy written to feature small sizes. In this copy the serving of halved oranges was not suggested, for example, because in eating a halved orange with a spoon a large orange is more desirable. Instead the emphasis was placed on oranges for juice, cut up or sliced oranges for salads and desserts, etc., for in these uses the small oranges are just as good and just as convenient as the large ones.

"The large preponderance of small sizes made it certain that the prices for this class of fruit would be

forced down," reports Mr. Francisco, "whereas the prices for medium and large sized fruit would remain comparatively high because of its relative scarcity. This gave us a chance to feature the bargain idea in connection with small sized fruit.

"At the same time that the consumer advertising on small sizes was released, a campaign was started with the trade to convert the seeming liability of a preponderance of small sizes into an asset. The first reaction of the fresh fruit retailer was that oranges were not moving as rapidly as usual. Assuming that the year before he handled larger oranges, packed 126 to the box, if twelve customers each ordered a dozen oranges and one ordered half a dozen, his thirteen customers would have consumed the entire box. This year, however, he might be handling smaller oranges, packed 216 to the box. If his twelve customers each ordered a dozen oranges as before, instead of having only six oranges left he would have 96 left and would conclude that they were not selling.

"Therefore, the task was to increase the unit of purchase and get each customer to buy not twelve, but a dozen and a half, or more. This was done by featuring the low prices and encouraging the sale of oranges by the pound, bushel basket or pail."

This special campaign of the orange growers forms an excellent "case" in connection with the article which appeared in the November 7th issue of the FORTNIGHTLY under the title, "Are You Marketing the Right Quality and Marketing It Right?" It exemplifies the usefulness of advertising in helping to correct the second maladjustment of marketing—that between the quality or grades produced and the quality or grades sought for consumption.

The Editorial Page

A Costly Lesson in National Psychology

IT is high time a note of warning was sounded concerning the seemingly growing impression that by the sheer weight of advertising dollars miracles can be worked overnight.

Within the past month we have heard the stories of three concerns which two or three years ago were very large advertisers, but whose advertisements are now seldom (and in one case never) seen in the periodicals.

In each instance the story is the same: an attempt to buy the attention and patronage of the people of America in a few brief months by prodigal expenditure. These concerns bought the public's attention easily enough, but before the patronage began to come their way in any considerable volume their money was gone and they faded into the background.

One of these companies is on the verge of bankruptcy; another is seriously crippled and thoroughly convinced that advertising does not pay; and the third is painfully but successfully fighting its way back, foot by foot, to a position of prominence.

All three of these concerns made the same mistake—a mistake often made not only in connection with advertising, but also with selling. They over-estimated the power of *dollars* and under-estimated the importance of *time*.

Dollars will buy time, it is true. Indeed one of the chief functions of advertising is to shorten the time required to build up a business and win for it public recognition and patronage. But there is a limit to the rate of speed at which the public mind can be hurried. To attempt to crowd it beyond this limit is to pay a prohibitive price per day for the time purchased.

The trouble with these companies under discussion was, not that they spent too much on advertising, but that they spent it too fast. Had they mixed more *time* with their money, they would have cashed in handsomely. Or, had they been possessed of funds sufficient to keep up the pace for, say, twice as long a time, undoubtedly they would have gathered tremendous momentum in the end and earned their investment back.

The explanation is simple: Whether we study the individual or the whole public, we find that the mental processes leading up to purchase or selection are largely subconscious. Hence, until a product or a name is definitely registered in the public's subconscious mind it does not begin to exert any very strong influence. It is easy to reach the public's conscious mind; that can be done with big space, bold type and splashes of color. But to break through into its subconscious mind requires *repetition* and *time*. There is no effective substitute.

This explains why so many products have suddenly begun to sell, and so many businesses to succeed, just when their promoters were about ready to give them up as failures. Time, blending with the advertising dollars and the selling effort invested, has worked its miracle.

In planning advertising and sales promotion for any

business, the time factor should always be given the same thoughtful consideration as the money factor. "How much will it cost?" and "How long will it take?" are questions of almost equal importance in making up an appropriation. To ignore the latter is to run the risk of squandering money in a costly lesson in national psychology.

To Perpetuate the Fight Against Dishonesty

ADDRESSING the Second District Convention (Associated Advertising Clubs of the World) in Philadelphia last week, Harry D. Robbins, chairman of the National Vigilance Committee, said that he hoped the day would come when men who had made their money out of advertising would establish a fund, through endowment, to continue the vigilance activities for perpetuity.

Until human nature changes there will always be commercial humbugs to prey upon the credulous, and whose use of advertising lowers its public esteem. An endowment fund is both logical and practical—an opportunity for those possessed of means to contribute to the permanent betterment of advertising.

Who will lay the foundation for such an endowment fund with a substantial check?

Radio Advertising

ONE of the three plans for controlling the broadcasting of advertising, suggested on this page two weeks ago, is actually being worked out in South Africa, we learn from a British advertising journal. South African radio regulations permit a period of six minutes every hour for advertisements.

Establishing such a period, and having the announcer both preface and follow this period with a statement calling attention to the fact that this section of the program is commercial in character, and paid for by the advertisers, would protect the public's interests and at the same time go a long way toward discouraging the grabbing of the air for advertising purposes.

A Commonplace Truth

WE are advertised by our loving friends" was for many years one of the most prominently featured slogans, and expresses a truth so commonplace that advertisers are sometimes prone to overlook it. The favor of old customers is worth cultivating, even though they may not be actual prospects themselves. An occasional booklet, or letter, or even a call from a representative of the company, is often money well spent, for people do not readily assume a strictly neutral attitude. If they are not "for" a product, they are likely to be quite definitely against it, and the damage that can be done by adverse opinion of this sort is hard to locate, and harder to repair.

What the Dealer Can Learn from House-to-House Selling

By Everett R. Smith

Advertising Manager, Fuller Brush Co., Hartford, Conn.

NOT many years ago it was the fashion for the retail merchant, particularly in the smaller towns and cities, to rail against the mail-order houses. Widespread agitation developed into public meetings, and there were bonfires of mail-order catalogs in the public squares. The mail-order house was the octopus which was going to throttle the local merchant.

Then gradually the local retailer awoke to the fact that he had something to offer which no mail-order house could give, a local personal service—an opportunity to render something that the mail-order house could not even compete with. He found that the mail-order house did

have certain ideas which he could use. So the retailer began to adopt certain of the mail-order house thoughts. To the extent that he became a more successful retailer the mail-order house ceased to trouble him.

Then came the chain store. As the mail-order house had stirred up the small town and country retailer, so the chain stores stirred up the city retailer and the small town man, too. The chain store was going to eliminate the independent honest merchant. It did eliminate some of them, and some of them should undoubtedly have been eliminated; but the real merchant who is rendering a real service found that the chain store had some ideas which he could copy effectively. So he became a better merchant and in some cases actually ran the chain store out of business.

Now comes house-to-house selling. In some sections retailers have become very much excited over this idea of house-to-house selling. They believe it is undermining their rights and

prerogatives, as though any of us had any rights except as we earn them by rendering a service. Local meetings have been held, attempts have been made to enforce prohibitive license fees, but house-to-house selling has been growing. There must be a reason for it in some distinctive service house-to-house selling renderers.

The keen-sighted and intelligent retailer, however, is not worrying very much about house-to-house selling. He is studying it to see which of its points he can adapt and use to make himself a better retailer. In fact, in some cases he has taken house-to-house selling to his bosom in conjunction with his regular retail establishment, and is making a success. Some of the house-to-house selling has been taken right into camp, such as in electrical appliances, vacuum cleaners, washing machines.

House-to-house selling is going to continue to grow along certain lines, but after all there are definite limitations to house-to-house selling. It is not going to put the retailer out of business. House-to-house selling, by its very nature, is limited to those



Photos Courtesy Electrical Merchandising

IN Wausau, Wis., the "White Bag Men" of the Wisconsin Valley Electric Company sold \$350,000 of home devices. About 90 per cent of the sales were made on the first call. Isn't there a lesson here for the dealer faced with house-to-house competition?



BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander	F. Wm. Haemmel
Joseph Alger	Mabel P. Hanford
J. A. Archbald, jr.	Chester E. Haring
W. R. Baker, jr.	F. W. Hatch
Bruce Barton	Robert C. Holliday
Robert Barton	P. M. Hollister
Bennett Bates	F. G. Hubbard
G. Kane Campbell	S. P. Irvin
H. G. Canda	D. P. Kingston
Bertrand L. Chapman	W'm. C. Magee
A. D. Chiquoine, jr.	Robert D. MacMillen
Arthur Cobb, jr.	Allyn B. McIntire
E. H. Coffey, jr.	E. J. McLaughlin
W. Arthur Cole	Alex F. Osborn
Francis Corcoran	Gardner Osborn
Margaret Crane	Leslie Pearl
C. L. Davis	L. C. Pedlar
Rowland Davis	Harford Powel, jr.
W. J. Delany	B. Kimberly Prins
W. J. Donlan	T. Arnold Rau
Ernest Donohue	T. L. L. Ryan
B. C. Duffy	R. C. Shaw
Roy S. Durstine	Winfield Shiras
A. R. Ferguson	Irene Smith
G. G. Flory	H. B. Stearns
R. C. Gellert	J. Burton Stevens
Geo. F. Gouge	William M. Strong
Douglas Grant	Spencer Vanderbilt
Gilson B. Gray	D. B. Wheeler
Winifred V. Guthrie	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

items where specialized demonstration, particularly demonstration in the home, is an essential—where a considerable amount of educational work is required. There are flashes of other kinds of house-to-house selling, but they will not last unless they have some special service of that nature to render. However, on those lines where such a service can be rendered, house-to-house selling will continue to grow.

But it will never supplant even to the slightest degree the local retail establishment. In the first place,

house-to-house selling is not a more economical means of distribution, although in many lines it is a much more efficient one.

How then can the progressive local merchant profit by those efficiencies of house-to-house selling, and what lessons can he learn from it which will make him a better retailer?

He became a better retailer when he took some lessons from the mail-order house. He became a still better retailer when he borrowed a few ideas from the chain stores. He will

become a still more successful retailer when he takes to himself some principles of house-to-house selling.

The local retailer is too firmly entrenched as the most essential factor in modern distribution. The retail idea is going to continue and cannot be displaced. The individual retailer, however, must keep abreast of the times and make himself more essential. From his standpoint a study of house-to-house selling and its lessons is worth while. Let us consider, then, what the retailer can

[CONTINUED ON PAGE 48]

Is Your Advertising "We" or "You" Advertising?

By J. M. Campbell

ADVERTISING is not an exact science. Please God, it never will be. Nevertheless, there are many things connected with advertising regarding which we can express ourselves with the certainty that is based on knowledge.

We know, for example, that certain faces of type are easier to read than certain other faces.

We know, too, that a one- or two-line caption is better—because the eye and mind grasp it more quickly —than a three- or four-line caption.

We know, again, that white space is valuable; that exclamation marks, used with intelligence, "liven" copy to an almost unbelievable extent; and that for certain products, the use of color is worth the extra price the publisher asks.

We know many other things about advertising; and we apply our knowledge as a matter of course.

But there is one advertising principle which most of us appear to have lost sight of.

It is this: *Advertising, to be most effective, should be written from the point of view of the user of a product, not the maker or seller of it.*

The most constructive critic of advertising the writer ever met expressed this thought in these words: "The woman who should use our product is not interested in us. She's interested in herself. She isn't interested in the product we advertise. She never will be unless we make it clear to her that she can do something with it that gives her pleasure

or satisfaction. So—write always from her point of view. In your copy, there should be mighty few 'we's' and a great many 'you's.'

Is that advice good? Yes! Is it being followed? No! Most of us, in our advertising, are thinking only of ourselves and of the product or article or service we offer. We tell how good it is. We go into detail as to this, that or the other feature of it. But in the vast majority of cases we say nothing or next to nothing about the satisfaction or pleasure the user gets, or should get, from it.

In other words, most of the advertising that is being done nowadays is "we" advertising. There is comparatively little "you" advertising.

IF you don't believe this statement, do what the writer did a day or two ago—read and classify the advertisements in any weekly or monthly publication of national circulation which carries enough advertising to make the test convincing. This is about what you will find:

"We" advertising, 50 per cent. (By "we" advertising is meant advertising which is written from the point of view of the seller.)

"You" advertising, 35 per cent. (By "you" advertising is meant advertising which is written from the point of view of the user.)

"Neutral" advertising, 15 per cent. (By "neutral" advertising is meant advertising which is written

from the point of view of both seller and user.)

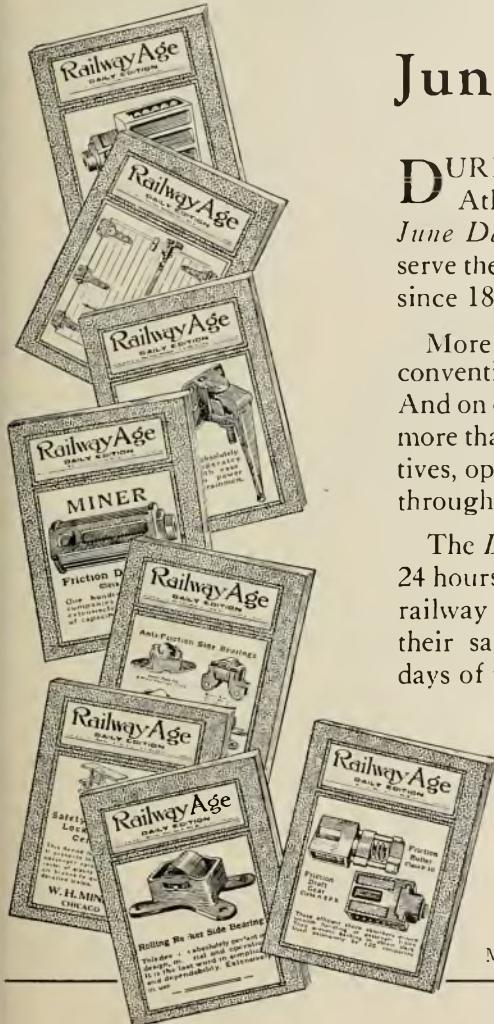
The writer realizes—no one more so—that many products which are advertisable do not lend themselves to "you" treatment. But if there is any one thing which, one would think, should be advertised from the standpoint of the user, it is the automobile.

Is it? No! With one splendid exception, automobile manufacturers—if their advertising is an accurate reflection of their beliefs—regard automobiles merely as transportation-machines and not, as users do, as vehicles, possession of which gives pleasure. In other words, automobile advertising, in the main, is written from the point of view of the man who wants to sell what he makes and not from the point of view of the man who is willing to buy something if it is made clear to him that possession of that something will give him pleasure.

These comments apply to other than automobile advertisers. The automobile is here referred to merely because it happens to be, at the moment, the biggest single target in the field of national advertising.

In any event, if you believe in "you" advertising—that is, advertising which is written from the point of view of the man or woman who uses, or should use, your product, it will pay you to examine your own announcements and see whether they are "we's" or "you's."

Railway Age



June Daily Editions

DURING the June Railway Conventions at Atlantic City, June 11-18 inclusive, the *June Daily Editions* of the *Railway Age* will serve the railway industry as has been its custom since 1887.

More than 1100 copies will be available at the conventions each morning before breakfast. And on each of the eight days of the conventions more than 12,000 copies will be mailed to executives, operating officials and mechanical officers throughout the railway industry.

The *Daily*, a full fledged *Railway Age* every 24 hours, presents a most effective means for the railway supply manufacturers to hammer home their sales story eight times during the eight days of the conventions.

Write for complete information regarding the conventions and the June Daily Editions of the Railway Age.

Member of The Associated Business Papers and A. B. C.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn St.
Washington: 17th & H Sts., N. W.

Cleveland: 6007 Euclid Ave.
San Francisco: 74 New Montgomery St.

New Orleans: 927 Canal St.
London: 34 Victoria St. S.W.1.

Toncan Metal Introduces Its Workers to the Consumer

By O. G. Postrel

BEHIND the successful business of any magnitude lies what may be termed a "cumulative corporate experience"—the sum total of the specialized knowledge possessed by the concern's executives, key men and general employees. The larger the company and the longer it has been in existence, the more valuable becomes this factor of cumulative experience, whether it inheres in standardized methods of production, in perfected formulas, or resides in the abilities of skilled employees, developed over a long period of years.

A skilled and trained employee is a valuable asset. Multiply him many times over, as one must in the case of a manufacturing concern with a large personnel, and we have the wherewithal to invest a product with that intangible something called quality—stressed equally by most concerns in like fields of endeavor, but actually a variable quantity insofar as the degree of accomplishment is concerned.

For a long time any playing up of the personal element in connection with the advertising of most companies was taboo—a policy to be strictly avoided. Gradually a change has come about. As if to offset the charge that the introduction of machinery is having the effect of mechanicalizing industry—making the machine the master of the man—there is now being featured in the publicity of some of the country's leading industrial concerns the personality—the human element—that lies behind its finished product.

The United Alloy Steel Corporation of Canton, Ohio, one of the oldest fabricators of alloy steel in the United States, is using the personality idea to admirable advantage in a series of advertisements appearing in industrial magazines. The product talked about is Toncan

metal, and the company could have adopted no surer way of conveying to the consumer the quality of its enameled steel sheets than by introducing to the trade the men whose experience and qualifications control the various steps in manufacture.



Elmer Cline offers you the benefit of fifty years experience

Fifty years of sheet metal work. First hand experience in every operation in sheet metal production, from his start as shop boy, in 1873 to his present position as general superintendent of sheet mills.

Few can point to a background of experience comparable to Elmer Cline's. No man known more about sheets and their production.

And Elmer is not a "desk superintendent." He's out on the mills every day, and the noise and sweat and heat which have been his life. He's on problems of fifty years. He's on problems while the iron is hot. To his unerring vigilance and profound knowledge of sheet mill practice is due, in a great

measure, the uniform excellence of Toncan enameling sheets.

Toncan enameling sheets have been developed after a long study of the requirements of the enamel industry.

The evils encountered in producing beautiful, glossy enamaled parts have been overcome. Leading plants recognize Toncan Metal as superior to all others, because it gives uniformly good results with a minimum of profit-wasting culs.

Nothing has been left undone to bring out the best brains and minds to help in solving the remaining sheet problems.

If you are having trouble with your enameling sheets, we can help you. The benefit of experience like Elmer Cline's is yours for the asking.

UNITED ALLOY STEEL CORPORATION, CANTON, OHIO

U-LOY

LARGEST AND OLDEST MANUFACTURERS OF HIGH GRADE ALLOY STEEL

UNITED ALLOY STEEL CORPORATION

Here, for example, is how the company leads out into public notice its chief chemist and metallurgist, in an advertisement captioned "Ask Ralph About Your Troubles":

Ralph B. Dimmick is a chemist, metallurgist and practical steel man. He has made a thorough study of the production of enameled sheets and has developed an enameling stock which is recognized in many of the leading plants as supreme in the field of sheets for porcelain enamel work. . .

Ralph knows the evils encountered in producing beautiful, glossy enamaled parts. He has visited numerous plants and studied their troubles with metal and combined the experience of many enamelters with his own, has produced

this metal which is giving uniformly good results with a minimum of loss. He has successfully reduced the number of profit-wasting culs.

He will be glad to help you. In writing about his services he insisted that we should not play him up as a "know-it-all." We don't want to do that, but it

is a fact that his modesty prevents us from going as far as we could and keep well within the bounds of truth. If you are having enameling troubles we believe Ralph can help you. . .

Our belief in this man and his associates has led us to invest large sums of money in advertising to the general public so that buyers of stoves, refrigerators, kitchen cabinets and table tops will have an appreciation of the superiority of parts enamelled on Toncan Metal.

The inspection department is featured through "Tom Corrigan's Trained Eyes," in another advertisement which explains that Tom has been looking for trouble in iron and steel since he was thirteen years old, and that his skill in detecting flaws is almost uncanny. "That is why Tom is our chief inspector. He has the responsibility of training the eyes of other inspectors to see in a bar or sheet every flaw that is there."

Each advertisement in the series takes the reader into a different department, and is akin to inviting the consumer to shake hands with the men who superintend the making of the product. In the annealing division the moving spirit is Charley Robinson, "a human pyrometer." Listen to his record:

He was an open-hearth laborer when furnaces were hand-charged, which was one hot and heavy job. He was later a heater with a company, now extinct, who made the finest tool steel in America. After some experience as a gas-producer man, he became a pair-heater in our mills in 1901. Made an annealer in 1907, he has been on the job ever since.

Harry Blackburn, we learn, controls the cold-rolling operations, in

[CONTINUED ON PAGE 61]

For Radio Advertisers

The Christian Science Monitor

*Full Page of Radio News and Features Every Day
—Latest Developments in All Countries of the
World Fully Covered—Advance Announcements of
Important Program Events*

Published daily—having a national circulation—carrying the local advertisements of retail dealers in many cities which handle radio merchandise—giving a full page of radio news in every issue—the Monitor offers to manufacturers of radio goods a remarkable advertising opportunity.

For articles which can be marketed by mail, the Monitor has proved itself an unusually productive medium. Manufacturers of radio products and specialties, who desire either mail orders or dealer patronage, will reach through the Monitor an interested and responsive group of readers.

Rates and Circulation Data on Request

The Christian Science Monitor

An International Daily Newspaper

Back Bay Station, Boston, Mass.

BRANCH ADVERTISING OFFICES

NEW YORK OFFICE, 270 Madison Avenue

CLEVELAND OFFICE, 1658 Union Trust Building

CHICAGO OFFICE, 1458 McCormick Building

Detroit Office, 455 Book Building

LONDON OFFICE, 2, Adelphi Terrace, W. C. 2

KANSAS CITY OFFICE, 502-A Commerce Building

SAN FRANCISCO OFFICE, Room 200, 625 Market Street

LOS ANGELES OFFICE, Van Nuys Building

SEATTLE OFFICE, 763 Empire Building

Written by Our Readers

Comment, Critical and Otherwise

Advertising in the Air

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY
East Pittsburgh, Pa.

May 9, 1924.

To THE EDITOR:

Your editorial in the May 7 issue of the *FORTNIGHTLY* makes reference to the position I have taken regarding the use of radio for advertising. However, the case cited as entering into radio broadcast cannot be considered radio advertising. The talk you refer to on the subject, "Saving the Surface Campaign," was, as you know, an educational appeal to the public to dress up and protect the surface. No particular paint was mentioned and no particular painter.

The postcard to which you refer should not be considered radio advertising. A clever merchant, reading in the paper that an address on a subject in which paint played a part was going to be given, simply used good judgment and carried on a piece of "direct-by-mail work." Therefore, it was not radio advertising, but direct-mail advertising.

I think we see today evidence on all sides that people are critical on the matter of advertising. The billboard is not a 100 per cent appeal because a large percentage of the people are opposed to billboards. Advertising in the movies is not a 100 per cent appeal because people resent advertising in places of entertainment for which they pay; and in radio people are not looking for advertising to be spoken into their homes—they do not want a Barker calling off his wares into the house. It is bad enough to be annoyed when you are a passerby on the street, but the home is too sacred to permit such a practice.

In considering advertising as related to radio broadcasting, it is necessary to carefully define advertising and general educational talks. If information given out by radio is not commercialized and has not a direct reference to a particular product or maker, such may surely be considered educational—not advertising.

In advertising we cannot expect to force people to hear us or read about us in media in which the public may have a distinct prejudice or objection. Billboard advertising and motion picture advertising have had a tremendous handicap because the public has objected.

Let us not forget that the radio has been kept free from advertising even though, with the exception of one or two stations, no charges have been made by the broadcasting stations for service. The real test would come if the broadcasting stations would charge and the same crucial test was made to determine benefits for money expended

J. C. MCQUISTON,
Manager, Department of Publicity.

THOMAS F. LOGAN, INC.

680 Fifth Avenue
New York

May 12, 1924.

To THE EDITOR:

With the exception of the American Telephone and Telegraph Company, I think the radio industry as a whole is opposed to the use of broadcasting even for the most subtle form of advertising. It is pretty generally realized that the public wants primarily entertainment and secondarily real education, and if the public's wishes are not respected there may be a decline in the popularity of radio.

A good deal of unnecessary dust has been kicked into the air. Personally, I do not think that the radio industry will be so unwise as to permit advertising to ruin its own business. If there were some possible way of segregating radio advertising, as for example the advertising in magazines is segregated, there would be some excuse for radio advertising. No one would have to listen who did not want to, but to sandwich advertising talk between piano solo and an aria gets neither advertising nor radio anywhere.

After all, we have a striking example of what may happen in the case of the movies. As you know, strenuous efforts have been made in the last ten or fifteen years to introduce films of a more or less advertising character into the theaters. The exhibitors do not want them because the public does not want them. And so it is with radio.

WALDEMAR KAEMPFERT,
Vice-President.

"Knee Deep in Literature"

DANIELSON & SON
Providence, Rhode Island

May 12, 1924.

To THE EDITOR:

The article, "Knee Deep in Literature," in your May 7 issue, unleashes a discussion which I have been expecting to see in print ere now.

We here have simplified at least one of the problems to which Mr. Goode refers (that of the duplication of incoming printed matter), by writing letters to several hundred publishers, requesting them to confine their sending of printed matter to one copy of each, to be addressed to the house, rather than to be addressed to one or more individuals.

We made plain that this single piece would go to the proper person and would be further routed, if occasion required.

Previously four or more of our principals found themselves being addressed on many matters which were not pertinent to the duties of each. Our treasurer, our production manager and the head of our art and printing departments were receiving great quantities of duplicated printing matter of no di-

rect concern to them. Naturally, their interest was dulled.

Today our incoming mail is not a menace. Such information as concerns rates and markets finds its way into logical files. Frequently its typographical or illustrative excellence earns for it a hoarding-place among ideas, occasionally at the expense of its proper station.

Naturally, some of us would prefer our information to be carefully collated in one pretentious volume as, for instance, "St. Louis and the 49th State" or "Cleveland's Three-Million Market," and would be content to wait patiently till market changes warranted the issuing of another edition. This would simplify our filing problems materially.

Such a policy, however, would convert the publisher's propaganda into the category of an annual, like a trade directory, and would leave plenty of opportunity for his competitors, whose claims might be less worthy of consideration, to apply the "drip, drip, drip" process of advertising which is said to eventually wear away resistance.

A seemingly foolhardy practice among publishers, in my opinion, is to spend time and money in the creation of appealing printed matter in giant dimensions and then to fold it inside out, thus concealing its appeal and automatically cataloguing it for the waste basket.

Another form of publisher's printed matter, of which I often wonder as to the publisher's expectation, is the fact-a-day kind which is frequently employed. As a momentary reminder, this method probably serves some purpose, but for collating purposes it is often unhandy.

Some day publishers, through their several associations, are likely to issue questionnaires to advertising agencies and others for the purpose of discovering preferences. Rate cards went through the mill of standardization, thanks to the American Association of Advertising Agencies.

GEO. W. DANIELSON,
President.

First Steps in Industrial Marketing

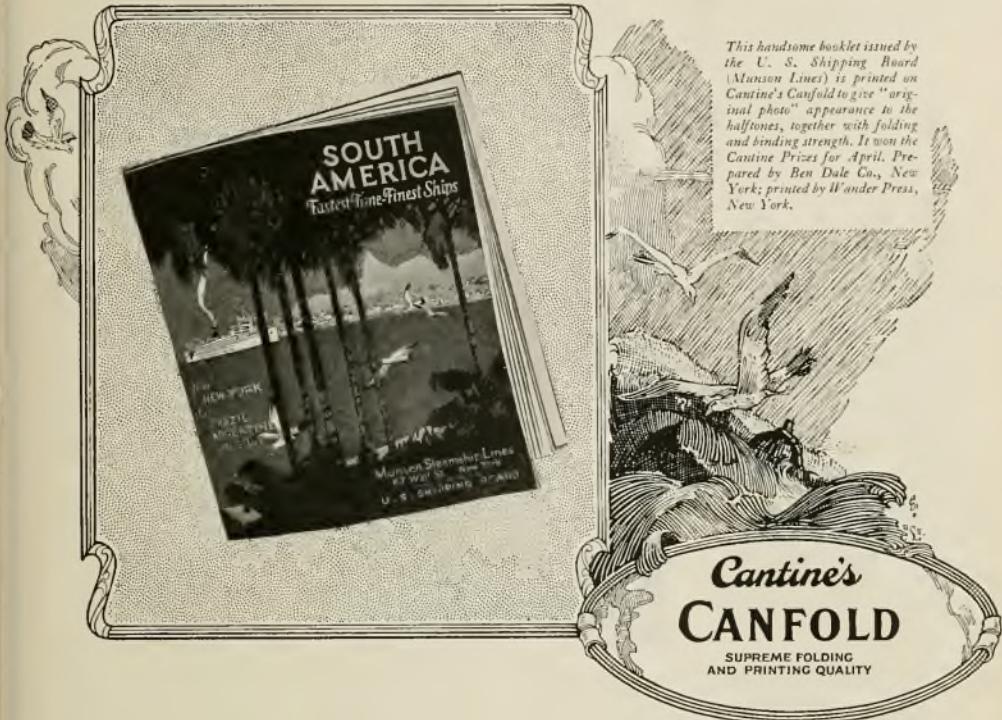
GRAVER CORPORATION
East Chicago, Ind.

May 6, 1924.

To THE EDITOR:

The series of articles on Industrial Marketing, the first of which appeared in your last issue [April 23], I feel will be invaluable to technical and industrial advertising, as well as to a great many agencies who have little or no knowledge of this great field. I sincerely hope the rest of the articles will be in keeping with the first.

The *FORTNIGHTLY* is doing a great service for advertising. Its broad vision and editorial policy make it invaluable to anyone in any way connected with the manufacture, distribution and sale of goods. JOSEPH C. WINSLOW,
Manager of Advertising.



This handsome booklet issued by the U. S. Shipping Board (Munson Lines) is printed on Cantine's Canfold to give "original photo" appearance to the halftones, together with folding and binding strength. It won the Canine Prizes for April. Prepared by Ben Dale Co., New York; printed by Wunder Press, New York.

ALWAYS make your printed matter sufficiently strong and attractive to accomplish the results desired.

Otherwise you will lose not only the amount spent in producing it, but the still larger sum spent in getting it into prospects' hands, to say nothing of profits lost from "sales that might have been."

Cantine's Coated Papers are made in five grades to meet all requirements of quality and price. Use them!

Send samples of all work you produce on Cantine's Papers to the Martin Cantine Co., Saugerties, N. Y. Cash prizes are awarded monthly for the best specimens. Sample book and particulars on request. Address Dept. 73

Cantine's

COATED PAPERS

CANFOLD
SUPREME FOLDING
AND PRINTING QUALITY

ASHOKAN
NO ENAMEL BOOK

ESOPUS
DISCHARGE
NO ENAMEL BOOK

VELVETONE
SEMI DURA - Even in Print

LITHO C.I.S.
COATED ONE SIDE

Reaching People Where They Live

Write Your Advertising Copy So That It Will Be Read by the Masses, Advertising Affiliation Convention Is Told

By Harry Varley

FOR advertising purposes, people do not live in houses of wood, brick or stone. Some live in the eyes of their neighbors and friends. Others live in their loves, hates, ambition; in their avarice, in honor, in curiosity, in fame; in every human desire.

Few people live much in their mentality. Rather will you find the mass in the movies, silently and internally laughing and crying, hoping, fearing, aspiring—dropping into the abyss of gross, animal feelings, but seldom rising into the realm of pure reason.

Our job is to find a way into the minds and souls and hearts of people—to reach into their very being, to impose upon, persuade or force their wills, so that the secret springs of action may be touched—so that the greatest numbers of people buy what we have to sell.

Advertising deals with that which changes least—human nature. Men and women of today have no more eyes and no more ears, no more fingers than the first man or woman. We still have but five senses through which all impressions must come. Therefore, the ways that lead into the minds of people today are the common, worn pathways that have always led there—and always will. There are definite guideposts to the human mind. There are ways, probably better than other ways, to reach the greatest number of people.

Here are some things to think of. We have tried all the possibilities that size of space offers. Some years ago the Goodyear Tire & Rubber Company ran 52 double pages in the *Saturday Evening Post*. Nobody could take larger space than that. Four pages would merely have meant double the number of units, while the size would have remained the same. No other manufacturer would, therefore, get more out of space than Goodyear got out of the *Saturday Evening Post*.

If copy were written to get readers, would we have headlines such as these: Appreciation, Variety, Service, Integrity, Simplicity, Reliabil-



*Harry Varley
Vice-President, W. L. Braun, Inc.*

ity, For This Year and Next, The Foot Aristocratic, User Satisfaction Founded in Maker Integrity?

Such advertisements are addressed mostly to the advertiser himself. They overlook the fundamental trait of human nature which makes each man care about his own stomach ache and his own golf score. It would save money for the advertiser if he would pay someone a thousand dollars in real money to write his headlines alone. The circulation of the *Saturday Evening Post* for an advertiser is not 2,500,000. It is the number who read the advertisement. I have seen returns from an advertisement tripled by changing the headlines and the first twenty words. This was in single-column, all type.

If it is possible to do this with one grey column of type, think what could be done with adequate space and with illustration, typesetting, headline and copy all built on the same fundamental principles.

The newspaper that has the great circulation in the United States is the *Daily News* of New York, with 750,000 readers. How do they get them? We will grant the appeal of pictures of the kind they show—and

most particularly do I want to underline *kind*. For the kind of pictures they use and the kind of words are common in origin. They are born in all that is human in people. In five years the *News* has attracted 750,000 readers and is still growing, while the *New York Times* has a circulation of 320,000 after many years. What does this demonstrate? Simply that we must recognize the basic things in human nature—in all of us. It does not mean that we should sink to the very depths to get readers for our advertising. But we must come down from our intellectual peaks into the road where most people live.

To me, there is one essential element in all good writing (and advertising writing can be and should be good writing) if it is to reach people where they live. Think beyond the immediate purpose of the advertisement to the great good it may do—beyond the making of profits, even, to the people we are reaching and what we are doing to them and for them. We teach them what to eat, what to wear, how to keep their bodies clean and healthful, how to enjoy themselves, how to enrich their lives.

With these ultimate ends in view when we reach people, can we have too great a reverence for our job? One of my old friends in the advertising business says of advertisements: "Write them on your knees."

Do you think that this is not the practical, hard-headed, common-sense way to make money from advertising? That the reaching of the greatest number by going to the pockets through their hearts as well as their heads is not the way to bring sales and big profits?

When people read such advertisements they will not say, "There is a good advertisement," but, "I must buy that soap or that car."

That, to my mind, is reaching people where they live. And "hitting the mark in advertising copy" is writing so that we reach the greatest number of readers.

“America’s Most Important Newspaper”

IN the New York metropolitan district—an area great in population and rich in financial resources, with vast wealth and buying power and unsurpassed opportunities for trade, The New York Times is the strongest advertising force.

The opportunities which The New York Times offers to advertisers in this territory are unequaled. The Times is read by the largest group of intelligent, discriminating and responsive persons ever assembled by a newspaper.

In four months of this year The New York Times printed 8,715,316 agate lines of advertising, a gain over the corresponding period of last year of 393,194 lines and an excess of 3,192,628 lines over the second New York newspaper.

The Times in April published 2,363,724 agate lines of advertising, an excess over the second New York newspaper of 889,804 lines.

Quality and quantity of circulation considered, the advertising rates in The New York Times are lower than those of any other newspaper.

The average daily and Sunday net paid sales of The New York Times exceed 375,000 copies.

The New York Times

Are You Represented Here?

The Adoil Agency,
Aitkin-Kynett Co.,
Anfenger-Jacobson Adv. Co.,
Aubrey & Moore, Inc.,
N. W. Ayer & Son,
Barritt & Co.,
George Batten Co., Inc.,
Barrows & Richardson,
Barton, Durstine & Osborn, Inc.,
G. M. Basford Co.,
Julian J. Behr,
Bissell & Land, Inc.,
G. P. Blackiston & Staff,
Norris L. Bull,
Oliver M. Byrly,
Calkins & Holden, Inc.,
Campbell-Ewald Co.,
Campbell, Trump & Co.,
Central Advertising Bureau,
E. H. Clarke Agency,
William Cohen,
Collins-Kirk, Inc.,
Crosby-Chicago, Inc.,
Arthur M. Grumine Co.,
The Dando Co.,
L. E. Dietz Co.,
Elmer H. Doe,
The Lee E. Donnelley Co.,
Donovan-Armstrong,
Dunlap-Ward Advertising Co.,
Eastman & Company,
Geo. W. Edwards & Co.,
F. A. Ensign Adv. Agency, Inc.,
E. N. Erickson Adv. Agency,
L. H. Estep,
Mitchell-Faust Adv. Co.,
The Ferger & Silva Co.,
Ferry-Hanly Adv. Co.,
Fisher-Brown Adv. Agency,
Fox Advertising Agency,
Albert Frank & Co. (N. Y.),
Albert Frank & Co. (Boston),
Harry B. Fridstein,
Fuller & Smith,
R. E. Spencer Geare, M.E..

Geo. H. Gibson Co.,
H. C. Goodwin, Inc.,
Gotham Adv. Co., Inc.,
Russell T. Gray,
Griffith-Schillings,
Griswold-Eshleman Co.,
Hantf-Metzger, Inc.,
D. A. C. Hennessy Co.,
Henri, Hurst & McDonald,
The Albert P. Hill Co., Inc.,
Industrial Adv. Co.,
Irwin, Keelan & Sterck, Inc.,
Robert June,
H. W. Kastor & Sons Adv. Co.,
The John S. King Co.,
Geo. J. Kirkkasser & Co.,
Knight Co., Inc.,
Emerson B. Knight, Inc.,
Philip Kobbe Co., Inc.,
Lake & Dunham Adv. Agency, Inc.,
John H. Lane,
Larchar-Horton Co.,
Ivy L. Lee, Inc.,
Wilson H. Lee Adv. Service,
Ray D. Lillbridge, Inc.,
Thomas F. Logan, Inc. (N. Y.),
Thomas F. Logan, Inc. (Chicago),
Lord & Thomas,
R. E. Lovken Corp.,
MacManus, Inc.,
McAdams Advertising Service,
H. K. McCann Co. (Cleveland),
H. K. McCann Co. (N. Y.),
McClure & Orton,
McKinney, Marsh & Cushing, Inc.,
McLain-Simpers Organization,
Mace Adv. Agency,
Jay H. Maisch Co.,
Manufacturers Publicity Co.,
Margin-Robinson Co.,
Marschalk & Pratt, Inc.,
The Matthews Company,
A. Eugene Michel & Staff,
Phillip Morris Adv. Service.

Moss-Chase Co.,
Myers-Beson-Golden, Inc. (Toledo),
Myers-Beson-Golden, Inc. (N. Y.),
Newell-Emmett Co., Inc.,
John W. Odin Co., Inc.,
Walter J. Peterson Co.,
Horace F. Pomeroy Co.,
Porter-Eastman-Byrne Co.,
Powers-House Co.,
Pratt & Lindsey Co., Inc.,
Frank Presbrey Co.,
Proctor & Collier Co.,
C. L. Quisno,
The Fred M. Randall Co.,
Robt. Rawsthorne Co.,
Redfield, Fisher & Wallace, Inc.,
John Ring Jr. Adv. Co.,
Robinson-Eschner Adv. Co.,
Sacks Co., Inc.,
Medley Scovil & Co.,
Russell M. Seeds Co.,
L. W. Seeligberg,
Fred L. Shankweiler,
Earl B. Shields,
R. R. Shuman,
Walter B. Snow & Staff,
J. A. Snyder Co.,
Southwestern Adv. Co.,
Specialty Adv. Agency,
Sweeney & James Co.,
Paul Teas,
David C. Thomas Co.,
W. H. Trump,
R. E. Tweed Co.,
Walker & Downing,
Waynesboro Adv. Agency,
Western Adv. Agency, Inc.,
Wightman-Hicks, Inc.,
John Watson Wilder,
Williams & Cunningham, Inc.,
H. C. Winchell,
Merrell A. Wood Co.,
Wood, Putnam & Wood Co.,
The Yount Co.

THese 133 agents place the advertising of 222 of their clients in *The Iron Age*. The advertising covers not only products used mainly in the metal-working industries such as machine tools, castings, iron and steel, gears, bolts, etc., but also those used in the general industrial field—engines, motors, belting, lubricants, factory equipment, transmission machinery, etc.

The confidence reposed in *The Iron Age* by so many experts speaks for itself.

THE IRON AGE

The World's Greatest Industrial Paper

239 WEST 39th STREET NEW YORK CITY

MEMBER OF THE A. B. C. AND A. B. P.

These
the lead
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UNITE
CO

Hard

Dr.

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Com
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Chilton
Chilton'

Chilton'





N. C. W. BROOKE,
Lake, Smith & French,
Advertising Agents.
Detroit, Mich.



MR. A. L. KIMMERS,
Hardware Merchant,
Antigo, Wis.

Where Turnover is a "Habit"

Mr. Brooke, your agency is interested in the hardware field—would you not like to meet a hardware man who says that turnover is one of his "bad habits" every year?

Mr. Kimmers is well known in the hardware trade. Some years ago he had several state associations all agog when he told how he ran his business. Annual sales of \$41,000 and a stock turn of eleven times—this is Mr. Kimmers' record

a short time ago—in Antigo, Wisconsin, a town of 8,000 population.

"To buy carefully and to crowd the selling from morning until night" is Mr. Kimmers' motto. Nothing is too small—or too large—for him to do. Youngsters are his specialty. Every kid in Antigo knows his store and the oil can and "bike" pump that are always handy near his front door. Every one of them is also a present or a future customer.

Mr. Kimmers has been a paid subscriber to *Hardware Age* for a good many years. He represents the kind of merchants that naturally would read *Hardware Age*, the kind that do read *Hardware Age*, the kind that manufacturers find profitable as salesmen of their goods. There are 6,353 different towns and cities in the country where hardware men of Mr. Kimmers' type call *Hardware Age* their "business bible."

HARDWARE AGE

239 WEST 39th STREET

NEW YORK CITY

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



THE 8-pt PAGE

by
Odds Bodkins

IN my morning mail comes a letter from one of the most prominent advertising agents in America, and, I might add, normally a man of very broad tolerance, who is much exercised over a booklet issued by George Borgfeldt & Co. He writes:

"I enclose herein circular that I think represents the rottenest advertising I have ever read. It smells to heaven."

The booklet, which bears the title, "The tragic romance of a Parisian perfumer and his beautiful Spanish sweetheart," strikes me as being just about what my correspondent characterizes it so graphically, if not exactly elegantly. It is, I take it, a story made up out of whole cloth, a story of a fictitious character, one Monsieur Lelair, a perfumer of Paris, who falls in love with a beautiful Spanish woman, Isabel Sorolla, who has been leading him on but one day informs him that she is about to return to Spain to marry one of her countrymen.

That you may taste its style, I quote a paragraph or two:

The news struck Monsieur Lelair like a thunderbolt. His temperament bubbled like a cauldron. He felt he would go mad!

The young girl was panic-stricken at his frenzy of passion. As she darted for the door of his shop to flee from her lover, the perfumer seized her as though to strangle the object of his desire.

In husky, faltering tones he cursed the girl, crying out: "If I can't have you, then I'll see to it that your husband won't have you either. Mark my word, Isabel Sorolla. Now go and be cursed!"

The story relates how Lelair created a new perfume for Isabel, which he called *Mi Nena* (My Darling), and each month sent her a tiny vial of it by a personal messenger. To quote again:

Well did Lelair know the temperament of the Spanish cavalier. Well did he know how passion and jealousy smoulder and flare in that land below the Pyrenees. And well did he know the ultimate effect his fiendish scheme would have upon the domestic serenity of the woman he wanted for his own!

The perfume delighted Isabel but proved too much for the men with whom she came in contact. "Wherever she went she seemed to move in the aura of some strange, almost supernatural spell. Within a month a dozen men were making open or clandestine professions of love to her." All, we

are expected to believe, because of this perfume. Her husband remonstrated, but to no avail. "She, and honestly, too, insisted that she was not to blame. Nor did she know *what* was to blame."

The story ends with Isabel found murdered in her bed, her jealous husband a suicide, and the body of the perfumer Lelair found in the Seine. "With him he had taken his sinister secret."

But no!

You will guess the rest: Among the secret formulas found in the vault of Victor Lelair, is an envelope marked "Mi Nena." The odeur has been perfected, we are told, and *Mi Nena* is now obtainable in America—"at your perfumer's."

Where does any advertiser find the license to tell a story so impossible and with so crude a sex appeal?

—8-pt.—

I COMMEND this 50-line s. c. Packer's Tar Soap Advertisement to the adver-



asking for a million dollars for Antioch College, which I have referred to twice lately. "The advertisement . . . was signed by Ellery Sedgwick, editor of *Atlantic Monthly*," he says. "President Eliot's name is attached to a brief paragraph used in the advertisement."

G. F. is right. Which brings up an important point in connection with advertising copy: if you can inject into it a big enough name or a big enough fact or figure, or a big enough anything of such outstanding importance or prominence as to command instant attention, as did Dr. Eliot's name in this instance, you sometimes achieve an effect so much bigger than the details of the advertisement that they fade out, leaving a dominating impression on the readers' minds that will linger after the advertisement itself is forgotten.

—8-pt.—

"MANY writers," says *Life*, "condemn advertisers for withdrawing their business from magazines which run articles reflecting humorously upon their product. Well, the advertisers are right. Look what happened to Henry Ford's sales when they started kidding him."

—8-pt.—

I SEE THAT the Pilgrim Publicity Association of Boston, has changed its name to "Advertising Club of Boston." As a Pilgrim of bygone years I pause to ponder . . . The pilgrims passing . . . After all these years. . . . "Advertising Club of Boston" really is more descriptive, though. . . . And it has a good, substantial sound. . . . Maybe they're right.

—8-pt.—



Packer's Tar Soap ..

tising man in any line who has the problem of making a big impression with a small space, or to the man who thinks nothing short of a page space will attract attention.

—8-pt.—

GEORGE FRENCH writes to say that Dr. Charles W. Eliot did not sign the advertisement in the *Atlantic Monthly*

IN CHICAGO RECENTLY I was attracted to a sign in the second floor window of a loft building. "Daylight floor to let" was all it said, but it struck me that the introduction of that word "daylight" just about doubled the chances of renting that floor. Of course, the traveler on the L could see that there were windows on two sides of the building, but they didn't flash the "daylight" idea like the word did.



The Coming of the Tractor!

There was a time when the farmer's life was drudgery. Toiling from morning to night, inadequate equipment, cut off from the conveniences of the city, deprived of recreation—and all for a meager existence.

Like the telephone, the automobile and the radio—the coming of the tractor changed things. A hog for work! During the busy days of spring it tears its way through acres in record time, leaving uniform furrows in its trail; while it proves a great aid in performing multiple tasks such as hauling loads, cultivating, harvesting—and furnishes the power for cutting wood and silage, driving belt conveyors, mixing cement, pumping water, etc. But the tractor has helped the farmer in many other ways.

Today, a trip to the old farm-house finds things on a systematic basis. There's more ground under cultivation; more diversification in number and kind of crops; a more uniform product is being marketed; proper attention is being given to grading and packing, and consequently—the farmer's purse is growing fatter. His fireside is happy!

And at the farmer's fireside you'll generally find his favorite paper—**The FARM JOURNAL**. First entering the field 47 years ago, it has grown steadily through the years, until now **The FARM JOURNAL** speaks with trusted authority to 1,150,000 farm homes throughout America.

We will gladly send on request our new series of dot maps which visualizes the location of farm wealth.

The Farm Journal

first in the farm field

NEW YORK

PHILADELPHIA

CHICAGO

SEATTLE

SAN FRANCISCO

LOS ANGELES

Hand-to-Mouth Buying Here to Stay?

[CONTINUED FROM PAGE 14]

moving pictures, radio, are the Paul Reveres of progress to every Middlesex village and farm.

Few merchants, therefore, can afford to gamble on a big stock; the customers today know what the merchants don't; it is far easier to find out what they want and get it for them quick than to find out slowly after the goods are ordered. And infinitely safer!

3. Better Business Direction Among Merchants.—Washington, with all its faults, has forced the American business man to learn something about his own business. In these days of high taxes and complicated tax returns, every one of us becomes either an expert accountant or a nervous wreck. Digging in his figures, the average merchant has discovered what the Wanamakers and Macys knew years ago: that it pays to take any trouble replenishing soldout spots on his counters rather than sit lazy under well-stocked shelves.

TURNOVER, therefore, has at last crept into its own. Through excellent national organizations and splendid trade papers, merchants everywhere have finally learned that rapid turnover is fully as important as prices, sales and profits. The excitement of trying to squeeze another stock turn or two in each department keeps many a merchant off the golf links—and out of the poorhouse.

Quick turnover, however, is only the beginning of hand-to-mouth buying. The new method means not only small stocks, but well selected stocks. Consciously or unconsciously, the swing toward "simplification" must inevitably descend from the wholesaler to his retail agent.

Even now, while the paint manufacturers suggest a limit of twenty-four colors in outside paints, the retailers, rather reasonably from their viewpoint at least, urge only those eight colors in which they do 95 per cent of their business.

When a wideawake merchant reads in *System*, say, how so good a stylist as Knox has benefited tremendously by hacking huge gaps in his wholesale line of hats, he naturally begins thinking about clipping off a slow seller or two from his next retail order. He tries it—and it works. Maybe he loses a sale now and then, but he has already saved his dollar

and doesn't have to worry. He becomes an even more confirmed hand-to-mouth buyer.

4. Better Transportation.—Even more important, however, than the other three causes together is the new era of transportation. Lowering prices, better storekeeping, style-informed customers, all make the merchant want to get along on thin stocks. But only prompt, swift, reliable delivery allows him to.

Railroads plus motor trucks, and motor trucks versus railroads, have worked a revolution.

The merchant today gets his goods delivered fast enough to follow the demand; he no longer has to guess.

He lets radio and movie educate his customers instead of attempting it himself. He distributes his risk over half a dozen small purchases in a season instead of one big one. He turns over his stock several times more a year. He makes more money with less trouble and less risk; he most certainly will stick to hand-to-mouth buying.

But, as the National Bank of Commerce suggests: this need not necessarily upset business; we must adjust ourselves to "the different situation that now prevails."

The banks, as the most interested friends of both parties, will eventually reach a reasonable and equitable basis for the carrying of the necessary reserve merchandise. It is not even beyond the bounds of possibility that a whole new system of financing marginal stocks will soon have to be devised.

In the meantime, there are already under way quite radical renovations in manufacturers' selling methods. Where merchants won't order for the season, manufacturers must abandon the season; when they won't order all at once for a ninety-day period, salesmen will have to give up the long swings and stay out all the time on short swings. Lines of merchandise will have to be resurveyed; unpopular numbers eliminated; some way found to make prices a bit more attractive.

And advertising will have to do more real work!

To say that the value of advertising as a practical institution will be measured by the speed, accuracy and adequacy with which it meets this new situation is, perhaps, a bit strong.

ON the other hand, any delay in radically readjusting 1924 advertising plans will certainly be taken by those sceptics who decline to accept advertising at face value as a severe indictment of our business intelligence.

At any rate, now is not a bad time for every advertiser to ask each advertisement how many dollars' worth of goods it will, of itself, move off the merchants' shelves.

Or, equally important, how soon it will return its cost safely back into the advertiser's bank. For quick turnover is as profitable to the shrewd advertiser as to the reformed retailer. So is simplification; so is prompt delivery at the right moment; so is cautious buying.

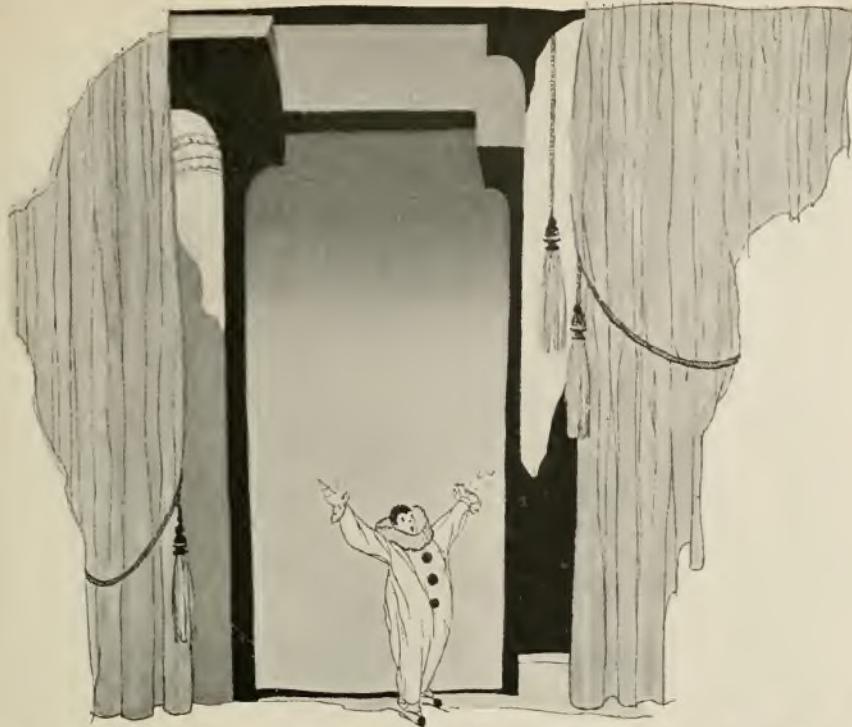
If, as Mr. Babson, says, all prices must gradually be lowered to attract an ever-widening market, any advertisement, however delightful, that doesn't patently help lower prices is going to be, from now on, under constantly increasing suspicion.

Not that any advertiser can afford to spend less money. On the contrary, if any advertising is justified when sales are good, then more advertising is demanded when sales are slow.

The thing that must be pared down in times like these is not advertising expenditure, but advertising waste.

With the retail forces already winning the first battle of Bull Run, it is no time for platitudes and complacency on the part of advertising men. Rugged individuality and vulgar simplicity that talk right out about a naked dollar may lead us back to the sales vigor of those primitive days before advertising became an art instead of an adventure. Some stout soul may arise who will insist on yelling his own story in big black type wherever the shrewdness that built his business suggests selling his goods. Who know what splendid outrages in advertising the new hand-to-mouth buying may bring forth?

Few factories today are buying their raw material exactly as they bought it four months ago. Ought not the buyer of advertising—the most expensive and intangible of commodities—to be at least as sensitive to shifting market conditions as the purchasing agent for wool, rubber, paper or steel?



SUPERBA ENAMEL

A Beautiful Coated Paper for Beautiful, Printed Jobs



Send for these
Printed Specimens

Besides our mill brands we stock
both at our mills and in New York
Warehouse, March, C. S. Litho,
Laid, Mimograph, French, Full, Folio,
Standard M. F. in white and colors,
Standard Super in white and colors,
Inter. Bristol in white and colors,
Offset Blanks, Litho Blanks, Trans-
lucent Bristol and Campaign
Bristol.

Allied Superba is one of the finest
enamels produced by mills noted for
the excellence of their coated papers.
(We operate 34 coating machines—
comprising one of the largest coating
divisions in the country—to produce
the quality enamels which exacting
printers and advertisers the country
over demand.)

It is clear white, highly finished,
even and uniform. Besides, it has
a splendid rag base raw stock which
gives it excellent wearing qualities.

If you have a job going through that
you wish to be particularly well
printed, use Superba. We will gladly
send samples with which you can
experiment.

ALLIED PAPER MILLS, KALAMAZOO, MICHIGAN

In writing for samples please address Desk 6, Office 15

NEW YORK WAREHOUSE, 471-473 ELEVENTH AVE.

ALLIED MILL BRANDS

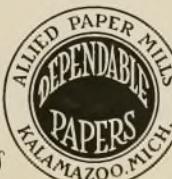
PORCELAIN ENAMEL
SUPERIOR ENAMEL

SUPERBA ENAMEL
VICTORY DULL COAT

A. P. M. BOND
LIBERTY OFFSET

DEPENDABLE OFFSET
KENWOOD TEXT

ALLIED **PAPERS**
10 Paper Machines 34 Coating Machines



Straight Path to Industrial Markets

[CONTINUED FROM PAGE 18]

chemical product, went to a firm of industrial chemists and put it up to them to help him build up a list of chemical processes in every possible field of industry where his company's product might conceivably be used. When compiled, this list developed three new markets that his concern had never thought of before in connection with its product, and these three new markets are now being cultivated intensively. Interesting enough, as further bearing on the way industrial and popular marketing paths parallel each other, the idea for this novel market survey was suggested to this advertising manager by the experience of the maker of a well-known household disinfectant who went to the same firm of chemists to get their assistance in discovering new uses for his disinfectant around the home.

There is no clearly defined division line between the study of present and potential markets and the next step—"locating the logical buyers." These two functions of marketing blend into each other. But the actual location of the logical buyers involves a more definite and detailed study of the market, to discover where these logical buyers are, as to geography and industries; and who they are as regards the individuals actually have the "say" in regard to purchases. Many an industrial concern could materially increase the resultfulness of its marketing effort and investment if it would take a month off, figuratively speaking, and make an intensive study of the where and who of its logical buyers. (As indeed so could many makers of popular products.)

The needless waste due to misdirected or carelessly focused advertising and selling effort goes on year after year because the temptation is too strong to plunge into the middle of a marketing program—to attack it at the point where actual advertising and selling operations begin—instead of starting back at the beginning and following the logical path to market, which leads directly to the Where and Who represented by this third step in building an industrial marketing program.

Indeed, we discover that the building of a marketing program for either an industrial or a popular product or service follows pretty much the same course until we reach the parting of the ways at the fourth step—"The determination on a program of sales and advertising effort calculated to reach buyers and pros-

different terms and work with a somewhat different technique.

The mechanics, methods and media of industrial marketing will all be taken up in orderly fashion as the subject develops. Suffice it here to bring out that up until they reach the fourth step in the development of their marketing program, all

businesses travel along the same route, whether they are marketing canary birds or locomotives, baking powder or brass tubing. Not until advertising managers and sales managers realize this and start their thinking back at the first step instead of at the parting of the ways here at the fourth step, are they really thinking in terms of marketing.

And even from here on is industrial marketing so very "different" from popular marketing?

True, most industrial products differ markedly from articles intended for popular consumption and use. Furthermore, they are bought generally in large quantities or units on purchase orders on which are printed a lot of conditions, instead of in small units by individual consumers at some retail store counter or by mail.

But they are bought by men who are first of all human beings with normal interests and reactions, men who are only incidentally purchasing agents or engineers or technical experts or general managers or presidents. While they may have cultivated their purchasing judgment more highly than the average ultimate consumer, and perhaps given it a technical education, nevertheless underneath they are men—husbands, fathers, baseball fans, radio enthusiasts, poker fiends, commuters, patrons of the movies. Hence the laws of human nature play almost as big a part in industrial purchasing as in the purchasing of popular products. To confirm this you have only to let the salesman for almost any industrial product tell you how he made his last ten big sales. You will be surprised to discover how few of them were made with cold-blooded logic or technical patter; how many of them were made on the strength

Points Established in Previous Article of This Series:

1. In every industrial enterprise someone must assume the responsibility for making the business possible by disposing of what it produces, or might produce, so that there shall be a reason for producing it.
2. The person who shoulders this responsibility is the real marketing manager, no matter what his title.
3. The correct starting point for the development of an industrial marketing policy is the study of the potentialities of the plant as an operating enterprise, with regard to both the product and the market, present and potential. To decide: Whether you will make a standardized product or line of products, to be sold on a volume and price basis (the Ford idea). Or whether you will use your plant to serve the varying special needs of the firms or industries forming its present or potential market, making to specification and charging accordingly.

pective buyers with sufficient success to dispose of the products of the plant in satisfactory volume and at a profit."

To be sure, the product to be analyzed may be different, and the market to be studied may be different, but up to this point the philosophy and the processes of analysis and study are pretty much the same. And as for locating the logical buyers and prospective buyers, it may be a more microscopic job in the case of an industrial product, but the same commonsense procedure is required.

WHEN we reach the fourth step and begin actually to work out the program of advertising and sales effort, the paths branch. It is at this point that we encounter the need for different mechanics, methods and media; and from here on the industrial advertiser or the industrial salesman must think in somewhat

Pitch to the Batter— Dont play to the Grandstand!



A. B. P.

"Member of The Associated Business Papers, Inc.", means proven circulation, PLUS the highest standards in all other departments.

GRANDSTAND plays may win the plaudits of the multitude and feed the vanity of the player, but they don't win games.

Playing the game to win demands concentration on that single objective, backed up by straight thinking, and coordination with the other factors in the game.

Advertisers who are playing the game to win, are cutting out the frills and concentrating on their markets through the highly specialized business papers covering those markets.

Getting 10,000 Dealers

A manufacturer of a strongly competitive article of wearing apparel put 10,000 new dealer accounts on his books in a little over three years, chiefly through his business paper advertising. He "pitched to the batter" in his copy, his sales plan and his service. He talked the dealer's language in the dealer's own papers—papers that are read and headed—papers with intense reader interest.

7,000 Prospects—8,000 Sales

Here's a concern selling to industrial plants which did not "play to the grandstand"; they make a mechanical appliance selling for about \$150. There are about 7000 plants in which this machine can be used, but they have sold 8000 machines in a few years through advertising in one A. B. P. paper at a cost of \$1200 annually. Total sales over \$1,000,000.

Concentration beats diffusion every time, especially when you concentrate upon real buyers, through papers which are essential working tools of the buyers. It is not an accident that this is another big business paper year.

THE ASSOCIATED BUSINESS PAPERS, INC. Headquarters, 220 West 42d Street, NEW YORK
Over 120 papers reaching 54 fields of trade and industry

We Know
 the type of magazine
 small town people
 appreciate and enjoy,
 and our editors are
 giving it to them.

People's Popular Monthly

Des Moines, Iowa

Circulation 850,000

Carl C. Proper
Editor

Graham Stewart
Advertising Director

A MATTER of TYPE

Sometimes the difference between good and poor typography is a matter of type face. More often it is a matter of type use. The skill and equipment essential to good typography are at your service

RIVERVIEW PRESS - INC • 404 East 36th Street
 Telephone: MURRAY HILL 9438

of personality, good-fellowship, the recommendation of a friend, the salesman's opportune arrival, a suggestion for use, offhand ridicule of a competitor's product, a twenty-five cent cigar.

This being so, it stands to reason that we should not forget, in trying to sell the technical buyer, that he is a human being; that no matter what we are trying to sell or how we are trying to sell it, we cannot expect to reach him without first *interesting* him, and that as a general rule a man's inborn *human* interest, being selfish, responds more quickly than the cultivated interest of his job. In other words, when we turn from our analysis of the plant and its products, and the study of the size and character and whereabouts of the market, and face the problem of *interesting* that market, we are confronted not by a technical problem, but by a human problem. We are dealing in minds, not mechanics. Just as is the man marketing a popular product.

TO narrow the consideration down to advertising for a minute, too much industrial advertising is prepared to fill a certain space in business journals, or some other media, with uninspiring technical details and product pictures; whereas the end required is not to fill white space with words or pictures, *but to fill the minds of a certain group of prospects with a sales-stimulating IDEA about our product or service.*

And when we reach the word IDEA we have come to the crux of the whole marketing operation and discovered the highest denominator common to industrial and popular marketing. For all marketing is based on IDEAS.

The product or service to be marketed represents someone's idea in the first place. It may be an idea of standardizing on the making of one small part to sell to the automotive industry on a price basis. It may be the idea of building spherical tanks to hold volatile products under pressure. It may be the idea of developing a call device for locating the executives of an industrial concern wherever they may be around the plant. It may be the idea of gathering a group of experts in various lines endowed by nature and equipped by experience to plan and develop special machinery or apparatus for use in the textile industry. It may be the idea of serving a given industry by making aluminum castings on a quantity production basis to customers' specifications. It may be the idea of a sectional cabinet

system for storing or "filing" chemicals in industrial laboratories.

Just as it may be the idea, in the popular field, of making an electric fan to sell at retail for \$5, or a davenport that makes up at night like a Pullman berth, or a sink "yard-stick-high," or a chewing gum that retains its flavor under stenographic mastication!

The more sensible and definite the idea (provided it is not too radical) and the more serviceable it will prove to humanity, the better potentialities it has as a marketing proposition.

And the more successfully that idea can be conveyed to the people who form the potential market, other things being equal, the more successful the business will be.

The problem of disposing of the output of any business is, then, a problem of transferring ideas, of filling the minds of the men and women who form the potential market with a favorable conception of our wares and a desire to possess them strong enough to overcome their reasons for not buying.

The working out of the means and methods for doing this forms the sales and advertising functions of marketing. But to mistake the means and methods for the marketing operation itself is to fail to get the true marketing perspective at the start.

John C. Cobb

Chicago representative Starchroom Laundry Journal and The Automobilist, has removed to 208 North Wells Street, same city.

Charles W. Hoyt Company, Inc.

Springfield office will direct advertising for Cowan Truck Company, Holyoke, Mass., manufacturers of industrial trucks, and H. B. Smith Company, Westfield, Mass., manufacturers heating apparatus. New York office will serve as counsel to the Keystone Roofing Co., York, Pa., makers of roofing materials.

David C. Thomas Company

Chicago agency removed from East Erie Street to 28 East Jackson Boulevard.

Evans & Barnhill, Inc.

New York agency, is directing campaign for The York Manufacturing Company, piece goods manufacturers, same city.

A. Schlarbaum

Formerly advertising manager of Movie Weekly, is on the advertising staff of Mid-Week Pictorial, New York Times publication.

William R. Wallis

Who represented American Machine for twelve years, is now special representative of American Exporter.



In the School Field— Ask Bruce

When the School Man Buys

NUMBER THREE

The Real Consumer

Of course, the school children are the final consumers of all the school goods purchased. This is obvious, but the buyer and the seller are the specialists in the service rendered. And they must be REAL specialists.

The school boy and school girl are entirely at the mercy of these two specialists. Poor workmanship cannot be judged in a poor product. The result is lost in a man or woman who faintly remembers causes and effects in training. The result is there just as definitely as in the production of a product of any kind.

The real consumer should be given the best. There is a best even in low priced merchandise. No ridiculous standards of quality need be set. But a minimum standard can be fixed and known. Competition should not make the standard.

The school specialist be he buyer or seller has now set standards as advertised in the pages of the AMERICAN SCHOOL BOARD JOURNAL and the INDUSTRIAL-ARTS MAGAZINE. The past decade has seen a vast improvement in almost every department of school equipment. The standards of today are but the forerunner of the quality tomorrow and next year the real consumer will be served.

When the school man buys, he buys for the real consumer. The advertising pages of the Bruce Publications are the public meeting place in which the introduction for trading leads to the mutual service of the specialist, be he buyer or seller.

THE AMERICAN
SCHOOL BOARD JOURNAL
A Periodical of School
Administration.

THE INDUSTRIAL-ARTS
MAGAZINE
Published to Promote
Industrial and Vocational
Education.

The Bruce Publications maintain a complete merchandising service covering educational materials and the benefit of the buyer and seller of material, equipment and supplies necessary in the construction, equipment and operation of schools.

Complete information covering "Bruce Service" sent on request.

THE BRUCE PUBLISHING CO.
Established 1891

2340 Montgomery Blvd., Milwaukee
30 Church St., New York

Member A. B. C., A. B. P.

Frank Bruce

Publisher.

All Madison Square 7267

HAROLD W. SIMMONDS
37 EAST 28th STREET ~ NEW YORK

For Advertising Art

Coming Changes in Distribution

[CONTINUED FROM PAGE 15]

tion between the chain stores and the department stores is as yet small, as the largest and most powerful chains are not in the lines that are most important to the department stores. Therefore there is still time for the department store to anticipate the peak of the competition of the chain store and take the lead.

To strengthen itself, the department store has derived two new types of organization:

1. Groups of stores, separately managed and independently operated, but under single ownership.

2. Associations of separately owned stores.

These differ chiefly as to ownership. In operating methods they are very similar. Their chief gains from grouping themselves are:

1. Cooperative scientific research.

2. The exchange of information, allowing each store to benefit by the successes and mistakes of all the others.

3. Cooperation in personnel work.

4. Cooperative buying is being attempted, but encounters a big obstacle in the buyers themselves. In general, each store has a separate buyer for each department. If, therefore, there are ten stores in the group, there are ten buyers to be suited as to the specifications of the articles on which buying is to be done cooperatively. Of course, mass buying quite as fully as mass production depends largely on greater standardization, which means the elimination of useless and needless variation.

TH E greatest success of the department store and, in my opinion, the only way in which the department store can successfully meet the changes now clearly indicated and maintain itself against the rise of the chain store, lies in adding to its own strength the advantages of the chain store; in a word, in organizing itself into chains. Just as the department store outdid the individual small store, so for the self-same reasons the department store chain will overshadow the present chains.

The coming successful department store chain will be an aggregation of department stores under one ownership, of which the similar departments of all the stores will themselves constitute a chain within

the main group. For example, all the shoe departments will be operated as a chain of shoe stores, in charge of a merchandise man who in ability and experience will be equal to the merchandise manager of a separate chain of shoe stores.

Each department store of the chain will be under a local manager or partner who will have leeway for adjustment to local conditions. He will, if he pays due regard to the general fundamental policies of his chain, have as much authority in taking action and dealing with local problems as any of his competitors.

Let us see whether the department store chain really can meet and beat the competition of the chain stores. A chain store system doing a business of \$5,000,000 a year has a higher degree of buying effectiveness than a department store doing a business of \$25,000,000. The chain of stores doing a business of \$5,000,000 will have its buying power focused wholly on a single line. The buying power of the department store may be divided into fifty to one hundred different departments each handling one type of merchandise, or an average of \$250,000 to \$500,000 per department. A chain of thirty or perhaps fewer such department stores would therefore far exceed in each of its fifty or one hundred department chains the buying power of a chain of the size mentioned; that is, provided that the buying power of the twenty stores is consolidated, as in the present small store chains.

Out of such an organization should come true mass buying—buying on an adequate scale the output of a mass production. When we get real mass buying the concentration of a single manufacturer's business in just a few very large retail organizations—possibly even wholly in one—and on standardized goods, will enable him to make up only what the retailer wants made up, will agree to buy and has scientifically determined that he can resell to his customers. The manufacturer will need no salesman. The manufacturer and retailer will be able to cooperate and plan together to diminish the irregularity of production—the costly succession of alternate "rush season" and "dull season." The well-known policy of the "even load" will save huge sums in the cost of the product.

The department store chain will have all the other advantages of the small store chain and, I believe, to an even greater degree. A single-line chain doing a business of \$25,000,000 a year can afford better staff men and experts than a department store doing a business of \$10,000,000 a year, but it could not afford as good men as a chain of ten or twenty or more such department stores united.

JUST as truly as the department store, with its greater purchasing power, was able to offer customers a higher grade of service than the individual small store without being undersold by the small store, so will the department store chain, I believe, be able to meet the price of the single-line chain and yet give all the services which a department store now gives.

The department store chain will have one more noteworthy advantage over the single-line chain. The adaptation of the standardized system to local conditions, and the responsibility for the cases which the rules and regulations do not cover satisfactorily, will in each type of organization be under local management. In this respect the effectiveness of this phase of the operation should be just as much more effective in the department store chain as the manager of a department store would exceed in ability, wisdom and experience the manager of a small branch store of a single-line chain.

The department store chain will succeed, principally because it is a machine highly adapted for mass production and mass distribution. No machine that is not built for these two conditions will succeed permanently under the rapidly coming changes in distribution.

The S. S. Kresge Company and Woolworth Stores already are to some extent department store chains. Of course, the price limits are small compared with what we usually call a department store; but let us not forget that after all the question as to whether or not a particular store is a department store is determined not by its price limits but by the variety of its merchandise stock. They do not give charge accounts and free delivery, but I am inclined to believe that they give all the service necessary or demanded by their

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"SOMETIMES advertising is of little or no avail in scaling or digging under or battering through this particular Wall of Distribution; but often by virtue of its speed, its mass action, and its use of machinery to multiply messages, advertising is the most effectual, and therefore the most economical, means available for overcoming all but the strictly transportation phase, which latter is up to the traffic man"—Robert R. Updegraff.

No. 7 [If you have not seen numbers 1 to 6, we will gladly send them.]



The gross income of the American people is estimated at \$200,000,000.00 a day, according to a recent bank statement. The total income for the country in 1923 was seventy billion dollars, an increase of five billion over 1922 and ten billion over 1921.

With such underlying firmness, the business structure cannot really be threatened. Despite minor fluctuations, the country is enormously prosperous.

—GH—

A building material manufacturer recently ran a campaign in a number of magazines, including Good Housekeeping, and some general and "class" media. The average cost per inquiry of all the periodicals used was 91c. Good Housekeeping's cost per inquiry was 68c.

—GII—

"Whenever I write an advertisement, a poster or a statement about the traction business, I always submit it to five or six women who don't know anything about the electric railway business," says L. St. Clair, Advertising Director, American Electric Railway Association. "If they register blank stares, or switch the conversation to how I like their bobbed hair, I tear up the copy and start anew. I know it has no selling punch. This might be a good plan for all ad writers to try. No matter what you have to sell, a woman probably will pass on the purchase of it, sooner or later, and you had just as well suit her in the first place."

—GH—



A woman's underwear manufacturer started a national advertising campaign, using Good Housekeeping and a number of other magazines. In some of the other publications color was used. Good Housekeeping produced double the inquiries of the next magazine, despite the fact that that magazine has more than twice the circulation of Good Housekeeping. The returns from the "class" publications were negligible.

Here you have an example of Good Housekeeping in competition with so-called fashion publications and outdistancing them completely.

An Unusual Help to the Advertiser

By G. Ernest Fahys, Jr.,

Sales Promotion Mgr., Alvin Silver Co.

Building of confidence is one of the most valuable accomplishments of advertising and in that work Good Housekeeping aids the advertiser in a very unusual way. The absolute Money-Back Guarantee and the policy of making technical and practical tests of merchandise offered for the advertising pages, throws a safeguard around the advertising that is invaluable to the readers.

We know from personal experience that this policy is a real sales builder and we know that in the case of household devices an appliance carrying the Seal of Approval has a great advantage over the one that cannot show it.

We believe that this is one of the most important features of Good Housekeeping and one that is invaluable to the advertiser.

—GH—

So many heads are being bobbed and shingled in Oswego, Kansas, that "Cricket" Loper, a local barber, has had a number of women's magazines put in for waiting customers. And Good Housekeeping is among them.

—GH—

The telephone came and conquered space. The airplane conquered time. Advertising conquers resistance.

—GII—

Hosiery

The rate of turnover for merchandise varies not only in different lines, but varies in any given line in different sections of the country.

Take hosiery, for example. In the New England section, the average rate of turnover is four times per year. Just east of the Rockies, it is less than 2½ times. On the West coast, it is over 3½ times. One state has an approximate turnover of five times per year for this class of merchandise.

This situation shows the necessity for thoroughly understanding marketing conditions. Good Housekeeping will be glad to discuss your marketing and distributing problems with you.



Analysis of the advertising done in magazines and newspapers shows that the appeal of about 95% of it is made directly to women. Considering the powerful reasons behind this dominant appeal, it is easy to see women's importance as a purchasing agent.

—GII—

The following extraordinary letter came voluntarily into the offices of Good Housekeeping. It is reprinted here because it makes an amazing omission.

"I am electrically equipping a home and of course want to buy the best. As the best always carry your approval I shall be pleased to receive your Approval List on the following items:

1. Open end Ironing Machine.
2. Electric Sewing Machine.
3. Built in the Sink Electric Dish-washer.
4. Built in the Laundry Trays Electric Washing Machine.
5. Clothes Dryers, Hot Air, Steam, Hot Water, Gas, etc.
6. Electric Ranges, preferably all white enamel.
7. Electric Refrigerators.
8. Electric Ice-Cream Freezers.
9. Electric Utility Beaters for eggs, cream, etc.

Also Electric Meat Grinders.

I enclose four cents in stamps for postage and thank you for the assistance you will give me.

Mrs. E. W.
Cleveland, Ohio.

You will see that this letter makes absolutely no mention of lighting fixtures. It is an eloquent commentary on the failure of the lighting fixture manufacturers to make the consumer conscious of their products.

—GH—



From 1920 to 1923 inclusive, Good Housekeeping carried more food accounts than any other woman's magazine.

During 1923, there were 23 new food accounts developed. Of these, Good Housekeeping received 14, the next magazine received 7, two magazines received 5, one magazine received 2 and the last received one.

This page, appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 West 40th Street, New York



CHALFONTE-HADDON HALL ATLANTIC CITY

In addition to Sea Bathing and Boardwalk 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



New Words!

thousands of them spelled, pronounced, and defined in

WEBSTER'S NEW INTERNATIONAL DICTIONARY

The "Supreme Authority" Get the Best!



Here are a few samples:

agrimotor	megabar	sterol	capital ship
boursault	S. boat	stolen	mysterieship
Air Council	soviet	Red Star	intermediateship
mud gun	cyper	overhead	Flag Day
Ruthenc	askari	abreaction	Estonia
paravane	sippio	rotogravure	Blue Cross
aerial cascade		camp-fire girl	

Is this Storehouse of Information Serving You?

2700 Pages, 6000 Illustrations, 407,000 Words and Phrases
Gazetteer and Biographical Dictionary

Write for a sample page of the New Words specimen of Regular and India Papers Free
G. & C. Merriam Co.

Springfield, Mass., U. S. A.

customers. Moreover there are already a considerable number of chains of department stores selling practically all grades and kinds of goods and the movement in this direction is very definite and very marked. I predict that within three years it will be the most marked movement in retail distribution.

It may seem to some that this analysis of coming changes in distribution deals severely or reflects on the wholesaler, the jobber—or all middlemen. Nothing is further from my intent. Of course all middlemen will be greatly affected by the coming changes in distribution. But the wise, farseeing middlemen will ride on the wave of these changes to greater success than they have heretofore believed possible.

Cooperating with their present customers, the owners of individual stores, they are in a position of advantage for building up and becoming the center of successful chains of stores. It may prove to be true that the easiest and most effective way to establish such chains is to start with the connection the big successful middleman has with his customers—the individual stores—start with his established machinery for buying for many stores—the machinery that can most easily be expanded into the mass buying on which the chains of stores most chiefly depend for success.

UNDER good production and good distribution—which means under mass production and mass distribution—high standards of wages will be maintained, for it will be most profitable to the producer, as Ford has shown, that the reduction in price should come out of the elimination of middlemen and the present wastefulness of production and distribution—not out of wages and salaries; that is, that it will be most profitable to preserve the buying power of the masses. This will, in turn, insure much greater content among the masses of our people and a very great certainty of the disappearance of danger to our distribution from communism or irresponsible radicalism; for our people will then have a real freedom—not merely freedom to exercise a voice in government, but at last a truer economic freedom.

Wm. H. Rankin Company

Agency's Chicago office will direct advertising for the Eastern Indiana Company of Michigan City, and Steger & Sons Piano Mfg. Company, of Chicago.

TELL IT TO SWEENEY!

—the beaux of Broadway

BROADWAY, at Forty-second Street—broad highway of box offices, ateliers of amusement, palaces of play, clamorous cafes, dinning dance clubs, serried stands of seductive shops; strident street of sensation, stamping ground of the Sweeneys, average folks from everywhere. Drawn by its opulent offerings, its ruddy recreations, its luring lights, its figures of fleeting fame and tawdry tragedy, mothlike the masses swarm the sidewalks each night—a million odd transients, hicks and the haut monde from every hamlet clear across the country, to say nothing of those who live here.

Naturally this corral of the crowd is a vantage point for selling and advertising. Huge, brilliant signs scintillate and syncopate with messages of light, flaming advertisements that the eye cannot escape.

Above Forty-third Street, at a reputed cost of a hundred thousand dollars a year, Wrigley's manikins sell chewing gum to the Sweeneys at five cents a throw. Across the street, along the whole front of the Claridge, a freshly painted and brilliantly lighted streamer sign of the United States Rubber Company competes with Mr. Wrigley's customers in offering tires. Collars, cigarettes, soft drinks and a great department store blazon their bequests of good will for trade—the trade of the Sweeneys.

Two blocks up, Mr. Haldeman Julius pays a rumored rent of ten thousand dollars a year for a shop of twelve feet frontage where he sells at five cents pocket-size copies of the classics—to the Sweeneys.

At Fiftieth Street is the Capitol, larg-

est motion picture theatre in America, where "premier world presentations" accompanied by symphony orchestra, operatic vocalists and a ballet program are offered—to the Sweeneys.

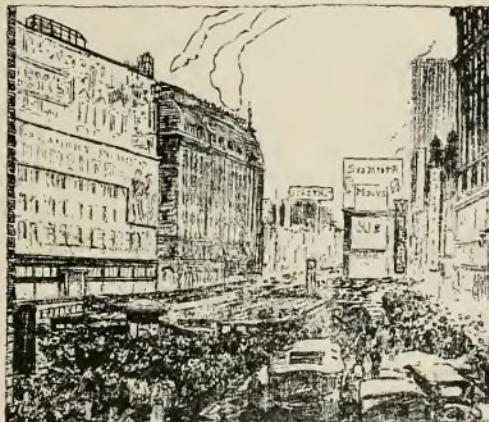
At Fifty-fourth Street, on your right, is Henry Ford's Eastern division sales office, which will dispose of about 160,000 Ford and Lincoln motor cars this year—to the Sweeneys.

Across the street is the office and

should worry. The Sweeneys pay both of them well.

A little farther, where Broadway enters Columbus Circle, there is a tall, white pile that houses the Gotham Bank, a growing financial institution which protects the deposits of the automobile dealers—Sweeney's money.

* * *



showroom of the Buick Motor Car Company, which last year did a gross business of approximately \$42,000,000, with a sale of more than twenty-five thousand cars and accessories—to the Sweeneys.

Nightly in one of the smart dance clubs about the district you may find Valerie Berthelot (born Sophie Klutz), who is doing "big things" for the Recent Film Company, dancing in the arms of Sylvester P. Jones, who turns out f.o.b. Detroit the snappiest little roadster in the fifteen-hundred-dollar class. The cover charge and the check at this place come high, but Sylvester and Valerie

IT IS little wonder that advertisers should strive to tell their story to this street of spending. The electric signs command high figures, according to their location, their visibility, their attention value. When a lease on one of these signs expires there is sometimes spirited competitive bidding from advertisers anxious to talk to the Sweeneys, the beaux of Broadway.

This is one instance where the national advertiser has recognized the mass market. Broadway signs are sought for media.

The advertiser now has in New York another mass medium that reaches more people per day than a Broadway sign, that gives the advertisement visibility and high attention value, that costs little, and that produces results which can be definitely checked—THE NEWS, New York's tabloid picture newspaper, with the largest daily circulation in America. There are as many and as great opportunities for advertisers in this medium as there are among Broadway signs; and all the good locations aren't leased yet.

Tell IT to Sweeney in the largest market in America through the largest daily circulation in America. Get the facts!

"Tell It to Sweeney" has been issued in folder form. Write for the series on your business letterhead.

THE NEWS
New York's Picture Newspaper

25 Park Place, New York

7 South Dearborn St., Chicago

This Agency Offers

the *interested* personal attention and enthusiasm of three executives on every account.

If all three of us can't enthuse, if all three of us can't put liberal time and thought on the account, we don't take it.

This policy means that, while we take relatively few accounts, we do have time and energy to get deeply into them.

All this isn't so new to say—but we're also practicing it!

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
McCORMICK BUILDING
CHICAGO

Isn't it logical to head a schedule of dental papers with the publication regularly carrying twice the advertising patronage of any other paper in its field? ORAL HYGIENE maintains its volume without admitting objectionable copy or cutting rates. Write or phone one of our offices for data.

Oral Hygiene

34 Imperial Power Bldg., Pittsburgh, Pa.
W. Linford Smith, Chairman; Rea Proctor McGee, D.D.S., M.D., Editor; Charles Petersen, Treasurer; Merwin B. Massol, Business Manager.
CHICAGO: W. B. Conant, Peoples Gas Bldg., Tel. Harrison 8448.
NEW YORK: Stuart M. Stanley, Flatiron Bldg., Tel. Ashland 1467.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Tel. Olive 43.
LOS ANGELES: E. G. Lenzner, Chapman Bldg., Tel. 826041.

What Dealers Can Learn from Direct Selling

[CONTINUED FROM PAGE 26]

learn from house-to-house selling which will be of value to him in his own business.

In the first place, the consumer—the housewife—likes to be sold. If she were not willing to be sold, we would not find house-to-house selling running into the millions of dollars a year for individual organizations.

The consumer likes to be sold provided it is not made too evident that she is being sold. This is old stuff insofar as we are bringing out the fact that the dealer's sales organization should be trained to sell, and to sell well. I am not speaking particularly of the slipshod sales force that doesn't sell at all and tries to dodge a customer. I am speaking of the sales force which is considered to be pretty good. Yet that sales force has a lot to learn from the house-to-house salesman.

It has a great deal to learn in this respect particularly: The *viewpoint of the consumer* is the basis of selling.

THE house-to-house salesman long ago found out that there was just one sound definite approach to the consumer, and that was from her own point of view. Your good house-to-house salesman is not selling brushes or hosiery or aluminum-ware. When he starts talking to his customer there is nothing of the salesman, nothing of selling, about his talk whatever. His entire thought is of the consumer's problems, of the things in which she is interested.

Take brushes, for instance. He does not look on brushes as something he has to sell. He looks on brushes as a means toward helping the customer. She has problems, duties, work to be done. All of us desire to avoid work. That is how the human race progresses. Some of the greatest inventions have been made by people who were called lazy by their neighbors.

So the house-to-house salesman discusses the woman's problems. Then he points out to her how, by the commodity which he carries, certain of her problems can be solved. The entire approach to the selling is from her viewpoint.

The successful house-to-house salesman does not talk so much of

the merits of his particular commodity against the merits of the competitor's. A vacuum cleaner is not bought as an ornament for the piano. It is bought because of a certain distinct service it renders to the buyer.

Let us see, then, how the house-to-house salesman looks on this and what he has found out in his calls at millions of homes. That word "millions" is literally true, for there is one single house-to-house selling organization today which is calling on over sixty thousand homes each twenty-four hours.

The approach is through the service which the article will render, and the house-to-house salesmen have found that every woman is interested in three things. First of all, in doing her work better; second, in saving time; and third, in saving of labor or effort.

This is a trio of principles which every retailer should instil into his organization. The presentation of the sale of any articles for use in the home should be based on these three points. That is what the house-to-house salesman has learned and that is why he is successful.

When the house-to-house salesman presents his proposition from the viewpoint of the service the article will render, and the standpoint of its performance, its time-saving and its labor saving, he is talking in the terms of the customer and she sells herself.

ON this basis the house-to-house salesman has found that the customer is tremendously interested in all kinds of new things. Just because the home is not as up-to-date as the factory is no indication that the woman would not like to have it as up-to-date. She has begun to realize that her husband has all kinds of labor-saving devices in his office and that she has mighty few in her home. There is a great stirring of interest, which is speeding up tremendously in these days, on the part of women toward labor-saving methods or devices. In spite of all the advertising of washing machines, electric irons, vacuum cleaners, brushes, etc., the surface has not been touched. Every woman is keen for these new things, provided she is made to understand



Applying the "Classified Ad Test" to TEXTILE WORLD

The overwhelming choice of TEXTILE WORLD as the medium to carry the classified advertising of the textile industry is shown by the statistics for the year ending February 2, 1924. During this period TEXTILE WORLD printed in its Clearing House pages 4,432 separate paid advertisements (twice as many as the next five textile papers combined).

Any paper, whether a daily newspaper or a business paper, that consistently year after year carries the largest volume of classified or special want advertisements to fill immediate needs or requirements, is a paper that is READ.

This class of advertising depends for its success on immediate results. In the tex-

tile industry, if a mill wants a superintendent or a superintendent wants a job—if a manufacturer has surplus machinery to sell or another manufacturer wants to buy good second-hand machinery—they all know that an advertisement in the Clearing House Section of TEXTILE WORLD will bring immediate action.

There is no better evidence of the standing of a publication in its own field than the volume of such advertising, and there is perhaps no better way for the general industrial advertiser to judge the "reader interest" of a paper than to note the extent and number of such advertisements. It can be used as a safe guide in placing his own advertising.

Textile World

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

334 Fourth Ave., New York

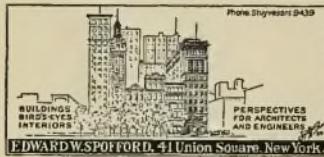


PROVE IT! SHOW THE LETTER

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.

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



\$63,393 from One!

\$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 by mail, *Postage Magazine* will tell 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.

**Everything
in
Papier
Mâché**
CANTON, OHIO
*Our Customers' List is on
Advertiser's Blue Book*



Pettaw

VISUALIZATIONS
"Putting Ideas
into Picture Form"

Walter A. Koch, Director
Metropolitan Tower
Akron 8849

They emphasized the Obvious
When I showed my roughs to the advertising manager, he said: "Koch, your roughs are great—they're so simple."

They emphasized the obvious!

**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

the service which they will render. When the woman understands this, it is surprising how little she is interested in price. If this were not so, how could we today sell her a vacuum cleaner when she can buy a broom for a dollar and get an old rag for nothing. Yet the vacuum cleaner costs anywhere from \$50 to \$100 with all its attachments.

If the woman is approached from the angle of service, as outlined above, the house-to-house salesmen have found that she is not particularly concerned with price because she has already realized that the results are worth the price.

Women are good judges of values. When the value has been thoroughly created in their minds, they are not going to quibble much over the price.

A moment's thought will show that most of the articles sold successfully from house to house are not cheap. They are just about the best of their kind. We have already stated that house-to-house selling does not reduce the cost of distribution. Therefore, these quality articles have to be sold at the price of quality articles.

It is not intensive salesmanship alone that is selling them, except insofar as it is salesmanship which intensively dwells upon the building up of real appreciation of the service rendered by the product.

On this basis the customer is mightily interested in quality. With this kind of a presentation of a product she can appreciate the quality. If this were not so, it would be impossible to sell a quality broom selling for two to three times the price of the ordinary corn broom. A product new within two years, it is now being sold from house-to-house at the rate of nearly a million brooms a year by one concern. This is because their house-to-house salesmen show the service which that broom will render, and it is worth more, therefore, to the customer than the difference in price.

That is not only so in the case of the well-to-do customer, but a very large proportion of these brooms are sold in the so-called laboring district, in the tenement houses. This same concern sells a wet mop, the price of which is nearly twice that at which an ordinary wet mop can be bought in the usual local stores. But there is a real service which that mop will render which is worth far more than the difference in price; and it is the place of the house-to-house salesman to make the customer understand and appreciate that difference in service.

We have approached from several different angles one point which,

after all, is at the basis of the house-to-house selling success—a thorough understanding of the product and of the service it will render, as well as a thorough and complete understanding of the market—the customer and her viewpoint.

Many a retailer and many a manufacturer could well afford to spend some time calling at the homes of the people who are, or who he thinks are, his customers. He would undoubtedly be surprised to find out just why they are buying his goods or are not buying them. When he has made a thorough study of this, he will find to his surprise that many of his items need demonstration, not as to their comparison with a competing product, but as to their inherent desirability to the customer.

When one goes into the average retail store today it is astonishing to find out how little of this knowledge, of this information and of this ability to explain and demonstrate exists. Of course there are items on which it is impossible and unwise for the retailer to spend so much time. Certain lines will always be successful only in house-to-house selling because it would be folly for the retailer to devote the demonstration necessary to them.

HOWEVER, there is a real lesson to be learned here from the house-to-house selling organization, and as the retailer adds this to the lessons which he has learned from the mail-order house and from the chain store he is going to become a more efficient retailer.

And then just one word as to advertising. There are some retailers who are still skeptical on advertising, either for themselves or in their belief in the value of the manufacturer's advertising.

If advertising were unnecessary at all, it would certainly be unnecessary in the case where the salesman goes direct to each and every home and demonstrates a product. Yet the big house-to-house selling organizations have found advertising an absolute essential. But if advertising is essential in house-to-house selling, how much more essential is it for the retailer to cash in on the advertising of the manufacturer whose goods he handles and to study advertising for himself!

Other articles on house-to-house selling that have appeared in ADVERTISING FORTNIGHTLY:

"Can House-to-House Selling Cut the Cost of Distribution," December 11, 1923.
"Organizing a Sales Force for House-to-House Selling," January 2, 1924.
"Compensating Salesmen and Managers in Direct Selling," January 16, 1924.
"Training Salesmen in House-to-House Merchandising," January 30, 1924.
"How Advertising Introduces the House-to-House Salesman," February 13, 1924.

ROTOGRAVURE

*How and When
To Use It*

The Mechanics of Rotogravure Simply Explained

A 68-page book has been prepared to provide authentic information on rotogravure. Briefly outlined, the book covers the following subjects:

Origin of rotogravure	The kind of prints
How rotogravure is printed	Tone gradations
How to select subjects for rotogravure printing	Backgrounds
The value of human interest	The use of oil and wash drawings
The use of photos	Dictionary of terms

It explains the beautiful effects by which rotogravure builds reader interest, to gain which, many of the leading American newspapers have added this feature of modern journalism.

The points covered are luxuriously illustrated with reproductions of 63 photographs, 16 wash drawings, 5 oil paintings, 5 line drawings, and a wide variety of background and border effects. The mechanics of building every part of the book are explained in nontechnical language that makes this publication of value to schools, business men, students of advertising, photographers, and anyone interested in printing processes. Because this is an expensively produced book, and not an individual advertising message, a nominal charge of 25c per copy is made except where the request is made on business stationery. Stamps accepted.

Kimberly-Clark Company
ESTABLISHED 1872
Neenah, Wis.

ROTOGRAVURE

Prints *Perfect Pictures - the Universal Language*



Announcing

Harry A. Grace

Vice-President and Manager
New York Office
Buckley, Dement & Co.

TO facilitate our services to our Eastern friends and clients, we announce the opening of our New York Offices at 247 Park Avenue and the appointment of Mr. Harry A. Grace, who will be in charge as Vice-President.

Mr. Grace is a practical merchandiser, having been associated with the Westinghouse Lamp Company for five years as Advertising Director, and brings with him a valuable training and experience.

Associated with Mr. Grace will be Mr. William J. Jennings, who has been a member of the staff of Buckley, Dement & Co., and is thoroughly grounded in dealer information, distribution problems and mailing lists statistics, both in mail order and direct by mail advertising.

Buckley, Dement & Co.

*Direct Mail Advertising
Planned—Printed—Mailed*

Chicago
1300 Jackson Blvd.

and

New York
247 Park Avenue

flattens down to the road like a greyhound after a rabbit, and runs steadily as an express train on its rails.

There are others—many of them—many more than twelve—that have the breath of life, that tell a useful story adequately, without waste of words or space—that fulfill their function as a direct and powerful aid to sales. They would probably survive even the searching psycho-analysis of a group of college students.

But the purpose of this homily is not to find perfection to praise; but to condemn, revile and execrate faults of commission and omission due to a lack of real thinking, or of real knowledge, or to mental atrophy and lassitude—and which are costing the advertisers of the country some hundreds of millions of dollars each year.

Advertising Club of Boston

Is the new name adopted by the Pilgrim Publicity Association of that city.

Churchill-Hall, Inc.

New York, will direct advertising for the Success Manufacturing Company, Gloucester, Mass., makers of all-steel refrigerators, flower boxes and ash sifters.

William A. Smith

Formerly sales manager of Karle Lithographic Company, Rochester, N. Y., and recently associated with the Clark Knitting Company, Utica, is now director of merchandising service for the John P. Smith Printing Company, Rochester.

Oliver M. Byerly

Cleveland agency, is directing advertising for the Bell & Gossett Company, Chicago, manufacturers of the Unitem water heater.

Buckley, Dement Company

Chicago direct-mail agency, has opened a New York office at 247 Park Avenue. Harry A. Grace, formerly advertising director of the Westinghouse Lamp Company, has been appointed manager, with the title of vice-president. William J. Jennings will be associated with him.

Wm. T. Mullally, Inc.

New York, will direct advertising for the Southern Bond & Mortgage Company, Miami, Fla.

Hicks Advertising Agency

New York, now advertising counselor for the Ayvad Mfg. Company, Hoboken, N. J., manufacturers of water wings.

Glenn Muffly

Formerly sales manager of the Lees-Bradner Company, Cleveland, has established a commercial research laboratory at 508 South Dearborn Street, Chicago.



Here's a tip for summer business in Los Angeles!

Sell—

Bathing suits and accessories

—a dozen wonderful beaches 45 minutes away.

Tennis rackets—Golf balls—Sport equipment of all kinds

—38 country clubs in and around the city.

Automobiles and accessories

—133,970 passenger cars sold in Southern California in 1923, 410,517 registered in Los Angeles county alone, and all their owners lured by cool nights and illimitable paved boulevards.

Soft drinks

—near beer tax receipts up 24½% in 10 months; fountain syrups up 12 8/10% and carbonic acid gas, 66 2/3%.

Coffee and tea

—a campaign suggesting iced coffee would be mighty effective, with 1,500,000 people in this trade area.

Palm Beach suits—Parasols—Tents—

Awnings

—Colorful awnings are used all the year around here in Los Angeles, as a useful decoration to homes.

Camping equipment

—it's only two to four hours to 100 beautiful camp-grounds.

Cosmetics of all kinds

—twelve months a year of outdoor weather. Drug stores here outsell other territories three to one in cosmetics.

The suggestions could be carried out *ad infinitum*.

Los Angeles is even more prosperous in summer than in winter.

And among this richest per capita population in the world, nearly half a million read *The Examiner* daily, and nearly 2,000,000 Sunday.

165,000
Daily

Los Angeles Examiner

380,000
Sunday

Broadway and Eleventh, Los Angeles

Pacific Coast Representative
571 Mononocok Blvd.
Telephone Garfield 3858
San Francisco

Eastern Representative
1819 Broadway
Telephone Columbus 8342
New York City

Western Representative
915 Hearst Blvd.
Telephone Main 5600
Chicago

Special Representative
Automotive Trade
203 Kresge Bldg., Detroit
Telephone Cherry 5245

PUBLISHERS "ORCHARD AND FARM"—MORE THAN 300,000 CIRCULATION WEEKLY

A book for copywriters

Here is a new book, just published, that fills a long felt want in the advertising field.

"Copy is the most vital part of advertising," says Earnest Elmo Calkins, noted advertising man. Here is the book that teaches the art of copy writing.

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.

Just Published

In almost every big agency is at least one copy writer who has studied his art under George Burton Hotchkiss. Since the soundest and most valuable 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 upon the subject of advertising copy.

Into this 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, direct and interesting, and he illustrates his point by representative specimens of modern successful advertising.

Some of the subjects covered

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 Choice of Words; Headlines and Slogans; A Sound Copy Style.

Send for a copy

Send for a copy of this valuable book. It is written for the experienced copy writer, not alone the novice. Just fill out and send us the coupon below.

A Copy Writing Contest

Write today for information and conditions of a Prize Copy Writing Contest.

\$1,000 Prize to the advertisement adjudged most suitable for advertising a book on copy writing.

The judges are—

EARNEST ELMO CALKINS of Calkins and Holden
BRUCE BARTON of Barton, Durstine and Osborne
F. R. FELAND of George Batten Company

Address all requests for information to Advertising Copy Contest Editor, care of Harper and Brothers, Dept. S. O. 5, East 33rd Street, New York, N. Y.

A.P. 5-21-24

HARPER & BROTHERS

49 East 33d Street, New York, N. Y.

Please send me a copy of

ADVERTISING COPY

by GEORGE BURTON HOTCHKISS

I will pay the postman \$3.50 plus a few cents for postage when he delivers the book.

Name

Address

If cash accompanies the order, the book will be sent prepaid.

—and Now Concerning Copy

THIS IS NO critical department for the uplifting of dramatic art, but if there is any copywriter who has not seen "Beggar on Horseback," and who would not be stimulated by it, he or she should not be allowed anywhere near the theater. (Broadhurst.)

IN A PAGE of questions and answers, *Vanity Fair* recently asked:

9. What is wrong with this sentence, published in *Vanity Fair* in 1914: "Within the limitations of an ever-abiding simplicity, the gowns of the young girl reflect all the fashion moods of the moment?"

And answered:

9. Everything is wrong with that sentence.

Everyone who writes the little 8-pt italic gimmicks under marginal illustrations may take that to heart before okaying for plates.

THERE WERE, to be exact, 47 letters of testimonial. "Scores of satisfied users have written," began the copy. Again: the company sells 880,000 of its product; "A million Americans last year bought the so-and-so," says the copy. If 47 is "scores," 880,000 is "a million" to the cheerful optimist back of the pencil. Why, in trading in mob psychology, must the ringmaster parade the mob before our eyes? Is it to hypnotize us into following, as our eyes are hypnotized into believing the train is still in motion though it has in fact stopped? Why isn't the appeal-to-reason of the honest figure 47 as convincing as "scores"? Why is the sales manager who sold so many dozen last year afraid to say how many he sold, without padding it a million or so? Suppose his competitors do learn his actual record and multiply it at so many known cents per dozen—what of it? There are lies, damn lies, statistics, and enthusiastic advertisements that whistle fake figures to keep up somebody's courage.

IF I THOUGHT I could buy, with a new roof-full of patent colored shingles, a set of the Super-altocumulus clouds that tower behind them in all the advertisements, I don't know but what the manufacturers would make a modest sale.

WHEN A STAR of the nervous celluloid gets good, they hire a double to fall off his cliffs and do the hard ones for him. Perhaps that is what has happened to the Jordan automobile castanies. They used to come from

Mr. Jordan's own pen, and lie flat on the brush. Remember the advertisement "Somewhere west of Laramie—?"

In a more recent advertisement the girl took her automobile up a mountain road several miles to where her favorite horse was ready to take her away from it all. There was some speculation about how the horse got there, some maintaining that Durland's had a branch somewhere north of Pike's Peak, others stating that the horse got up there in one of those invisible Fisher Bodies, while others declared that was simple enough—that the horse was a regular poetry-horse, out of Black Bess by Pegasus, and that Mr. Jordan's double must have ridden it up there.

No matter how. To get back to Mr. Jordan's new double's copy, here is the most recent piece:

I. When May / in a soft / ening mood /
Crowds your puls / es
With the urge / of a thou / sand
springs

And all / the world / is an o / pen
road
For ev / ery soul / that stirs /
Close the doors / of all / the hu / ses
And throw / away / the keys /

II. (The meter changes)

When in the / blue
mys / ery
Of the / magic / woods
Flowers come / up with / color /
And birds / come back / with song /
Pay off the / grinning / caddy /
And choose / for your / compan / ion
Some one who / knows the /
Pl-a-a-y-b-o-o-y!

(Hold fast, boys, we're going through
a tunnel)
Was built....for....her!

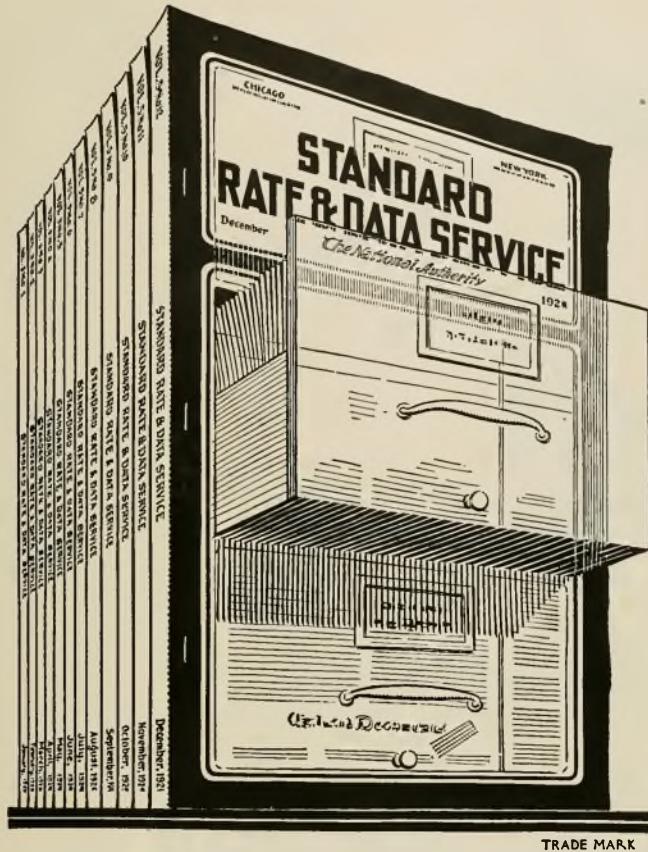
III. Step / on the throt / tie-of-that
mas / cu line car /

....that is as far as we can go; the idea is sold to us. Step on the throttle of that masculine car's waltz-music as hard as you like.

OUR QUARREL with the advertisement just cited is that it doesn't rhyme for a nickel. Let us be constructive:

When Melting May is softening
And your crowded pulses jam
Put Hasslers on your thousand springs
And bid the world be dam.
Then lock up all the lockups

And throw away the keys
And in the blue and colored woods
Climb up some colored trees
Eftsoon you'll sink a birdie
Or hear one sing with song
Go get the squawr that likes your cawr
You won't stay single long!



Reaches every month practically 100% of the advertising agencies and literally thousands of general advertisers thruout the United States!

IF YOU ARE A PUBLISHER—Does not this fact arouse your interest in the Standard Rate & Data Service as a logical medium for your advertising?

IF YOU ARE AN ADVERTISER—Does not its universal acceptance arouse your interest to the point of wanting to know how it can serve you?

536 Lake Shore Drive, Chicago

HOTEL ST. JAMES
109-13 West 45th Street, Times Square
NEW YORK, N.Y.

AN hotel of quiet dignity, having the atmosphere and appointments of a well conditioned home. Much favored by women traveling without escort.



Rates and Booklet on application
W. JOHNSON QUINN

Booklets

110 WEST 40th STREET

STENZEL
"Art on a Business Basis"

We draw comic characters to fit your business \$32 each. Also hundreds of sales helps & ideas in proof form. What are your needs?

Exclusive Cartoon Service 244 Prospect Ave CLEVELAND

ONE PHOTO WILL SAY MORE THAN A THOUSAND WORDS

Fifty thousand striking photos for display ads, house organs, general illustrating, taken in U. S. and 50 foreign countries.

EWING GALLOWAY
118 E. 26th St. Dept. G New York

A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY Agents whose clients' products are in keeping with thermometer advertising recommend Taylor for Outdoor or Indoor Advertising Thermometers. All are most popularly used, because of universal human interest in temperature. Write for catalog and quantity price.

Taylor Brothers Company,
ROCHESTER, N.Y.
(Division of Taylor Instrument Companies)

keith f. shaw
advertising art

18 EAST 41st ST.
NEW YORK CITY
MURRAY HILL
8 0 3 5



What Facts Are Needed to Set Quotas?

[CONTINUED FROM PAGE 21]

which wants money only for the most pressing of present desires; who prefers leisure to labor. But in other parts of the country other undesirable types exist.

In fact it is advisable to do some research work before there are made more arbitrary assumptions as to who are and who are not prospects. Psychological, economic, local and shifting factors enter into sales expectations.

Among other counts which may serve as guides are income tax figures; urban and rural population; count of illiterates, negroes, foreign population; number of manufacturers; number of farms; number of homes owned and rented; value of farm, mined and manufactured products; automobile owners and kinds of cars owned; occupations; per capita buying power; retailer count by classes, etc. Such figures can be secured from various sources or by special investigation and are of great individual value. These figures on consumer classes are, outside of the company's previous experience, the most valuable of all and should be gotten up with great care.

THE Burroughs Adding Machine Company, whose quota plan has received much favorable comment, has done this on a most elaborate scale. The Burroughs company sells, of course, only to offices, which practically eliminates consideration of consumers outside this classification. This company maintains a "county valuation sheet" for every county in the United States. Each sheet shows the count of business enterprises within that county by such classes as banks, financial, government (all kinds), public service, manufacturers, wholesalers, department stores, general stores, garages, miscellaneous retailers, etc. Each classification is valued at an average figure. If careful computation shows that banks of the general class in this district are worth \$100 to the Burroughs company, then the value for the class is obtained by multiplying this figure by the number of banks found in the county. In this way, the value of the county

is clear. Value depends also upon ratings, although there is a difference according to the type. Business houses of certain types, such as banks or insurance companies, usually have considerable more use for adding machines than grocers or other retailers, even when the rating is the same.

The point of the whole thing is that figures here, as elsewhere, must be handled with research understanding in order to give the best results. No manufacturer can sell according to the population count as such. There are too many variations according to sections. Even Ivory Soap cannot be sold that way, and that probably comes as near being a universally popular product as any. Out in Oklahoma and in some other parts of the country where the water is extremely "hard" Ivory Soap is not suitable. It is much too "pure" to be effective, for that water must be "broken."

Generally speaking, the various elements should be coordinated in something like the following proportion:

	Per cent
Population count.....	10
Consumer classes count.....	40
Previous sales of company and any available data in sales of similar commodities	50
	100

Thus the previous experience of the company itself is worth half or less than half in determining a proper quota for any district. What has been done is only a guide, not a standard, for future performance. The business done by competitors is a most excellent guide provided the goods sold is actually competitive and that such competitors are operating efficiently. Past experience must always be viewed with a calm and impersonal eye. Many things may work to render it treacherous as an indication of the future.

When all the possibilities are taken into consideration, the quota may then be determined, care being taken to place it just high enough to be possible of attainment. Too great a jump over previous records, even when the figures indicate that the territory holds large possibilities, is a danger. It is bad psychology because the quota looks unat-

tainable and therefore creates an antagonistic attitude of mind among those who are to attain it. Local conditions or prejudices may also affect the possibilities. The more that is known about each individual district and the relation of its peculiarities to those of the man who is to handle it, the more efficient the quota to be decided upon.

[The second article: "Applying Quotas in Sales Practice," will appear in the next issue.]

Myers-Besson-Golden, Inc.

Is directing the advertising of a new Type F-C model shock absorber manufactured by Edward V. Hartford, Inc., Jersey City, N. J.

L. S. Goldsmith

Is organizing a new agency, the L. S. Goldsmith Company, at 9 East Forty-first Street, New York. Milton Goodman, recently with Federal Advertising Agency, the same city, will be associated with Mr. Goldsmith.

Wm. T. Mullally, Inc.

New York agency, is directing advertising for the "X" Laboratories, New York, manufacturers of a liquid repairer for automobile radiators.

Indianapolis News

Don Bridge, for five years merchandising manager of the *Indianapolis News*, is now manager of the merchandising and national advertising department of that paper. Tracy W. Ellis is in charge of local display advertising; H. C. Barringer is in charge of classified advertising.

Porter F. Leach

For some time in charge of merchandising and research for the Outdoor Advertising Agency, Chicago, has been made western manager, with headquarters in that city.

Hazard Advertising Corporation

New York, is directing newspaper, magazine and direct-mail campaign for the Belleclaire Hotel of the same city.

Arthur C. Busch

Formerly with the *Literary Digest*, is now on the New York advertising staff of *Current History*, a magazine published by the New York Times Company.

John G. Curran

Recently with the *Elks' Magazine*, has joined the New York advertising staff of *Mid-Week Pictorial*, the New York Times Company's national rotogravure picture magazine.

Albert Frank & Company

New York, has been appointed advertising counsel to the American Molasses Company of that city.

NO less importance is attached to the creation of ideas, in the Lejaren à Hiller Studios, than to their execution. For what is offered here is a very comprehensive merchandising service, dealing with problems that come before as well as those that come after the conception of the illustration.

Lejaren à Hiller

Lejaren à Hiller Studios
ILLUSTRATORS
Printing Crafts Building
New York City
Telephone: Chickering 6373

TO PRODUCE A BETTER PRINTING PLATE
AND GIVE A BETTER SERVICE HAVE
BEEN THE AIM AND INTENTION
OF THIS COMPANY SINCE 1871.
"YOUR STORY IN PICTURE LEAVES NOTHING UNTOLD"

THE MOSS PHOTO ENGRAVING CO.
ROBERT HORNBYS INC.

PHOTO ENGRAVING ELECTROTYPEING

LEAD MOULDS COLOR PLATES RETOUCHING

PHOTO - ENGRAVING ELECTROTYPEING

438-448 WEST 37TH ST. N.Y. TEL. CHICKERING 0970-0971-0972

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
799 Broadway, New York City
Tel. Stuyvesant 8346



(C) Burton Holmes, from Ewing Galleries

The charming old town of Fowey, on the southeast coast of England, about a day's journey from London

Going to London

THE PROGRAM for the Convention now stands as follows:

GENERAL SESSIONS

MONDAY MORNING

(General Welcome Sessions)

10:00 Music.
10:30 Opening (Doors to be closed during speeches), Chairman, Lord Burnham.

10:50 Prime Minister.
11:15 Lou E. Holland, president of A. A. C. of W.

11:35 Sir Eric Geddes.

12:00 Harry Tipper, chairman General Program Committee, secretary of the Class Journal Company—Subject: "The Spirit of the Convention."

12:30 C. Harold Vernon (Subject to be arranged), president of the Thirty Club, Chairman of District 14, A. C. C. of W.
12:45 Adjournment.

MONDAY AFTERNOON

2:30 Music.
2:45 Opening (Doors to be closed during speeches).

3:00 Chairman, Lou E. Holland, president of A. A. C. of W.

3:00 Theme: "The Responsibility of Trade"—Winston Churchill.

3:30 "Advertising the Creator of Public Standards in Business"—Francis H. Sisson, vice-president, Guaranty Trust Company.

4:05 Theme: "How the Responsibility of Trade Is Met"—Sir Philip Lloyd Greame.

4:40 "The Fight for Truth in Advertising"—Herbert S. Houston, publisher, *Our World*.

5:10 Summary—John Cheshire.

5:30 Adjournment.

MONDAY EVENING

Meeting of the National Advertising Commission.

Meeting of the Joint Assembly.

TUESDAY MORNING

10:00 Music.

10:30 Opening (Doors to be closed during speeches), Chairman, Lord Leverhulme.

10:45 Theme: "The Reconstruction of Europe, with Special Reference to the Dawes' Report"—Reginald McKenna, prominent British banker.

11:10 Theme: "Building the Biggest Manufacturing Industry Through Advertising"—James D. Mooney, president, General Motors Export Company.

11:35 "Educational By-Products of Advertising"—Sir Charles Higham.

12:00 "Improving Advertising from the Inside"—O. C. Harn, president of the Audit Bureau of Circulations—chairman of the Sales Committee, National Lead Company.

12:20 Lord Kylsant.

12:45 Adjournment.

THURSDAY MORNING

10:00 Music.

10:30 Opening (Doors to be closed during speeches), Chairman, C. Harold Vernon.

10:45 Sir Robert Horne.

11:15 Theme: "Building an Empire with Advertising"—E. W. Beatty, president of Canadian Pacific Railway.

11:45 Stanley Baldwin.

12:15 Theme: "How Advertising Welded the U. S. Markets"—E. T. Merideth.

12:45 Adjournment.

THURSDAY AFTERNOON

(General Session)

2:30 Music.

2:45 Opening (Doors to be closed during speeches), Chairman, Lou E. Vernon.

3:00 Theme: "How the Responsibility of Trade Is Met"—Sir Philip Lloyd Greame.

3:30 "Advertising the Creator of Public Standards in Business"—Francis H. Sisson, vice-president, Guaranty Trust Company.

4:05 Theme: "How the Responsibility of Trade Is Met"—Sir Philip Lloyd Greame.

4:40 "The Fight for Truth in Advertising"—Herbert S. Houston, publisher, *Our World*.

5:10 Summary—John Cheshire.

5:30 Adjournment.

* * *

THE PUBLIC UTILITIES ADVERTISING ASSOCIATION, one of the newest departments of the A. A. C. of W., will have a one-day session of its own in conjunction with public utilities representatives abroad. It will have a luncheon at Wembley on July 16, at which four addresses will be made by American delegates and four by British delegates.

ANIMATED SIGNS



MOTION-COLOR ILLUMINATION WITHOUT MECHANISM

Photographic - Illuminated Signs;
Window and counter displays;
Sales aids at the point of purchase.

Something New
The "Mystic Mirror" Sign with a direct message.

Look into this.

ANIMATED PICTURE PRODUCTS COMPANY INC.
19 W. 27th St. New York

Toncan Introduces Its Workers

[CONTINUED FROM PAGE 28]

fact has been superintending them for the company for thirteen years. When he says that sheets are flat, "they are flat." Dick Miller saw the first heat rolled twenty-two years ago. He rolled the first heat of Toncan eighteen years ago, "and feels a personal responsibility. . . Toncan sheets have become Dick's special pride—his hobby."

An individual is more readily visualized than a "corporation," particularly when his photograph, taken right on the job, graces each public letter of introduction. The human quality breathes out through every advertisement in the United company's series. Here, they say, are the master craftsmen who control the destinies of our product at every stage of manufacture. Here are the men whose experience and skill constitute not only a priceless asset of which we are proud, but whose knowledge and ability are constantly at the disposal of our customers. "If you are having trouble with enameling sheets," say the advertisements in effect, "get in touch with Ralph, or Tom, or Charley, or Dick. Any one of them will gladly give you the benefit of his skill and experience."

Johnston-Ayres Co.

San Francisco, and affiliated agency, K. L. Hamman, Oakland, are preparing a campaign for the Retail Credit Association of San Francisco and the Cooperative Credit Association of Alameda County, Cal.

Alfred N. Williams Co.

New York, will direct advertising for the Fulton Specialty Company, Elizabeth, N. J., makers of mah jong sets.

Christian Science Monitor

Boston, will open a branch in the Book Building, Detroit, June 1. Walter H. Prentiss will be transferred from the Boston office to act as manager.

The Wildman Advertising Agency

New York, is now directing advertising for the Fain Knitting Mills, New York, and Blue Bear, Inc., manufacturers of insecticides, Reading, Pa.

Barnard Advertising Agency

Chicago, is acting as advertising counsel to the following: The Automatic Burner Corporation, domestic oil burners, Chicago; Radio Vacuum Cleaner Co., St. Charles, Ill., non-electrical vacuum cleaners; and HI-LO Fans for autos, desks, etc., Chicago.

5000 Dominant Dealers

For the quickest and largest volume of sales, per dollar of cost, to a Billion Dollar audience of 5,000 Dominant Dealers, use the advertising pages of



BUILDING SUPPLY NEWS

The Dealer's Own Paper

Its audience now buys and sells more than 75% of the five billion dollars worth of building supplies used annually in the U. S. These dealers depend upon our weekly market review, and for advice on buying and selling scores of building staples and specialties, and every type of yard equipment, motor trucks, etc.

Send for special data specific to your line.

BUILDING SUPPLY NEWS

The Dealer's Own Paper

407 S. Dearborn St., Chicago

A. B. C.

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
Bldg., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, China and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2 to all other countries.

Published Monthly by Rotary International

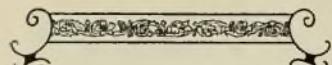
Not only to ILLUSTRATE and DESIGN, but to illustrate and design in a better way, is our aim on the smallest as well as the largest consignment passing through our hands.

CAVANAGH & BENINGER INC.

120 WEST THIRTY-SECOND ST. NEW YORK—Phone Penn. 1760.



Art for Advertising



Insert pulls 4000 dealer replies within 60 days

ALARGE corporation manufacturing an automobile specialty recently ran a twelve-page insert in *four colors* in automobile business papers. Within sixty days 4000 replies were received which paved the way for distribution of the product in supply stations and garages throughout the country.

Are your advertisements paving the way to bigger distribution of your product?

Whether you are planning a twelve-page insert or a booklet or a circular, you'll find color suggestions worthy of consideration. Let us show you some of our color work.

SUPERIOR COLOR COMPANY
CARL F. SCHWENKER, pres.
Makers of Superior Printing Plates
209-219 West 38th Street
NEW YORK



REMEMBER last Spring when you had your house painted? Remember the feeling of pride and satisfaction that went through you when you looked up at its gleaming buff-and-cream walls?

It's that same brilliancy of paint that makes my displays so different. They flash out from the dealers; windows like a newly-painted cottage in a row of brown-stone flats. So brightly! So cleanly! So fresh-paintily! They beckon to each passer-by and make him a friend at sight.

Moreover—they are low-priced. Forgetting the high quality altogether, forgetting (if you can) that they are painted. Forgetting everything but price—it still is low, even in small quantities!

I have an interesting traveling exhibit I'd like to show you. Would you like to see it?

Jerome E. Walter
WINDOW DISPLAYS
1480 BROADWAY:: NEW YORK

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

CENTRAL ADVERTISING AGENCY, Wichita, Kan.—If it is not a matter of credit, product or merchandising, and copy is acceptable, can a publication refuse to accept business for purely personal reasons? We have such a case.

There is little doubt that a publisher has the same right to choose his own customers that is possessed by any other private trader; and this includes the right to refuse to deal with any specific individual for any reason or for no reason at all, so long as such refusal does not constitute illegal restraint of trade, or tend to create a monopoly. The only alternative to this would be to declare the publisher a common carrier, like the railroad or the telephone company, which is obliged to accept any legitimate business that offers itself. This common carrier theory as applied to publishers has indeed been advanced at odd times, but never apparently has got any farther than mere abstract speculation. A fairly careful search has failed to reveal any instances where it has been seriously presented for determination by the courts, and it is certainly the established policy of publishers to refuse business in accordance with their own policies or convenience.

* * *

In this connection it may be interesting to refer to the case of Blumenstock Brothers Advertising Agency vs. Curtis Publishing Company, decided by the United States Supreme Court in 1920 (252 U. S. 436). This was a suit for damages under the Sherman anti-trust law, alleging that in refusing to accept business from the agency the Curtis company was pursuing a general policy to establish a monopoly. The court, however, did not discuss the question of monopoly at all, but declared that the business of soliciting and placing advertising contracts was not interstate commerce, and therefore it had no jurisdiction over the matter under the Sherman law which applies to interstate commerce only. This obviously puts the publisher in a very strong position with reference to refusing business from agencies, for whereas the advertiser himself might invoke the Federal anti-trust laws if his business were refused, the agency cannot do so.

* * *

Some general interest attaches to a recent decision of the Court of Appeals of the District of Columbia, in the case of Orange Crush Company vs. California Crushed Fruit Company, involving the status of the word "Crush" as a trademark applied to beverages. The

latter concern applied for registration of the trademark "Suncrush," and the Orange Crush Company filed an opposition in the Patent Office which was dismissed on the ground that the word "Crush" was descriptive. On appeal, however, the court reversed the ruling of the Patent Office, on the ground that whether the word was properly descriptive or not, it had been so long and so widely used by the Orange Crush Company that it had acquired a "secondary meaning" in the public mind, as referring to the goods of that company specifically.

* * *

The doctrine of "secondary meaning" amounts simply to this: that where the public has been taught to recognize and use a certain word or symbol as referring exclusively to the goods of a certain proprietor, the courts will protect this "secondary meaning," irrespective of the primary and ordinary meaning of the term. Cases involving this are not very frequent, but it has been successfully invoked to protect a number of descriptive and geographical terms—such, for example, as "Coca-Cola," "Holeproof," and "Oneida."

Just as a coined word (like "Celluloid" for example) may be used in such a way as to become practically a descriptive term, so the purely descriptive or geographical or family name may acquire a particular meaning when used in connection with goods, though it does not have this meaning when used in any other connection. It is purely a question as to the connotation of the word; what the public actually understands as its meaning under different conditions.

* * *

This indicates the advantage of vigorous and widespread consumer advertising to the concern that is blessed with a descriptive or geographical trademark. The more widely and the more vigorously the mark has been advertised in a certain specific sense, the more reasonable becomes the claim that the public actually understands it in that sense. As has already been said, the courts cannot penetrate into the recesses of the public mind, and weigh opinions and impressions. They must base their judgments upon visible and tangible evidence. And a record of continuous, and forceful, and consistent advertising is about as important evidence as one may have that when the public uses his trademark they mean his goods, and not merely goods made from certain materials or in a certain locality.

CRISCO
Fat Free For Shortening
or Cake Making

**U.S.
PLAYING CARDS**

RICHARDSON
ROOFING

JUNG'S
The "Original"
ARCH BRACES

IVORY SOAP
99 1/10% PURE IT FLOATS

Hadsworth
Match Cases

SAYERS
Automobiles

CROSSTLEY
RADIO

BRENLIN
SHADES

GRUEN
Watch

JERGENS

Carey
ASPHALTATE SHINGLES

Old English Wax

Baldwin
PIANOS

Senerco

Globe-Wernicke
TO BUILD TO ENDURE

ICY-HOT

Red Cross Shoe

ODO-RO-no
the liquid corrective
for excessive perspiration

WURLITZER
PIANOS

Dalton
ADDING MACHINES

Woodburys
Facial Soap

Formico

IVORY SOAP FLAKES
Makes dainty clothes last longer

P&G THE WHITE NAPHTHA SOAP
FROSTED SPANISH LINIMENT

Does Cincinnati believe in Advertising?

JUST a glance at the National Accounts that come out of Cincinnati ought to convince you that Cincinnati is an advertising town.

—For it spends more money in proportion to its population than any other large city in the country.

Besides, it's the typical American city.

The CINCINNATI ENQUIRER
One of the World's Greatest Newspapers

I. A. KLEIN Chicago New York	R. J. BIDWELL 742 Market St. San Francisco
------------------------------------	--

PERSUASIVE ADVERTISING COPY AND PLANS



Springs of Response

by JAMES WALLEN

MOSES struck the rock with a rod and it responded with a cool rush of liquid crystal.

The elfish rogue in the nursery presses a coil and the jack-in-the-box jumps to answer like a well-tipped bell-boy.

Springs of response! The great rock of public confidence harkening to dignified narrative advertising or the transient and easily broken toy of trick appeal. Every business man makes a choice.

One of my clients, Andrew S. Butler, President of McDougall-Butler, makers of quality paints, varnishes and enamels says: "I find that the public is accepting as its own, the attitude toward our business that I have long held. Mr. Wallen has not only helped us to see ourselves as others see us, but what is more vital he has helped others to see us as we see ourselves."

NEW YORK STUDY:
VANDERBILT HOTEL

Correspondence to East Aurora

STUDY:
EAST AURORA, N.Y.

American Lumberman
Est. 1873 A. B. C. CHICAGO
With over 100 paid correspondents in
the largest producing and marketing
centers the American Lumberman—
published weekly—effectively
COVERS LUMBER FIELD

FREDERICK A. HANNAH
AND ASSOCIATES
BUSINESS MANAGEMENT
MARKETING COUNSEL
32 WEST 40th STREET : NEW YORK

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

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Itinerant Merchandising

IN its issue of March 13, 1924, *The National Retail Clothier* discusses the competition that local merchants in various localities encounter from "itinerant" merchandisers. Merchants are urged to maintain an aggressive policy and go out after business, using the same methods as those followed by the house-to-house salesmen. Although no law enacted by a municipality in the interests of its own merchants has been successful in preventing the growth of the house-to-house idea in merchandising, it is surprising to learn of the number of cities that have attempted to legislate against the itinerant merchant.

For example, in Memphis, states the article in question, there is a privilege tax of \$20 a day. Denver has a license fee of \$50 a day; Little Rock, Ark., requires a deposit equal to the license fee, which has a minimum of \$50. Jacksonville, Fla., charges \$250 a year. Tulsa, Okla., charges \$10 a day for each \$1,000 valuation of the stock in merchandise. St. Louis, Mo., charges \$25 a day and requires a \$1,000 bond. Cincinnati charges \$75 a day, Nashville, Tenn., \$20 a day; Seattle, Wash., \$25 a day; Detroit, Mich., \$100 bond and \$100 per day fee.

Seattle demands a bond of \$2,500; Poughkeepsie, N. Y., \$1,000; Cleveland, \$500. There are varied restrictions calculated to hold down the itinerants. In Tulsa, Okla., some official or resident of Tulsa must be appointed as the local agent of the itinerants. Poughkeepsie, N. Y., requires regular reports on stock received and a weekly report on sales.

Certain retail stores, continues the article, who had been confronted with itinerant competition, overcame it by putting in made-to-order departments and sending out their salesmen with samples to canvass for business. In one Iowa city, where a merchant was meeting with severe competition from an itinerant merchant who sold shirts, the local retailer beat his competitor by taking shirts out of stock and sending out his salesmen with them to call from office to office in his community. He doubled his business.

P. J. Carroll

Transferred from eastern territory of Experimenter Publishing Co., Inc., New York, to offices of their western representatives, Finucan & McClure, Chicago.

Slow-Speed Territory Into High Gear

[CONTINUED FROM PAGE 19]

In accelerating a slow-speed territory a more careful selection of salesman often helps. In any territory there is always more or less local feeling and a salesman who breezes in from New York, Chicago, Boston or New Orleans may sometimes find it harder sledding than if he lived right in some city in his territory and went to the home office or nearest branch only as occasion required. This simple change has often served to build up warmer relationship with dealers in a sub-normal territory.

Special advertisements written to meet the peculiar needs of a hard-boiled territory often serves to get things really going. One automobile manufacturer is making a special study of his more difficult markets. He proposes to have his copy in the more important cities dwell on the specific problems which face local automobile owners. In hilly cities he is going to emphasize climbing ability. In poorly-paved cities he is going to dwell more on spring suspension. In heavily congested cities he will focus more sharply on short wheel-base which means easy parking. His copy in all cities will be essentially the same but the ingredients will be mixed in different proportions.

Metropolitan Advertising Golf Association

Four tournaments are announced again this year by the Metropolitan Advertising Golf Association:

May 20—Knickerbocker Country Club.

June 19—Garden City Country Club.

July 24—Greenwich Country Club.

Sept. 23—Westchester-Biltmore.

The association is limited in membership to two hundred, with a long waiting list. Officers and committees recently announced for 1924 are as follows:

President, Charles G. Wright; vice-president, Harris B. Fenn; secretary, Walter R. Jenkins; treasurer, Ray P. Clayberger.

Tournament Committee—Frank J. Coupe, chairman; John Budd, John H. Livingston, Jr., Eliot D. Moore.

Trophy Committee—Rodney B. Stuart, chairman; Albert L. Cole, Lester R. Fountain, Joseph M. Schirmer.

Membership Committee—Frank W. Harwood, chairman; C. I. Putnam, William Best, Gilbert T. Hodges.

Entertainment Committee—R. H. Keith, chairman; Rodney E. Boone, Clarence S. Hammond, H. R. Reed.

Press Committee—L. D. Fernald, chairman; Charles P. Eddy, C. W. Fuller, Ray T. Wilken.



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



Any of the Hall Books might easily be worth one hundred dollars to you



For the experiences and methods described in them have cost many thousands of dollars. Don't experiment needlessly. Learn first what others have done in your field and related fields.

Examine Any Free

Hall—HANDBOOK OF SALES MANAGEMENT

995 pages, 4½x7, illustrated, \$5.00 net, postpaid

A review of modern sales practice and management, illustrated by the methods and dollars-and-cents experiences of representative selling organizations.

Contains the most valuable kind of suggestions for the carrying of a product to its proper marketing possibilities.

Hall—RETAIL ADVERTISING AND SELLING

Just Out

366 pages, 4½x7, illustrated, \$5.00 net, postpaid

Advertising and selling plans, policies and methods that have made money for retail stores. A complete review of modern retail merchandising.

Any retailer, anyone helping the retailer, anyone selling the retailer, will find this book immensely profitable reading.

Hall—HANDBOOK OF BUSINESS CORRESPONDENCE

1008 pages, 4½x7, illustrated, \$5.00 net, postpaid

A fact-packed handbook on mail contacts, explaining practically every type of letter that is ordinarily written and exhibiting hundreds of letters that have brought results.

Dollar-making and dollar-saving points on everything from writing a postcard to managing a mail department.

Hall—THE ADVERTISING HANDBOOK

735 pages, 4½x7, illustrated, \$5.00 net, postpaid

Complete data on every phase of advertising—a working guide for everyone concerned at all with selling through the printed word.

A standard reference book for every advertising man and woman.

McGraw-Hill Book Co.,
370 Seventh Avenue, N. Y.

Send me the following Hall Books for ten days free examination. I will remit for the books or return them, postpaid, within 10 days of receipt.

• Hall—Handbook of Sales Management, \$5.00

• Hall—Retail Advertising and Selling, \$5.00

• Hall—Handbook of Business Correspondence, \$5.00

• Hall—The Advertising Handbook, \$5.00

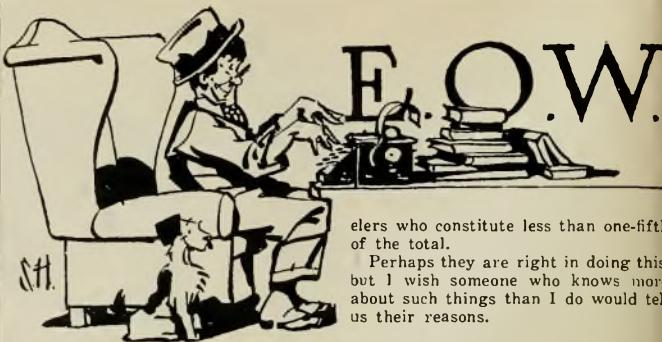
Signed _____

Address _____

Position _____

Company _____

A.F. 3-21-24



All Is Grist That Comes to Their Mill

You've got to take off your hat to Californians.

Better than the people of any other state, they understand the meaning of the word, Publicity. They know that there are two kinds of publicity—the kind that hurts and the kind that helps. Mighty little publicity of the kind that hurts is permitted to cross the California state-line. As for the other kind, they ship it east by the trainload.

A case in point: You read, of course, the stories which appeared a few weeks ago, about the sufferings of the automobileists who had to submit to fumigation before they were allowed to enter Arizona—because of the prevalence of the foot-and-mouth disease in California. But I'll bet a dollar to a doughnut that you did not notice one thing in connection with the affair—that none of the news items bore a California date line. They were dated from Yuma or Phoenix, Ariz.

A woman of my acquaintance, who formerly lived in California, is quite worked up about the matter. "Isn't it terrible," she said, "this foot-and-mouth disease in Arizona. If they are not careful it will get into California. That would be awful!"

They're wonders, Californians are!

Steamship Agents, Please Note

How many people know that 65 of the (about) 125 passenger steamships in service on the North Atlantic are "cabin liners"?

How many people realize that an overwhelming proportion (83 per cent is, I believe, the figure) of the men and women who go to Europe (but do not travel in the steerage) patronize these "cabin liners" or travel in the second cabin of the express steamships?

I ask these questions because, in their advertisements, the transatlantic steamship companies, with hardly an exception, seldom refer to any but their "de luxe" service. In other words—at least that is the way it strikes me—they devote nine-tenths, or more of their advertising effort to catch the eye and attract the attention of trav-

elers who constitute less than one-fifth of the total.

Perhaps they are right in doing this, but I wish someone who knows more about such things than I do would tell us their reasons.

"Keepin' Bees and Readin' Greek"

I MET, recently, a young Scotsman who, though he is only 32 or 33 years old, has lived long enough in this country to feel that he is a "regular American"—in spite of the fact that in moments of excitement his "burr-r-r" betrays him. I asked him about a certain city in Scotland in which I am interested—just why, I do not know. "That's my town!" said he. "I was born and brought up there. My father was headmaster of the — high school for 37 years. Aye!"

"Does he live there yet?" I asked. "Not now," was the answer. "He's livin' at the Kyle of Bute, keepin' bees and readin' Greek."

The Art of Enjoying Leisure

THE ROOF which has protected me, for the last three years, from the rains of summer and the snows of winter, has likewise protected a grave and kindly gentleman, for whose decision to retire from business, I am, I fear, partly responsible. For he told me, only last night, that a chance remark I made some months ago had stuck in his mind, with results that, at the time I made it, I never dreamed of.

Anyhow, he has sold his interest in a concern which his father established over 60 years ago, has leased his home for five years and in other ways has fixed his affairs so that he has "nothing to do and nothing to worry about."

He should be a very happy man. But he is far from it, for he does not know what to do with himself. From the time he was fifteen years of age, his only thought has been—business! He reads few books, does not care for music, does not play golf, has no children, belongs to no clubs—in short, totally lacks the equipment which a man must have to be successful in the Art of Enjoying Leisure. For, believe me, it is an art and it would be practiced much more generally than it is, if men prepared themselves for it as they should. There is, I know, a widely held belief that men should keep at it, hammer and tongs, until they drop. To that I say "Amen," if the joy of achievement outweighs the pleasure of well-ordered leisure. But not otherwise.

JAMOC.

Advertising Calendar

MAY 25-28—Pacific Coast Advertising Council Association Convention, Fresno, Calif.

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, Calif.

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

JUNE 5, 6, 7—Annual Convention Canadian Weekly Newspapers Association, Toronto, Ont., Canada.

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

JUNE 7-13—Twenty-fifth annual summer tournament American Golf Association of Advertising Interests, Greenbrier golf links, White Sulphur Springs, W. Va.

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

JUNE 13—Annual golf tournament, Western Council of American Association of Advertising Agencies, Midlothian Country Club, Chicago, Ill.

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

JUNE 29-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 Montreal.

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. SS *Republique* sails from New York July 13; *Lancaster*, July 16; *George Washington*, July 17; *Leviathan*, July 19.

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

SEPTEMBER 29-OCTOBER 1—First Annual Convention, Window Display Advertising Association, Cleveland, Ohio.

OCTOBER 14—Meeting of Executive Board, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 15, 16—Annual meeting, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 16, 17—Annual Convention, Audit Bureau of Circulations, Chicago, Ill.

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.

Charles F. Seidell

Formerly of New York Evening Post, now associated with Wm. T. Mullally, Inc., New York.

The Boy Citizen Publishing Co., Inc.

Will resume publication in September of *The Boy Citizen*, national monthly which suspended seven years ago because of the war. Home office, Fort Wayne, Ind.

Hicks Advertising Agency

New York, has been appointed advertising counsel to Sunset Lodge, Seagate, New York.



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

ADVERTISING MAN

24, wants agency connection, preferably as assistant executive; 5 years' experience in production and copy. Salary \$40. Box 142, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING SALESMAN

First-class, reliable worker; successful record in large national, class and trade publication fields, now open seeks permanent connection. Experience includes advertising, selling, charge branch offices and advertising departments, with full responsibility. Wide acquaintance New York and Eastern advertisers and agencies; familiar Western territory. Highest references; letters confidential. Box 117, 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.

CONSISTENT PRODUCER

Copy writer, young woman, alive and energetic, with seven years' experience as sales promotion and correspondence supervisor in Chemical Engineering, Publishing, Letter Shop, and Proprietary Fields desires connection where hard work and initiative will be adequately rewarded. For full particulars write Box 136, 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 131, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

A MANUFACTURER OR AGENCY WANTS THIS YOUNG MAN.

He is 25 years old, College trained. Knows Sales Promotion and Mail-Order. The copy he writes gets next to buying hearts. He knows Artwork and layout and all forms of advertising. Can create direct mail folders from plan to post. Now employed by large manufacturer in middle west, but wishes change. Wants to live on his life with an assured future as a reward for honest hard work. All communications must be confidential. Box 141, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

ART DIRECTOR

Thoroughly experienced man who has done and is doing good work wishes to hear from an agency that can use a man who can combine forcefulness of presentation with good taste and pick the right artist to do the job. Box 139, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

Publicity woman, broad newspaper and advertising experience, seeks connection as director of advertising and publicity. Manufacturers', retail and institutional copy handled. Agency experience; thorough knowledge of media and printing. Box 140, 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.

Help Wanted

OUTDOOR ADVERTISING SOLICITORS Salesmen who are selling Lithographed or Enamel Steel Signs will find an added stimulant to their sales in our line of Advertising Specialties. Box 118, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

WANTED

A REALLY CAPABLE SALES MANAGER to open and assume full control of one of a nationally operative manufacturing company. The connection will require a demonstrated ability to organize, train and control a large sales force, and the man selected will be remunerated on a basis whereby his net earnings will be from \$7,500 to \$12,000 the first year with unlimited future possibilities. If you can show a successful sales record, and a sound personal and financial standing we invite you to submit full particulars about yourself, being assured that your application will be treated with strict confidence. Address inquiries to H. F. Baker, General Sales Manager, 319 W. Van Buren, Chicago, Ill.

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 a number of new lines which we would like 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 is logical for us to expect. If you convince us in your first letter that you have the required quality qualifications, an interview will be arranged either at New York City or any other point in the United States. Address Manufacturer, Box 110, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

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Ten Factors That Meet Marketing Needs

By William H. Rankin

President, Wm. H. Rankin Company

IN an address before the recent Advertising Affiliation Convention at Buffalo, Mr. Rankin enumerated ten factors that influenced modern merchandising. They are as follows:

1. The right product manufactured at a fair profit to the manufacturer.

2. The right name—one that has distinctive consumer appeal, and the proper selection of advertising mediums.

3. The proper blending of sales and advertising work.

4. District and general merchandising meetings to take into consideration local merchandising requirements.

5. Proper education of salesmen regarding value to them of advertising, and its relation to the wholesaler and retailer; and then salesmen and clerks.

6. Adequate advertising expenditures properly directed to the trade advertising and sales effort.

7. Proper regard for window and counter display and lower shelf display of advertised product by the salesmen.

8. Contact with the consumer by actual selling to the consumer by salesmen, sales managers, manufacturing department head, the advertising director and the agency contact man, and advertising writer, with proper report system for the benefit of the men who plan the advertising.

9. Publishers' cooperation; merchandising and news publicity. The kind of merchandising cooperation that advertisers need most from publishers is to have the publishers advertise to, and educate the dealer to order and buy articles because they are advertised in those publications.

10. And most important of all, the use of all the first nine points to prepare the proper consumer, trade advertising copy and layouts and illustrations.

Export Advertising Exhibit

Has been arranged for the eleventh National Foreign Trade Convention to be held at Boston, June 4, 5 and 6, in connection with Group VII, Advertising in Foreign Trade, to be held Friday, June 6. The exhibit will consist of two parts, one of American prepared export advertising material, the other of foreign advertising.

WESTERN ADVERTISING AGENCY

INCORPORATED

506 514 BAKER BLOCK

RACINE, WISCONSIN

Mar. 21, 1924.

Mr. T.W. Davis,
c/o True Story Magazine,
168 North Michigan Ave.,
Chicago, Ills.

Dear Mr. Davis:

To your question - "How we like True Story for the advertising of Johnson's Polishing Wax and Johnson's Wood Dye" - I can only say that the amount of space we are using is the very best answer we can give you.

We have been using full page space in every issue for some time but the June True Story Magazine will carry two pages of advertising for our client, S.C. Johnson & Son. Every Johnson advertisement in True Story has carried a keyed coupon and the returns have been way beyond our expectations - in fact, True Story is now producing inquiries at a lower cost than any publication on the Johnson list.

We have paid especial attention to the quality of the inquiries from True Story because when we started advertising in it, there was some question in our mind as to the quality of your circulation. As far as can be judged from appearances the inquiries which S.C. Johnson & Son receive from True Story Magazine are just as good as any inquiries that come into their office.

We are happy indeed to be able to give you such a fine report on your magazine.

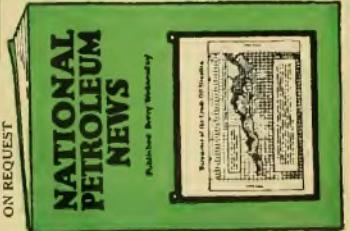
Very sincerely,

W
ESTERN ADVERTISING AGENCY.

SJ/P

NATIONAL PETROLEUM NEWS

FILE COPIES
ON REQUEST

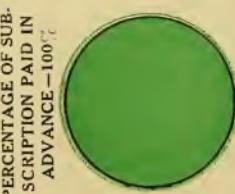


NATIONAL
PETROLEUM
NEWS

POLYMER LETTERS EDITION

PUBLICATION OFFICE
CLEVELAND
812 Huron Road

* * *
EDITORIAL AND
ADVERTISING
BRANCH OFFICES
CHICAGO
360 N. Michigan Avenue
NEW YORK
342 Madison Avenue
TULSA, OKLA.
608 Bank of Commerce Building
HOUSTON, TEXAS
614 West Building



PERCENTAGE OF SUB-
SCRIPTION PAID IN
ADVANCE - 100%

I. General A	
SPECIAL NOTICE—Contractors	
For and arrangement and the payment covering such hard space, as perintend All space covered by contract to	Per Page
date of first insertion.	
52 pages per year \$102.00	
36 pages per year 112.50	
36 pages per year 125.00	
18 pages per year 125.50	
Preferred Position: (non-canceled)	

3. Reading Notices (Not accepted)
4. Commission and Cash Discount

A longer discussion of 15% allowed only when payment is made consecutive issues or more.

Agency communication or 12% discount on insertion by 15th of month following insertion. No other discounts allowed.

MECHANICAL REQUIREMENTS

a. Space may be used only in the following sizes:

er could make greater and longer runs after acceptance. While the effects of coarse screening

RATES

I. General Advertising

SPECIAL NOTICE — Contracts may be discontinued only by mutual agreement and the payment for service used at the rate

change, without notice. Inserts at cost of inserts plus space rate. Blue plates accepted subjects to publisher's makeup and approval. See page 102.

Classifications

Publishers' wanted—Specified publications charge \$1.00. All other classified advertising charge \$1.00. Classified advertising set in display type and with border, \$4.00 minimum charge \$1.00. Minimum space one inch, 10% discount for 12 per column inch.

3. Reading Notices (*Not accepted*)

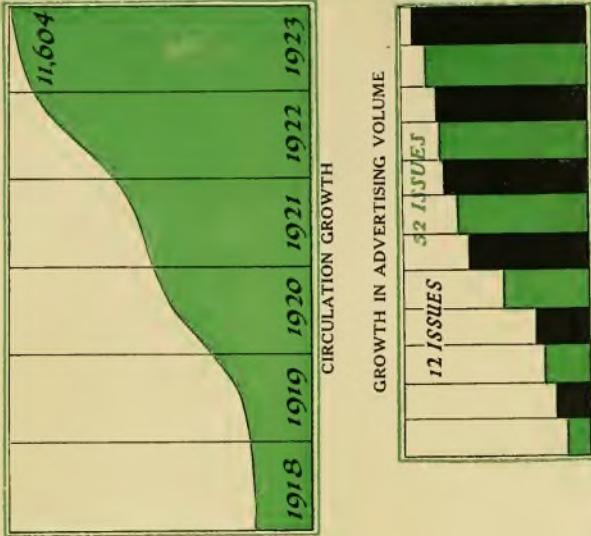
4. Commission and Cash Discount

A source commission of 15% is allowed only when payment is made consecutive issues or more.

SERVICES

*Offered to
ADVERT
and AG*

Advertisers and Advertising Agencies can secure from National Petroleum News authoritative advice on the marketing of products the Oil industry buys, the manner of its purchasing, and the sales methods desirable



GROWTH IN ADVERTISING VOLUME

Our files contain a wealth of market data, photographs and other material, invaluable to copy and art men, which can be readily obtained upon request. Through our branch offices and field men every move in the industry is carefully noted and advertisers or prospective advertisers are welcome to this authentic