

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



From an advertisement by Cheek-Neal Co. (Maxwell Coffee)

JUNE 4, 1924

15 CENTS A COPY

In this Issue

“Why We Set Sales Quotas for Our Distributors” By FRANK A. HITER;
“Adapting Sales Methods to Meet Present Conditions” By GEORGE FRANK
LORD; “Send for Information with Variations” By MARSH K. POWERS;
“The Small Agency and the Profits Question” By NORMAN KRICHBAUM



Cover illustration for Collier's Weekly of May 31, reproduced from a direct color photograph by the Lejaren à Hiller Studios, Printing Crafts Building, New York

Page 5—The News Digest

Edward Lyman Bill, Inc.

New York, publishers of *Tires*, have purchased *The Tire Rate Book* from the United Publishers Corporation.

Frank Presbrey Company

New York. Has been selected to direct advertising for the Pathé Exchange, Inc., distributors of Pathé films.

Arthur E. Gordon

Recently with the *Merchants Trade Journal*, in New York territory, has been appointed representative, in Eastern territory, of Industrial Publications, Inc., Chicago, publishers of *Brick and Clay Record*, *Building Supply News*, *Ceramic Industry* and *Clay Products Cyclopedia*.

Charles W. Wrigley

Long associated with the Chicago office of the Poster Advertising Company, New York, has organized the Charles W. Wrigley Company, with headquarters in the Wrigley Building, Chicago. He will specialize in outdoor advertising. C. F. Keyser is treasurer of the new company.

C. J. Baker

Recently on the copy staff of Erwin, Wasey & Company, Chicago, has joined the C. C. Wingham agency, Detroit.

Chicago Elevated Advertising Company

Has removed to the Montauk Building, 509 South Franklin Street, that city.

C. K. Woodbridge

President of the Dictaphone Corporation, New York, and vice-president of the American Management Association, has been appointed by the latter organization official delegate to the International Management Congress at Prague, Czecho-Slovakia, in July. While attending the London Convention in July, Mr. Woodbridge, who is a member of the Program Committee, plans to arrange a special international conference of sales managers, under the auspices of Sales Managers Incorporated, London, and the Sales Executives Division of the American Management Association.

Advertising Club Golf Association

New York. Has arranged for three tournaments to be held at the Belle Claire Golf and Country Club, Long Island, the Quaker Ridge Golf Course, Westchester County, and the Englewood Golf and Country Club, Englewood, N. J., respectively. The first tournament is scheduled for June 4.



The Thumbnail Business Review

INDUSTRIAL equilibrium seems in a fair way of being restored within the near future. Reports from steel-making centers indicate that the low point in the market has been reached. Pig-iron buying is on a large scale. While car loadings are still somewhat below 1923 figures, the latest returns (for the week ended May 17) show an increase over the preceding week. The Southwestern district reported increases over the corresponding period last year.

▲ A large volume of business for the automobile industry seems assured, even though expectations of earlier in the year will not be approximated. Petroleum output is increasing, while demands for gasoline are greater than they were at this time last year.

▲ Wholesale trade statistics now completed for April, show that the volume was about the same as in April of last year. Total sales of department stores for the months of March and April, taken collectively, were 2 per cent greater than the like period of 1923. Wholesale prices of metals, foods, clothing, fuel and chemicals are declining, while prices of building materials and housefurnishings remain practically unchanged. Prices of farm products are going up.

▲ Manufactured exports are going up. In the first quarter of 1924 we sold Germany \$126,000,000 of goods, a 67 per cent increase over the first quarter of 1923, while our imports from that country are decreasing in value. In April we shipped abroad manufactured goods valued at \$147,574,000, against \$128,493,000 for April, 1923.

▲ Money is plentiful. Call money is available as low as 3 per cent. We have no inflated inventories to contend with and bring about a trade reaction. The long-distance outlook for business was never more promising. ALEX. MOSS.

Guy W. Hodges, Inc.

Service Agency, New York, has removed from 16 West Forty-sixth Street to the Bush Building, 130 West Forty-second Street.

Humphrey M. Bourne

Recently vice-president and director of plans of the Dorland Agency, New York, and formerly chief of copy and production for Gardiner & Wells Co., Inc., has been appointed advertising manager of H. J. Heinz Company, food products, Pittsburgh.

Simpson Advertising Company

St. Louis. Has been selected to direct advertising for the Anglo-American Mill Company, Owensboro, Ky., manufacturers of a self-contained flour mill.

Women's Ad Club

Baltimore. At annual meeting, elected the following officers: President, Miss Hilda Van Leer Katz; vice-president, Miss Ida Shackford; secretary, Miss Beatrice A. Fillmer; treasurer, Mrs. Daniel C. Meads; Mrs. T. H. Embert was elected a member of the board of directors, and Miss Katherine H. Mahool remains as a member of that body.

Arnold Joerns Company

Chicago. Has been selected by the Mayor's Safety Commission of Chicago to conduct a three months' educational safety campaign in that city.

John H. Adams

Formerly Chicago district representative of *Collier's* has joined the staff of MacManus, Incorporated, Detroit.

Sherley Hunter

Is again associated with Silverwood's, Inc., Los Angeles.

William B. Hall

Has joined the staff of Grace & Holliday, Detroit.

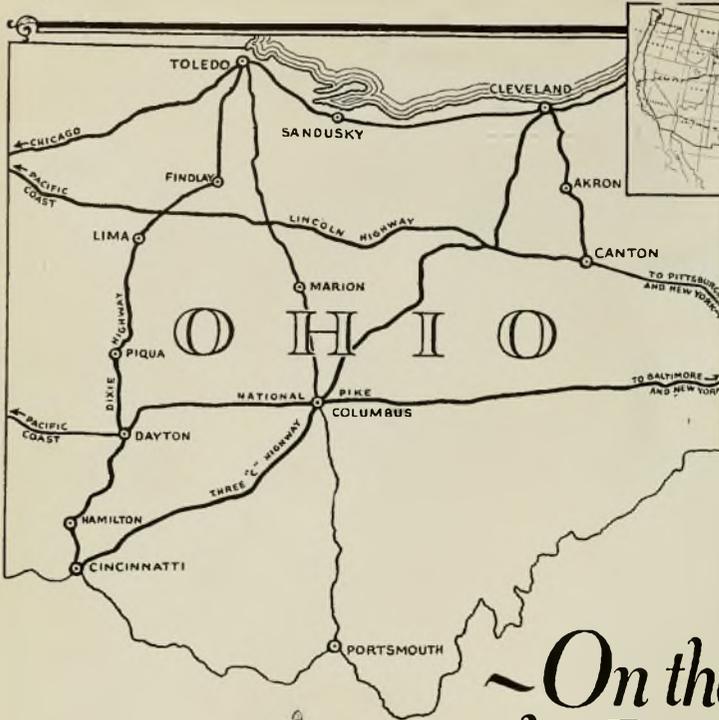
Metropolitan Advertising Golf Association

New York. Held its first tournament of the season at the Knickerbocker Country Club, May 20. Clair Maxwell won low gross in the final with an 85. Ralph Trier's 71 took low net in the final; in the qualifying round, low gross was taken with 85 by Lester R. Fountain, and low net with 70 by George H. Leigh. The first of the 30 fights was won by Don M. Parker, with Charles G. Wright, second; Robert Finney, third; Harris B. Fenn, fourth; Rodney B. Stuart, fifth; George H. Leigh, sixth; W. W. Ferrin, seventh; Charles P. Eddy, eighth; Stacy Bender, ninth; William A. Sturgis, tenth.

John N. Broughton

Formerly with the Curtis Publishing Company, has been appointed sales and merchandise manager of the O'Connell-Ingalls Advertising Agency, Boston.

[ADDITIONAL NEWS ON OTHER PAGES]



HIGHWAY LIGHTHOUSES are placed on the main highways of Ohio and other leading States at points officially approved by the State Highway Commission. These main roads carry 75% of the inter-state and national traffic.

On the Edge of the Road in Ohio



AS you speed along the main highways you appreciate the friendly service of the flashing Highway Lighthouses, placed at points where you must slow down—sharp turns, before cross roads, railroad crossings and similar points.

In the day time it is a gentle hint; at night the flashing light gives a

sharp command. You obey the flash and avoid a crash.

Your message on the panels of Highway Lighthouses renders a needed public service in your name. Placed at the edge of the road you cannot escape them.

Obviously preferred advertising and a builder of lasting good will for leading products and institutions.

Further particulars will be sent to far-sighted executives upon request

HIGHWAY LIGHTHOUSE COMPANY
100 East 42nd Street NEW YORK

HIGHWAY LIGHTHOUSES RENDER A PUBLIC SERVICE IN YOUR NAME



Trolley cars and buses in this country covered about 8,400,000,000 miles during 1923

336,000 times around the world last year

IN the United States today there are 105,046 trolley cars and 46,300 motor buses. These two great fleets of carriers comprise the "short haul" transportation field.

Last year, the trolley cars (operating over 47,283 miles of track) covered a total of approximately 6,000,000,000 miles; and the motor buses (operating over 160,000 miles of highway) covered a total of about 2,400,000,000 miles.

The combined total mileage covered by both was 336,000 times the circumference of the earth.

The buying units

The bus operating companies comprise what may be called a one-dimension market. They buy buses, bus parts, bus accessories and supplies.

The electric railway companies comprise a two-dimension market. These companies buy electric railway plant equipment and maintenance materials. They also buy buses, bus parts, bus accessories and supplies. Already 121 electric

railway companies operate 1,200 buses as feeders to their lines.

Their buying power

Due to fare adjustment the buying power of the six-billion-dollar electric railway industry is back to normal.

This year the electric railways will spend \$262,000,000. About \$150,000,000 of this amount goes for improvements and expansion. The remaining \$112,000,000 goes for current maintenance materials.

This year, also, the bus industry will spend \$140,000,000. Of this amount \$40,000,000 goes for new buses, \$65,000,000 for repair and labor costs, and \$35,000,000 for fuel and lubricants.

Direct-line selling

The more-than-6,000 readers of Electric Railway Journal are the men who dominate the policies and purchases for 99 per cent of the entire electric railway mileage in this country.

The 6,800 bus owners, bus operators, body builders and bus and accessory manufacturers who read Bus Transportation control the bulk of the bus industry's buying power.

Advertisements in these two publications are direct-line salesmen. They are the strongest printed salesmen you can send into the \$402,000,000 "short-haul" transportation market.



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

These fields and the publications which serve them are—

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

Construction and Civil Engineering: Engineering News-Record.

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

Transportation: Electric Railway Journal, Bus Transportation.

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

Export: Ingenieria Internacional.

ELECTRIC RAILWAY JOURNAL & BUS TRANSPORTATION

McGraw-Hill Publications : Tenth Avenue at 35th Street, New York

The
Skybryte
Company
Keith Building
CLEVELAND

February 4, 1924

IRON TRADE REVIEW
1613 W. 3rd St.,
Cleveland, Ohio.

Attention: Mr. J. D. Fesses,
Director of Advertising.

Gentlemen:

Enclosed herewith is renewal contract for IRON TRADE REVIEW for SKYBRYTE advertising for 1924.

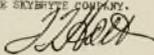
Last year, you will remember, we ran thirteen one-half pages and our decision to bulk our entire appropriation, as far as the field the IRON TRADE REVIEW covers, and use twenty-six pages, was reached after a definite check-up of results during the past year.

During 1923 we used the two leading publications in the Iron and steel field for SKYBRYTE. We go after, and expect, definite, tangible orders from our publication advertising for SKYBRYTE and keep a very careful check on the returns from all publications. Direct results which we could check were so much greater from IRON TRADE REVIEW that we cancelled our contract in the other publication and are now placing the entire appropriation for covering the Iron and Steel trade in IRON TRADE REVIEW.

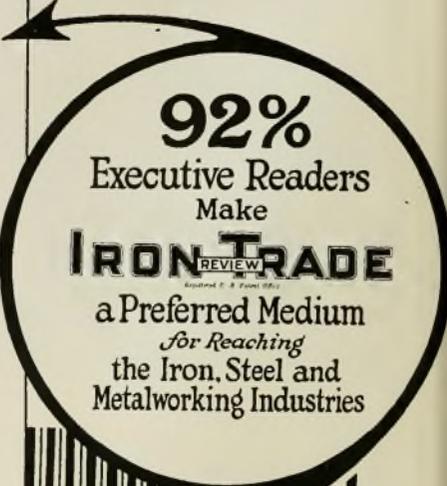
I have written you thus in detail because I believe that a book which is as responsive as IRON TRADE REVIEW deserves this sort of commendation. You are at liberty to use this letter if you care to do so.

Very cordially yours,

THE SKYBRYTE COMPANY.



TTF:RMK



92%
Executive Readers
Make
IRON TRADE
REVIEW
A Preferred Medium
for Reaching
the Iron, Steel and
Metalworking Industries

ERIE FOUNDRY COMPANY
FORGE SHOP EQUIPMENT
SHEET MILL MACHINERY
ERIE, PENNA. U.S.A. March 18, 1924.

Mr. J. D. Fesses,
Director of Advertising,
Iron Trade Review,
Cleveland, Ohio.

Gentlemen:

We believe you will be glad to learn that we are very well pleased with the results we are obtaining from our present advertisement, as the volume of our business is constantly increasing. This applies not only to domestic business but also to our export trade, although we had not anticipated that our advertising in this country would have such influence in France and England. For example, we believe that perhaps your readers would be interested to know that we have recently closed a contract with Andre Citroen, the French President, for 40 steam drop hammers and the French President, hammers and presses which have been bought at various times during the last year. Will give this company the largest forge shop in France.

Mr. Citroen visited this country about a year ago and investigated a number of forge shop installations. It is that time he was particularly impressed with the quality of our work. He now has a number of our "Henry Ford of France" drop hammers and the largest shops in the country and likewise has standardized on our equipment. If we should be successful in securing the proper sort of articles on this subject, we would whether you would be interested in having a copy of it.

We expect that we may have a representative in France this year and participate in describing the plants and comparing French forging practice with our own.

Yours very truly,
ERIE FOUNDRY COMPANY
Maxwell B. Reed
Sales Engineer.

"The Value of a Good Name"

Excerpts from address by William H. Rankin, President William H. Rankin Company, Advertising Agents, before the Advertising Staff of The New York Times, May 9, 1924.

I FIND it hard to believe that you men fully realize the value of the good name The New York Times has won. The readers of a newspaper are what makes that newspaper. The name a newspaper has with its readers is what makes that newspaper a good or bad advertising medium. I rank The New York Times as one of the ten leading newspapers of the world—and it isn't the tenth. In the main, I think The Times and the men who represent The Times are too modest about its value as an advertising medium.

* * * * *

THE New York Times has pioneered good newspapers throughout the entire world. It not only prints "All the News That's Fit to Print"; it does not print advertising that is not fit to print. That is why The Times has won the confidence of its readers. You have spent millions of dollars in securing the confidence of 350,000 readers during the week and about 600,000 on Sunday. Do you realize that what you sell is a blank white page at a cost of less than one-half cent per copy per home reached, and that you give the advertiser more value for the dollar he spends in The New York Times for white space than he can get any other place I know about?

* * * * *

FEW advertising men analyze what they are giving to the advertiser when they sell him a full page at so little cost. The advertiser could not deliver his advertisement for less than one cent if he hired a boy to do it. Yet you deliver it, you print the page, you put it into a newspaper that the reader buys and pays for and invites into his home as his

I take as my subject "The Value of a Good Name." No other thing means so much to the success of an advertising campaign. It is the prime requisite of success in advertising, no matter what product is being offered to the public. I am going to apply the same principle to the newspaper business—to The New York Times.

personal guest and friend. A one-cent postcard cannot compare in value with a full page in any newspaper.

* * * * *

IF the advertiser printed a page and sent it into those same homes, it would go in, without invitation, as an intruder, and it would find its way into the waste-basket. But in The New York Times it is an integral part of a good newspaper and the readers have the

assurance that the newspaper stands back of the advertisement; it supports what is said in that advertisement. I have known pages to bring back in actual returns as high as \$10,000; just one page in one home.

* * * * *

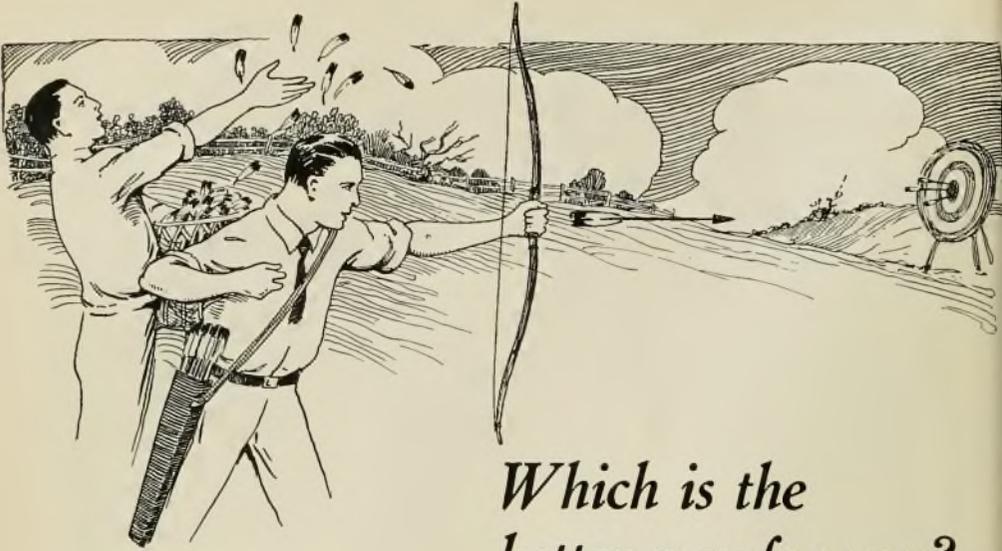
ADVERTISING is bought and sold on the basis of results in value to the advertiser and newspapers like The Times have helped bring this condition about.

* * * * *

I HAVE had advertisements in The Times that have brought answers from thousands of miles away; sometimes just a 300-line or single-column advertisement, too. Advertising of the right kind placed in The New York Times, will sell goods to your readers at a profit to the advertiser and be a support to the high advertising principles of The Times.

* * * * *

THE TIMES has a good name in advertising—a good name editorially and in a news way—and the publishers fully realize its great and lasting value, so that the paper is conducted on a basis that makes its good name a measure of its great deserts.



Which is the better way for you?

There are two ways of directing your magazine advertising to women—one, the broadcast method to reach large numbers; the other, an intensive drive upon a selected market.

The difference between the two is the difference between standing on a hilltop with a basket of feathers, throwing handfuls of them into the air—and that of using fewer feathers, fitting them to arrows and aiming at a target.

Pursue the first method and many of your feathers *may* reach the hoped-for destination. But choose the second; and certainty that you will hit the mark replaces hope that you may.

If you are selling a household commodity, the homemaking woman is your natural target, and *Modern Priscilla* will carry your advertising straight to the bull's eye—

Because, being editorially devoted to home making and home management, its circulation is automatically limited to the very women you want to reach—a compact, "hand-picked" market of more than 600,000 women who can and do buy everything they are convinced they need to help them make better homes.

MODERN PRISCILLA

The Trade Paper of the Home

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media

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© Ewing Galloway

JUNE 9, 10 and 11 are the dates on which the joint sessions of the Association of Newspaper Advertising Executives and the Association of Newspaper Classified Advertising Managers will be held, at the Deshler Hotel, Columbus, Ohio. This convention is distinguished by the fact that it is the first to be held exclusively by the newspaper advertising interests, former meetings having been held in conjunction with the Advertising Clubs of the World.

Judging from the list of speakers that has been announced (the full program will be found elsewhere in this issue) nothing has been omitted that would tend to make this convention the most important yet held by the newspaper advertising men. Sessions will be devoted to local advertising, national advertising, classified advertising and to office procedure.

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. LINDQUIST
405 Sweetland Bldg.; Prospect 351

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Member Audit Bureau of Circulations and Associated Business Papers, Inc.

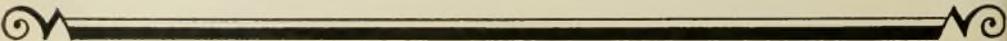
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THE H. K. McCANN COMPANY

Advertising

Our nine operating offices in eight important marketing centers make this Company a National organization in the truest and broadest sense ~ ~ ~ ~ ~



JUNE 4, 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*

Why We Set Sales Quotas for Our Distributors

By Frank A. Hiter

General Sales Manager, The Bassick Manufacturing Co., Chicago, Ill.

A BLACKBOARD on one wall of my office assembles the facts about our sales campaign for this year, and is brought down to the close of last month. It shows what we expected to do and did, and exhibits where we failed and succeeded. A short while ago the blackboard disclosed, among other things, that at the end of February, when only two months of a new year had passed into history, one of our important distributors was already several thousand dollars in arrears on his quota.

Now, we do not place much faith in the idea that if we fail today we can catch up tomorrow. Because we do believe, on the contrary, in keeping caught up day by day, a trained man from headquarters was despatched at once into the delinquent territory, with instructions to discover what was wrong and clear it up.

Given an assignment of that sort under ordinary conditions, it is usually necessary for even an expert investigator to shoot a good deal of ammunition into the bushes before he finds his target. But in this case our man's first request was:

"Let me see your quota book."

He turned the pages of this big book and tallied the figures, and at the end of a few hours he knew where the branch was failing. This



Frank A. Hiter

particular territory, like many others, consists of the headquarters city and several counties with numerous smaller cities and towns. Our distributor here had managed to keep sales fairly high in the principal city and in the territory adjacent to his headquarters, but he had neglected rich possibilities in distant towns and cities.

The quota book told us all this. But once the mathematical fact was established, we still had to discover the human fault behind it. This presently yielded to investigation.

The nominal sales manager at that branch was not functioning as a sales manager. Although he had plenty to keep him busy in the office, he preferred to cover a portion of the territory himself, competing with the salesmen under him, and incidentally not keeping up with the pace they set. Whenever one of his salesmen turned up at the office, he was usually absent calling on prospects of his own, as a result of which the men were inadequately supervised, their reports were not thoroughly checked up, and they were seldom called to account if they neglected dealers or towns.

We succeeded in bringing about a change here. Another man better qualified for the place was installed as sales manager, and the former occupant of that office continued to devote himself entirely to selling. The new sales manager reorganized the force so as to cover thoroughly all parts of the territory, including those outlying districts that had hitherto been neglected. As a result of these steps, that territory is already returning to 100 per cent of its quota.

What happened in this instance may be taken as typical of one phase of a distribution plan based on exact, organized facts that has worked wonders for us. Until a couple of years ago we were content to do the best we could in somewhat hit-or-miss style; but that is no longer true. We are through with guessing, and we are satisfied that exact knowledge in distribution is entirely possible provided you organize to get it, and it pays big when you do get it. I think we have some reason to be enthusiastic over results. Our

cept that—and here is the nubbin of the plan—we cooperate with them far more closely than is usually the case between the manufacturer and the independent distributor. They are bound to us and we to them by the mutual possibilities for profit which we have discovered in such cooperation. They work with us and we with them on terms extraordinarily close, and the result is intensive distribution with the largest returns for all. One distributor, for example, who started with a capital of \$5,000 four and one-half years ago,

every part of our territory, but also for each class of our product in every part of the territory.

Setting quotas is one job, and getting them met is another. A year seems a long time to the average individual when it is all ahead of him, and there is a strong inclination to procrastinate and then try to clean up with a rush. But we know perfectly well from repeated experiences that if today's job is left until tomorrow, then with two days' jobs to do in one, something is going to suffer. So we divide the yearly

Territory	Quota for Year	% of Total Quota	Month					Year to Date					Sales 1923 to Date	Increase in 1924	Decrease in 1924	
			Quota	Sales	Above Quota	Below Quota	% of Quota	Quota	Sales	Above Quota	Below Quota	% of Quota				

On a blackboard with the headings as shown above, the Bassick Company's sales department is enabled to tabulate accurately the facts about the sales campaign for the year. It indicates how nearly the established quotas were met, and exhibits where the company failed and succeeded

present plan increased sales 100 per cent in 1923 as against 1922; and we show a 70.5 per cent increase to date in 1924 over the corresponding period of 1923.

Our products are sold to automobile owners, hence we are able to build our quotas on the basis of car population, figures of which are obtainable in detail for all parts of the country. The automobile owner buys from a local dealer. However, instead of having thousands of retail dealers as customers on our own books, or a smaller but still lengthy list of jobbers, we sell through fifty-two branch distributing houses. This group is so small that we are able to know every branch distributor by his first name, and many of his family and friends also.

We own the branch distributing houses in only two cities; in the remaining fifty territories, the local distributors are in business for themselves, owning the plant, hiring the organization, paying the office salaries and salesmen's commissions and expenses, and conducting themselves independently in all ways ex-

cept that—and here is the nubbin of the plan—we cooperate with them far more closely than is usually the case between the manufacturer and the independent distributor. They are bound to us and we to them by the mutual possibilities for profit which we have discovered in such cooperation. They work with us and we with them on terms extraordinarily close, and the result is intensive distribution with the largest returns for all. One distributor, for example, who started with a capital of \$5,000 four and one-half years ago,

today has \$80,000 of his own money invested in his business and is worth an equal sum outside of his business. And so it goes. Thorough cooperation makes the contract to handle our lines so attractive that we work with these independent distributors as effectively as if they were our own men—in some respects, more effectively.

CAR population, as I said, is the basis on which we set our quotas. We figure that we should get so much yearly business per automobile, on the average, and this, multiplied by the total registration in all states, gives us our quota for the country as a whole for all of our products. By the same method we determine the correct quotas town by town, county by county, state by state, and—where these do not follow state lines—territory by territory; incidentally I may say that while we slice into state lines freely to form convenient sales territories, we do not subdivide counties. We carry our figures still further, and provide a definite quota not only for

every part of our territory, but also for each class of our product in every part of the territory.

Setting quotas is one job, and getting them met is another. A year seems a long time to the average individual when it is all ahead of him, and there is a strong inclination to procrastinate and then try to clean up with a rush. But we know perfectly well from repeated experiences that if today's job is left until tomorrow, then with two days' jobs to do in one, something is going to suffer. So we divide the yearly

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A month is not as long as a year,

Maintaining Prices in Spite of Rising Production Costs

By Alex Moss

MOST manufacturers are in accord with the opinion that increasing costs of material and labor serve to disturb, if not actually disrupt, basic business conditions. A survey undoubtedly would disclose instances where fluctuating prices for raw materials have had the concomitant effect of slowing up production schedules and demoralizing trade. It comes as an agreeable surprise, therefore, to learn that a leading manufacturer of chucks—the Jacobs Manufacturing Company, of Hartford, Conn.—has actually been able to reduce the

price of his product on several occasions since 1920, and to bring down the average cost of his utility to the consumer approximately 10 per cent below what it was in 1914. And this in the face of constantly rising prices for raw material and ever-mounting costs for labor and other overhead.

How was it done? Simply by readjusting plant operation and sales in agreement with certain basic fundamental business principles that are often recognized but just as frequently disregarded. Rising prices and increased wage scales in 1914

and 1915 constituted as serious a problem to this New England concern as it did to other manufacturers. How to keep prices at the same level, without sacrificing quality or relinquishing a fair profit, presented a puzzle to which most executives were seeking an answer. The Jacobs Company came to the conclusion that if it could attain quantity production, and volume of sales, this would automatically result in reducing the cost per unit. As one official of the company put it: "If we could increase the size of our market so that it would pay us

"On Time"

To men of the network of rails which binds our great country together is simply a transportation system (emphasize on the "system") and the locomotive "on time" means only the punctual arrival at a given destination, but in a railroad man "on time" tells a story of service by both men and machines that makes the system live. Individual efficiency is probably more important in railroad work than in any other industry, the question of individual equipment is more carefully considered. Where each man is responsible for his small share in the production of efficient operation of a great work his "on-time" tools are a matter of more than ordinary importance.

Portable Electric Tools of all kinds are used in great and increasing numbers in railroad shops everywhere, from the world famous shops in which gigantic locomotives are built to the smallest round house of the humblest branch line.



Good Tools and the "Human Equation"

Gives tools that enable men to "get results" the average mechanic puts his best into his work. Portable Electric Drills enable the individual to do better work in less time, with less effort—important factors where the human equation counts so much as in the railroad field.

Look at the big size bar—made must be drilled for every bolt and screw, study the structure of a passenger coach, look at freight cars, rail switches, safety gates—there is plenty of drilling in

railroad work and Portable Electric Drills cut costs on most of it.

It is natural that Jacobs Chucks should be standard equipment on Portable Electric Drills. The Jacobs is the original Toothed Sleeve and Key Chuck. By means of this key a drill, tap or other tool can be easily and securely tightened with one hand. Patented in 1902, the Jacobs Chuck has been marketed for the past twenty-one years in ever increasing numbers. It is the chuck of maximum value.

This advertisement is published in the interest of good drilling equipment by the Jacobs Manufacturing Company of Hartford, Conn., makers of the Jacobs Chuck.



One of the series of two-color, two-page inserts used by the Jacobs Manufacturing Company. This rather novel campaign of indirect advertising has brought excellent results and materially aided the stabilized price in bringing demand up to the level where quantity production and further price-maintenance were made possible, without in any way sacrificing quality or profit.

to keep one machine constantly at work on the output of a single size of chuck, without having to keep changing from one size to another, we would be able to sell our chucks at the same price we did before costs went up, and still make the same profit."

The Jacobs chuck, of itself, is a small but important part of a drilling machine, whether of the stationary or portable electric type. These drills are used in every industry, almost without exception. The company's particular type of chuck possesses features which recommend it to the mechanic, chief among these being that it enables a drill, tap or other tool to be inserted easily and tightened securely with one hand.

Having decided upon a program of standardization and quality production, the Jacobs Company realized that this could be brought about only through a dovetailing of efficient methods in every department of manufacture and sales. One of the chief claims made for the drills on which the chucks were intended to be used is that they multiplied man-power. Labor-saving machinery, aside from its sociological effect of releasing mankind from drudgery, reduces costs through increasing output and conserving human energy.

The first step taken by the Jacobs

Company, therefore, was to install additional machinery, which enabled a radical change in production methods. It had been the practice of the company, because of its limited mechanical facilities, to run through a certain size of chuck on a certain machine, and then change the fixtures to enable the running through of a different size. With added equipment one machine could be set at work on the production of a certain size of chuck, and kept constantly at it without the loss of time involved in changing back and forth.

NATURALLY, output increased, and in this instance increased far more rapidly in proportion than did the expense attached to the introduction of the additional machinery. As a result the cost of overhead was reduced, and this was safeguarded by the working out of a definite policy under which all overhead and office expenses were kept to a minimum.

A change of the nature here referred to must often be accomplished by refinements in design, new methods of operation and improved ways of doing things generally, if efficiency is to be attained. Whenever mechanical modifications or adaptations became necessary, the company lost no time in readjusting methods to the enlarged plant facilities.

Special tools and fixtures were evolved for the accurate and speedy performance of certain difficult operations.

Another factor that has helped the company toward success is its enlightened labor policy. The company works its men on a weekly wage basis, there being no piece-work in the factory. An average of between seventy and eighty men are constantly employed, and its labor turnover averages about 50 per cent a year. As an employee increases in efficiency his wages are increased, and a vacation with pay is given to every one in the plant during the first week in August. This plan has been in effect since the organization of the company in 1912. Where an employee has been with the factory for less than thirty days he gets the vacation just the same, but the pay for the holiday week is not given to him until two months later.

It may be of interest to study the effect of this vacation period, and learn if the policy of the company really pays. The turnover records for June and July of last year show that not one worker left the company's employ. In August the turnover is found to be higher than usual, many workers preferring to take advantage of the vacation period before quitting. Even at that,

[CONTINUED ON PAGE 42]



Photo by W. H. Figary, Cleveland

Semi-Annual Meeting of Association of National Advertisers

BETTER advertising as a factor in better merchandising, was the keynote of the semi-annual meeting of the Association of National Advertisers at Cleveland, May 26, 27, 28. Addresses were made by prominent business executives on distribution through jobbers and retailers; distribution through specialized agents or licensees; distribution by sales through salesmen direct to the consumer. At the banquet, Dr. Charles A. Eaton spoke on "Does Advertising Advance Civilization?" His

address was broadcasted by station W.J.A.X. Twenty new members joined the association during the past year and a new membership program is to be under taken to invite prominent advertisers to join.

Resolutions were adopted in favor of private ownership, operation and development of railroads and other transportation facilities; as opposed to advertising in publications of uncontrolled circulation; and condemning unethical methods of soliciting advertising from manufacturers.

Public Utilities Advertising to Be Increased 37½ Per Cent

By *W. P. Strandborg*

President, Public Utilities Advertising Association

THE systematic progressive use of paid publicity, chiefly in the newspapers, is probably making greater headway among public utility companies than in any other industry in America. From almost negligible proportions, the volume of utility advertising has expanded during the past several years so that in 1924 the advertising appropriations of the light and power, gas, electric railway and telephone utilities will aggregate very close to eleven million dollars. This is an increase of three million, or approximately 37½ per cent, over the record of 1923. This, of itself, is a remarkable showing.

Five years ago, the total volume of public utility advertising was somewhere between two and a half and three million dollars for all these essential public service industries, and if we go back a few years farther we will find that as late as ten years ago the total had hardly passed the million-dollar mark. We must also consider that ten years ago the major portion of the money expended for paid publicity could not be construed as advertising if measured by any of the present standards. The greater bulk of money expended by the utilities companies in those days was nothing more or less than studied efforts to obtain protection of generous space for propaganda purposes in the news columns of the press.

In the past decade two distinct forces, one within the utility industry and the other from the outside, have contributed very largely toward putting public utility advertising on a sound economic basis.

The outside influence was applied by individual newspapers and by a still greater influence—the various powerful newspaper publishers' and editorial associations. Our newspaper friends decided, and very rightly so, that they were being



W. P. Strandborg

promiscuously imposed upon by press agents and propagandists within the public utilities as well as within an indiscriminate horde of other industrial, economic and political groups.

The net result was that the newspapers began to curtail the freedom of their news columns to material of all sorts voluntarily offered for publication, and the suggestion was pointedly made that the place for the propagandist to cool his heels was in the business office and not the editorial sanctum. This disciplinary policy was one of the best things that has ever happened to the utilities and other organizations as well. It began to make them un-

derstand that the newspaper space had value, that it not only had value but that it offered the greatest opportunity for telling the general public any story that the utilities had to tell that was worth being told. This situation gave impetus to the inauguration of organic advertising departments within the utilities, in charge of capable men.

The other force which has led to the increase in the volume of advertising on the part of utilities originated within the industry itself. The new capital requirements plus business building needs, together with desires for service and improvement and expansion, and the urgent necessity for better public relations generally, all contributed to put advertising on a sound footing among the large and more progressive companies; and these in turn have been followed by hundreds of the smaller public utilities.

It must be admitted that the figures given in the table below are to a great extent only estimates, but they are in every instance based upon the careful judgment of the men in charge of the advertising activities of the national utility associations, which in turn is based upon definite information gathered from hundreds of individual companies.

The gross annual income of the various public utilities identified with our association is now about three and a quarter billions. In general merchandising fields the advertising allowance runs all the way from a minimum of 2 per cent up to a maximum of sometimes over 7

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INCREASE IN PUBLIC UTILITY ADVERTISING

	1923	1924	Increase	Increase Per Cent
Light and power	\$3,000,000	\$4,500,000	\$1,500,000	50
Electric railways	2,000,000	2,500,000	500,000	25
Gas (manufactured)	1,500,000	1,750,000	250,000	16½
Gas (natural)	500,000	750,000	250,000	50
Telephone (estimated)	1,000,000	1,500,000	500,000	50
Total	\$8,000,000	\$11,000,000	\$3,000,000	37½

From the president's message to the annual meeting of the Public Utilities Advertising Association at Atlantic City.

Pencil Sketches by Earl Horter

These Charming Renderings, Made by the Artist for the Joseph Dixon Crucible Company, Were Used in a Series of Advertisements Featuring Dixon's Eldorado Pencil



Ruins of ancient Roman temple, Italy



Street scene, Grasse, France



Church at Meaux, France



Chateau of Chenonceau, Central France

Adapting Sales Methods to Meet Present Conditions

By *George Frank Lord*

Chevrolet Motor Car Co., Detroit, Mich.

MERCHANDISING today means the scientific employment of every known device or method for hunting or creating customers. The automobile industry has been among the last to sense this radical change in selling methods, chiefly because up to the latter half of 1923 the spontaneous demand for automobiles exceeded the production.

To be an automobile dealer, one had but to invest a modest amount of capital, get a place of business with a large plate glass window, a few automobiles to display and one or more "floor salesmen"—otherwise order takers—to pacify insistent prospectives who wanted deliveries a week to a month before the cars could be obtained from the factories.

The rather rapid change from this condition to one necessitating aggressive, modern merchandising methods, which has occurred within the last twelve months, found few automobile dealers prepared to change their methods.

Those who were quick enough to sense the change sold many more automobiles the first four months of this year than in the same period last year. The others sold many less than last year.

The automobile industry is therefore faced with the problem of converting passive storekeepers and passive floor order takers into aggressive modern merchandisers of automobiles.

This is by no means an easy problem to solve, because the obstacle is that greatest of all obstacles—the stand pat or reactionary mental attitude.

It is far easier to change radically the construction, style and selling price of a manufactured commodity and secure public approval of same than to change the mental attitude of a sales force.

The mental obstacle to the neces-

sary change in methods can only be overcome by the spur of necessity, arising from decreasing store sales, and by unremitting propaganda and educational work among dealers and salesmen.

What are the selling methods essential to meet the changed conditions? First, as is necessary in every organized effort, there must be a careful analysis of all factors of the situation—in this case the most important preliminary is an analysis of the possible market for automobiles.

We as manufacturers must analyze the whole market; dealers must analyze their respective territories, and salesmen their blocks or portions of these territories.

Recently one of the thousands of Chevrolet retail salesmen was asked these questions: "How many meat markets are there in your county?" and "How many Chevrolet commercial cars are in use in your county?" To both questions he answered: "I do not know and have no means of finding out."

THE first half of his statement was obviously correct—the second half was not. We pointed out that he could ascertain the number of meat markets by consulting commercial credit books, or dealer license records, or wholesale meat dealers. He could find out how many commercial Chevrolets were in use by consulting the local car license bureau or the automobile dealers' records for a few years. He further intimated that he was too busy working from 8 a. m. to 9 p. m. trying to sell Chevrolets to bother about statistics.

Here we have a good example of the mental obstacle to be overcome. This salesman could not sell commercial Chevrolets in volume because he had no idea of the quantity or location of possible buyers or of present owners to whom prospectives could be referred.

In analyzing the market for a low-

priced automobile we start out with the theory that every adult is a possible buyer. In the United States there are about 110,000,000 people or about 24,000,000 families. Practically every family is able, under modern financing methods, to buy a low-priced car. The fact that there are in use about 14,000,000 automobiles does not materially modify our figures because the owners of these cars are confirmed motorists and sooner or later will be prospectives for our product.

IT must also be remembered that 14,000,000 cars in use does not mean that 14,000,000 families are supplied with cars, because the total includes commercial cars and numerous cases of multiple ownership of passenger cars. Certainly not more than 12,000,000, or half of our families, own cars.

This leaves an immediate open market of 12,000,000 families and, based on the average car life of six years, an annual replacement market of approximately 2,000,000 cars. Thus we arrive at a total possible market of 14,000,000 cars.

The production of new cars and trucks of all makers is now running about 3,500,000 per year, or about one-fourth of the possible market. As about 85 per cent of all cars sold are in the low-priced, less-than-\$1,000 class in which Chevrolet belongs, it is obvious that the market is ample to absorb our production provided our cars are properly merchandised to that market.

What constitutes such adequate merchandising? First, and foremost, it must be realized that there are many more possible buyers outside our dealers' places of business than ever come to them voluntarily.

Where are they?

According to our analysis of the market, and actual results obtained through sales effort based on such analysis, they are everywhere.

To illustrate: A good Chevrolet salesman at Everett, Wash., who

From an address before the semi-annual meeting of the Association of National Advertisers, Cleveland, Ohio.

had been looking up prospectives in the surrounding territory during the open weather, found himself hemmed in by the heavy snows of winter, yet he kept right on leading the local sales force.

When asked how he got such results he replied: "I have been told that the whole public constitutes our market; therefore, since I cannot travel the country roads, I simply ask everyone I meet if I can sell them Chevrolets. Many say no, but enough are interested to enable me to keep up my volume."

This recipe for success as an automobile salesman may seem simple and obvious—especially to sellers of commodities that have to be forced, such as life insurance or correspondence courses; but it must be remembered that most automobile salesmen have been accustomed to living on spontaneous demand appearing in the stores of dealers, and are not salesmen as compared with life insurance representatives.

No life insurance agent would expect that the mere opening of an office and advertising for prospectives would enable him to succeed selling insurance, yet that is exactly how the automobile business has been done in the past.

Therefore, the first principle of successful merchandising of low-priced automobiles is to ask everyone you meet to buy one. Poor people buy them because of low price and economical operation. Rich people buy them as extra cars, for their wives or children or for going to and from work.

However, merely asking everyone to buy is a somewhat unorganized method of merchandising because each automobile dealer has specific models in definite quantities of which he must dispose. For that reason solicitation should be so organized as to develop sales for the models and quantities he has to sell.

To illustrate: assume that a Chevrolet dealer has contracted to sell in one year 300 cars, subdivided as follows: 100 tourings, 30 roadsters, 60 sedans, 25 two-passenger coupes, 20 four-passenger coupes, 15 deluxe tourings, 30 ton-trucks and 20 commercial chassis.

If he depends on spontaneous demand in his store, or even miscellaneous or unorganized solicitation, it is improbable that the demand will appear for the various models in the quantities he has for sale.

For instance, he may find that tourings or ton-trucks are moving slowly. Under the old system of operation he would be out of luck and say, "There is little demand for these

models." Under modern merchandising methods, he determines through his market analysis who and where are the people who ought to buy these models and goes and sells them.

For instance, knowing the chief uses of ton-trucks and being able to determine the number and location of all possible users, he will have salesmen call on all these people, knowing that such calls will definitely locate the prospectives and good salesmanship will do the rest.

One important factor of such

merchandising is that it breaks down the total sales project into groups of models, divided into seasons when they sell easiest, and again divided among the number of salesmen.

If such a 300-car dealer has four salesmen, he can charge each with the job of selling 75 cars. He can assign in each 75 so many of this model and so many of the others. The salesman can then break down his own problem into twelve months and estimate how many of each model he can sell in each month.

Look at Business Sanely

By J. P. Harris

Vice-President, Union Trust Company, Cleveland, Ohio

THE fundamental conditions underlying business today are absolutely sound. Not in a generation have we found such a community of elements all making for sound business principles as we find them today. There is an abundance of credit in this country. Money is cheap.

Not only have we cheap credit and abundance of it, but we also have on dealers' shelves and on manufacturers' shelves throughout the country a paucity of goods. We find among our clients, for example, that they are buying from hand to mouth, and I think that is the rule the country over. We find that there are no large or inflated inventories such as there were in 1919 and 1920. The business man has apparently learned his lesson, and we find that the consuming power of the public is not only as great as it has been at any time in the past, but that it needs only a little urging to come into the markets and take goods.

Inflated labor today is the chief element in the high cost of living. Until we can get either an increased efficiency of labor or a decreased wage which will represent more adequately the kind of product which labor produces, then we are on unsafe ground with regard to permanent prosperity in this country.

We are at the present time undoubtedly in a declining market, so far as costs of finished products and raw materials are concerned, and the problem in the manufacturing plants in the next eight or ten or fifteen years is going to be with the purchasing agent. In the past, certainly up to the period of the war, the

purchasing agent could pile up raw material with the assurance that if he bought more than his present needs required, in a little time he would have a profit on that material. I think for the next eight or ten years the situation is going to be reversed. It is going to be a problem of getting your material through your plant and out to your ultimate consumer in the smallest possible time.

I think the purchasing agent is going to be the keystone of the arch in business profits in the next eight or ten years; but, on the other hand, hand-to-mouth buying as I see it is utterly uncalled for and unjustified at this time. If I would suggest that there is any danger at all ahead of us, it is that the country will suddenly wake up to the fact that the supply of goods is limited on dealers' and distributors' shelves and that everybody will start in to buy at once. If we have an occasion of that kind, we will turn from a buyer's market into a seller's market over night, and then it will be the problem of the banks to put down the lid on a possible inflation.

I believe that before many weeks are over you are going to find the business men of this country wondering what all this depression or talk of depression was about.

The time is ripe now for a vigorous selling campaign. All we ourselves need is a little dose of confidence. We've got to have confidence before we can inspire it in others. If we get that confidence in ourselves and go out among our customers with a display of that confidence in our own actions and in our own countenance, we will not fail to come back with the goods!

ried on the buses ride outside, on the upper deck, the Londoner prefers it even to the spotlessly clean tubes in which the air is changed several times per day. The 3,500,000 carried by the buses of this company on an average day drop only by half a million on a pouring wet day. The preference for the bus is shown by the proportion carried by them of the total carried by all the means of transportation operated by this particular company—buses, tubes and trains. Of 1,124,000,000 rides given, 931,750,000 were on the bus.

"The wholesale department" is the hire department of the bus division. From it one can hire an open motor coach for a party outing, a private bus for night work (the London papers announced that on St. Valentine's Night every available bus was booked), or any one of a large variety of planned sightseeing tours in the city or into the surrounding country. Thus, one advertisement pictures a motor coach and gives a list of tours available for either the whole day, halfday or evening. Another offers tours on buses leaving suburban points at 6 p. m. and touring the beautiful country adjacent to the metropolis. Three hours for 75 cents scarcely suggests profiteering. Other pieces of copy feature the private hire department. Since the buses in this department are those used during the rush hours in the city, effective work is being done in reducing the overhead.

The "country sales department" was originally commenced to deal with what was then practically a by-product but is now one of the best sellers in the line. To maintain rapid service during the rush hours the company was compelled to operate at those hours a larger number



BLUEBELL SUNDAY

SUNDAY sees in Bluebell Sunday. No floral festival of the year is more delightful than this, when the woodcock country of its flowers, and there comes size as from some bluebell-wood. Bluebells of the country are never more glowing, nor in Autumn, than in their first April visit of greenery, and are famed for their beauty and value in the first present-day display of cherry-blossom. And one of the best spread over London's country to the South, in the wooded country about Oxendon, South of Clerkenwell, in the road woods between Highbury and Lambeth, and in all the Downs country, as the woods of the Downs South of Clerkenwell, Clidham, and Ebury way, in Regent Park, and in the Park opposite, Newgate London, there are hundreds of Woodstock Common, in Richmond Park, and of course, in Kew Gardens.

LEG OF BLUEBELL ROUTES

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*"Bluebell" is a registered trade mark.

Word pictures that lure the city dweller into the country also serve to keep motive equipment in operation during what would otherwise be periods of inactivity

of buses than was necessary during normal hours. This is a condition, of course, which obtains in nearly every city, and one which adds greatly to the overhead. The Underground solved the problem by planning special services for the evenings, Saturday afternoons, Sundays and holidays. Special buses leave points in the outer suburbs for places of interest still farther out. Every beauty spot, historical building, or other rendezvous within thirty miles of the city can be reached by vehicles running on well planned time tables.

In educating the public to make full use of these special services, posters played a great part. Beautiful views in color appealed to the eye; pictures of the lilac or rhododendron in bloom at Kew Gardens, of the country lanes hedged with sweet smelling hawthorn, or pink with the blossoms of the wild rose, free for plucking, tempted the jaded city worker to spend a few coppers on a bus journey into the country in the evening or on the weekly half-

holiday. The sight of thousands of city dwellers returning in the dusk of Sunday evenings laden with the wild flowers which grow in such profusion in England, is eloquent of the success of the good work done by this department.

The press campaign is planned to supplement the work of the posters in this direction. One illustrated advertisement before me headed "Bluebell Sunday" tells the reader that next Sunday is Bluebell Sunday. It paints a word picture of the woods, hills and valleys where bluebells grow in profusion, then it lists the buses by number which visit these sylvan glens. Every bus and tram in this system carries a plainly seen number corresponding to the destination and the route traversed. Thus, six buses may travel between two given points by different routes, yet by the number, in addition to the name on the destination board, the traveler knows exactly which streets the bus traverses. "Hampton Court," "Epping Forest," "Windsor Castle," are other headings to advertisements emanating from this department, and they indicate the style of copy used.

The Underground issues a tremendous volume of maps and guides to meet the requirements of virtually every class of traveler. The sightseer can obtain, on request, street plans showing the position of every theater and concert hall. Others show museums and places of interest. One, greatly appreciated by foreign visitors, is planned for use on the upper deck of buses, treating the route as a straight line. This describes every point of interest on either side. More ambitious are the books and guides issued by the country sales department. Golf-

[CONTINUED ON PAGE 67]

A NEW YEAR'S MESSAGE FROM THE UNDERGROUND

4,700,000,000 Passengers

THAT is the record for the year 1923 for the Underground Group of Companies, so that every Londoner travelled, on the average, 219 times in the year in either his railway, cars, trams or motor omnibuses. His popularity is clearly immense. Although the past year has been marred by unemployment and poor trade, yet the number of passengers carried exceeded that of 1922 by 207,000,000 and was 45,000,000 more than the previous bumper year of 1920.

1924 must break the record

There are good signs in the weekly traffic returns. The number of passengers is growing steadily. This means that trade is improving and unemployment lessening. They justify the Underground's looking forward with better spirits towards brighter prospects in 1924. The Underground will, in 1924, add 170 cars to its railway rolling stock to operate over 13 miles of new and reconstructed lines, and 760 motor omnibuses to its fleet.

The Underground is doing its part to break the record. Londoners, it is confident, will do theirs.

LONDON'S UNDERGROUND

15 MINUTES AND WHERE ARE YOU? BY BUS, TAXI AND TUBE



IT'S QUICKER BY TUBE THAN BY TAXI

UNDERGROUND

THESE advertisements are characteristic of the copy run in the London dailies. The space taken, 6 by 5 inches, costs \$500 per insertion. The London main line and electric railway between them carry 20,360,000 passengers per year per single mile of track, about five times as many as those carried on the New York subway

The Editorial Page

Shall We Kill a Valuable Medium?

THE time has come to face the fact that if direct-by-mail advertising increases in volume during the next ten or fifteen years in proportion to its growth in the past five years, we shall well-nigh have killed what has always been an exceedingly effective method of advertising.

Already the business man's daily mail is becoming so choked with circulars and form letters and broadsides and booklets and trick mailing pieces that it has become extremely burdensome. And it is the same with the housewife; the postman hands in a fat bundle of mail two or three times a day, most of which is printed matter, much of it of such character that she doesn't even bother to open it at all.

In this last fact lies the danger to direct-by-mail advertising. So heavy is people's mail growing that in self-protection men and women alike are beginning to develop a mail-sorting habit that threatens to undermine the effectiveness of direct-by-mail advertising to an alarming extent. At a certain New York suburban station where the men call at the post-office for their mail on the way to the train, this habit may be seen in operation any morning. The post-office lies a short block from the station. Emerging from the post-office, man after man will be seen to sort out his voluminous mail hastily as he walks to the station. Arriving there, he mechanically steps over to the waste barrel and tosses into it a generous handful of envelopes and folders of assorted sizes and shapes, unopened. The waste barrel has come to be known as "the filing cabinet," and the ceremony as "filing my morning mail."

Who is to blame for this? Obviously, the stores and business houses which contribute to this flood of printed matter and form letters that has grown to such proportions that people will not take time even to tear open the envelopes of a considerable portion of their daily mail.

It may be argued that there is no greater waste here than in other forms of advertising; that the newspaper and the magazine and the business journal and the various other circulating media, are so full of advertising that people don't stop to study each advertisement. And that is true. But there is this difference, that the periodical advertisement is already "opened," where it must register to a certain extent if the pages are turned over so casually or hastily; whereas most direct advertising fails utterly if it is not opened.

But entirely aside from that, and taking at their full face value the claims of direct-by-mail enthusiasts, that even with all the waste, this form of advertising often shows better results per dollar expended than any other, is it not time that serious attention be given to the problem of conserving the effectiveness of this medium? Should such a valuable form of advertising be blunderingly smothered to death?

The Direct Mail Advertising Association has done a big job in bringing about an appreciation of the importance of this medium, and in developing ways and means of using it effectively. It seems to us that Association now faces a bigger job: that of stemming

the tide that threatens to swamp the average citizen's mail. If this is to be done, and direct-by-mail advertising saved to us as the effective advertising medium or method that it is, now is the time for those interested in its development to heed the signs.

It strikes us that the next convention of the D. M. A. A. might well devote itself to this vital problem and build the program around it. "Less and Better" might be the keynote. Only by some concentrated effort to improve the quality and interest of direct-by-mail advertising, and at the same time curtail the number of mailings, focus appeals more sharply, use the try-out more intelligently, and prune lists to the quick, can those who utilize this medium protect their interests.

Sanity in the "Billboard" Discussion

THOSE who listened last week to the address in Cleveland of Mrs. W. L. Lawton, chairman of the National Committee for the Restriction of Outdoor Advertising, could not fail to be impressed both by her sincerity and her determination.

Nevertheless, in giving publicity to this movement and seeking to arouse public opinion, newspaper editors have failed to discriminate—as Mrs. Lawton intended they should—between signs which blot the countryside and those confined to appropriate and commercial locations. In fact their zeal in developing this discussion is beginning to be looked upon with something like suspicion by many important advertisers.

We think that business men and editors should approach the subject sanely and in the light of all the facts, and refuse to be stampeded into either a wholesale condemnation of outdoor advertising or an equally wholesale and ingenuous glorification of the "billboards." They should recognize that in some instances the use of outdoor advertising has been shamefully abused, and that further regulation is probably desirable; but that the total abolition of outdoor advertising would impose needless hardship upon those who find it one of their most effective mediums.

A Recipe for Poor Business

AT the Convention of the Association of National Advertisers, Carl Gazely, of Yawman & Erbe, asked why publication representatives think it necessary to preface their current solicitations with whispered inquiries concerning business conditions.

One man, when told that the Yawman & Erbe business was prospering, seemed surprised. "That so?" he queried. "I understand from So-and-So that the Blank Company recently laid off 200 men"—mentioning a company which actually was working to capacity.

"Go back and tell So-and-So that he's a liar," said Mr. Gazely. And to every ambitious retailer of gloom he asks: "How do you know? Who told you so? Who told him?"

Peddling of misinformation concerning "conditions" is a poor substitute for conversation, but a sure recipe for poor business. Those who indulge in it should be promptly squelched.

The Small Agency and the "Profits" Question

Is There a Standard of Comparison for Profits?

By Norman Krichbaum

A QUERY that seems to be frequently voiced by agency men, particularly in reference to the smaller agency, is this: What is the average net profit percentage earned by agencies? What is the natural expectation of profit?

Many dictums, more or less authoritative, have from time to time been heard on this question. One answer, and one which appears to have acquired (though from what omniscient oracle is a matter for some cynicism) a semblance of hoary tradition and right to veneration, places the figure at 3 per cent. Personally, I have always taken this digit to represent, more than anything else, a device on the part of some agency men to deprecate the common assumption on the part of their clients that the agency meal is over-rich in "gravy." In other words, I believe it to be a gesture, rather than a figure of any consequence. Certainly fair-minded business men would consider agencies in many cases entitled to, and not begrudge them, a net in excess of 3 per cent. However, it is not to be denied that the figure has stuck in the minds of many advertising men, and it may be actually more authentic than I suppose.

Other assertions often encountered reveal the magic figure as high as 10 or 12 per cent, and still others give vent to more ambitious pronouncements and set the percentage as high as 50, or in extremely rare cases even better.

These divergencies only serve to whet the agency man's curiosity as to what a representative amount really is, and how it is arrived at—by what process of calculation.

It is easy to understand, too, how an agency man, continually faced with his clients' problems of costs, overhead, selling prices and profits, wants to apply the same inspection and analysis to his own business, and get a really scientific grasp of his operations.

In this search for an index to the net results of the business he conducts, he feels the necessity of a standard of comparison—a knowledge of what is held to be, in his particular line, a normal profit. He asks, What am I to expect? and the only answer is an echo to his question. Let us examine the reasons why his inquiry invariably resolves itself into a boomerang.

As a preliminary to this discussion, it must be well understood that the agency man, when he sets out to apply to his own business the same rules and tests that hold for most other businesses, finds himself confronted with many little peculiarities and perplexities more or less germane to his activities.

THESE unique little facets of his proposition interpose themselves at a score of angles that disturb the ordinary refractions of average principles applied to average business.

Take his selling situation. He cannot lay out a given sales expense with a fair assurance of a given result, or anything like it. If a certain one of his sales representatives brings in a gross of \$100,000 in accounts in a year, neither he nor Babson can foretell what those particular accounts are going to net. If he were in the shoe manufacturing business he *could* tell, to a nicety. Neither can he tell whether that representative is going to bring in *any* business the following year, which is a condition not encountered in many lines. His sales effort, therefore, is largely prosecuted in the dark, and bound to be in that sense less intelligent than it customarily is in most fields. Comparing one agency with another, it will also be disproportionately resultful, with corresponding effects on profits.

He faces a similar exemption from all the rules of business practice on every account he carries. What or-

dains his peculiar individual proportion of "gravy" accounts to "pot-boilers" and "heart-breakers"? Certainly not always his just deserts. The returns on different accounts, for a given amount of work expended, are so various and totally irreconcilable, that volume of business on an account means little in arriving at agency revenue—and this dissimilarity is pronounced, on small accounts especially.

Furthermore, the agency owner is concerned with a professional service, not a stereotyped business on a rubber-stamp production basis. He cannot depend at all on the law of supply and demand for his volume—he can only ogle Lady Luck for a decent share from that vicious circle, agency account turnover. He cannot judge competition at all in advance, as a manufacturer commonly can. Whereas two industrial plants, making the same product, are subject to comparative systems of production, costs, overhead and sales, the agency owner, like any professional man, finds that he must make his own rules and that these are not necessarily his competitor's.

These conditions are deterrents the force of which can scarcely be denied, and which influence the solution of the problem.

FOR my own part, I have always found agency men reticent on the score of disclosing a figure to be properly called their net profits. This attitude is undoubtedly to be attributed not so much to secrecy as to a hesitancy occasioned by skepticism regarding the validity of their figures—a doubt as to whether they were actually talking about what they were asked to talk about.

This dubiousness as to what the figure honestly represents, or should represent, is quite natural, and arises, like the difficulties enumerated above, out of the peculiarities of agency organization.

In the first place, what is a fair

[CONTINUED ON PAGE 32]

Send for Information— with Variations

By Marsh K. Powers

ACCORDING to the rule-book, after an advertisement has fulfilled its first three requirements—after it has attracted your attention, roused your interest and created in your mind a desire for the commodity advertised—there still remains another task for it to accomplish. The rule-book says it should inspire you to action.

How various advertisers "tell 'em what to do" is the topic of this article.

In the main you will find that the great majority of all advertisements, somewhere in their closing paragraphs, play on one of five themes—"Write for Catalog," "Send for Sample," "Let a representative call," "Let us quote you," or "Ask your dealer." An examination of general magazines and business papers shows that there are apparently two schools of copywriting—one is quite content to render any of these five tunes just as it was first written in the early days of advertising; the other consistently seeks a way to give a twist of novelty to the well-worn themes.

As a starter let us take first the "closers" which seek to get us into touch with the local representative of the advertiser. The variants from the usual cut-and-dried phrasing in themselves form a decidedly interesting and suggestive collection. Here are seven different ways of saying "ask your dealer" or "call and see the goods."

Chandler achieves distinctiveness by the simple device of making use of a word that is unusual in this particular application—"Go to your Chandler dealer and borrow a car. Drive it yourself and see."

Jewett uses its hook to carry a reminder of feminine influence (or, should we say, control?) with this phrasing—

Jewett Special is truly—"a dream to drive." Let "her" decide at the nearby Jewett dealer's salesroom after a demonstration.

Corona, too, gets a nice variation into the opening phrase of two



A WOMAN is never beautiful in profile. From the moment she starts looking, her presence is. There are more than an hundred, they are all successful. A woman's beauty looks best in getting them on. They differ about her from the same nature of a hair, stabilizing over her neck and shoulders the water-resistance of a fabric of color from features of the eye. Tilda, Paris, can be purchased in America only from Tilda, 288 Fifth Avenue, New York.



Write for information and prices to Tilda, 288 Fifth Avenue, New York.

Tilda promotes the desire-to-buy by offering to send selections on approval through local bankers

lines well packed with instructions and information—

Look for "Corona" in your phone book, or write us for our new illustrated folder. Price \$50 with case. In Canada \$69.

The Scottish Woolen Trade Mark Association, Ltd. (the use of "Trade Mark" in the name is, by the way, an effective variation from usual practice in christening trade organizations), utilizes its "tell 'em" paragraph to carry also a complimentary reference to its distributors—

Ask your upper-class tailor or clothier to show you the trademark on the cloth or the label.

"Call now," says Erskine-Danforth. "Decorators and their clients are always welcome."

"Consult your architect," says the Kerner Incinerator, a use of the professional reference which is surprisingly little used.

Fisk, after asserting the economy

of its Flat Tread Cords, advises "Ask your dealer to show you why."

Sherwin-Williams, instead of merely sending you to your dealer, makes that procedure logical by adding a reason for it—

Tell your Sherwin-Williams dealer the surface you wish to protect or beautify, and he will give you the right finish for that surface.

The Sherwin-Williams advertisement, however, is double-hooked, for there is also a paragraph containing these instructions—"Send 50c. (65c. in Canada) for The Home Painting Manual, 170 page book with 27 full page color plates."

Vogue takes the tone of helpfulness rather than of a mere desire to make a sale—

Reserve your copy of this issue at the news stand. Or, better still, subscribe by the year.

While *Vogue's* Paris Information Bureau is able to offer a decided novelty in the form of these instructions—

Say to the taxi-driver, "Numero deux, Rue Edouard VII"; Say to the doorman, "Vogue."

A decidedly pleasing variant from the stereotyped "Ask your local dealer" phrasing is the closing paragraph used by Marshall Field & Co. to aid the sale of Athena Underwear. There is nothing vague or unspecific in this—

Ask the saleswoman, at the dry goods or department store advertising Athena in your community, to show you its seven distinctive points of superiority.

Ovington's in similar fashion, when talking to a golfing audience, close with very definite advice—

Ask for Mr. James B. Colgan—he specializes on helping clubs get good prizes. Even if you can't come, he can still help in two ways, first by sending a booklet containing 100 good suggestions and second, by giving his personal attention to your commands.

As compared with the foregoing, there are considerably fewer novelties in the form of closing paragraphs aimed at sampling the advertised article. The three selected

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

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

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



NEW YORK
383 MADISON AVENUE

BOSTON
230 BOYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

Advertising in the Air

AMERICAN RADIO AND RESEARCH
CORPORATION
Medford Hillside, Mass.

May 21, 1924.

TO THE EDITOR:

As owners and operators of AMRAD, WGI, the world's oldest broadcasting station, erected in 1915, we are naturally interested in the subject of radio broadcasting as referred to in your editorial of May 7. The writer during 1922 was in charge of the broadcasting activities, in addition to the regular advertising. At that time we experimented for about a month including paid advertising in our programs. We accepted short talks that we considered interesting at paid rates. The writer was never in favor of the idea, but we were endeavoring to find some way to make broadcasting self-supporting. The experiment was not a success and we are still laboring under the very considerable expense of broadcasting.

I feel that the suggestions you make in your editorial are practical ones.

H. M. TAYLOR,
Advertising Manager.

THE AUTOVEY COMPANY, INC.,
Oakville, Conn.

May 21, 1924.

TO THE EDITOR:

Your editorial, "Filling the Air with Paid Propaganda" [May 7, 1924], brings up a point which we have thought about occasionally, but like a lot of other things we postponed for serious consideration. So far as our experience goes, we have had quite a number of offers from different sources in which we were told of the great benefits of radio advertising, and the costs were explained to us as \$10 a minute for the actual broadcasting with the usual allowance of ten minutes minimum and twenty minutes maximum lecture.

Aside from this we were told that the writing up of a special kind of lecture suitable for this purpose would cost us about \$100, and the delivery of such lecture by a person whose voice carried well over the radio would cost us about \$50.

Personally, we believe that such advertising at the present time may be profitable for some purposes, but it is our idea that the scheme is going to be overworked and that the consequence will be not only a feeling of animosity against the advertisers who use this method but also a general lack of interest in radio as a whole, because the individual will be always tuning in on special propaganda.

You will probably remember the type of advertising which was carried out ten or fifteen years ago, wherein a person became quite interested in a descriptive article or in a story, and upon reaching the bottom of the column

found out it was an advertisement of somebody's pills or patent medicine. We know that our personal feelings on being caught by such an advertisement were such as to make us want to tear the paper up and swear we would never use such a medicine even if we had to.

The present method of radio advertising is similar, as the party starts off on what is supposed to be a lecture delivered on some subject which might be entirely interesting to us. As a lecture, we would conclude that the one giving same would be entirely unbiased, and consequently we would obtain some real information about the subject. If, however, he ends up by saying that all hearers who are interested can send to the XYZ Company and receive a booklet on the subject, we immediately know that the lecture we have been so interested in amounts to nothing and is merely a biased report as to the selling points of some particular article. As a consequence, our general opinion of radio stuff receives a decided jolt, and if we are subjected to much of this stuff we are going to cut it all out and go to the movies.

E. R. MINER.

New York Herald-Tribune

May 20, 1924.

TO THE EDITOR:

I was glad to read your editorial on keeping the air free from paid propaganda. Your views coincide almost exactly with my personal opinion. If the limitations of space permit, I shall refer your editorial in full in an early issue.

STEPHEN L. COLES,
Editor, the N. Y. Herald-Tribune
Radio Magazine.

AMERICAN HARD RUBBER COMPANY
New York, N. Y.

May 22, 1924.

TO THE EDITOR:

I was much interested in reading the editorial in your May 7 issue quoting Mr. McQuiston of the Westinghouse Electric Company. I also read the editorial on the same subject in the last issue of your publication.

While I respect Mr. McQuiston's opinion on any subject on account of his prominence in the advertising world, I do not believe he has found a right solution to the question.

I believe that advertising will always play some part, prominently or otherwise, in radio broadcasting. This is not purely a question of propriety of the thing, but rather a question whether there is any way to keep it out. In one sense I think it is a perfectly legitimate medium for advertising over the air, although I think that advertising would be better off if it could be confined to purely well-defined types of mediums. Its use in this respect will be retarded most largely by public opinion and public resentment, just as the public has resented, and

rightly too, the disfigurement of many of the most beautiful locations in our American landscapes by billboards.

Coincidentally with the receipt of your letter I received a circular soliciting advertising in school textbooks, so you see there is little chance for us to escape the advertising man's efforts from the cradle to the grave.

My viewpoint on advertising over radio has changed somewhat from the way I felt about it in the beginning. I am frank to admit. The whole subject of broadcasting is a big one, and the biggest problem today is who is going to pay for it. I am free to say that I don't know, when those who have given it more thought and who are better qualified to study the problem than I am disagree on this question.

O. B. CARSON,

Manager Sales Promotion Department.

Future of the Small Agency

OLIVER M. BYERLY
Advertising

Cleveland, May 21, 1924.

TO THE EDITOR:

It has been a pleasure to read the article entitled "Future of the Small Agency," which appeared in a recent issue.

Mr. Krichbaum is obviously right in saying that most small agencies are going to remain small agencies. And it is equally true that the reason they will remain small agencies is because most small accounts will remain small accounts.

I am sure, however, that you will agree with me that these conditions exist largely for the reason that the small man thinks small. I might illustrate this by referring to an incident in my experience where I came in intimate contact with a staff of forty-three salesmen selling a commodity to the retail trade. One of these men in particular could cover a given territory and pile up a larger expense account than any three men we had on the force; but at the same time he could also pile up a larger volume *per dealer* than any five men on the force. And I do not mean necessarily initial orders either, but annual volume year after year. The moral I wish to point out is that the salesman thought in big figures.

Then, too, it must be remembered that many of the large accounts of today were yesterday in the primer class of advertisers. In our own city I know a number of large national advertisers who began their existence in a little room. For example, there's Willard, Frantz Premier, Apex and numerous others. I remember one of the officers of a large agency of this territory telling me one day that their first month's income was only \$200. I imagine that in this particular agency's telephone bill is probably \$200 a month now.

OLIVER M. BYERLY.



Presidential Election Years and Railway Purchases

The fact that railway purchases of equipment, as shown in the table below, have been greater during presidential years than the year preceding is indeed significant.

	Locomotives	Freight Cars	Passenger Cars
1911	2,850	133,117	2,623
1912	4,515	234,758	3,642
1915	1,612	109,792	3,101
1916	2,910	170,054	2,544
1919	214	22,062	292
1920	1,998	84,207	1,781

This table was taken from an editorial in the April 5th issue of *Railway Age* entitled "Railway Purchases in Presidential Election Years." We still have a few reprints of this article left and we shall be glad to furnish copies on request as long as they last.

Simmons-Boardman Publishing Co., 30 Church St., New York
"The House of Transportation"
 Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. New Orleans: 927 Canal St.
 Washington: 17th & H Sts. N. W. San Francisco: 74 New Montgomery St. London: 34 Victoria St.

The Railway Service Unit

Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer
Railway Engineering and Maintenance, Railway Signaling

A.B.C. A.B.P.

Breaking In

Wherein George L. Dyer Initiates National Magazine Advertising for Hart, Schaffner & Marx, and Personalities Like J. K. Fraser and W. B. Swann Leave Their Impress on the Profession

Eleventh Instalment of Some Interesting Episodes
from an Advertising Man's Autobiography

By John Lee Mahin

MY first experience in writing copy was in selling advertising space in the *Muscatine (Iowa) Journal*, which my father edited for over fifty years. The local merchants in the early 90's wanted something "catchy." They particularly liked such expressions as "Columbus discovered America in 1492, but Bill Jones discovered how to sell the best groceries at the lowest prices in 1875 and has been doing it ever since."

Everybody was happy if some customer would say to one of our merchants, "That was a clever ad you had in the *Journal* last night."

Our rates for display space were so low we discouraged frequent changes of copy because typesetting was expensive. We could get 80 cents an inch for "locals" against 5 cents an inch for display, so we concentrated on selling locals. There was little opportunity for me to make any more than bare statements of new goods and prices.

Occasionally, I had a chance for a "write-up"—when a merchant moved, put in a new store front, or a new store was started—or an old one changed hands. Then I followed the method of writing in which I was trained by my uncle, A. W. Lee, as a reporter. His instructions were to tell the story in the simplest and fewest words in one paragraph—as that might be all the space that the managing editor would consider it deserved—then elaborate the facts from as many different points as would be interesting to the greatest number of readers, and then in the headlines attract as many people as possible to the important features of the story.

After thirty-five years' experience I am still convinced this is a safe, sound method of procedure and the copywriter better stick to it until

he knows he is safe in making any deviations. This method is dependable day in and day out, when the advertiser himself has a clear-cut conception of his message and can visualize the kind of people to whom he wishes to sell it. It gives the copywriter opportunity to show his skill over a wide range of responsibilities. He must be constantly on his guard to avoid hackneyed, worn-out expressions and tell in the same way the same ideas, which it is his duty to propagate in order to make the most out of the advertising.

In one of William Allen White's books, he says one of the problems of the editor of the society column in a small town newspaper is to describe the same dress several times during the season and give the reader who was not present the impression that each time the lady wore a new dress.

My first conception that advertising copy could be more than letting the reader know what the advertiser wanted him to know—that it could be really creative in its character and especially so in its reflex on the advertiser himself—was given me by a subscription solicitor who was ambitious to become an advertising man.

THIS man's name was John A. Jelly. He owned a farm about twelve miles from Muscatine. He was assessor in his township and had the "itch" to visit people. My suspicions are still strong that the farm itself paid best during his absence, under the management of his wife and son. He was a wonderful solicitor for subscribers, and he and I knew from frequently consulting our maps of Muscatine City and Muscatine County the name of every family that did not take the *Journal*: and, what was more important, the reason for not doing so. From Mr.

Jelly's reports, many ideas were put up to the editorial department for both elaboration and soft-pedaling, and a most accurate line kept on the value of our "features."

ONE evening Mr. Jelly asked me to let him solicit advertising in the city. This seemed so revolutionary that I was sure it was impossible, but I thought the best way out of it would be for Mr. Jelly to try it and quit himself when he found he was not adapted for it, of which I was sure. So I told him to try it out by calling on a very successful music house conducted by two brothers who were highly educated Germans. I had never been able to write anything about music that they liked, which would bring them any business.

Mr. Jelly brought me next day an advertisement scribbled on a piece of wrapping paper, which he said he had read to the Schmidt Brothers and they had authorized him to print it. The headline I recall distinctly. It was "Why Do the Boys Leave the Farm?" The text developed the thought that if a farmer wanted to keep his boys and girls at home he ought to make his home attractive, and then asked the question, "How can you do so better than by having one of Schmidt's pianos or organs in it?" Then the text suggested that if a farmer bought a piano or organ, the Schmidt Family Orchestra would go out and install it and the farmer could invite his friends in and "have a pleasant evening."

There was nothing in the copy about the technique of music. I do not recall that even the names of the pianos or organs were mentioned. The ten-strike, of course, was the Schmidt Family Orchestra. It was Mr. Jelly's idea to use this orchestra directly in merchandising. Every-

[CONTINUED ON PAGE 62]



IN PITTSBURGH

The fireplace in beautiful foyer of Pittsburgh's Million Dollar Grand Motion Picture Theatre.

AS night falls on the world's coal and iron city—Pittsburgh reveals her majesty. Along the Monongahela, low smoky structures light the sky with their flares of red. Across the river, the rap and bang of air gun and hammer are heard—pounding metal to bear the stamp of Carnegie and Bethlehem.

Downtown—the avenues of pleasure are crowded—

At the luxurious Grand Theatre, masters of industry seek diversion. A bobbed-hair usher escorts Eckhart the banker to a chair; in the next aisle sits Dodd the steel magnate; while in the entresol we find Jenkins the mine owner with his wife and three daughters.

Out on the curb, Jenkins' jovial chauffeur entertains his brothers-in-arms with his weekly narration on reminiscences of a chauffeur's life.

At the same moment, the Jones' and the Burkes—the great middle class—are en-

joying the varied program of a picture theatre in the Fort Section; while in Pittsburgh's poorer districts, the less-fortunate folk have forgotten their hardships in a maze of Ben Turpin mirth.

Pittsburgh's people are typically American, for recent estimates show one-fifth of America's population attend the movies every day. As interest in the silent drama increases, there is also a corresponding interest in studio life. Hence—the *Motion Picture* magazine.

Motion Picture takes its readers into the studio; it introduces the favorite stars; it registers the click of the camera—the smell of the make-up. Pioneer in the motion picture field, it is read by the Jenkins' and the Jones' of Pittsburgh—just as it is read by all classes of people in every other American city.

Advertisers are invited to consider the market created by *Motion Picture Magazine*.

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

The Small Agency and the "Profits" Question

[CONTINUED FROM PAGE 24]

and significant basis for estimating agency profits? Not invested capital, surely. Net earnings reckoned on paid-in capital mean virtually nothing in a comparative sense. Precisely because much less capital is usually required here than in another type of business, handling a comparable volume—precisely because agency capital is so treacherous a factor, are the occasional fairy tales of excessive profits so vicious and misrepresentative. Another phase of this fallacy of calculation is that one agency can and does handle a larger turnover, a distinctly better volume, on the same capital than another does.

One agency may have a good share of its capital invested in surplus. Another may play "close to its vest" and have very little surplus. One agency may be stronger on "front" than another, which requires more capital. One agency may pay its bills faster than another, and use capital for that purpose.

THE deceptive conclusion of any profit reports based on capital, from two agencies whose paid-in amounts are so similar, but whose gross business is so dissimilar, is quite apparent. Nothing can be learned from such a report as to what net the agency business as a class should yield. The index of capital is entirely misleading as a guide to the desired result. The only basis which means anything is a profit percentage figured on *volume of business*. How much from his 15 per cent, or his 20 per cent, is net to the agent after deduction of all salaries and overhead? Yet most agency men, when they state their net earnings at all, will state them on invested capital, which is regular enough from a financial standpoint but strictly nonsense from a standpoint of comparison.

Furthermore, who owns the average medium-sized agency? Not a group of inactive outsiders—stockholders having no interest other than financial. It is owned either altogether or nearly so by the men that compose its staff—and usually preponderantly by one or two men.

Of what does their interest in the undertaking consist? Of a desire to lay a record of creditable net earnings on stock before a board of directors? There is no impelling motive for that. They are concerned in making money, and in what guise the returns present themselves—salaries, dividends, stock or book value—is immaterial.

Which brings us directly to the kernel of the whole matter: That agency *salaries* are the controlling factor in computing profits. By far the lion's share of gross revenue goes into salaries. An agency, being a professional service, exists for salaries and by them. And this element is so elastic and so variable that it throws a dose of arsenic into any attempt to ascertain legitimate and normal profits of an agency.

I have made a retrospect of my experiences with agencies, and supplemented this with those reports on the elusive subject of profits which I have been able to extract from agencies with which I have never had any connection—and in the last analysis I find the thread of this matter of salaries so hopelessly entangled in the thing that it defies all extrication. I know of one agency which claims, over a period of years, to have made almost nothing. Yet I would call this agency prosperous. I have knowledge of another which sets up a very creditable average of profits. Yet I would call this second agency no more successful, financially, than the other. The answer is—salaries.

SO long as agency salaries recognize no law, but seek their own level, just so long must any inquisition into agency profits be futile and meaningless.

For example—if, indeed, example is needed. If Agency A pays an executive \$7,000 per year, and lays claim to a net of 13 per cent at the end of the year, and Agency B pays an executive who earns and makes as much money for his concern \$10,000 per year, and puts its net at 3 per cent—what have we learned about their comparative profits, when we are given the figures 13 and 3?

This matter of salaries eludes all pursuit, invalidates all conclusions. How is it determined? How shall the chief executive, for instance, gauge what he should be drawing? Generally speaking, he is satisfied if he feels that his salary is commensurate with his ability, his market value if he hired out to someone else. For his income over and above this, he relies on dividends, and takes his gambling chance.

THAT is one incentive for being in business for himself. Many small agency principals, however, seem content to take somewhat less than their fair market value for the privilege of paddling their own canoe and snubbing the time-clock. Many others, by the same token, undeniably take more than their market value, as salary, deliberately, because it is there. They put into salary what should rightfully go into earnings, on the plausible theory that the eggs all go into the same basket in the end.

Another disturbing fact is that agency salaries, especially executive salaries, fluctuates violently with the complexion of business. If an agency enjoys a luscious year, this is much more likely to entail royal salary upheavals than juicy stock dividends or increments to surplus. Surplus is not a popular institution among small agencies—perhaps deservedly not. Here is another departure from ordinary industrial or business procedure.

As a matter of sound policy, an annual contribution of around 5 per cent of gross revenue from fees and commissions to surplus is probably a wholesome habit for a growing agency, until a substantial, adequate surplus is reached. Indeed, there are federal restrictions (perhaps not rigidly enforced) inhibiting the accumulation of a heavier surplus than can be justified as needed for the conduct of a corporation's business. If an agency is at all prosperous, a nest-egg sufficient for all contingencies and for credit standing is soon rounded out, and surplus disappears as a proper avenue for earnings.

If established agencies so desired,

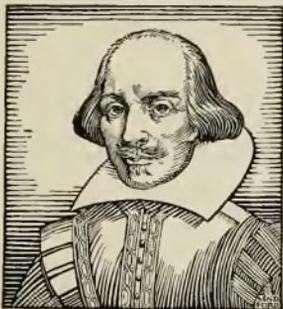
[CONTINUED ON PAGE 55]

THE INTERRUPTING IDEA

NUMBER SIX

NEW YORK

JUNE 1924



WILLIAM SHAKESPEARE

"Ideas are the coinage of brains"

Beyond Research, What?

RESEARCH!

There's a magic about the word. And beyond the magic, — what?

§

THE question one asks research is: What are *all* the facts?

The emphasis is on the word "all." Therefore, research must be exhaustive. Unless it *is* exhaustive, it is merely a gesture.

Now, being exhaustive is time-consuming, and money-consuming. Sometimes, that is the only safe way. But always? *Is every* reliable conclusion buried in hidden byways, overall the continent, amidst acres of things one already knows?

§

OFTEN the facts lie already condensed in certain men's experiences.

Napoleon's policy was to use such men. He once said to a general, "Don't turn your mind into an ammunition wagon. Turn it into a rifle to shoot off other people's ammunition." Joseph Pulitzer followed the same course. He sent for the best informed man on whatever problem he was considering. Him, he plied with questions. In an hour, he had his facts.

So, too, the field of advertising has its well-fortified, keen-thinking men. The facts are part of their equipment. When they can function, research becomes simply the costlier way of arriving at the same facts.

§

THE question which follows research is: What *of* these facts?

A famous Brooklyn divine recently said: "Facts merely muddle some people."

Research, undigested, ends merely in destructive criticism. It is supposed to end in a plan.

To build raw facts into a finished plan, — that again takes well-fortified, keen-thinking *men*.

§

"LINGETTE" is an outstanding merchandising and advertising success. In two years, its yardage has run into many millions.

The basic plan and the Interrupting Idea were evolved in discussion between Butterfield and Federal. A cross-section of Federal experience in dry-goods contained all the necessary facts. However, questions outside this experience arose in the evolution of the campaign. Here research was employed to make the path of progress clear again.

§

THE place of research in advertising is that of a tool. The important thing is: who is applying that tool?

For the situation which can be met out of Federal's vast funded experience, Federal has its executives. Each, in his field, has a fact-equipment more reliable than any superficial research, and often as conclusive as exhaustive research.

For the situation which needs exhaustive facts outside of Federal, there is a Department of Markets and Media.

But always, beyond the facts, behind the tool, are the men.

§

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

Getting the Year's Engineering Picture

EVERY week AUTOMOTIVE INDUSTRIES gives to the executives responsible for design and development, the high spots in the current progress.

Once each year this work is enlarged so that the problems can be discussed more fully and a picture of the engineering situation secured.

The summer meeting of the Society of Automotive Engineers deals with the technical problems in front of the automotive engineer and reviews the position.

These two important elements in the year's picture of engineering thought form the subject matter of the Annual Engineering Issue.

A review of conditions and a discussion of tendencies.

The Annual AUTOMOTIV

Forms close June 30

The General Executive and the Engineer

In this picture the general executive and the engineer can secure the development of such things as

Transmission Design

Finishing Materials

Lighter Chassis Construction

as they have been considered and are examined for future probabilities by the editorial staff of AUTOMOTIVE INDUSTRIES, together with the position and tendencies as they appear to the individual engineer through the discussions at the important S. A. E. meeting.

A complete picture of absorbing interest to the entire industry.

AUTOMOTIVE INDUSTRIES

A. B. C.

A. B. P.

THE CLASS JOURNAL COMPANY

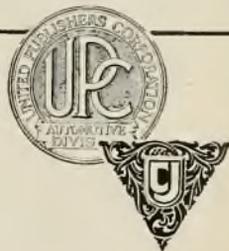
New York
Cleveland

Chicago
Detroit

Philadelphia
Indianapolis

THE Class Journal Company is part of the Automotive Division of the United Publishers Corporation—owners also of:

Iron Age—Hardware Age—Hardware Buyers' Catalog and Directory—Boot and Shoe Recorder—Dry Goods Economist—The Atlantic Coast Merchant-Economist—The Pacific Coast Merchant-Economist—The Dry Goods Reporter and Midwest Merchant-Economist—The Drygoodsman and Southwest Merchant-Economist—Federal Printing Co.—U. P. C. Realty Company—Fashion Camera Studios—Koester School—Graphic Instructor—U. P. C. Book Company—Economy Service—Automobile Trade Directory—Chilton Automobile Directory—Automobile Trade Journal—Commercial Car Journal—Motor Transport—Chilton Tractor & Equipment Journal—Chilton Tractor & Equipment Index.



Engineering Issue INDUSTRIES

Published July 3, 1924

Why We Set Sales Quotas for Our Distributors

[CONTINUED FROM PAGE 14]

of course, but still it may be long enough for the indulgence of that fatal inclination toward loafing at the start and the hoped-for whirlwind finish, so we subdivide the monthly quotas into the amount of business we expect from each territory each week; and since there is even yet the possibility that a dilatory salesman may put off until Thursday, and then fail, what he could and should have done easily on Monday, we go all the way and figure out how much business each salesman should write every day, to complete the year's quota successfully. There may be other good ways of realizing yearly quotas, but I doubt if any is more effective in practice than this.

Although we do not own the branch distributing houses—except in two territories—and although our responsibility for selling theoretically ends when we load up these branches with our goods, as a matter of fact we do not consider that our responsibility ends there by any means. We go much further; and the result is, we have succeeded in getting great uniformity of method and procedure in all parts of the country. The master quota book, for example, is compiled at our main office, but its duplicate for the particular territory is kept up to date and used as a sales guide at each branch headquarters. An accounting system which we prepared and recommended was adopted by most of the distributors large enough to benefit by it. The commissions paid to salesmen in the branch houses are uniform everywhere; the credit systems are also uniform; the opportunities for the men are uniform; and the result is decidedly uniform distribution of our products along intensive lines.

There are anywhere from five to

twenty salesmen at each branch, about four hundred altogether. In addition to these, we have a sales staff of our own, principally engaged in cooperating with the branches when they run into difficulties. An instance of their work was cited at the beginning of this

familiarizing himself with our organization and product. But that is merely a starter. We are continuously bringing together and disseminating throughout the force the best ideas that the salesmen and the rest of us can originate.

We have built up, among other things, set selling plans for all of our products—not big, thick books—we tried those and discarded them as altogether too cumbersome. There happens to be in front of me one of the set plans we now employ; this one is entitled "How to Sell the Alemite Cabinet." The Alemite cabinet, I should explain, is a stock and display cabinet in which the dealer can keep in small space a complete and orderly assortment of Alemite replacement parts. It is given to dealers when they buy an initial complete assortment, and has proved itself to

be a great help to them and to us.

Our selling plan on this cabinet is described in nine printed pages of a booklet punched for filing in a loose-leaf binder. The plan is not the product of one man, but as we say in the introduction, it "represents the best thought of every salesman, distributor and executive of the Bassick Manufacturing Company, as well as our Advertising Agency." And as we further say, "it is not intended to be a set sales talk, but to be more of a guide in the sale of the Alemite cabinet, and the presentation of the advertising."

Our constant contention is that the salesmen will aid themselves if they read this selling plan thirty, sixty, eighty or a hundred times, if necessary, until they know it almost by heart and understand perfectly the reason and value of every step in the presentation. A brief excerpt from the prepared canvass, which in order to be specific is based



Two specimen pages from the Bassick Company's "Why" book, a compilation of instances put up in effective form with photographs and signed testimonials for the salesman to show to doubting prospects

article. Another instance in another territory may be interesting.

We had a distributor who was seriously below quota. Our investigator showed that this was chiefly due to his effort to handle several products besides our own, a failure to concentrate which was almost disastrous for us and made his business less profitable for him than it should have been.

We induced him to give up the other lines and concentrate with us. In January, 1923, before this change, the sales of our product through that branch were about \$3,000. In January, 1924, after the change, they were \$30,000; an increase of 900 per cent, and far above that distributor's sales the previous January on all lines.

Cooperation in the training of distributors' salesmen is also carried to considerable lengths. We aim to have every new man spend at least a few days at our factory,

COLOR

*attracts
attention*



BY exciting the optic nerve and fascinating the eye. By appealing to the emotions through creation of attractive atmosphere and beauty. By pleasing and stimulating the mind and satisfying man's innate love for harmonious, resplendent hues.

*creates
desire*



BY surrounding the product with a greater air of refinement and quality. By emphasizing the texture, juiciness or other important characteristics of a product. By inveigling the imagination and causing invention of previously unsuspected "needs."

*prevents
substitution*



BY implanting an exact life-like image of a product in the consumer's memory, thus enabling him to recognize it instantly on the dealer's shelf—or in cases of close similarity to identify the advertised product with *absolute certainty*.

By exactly the measure of color's power, black and white falls short of that which color advertising achieves. In Greater New York, the biggest op-

portunity to exert color influence on the buying public lies through car cards and posters displayed to 3,000,000 daily passengers by this giant medium.

INTERBOROUGH ADVERTISING
Exclusively Subway & Elevated
CONTROLLED BY

50
UNION
SQUARE

ARTEMAS WARD, INC.

NEW
YORK
N.Y.

The Hardware Age Market is the Hardware Trade Market

Hardware Age

PUBLISHED WEEKLY
By the
FRONKAGE PUBL. CO.
239 West 39th Street
New York, N. Y.
U. S. A.

\$3.00 a Year

Founded 1855

ADVERTISING INDEX
Page 27
EDITORIAL INDEX
Page 27
Special 25 cent coupon and
order blank in every issue
except the one of March 7, 1924

MAY 1924

WHEN you consider that approximately 80% of the hardware distributed at retail in the United States is sold through 40% of the dealers and that Hardware Age reaches—on their paid subscription—the great bulk of the big business dealers (the average Dun rating of the retail dealer subscribers to Hardware Age is over \$50,000), you get some idea of the value of an advertising campaign to the hardware market reached by Hardware Age.

Hardware Age

239 W. 39th St., New York, N. Y.

Member A B C Member A B P, Inc.

on an actual county, will show its character:

Right here in Jackson County (at this point take out your data book and show the buyer) there are 30,683 automobiles (exclusive of Fords), and over half of them—or over 15,341 cars right here in your county are equipped with the Alemite high pressure lubricating system, and that number is growing every time a car is sold.

From a carefully kept set of records we know that the sale of Alemite replacement business alone (which is only a part of the business) amounted to over \$7,670 right here in Jackson County during 1923. (Salesman note: This is figured on the national average of 50 cents per car.) That is only the replacement business. Now, as I just showed you, there are 15,341 cars that are not Alemite equipped. If only half of these car owners buy an Alemite system, it will amount to over \$76,670, figuring \$10 as an average installation, which is much too low.

And to get back to the original plan I told you about, here is a fact which I think will be of most interest to you.

As I showed you, 30,683 cars, exclusive of Fords, in Jackson County, represents your total market, for you can't sell a man anything if he doesn't own an automobile.

(At this point show the buyer the list of magazines we are using, *Saturday Evening Post*, *Country Gentleman*, *Farm Journal*, *Farm and Fireside*, *Successful Farming*, *Motor World*, *Motor Age*, etc.) and continue:

Mr. Carr, just look here at the enormous advertising investment we are making—(and we are using full pages in all of these magazines) advertising which reaches 21,150 of the best automobile accessory buyers right here in your county nearly every two weeks.

The Bradford Era

WHAT A PROMINENT ADVERTISING AGENCY SAYS OF THE ERA

THE ERA PUBLISHING CO.,
Bradford, Penna.

Attention Mr. J. W. Milligan
Gentlemen:

In answer to yours of May 12th. let us congratulate you upon the healthy amount of news and advertising material available for your valued columns.

WITH this half-million dollar advertising investment, we tell car owners everything about Alemite except where they can buy it. And that's where you come in. That's where you can make all of this advertising your advertising if you want to—without costing you a red penny.

Here is the way we think this advertising works . . .

(At this point show the buyer several of the current advertisements and continue.) Out of these 30,683 car owners, we are circularizing 21,150 of the best ones, every two weeks, with advertisements like these.

BRADFORD.

PENNA.

And so on.

In addition to this set canvass, the booklet also lists the common objections of prospects, and the most effective answers. We did not sit down and think up these answers out of our own heads. The salesmen prepared them for us. We sent them lists of objections, and asked for their most effective answers; out of the replies, numbering more than four hundred, we boiled down the sum and substance of the best.

THIS kind of work is supplemented periodically by sales conventions, which we control in about as rigid a schedule as the quotas. There are two annual conventions of branch distributors. Last year the midsummer convention was rendered particularly effective, and a great increase in sales followed it, by conducting it also in some degree as a vacation.

We held this meeting at a lake hotel resort, near Chicago, and it lasted five days. The daily sessions were animated but brief, running only from nine till one. The balance of the time the men swam, played golf, talked over what had been discussed in meetings, got better acquainted, and swapped ideas.

Other conventions held successively throughout the year at all branch houses are attended by the salesmen of that branch and by two representatives from the factory. On these occasions, for two days, the discussions are intensive and practical. And last year, as one special means of enabling others to profit by private experiences, we asked each salesman to pledge himself to send us, during the subsequent year, the story of some one of his dealer-customers whose work with our product had been exceptionally interesting or profitable. From these stories we secure a great stack of data to add to what we call our "why" book, a compilation of instances put up in an effective manner with photographs and signed testimonials for the salesmen to show to doubting prospects.

It would take the best part of a good-sized volume to describe all we do along these lines, but I think I have touched most of the high spots in our sales plan. We feel that we have developed and are developing intensive distribution very effectively in our particular product. We feel too, as a result of our experience, that with most products it is possible to merchandise on the basis of facts instead of haphazard guesses.

JUST as the scientific farmer prepares the soil so as to get a bumper crop—

The Cincinnati Enquirer has made ready the essential elements in the Cincinnati market so that your product will win full recognition and produce sales.

The
**CINCINNATI
ENQUIRER**

One of the World's Greatest Newspapers

I. A. KLEIN
50 E. 42nd St.
New York

I. A. KLEIN
76 W. Monroe St.
Chicago

R. J. BIDWELL CO.
742 Market St.
San Francisco

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



Photograph by H. W. Scandlin for Hampton Shops; Courtesy The George Batten Company

EACH class of engraving requires equipment and human experience peculiar to itself. The men who make newspaper cuts are not necessarily trained to reproduce a Leyendecker or a Maxfield Parish.

And so in the Empire shop we operate three distinct departments—one for newspaper work; one for commercial; one for color engravings. Specialized service! Which means engravings suited to your precise needs.

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

"The first three advertisements are splendid. I am returning herewith proofs with my O.K. Thanks for revamping that last sentence in the July advertisement. Yours is an improvement."

* * *

"I have given up hopes of ever finding a mistake in an advertisement you folks set. The latest one is perfect, as usual."

Favorable expressions from one of our out-of-town customers. We serve through the mails as easily as over the local telephone.

BEN C. PITTSFORD COMPANY · CHICAGO
433 South Dearborn Street

TYPOGRAPHERS

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



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

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

Maintained Prices in Spite of Costs

[CONTINUED FROM PAGE 16]

the August turnover is only about 9 per cent. When this is prorated over the three months' period, it is seen that the average is low. The company has found that it is a material gainer through its policies, aside from the humanitarian aspects involved.

No small share of the success that the Jacobs Manufacturing Company has had with its product can be traced directly to its advertising in the technical press. In all the advertising the copy regarding the chuck is subordinated, emphasis being placed instead upon the drill on which the chuck is standard equipment. Each advertisement features a separate drill, illustrated by a picture of the apparatus, followed by a description of the machine, its uses and application. A line somewhere in the text merely announces "These drills are equipped with Jacobs chucks," or some similar qualifying statement. The manufacturer's name appears on each advertisement, thus serving as a link by which his product is tied up with the publicity.

INDIRECT advertising has not always justified itself, but in the case of this particular company the success has been nothing short of phenomenal. It not only gained the desired publicity for the Jacobs Company, but served to create a source of goodwill that led to resale orders from firms that were already listed upon the company's books as customers. The advertising brought additional business to the drill makers who were featured, and thus served to identify them more closely with the Jacobs product. The company has recorded an instance where one of its full-page advertisements resulted in a surprisingly large number of inquiries to the maker of the drill mentioned, the latter himself using but a few inches of space in the same issue. Indirectly, it sold this drill manufacturer on the advisability of using large space for his advertising.

In spite of the fact that the small tool business saw its most prosperous years during 1917, 1918 and 1920, the volume of sales enjoyed by the Jacobs Company has continued to show an increase with the single exception of 1921. The year 1924, thus far, shows a volume approximately 50 per cent larger than the corresponding period of 1920.



The *Painted Bulletin* above is appropriately called a "High Spot" for the reason that it absolutely dominates a neighborhood business centre. Attention to the Art Work evidences our ability to create worth-while designs and may aid you to visualize fifteen such locations—each one selling your product day after day—month after month.

The O.J. Gude Co., N.Y.

- Chicago
- Cincinnati
- Atlanta
- Pittsburgh
- Richmond
- St. Louis
- Akron
- San Francisco
- Philadelphia
- London, England
- Wilmington

The Sky's
the Limit

WHEN YOU USED the phrase
"The Sky's the Limit" you
did so because you wanted to express
the idea of infinite possibilities—little
dreaming that the phrase

"The Sky's the Limit"

would one day become descriptive of
an actual advertising medium. Today,
"The Sky's the Limit" is no longer
a fable-phrase. Skywriting uses the
sky for your advertising sign-board—a
sign-board that dramatically rivets the
attention of millions on your message.

Manufacturers of products enjoying
a national reputation are invited to get
in touch with us. Definite facts on
phenomenal *sales results* produced by
Skywriting are now available.

THE SKYWRITING CORPORATION OF AMERICA
50 EAST 42ND STREET NEW YORK.

Convention Program of A. N. A. E.

THE program for the convention of the Association of Newspaper Advertising Executives, which is to be held in the Assembly Room of the Deshler Hotel, Columbus, Ohio, June 9, 10 and 11, promises to be one of the most interesting and important of any yet held by the association, a departmental of the A. A. C. of W. Sessions will be held in conjunction with the Association of Newspaper Classified Advertising Managers. Following is the program as announced by Frank T. Carroll, advertising manager of *The Indianapolis News*, and president of the A. N. A. E.:

MONDAY MORNING, JUNE 9

Registration 8:00 a. m. to 10:00 a. m.
Opening Session 10:00 a. m.
Hon. Vic. Donahey, Governor of Ohio; James Thomas, Mayor of Columbus and Robert F. Wolfe, publisher of *The Columbus Dispatch* and the *Ohio State Journal*, will address joint session of the two associations. After these addresses the classified managers will start separate meetings, while members of the Association of Newspaper Advertising Executives will hear reports and other business matters.

MONDAY AFTERNOON

Local Display Advertising

Will start at 2:00 o'clock and be devoted to local display advertising problems. Principal speakers: Joseph B. Mills, publicity director of The J. L. Hudson Company, Detroit department store—"Department Store Advertising from the Inside"; James W. Fisk, merchandising counsel of *The Milwaukee Journal*—"The Service a Newspaper Should Give in Selling Retail Advertising";

Four additional speakers of prominence will appear during this session. A reasonable amount of time will be given for general discussion—"Is It Good Policy to Follow in Order to Maintain Lineage, Even If They Are Not Profitable?"—H. W. Roberts, advertising manager, *The Cleveland Plain Dealer*. "Effective Contests for Newspaper Advertising Salesmen"—Ralph Hirsch, advertising manager, *The Ohio State Journal*. "Effective Methods of Securing and Developing Good Local Display Salesmen"—W. E. Donahue, local display advertising manager, *The Chicago Tribune*, and A. L. Poorman, advertising manager, *The Providence Journal-Bulletin*, two speakers were assigned to this subject on account of its unusual importance to newspaper advertising managers.

MONDAY NIGHT

Entertainment

Registered members of both associations and registered guests will be entertained at a theater party at the Keith Theater. Official badge will admit bearer to the theater.

TUESDAY MORNING

National Advertising

Starting promptly at 9:00 o'clock, three formal addresses will feature the session—"Developing More National Advertising for Newspapers"—Wm. A. Thomson, director, National Advertising, American Newspaper Publishers Association—"The Lowa Idea"; a discussion of the Cooperative Advertising Placed by Iowa Newspapers"—Harry T. Watts, business manager, *Des Moines Register and Tribune*—"Linking Newspaper and Window Display Advertising"—Clyde P. Steen, secretary, Window Display Advertising Association.

Brief addresses by seven well known newspaper men and time allowed for general discussion after each talk: "Recent Development of Merchandising Service and Merchandising Service Policies"—Carl P. Slane, publisher, *The Peoria Journal Transcript*, and G. R. Katz, E. Katz Special Ad. Agency. The two speakers on this important subject will cover different phases of the question, one speaking as a publisher and the other a special representative of methods of eliciting the support of Retailers and Wholesalers for "Newspaper Advertising."—Harvey R. Young, advertising manager, *The Columbus Dispatch*, "Should Newspapers Sell Tie-up Advertising for Exclusive Magazine Campaigns?"—H. S. Conlon, advertising manager, *The Grand Rapids Press*. "Should Newspapers Sell Tie-up Advertising for

National Newspaper Campaigns?"—W. E. Linnabue, manager local display advertising, *The Chicago Tribune*. "Should Agency Contracts Be Accepted for One Year from Date or One Year from the First Insertion?"—Joseph W. Simpson, national advertising department, *Philadelphia Bulletin*. "The Non-cancellable Contract as a Method of Protecting the Newspaper and Dealers When Merchandise Is Sold Upon the Promise of Advertising."—W. F. Johns, advertising manager, *The Minneapolis Journal*.

TUESDAY NOON

Three separate noon luncheons will be held to give an opportunity for the discussion of special matters that can not have a place on the general program. One luncheon meeting will include representatives of all newspapers published in cities of less than 50,000 population. Another luncheon will be for representatives of morning newspapers and the third luncheon for evening newspapers. The chairman of these meetings: Harvey R. Young, advertising manager, *The Columbus Dispatch*, evening newspapers; E. J. Treffinger, vice-president, *The Richmond (Indiana) Times*, morning newspapers; Chas. L. Nicholson, advertising manager, *The Hutchinson (Kansas) Daily News*, newspapers in cities of less than 50,000 population. Representatives of the newspapers published in cities of under 50,000 may elect to attend the luncheons of morning or evening newspapers if desired.

TUESDAY AFTERNOON

Classified Advertising

Joint session will be held, starting at 2:00 o'clock. The classified advertising managers will discuss problems of particular interest to advertising managers, business managers, general managers and publishers. These members of the Association of Newspaper Advertising Executives will have ample opportunity to join in the discussion and to ask questions about building classified advertising.

Tuesday Entertainment

Women attending the joint convention will be entertained at a luncheon bridge at the Maramor, with service at 1:00 o'clock. An enjoyable time will be had by Mrs. Charles Hardin, Mrs. Harvey Young, Mrs. Ralph Hirsch, Mrs. M. R. Thomas and the other members of the Columbus committee. Suitable prizes are being donated by various Columbus retail stores.

The principal social event of the convention will occur on Tuesday night. Special cars will take the members attending the joint convention to Olentangy Park, Columbus, where a barbecue frolic will be staged. It will be strictly informal and Ralph Hirsch of the *Ohio State Journal* has already "tagged" a prize baby beef and has arranged for a complete menu of a most attractive nature. After the barbecue, the extensive amusement park will be available to the delegates. The convention badge will entitle the wearer to rides on all amusement devices, to the dance hall, to the swimming pool, prize fight and the numerous other attractions put on especially for the convention. A large section of the spacious dance hall will be reserved for the exclusive use of the members of the two associations and their guests.

WEDNESDAY MORNING

Starting at 9:00 o'clock, will be devoted to problems that concern the general management of a complete advertising department.

Principal speakers: David Gibson, publisher, *The Lorain (Ohio) Journal*, "Newspaper Advertising Salesmanship"; Douglas V. Martin, Jr., promotion manager, *St. Louis Globe-Democrat*, "How a Newspaper



Pay Roll is \$1,000,000 Weekly

The industrial payroll of the City of Erie is a factor to reckon with. There are more than 21,000 employees of Erie manufacturing concerns who receive more than \$30,000,000 annually. Other Erie industries not classed as manufacturing concerns, swell this payroll to an average of more than \$1,000,000 weekly.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY
National Advertising Representatives
New York Chicago Boston

500,000 College Students Analyzed

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

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

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

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

Established 1913

USAA
COLLEGIATE SPECIAL ADVERTISING AGENCY, Inc.

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



What's to be Done about Increasing Sales

EVERY Sales Manager asks himself that question as competition increases and orders become lean. There's business—but how and where to get it?



This
Hall Mark
Denotes
Resultful
Media

Many manufacturers are substantially increasing sales by entering new fields where competition is not so keen in their particular lines.

Furniture stores now carry a great variety of what might be classed as "accessories for the home." This merchandiser is hungry for new merchandise to round out and complete his lines. His credit system results in immediate sales to consumers.

Are your products adapted to this retail outlet? Our service department will gladly assist you in finding out.

The Grand Rapids FURNITURE RECORD

Periodical Publishing Co., Publishers
Grand Rapids, Michigan

Members

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

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

May Promote Its Own Sales by Advertising."

Other speakers, whose addresses will be followed by general discussions: "Efficient Methods of Measuring and Billing Advertising Space."—Fred E. Hussey, *Rochester (N. Y.) Democrat-Chronic*. "The Advantages and Disadvantages of the 12-em Column."—Brent Williams, manager service and promotion department, *The St. Louis Post-Dispatch*. "Analysis of Advertising Selling Costs."—Don Bridge, merchandising and national advertising department, *The Indianapolis News*. "The Advantages and Disadvantages of the Pyramid Make-Up."—M. R. Thomas, advertising manager, *The Columbus Citizen*. "Practical Rules Determining the Classification of Advertising as National or Local."—Joseph W. Simpson, national advertising department, the *Philadelphia Bulletin*, and J. K. Groom, director of national advertising, Northern Illinois Group. "General Problems of Business Management."—W. P. McKinney, secretary-treasurer, *The Marietta (Ohio) Times*.

WEDNESDAY NOON

Group luncheons will be held on Wednesday noon to complete the discussion of matters pertaining to the specific problems of the newspapers in the various general classifications. The same chairmen will take charge of the luncheons.

WEDNESDAY AFTERNOON

Business Session

Starting at 2:00 o'clock, will be devoted to business matters. Probably the most important feature of the meeting will be the presentation of a Code of Ethics regarding the selling and handling of newspaper advertising. Committees will report, policies for the new year will be discussed, and officers elected. This will be the final session of the convention.

WEDNESDAY

Ladies' Entertainment

Ladies attending the joint convention will meet at the Deshler Hotel at 10:00 o'clock Wednesday morning for an automobile ride around Columbus, covering all points of local interest. The party will have lunch at the Columbus Country Club at 1:00 o'clock and return to the Deshler Hotel by the time that the Wednesday afternoon business session adjourns. Ohio State University will also be visited.

Lunch Club Speakers

Members of the Association of Newspaper Advertising Executives will address the various luncheon clubs during convention week. These speakers will include J. Thomas Lyons, general manager, *The Baltimore News*; James W. Fisk, merchandising counsel, *The Milwaukee Journal*, and Don Bridge, manager merchandising and national advertising department, *The Indianapolis News*.

Tracy Parry Company

Philadelphia and New York. Have been appointed advertising counsel for the Sherwin-Williams Company of Canada.

Fuller & Smith

Cleveland. Have been appointed advertising agents for the Printz-Biederman Company, same city, manufacturers of ladies' ready-to-wear garments.

"The Nebraska Farmer"

Will be the name of the consolidated *Nebraska Farm Journal* and *The Nebraska Farmer*, which goes into effect July 1. S. R. McKelvie, Lincoln, Neb., is the publisher. Glenn Snyder is advertising manager.

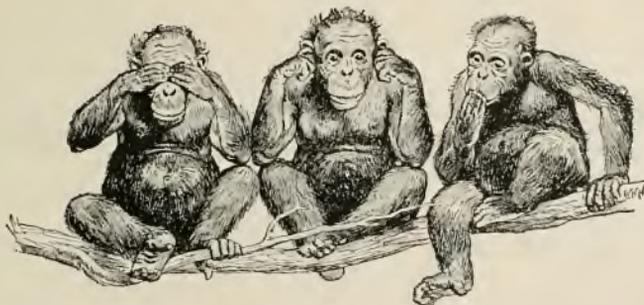
Hazard Advertising Corporation

New York, will direct advertising for McGrane & Murphy, Inc., clothiers, same city.

Are your advertisements easy to read?

Do they compel attention? And is that attention favorable? If not, you aren't getting full value from the space you are using. Let us reset your ad as we think it should be set. We're especially equipped for high-grade typography.

RIVERVIEW PRESS, INC., 404 East 36th Street
TELEPHONE: MURRAY HILL 9438



Seesay is Better than Hearsay

By James Wallen



THE old Flemish housewives say that one should accept the evidence of his eyes, not his ears.

Columbus appealed to the eyes when he demonstrated his theories to the skeptics with an egg.

The advertiser utilizes pictures with equal grace and facility. Pictures can tell the whole truth. They do not forget essential details.

Pictures will tell the story of your product so that even the unlettered can read. The larger audience, to whom your advertising must appeal, accept the evidence of their eyes without question. The manner in which your illustrations are produced is of grave import.

The American Photo-Engravers Association has devoted concerted thought and study to making bet-

ter engravings available in every community in America. The association is endeavoring to make high standards of craftsmanship obtain in the metropolis and industrial center alike.

It has set as its goal uniformity of quality such as has never before been known in a nation-wide industry. Members of the American Photo-Engravers Association wherever they may be located, have aligned themselves with the best thought of the times in their business.

The code and creed of the American Photo-Engravers Association is set forth in a booklet entitled "The Relighted Lamp of Paul Revere." This booklet, which may profitably fill a spare quarter hour, may be had on request either from your engraver or the association headquarters.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Who Are the Readers of

Success

The HUMAN Magazine

FOUNDED 1898 by Dr. ORISON SWETT MARDEN

All sorts of notions have been held as to the kind of person who reads SUCCESS.

No one knew—exactly.

SUCCESS advertisers realized that here was a mighty responsive group. But that did not answer the question, so often asked, “Just what kind of person is the SUCCESS reader?”

We determined to find out. We dug in. Now there is no more guesswork about it.

An extensive investigation, just completed, visualizes the SUCCESS reader from every angle.

How many men—women—families—read SUCCESS?

How old are they?

Where do they live?

What are their living standards?

What are their occupations?

How many own automobiles, and in what price-class are they?

How many are radio "fans"?

What other magazines do they read besides SUCCESS?

All this vital data, presented in tabular form and graphic charts, will be furnished to national advertisers and agencies upon request to the SUCCESS Marketing Department.

This is the key to a buyers' group of half a million people which national advertisers want to reach. They believe in SUCCESS and in SUCCESS advertisers.

MARKETING DEPARTMENT

Success

The HUMAN Magazine

FOUNDED 1898 by Dr. ORISON SWETT MARDEN

251 Fourth Avenue

New York, N. Y.

Things are
Booming in

AKRON

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

AKRON EVENING AND SUNDAY TIMES

"Akron's Ablest Newspaper"

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

National Advertising Represents Us

CHAS. H. EDDY CO

New York, Chicago, Boston

PHOTOSTATS for economic and effective— VISUALIZATION

of

Campaigns, layouts, suggestions, borders, illustrations, booklets, charts, diagrams, maps, sketches, reports, letters, books, checks, testimonials, lettering, blueprints, advance plans.

Photostats Land Big Contract!

Recently a trade publication submitted twelve full page advertising suggestions to one of the country's largest national and trade paper advertisers. And they went over \$40. This is what the advertiser said: "The finest layouts and copy ever submitted to us by any publication."

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

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

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

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

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction



(© Burton Holmes, from Ewing Galloway)

Newton Abbot, near Torquay, England

Going to London

DATE OF SAILING of the *Republic* has been shifted from July 3 to July 2. This ship will carry 525 delegates, only first-class cabins being used. The change in the sailing date was made necessary in order to insure arrival in time for the National Welcome, Saturday, July 12, in Royal Albert Hall, London. Ten days will be allowed for the trip.

The Advertising Club of Chicago has been assigned to arrange the program for July 5 on the *Republic*. The Poor Richard Club of Philadelphia and the Philadelphia Club of Advertising Women will stage a "Philadelphia Night" on July 7, while a costume ball, being planned by the League of Advertising Women of New York will take place July 10.

Arrangements are being made by Rowe Stewart, business manager of the *Philadelphia Record*, and chairman of the *Republic's* program committee, to have news of the United States broadcast to the ship from station WOO, Philadelphia. The news will be printed in the form of a newspaper, distributed to passengers.

NO BUSINESS DISCUSSIONS will feature the programs on shipboard while the delegates are en route overseas. Instead, the slogan will be "For Pleasure Only."

THE NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION will have a departmental exhibit at the Convention. A committee, representative of all local industrial groups, will handle all the details in connection with the exhibit. The committee is as follows: Ezra W. Clark, chairman, Clark Truetaur Co., Buchanan, Mich.; Harry Neal Baum, Celite Products Co., Chicago, Ill.; A. K. Birch, Allis-Chalmers Co., Milwaukee, Wis.; E. P. Blanchard, Bullard Machine Tool Co., Bridgeport, Conn.; Joseph C. Bowman, Packard Electric Co., Warren, Ohio; W. H. Brandt, Chain Belt Co., Milwaukee, Wis.; H. W. Downes, American Locomotive Co., New York; Keith J. Evans, Joseph T. Ryerson & Son, Chicago, Ill.; L. F. Hamilton, Walworth Mfg.

Co., Boston, Mass.; Paul Teas, Guardian Trust Bldg., Cleveland, Ohio; Oscar S. Tyson, Rickard & Co., New York; H. A. Winton, Heil Co., Milwaukee, Wis.; W. A. Wolf, Western Electric Co., New York.

THE COUNCIL OF THE ENGLISH SPEAKING UNION have decided to make the delegates to the Convention, with their wives and children, honorary members of the Union while they are in London. Delegates will be offered the full use of the clubrooms, which are situated at 1, Charing Cross, overlooking Trafalgar Square. Arrangements will be made for a membership card to be delivered to each delegate on his arrival in London.

THE ESTIMATED ATTENDANCE to the convention from the 250 advertising clubs in the United States and Canada, and other delegations, is approximately 2000. The estimated attendance from approximately twenty-five cities where On-to-London committees have been formed on the Continent is 750. Delegates are also coming from clubs in Capetown, South Africa, Australia, New Zealand, Honolulu, and possibly Shanghai, China. Business men are also expected from the Philippine Islands and other places where there are no advertising organizations.

THROUGH the generosity of H. Simonis, director of the *Daily News and Star* of London, two free trips to the convention have been offered to the affiliated clubs that report the largest sale of business books through the Association's Book Sales Department at national headquarters in New York between April 15 and June 15.

MANY of the delegates have arranged to make a pilgrimage to No. 36 Craven Street, Charing Cross, once the home of Benjamin Franklin. Franklin is regarded as America's first advertising man and is looked upon as the "patron saint" of the profession.

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

FICTITIOUS PRICES—A fountain pen company of New York has been ordered to discontinue practice of labeling an article with prices at which it is not intended to be sold. The Commission charges that this constitutes unfair business.

ENGLISH BROADCLOTH—A shirt manufacturer of New York has been ordered by the Commission to stop using the words "English Broadcloth" on its garments unless such garments are really made from broadcloth imported from England.

PONGEE—Several cloth mills have been ordered to discontinue using the word "pongee" as a brand, stamp or label for any fabric sold in interstate commerce, unless such fabric is a product of the cocoon of the silkworm. "Pongee" signifies to a substantial part of the trade that a fabric so marked is composed entirely of silk.

BRIBES—A New York manufacturer of textile finishing products has been ordered to discontinue the giving of sums of money to employees of customers or prospective customers without the knowledge and consent of their employers. The firm in question gave this money for the purpose of inducing these employees to recommend to their employers the purchase of its products.

FIXING RESALE PRICES.—A concern with its home office in Maryland manufactures, among other products, a certain brand of underwear. The Commission has ordered this company to desist its practice of fixing resale prices, which it did by the following methods: (1) Reporting to its agents the names of jobbers and wholesalers who did not observe the resale prices established; (2) maintaining a list of customers who did not observe the resale prices and denying them the right to buy other products of the company until satisfactory assurance had been given that the resale prices would be adhered to.

MISREPRESENTATION OF HOSIERY.—A concern in Newark, N. J., has been ordered by the Commission to cease and desist from several practices which it followed in the merchandising of hosiery. It was the habit of the company's salesmen to represent that it manufactured the hosiery it sold, when the truth was it bought its hosiery from another concern and did not own, control or operate a factory wherein hosiery was made. The terms "fashioned" and "full fashioned," which appeared on the labels containing this particular company's goods, were also found to constitute unfair competition, as the method by which the hosiery was made was not in accordance with the regularly accepted method of manufacturing hosiery so designated, being rather an imitation of it. In regard to the use of the words "silk," "silk chiffon," "pure silk," and "pure thread silk," the company was again found to be employing misleading terms, as the hosiery which it sold had tops, toes and heels made of cotton.



"Tell them I would rather cut off my right hand than write an order to surrender"

INTO the partisan politics of a Presidential year, when dark distrust creeps about the very foundations of our Government, the new Prudential series flashes like a clear ray of good old fashioned sunshine.

The sturdy American traditions and unselfish devotion of the signers of the Declaration have at this time far more than merely patriotic significance.

Rising beyond the ordinary empty run of selfish "institutional" advertising, President Duffield's vision has made a very distinct contribution to the economic safety of our day.

For advertising that strives for something more than you reasonably expect advertising to do, ask to see Berrien's Big Black Book—Goode & Berrien, Advertising Counsel, 19 West 44th Street, New York.

THE Society of Illustrators School, organized in 1921 to train men who had been disabled in service and instructed by a volunteer group of well known members of the Society, will close June 30th. Before that date we hope to connect the students with actual paying work.

These men, disabled no longer, have been trained in designing practical problems in advertising, posters, car cards, catalogue covers, etc.

They have excellent examples to show and they know that they must begin with a moderate salary. Later on they will prove their value to the designing departments in which they may find employment. Over ninety per cent of our graduates are working successfully.

THOMAS WATSON BALL, *Director*.
480 Lexington Avenue,
New York City.

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



The Only Denne in Canadian Advertising
Advertising in CANADA presents a problem all its own. Over 30 National Advertisers are letting us solve it successfully for them. Correspondence invited.

A-J-DENNE & Co. Company Ltd.
217 Bay Street, TORONTO.

Largest Volume of Advertising Most Individual and Exclusive Advertisers

One reason why more advertisers are using THE AMERICAN ARCHITECT than its contemporaries is because of the reader interest in its editorial content.

Send for booklet "Advertising and Selling to Architects."

THE AMERICAN ARCHITECT
243 West 39th St., New York City

Folded Edge Duckline and Fibre Signs Cloth and Paraffine Signs Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

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

Bakers Weekly A. B. C. - A. B. P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

The Architectural Record

119 West Fortieth Street, New York
Established 1891. Net paid circulation in excess of 11,000 per issue including 6126 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. B. P., Inc.
ON REQUEST: Sample copy, A. B. C. report, rates, 56 page booklet, "Selling the Architect," building statistics, etc.

keith shaw
adv. & art

DISTINCTION

CHARACTER

10 EAST 37th ST.
NEW YORK 17, N. Y.

—and Now Concerning Copy

A FULLER BRUSH full page advertisement devotes itself not to brushes at all, but to the identification button worn by the house-to-house agent who sells them. In other words, here is a page (at \$5,000) consecrated to telling the story of how the goods are sold. An Apollo Chocolates advertisement likewise makes the storekeeper an integral part of their brief message. In an opinion which is very new, and which was only just provoked by these advertisements, they adopt a sensible policy in dramatizing the purchase.

So many do not. So often the retailer is either dismissed with a flip of "your dealer," "at the nearest dealers," or a curt "dealers everywhere," or is egregiously flattered by "sold only at the better stores," or is all complicated up by being called "the Vacuette branch," "The Upson dealer who sells Upson Board," "the authorized Johnston's Candy Department in one of the better stores in your neighborhood."

My "favorite store" doesn't exist. I haven't any "regular dealer." I trade with a few stores, and regularly, but in my character of John W. Consumer they are to me drug stores and paint stores and lumber yards and candy stores and clothing stores and haberdashers. More than likely my "favorite druggist" is Mister Walker, my "nearest authorized agent" is Ed. Sullivan at the garage. I am not supposed to know that Mister Walker is a "dealer" nor Ed. Sullivan an "agent"—those are advertising terms, not in the language of unforced retail purchase. If Walker has Zonite and I want it, he sells it. "Drug store" is all I crave to know; if there is to be any doubt about where I ought to expect to find this new and alluring article, tell me "drug store" or "cigar store," as short as that, and don't confuse me and try to kid "the dealer."

A good piece of copy can be marred by this too-casual, little closing direction to the store. It squeaks with commercialism and after a good piece of copy it is the world's worst anticlimax—the collection box pursueth the sermon too close. If the advertisement is good enough to arouse interest (i. e., willingness to consider buying), that interest, now led to the trough, cannot be made to drink by a brusque "at your dealer's," nor wheedled into compliance by a lot of hand-crocheted gentilities about "truly representative stores."

If folks generally will know where to get the article—if its distribution is

good, and fairly obvious—don't let's crack that old "at your dealer" whip.

If folks don't know where they ought to expect the article to pop up, telegraph the kind of store to them in their own language.

If the retailer's good-will is important, if it can be won best by flattery, and if his interested participation in the sale is a real means to an increased volume (as in fitting or installing, or in the method of selling), then—and then only—does he deserve space. But if we're giving him space, let's really put him into the story.

Anyone today will not be surprised to find anything on sale anywhere. If you don't believe it, ask Mr. Liggett.

FLEISCHMANN introduced us to vitamins and everyone else took them up socially. Lux introduced us to flakes and there's a snowstorm of them. The Messrs. Lambert unveiled a polysyllabic and pseudo-scientific euphemism called halitosis, and Zonite is thinking well of the idea. Four out of every five paste makers at last agree that four out of every five people are likely to get pyorrhea if they don't watch out. A "new idea" bristles like a porcupine with talking points—but they come out. And stick into the attacking dogs.

THIS ISSUE'S AWARD of the highest prize for restraint in the use of color, and brilliance in same, goes to the Peerless automobile for a page in the May 3 issue of the Saturday Evening Post.

IF THIS OLD MEMORY plays us fair, the Colgate Arboretum of Indigenous and Exotic Facial Vegetables began timidly in the college magazines. Evidently it was the sort of venture that would be allowed only in such loose publications, and there only as an experiment. Apparently its "results" were good, and it proved not to be so "dangerous" for national magazines as had been feared, for now it is everywhere. It is just as diverting as any good newspaper feature, and much better than most of them.

THE world is so full of a number of Japanese sword hilts and French snuff-boxes and illuminated manuscripts and paintings by Velasquez, that there must be some "art" left that hasn't been used to make our advertising language easier to read and believe.



Foldwell
 TRADE MARK
 PAPER

is used by
THE WAHL COMPANY

The Wahl Company piece illustrated above is a full sheet broadside—25 x 38—with four folds. The diagonal strip is a solid color; the pen and pencil inserts are fine half-tones. A beautifully coated surface was needed to reproduce the striking illustrations prepared for this job—while extraordinary strength and folding quality were vital to the successful mailing of a broadside so huge. To remove all fear for the outcome of this piece it was printed on Foldwell Coated Paper; for The Wahl Company, like hundreds of other national advertisers of broad experience, knows that it can depend upon Foldwell for unusual results.

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

Facts: The method of making Foldwell produces LONG, pliable fibres instead of the usual short fibre. Long fibres resist breaking by BENDING at a fold.



Nationally Distributed

By the Country's Leading Paper Merchants

BALTIMORE, MD.

The B. F. Bond Paper Co.
Hanover and Lombard Sts.

BOSTON, MASS.

John Carter & Company, Inc.
67 Atlantic Avenue

BUFFALO, N. Y.

The Alling & Cory Company

CALGARY, ALTA., CAN.

John Martin Paper Co., Ltd.

CHICAGO, ILL.

Chicago Paper Company
401 S. Wells St.

CINCINNATI, OHIO

The Cincinnati Cardage & Paper Co.

CLEVELAND, OHIO

The Petroleum Paper Co.
1228 W. Third St.

DALLAS, TEXAS

Olmsstead-Kirk Company

DAYTON, OHIO

The Cincinnati Cardage & Paper Co.

DES MOINES, IOWA

Carpenter Paper Company of Iowa
108 Seventh St. Vandalia

DETROIT, MICH.

Chops-Stevens Paper Co.
1245-1243 Fort Street, West

EDMONTON, ALTA., CAN.

John Martin Paper Co., Ltd.

EL PASO, TEXAS

E. C. Palmer & Co., Ltd.

HOUSTON, TEXAS

E. C. Palmer & Co., Ltd.

INDIANAPOLIS, IND.

Century Paper Co.
301 Kentucky Ave.

KANSAS CITY, MO.

Kansas City Paper House
Seventh and May Sts.

LINCOLN, NEB.

Lincoln Paper Company
Cor. 14th & P Sts.

LOS ANGELES, CALIF.

Blake, Moffitt & Towne
242 So. Los Angeles St.

LOUISVILLE, KY.

Louisville Paper Co.
Thirteenth & Maple

MILWAUKEE, WIS.

Allison-Christiansen Paper Co.
131 Michigan St.

MINNEAPOLIS, MINN.

The John Leslie Paper Co.
251 South Fifth St.

MONTREAL, P. O., CAN.

McFarlane, son & Hodgson, Ltd.

NEWARK, N. J.

Lesker & Lathrop, Inc.
40 East Podiatz St.

NEW ORLEANS, LA.

E. C. Palmer & Co., Ltd.
443 Camp St.

NEW YORK, N. Y.

The Alling & Cory Co.
216 W. 37th St.

Lesker & Lathrop, Inc.
58-81 Lafayette St.

Whitehead & Alliger Co.
11 Thomas St.

OKLAHOMA CITY, OKLA.

Kansas City Paper House
27 E. Grand Avenue

OMAHA, NEB.

Carpenter Paper Co.
4th and Harvey Sts.

PHILADELPHIA, PA.

A. Hartung & Company
408-510 Race Street

PHOENIX, ARIZ.

Blake, Moffitt & Towne

PITTSBURGH, PA.

The Alling & Cory Company
P. O. Box 914

PORTLAND, ORE.

Blake, Moffitt Company
East 3rd at Atkeny

PROVIDENCE, R. I.

John Carter & Company, Inc.
23 Fountain St.

RICHMOND, VA.

D. L. Ward Co.

ROCHESTER, N. Y.

The Alling & Cory Company
P. O. Box 396

ST. LOUIS, MO.

Arme Paper Co.
114 South 4th St.

ST. PAUL, MINN.

Nasau Paper Company

SALT LAKE CITY, UTAH

Carpenter Paper Co.
144 State Street

SAN DIEGO, CALIF.

Blake, Moffitt & Towne

SAN FRANCISCO, CALIF.

Blake, Moffitt & Towne
41 First St.

SEATTLE, WASH.

American Paper Co.

SPOKANE, WASH.

Spokane Paper & Stationery Co.

TACOMA, WASH.

Tacoma Paper & Stationery Co.
1723-1729 Jefferson Ave.

TOLEDO, OHIO

The Commerce Paper Co.
40 St. Clair St.

WASHINGTON, D. C.

Stanford Paper Company
212 1/2 "C" St., N. W.

WINNIPEG, MAN., CAN.

John Martin Paper Co., Ltd.
215 William Ave.

CHICAGO PAPER COMPANY, Manufacturers
801 South Wells Street, Chicago

Foldwell
TRADE MARK

Folding Coated Book

Folding Coated Cover

Folding Coated Writing

The Small Agency and "Profits"

[CONTINUED FROM PAGE 32]

the phenomenon of the volcanic salary could be eliminated. A well entrenched organization can soon learn what to expect in the way of revenue from a given set of accounts (barring new ones) and salaries, overhead and profits could be figured accordingly. Allowances, too, could be made, in the light of general experience, for interrupted campaigns, curtailed appropriations and credit losses.

But this is no part of the typical agency's design, and the flash-and-fade form of salary continues to dominate. I do not say that it should not do so—I only say it complicates and undermines any systematizing of profits.

There are other minor considerations which attack the validity attaching to any statement of profits made by an agency. Take so-called promotion, or sales, expense. Shall it be deducted, for any year, from current revenue, or from the surplus at the close of the previous year?

Take the method of figuring a profit percentage on volume of business. Shall the client's appropriation be considered inclusive of the agency's retainer, or exclusive of it? The method affects the result.

These and numerous other trivialities enter in. By and large, however, we find the crux of our problem in salaries. It is when we allocate an agency's salary scale, not when we listen to its accounting of "profits," that we lay our finger on the pulse of its prosperity.

All these statements converge to one point: That, if you are an agency executive, your agency "profits" can be almost anything you like. A small agency's balance sheet at the end of a period means little. Its owner's private bank account means much more.

Any speculation as to agency "profits" is—speculation. So many things bearing on any such study are equivocal that the sum total must be notable only for its lack of significance.

This view, nevertheless, is not intended as the last word, by any means. The topic of agency profits is one on which few (among them certainly not the writer of these paragraphs) can pronounce his findings with complete authority. It is a question undoubtedly to be clarified by contributions from agency men who are willing to make them.

Telling It To The Boy Scouts



The living-room of "Dan" Beard's lodge in the Pennsylvania mountains. Here you see him telling two Boy Scouts some stories of the old frontier. As the author of the "American Boy's Handy Book," popular for more than forty years, he is known and loved all over the land. He has taught scout virtues to three generations of boys, and from him they have learned how to camp, hunt and fish.

"Shucks, I don't know how to write a book!"

IN the May issue of the American Magazine one of the main articles told the story of "Dan" Beard and how, in teaching a million boys to love the great outdoors, he has kept alive the wholesome spirit of frontier days.

From that article we quote the following: One day, when he happened to be in the office of a New York Magazine, the editor said to him:

"Dan, why don't you get up a book on how to do all these things that you're always talking about, so the boys can do them too?"

"Shucks," retorted Beard, "I don't know how to write a book."

"Well," they told him, "just go ahead and do the best you can." He did, and the result was the "American Boy's Handy Book." Although it was published more than forty years ago, in 1882, more copies were bought by boys last year than in any previous year.

Not only that—his regular page in each issue of ROYS' LIFE is a feature Boy Scouts and thousands of other boys follow with eager interest. Tell your message to readers of ROYS' LIFE. They are the "pick" of the younger generation.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

"Straws tell which way the wind blows: It is a waste of time and money to hire a man by the year to toss a bale of hay. One intelligent live judgment -- tested under careful observation -- is worth a library of dead statistics, no matter what you paid for them"

BERRIEN'S BIG BLACK BOOK

Goode & Berrien, 19 W. 44th Street, New York

¶ My experience in advertising qualifies me to be exceedingly helpful to advertisers who believe that the money they are spending for advertising is not being used as effectually as it should be.

¶ Mediums, copy, organization, failure to recognize and utilize market opportunities—there is where the trouble is, nine times in ten.

¶ The sane thing to do, under the circumstances, is to have someone who KNOWS—and who has no axe to grind—review what is being done with a view to eliminating unwise expenditures and raising advertising standards all along the line.

¶ My services are available for that purpose for as much or as little time as is necessary to do a real job. Communicate with me, direct or through an intermediary, as seems best.

J. M. CAMPBELL,
(NOT an advertising agent)
440 FOURTH AVENUE,
NEW YORK

*Phone: MADISON SQUARE 6991

For 15 years the leading best equipped business research organization.

Surveys and special investigations—dealer questionnaires anywhere in U. S. \$1.50 per dealer, 25c consumer.

Industry researches on over 300 lines available at \$150 and upward.

BUSINESS BOURSE

J. GEORGE FREDERICK, President
15 W. 37th St., New York, N. Y.

HOTEL ST. JAMES

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

CAN 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

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman

Est. 1873

CHICAGO, ILL.



Kongens Nytorv Square, Copenhagen, Denmark

© Ewing Galloway

Advertising in Denmark

COMPARED with advertising and merchandising methods in the United States, Denmark is about twenty-five years behind the times," stated Louis Henius, managing director of *Berlingske Tidende* of Copenhagen, in a luncheon-talk before the Export Advertising Round Table at the Advertising Club of New York on May 22. Denmark, which has a population close to 4,000,000, is primarily an agricultural country, concentrating on the production of butter, eggs and bacon. Naturally, manufactured products, machinery and agricultural implements are imported to a considerable extent, these in the main coming from Germany, France, Belgium, England, Norway, Sweden and the United States.

An American manufacturer who desires distribution for his product in Denmark is faced with peculiar conditions. In the first place, it is almost impossible to obtain a market analysis or survey from either the local advertising agencies or the newspapers, these, as a rule, having no organized merchandising or statistical departments.

Retailers in Denmark are not in the least interested in advertising. According to Mr. Henius, they cannot see the necessity for it. Another strange thing is that it is more difficult to promote the interest of the retailer in trademarked goods than it is to push the sale of unidentified goods. The retailer insists upon buying his wares wherever he pleases, preferring to handle the class of merchandise that will net

him the greatest profit. The Danish merchant simply hasn't reached the stage of receptivity that makes him responsive to modern methods of doing business.

It can be gathered from all this that advertising in Denmark is still in the primitive stage. There are practically no billboards, and card displays, which are changed with periodic frequency in the United States, in Denmark are made on a five-year contract basis. Changes, if any, are made but twice a year. Once the first impression is registered, car-card advertising excites no further interest on the part of the public.

The only medium that offers any worthwhile return to the aggressive advertiser is afforded by the newspapers, which are published daily, weekly and Sunday. The weeklies serve as a valuable medium for the advertising of popular products, such as find use in the majority of homes. The better class of merchandise is advertised in the dailies. When it comes to daily newspapers, Denmark is literally flooded, for even the town of five or six thousand inhabitants boasts five or six different newspapers. This is attributable to the diverse political faiths possessed by the population, the adherents of each party patronizing its own mouthpiece.

The manufacturer who seeks national coverage in his advertising fortunately does not have to patronize each of these dailies, nor even a newspaper in each town. The three important daily newspapers in

Copenhagen enjoy what amounts to national circulation. An advertising campaign on Sun Maid raisins, for instance, could be made to cover Denmark by contracting for space in one or two Copenhagen newspapers, two weeklies with wide circulation, and about ten different newspapers published throughout the nation. As for rates, there seems to be a concerted agreement among the daily newspapers to charge the same for space, regardless of circulation. The American advertiser who does not know the ropes will waste a great deal of money on media if he does not transact his business through a reputable local agency.

When it comes to the actual distribution of merchandise, the area of Denmark is small enough so that the country can be served adequately if a central agency is established in Copenhagen with three or four supplementary agencies in as many other key cities.

Frank Presbrey Company

New York. Has been appointed advertising counsel to Charles Gulden, Inc., makers of mustard and salad dressing, same city.

Oliver M. Byerly

Cleveland. Will direct advertising for the Novelty Lamp & Shade Company of that city.

G. H. Dirhold

St. Louis. Appointed foreign advertising representative in that territory for the *International Grocer*, Chicago.

Street & Finney

New York. Appointed advertising counsel to Frank A. Hoppe, Inc., gun cleaning authorities, Philadelphia.

George L. Dyer Company

New York. Appointed advertising and merchandising counsel to the Jones Brothers Tea Company, chain grocers.

Simmons-Boardman Publishing Co.

New York. Has opened branch at 74 New Montgomery Street, San Francisco; Homer Beach is in charge.

Carl J. Eastman

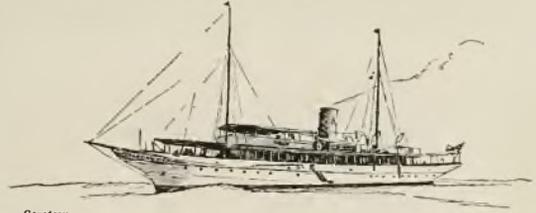
Formerly sales manager of King's Food Products Company, Portland, Ore., is now attached to the San Francisco office of N. W. Ayer & Son.

Marietta Register

Ohio newspaper, has been elected to active membership of the American Newspaper Publishers' Association.

A. J. Denne & Co.

Toronto, has been selected to direct advertising for Sturgeons, Limited, who are promoting an English shingle stain.



*Courtesy
Grossbeck,
Hearn &
Hindie*

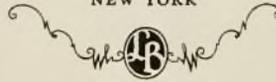
DRAWINGS in Pen and Ink, Wash, Dry-brush and Color, for Newspapers, Magazines, Posters and Booklets.

Pictorial Retouching of the most convincing kind.

Preliminary Sketches and Ideas.

Murray Hill 2560

LOHSE & BUDD
405 Lexington Ave.
NEW YORK



*Taking Its
Own Medicine*



The Daily Herald, having seen the results gained by advertisers who use its columns, has made use of the power of advertising to increase its own business.

The Daily Herald is probably the smallest paper which uses display space in the advertising business journals, and has won favor by definite and truthful statements of its territory, circulation and service. Taking its own medicine—of advertising—has brought results to the Daily Herald. And its growing circulation and prestige will bring results to you, Mr. National Advertiser.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers

NOTICE!

Keep your issues of **ADVERTISING AND SELLING FORTNIGHTLY** on file. At the conclusion of each volume an index will be published.

Advertise Knit Goods

in the only two papers that cover the knitting industry completely.

UNDERWEAR & HOSIERY REVIEW
SWEATER NEWS & KNITTED OUTERWEAR
321 Broadway, New York

Performance

FOR successful advertising, everything must work in harmony. Planning, preparing, distributing, each requires precision. Even a delayed delivery of plates may cripple an extensive campaign. Gagnier knows that, hence, the certainty of our deliveries.

Gagnier Plates are known in every press-room; quality far above the average; mounted on mahogany. And yet, owing to enormous turnover they cost you less than other plates.

You owe it to yourself to give Gagnier Plates a trial. Send a pattern plate today. Let us execute a small order. Put us to the test. It's to your advantage.

GAGNIER STEREOTYPE FOUNDRY

The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard



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

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

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

\$15.00

Thomas Publishing Company, 461 Eighth Ave., New York

Send for Information —with Variations

[CONTINUED FROM PAGE 26]

nearest Sefton plant. We will return it in a Sefton made box. A Sefton factory—total capacity, a half million corrugated boxes per day—is located to serve you economically. Telephone, wire or write for our representative.

Offering samples and offering service are in most instances aimed at securing the names of prospects either for direct follow-up or for use in securing or assisting local distributors. There are other advertisers who are just as interested in opening up correspondence, but whose commodities do not lend themselves so effectively to either stratagems. They must utilize other appeals.

"If you want the facts, just say you're interested," says the Colorizing Company of Pittsburgh, and thereby says the simplest thing in a pleasing manner.

Esmond Blankers are content if you will "Remember the name—Esmond. It guarantees quality."

William Mann Company, makers of made-to-order blank books, loose leaf ledgers and machine bookkeeping forms, tells you in this fashion the steps necessary to consummate a purchase:

All Mann products are sold direct to Mann salesmen—not through retail stores anywhere except our own in Philadelphia. Our men travel virtually the entire country. One will gladly call at your request.

Creo-Dipt Shingles vary the usual practice of offering catalogs, handbooks, brochures, etc., with this—

Send 50c. for fifty large Photographs of Homes of all sizes by noted Architects.

Worth quoting because it does not offer in the usual way unlimited service direct "if your dealer does not carry them," is this "closer" used by the Faultless Rubber Co.—

If you have difficulty in obtaining Faultless Tennis Balls, we will ship you one dozen only, prepaid, for \$3.00.

In a full page appearing in one of the magazines from which other examples were secured, Lux does not bother with sample offers nor instructions to ask your grocer nor any of the other hooks. Instead, it winds up with this paragraph which is even more freely packed with imperatives than is the average paragraph aimed at coaxing an inquiry—

Keep a package of Lux handy on your kitchen shelf. Use it for the dishes always. Don't let that hour and a half in the dishpan every day be a

hardship to your hands. Begin washing today's dishes with Lux.

Perhaps the greatest degree of optimism shown in any of the quotations is that exhibited by The Longview Corporation. In an advertisement appearing in a national magazine published in the east and pointing out the opportunities offered by the new city of Longview in the State of Washington, the copy closes with—

See Longview for yourself—see a city of steel, brick, concrete and wood, growing out of what, a year ago, was a valley of fertile farms and blooming orchards. See Longview's modern 6-story hotel, its civic center, its construction force of 1500 men, its great temporary docks. Include Longview in your summer tour of the wonderful Pacific Northwest.

West of the Alleghenies that will be received without comment because the readers are not appalled by distance, but I venture to prophesy that, from New Jersey north along the Atlantic, in the opinion of many a man who regards a trip even to Pittsburgh or Buffalo as an undertaking to be approached with due deliberation and extended ceremony, it will seem as infeasible and absurd as an invitation to the moon. In that section of the nation it is liable to be misjudged as "a wild Western notion."

SHARPENING the hook so that it will sink in is a serious advertising problem. Whether you can best get the reader who has read your advertisement into action by coaxing, cajoling or commanding is something you must decide for yourself. Whether you want him to go direct to the goods, hunting them out if necessary, or whether you prefer to assume the cost of direct mail follow-up correspondence involved in inducing him to write you is a question tied up in your sales-policy. Whether you will be willing to send him a free sample or will try to induce him to pay you real money for an advertisement which shrewdly embodies some service-to-him feature, are matters to be decided by you before your advertising is written.

If mere weight of example and evidence count for anything, modern advertising practice unmistakably indicates that at the end of your copy-line should be a hook.

Of what materials the hook shall be made and how it shall be fashioned, shaped and barbed rests with you and your judgment as to what is best fitted to land the fish in your particular market. But don't expect a bent pin to turn the trick.

Solving A Hard Sales Problem

Many a sale is lost through salesmen's blunders. Many a good proposition suffers through errors in the effort to sell it. Perhaps the greatest need in business today is the need for better salesmanship. How much *your* business suffers through the faults of your salespeople can only be conjectured.

You would correct these faults personally if time permitted. But your hours are full of other duties.

A Novel, Practical Plan

How to train, how to develop your salespeople—how to make them better producers—may have been a problem to you. But here's a novel way to give them *constant training* without consuming your time, and at a cost so small as to be scarcely worth considering.

Through our SALES BULLETIN SERVICE you are constantly supplied with sales ideas in the shape of stories, anecdotes, experiences, quotations and illustrations, all ready for use in your own Sales Bulletin.

This material is gathered from practical experience, and while it is presented in an entertaining form it is virtually a continuous course in salesmanship, minus the dullness and drudgery of academic schooling.

Some of the Topics Covered

The most vital phases of salesmanship are covered in this SERVICE; a few of them are: When to Quote the Price, The Seasonal Bugaboo, Getting to the Man with Authority, How and When to be Persistent, Knowing Your Man, The Science of Bluffing, Saying the Right Thing First, Remembering the Obvious Things, Importance of Following Every Lead, Appealing to the Buyer's—Not the Seller's—Interests, How to Use Rainy Days, Getting to the Facts in the Case, Tact in Helping the Buyer Decide, Those Blankety-Blank Alibis or Excuses, The Importance of Saving Money, The Best Time to Stop Talking, etc.

This SERVICE contains none of the bunk known as "pep." It is not a "whoop-hurrah" SERVICE. It does not preach. On the contrary, each article contains a practical, tested, usable idea which your salespeople can put to use *every day*.

Prominent Users

The list of users of this Service reads like a Who's Who of American Industry. Leading firms in nearly every line are using this material under our license agreement—convincing evidence of its genuine merit.

Nothing Else Like It

So far as we know, there is nothing else similar to this SERVICE. It solves the problem without adding to your labors, without a big bill of expense, and without submerging your individuality.

It is equally suitable for every line of business selling through salespeople, whether on salary or commission.

It requires no special arrangement in your office. You are ready to begin using it *right now*.

Enthusiastic Comments

One big user's letter is typical. He says the SERVICE "does much to give these salespeople the idea that we are regular fellows who have a personal interest in them." Another says: "I wish to take this occasion of complimenting you on the punch, common sense and really usable ideas incorporated in your Service." And still others: "Your service is proving mighty valuable—is certainly working in fine"; "it is what we have been looking for"; "they are unusually good."

Trivial Cost

The cost is trivial—less than ten cents per day—no matter how many salespeople you have. For only \$36 you get the Service for a whole year—seventy-two illustrations and approximately 36,000 words—300 Selling Ideas.

Special Proposition

We want you to try this Service for thirty days without obligation. Mail the coupon. Then take thirty days to decide whether you want the Service regularly. Let it sell itself to you on its own merit. Mail the coupon now. No salesman will call.

THE O. J. MCCLURE ADVERTISING AGENCY

111 West Monroe Street CHICAGO

REMINDER COUPON

The O. J. McClure Adver. Agency
111 W. Monroe St., Chicago.

All right, I will try your SERVICE, as offered, without obligation to me or my company. My name and title, with name and address of my company, are written in the margin, or on our letterhead.

AS64



A GAS EXHIBIT IN A BANK

—how one gas company tells its consumers of the increasing importance of gas in industry.

ILLUSTRATED is a display of the Providence Gas Company made in a prominent place in the lobby of the Rhode Island Hospital Trust Company. The story of gas was told by means of transparencies, which could be seen on either side and in the background.

The show case contained samples of articles made by twenty-seven different firms using gas for some heat process in their making. These consisted of soft metal products, dyes and chemicals, refined gold and silver, artificial pearls, roasted coffee, jewelry, heat treated steel, newspaper stereotypes, jewelers' enamel, cork tiling, singed silk yarns, soldered tin containers, fused glass heads on mop pins, confectionery, soldered silverware, singed textiles, bread, annealed automobile radiator tubing, japanned buttons, sprinkler heads and accessories, annealing, core baking, heat treated tool steel, brass and aluminum castings, babbit bearings, ice-cream cones.

Permanently illuminated was the following: "IF IT'S DONE WITH HEAT YOU CAN DO IT BETTER WITH GAS. Gas as a fuel plays an important part in the manufacture of many Providence products. We show a selection, there are, of course, many others."

This is typical of the educational promotion work gas companies the country over are doing and explains in part the extraordinary expansion now going on in the gas industry.

You are urged to ask for data on the market for your products in this important industry.

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"

Public Utilities to Increase Advertising

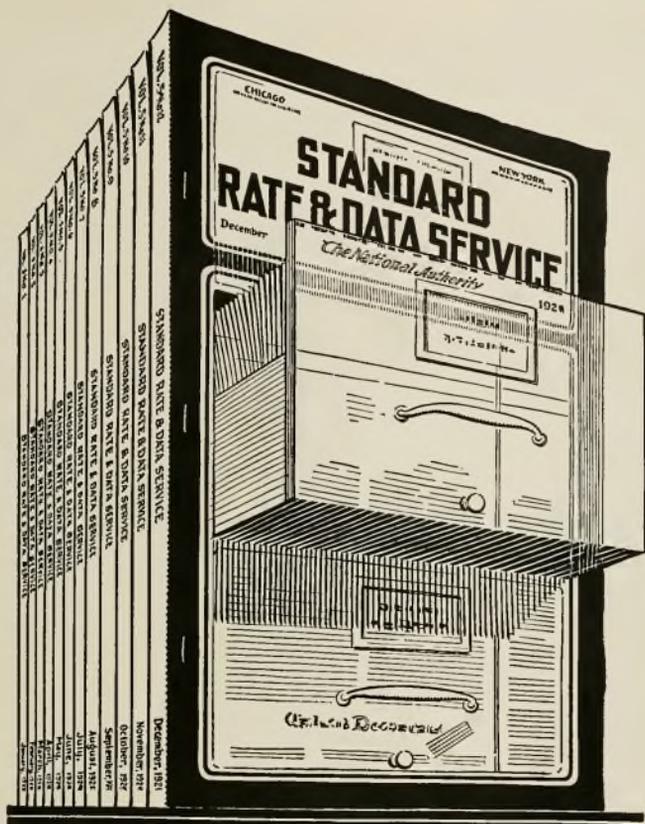
[CONTINUED FROM PAGE 17]

per cent. In our own industry our average, you will note, is approximately one-third of 1 per cent, but this large apparent discrepancy may be accounted for to some extent from the fact that in the merchandise field the turnover is four or five times a year, while in our business it is about every five years. That is, our gross income is approximately three and a quarter billion dollars, as against a capitalization of approximately eighteen billion.

The time will probably never come when the public utilities will reach even the 2 per cent minimum, which would mean an advertising budget of pretty close to seventy million dollars a year; but I have no hesitancy in predicting that the various public utilities of the country will be spending from twenty-five to thirty million dollars a year in advertising within the next five or six years, perhaps sooner, because there are many indications that the public utility business will continue to expand at its present healthy rate for an indefinite period. This will be further enhanced by the rapidly growing popularity of the customer-ownership movement. Some utility executives object to liberal advertising appropriations on the plea that it is not possible to show definite results from such expenditures. On the contrary, advertising in the public utility field is becoming more and more of an exact science, and it is becoming increasingly possible to estimate within a very small margin the volume of business that a certain amount of advertising money will produce. For instance, I know of one case where one utility company disposed of one million dollars' worth of securities on an advertising expense of \$25 less than the amount budgeted at the beginning of the year.

The electric railway industry is out to merchandise transportation on a broader scale than ever before, to combat the growing automobile habit, and to reduce operating expenses through relief from many unfair public charges that are relics of horse-car days.

The telephone industry is intensifying its great national goodwill advertising campaign and on the crest of this tide is being carried a greater volume of local and sectional advertising than in any former year.



TRADE MARK

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

**How
to secure
the right
mailing
lists
at the lowest
possible
cost**



With this directory of mailing lists and directories, you can find immediately the source of any list of trades, professions or institutions—the publisher, the publishing period, and the price.

The book represents a sixteen-year investigation of directory and mailing list sources. It covers 1500 trades and describes several thousand directories, 500 of which have never been catalogued before.

MAILING LIST DIRECTORY

By Linda H. Morley
and
Adelaide C. Kizich,
of the Business Branch,
Newark, N. J., Public
Library, under the
direction of John
Cotton Dana.
720 pages, 629, \$10
net, postpaid.

This is the first comprehensive directory of directories and mailing lists ever published. It describes the various directories minutely. It tells, for instance, in which of some 1500 directories there is a list of manufacturers of automobile accessories, hardware, carpets, or any of a hundred other articles.

It also tells in which directories you can find a list of jobbers, manufacturers, agents, or retailers of automobile accessories, hardware, carpets, etc.

In short, here is an index which lists directories covering 1500 classes of trades, professions and institutions—tells what these directories contain—who publishes them—and what they cost. It gives the sources of hundreds of lists that may be had free.

**Tells how to
get free lists of**

Manufacturers of tools and appliances, farm and dairy equipment, sporting goods, cutlery, stoves, toys and games, size fixtures, wheel goods, wire products, heavy hardware, mill supplies, radio apparatus and accessories, scales, measures, oils and greases, and hundreds of others.

**See a copy
free**

Invaluable to

- Advertisers
- newspapers
- publishers
- agencies
- service organizations
- all who sell and buy

**McGraw-Hill
FREE EXAMINATION COUPON**

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

You may send me for 10 days' free examination, Dana Morley & Kizich's *Mailing List Directory*, \$10.00 net, postpaid. I agree to remit for the book or return it postpaid within 10 days of receipt.

Signed

Address

Position

Company

A. F. 6-4-24

Breaking In

[CONTINUED FROM PAGE 30]

body knew there was such an orchestra, as these brothers and their children were passionately fond of music and frequently played together. No one had yet suggested that this orchestra go out to a farm house. The Schmidts adopted the suggestion so quickly that I should not be surprised to have heard them say a few years later that they had originated it.

It is needless to say that this piece of copy "pulled." It sold pianos, it sold organs, it sold sheet music. Now just a word about the writing of this copy. Mr. Jelly's spelling and construction was like Ring Lardner's. His copy was always rewritten without in any way changing the purpose of the appeal or eliminating any of his colloquialisms. Merchandising the advertising—which is the reflex effect on the advertiser himself and his employees—was initiated, as far as I am concerned, by this incident and others that followed.

At that time the *Muscatine Journal* had a daily issue of over 800 subscribers and a weekly exceeding 2200. The local merchants would advertise freely in the daily, as they read it themselves. It was difficult to induce them to use the weekly. So Mr. Jelly and I arranged for him to take one day a week to call on our merchants, representing the weekly. I continued to call on them representing the daily.

WHEN I went to Chicago in 1891 I met for the first time the advertising manager who wrote his own copy. I was particularly fortunate in working with George I. Dyer, who was advertising manager for Hart, Schaffner & Marx in initiating the national magazine advertising for this house. Mr. Dyer started the printing of style books and selling them to the dealers. He was the first to have a picture of a man wearing clothes with the natural wrinkles in them when the wearer was in a comfortable position.

Mr. Dyer has never wavered in his conviction that the purpose of advertising was to get people to think the way the advertiser wanted them to think and the best work was done by the advertiser when people thought the advertiser's way, but believed they were thinking that way because of the exercise of their own

unaided judgment. He once said to me, "I am never complimented when a man tells me I am writing clever copy; but when he asks me if we are really making as good clothes as our advertisements claim, I know I have sold him the idea and it's up to the salesman to do the rest."

Joseph Leyendecker was getting \$4 a week at J. Manz & Co. when Mr. Dyer discovered him. Mr. Dyer told me that Leyendecker would be a great artist, but an advertising man should use an artist only as an artisan. It was his theory that the artist should be consulted only on how to express the message of the advertiser and never on what the message should be. When I went to Italy in 1912 and saw the ceiling in the Sistine Chapel that Michael Angelo lay on his back for four years to paint, I saw additional proof of Mr. Dyer's theory that genius is not debarred from development by obstacles.

One of the current fallacies is that the style of the writer or the artist or the organization is more important to an advertiser than the services of experts who believe their best work is done in developing an individual, distinctive style for the advertising itself.

IT is hard for any man to see the credit of his work accorded to others. Mr. Dyer was human, and an incident in his career will show that he did not lose anything by sticking to his convictions. Mr. Dyer and I both realized that Mr. Schaffner started into national advertising with great caution. For two years he was in a position to stop and say he had made the experiment in the interest of his dealers but had found a better way to help them. Finally an interview appeared in a trade paper in which Mr. Schaffner was given the entire credit for the advertising idea and its development. Mr. Dyer's name was not even mentioned.

Mr. Dyer was furious. He poured out his wrath to me. I argued with him that Mr. Schaffner, in permitting the article to be published, was paying the greatest possible compliment to Mr. Dyer. It was sincere proof of the success of his work. Mr. Schaffner was definitely committed to continue national advertising. Mr. Dyer's job was secure as long as he wanted it. I told him

Thoughtful vs. Thoughtless Letters

Sales results hinge on such little things. Mail order experts know. A word altered in a headline has been known to triple business bringing results.

Send for your copy of a folder that discusses letter work from the point of view of the man who pays the postage bills. Ask the Hooven Automatic Typewriter representative nearest you.

Hooven Letters, Inc.
387 Fourth Ave.
New York City

Hooven-Chicago Company
531 So. Dearborn Street
Chicago, Illinois

*Hooven Automatic Typewriter
Corp.*
General Offices and Factory
Hamilton, Ohio

Schwabacher-Frey Co.
609 Market Street
San Francisco, California



The home of
"K.B." BLANKS

*The blanks that are made like bank notes for
 bonds, stock certificates and all papers of value*

KIHN BROTHERS BANK NOTE ENGRAVERS
 205-209 WEST NINETEENTH STREET
 NEW YORK CITY, U. S. A.



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

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

Thus, space reservations for display advertisements to appear in the June 13th issue must reach us not later than June 11th. Classified advertisements will be accepted up to Saturday noon, June 14th.

that I was sure that in three months he would have an offer from a competing house, because competitors have a way of sizing up each other at their real value. I was sure that men who knew Mr. Schaffner had not originated the national advertising idea would want to talk to the man who had, as soon as Mr. Schaffner was willing to accept the credit.

My prediction came true. The Kirschbaum's of Philadelphia employed Mr. Dyer at a salary of \$25,000 a year. Before accepting this salary he exacted an agreement from Kirschbaum's that they would make clothes as good as Hart, Schaffner & Marx if they expected him to write as good copy as he was writing for Hart, Schaffner & Marx. Mr. Dyer, I firmly believe, maintained that professional stand until his untimely death. He would not write copy that he did not believe to be true.

MY personal experiences with Ralph Tilton, John E. Kennedy, J. K. Fraser, B. J. Mullaney, Witt K. Cochrane, Wilbur D. Nesbit, W. B. Swann, Elbert Hubbard and Dr. Frank Crane, and my observation of the work of other copywriters, convinces me that there are three clearly defined types of writers. Elbert Hubbard knew, and Dr. Crane knows, how to write the language the masses like to read. Arthur Brisbane and Herbert Kaufman both have this power, which I believe is a product of natural gifts and persistent application with a little shade in favor of endowed talent.

These men write in their own way and their style is unmistakable to those who know them, whether their names are signed to the advertisements or not. Forest Crissey, B. J. Mullaney, Wilbur D. Nesbit and Witt K. Cochrane can tell the story that big men like J. Ogden Armour, Thomas Wilson, Samuel Insull, E. A. Stuart and Henry C. Lytton ought to tell the public in a much better way than these men could possibly do themselves.

These writers use the vocabulary and the ideas of the men whose story they are telling. They reveal these men through the written word as these men express themselves in their spoken word. In my judgment, this is the hardest test of writing technique—to tell the story so that it reads as if the advertiser wrote it himself.

J. K. Fraser and W. B. Swann are of the type of men who have most largely made advertising what it is today. They are honest, earnest, painstaking, careful, courageous and accurate. Neither would thank me

if I said he was a brilliant man. Mr. Fraser originated Spotless Town for Sapollo, and seems desirous of having everyone forget it. He came to the Mahin Advertising Co. from the National Biscuit Co., where he had served as assistant advertising manager. He brought us the Pacific Coast Borax Co. account and I handed him the White Rock account to handle.

At the end of a year we lost both accounts, and neither Mr. Fraser nor I could see anything in the loss except fate. The man who gave us the Borax account became physically incapacitated, and his successor wanted another agency. The White Rock account was taken away from us by an agency suggesting the expenditure of a much larger sum when Mr. Fraser was trying by better copy to make one dollar do the work of two and awaiting the initiative of the advertiser to suggest spending more money.

It was a tough experience at the time, but it did not hurt Mr. Fraser or me. I hadn't the accounts to keep him and he came to New York and, after an experience with the Street Railways Company, went into the Blackman Company. He is now the head of this highly organized professional institution. Mr. Swann started with the Mahin Advertising Co. as a stenographer. We soon found he had a talent for writing clear cut, persuasive letters, and we started him writing mail-order advertisements, broadsides and copy for manufacturers to furnish dealers. When I sold the Mahin Advertising Co. in 1916, Mr. Swann became secretary of the Charles H. Tousalin Agency.

Johnstown Democrat Co., Inc.

Publishers Johnstown, Pa., *Daily Democrat*, have purchased Johnstown *Ledger*, but have not assumed any advertising contracts. Benjamin & Kentnor Co., New York, continue as advertising representatives.

Mackintosh Advertising-Selling Service

Chicago. Has added to its staff Joseph J. Wilson, copy department, and Lloyd Wilbur Byrnes, contact man.

Rochester Ad Club

At annual meeting the Better Business Bureau re-elected Samuel R. Parry president; vice-president, William O. Riordan; secretary-treasurer, Glenn C. Morrow. Appointed directors to serve as chairman of standing committees: A. Wilbur Graves, membership; John A. Morton, publicity; Arthur P. Kelly, policy. George F. MacDonald continues as manager of the Bureau.

Specific Data

is now available covering lumber, prepared roofing, wallboard, motor trucks —the buying habits, volume and value of sales, and many other facts covering the 5000 dominant dealers who read



BUILDING SUPPLY NEWS

The Dealers' Own Paper

If you are handling an account which includes anything in a building, ask us for the facts regarding the possibilities for it. Our merchandising editor will also be glad to give you the benefit of his long experience in the business of retailing building supplies.

There is no reason why you should have to guess about anything in this field, when a 2c stamp will bring you the information.

BUILDING SUPPLY NEWS

The Dealers' Own Paper

407 So. Dearborn St., Chicago, Ill.
A. B. C. A. B. P.

Forward March!

¶ For the past two years and a half our circulation has been steadily growing while our advertising rates have been marking time, so now we're going to issue marching orders.

¶ Effective July 1, 1924, and based upon 100,000 circulation, the advertising rates of THE ROTARIAN will be advanced to \$1.00 per line, or \$429.00 per page. New rate cards will be ready for distribution by June 15th.

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 10th St., New York
Mid-West Representatives: Lorenzen & Thompson, Inc., 122 So. Michigan Blvd., Chicago

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

Published Monthly by Rotary International

Brown's Directory of American Gas Companies

\$10.00 a Copy
\$7.50 to Gas Companies

WILL BE READY IN AUGUST

Your Order Should Be Placed Now

Robbins Publishing Co.
52 Vanderbilt Ave., N. Y. C.

BUILDING AGE and The BUILDERS' JOURNAL

239 West 39th St., New York City; First National Bank Building, Chicago; 359 Market St., San Francisco. America's quality Building Journal. Published monthly for 46 years. Subscribers have proven purchasing power of nearly two billion dollars yearly. National coverage, with special dominance in the East, where there is 75% of all building construction.

Member A.B.C. and A.B.P.

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Phone 219-2441 (D33)

BUILDINGS
BIRD'S EYE
INTERIORS

PERSPECTIVES
ARCHITECTS
AND ENGINEERS

EDWARD W. SPOFFORD, 41 Union Square, New York

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

John ANDREW
Maker
of LETTERS
Independent Studios.

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

Topeka Daily Capital

Sworn government report for six months ending March 31, 1921

35,472

TOPEKA, KAN.

Arthur Capper

Publisher

Member Audit Bureau of Circulations



A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY Agents whose clients' products are in keeping with thermometer advertising recommend Taylor Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.

Write for catalog and quantity price.

Taylor Brothers Company

ROCHESTER, N. Y. N-38
(Division of Taylor Instrument Companies)

The Standard Advertising Register

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

National Register Publishing Co.
Incorporated

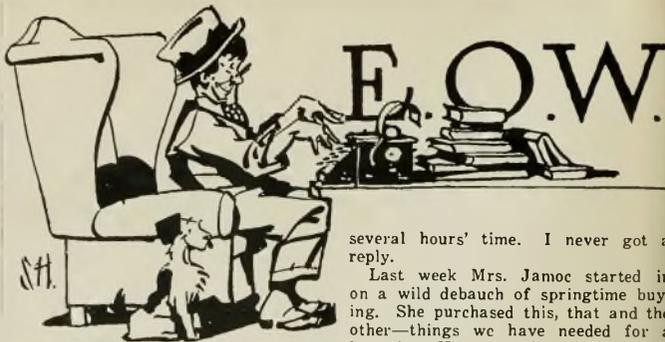
15 Moore St., New York City
R. W. FERREL, Manager

\$63,393 from One Letter

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

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday; \$6 yearly. Member ABP and ABC.



How Do They Do It?

WE AMERICANS—rightly so, I think—give ourselves credit for having developed advertising to a point far beyond that reached by any other people. Yet, it is a fact that a certain type of Englishman puts it "all over us" in certain phases of publicity. When I say this, I have in mind the Englishman who comes to this country to lecture.

At 'ome, he may be comparatively unknown; a failure or next thing to it. But you would never suspect anything of that kind, if you based your impression of him on the amount of space he gets in the New York daily papers. Their reporters meet him down the bay—an hour or two before his steamer docks; and they ask him his opinion on every subject you can think of. The Englishman gives it—in *extenso*; that day and for several days thereafter. He makes good "copy." And though he "despises advertising and all that sort of thing, don't you know," he manages, somehow or other, to break into the newspapers every so often.

Mind you, he employs no press agent. Often, he is anything but civil to the men who interview him. But without effort and, of course, at no cost, he gets publicity which is enormously valuable to him. How does he do it?

These Things Work Both Ways

THERE IS, on Fifth Avenue, a certain very fine—and very old-fashioned—business house. Its location is, perhaps, the best in New York City; and the building it occupies is a veritable temple of commerce.

One of the ways in which the "old-fashionedness" of this business house expresses itself is in adhering to a style of advertising which was behind the times twenty years ago.

A few weeks ago I addressed a letter to the advertising director of this concern; and in it I told him, as tactfully as I knew how, that I had some definite ideas regarding his company's advertising which I should like to put before him. My letter, you understand, was not one of these "I-can-do-wonders-for-you" communications. It was a simple and straightforward statement of facts—constructive from beginning to end; and to its preparation I had devoted

several hours' time. I never got a reply.

Last week Mrs. Jamoc started in on a wild debauch of springtime buying. She purchased this, that and the other—things we have needed for a long time. Her expenditures, I imagine, exceeded a couple of hundred dollars.

Did the house of which Mr. Blank is advertising director get our money?

You know it didn't. It would have, if Mr. Blank had promptly and civilly answered my letter. He did not have to do business with me. But he should have told me why he could not.

Mind you, I am not vindictive. I neither ask nor expect men to whom I submit proposals to telephone me asking me to take luncheon with them at the Ritz "to discuss that letter of yours." But when I write a man a civil, kindly and constructive letter, I want him to answer it.

"Judge" B—

DIED, in February, at the age of 82, in a certain Western city, a lawyer who, when I knew him, was always called "Judge" B—, though he was not and never had been one.

He was a picturesque old rascal; an inveterate tobacco-chewer and a man who was almost criminally careless in matters of dress.

He did not know much about the law, but he won more than a fair share of the cases entrusted to him, largely because he was the "easiest weeper west of the Missouri River." Whenever the occasion demanded it, his eyes would fill with tears, his voice would break and his whole body would shake with emotion—all, of course, for their effect on the jurors.

But there were no tears in his eyes nor tremors in his voice when he asked his clients to pay his bills.

On one occasion, as he was leaving the court-room, a lawyer whom he had just defeated stopped him and said, "Judge, I'd like to ask you a question." "Go on!" said B—, wiping the tears from his eyes and shifting his quid of tobacco from one side of his mouth to the other. "Go on!"

"Who," said the lawyer, "who wears your shirts the first eight days after they come from the laundry?"

It is said, though I do not know how true the statement is, that for the next two weeks the "Judge" spent more money for laundry than in any previous six months. Then he slumped. Somehow or other a clean shirt—on him—wasn't an asset.

It was a liability.

JAMOC.

Advertising to Sell Transportation

[CONTINUED FROM PAGE 22]

ers, camera lovers, anglers, hikers and many others are each and every one offered guides to the surrounding country, listing, of course, the bus, tram and tube routes by which they can reach their particular objective. The more elaborate of these are advertised and sold at near cost prices.

The copy coming under the head of "institutional" is informative and entertaining, and is characteristic of the "open books" policy which has won for the company the goodwill of the public. "A New Year's Message" tells the story of the achievements of the previous year and of the improvements under way. The 1924 schedule of The Underground calls for 170 new trains, 760 new buses and 13 miles of new lines, additional to existing plant.

"A Lantern Lecture" is the heading to an advertisement offering a lecture illustrated by 88 slides. This shows the growth of the present traffic system of London, and is planned for use in schools, etc. A deposit of \$5 is returned when the slides are brought back. This lecture lets the public into some of the secrets of an organization which operates over 3869 motor buses on 156 routes.

Of course, such advertising would be of little value unless backed by a standard of service unusually high. Such items as "interpreters speaking several languages stationed at points frequented by foreign visitors," "awards to conductors and drivers for courtesy" are taken as a matter of course. Every bus, tram and train is washed by high pressure washing machines and disinfected every night. Every bus is taken out of service for tuning up once in twenty days, and reconditioned every year. The number of involuntary stops works out at one in 5000 miles run by the buses.

The stock-turn figures show that the number of passengers carried by The Underground works out at 414 journeys each year for every human being in London, even though the company faces strong competition. In spite of the volume of traffic indicated by the comparisons given below, the vehicles of this company have a lower death and accident rate than any comparable system, and even with the Briton's deep rooted tendency to criticise the public utili-

The **Expositor**



is the Minister's **TRADE PAPER**

Religion like education proceeds regardless of presidential elections or business conditions.

Church Supplies, Church Building, Community Development

throughout the country, center under the direction of Pastors who are leaders.

25,000 of these men each month read

The Expositor

What they buy—when and how they buy is sales information concerning which we shall be glad to tell you. Write us.

F. M. Barton Company
{Publishers

Caxton Building, Cleveland, Ohio

NEW YORK
17 West 42nd St.

CHICAGO
37 South Wabash Ave.

*The Expositor
Send in a copy of The Expositor
Have market information, entirely without cost.
Firm
Address
In care of*



Men, ideas, business opportunities and services meet in The Market Place. . . . An economical introduction between men and jobs, jobs and men. This issue The Market Place appears on page 69.

Wisconsin Markets

Here is a presentation of four leading Wisconsin markets. Different facts concerning these markets will be given in subsequent advertisements. Because of the informative nature of these advertisements, they should be filed for continual reference.



New Homes

Kenosha is continually building homes to care for its increasing population. These are substantial homes for substantial people and indicate an above-the-average mode of living.

Being an industrial city with 100 manufacturers, over 15,000 regular employees, and with a monthly payroll of \$2,000,000 Kenosha has the means and does purchase everything from chewing gum to automobiles.

Write us, or ask our representatives to tell you of this market.

The Kenosha News Wisconsin

Representatives
CONE, HUNTON & WOODMAN
New York, Chicago, Detroit, Atlanta, St. Louis, Los Angeles, San Francisco.

Wisconsin Is Not a One Newspaper State

Neither can it honestly or rightfully be claimed as part of any greatly exaggerated metropolitan newspaper market or zone.

Take Janesville as an example: Here is a major Wisconsin market, covered efficiently and thoroughly by a modern high grade daily newspaper with 4858 circulation in the city limits.

The combined circulation of the two metropolitan newspapers, nearly 100 miles distant, claiming to "cover" Janesville and claiming to influence the buying habits of its citizens is 649 copies for one and 121 copies for the other, or a total of 770 copies daily, according to their own claims.

Thousands of Janesville citizens never see either of these newspapers—the influence must be occult. The day of the blatant Circus Barker in advertising claims is passing rapidly. There is a distinct trend on the part of the advertisers, the men who put up the money for advertising—to seek out and develop definite markets where they can secure tangible returns on their advertising investment.

The Janesville Daily Gazette

H. H. BLISS, Publisher
THOS. C. MURPHY, Adv. Mgr.

"An Unusual Newspaper"—Member of Wisconsin Daily Newspaper League

M. C. WATSON, Eastern Rep.
246 Fifth Ave., New York City
TRF. ALLEN KLAPP Co., Western Rep.,
1338 Peoples Gas Bldg., Chicago

IT'S TRUE

Situated on Lake Michigan.

Served by two railroads, two boat lines and two interurbans.

A thriving city of 65,000 people.

Some 200 manufacturing plants with skilled and highest paid labor.

A. B. C. Audit shows Journal-News has largest circulation.

RACINE

The City of Advantages



The vast plains of the Dakotas, Minnesota and bordering states have been called the bread basket of the world. Grain is their great product and the world is their market. This latter fact is a fact for just one reason—the port of Superior. The great development in this section would have been impossible had not the great lakes projected the wonderful harbor of Superior a thousand miles into the interior of the continent. The above picture gives a glimpse of how Superior performs its function. Millions of bushels are annually shipped through and milled by elevators and flour mills of which this is a sample group.

The Superior Telegram Superior Wisconsin

Foreign Representatives
HAMILTON-DELISSER, INC.
Chicago New York

ties and institutions of this country, one hears fewer complaints.

The average fare paid by the bus passengers is four cents, and on the tube trains five cents. (These figures applied to 1921. Since that date the fares have been reduced.) In 1902 the longest route was eight miles, in 1923 the average route over twelve miles. Forty-eight per cent of the money paid in fares is spent in paying the wages of 33,000 employees.

In 1913 the company spent \$160,000 upon advertising and carried 1,124,000,000 people; in 1921 the amount spent was \$300,000 and the number of passengers 1,461,000,000; in 1923 the number of passengers rose to 1,700,000,000, but the advertising figures are not yet available. The expenditure for 1921 worked

Passengers Carried Per Year Per Mile of Single Track

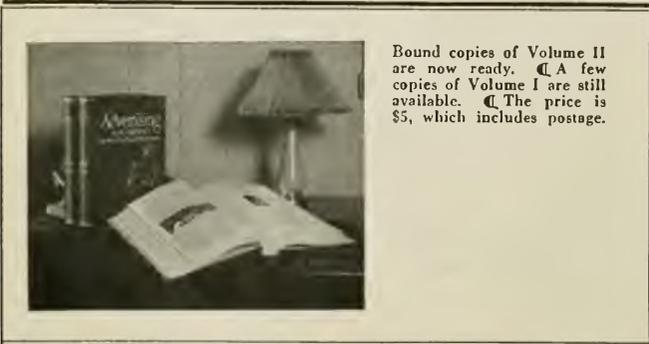
*London District Railway (Main Line).....	14,000,000
*London Electric Railway.....	6,356,000
New York Subway.....	4,970,000
Detroit Woodward Ave.....	4,640,000
*Central London Railway.....	4,500,000
Chicago Halsted St.....	3,230,000

*Operated by "London's Underground."

out at one-third of 1 per cent of the revenue. If this expenditure had done nothing beyond helping to bring about these increases in traffic, it would be fully justified, but its greatest value has been in the building up of friendly relations between the advertisers and the public. Not only has The Underground to meet the competition of other privately owned lines, but it has opposed to it the great municipally owned street car system of London. The fact that the latter has, during recent years, commenced to advertise on similar lines is a great tribute to the advertising of The Underground. Indeed, it is doubtful whether such a spectacle of a private company and a municipal department using advertising in competition exists elsewhere.

The publicity of the London County Council Tramways, familiarly known as the L. C. C. Trams, is practically confined to the press. The series of advertisements before me are mostly 80 lines across two columns—not very large spaces, judged by American standards, but very expensive in the London dailies, with over a million a day circulations. The first of a series of "institutional" announcements tells the reader something of the L. C. C. fleet of 1540 big "double-decked" cars, each of which travels 125 miles each day. In general, the copy, as can be gathered from the headings quoted, endeavors to sell this par-

Bound copies of Volume II are now ready. ☐ A few copies of Volume I are still available. ☐ The price is \$5, which includes postage.



ticular service in traveling between two given points. It links up with special attractions by showing how to reach the rendezvous from various centers, using route numbers, as on the buses.

Such headings as "Cricket at the Oval," "Tennis at Wimbledon," "Bird Life in London Parks," explain the copy policy. A piece of copy headed "Comfort by Tramway" makes a point interesting to American readers. As mentioned, these cars, as is common in England, are "double-deckers." That is, the roof forms a second deck, which is weather-proof, yet can, in a few minutes, be completely opened. Smoking is allowed on this deck. The copy in question features the perfect "reading light" on both decks. It also offers a service of 122 cars in each direction every hour over one of the city bridges. Each car "seats" well over 100 people, and overcrowding is against the law.

On occasions I have heard Americans express surprise that London buses and trams carried advertisements. In view of the advantages accruing to the public through the advertising methods described herein, it is interesting to remember that since the amounts expended by the companies in advertising to the public are far less than the amounts received from advertisers for space in the vehicles, it would seem that advertising benefits all parties.

The Clark Collard Company

30 North Michigan Avenue, Chicago, has just been organized by Clark Collard, formerly director of merchandising service for Geo. F. McKiernan & Company, same city.

League of Advertising Women

New York. At annual meeting of board of directors, elected the following officers: President, Minna Hall Simmons; vice-president, Clara Woolworth; reasurer, Elsie Wilson; recording secretary, Mabel Graswinckel; corresponding secretary, Katherine Clark; he foregoing, together with the following constitute the board of directors for the ensuing year: Helen M. Hill, Jane Martin, Louise Wharff Rogers, Anna I. McLean, Edith V. Righter, Estelle Clark Westervelt and Lois B. Guck.

Philadelphia Club of Advertising Women

At annual meeting re-elected Katherine M. Planagan, president. The following were elected to the Board of Directors: M. Helen Campbell, M. A. Reamer, A. K. Johnson, Ruth Pratt, Isa Rietzer, Martha Shade, Beatrice Kemp and Ellen Patton.



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

A young woman with five years' agency experience, a college education and unexceptionable references; lucid and convincing writer; practical experience in market analysis and investigation; good executive. In replying please state salary. Box 143, 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.

PRINTING production man available for advertiser, agency or printer; age 34; Gentle, college graduate with practical experience; served as purchasing agent and assistant shop superintendent; recently participated in typography campaign of manufacturer serving printers and advertisers; knows technical details; can plan and supervise to secure a complete product. Box 144, 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 besides soliciting, charge of branch office, and advertising department with full responsibility. Wide acquaintance New York and Eastern advertisers and agencies; familiar Western territory. Highest references; letters confidential. Box 137, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

PROMOTION

and selling copy prepared under supervision experienced writer. Formerly head of own advertising agency. Individualized and logical advertisements. Campaigns, Booklets. Henrietta Weber, Room 1512, 110 E. 42nd St., Vanderbilt 3877.

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.

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.

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 desires change. Wants to hire on for 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.

Help Wanted

ART AND ENGRAVING

One whose training qualifies him for important position with large publisher. Must have complete knowledge of color value and retouching. Prefer man about 30 to 35 who can produce highest character references. Write in full detail. Box 145, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

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 138, Adv. & Selling Fort., 52 Vanderbilt Ave., New York City.

Chain Grocery seeks services of man 25-35 with thorough knowledge of retail sales promotion. Work involves devising standard window displays, writing bulletin talks to store managers, newspaper advertisements, store and window announcements, etc. Address Box 146, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

WANTED

A REALLY CAPABLE SALES MANAGER to open and assume full control of office 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.

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Advertising Calendar

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

JUNE 4, 5, 6—Eleventh National Foreign Trade Convention, Hotel Copley Plaza, 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-first 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, Desher Hotel, Columbus, Ohio.

JUNE 18—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 30-JULY 2—Annual Convention, Southern Newspaper Publishers' Association, Grove Park Inn, Asheville, N. C.

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

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

JULY 13 to 18—Annual Convention A. A. C. of W., London, England. S.S. Republic sails from New York July 7. *Lancastria*, July 3; *George Washington*, July 4; *Lerwick*, July 5.

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.

W. A. Cather

Formerly in charge of advertising and sales promotion for the Worthin ton Pump and Machinery Corporation New York, has been appointed sales manager of the Barret Haentje Company, centrifugal pumps, Hazleton, Pa.

Hart Vance, Jr.

Recently free-lance counsel, and previously associated with the Corn Wood Products Company, Chicago, now associated with the Adamars Company St. Louis, as account executive.

J. C. Burton

Recently with Erwin, Wasey & Company, Chicago, is now assistant editor of *The Nation's Business*, Washington.



Salesmen picked by YOUR customers

Not only picked but invited to call as well, and paid a fee for so doing. Wouldn't this be an ideal situation—wouldn't it just about assure success? Impossible, you say? No, not at all! Your customers are doing that selfsame thing this very minute—in some fields they have done it for over 50 years. They are *choosing* the salesmen they want to *see* and *consult*—and *paying* for the privilege—through the Business Press.

Business Papers of the A. B. P. type are salesmen — super-salesmen — needed, invited, and welcomed in their respective

fields. Your customers and prospects are *paying* for business papers to tell them what and where to buy, and business papers are telling them in both the editorial and advertising pages.

Each paper is 100% of interest to its field—a force focused on one market and nowhere else. No sales tool more powerful or none more economical. Nothing can take its place. You can buy a lot of this highly specialized advertising for comparatively little money. Write us about your particular sales problem.

If you want an advertising agency properly equipped to handle your business paper campaign, write us for printed list of agencies which have been approved as competent in this respect.

THE ASSOCIATED BUSINESS PAPERS, INC.
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fields of trade and industry

A. B. P.

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



The Chicago Tribune sells groceries throughout Illinois, Indiana, Iowa Michigan and Wisconsin!



PROOF—specific, convincing—is here offered in support of the above statement.

It is hard to believe that a newspaper reaching almost every worthwhile home in the city of publication can also move merchandise from the shelves of thousands of groceries in other cities.

That Chicago Tribune circulation in each of 1,064 towns and cities amounts to one-fifth to three-fifths of the number of families is a statistical fact we have often presented. This page goes a step farther and offers testimony of grocers as to the power of The Tribune to effect sales in their stores.

"Do you believe advertising in The Chicago Tribune helps the sale of advertised brands in your community?" was the question answered by 1,334 grocers in communities outside Chicago.

"Yes," said 1,108 grocers—83% of the total. Many grocers volunteered illuminating comments on their experiences with products advertised in The Tribune.

Grocers Stock Products Advertised in The Chicago Tribune

To manufacturers and packers of grocery specialties who want to build sales in the largest and richest zone market in the world, the replies will have triple significance. They are direct evidence of consumer response to Tribune advertising. They prove that the same advertising effects wide dealer distribution. And they show that grocers themselves watch Tribune advertisements in order to keep in touch with new food products. For instance:

"Indeed we do. In fact, we often stock new products due to W. G. N. advertising."
Boyd Redure & Son, Danuogair, Mich.

"Absolutely. We always read the advertisements in The Tribune and are never cautious in buying the goods advertised, because we know hundreds of other people who read The Tribune also know about these advertised goods."
I. F. Hollings Co., Beardstown, Ill.

"It sure helps to sell advertised brands. Proper advertising of a staple item in The Chicago Tribune means that the goods are half sold, when displayed in a visible place in the store."
Economy Grocery & Market Co., Hammond, Ind.

"I believe it does. I have many calls for different articles advertised in your paper."
James Yager, Bourbon, Ind.

"Sure thing. Just look at 'Savoy.' Every time a 'Savoy' ad appears in The Tribune,

we feel the effects immediately in acceptance that the 'Savoy' brand enjoys among our patrons."
B. W. Gostomski, LaSalle, Ill.

"I certainly do. I have sold lots of goods by the help of Tribune advertising goods that people in my community were not in the habit of using before."
Hona H. Hovarr, Buchanan, Mich.

"I believe that it does. The only way we have of knowing the effect of Tribune advertising is when some new article is advertised and a customer asks for it, stating that the advertisement caused her to inquire."
Hildren & Saldorf, Chatham, Ill.

"Yes. The Chase & Sanborn advertisements run in The Tribune have been brought to our attention several times by our trade."
John E. Mooney, Clinton, Ia.

"Yes. We are positive in saying that the influence of The Tribune is noticeable on our customers and adds to sales."
Simms Brothers, Springfield, Ill.

"Absolutely. We have a great many Tribune readers in this community and any article continuously advertised in your paper is sure to move."
George Ober, Yorkville, Ill.

"Yes. The Tribune is especially strong in introducing new items of merchandise."
Olds Brothers, Hanford, Mich.

Chicago Tribune Advertising Sells the Dealer

"Tribune advertising certainly helps. Keep anything before the people and they will ask for it. That is the reason I carry advertised brands. Quick turnover is what counts."
G. D. Cromer, Lincoln, Ill.

"Yes. The only way to sell goods is advertising in daily papers that have the circulation, as The Tribune has. No merchant can sell goods that he keeps under the counter. Goods will not sell unless you keep them before the people."
De Scharlin, Prairie du Chen, Wis.

"Yes. When a firm advertises an article in The Tribune, even an unheard of article, I always buy from the salesman. As soon as we are assured of Tribune ads, we know that there will be calls for the product."
E. F. Rosenberg, Elmhurst, Ill.

"Yes. I think the daily Tribunes which come to this locality go to men who wish to keep in touch with the outside world. Your Sunday edition enters the home, is read by all members of the family and is therefore the best for advertising goods."
Carl K. Borney, Marion, Ind.

"Very much so. One example is the Savoy advertising. I know it is helping our sale of Savoy products."
Brewer & Son, Maywood, Ill.

"Yes. I am sure of it. When a customer sees a new brand in The Tribune, she asks about it when she comes to the store."
B. B. McGreer, Dorrington, Wis.

"It sure pays to advertise. We notice the effect of food advertising in The Chicago Tribune constantly."
M. A. Macker, Follen, Ill.

Plan Store Display to Follow Tribune Advertising

"Yes. We follow The Sunday Tribune ads and on Mondays make a special display of the goods that are advertised."
E. D. Miller & Co., Stockton, Ill.

"Yes. It doesn't take long for a Tribune campaign to be felt by the retailer."
Bushell & Dorman, Channah, Ill.

"Yes. I have goods in my store that are just as good and even better than some products advertised in The Tribune. But the advertised goods sell the best."
Stephen Rein, Broadwood, Ill.

"Yes. The more you can get manufacturers to advertise in The Tribune, the more goods we will sell. I have read the Daily and Sunday Tribune for the last twenty years."
D. F. W. Roberts, Hinsdale, Ill.

"I believe it helps. I would feel lost without The Chicago Tribune. It's the best."
Robt. F. Leiman, Ripon, Wis.

"Yes. We frequently have calls for articles advertised in The Tribune before we are solicited for orders."
Southern Grocery Co., Canton, Ill.

"Yes. I have been a reader of The Tribune for the past thirty years."
A. W. Steiner, Monticello, Ia.

"If advertising pays at all, it surely does in a paper with as wide a distribution as The Chicago Tribune. One reason that a morning paper stimulates food sales is that the paper is usually read at the breakfast table or before lunch. If an interesting ad attracts the reader's attention, it would naturally cause him to desire the product."
Hoffman & Jovetman, Three Oaks, Mich.

"We believe that advertising in The Chicago Tribune does promote sales in our community, especially when coupled up with store window displays."
J. E. Hunsberry & Co., Bloomington, Ill.

"Yes. The Tribune is quoted quite often by my customers."
J. E. Wasson, Farmington, Ill.

Observe that distance from Chicago has little effect on the selling power of Tribune advertising. Dnawagie, Mich., where they stock new products on the strength of Tribune advertising, is 102 miles across Lake Michigan. Clinton, Iowa, where consumers buy the foods The Tribune tells about, is 134 miles due west. Beardstown, where they use no caution in ordering goods introduced through The Tribune, is 200 miles as the crow flies from Chicago.

Chicago Tribune Builds Markets for New Foods

Rearbon, Ind., makes many calls for Tribune-advertised articles, although the town is 95 miles from Chicago. Darrington, Wis., is 165 miles distant, but it asks for new brands exploited in The Tribune just the same. In Stockton, Ill., 131 miles northwest, Mr. Miller makes Monday displays of the goods advertised in The Sunday Tribune.

Add the fact that 80% of Chicago city grocers read The Tribune daily, and in a great many cases, display the goods advertised, and you have some measure of the selling power of Tribune advertising in Chicago and in the five great states of the Chicago Territory—Illinois, Indiana, Iowa, Michigan and Wisconsin. In 502 cities of more than 1,000 population, The Sunday Tribune reaches at least one family in every five—in many communities three or four families in every five.

Whatever your products, if you are marketing it through retail stores, write or phone for a Tribune man to call and discuss your plan and present distribution with you. From the experience of others, he may be able to suggest merchandising methods which will increase your sales in The Chicago Tribune's five-state market.

The Chicago Tribune

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The Tribune's 1924 BOOK OF FACTS is now out. It will be mailed free of charge to any selling organization if requested on business stationery. Many new features—101 pages. Address any of these advertising offices:

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