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Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*



Drawn by McClelland Barclay, for Fisher Body Corporation

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JULY 2, 1924

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In this Issue

“Who Pays for the Advertisement That Doesn’t Pay for Itself?” By KENNETH M. GOODE; “H. M. Swetland’s Advertising Philosophy and Practice” By JAMES H. MCGRAW; “The Speed Hound *versus* the Regular Citizen” By V. V. LAWLESS; “Building Swimming Pools to Sell More Bathing Suits” By M. E. YADON

A WINNING TEAM



Ray Long

Editor-in-Chief of the International Magazine Company, whose capacity for work is as amazing as his unflinching selection of light features and fiction that endure in public favor.



Norman Hapgood

Editor of Hearst's *International*, who knows more than anyone else about the serious side of a magazine and has the keenest eye in the world for an important topic.

Under Norman Hapgood's brilliant editorship *Hearst's International Magazine* has doubled its circulation in two years. It is the *only* aggressive liberal magazine of large circulation. Next to *Cosmopolitan*, it has a greater circulation than any other 35 cent magazine.

Now watch the upward swing in circulation beginning with the August number. With that issue Ray Long will begin to give *Hearst's International* that rare editorial direction in fiction and light features that put *Cosmopolitan* 'way ahead of all the high-priced magazines.

AS EDITOR-IN-CHIEF OF THE INTERNATIONAL MAGAZINE COMPANY, MR. LONG ALSO, OF COURSE, CONTINUES THE ACTIVE EDITORIAL DIRECTION OF *COSMOPOLITAN*

An edition that is limited to one copy only

~ your copy

SUPPOSE there were put on your desk this morning a book containing such information as:

What your chief competitors are doing.

What consumers really think of your products—and your competitors' products.

What dealers say you should do to enable them to get more sales and bigger profits.

Markets you aren't reaching and how to reach them—quickly—economically.

A Richards Book of Facts contains exactly that kind of information built to your order from facts gathered in the field. For one manufacturer, his Richards Book of Facts changed his entire system of distribution. For another, it made a vital change in selling plans. For another, it revolutionized his methods of advertising.

For still another, the original "facts book" was boiled down into an interesting and helpful sales manual that every salesman uses in his daily work—a constant source of sales and marketing information.

As one manufacturer puts it, "The book gives me a wonderful sense of security. Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

We will gladly tell any manufacturer how a Richards Book of Facts may be used in his business as the basis of sound merchandising and advertising plans.

JOSEPH RICHARDS COMPANY, Inc.
240 Park Avenue
New York



"The Richards Book provides a logical background for everything I do."
From a Manufacturer's Statement



RICHARDS "Facts first—then Advertising"
TRADE MARK REG.

**THE
ERICKSON COMPANY**

Advertising

381 FOURTH AVENUE, NEW YORK



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

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

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

Page 5—The News Digest

McJunkin Advertising Company

Appointed advertising counsel to Everwear Hosiery Company, Milwaukee.

Alfred Austin Advertising Agency

New York. Appointed advertising counsel to Benrus Watch Company, same city.

Campbell-Ewald Company

Now conducting advertising for the following accounts: Detroit office, Mate Corporation, York, Pa., U. S. distributors for an Argentinian drink; Toronto office, Earth-Ritch, Ltd., fertilizer manufacturers, and Ontario Silk-Knit Co., Ltd.; Chicago office, Krenn & Dato, real estate; New York office, Johnson-Cowdin-Emmerich, Inc., ribbons. New York.

Irvin F. Paschall, Inc.

Chicago, will direct advertising for Conard & Jones Company, West Grove, Pa., nurseries.

Benjamin G. Oman

Recently vice-president and advertising manager of *Le Bon Ton*, has been appointed advertising representative, in charge of New England territory, for *The Christian Herald*.

Flora W. Hoffmann

Formerly sales and advertising manager of Derryvale Linen Company, New York, is now associated with the Dave Bloch Company, New York, agency.

C. H. Townsend, Inc.

New Los Angeles agency, C. H. Townsend, president, W. Austin Campbell, vice-president, will direct the advertising end of the business.

Blackett, Sample & MacFarland

Chicago agency, will direct advertising of Gold Medal flour, and breakfast foods and cereals, for Washburn-Crosby Company, Minneapolis. This appointment will not affect company's existing advertising relations.

William E. Kerrish

Formerly on advertising staff of Bird & Son, Inc., Hamilton, Ont., is now advertising manager Wadsworth, Howland & Company, paints and varnishes, Boston, Mass.

Arthur C. Busch

Formerly with *The Literary Digest*, New York, appointed eastern advertising manager of *Public Affairs*, Washington.



The Thumbnail Business Review

An outstanding phase of the present business situation is the manner in which consumption is outrunning production in certain lines. Steel, for example. This industry is operating at about 50 per cent of capacity. The point is rapidly being reached where the demand for steel and kindred products must be reflected in increased bookings at the mills. At present orders are being filled in greater ratio from stocks. What is true of steel is also true of other industries. All in all, an encouraging sign.

☛ Automobile manufacturers will not embark upon any greatly accelerated production schedule until the public has absorbed a goodly part of the cars now on hand.

☛ Railroad traffic, although below that of 1923, is the best in the history of the roads. Total loadings of revenue freight for 1924, up to the week ended June 14, were 21,374,652 cars, contrasted with 21,979,049 cars in 1923 and 18,291,101 cars in 1922.

☛ Farmers are prospering. Grain prices are mounting steadily. The western agricultural regions report increased buying of raw and finished products.

☛ Prices of general merchandise seem to be tightening. Leading mail-order houses continue to transact an unprecedented volume of sales. Jobbers report slight improvement in trade, while wholesale business is quiet.

☛ Any disturbing political influence on business may be discounted. Issues of the forthcoming campaign, as they have evidenced themselves, are free from tariff upheavals, currency reforms or interference with industry. Tax reductions, although not on a par with the country's expectations, are nevertheless encouraging. It is inevitable that business take a turn for the better.

ALEX MOSS.

New York Advertising Agency

Has been selected to conduct campaign of the Allied Dental Council, dentists who are cooperating with leading dentifrice manufacturers in the promotion of oral hygiene.

United Publishers Corporation

Following the death of H. M. Swetland, the following elections have been announced, effective June 25, 1924: President, Charles H. Phillips; vice-president, A. C. Pearson; treasurer, Fritz J. Frank; secretary, H. J. Redfield.

Oscar S. Tyson

Has resigned as vice-president and director of Rickard & Company, New York.

Herbert Sanford Waters

Account executive and copy chief of the Chatham Advertising Agency, New York, has resigned to become assistant advertising manager of Lit Brothers, Philadelphia department store.

Freda Fishbaime

Recently with Lord & Thomas, New York, is now on copy staff of Foote & Morgan, Inc., same city.

Erwin Wasey & Co.

Chicago. Have been appointed advertising counsel to Princess Pat, Ltd., manufacturers of toilet requisites, same city.

Clark Bolden

Has joined advertising staff of the Hartford Fire Insurance Company. He was formerly on the advertising staff of the Travelers Insurance Company and Affiliated Aetna Companies.

Palmer Advertising Service, Inc.

Window-display manufacturers, are removing their lithographic plant from Brooklyn to their new factory building in Tarrytown, N. Y. The sales office will continue at 19 West Forty-fourth Street, New York.

New York Business Publishers Association

At its second annual golf tournament, held at White Beeches Golf and Country Club, Haworth, N. J., June 24, low gross was turned in by Bobby Tobin, and low net by J. E. Mason. Flight winners: Floyd Parsons, K. H. Condit, R. C. Nason, H. J. Payne, E. D. Sickles, M. C. Robbins, H. O. Barnes, D. E. Bigelow and P. Cosgrove. Consolation winners: G. W. Morrison, R. S. Foss, W. Chevalier, Geo. Hays, M. Moore, J. F. Ahrens, R. McGhie, W. C. Carrol, R. T. O'Connell and W. C. Sweetser.

Carl H. White

Vice-president in charge of sales promotion and research of Joseph Richards Company, Inc., New York, resigned July 1 to devote more time to Health Products Corporation, of which he is president, and other manufacturing interests.

[ADDITIONAL NEWS ON OTHER PAGES]

5000 COMPLETE RETAIL WINDOWS

Drug—Grocery—Hardware—Auto Supply, Etc.
\$4.50—\$5.00 per Window. We do it all.

We design and create complete powerful window display sets, manufacture them in our own modern offset lithographic plant, book retail windows in advance in the fifty largest cities, and finally actually decorate these windows in a uniform manner with the lithographic display set, crepe paper, your products, etc., according to a photograph which you have O.K'ed.

This is a tested complete window service of wide scope for national advertisers who want the finest of art work, lithography and window service. Our window campaigns form the strongest "tie-up" possible to link your advertising with the dealers' stores.

Complete information upon request. Use the coupon.

PALMER

Advertising Service, Inc.

19 West 44th St.
NEW YORK CITY



GENTLEMEN:

We are interested in your complete Display Sets and Window Service and enclose herewith full information. No obligation incurred,

Name _____ Position _____

Company _____

Address _____

AP 7-2-24



Preparing the wires for exploding the big blast.



All set! The foreman stopped just the instant before he shoved the battery lever home.



Boom! The 364,000-lb. charge of dynamite lets go. No wonder the seismograph in the Mt. Wilson observatory, forty-two miles away, recorded a young earthquake.

The big job comes after the shot

CHATTERING rock drills honeycomb the rock. The explosive is inserted. Wires are laid. The battery lever is shoved home—boom! The muffled roar tells that a few more carloads of ore are shot down.

But the big job in metal production comes after the shot.

The big job comes after the ore is out of the ground, when the minute particles of metal are gradually separated from the rock by costly concentrating, smelting and refining equipment.

Increasing costs—Each decade sees a perceptible increase in the cost of metal production. The reason for this is obvious. The higher grade ores are becoming more and more scarce. The lower grade ores must be worked.

This means that much more rock will have to be moved five or ten years from now to get a ton of lead, zinc or other metals than at present.

This means, also, that an increased amount of machinery per ton of metal will have to be used progressively in the future.

Increasing production—Since 1880 the value of mining products in the United States has risen from \$367,483,000 to nearly five billion dollars a year. Metal production must continue to in-

crease in even greater proportion.

Nothing except a decline in civilization can effect a permanent decline in metal production. The reason for this is—there are no substitutes for the products of the mining industries.

Opportunities—The manufacturer of mining equipment has a constantly increasing market. Each year more and more mining equipment must be bought.

The men who specify and buy mining, milling, smelting and refining equipment use *Engineering & Mining Journal-Press* as their buying guide.

Engineering and Mining Journal-Press is the most quoted publication in the mining field. Its editorials are authoritative. Its news is accurate. Its advertisements carry weight.

An advertisement in *Engineering & Mining Journal-Press*

reaches 12,000 buyers of mining, milling, smelting and refining equipment in all quarters of the globe.

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

Engineering in Spanish-Speaking Countries: Ingenieria Internacional.

**ENGINEERING AND
MINING JOURNAL-PRESS**

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



NO matter what your product, planned photography should occupy a definite place in your selling campaign. More than mere reproduction, it is reproduction plus the creation of a desire for possession.

Wide experience, with the most difficult as well as the simplest subjects, has given us the unusual versatility which enables us to offer you sales-creating help.

DANA B. MERRILL

25 West 45th Street - - - - - New York

Telephone—Bryant 1207-1208

AERIAL LIGHTHOUSES



ROUTING AND LANDING BEACONS



CITY TRAFFIC BEACONS



HIGHWAY LIGHTHOUSES



HIGHWAY LIGHTHOUSES

THE value of the service rendered by Highway Lighthouses is indicated by the hearty endorsement of official bodies which usually withhold their approval of practical safety plans having the cooperation of advertising.

These safety signals are erected at only those points on the *main trunk highways* specified by the State Highway Departments. This limits the total number.

Furthermore, the Highway Lighthouse is an A. G. A. Flashing Signal, operating in the same manner as their time-tested marine lights. Whether you travel at sea, on land or in the air, you will find A. G. A. Beacons to guide you.

Your message on Highway Lighthouses is not only exceptionally effective outdoor advertising, but also renders a public service in your name.

HIGHWAY LIGHTHOUSE COMPANY

100 East 42nd Street, New York

A Division of The A. G. A. Company, Elizabeth, N. J.

HIGHWAY

RENDER A PUBLIC SERVICE IN YOUR NAME

THE WHY OF THE A. B. C.

In buying practically all other commodities, consumers can count, weigh and grade. The invoice can be checked exactly with the order.

In buying advertising, with values based on circulation, there was no counting, weighing or grading machine until the advent of the *Audit Bureau of Circulations*.



Its function is to do for the publisher and the advertiser what the Bureau of Standards has done for others—establish a basis for measurement.

The A. B. C. counts, analyzes and classifies circulations. In the business paper field it renders special service through the classification of subscriptions according to occupation—thus enabling the advertiser to appraise character as well as quantity.

Advertisers who use A. B. C. circulation reports have exact information as to the circulations they are using.

WRITE FOR A COPY OF

"The Measure of Your Message"

AUDIT BUREAU OF CIRCULATIONS

202 S. STATE ST., CHICAGO



ARROW
COLLARS
& SHIRTS
for Dress.

CLUETT, PEABODY & CO., INC. - MAKERS



The medal winning poster—"The Dancing Couple"—painted by J. C. Leyendecker for Cluett, Peabody & Co., Inc. Exhibited at the Third Annual Exhibition of Advertising Art held by the Art Directors Club, April 1924. Received Medal—highest award—in poster class. The painting exhibited and the poster reproduced by
New York THE W. F. POWERS CO., LITHOGRAPHERS Boston



Kolynos and Health

HERE is a real, live American Boy—full of life and vigor. Who would not like to retain such a physical glow throughout life? How much depends on it!

The Time to Begin

SOME folks believe that "Baby's first tooth" is an event—and so it is. It marks an epoch—a starting point in a whole lifetime of adventure.



The Kolynos Company
New Haven, Conn.

HEINZ COOKED MACARONI

57

With Cheese and Mushroom Sauce



Ready to Serve

MAKES EVERYTHING
TASTE BETTER

ONE OF THE
57



HEINZ TOMATO KETCHUP

PACKAGE INSERTS BY OFFSET LITHOGRAPHY

THE blacksmith and the house painter are mighty useful fellows.

BUT you wouldn't go to a blacksmith for a gold filigree bracelet, nor to a house painter for a miniature on ivory.

OFFSET lithography is like that—requires a specialist.

TAKE these package inserts, for example, selected from two series made for the Kolynos Co. and the H. J. Heinz Co. They were designed and lithographed by the Offset process by

THE W. F. POWERS CO.
LITHOGRAPHERS

New York

Boston



Selling Machine Tools with IRON TRADE REVIEW

Machine Tool advertising should be directed to the Executives who not only recommend but also authorize the purchase of Machine Tools and Equipment.

5619 subscribers to IRON TRADE REVIEW are concerned with machine shop operation—3708 connected with tool room management.

A Representative Group of Subscribers includes—

- 63 Railroads
- 239 Machine Tool Builders
- 10 Textile Machinery Builders
- 282 Automobile Part Mfrs.
- 71 Truck & Tractor Builders
- 44 Automobile Builders
- 307 Locomotive, Car Builders and Railway Equipment Mfrs.
- 607 Manufacturers of Wire Products
- 931 Manufacturers of Sheet Metal Products
- 1035 Subscribers are concerned with Automatic Machine Dept. operation
- 1089 subscribers are concerned with Plating and Polishing Dept. operation
- 1296 subscribers are concerned with Stamping and Drawing Dept. operation
- 2427 subscribers are concerned with Heat Treating and Annealing Dept. operation
- 2736 subscribers are concerned with Forging department operation.

IRON TRADE REVIEW is read by the highest type of both administrative and technical executive who is directly responsible for the production and performance of his equipment.

The busy executive must keep in constant touch with his markets and the economic conditions affecting his field. IRON TRADE REVIEW furnishes him with just this sort of information and in a complete, concise and comprehensive form.

This gives the executive confidence in and respect for IRON TRADE REVIEW and he logically turns to the advertising pages for information when in need of equipment. He reads the advertising pages as a means of solving his many problems of production, operation, costs and labor.

65% of the circulation is distributed throughout the metal-working industry—CONSUMERS making products wholly or in part of metals.

15% of IRON TRADE REVIEW'S circulation blankets the steel producing plants of the country. The possibilities for the sale of machine tools in this small portion alone are tremendous, as the steel plants operate some of the largest and most modernly equipped machine shops in the country. Their equipment includes a total of more than 6000 high grade machine tools. In addition to this item they operate 50 Railroads using about 750 machine tools in their repair departments.

Penton Building. Cleveland, Ohio

MEMBER
A·B·C

A Penton Publication

MEMBER
A·B·P



"Betty Alden" represents the brides who will soon be buying for thousands of new homes.

*M*ODERN PRISCILLA has adopted a bride! The inspiration to do it came from the subscriber who wrote—

"These new, new housekeepers who are miles away from their mothers certainly need all sorts of help, and Priscilla has been that helper in a more efficient and scientific way than my own mother could have been."

In our June issue our bride's pretty home wedding, the decorations, the wedding feast—and of course the all-important gown and veil—are illustrated and described for the benefit of all those brides-to-be who look to *Modern Priscilla* to help them achieve perfection in every detail of their "Great Day."

In the months to come our little bride and her husband will build and furnish a home. And we shall help them.

She'll learn to shop and market; to cook and serve; to manage her house expertly and entertain graciously; to make pretty clothes, and those accessories that add individuality and charm to a home. And *Modern Priscilla* will teach her.

Mark this, you who sell the things our bride and her sister brides will have to buy—for to them, as to more than 600,000 brides of yesteryear, *Modern Priscilla* is the infallible guide to wise buying as it is to better home-making.

The Priscilla Proving Plant, where "Betty Alden" will learn home making and household management.



MODERN PRISCILLA

The Trade Paper of the Home

New York

BOSTON

Chicago

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

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Bon Voyage!

U P the gangplank they go this week—1680 business men and women from 48 states and Canada, sailing from New York, Boston and Montreal, to attend the Advertising Convention in London.

Most of the delegates will take the opportunity while abroad to visit old-world spots immortalized in literature and history. The British hosts have mapped out an elaborate program, including many festivities presided over by dignitaries gowned in scarlet and ermine.

To those fortunate enough to go, we extend a hearty Bon Voyage! To those who remain at home, we promise an interesting interpretation of the convention in text and pictures in forthcoming issues.

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
327 Canal Street; Main 1071

SAN FRANCISCO:

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

TORONTO: A. J. DENNE
217 Bay Street; Elgin 1350

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

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

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

Copyright, 1924, Advertising Fortnightly, Inc.



Our mark
and the Del Monte
trade-mark which
we have helped
make familiar to
millions of men
and women who
appreciate quali-
ty in foods

New York
Uprown and Downown
Cleveland
Chicago
Denver
San Francisco
Los Angeles
Toronto
Montreal

THE H. K. McCANN COMPANY
Advertising

JULY 2, 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*

Who Pays for the Advertisement That Doesn't Pay for Itself?

By Kenneth M. Goode

HER husband died and left her a candy store. It was a prosperous candy store with lots of excellent advertising. Any practical business man would have recognized the relation and been satisfied to let well enough alone.

But, being a woman, she was curious. Also inquisitive. She saw money coming in for candy. She saw money going out for advertising. Like Pandora, she longed to lift the lid. Finally she did tilt it a bit—in a simple childlike way.

She took out one advertisement! Then she stood by, ready to jam it in again if anything happened.

Nothing happened; sales went right on. So she kept that advertisement out permanently. Then she tried another. Business began to fall off. She put that one back. And so on patiently through the whole list, in all possible combinations. Finally she found exactly the advertising that kept business going at the same level with the least expense.

In the meantime, her husband's hard-boiled half-brother, head of a great textile sales company with an appropriation "around a quarter of a million a year, told his friends:

"I spend \$100,000 a year on magazines and \$100,000 on posters. I don't know which brings in the business. But business keeps on coming in so I keep on advertising."

He was vice-president of an advertising club or two, and once delivered an address at a convention. She didn't even know the definition of "consumer-acceptance." Yet, advertising-wise, she was on a somewhat sounder basis than he. For she had at least paid advertising the compliment of demanding from it the same expectation of cause-and-effect that he demanded inexorably

from everything except it. But that's getting into another story.

For the purposes of this discussion, I will concede to you that advertising is an elusive force that one cannot expect to harness like radio or electricity; also I will most gladly concede that advertising, as a whole, pays; if you will, in turn, concede that not every advertisement pays! (And write your own ticket as to what constitutes "pays.")

Well, then, who stands the loss on those advertisements, which, when all the returns are in, have failed directly and indirectly to stir up enough business, or what-not, ever to repay the cost of publishing them?

In answer to this question I have thirty-five letters, from sales executives in eight states, selling everything from gelatine to granite and tapoca to toilet paper. Every letter is good enough to quote entire. All I can hope here is to reflect the brilliant glints from varying angles.

The great difficulty of telling the profitable advertisements from the duds leads a lot of keen men into the careless conclusion that, since you can't tell them apart, all advertisements must be pretty much alike; and, since so

WHO stands the loss on those advertisements which fail to repay the cost of publishing them? Ask the next half dozen business men you meet. Watch them fumble around—and each get a different answer. Yet is no trick question. "Advertising," says Kenneth M. Goode, "is primarily a sales speculation. Every dollar so spent is a bet on the part of somebody that he can move more goods that way than anybody else in the shop could move by any other use of the same dollar." Thirty-five executives contribute to this important and stimulating discussion—a discussion which we think will jar many men out of their routine thinking on a subject fundamental to any understanding of advertising itself.

many advertisements are *very* good, all are probably good enough.

Others argue, plausibly enough, that without one advertisement in a series being good, the series itself may be good; and then swing all the way back around a circle that since the series as a whole is good, there can be no real question as to the value of each of its constituent advertisements.

This line of reasoning reminds one of the enthusiastic merchant who proclaimed that his prices were so low he lost money on every sale, and that the only reason he could con-

tinue was the tremendous volume of business he did.

On the other hand, there is a growing school of advertising philosophy that is considerably less complaisant. For example, the president of a company that sells one of the best known candy products in the world writes:

"I agree with you that there are many advertisers spending a vast amount of money who haven't the slightest idea what their advertising does for them. In a great many cases it does nothing."

How widely scattered are we advertising men, tracking our covered wagons through unmapped prairies,

is indicated by the difference of opinion on one simple fundamental question. Of the 32 letters that tackled directly the question, "Who pays for the advertisement that doesn't pay for itself?" the answers were:

The advertiser himself.....	10
The retailer.....	1
The advertiser and public.....	3
The consumer.....	9
Society at large.....	9

Since, in every case, the advertiser himself draws the first check and pockets the profits when the advertisement pays, our discussion obvi-

[CONTINUED ON PAGE 36]

Them Days Has Gone Forever!

By J. M. Campbell

A MONTH or so ago I spent an evening with a young man who is connected with one of the many New York concerns which are rated in Bradstreet's as "G" and "Aa." I do not know precisely what his duties are or what, if any, title he bears; but from various things he said, I got the impression that he is the all-round "handy man" for the vice-president of his company, who, I happen to know, is in charge of sales and advertising.

We talked about all sorts of things without finding that we had very much in common. But a chance remark which I made along about the shank of the evening led to my young friend's "opening up" in a way that surprised me. It is not necessary to repeat all or half the things he said. You can form your own idea of what they were when I say that in a very few minutes he told me how he got his job, what he thought of his chief, what his salary is, how much rent he pays, and what he thinks the future has in store for him.

It was all very interesting, for it made me think of the time, a quarter of a century ago, when I was in pretty much the same position as the youngster with whom I was talking. And it occurred to me that it might be worth while to try to ascertain whether the "comer"



TWENTY-FIVE years ago, when Fifth Avenue and 33d Street looked like this, and wasp waists and bell sleeves were all the fashion, one did not have to pay half his yearly salary for rent and starve along on the other half. Eggs were ten cents a dozen and a loaf of bread cost a nickel. Other necessities were in proportion. "Them days has gone forever," states Mr. Campbell. To which some of us might add, "and a good thing, too." Yet there is something disturbing in the idea that relatively the high-salaried worker of today is no better off in the real fundamental comforts of life than his much more poorly reimbursed brother of a quarter century ago.

of today is as well or better off than was the "comer" of say, 1900. That is, is he, in exchange for a given amount of effort, getting as much—not in money but in the things that are really important—as his father

did? And it seemed to me then as it does now, that it would be interesting to take his case and mine as typical one of 1924, the other of 1900 and see where we got.

In 1900 I lived in a house, for which I paid \$23 a month—less than one-seventh of my income. It had seven rooms and every room was bright and airy. There was a lawn in front of the house and shade-trees in the rear. And although my salary was only a third of what my young friend receives, I had a servant, which is a luxury he cannot afford.

He lives in a four-room apartment for which he pays \$2,800 a year—nearly half his income. His bedroom—he has only one—is on a court. His dining room is of the "alcove" variety. His living room is 12 x 18. His kitchen is about 8 x 8. From 10:30 to about 11:45, every morning, his kitchen and part of his living room are sunny. The rest of the day they—and the other rooms in his apartment—are dark. From the window of his living room he has a fine view of back fences on which cuts do congregate at dawn.

In other words, in exchange for one-seventh of my income, I go twice as much space, ten times as much air and sunshine and twenty times as much in the way of pleasant surroundings as he does in ex-

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H. M. Swetland's Advertising Philosophy and Practice

By James H. McGraw

President, McGraw-Hill Company, Inc.

I KNEW Horace M. Swetland intimately from 1877 until his death on June 15, 1924. His passing brought to me a sense of great personal loss.

We all knew him as an eminent publisher and sound business counselor, but to me he was a close personal friend as well as a business associate for many years. His success in life did not just happen, nor was it a chance of fortune or good luck; rather it was the result of well-directed hard work coupled with organizing ability of a high order.

He was an independent thinker, able quickly to reach right decisions, which made him a natural leader of men. He was a strong man with positive likes and dislikes, a doer as well as a dreamer. If it is true that men are made by their dreams, it must be because they make their dreams come true. Mr. Swetland dreamed dreams and saw visions, but he had the happy faculty of harnessing his dreams for action as a part of the day's work.

The greater part of his life was devoted to the publishing business, and he became a close student of publishing in its different branches. In advertising he was of the type needed to keep standards high and practices above reproach. He was a great believer in the idea that advertising plays a vital part in modern selling. His theory was to sell ideas rather than space; in other words, to sell a fundamental service to his customers.

My estimate of Mr. Swetland's character and qualities is based upon an intimate acquaintance dating back to the time when I was his pupil in the village school in my native town, Panama, Chautauqua County, N. Y. As principal of this school he showed remarkable organizing ability. He



Horace Monroe Swetland

"Having been closely associated with Mr. Swetland in various publishing enterprises for a period of more than ten years, it is a source of great pleasure to bring before our readers this splendid tribute to his character and attainments. It will take considerable time for the industrial publishing industry to appreciate fully the great service and splendid contributions made to it by my friend, H. M. Swetland." —M. C. ROBBINS.

was an inspiration to his pupils on account of his alertness and intellectual keenness. Although he was seven years my senior, we became close friends. Up to the day of his death I never had the slightest cause for revising my estimate made of him forty-seven years earlier.

Throughout his entire career Mr. Swetland was a hard worker, but he always worked to a purpose. His activities were carefully planned, whether in school work or publishing.

He was not only a hard worker himself, but he expected everyone around him to do a full day's work every day. In school he expected every pupil to do his best at all times.

His natural aptitudes and inclinations soon called him from school work to business. He was ambitious to get ahead. It was a difficult matter in those days for him to support himself and his family on his meagre salary as a teacher. He left the school at Panama to go on the business staff of the *Boston Journal of Commerce*, and was associated there with Emerson P. Harris, whom he had known from boyhood. The *Boston Journal of Commerce* contained a department devoted to the power plant, as did also the textile, boot and shoe, and other business papers of the time. There was no paper devoted exclusively to the subject of power or power plants. In a hotel room in Providence, in the spring of 1884, these two young men, Harris and Swetland, originated the idea and plan of a paper to be devoted to power. This was a splendid manifestation of their publishing genius.

Thus was born in November, 1884, the publication *Power*, than which, perhaps, no paper has ever served its industry more efficiently. Fred R. Low became associated with Mr.

Swetland in 1888 as editor, and is still the active editor of *Power*. This publication became Mr. Swetland's joy and pride.

In the spring of 1885, while I was principal of a school in Genesee County, New York, I received a telegram from Mr. Swetland asking me to meet him at Buffalo, which I did. He asked me to join Mr. Harris and himself in the publishing business in New York. I was not entirely new to this business, as Mr. Swetland and

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More Bread and Butter Problems of a Sales Manager

The Speed Hound *versus* the Regular Citizen

By V. V. Lawless

OF COURSE, if we were selling a freckle remover which would certainly remove freckles, but also accidentally remove the skin after three or four applications, we would be looking for men who are the speed hound type of salesman.

"As it is, we sell a staple line of knit goods, and we expect to show increased volume from year to year as we become acquainted with the trade in a given territory and the trade gets acquainted with our line. So not having a speed hound line, we don't want speed hound salesmen. We are regular citizens and our line is a regular citizen line. That's why we want regular citizens for salesmen."

"Yes," we agreed. "That's right. Fine stuff. Now explain yourself."

And he did, as follows:

"One real problem with us is to build a sales force that will keep pace with the general growth of our business. We are making rapid progress, and we are anxious to open up new markets as rapidly as possible. Naturally, we want men who can go into new fields, develop the business, and pay for themselves as they go. We can't afford to send out a swarm of nice, agreeable visitors who call it a day's work when they write and tell us about crop and retail conditions. What we need is orders, and we pay salesmen to get us orders—not to tell us why we should not expect them.

"In hiring our men, therefore, we try hard to pick men whose past record indicates that they are business getters right from the start. But experience has taught us that we must differentiate between just business getters and men who are business builders.

"This brings to mind a chap named Hillman. He came with the reputation of being a splendid business getter. His record was clear. He looked like a man who could go right out and dig up business. We put

him to work and he did not belie his looks. He did dig up business.

"But three months of his sort of digging came pretty near ruining us in that market for years to come. He certainly could 'get in right with the trade.' He got in so right and so well that he not only sold them fine big orders, but he borrowed money from several dealers. We did not know of this until it turned out that he did not get that expected remittance and so was unable to pay off the loans. As a consequence, he did not go back to see these same dealers. They wrote us about the matter. We are not responsible for the personal debts of our employees, but in the case of a well rated merchant who has commenced to buy of us and who loaned one of our men fifty dollars—well, we can take our choice: stand the fifty dollars or lose a good customer.

IN between nice batches of orders which Hillman was digging up we received a number of letters telling us about little loans he had overlooked. We called him in. We settled up a number of messes in his territory, and spent over five hundred dollars in the process. Part of this amount we got back by holding up commissions due Hillman. Then we parted company. Perhaps it was good riddance, but we did lose the services of a real speed hound.

"Writing to one of his references, we got this reply: 'You wanted to know if Hillman is a good salesman. He is. You didn't ask me if he borrowed money, and I didn't feel it was necessary to volunteer the information.'

"We then got another man. He didn't have the brilliance of Hillman. He didn't get the volume of business on his first trip that Hillman did. However, he worked hard and steadily, and he made up in part by sheer labor what Hillman possessed in out and out selling ability.

"While his volume at the end of the month was somewhat short of what Hillman would have secured, there were no comebacks.

"The new man settled in his leading town. He bought a little home. He was plainly saving a little money each month. His wife took an interest in the Parent-Teachers' Association. He himself was helping during spare time to raise the money for a lodge building, and before long he was elected a director in a building and loan association.

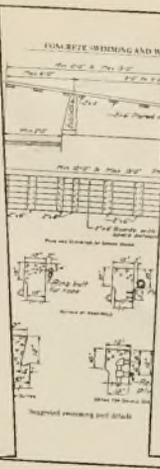
HE was, and is, a regular citizen—not a speed hound. He wouldn't be much value to a house selling once over, but over a period of time, for a line like ours, he is a real money maker."

It is this type of regular citizen salesman that the regular citizen house needs. While it is true that a house often influences the salesman and dictates his attitude, it is also true that there are numerous types of salesmen. While no man who fails to sell goods can hold a job as salesman, in the case of the regular citizen house with the regular citizen line, there is something more to it than just getting a order.

"One thing which we are apt to overlook," another sales manager points out, "is that getting business is one thing, but getting it right is something more. No matter what our motives and policies in the home office may be, the great mass of dealers seldom see any of us. I letter now and then does not make the same impression on the dealer that the personal acquaintance can make. We've got to keep in mind that the man who calls on the dealer is the 'representative of the house in the mind of the buyer.'"

The buyer of a middle wester department store's lingerie department is a good business woman. She is thoroughly experienced, and on

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Building Swimming Pools to Sell More Bathing Suits

By M. E. Yadon

Advertising Manager, Bradley Knitting Company, Delavan, Wis.

SOME time or other I have heard it stated that altruism could be brought about more quickly by an appeal to selfishness than by invoking those intangible moral motives with which the human family is presumed to be endowed. In other words, if we made it clear to the egoists that regard for the interests of others would bring to each of them some definite material reward, then the elusive Utopia that Wells and other writers on sociology dream about would quicker become a reality.

With that thought I heartily agree. I might not have realized the depth of profundity in the statement were it not for bathing suits, swimming pools, salesman's quotas, direct-mail matter, dealer helps, and the numerous other adjuncts to merchandising and distribution that serve to make an advertising manager's job the interesting task it is. Rather a peculiar lot of milestones to mark the road to altruism, but let the facts speak for themselves.

When the Bradley Knitting Company started to add bathing suits to its line, we gave each of our sales-

men a quota—no matter where he was located. Some of our western men were covering territories where there were no lakes, no rivers, no places to swim. They couldn't see how in the world they would make their quota—and a lot of them didn't. But always, where one has the human element to deal with, the unexpected happens. One of our men, regardless of the fact that his particular locality was as dry as the desert of Sahara, so far as bathing facilities were concerned, took his quota seriously to heart. If he could only interest the people in a bathing pool, he didn't see any reason why he couldn't work up a little bathing suit business.

THIS salesman communicated his idea to the home office. What did we think of it? We didn't know anything about bathing pools, but we got hold of some booklets from the cement companies and sent them to him. We believe in encouraging initiative and originality of thought. Yet it was somewhat of a shock when our man reported that he had sold a swimming pool to one community.

Before the year was out he had sold three more. In each town he had gone to the merchant with whom he was doing business, spoke of the social and community advantages that would be afforded by the erection of a pool, and emphasized the potentialities that existed for the sale of bathing suits and other swimming appurtenances. Between them they interested the civic body, if the town had one, or some public-spirited citizens. Armed with facts and figures culled from the booklets we had sent him, our salesman demonstrated the practicability of the idea. Community sentiment did the rest.

NOW the genesis of the idea was prompted by a selfish motive. Our salesman's chief desire was to sell bathing suits. But who can deny that the bringing to fruition of the idea was the highest form of altruism? The plan went over so well so far as this individual salesman was concerned that the following year we enlisted the help of the cement companies and issued a booklet on how to build swimming pools. This we

[CONTINUED ON PAGE 54]

"What a whale of a difference just a few cents make!"



—all the difference between just an ordinary cigarette and—FATIMA, the most skillful blend in cigarette history.

"What a whale of a difference just a few cents make!"



—all the difference between just an ordinary cigarette and—FATIMA, the most skillful blend in cigarette history.

"What a whale of a difference just a few cents make!"



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"What a whale of a difference just a few cents make!"



—all the difference between just an ordinary cigarette and—FATIMA, the most skillful blend in cigarette history.

FATIMA'S current phrase would be much less trenchant without the changes rung upon it by these arrangements; a skillful manipulation of foot lighting, normal-looking, smiling people, and a few crackling blacks. The sort of copy to make a man borrow a Fatima without that guilty feeling.

How We Coordinate Advertising and Selling

By S. E. Conybeare

Advertising Manager, Armstrong Cork Company

IF your advertising has to be "put across" or "sold" to your salesmen, then either you have the wrong kind of advertising or the wrong kind of salesmen. Advertising today is too integral a part of selling, of marketing, to have to be "sold" to your own sales organization. It is part of the salesman's business to know how advertising works and to use advertising in his work of selling.

In a little less than four and a half years we have built an entirely new sales and advertising organization. We get our men largely from the colleges. We take men who have specialized in business courses, graduates of the Wharton School or the men who have taken similar courses in other institutions. Not all of our men are college-trained, but the men who enter our organization must have the equivalent understanding of the fundamentals of business, as a background upon which to receive our training. We bring these men to Lancaster and they are put through a course of training that lasts from five to six months. These men can go into the factory and spend several months in overalls. We want our men to be able to go out and answer any question that may be put to them. If a merchant makes a complaint our men can go right out and look at the piece of goods. If it is a justifiable complaint, the salesman can send the matter into the factory with his recommendation that the merchant's complaint be taken care of. Many times complaints are not justifiable. Due to his understanding the salesman is able very patiently to explain to a merchant's satisfaction just what the difficulty has been.

Because our men are thus factory-



"In this snapshot," writes Mr. Conybeare, "like that most familiar story of the gentleman in the pig pen, the one with the cap on is me"

trained they have a more intelligent grasp of production problems and production methods, and are in better sympathy with the manufacturing department. They don't make the sort of criticisms that salesmen sometimes make about the production department. When they do make suggestions, they are intelligent suggestions.

AFTER the men have gone through the factory-training course, we take them into the advertising department, where we have them at our disposal for two to three weeks. We have worked out a syllabus in which is given a skeleton outline of the history of the company, a history of our advertising and a history of the development of our sales organization. We have put down in writing a large number of questions pertaining to the various subjects that we wish the young salesmen to study.

We present to them a great deal of original source material. Every salesman has to study all of our advertising from the earliest advertisement we ever published, and he must trace the development of that advertising, its purposes, the story that is presented, the changes in emphasis that have taken place, and thus he must see for himself visually the fact that certain fundamental purposes have been carried on unrelentingly through the course of this entire advertising.

He must study the ten important factors that we consider in the advertising of Armstrong's linoleum. We have divided these factors very briefly as follows: First, we have the jobber, who distributes about 70 per cent of our production; and the jobber salesman—who after all is our salesman—some 1800 of them.

We are doing certain definite things in our advertising work directed to the jobber, and to his salesmen. We get out a little publication for him. We supply him with those things that he needs in order to present our line adequately.

Then we have the store owner or buyer. We have analyzed his needs and are trying to take care of them.

For the store display man—the window trimmer—we have developed a complete line of window display materials.

We have studied the needs of the store advertising manager in relation to our line, and have developed a service to take care of him.

The retail salesman in the store is a very vital factor for us. We have developed a correspondence course for him and other selling helps and aids. The linoleum layer is also an important part of our advertising problem, so we have developed literature and means for his education.

Outside the store the eighth factor is the architect and the builder, who must be educated to the use of linoleum; also the interior decorator.

Last, but in larger numbers, is the ultimate consumer. We have broken that factor down to the user of linoleum for residential floors and the use of linoleum for business floors.

These are the ten factors that our advertising is intended to reach, stimulate and help. The salesman has to study these factors, particularly what we have done in the past and what we are doing in the present to reach them, so he gets a clear picture of the objectives of our advertising program.

As a result of this study he must prepare a written thesis. This is gone over by the men in our depart-

ment, and discussion is had about the points that the student salesman may not be clear about.

We try to train our salesman in the tools of advertising, and in the subject of retail advertising. We want him, when he is talking to a customer, to know the differences between line cuts and halftones and color plates, and the kind of paper that each should be printed on; to be able to order them; to requisition materials of that kind intelligently; to be able to sit down with a jobber and help him map out that section of his catalog that is devoted to Armstrong's linoleum. We want him to know the basic ideas in retail advertising, and to be able to advise a retailer about what he could afford to spend for advertising linoleum, and to educate the retailer as to the

importance of window displays and other selling methods. All of these subjects are studied during the period that this man is in the advertising department.

Following that he goes through the other departments—order department, billing department, purchasing agent's department and so on, spending sufficient time in each until he knows the work thoroughly.

Following that the young salesman goes into a retail store, and actually sells linoleum at retail for two weeks. Then he goes out and lays linoleum for a week, so that he has gone through the whole process from the manufacturing to the actual installation of linoleum in the home of the purchaser.

We have taken men with no selling. [CONTINUED ON PAGE 60]

They Advertise Soap to Boys!

By J. R. Worthington

THE average boy has about as much natural interest in soap as a South Sea Islander has in differential calculus!

But nothing daunted, Procter & Gamble, makers of Ivory Soap, have apparently set out resolutely to bring up the boys of America on Ivory Soap. What's more, they have gone about the job with the evident intention of arousing boys' interest in soap in a way to make them like it!

This isn't as simple a job as it might seem, for no normal, active boy cares to spend much of his time absorbing academic ideas on cleanliness, nor even studying attractive picture ads of children blowing Ivory Soap bubbles. The modern boy wants action in his literature or his advertising. Action and excitement! Indians, campfires, bears and buffaloes!

And so P. & G. have taken steps to give boys just that—action and campfires—with a cake of Ivory soap slipped surreptitiously in the camp

kit. The advertisement reproduced on this page is one of a series of Ivory ads running currently in boys' publications. Each carries the same



No. 3.

Why Indian Joe Didn't Need a Towel

By F. F. BRADLEY
(Famous Boy Leader and Sportsman)

WE were hungry! And it seemed a mighty good place to stop for lunch after portaging around the heavy rapids of the Kenogami River. Our guide, Indian Joe, a Chippewa Indian, and Dad Mather, a French Canadian trapper who had seen experience in various arctic relief expeditions, opened their packs.

They certainly were one surprised pair of guides. There we were, well on our way to Hudson Bay, and Indian Joe and my pal George Powers had no towels, or anything else that might serve as a towel. Dad had only a small remnant, and mine was none too large. Yet we had chivvied over our packs a dozen times, and had left content that we had every necessity needed in traversing the wilderness.

However we did have plenty of Ivory Soap. Joe, who was the official cook of the expedition and naturally remarkably clean,

considering his scanty opportunities to learn the amenities of civilization, removed a portion of his clothing and went down to the stream to scrub thoroughly.

We forgot about him. Presently he came back, breathing heavily and as dry as dough he had been rubbed down with a dozen towels. Loudly blowing and puffing, he walked up and down the bank making remarks in his broken dialect which indicated that he had no need for a towel.

In his own speech he told us that he could take a bath properly without the use of towels so long as he had this floating Ivory Soap, because the soap would not get lost on the bottom, but would float down the rushing stream, making it necessary for him to run 100 yards or so at breakneck speed down the bank to catch it. And by that time the exercise had dried him off and he didn't want a towel anyway!



IVORY SOAP
99 44/100% Pure IT FLOATS

NEXT MONTH—

Don't miss the fourth of this series of true stories by famous authors "The Last Match But One," by Dillon Wallace.

campfire picture at the head—a picture calculated to snare the interest of any red-blooded lad; and each piece of copy is a campfire story,

such as "The Last Match But One" and "Why Indian Joe Didn't Need a Towel," told by some famous sportsman or boy leader, in his own language and over his own signature.

Ivory Soap plays a part in each of these stories. While it is worked in incidentally, somehow when you finish reading the story you have absorbed all a boy can be expected to absorb of the various advantages of Ivory Soap and its general desirability as a cleansing agent.

The boys are led to look for these stories by such footnotes as "Next Month—Don't miss the fourth of this series of true stories by famous authors—"The Last Match But One," by Dillon Wallace."

When all advertising copy is as carefully gauged to the readers' interest and receptivity as is this current Ivory Soap campaign, all advertising will be more productive.

No. 3 in the Around the Fire series—which tells why the Indian guide did not need a towel—is couched in language that is bound to get a "rise out of any real boy, particularly if he is blessed with a sense of humor and what real boy isn't?"



Which man do you feel like?

Now in 3 Sizes
6d.
1s. & 1/9

Kruschen Salts

Good Health for a Farming a Day



**LIBERTY'S NEW SHOPS
OPEN
MONDAY NEXT**

THE EXTERIOR AND THE INTERIOR
ARE BUILT IN THE STYLE OF THE
XVI CENTURY WITH TIMBERS FROM
THE OLD MERCHANTS HOUSES OF
LONDON AND IS IMPRESCIBLE

LIBERTY & CO., ARGYLL PLACE, REGENT ST. LONDON, W.1



—MATCHED—

IN QUALITY IN FINISH IN DELICACY OF AROMA
PLAYER'S NAVY CUT CIGARETTES HAVE NO EQUAL

The fastidious Cigarette Smoker
is always well matched with a
Player's Navy Cut Cigarette.

It must be Player's

What Kind of Copy Sells Goods in the British Market?

By Gilbert Russell

SINCLAIR LEWIS has said that "There is no such thing as a typical American, or a typical Englishman, or a typical anything." Yet the purpose of this inquiry is to arrive at what kind of copy sells merchandise successfully in this country. Our first consideration must be, then, the English character: What is it, what appeals to it? The Englishman may be appealed to through sentiment; he is even a little sentimental. He is broad-minded, provided you approach him tactfully. He acknowledges traditions, is even attached to them. His friendship is more readily bestowed than many imagine, and once given is not hastily withdrawn. Something for advertisers here surely!

If a product is of such merit as to gain the endorsement of local authorities—the hospitals, the medical profession and so forth—a strong line of appeal is at once opened. It is known even abroad, I suppose, that the Englishman has a real respect for authority. A foreign firm marketing goods in this country needs to be made familiar with such a fact, for it might have considerable effect on its advertising plans. If official support in some appropriate quarter could be gained for the foreign product, it would

certainly affect the advertising policy.

If your firm was established one hundred years ago, and if you say it sensibly, your average English buyer will be favorably impressed. Much more favorably impressed than if you claim that your product is the newest invention of its kind. The facts and the figures should be put before the public, and the claims based upon them should be moderately, reasonably stated. Distrust is aroused if too much is claimed for a good thing. I am thinking now of technical articles especially. But once get a product well established by fair and moderate means and your position is strong. The Englishman is not fickle in his tastes.

COPY in this country can assume at least ten different forms:

1. *Pure Display*—"Daily Mail" and nothing else is to be seen on hoardings and in the press.
2. *Mixed Display*—"Pears Soap, matchless for the complexion"—an old favorite still to be seen.
3. *Prestige Copy*—Dewars' current campaign, "The Spirit of the Empire," Pears' "What Is English Beauty?" series.
4. *Selling Facts About the Goods*—Ardor Jars. Atco motor lawn mowers; and hundreds of others.

5. *Copy Based on Selling Plan*—Drages' "Everyman" series.

6. *Want-Creating Copy*—The campaign of the Professional Photographers Association; Coleman's "Get the Mustard Habit" series.

7. *Selling Goods by Showing How Used*—Milton's 101 uses.

8. *Describing a Detail of the Product*—The oven regulator of Radiation New World Gas Cooker advertising. A favorite in technical fields especially.

9. *Indirect Selling Copy*—Selling railway tickets by advertising a seaside resort, "Skegness Is So Bracing."

10. *Copy Based on Price*—See any "sale" announcement; and to some extent the Douglas Motor Cycle advertisements recently, which announced that for a limited period the tax would be paid.

An eleventh style has recently been provided: it might be called "Warning Against a Competitor" style; but it is to be hoped that this needs no serious classification.

It will be noticed that humor receives no definite classification here. The reason is that it might be introduced into four or five of the other styles; also that it needs the most careful handling. The Kruschen Salts advertising has shown beyond any dispute that humor has its place in English advertising. I doubt whether any article has ever

[CONTINUED ON PAGE 42]

Don't Be Afraid to Spend Money!

By J. George Frederick

AS the title to this article we have a phrase which goes to the heart of business in a peculiar way. To illustrate: An able executive I know told me some time ago that the two big men he has worked for in the past sixteen years said only a few words to him, but that, oddly enough, one of the things each said to him was, *Don't be afraid to spend money!*

"The older I get in business," said this executive, "the more I see that this matter of spending money is the guts of business. Yes, really. Fools spend money with irresponsible ease. The able executive, on the other hand, suffers in many cases from the opposite vice. The big boss higher up, who picks his executive and leaves him alone, with only a few but pointed words of advice, does very well indeed to bolster up the executive's *spending nerve*.

"Consider the heavy responsibility an executive is under in the matter of spending money. In these days of large corporations, an executive is obliged to take both authority and responsibility for spending huge amounts of money. After all, he is only a salaried man, and the money he spends is somebody else's—the stockholders'! For one man to sit at his desk and decide to spend \$100, \$1,000, \$20,000, \$50,000, \$100,000, \$500,000 or a million or two (it matters not what the amount is—it is all, comparatively speaking, large) is a decision which strains every brain cell and nerve and particle of conscience. *It is the crux of fiduciary responsibility*; and when such an expenditure is for a plan or method of operation that is new, untried or merely based on hope and expectation, however logical, the pressure doubles and trebles. No wonder men crack so frequently

under the stress and strain, especially when the inevitable mistakes occur and one or two out of five expenditures prove unwise. The over-conscientious man suffers unduly when this happens, yet it is the plain routine of business.

"And don't suppose this conference, budget and staff mechanism of

pass the buck lower down—to the advertising manager or advertising agent. It's his burden to bear, and his alone.

"Now right there is where much business goes wrong—in the handling of the responsibility for spending money. Two-thirds of higher-up men, owners, bankers and directors, won't squarely place responsibility and authority for spending. They are perfectly willing to place *responsibility*—but not the co-necessity, *authority*. They butcher an executive's plans until it is their plan, not his, and they break his spirit into that of an order-taker. *They* do the spending, not he, because these men higher up have no confidence in his capacity to spend wisely—which is only another way of saying that they don't believe they made a very good pick in hiring the man. And often they haven't, true enough! He isn't a wise spender—he was picked because he would be a good little boy, run their errands and do what they told him. They are insulting their own intelligence, not his, when they rebuke him.



ANY nation's industry—made up of a large number of individual enterprises—is dependent upon other nations for financing, raw materials and manufactured products, as this importation of millions of dollars in gold being delivered to the New York Sub Treasury bears witness. A business to succeed must not only make money, but spend money as well. Money well spent annihilates time, helps surmount obstacles, and enables a concern to crowd ten years' development into five.

modern business *shifts the individual burden*. You may think the board of directors or the executive committee or the president or someone else takes the responsibility. It doesn't—for a really good executive. If a sales manager puts up to the board of directors a \$500,000 selling and advertising campaign, you might suppose that when the board ok's it the sales manager can 'pass the buck' to the board and feel that he is merely its order-taker. Ordinary men, yes—but not your good modern executive. He's an able man largely because he does not pass the buck. It was *his* plan that the board passed on and authorized and he must bear its weight. Nor can he

pass the burden on two-inch steel. If you pick a man able to bear the amount of wind-pressure of spending involved in your business, and say a word of courage to him occasionally, as my two bosses did, he'll bear the load, all right. Joe Schaffner, of Hart, Schaffner & Marx, used to say he delighted in increasing the load on a man's shoulders (also his salary) until he ascertained the man's 'point of cracking.' Then he knew the man's limitations; how far up it his organization the man could go. And of course increasing the load usually means spending power.

"The least known art in business it seems to me, is spending. You hear a lot of talk about *making*

The Editorial Page

The Fourth Phase of Business Readjustment

AFTER the Napoleonic wars it took Great Britain, then as now the wealthiest nation in Europe, nearly twenty years to get back to normal. And it was not until 1879—thirteen years after the conclusion of the Civil War—that specie payments were resumed in the United States.

The world is infinitely richer than it was fifty or a hundred years ago, but to expect that it will recover, overnight, from such a tremendous shock as the World War is to expect too much.

Peace is the normal condition of mankind. It is in time of peace that man perfects the social and economic structure, the foundations of which were laid thousands of years ago, building it higher and yet higher, beautifying it, changing it as changes are needed.

War puts a stop to that. It is the Great Disorganizer. It is to a nation just about what a serious illness is to an individual. In both cases, there are four phases—attack, struggle, victory, and convalescence—"the gradual recovery of health and strength."

We have reached the fourth phase.

How soon shall we get back to our normal condition of health and strength?

That depends much more upon what we do for ourselves than upon what government does for us. Governments do not create. Their function is to control, direct and regulate; and they help or hinder precisely as they control, direct and regulate wisely.

Prosperity cannot be brought about by legislative enactment. It can be brought about only by hard work and straight thinking. Most of us are working hard enough, but there is too little straight thinking going on. Perhaps this little glance back into history will serve to give us all a clearer perspective and a more intelligent starting point for our thinking.

Investment Bunk

WE quote the following paragraph from a letter being sent out by a Chicago investment house promoting the sale of stock in a company proposing to make a new office appliance:

Now you must concede that the business world must instantly demand to be supplied with this machine because it saves *time, labor and money*. The business world is always looking and waiting for time- and labor-saving machines. Competition in the business world compels firms to equip themselves with machines that enable them to do more work and better work at much less expense.

Many a man has sunk a fortune on the fallacious reasoning that "the business world will instantly demand to be supplied" with some new device.

If the business world actually is "always looking and waiting for time- and labor-saving machines," it manages to offer a pretty stiff resistance to them when they are put on the market. No one can deny the usefulness of such devices as the cash register and the various types of duplicating and addressing machines, for example. They all "save time, labor and money." But it took years of the hardest kind of selling to in-

duce the business world to accept them in the first place, and even today when their value might be assumed to be fully appreciated by business men, and in the light of the fact that "competition in the business world compels firms to equip themselves with machines that enable them to do more work and better work at less expense," not for a single day do the makers of these useful devices dare permit themselves to relax their advertising and sales pressure.

Inventing a new machine or device is one thing; making it is another; but more difficult than either is the problem of marketing it. That it can be done successfully by aggressive sales methods and skilfully planned and well-executed advertising is amply demonstrated by the success of the cash register and the other devices referred to, not to mention hundreds of others. But no business man or no investor should ever permit himself to be misled into assuming that the public or the business world will "instantly demand to be supplied" with *any* new device or product. The road to consumer demand leads first through "acceptance," and it nearly always takes considerable time and a liberal expenditure of money, and of sales and advertising energy, to arrive even at the point where the public will accept a new product and be willing to pay for it.

This Year's National Advertising Bill

THE American Association of Advertising Agencies announces, through its secretary, that the aggregate of advertising appropriations that the members of this association will handle this year will reach a grand total of \$300,000,000, in round figures. "This," states Secretary O'Shaughnessy, "is about 80 per cent of all the desirable national advertising."

Taking this sum and this percentage figure at their face value, the year's bill for national advertising would be approximately \$375,000,000. Naturally this figure does not include many special forms of advertising, such as direct-by-mail and other kinds of promotion often handled by the client's own organization. But for what it purports to be, it is at least much more worthy of credence than most of the wild estimates that after-dinner speakers and impressionistic writers are wont to roll off their tongues or pens.

Anonymous—At Reduced Prices

A MANUFACTURER of clocks was confronted with the oldtime demand on the part of his sales force that he take the cost of a proposed advertising campaign off from the price, enabling them to sell the goods at a better discount. "I'll agree to that," he told them, "if you'll agree to our taking the name off the clocks." The howl of protest that went up led to a real discussion of the subject on its merits. Most manufacturers, we fancy, would be safe in offering to make the same bargain for the sake of giving a graphic illustration of a point that salesmen sometimes miss.

The Spirit of the Convention

By Harry Tipper

THE committee in charge of the program for the London Convention have incorporated in it sectional discussions that will be participated in by the leading advertising men of Great Britain and other countries. Out of this interchange of ideas must come a better understanding of advertising and the relationship it bears to the business of a nation. The general sessions of the Convention will deal with international business; with the responsibilities of business and what the business man is doing to fulfill them; with the responsibilities of the advertising man in business, and what advertising is doing to meet these large requirements.

This Convention is the largest congress of business men of an international character ever held. It is, in truth, the first really international congress of business men of the world, for in other gatherings we have usually sent only a few to represent us. It is a congress of men who are mainly responsible for the contact of business with the public, sensitive to the public desires and acquainted with its obligations. As a result of this meeting we ought to be able to reach at least some distance on the road to a common ideal for advertising men of all countries and all branches of the business; an ideal which can



Harry Tipper
Chairman of the Program Committee,
London Convention

become the objective of the individual and yet strengthen the cooperative sentiment among all advertising men.

Out of this meeting I hope we can achieve some ground of common understanding, so that when we return to our own country, what we read will be interpreted by what we ourselves have learned. I hope further that we will be strengthened in the observance of our responsibilities to the public in the discharge of our duty to the business man, so that the work we do will make not only for the good of business, but for the common good and the up-building of international stability in all measures.

As the liaison officer between business and the public, responsible for interpreting one to the other, the advertising man knows the necessity of understanding. His work is of no value unless he knows how to make himself understood, no matter what the country or the language, and he knows that understanding begins in the little things. If we understood each other's products and business language, if we can rely upon each other's business methods, we shall have come a long way toward the kind of understanding which forms the basis of international cooperation.

Program of the Twentieth Annual Convention of the Associated Advertising Clubs of the World

London, July 13-18, 1924

General Sessions

Monday Morning, July 14

Lord Burnham, presiding, will make the opening address; British speaker; address of greeting, Lou E. Holland, president A. A. C. of W.; Sir Eric Geddes, chairman, Federation of British Industries, London; "The Spirit of the Convention," Harry Tipper, chairman, general program committee; address of welcome, C. Harold Vernon, president, Thirty Club of London.

Monday Afternoon, July 14

Lou E. Holland, president A. A. C. of W., presiding. Theme of the meeting will be "The Responsibility of Trade." Winston Churchill; "Advertising the Creator of Public Standards in Business," Francis H. Sisson, vice-president, Guaranty Trust Company, New York; "How the Responsibility of Trade Is Met," Sir Philip Lloyd Greame, M.P.; "The Fight for Truth in Advertising," Herbert S. Houston, New York; Summary, John Cheshire, advertising director, Lever Bros., Ltd., London.

Monday Evening, July 14

Annual meeting of National Advertising Commission for election of officers and other business. Meeting of the Joint Assembly,

which constitutes the nominating committee of the Associated Advertising Clubs of the World and is charged with the duty of nominating the president and secretary-treasurer.

Tuesday Morning, July 15

Viscount Leverhulme, presiding. Theme of the meeting will be "The Reconstruction of Europe." A British speaker will open the subject; "Building the Biggest Manufacturing Business Through Advertising," James D. Mooney, president, General Motors Export Company, New York; "Educational By-products of Advertising," Sir Charles F. Higham, managing director, C. F. Higham, Ltd., London; "Improving Advertising from the Inside," O. C. Harn, president Audit Bureau of Circulations, and chairman sales committee National Lead Company, New York; Lord Kilsant, G.C.M.G.

Thursday Morning, July 17

C. Harold Vernon, president Thirty Club of London, presiding. Theme will be "Building an Empire with Advertising." Sir Robert Horne, M.P., formerly chancellor of the exchequer; E. W. Berry, president, Canadian Pacific Railway, Canada; Stanley Baldwin, formerly prime minister of Great Britain; "How Advertising Weided the U. S. Markets," E. T. Meredith,

Thursday Afternoon, July 17

Lou E. Holland, president A. A. C. of W., presiding. Reports of officers and committees; adoption of resolutions, confirmation and selection of next convention city election of officers; awarding of trophies.

Departmental Sessions

COMMUNITY ADVERTISING DEPARTMENT

Tuesday Afternoon, July 15

Remarks by Lord Ashfield, presiding presidential address by Charles F. Hatfield, St. Louis, Mo.; report of J. M. Mallory, Savannah, Ga., secretary-treasurer; British speaker; Don E. Mowry, general secretary, Association of Commerce Madison, Wis.; "The Service That a Railway Renders to a Community," General discussion.

Wednesday Morning, July 16

Charles F. Hatfield, presiding; Britis speaker, Roland B. Woodward, general secretary, Chamber of Commerce, Rochester, N. Y.; "The Relation of Chambers of Trade and Commerce to Municipal Authorities," discussion; British speaker, A. W. Neall; Geyer-Dayton Company, Dayton, Ohio "How to Boom Holiday Resorts," Discussion.

[CONTINUED ON PAGE 48]

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

Replying to the Anonymous Contributor

Charles W. Hoyt Takes Issue with the Writer of "What Are the Boundaries of Agency Service?*"

TO THE EDITOR:

THE communication published in the FORTNIGHTLY entitled "What Are the Boundaries of Agency Service?" [June 18, page 21] interests me exceedingly. I heartily wish that a reading of the article would give me the answer, because I have been trying to find an answer to that question for fifteen years.

I am pleased to see that the author of this letter makes the statement that an agency cannot supply the various things which he mentions and make money if it depends on the agency differential of 15 per cent. I feel that he sets up the whole proposition beyond that in an incorrect way, because he assumes that all these things must be omitted from agency service because 15 per cent is not sufficient to pay for their use. Moreover he creates a wrong situation when, having admitted that certain smaller firms may need some of these things, that the agency wrongs its larger customers by including this service. He makes the statement that the agency takes some of the profits from its larger accounts to furnish a needed service to its smaller accounts.

It is my belief that the primary function of the advertising agency covers the great, broad subject of marketing. Marketing includes advertising and selling. Selling embraces sales management and salesmanship. It is difficult to draw distinct lines separating the various things embraced in marketing. Accordingly an advertising agency, in my opinion, must be so organized that it can function in marketing in such a way that the various problems with which it has to cope may not embarrass the agency; even though, in some cases, the requirements extend well into the sales side.

I have been in the advertising agency business for fifteen years. When I started I did not know that I was an advertising agent. I was

not exactly sure what I was. I knew that I had considerable knowledge and experience which would help people to market goods. Accordingly, in those early days, because I did not know what else to call myself, I printed on my letterheads the phrase "Consulting Sales and Advertising Manager." It seemed to me that embraced about all that I had to offer.

In a few years, as I came into touch with real advertising agents, I was led to believe, by listening to them, that perhaps an advertising agent ought not to play too strongly with the problem of sales and sales management. Accordingly my letterhead was changed and for a long while it had this bromide on it: "Advertising that sells." In this way I was offering advertising only, but I was stating that my kind of advertising did sell.

ABOUT two years ago something happened within our agency which startled me from my complacency and led me to believe that some of my earlier ideas were more nearly correct than those which had been instilled by my contact with agencies. I awoke to the fact that no matter if it is true that many large firms have all the help, all the brains and all the time needed to solve problems of the sales department, that there still were left thousands of firms who, because of lack of time, experience or men, needed help in the sales side of their business. I also found that many of the large firms needed help because of lack of time.

I constantly ran across cases where firms came to us because we were their advertising agents and asked us to help them. Let me ask your correspondent, who has presented an excellent case up to a certain point, to tell me what he would answer to such firms who asked him for such help if he were an advertising agent. Suppose a sales manager finds himself in the position where it is difficult for him to do

any one of such tasks as the compilation of a sales manual; the organization, training and launching of a sales crew to cover some one territory; or the making of a market analysis from the sales viewpoint. Suppose he came to your correspondent, who was his advertising agent, and asked for help. Is it wiser, if you are conducting an advertising agency, to send that sales manager to somebody else, or is it wiser to have a facility within your own organization to supply the need at a price?

Two years ago I was called upon by one of the best and largest customers our agency had. He wanted me to recommend a man who could build a special sales organization, to work for a period of three or four months. I could not find anybody that I dared recommend. Accordingly, at his request, I loaned him an able ex-sales manager employed by our firm. That man solved the problem and worked exclusively for that firm for several months.

Right here, however, is where I begin to differ from your correspondent. This work cannot and should not be done for the agency differential. If one does it for the agency differential he does an injustice to other customers who do not require the service. Moreover as is well pointed out by your correspondent, the agency cannot furnish this at no extra charge and make money without injuring, by deterioration, the quality of its copy.

ON October 19, 1923, I delivered an address before the New York Sales Managers' Club, the title of which was "How far should the advertising agency go with reference to the affairs of the Department of Sales Management?" In that address I made a number of statements along the lines of the letter which you have published. Among other things I said:

I have noticed that the weaker a smaller an advertising agency is, the more functions it presumes to take on

[CONTINUED ON PAGE 63]

* ADVERTISING AND SELLING FORTNIGHTLY, June 18, 1924, page 21.



Transportation by Rail and Water Brings the World's Advertisers to London

THIS is symbolic of the two indispensable industries which must keep abreast of the times to insure future prosperity and continued advancement of civilization throughout the world.

A most important factor in the development of railway facilities and ships is the business publications which disseminate technical and business information to the important men of the railway and marine industries; and of equal importance are the advertisements in the business papers which make known such devices and materials as will expedite and improve the operation, maintenance, and development of these industries.

Railway Age

**Marine Engineering
and Shipping Age**

Railway Mechanical Engineer

**Railway
Engineering and Maintenance**

Railway Electrical Engineer

Railway Signaling

The Boiler Maker

Car Builders' Cyclopedia

Locomotive Cyclopedia

Members Audit Bureau of Circulation
Members Associated Business Papers

Also

Railway and Marine Text Books

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York

Chicago: 608 S. Dearborn Street
Washington: 17th and H Streets, N. W.

Cleveland: 6007 Euclid Avenue
San Francisco: 74 New Montgomery Street

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

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

Is Hand-to-Mouth Buying Here to Stay?

WATERBURY COMPANY
63 Park Row, New York

June 23, 1924.

TO THE EDITOR:

At present there is little or no velvet for the manufacturer in consequence of hand-to-mouth buying. True, it keeps the dust from the dealer's stock, but adds dust to the manufacturer's floor stock. The cost of handling, the necessity of increased floor stock to meet the miscellaneous or hand-to-mouth orders, the likelihood of switching source of buying orders because of small quantities and likewise the lack of close cooperation due to small quantity purchases—all means somebody will have to pay the increased cost of handling. The manufacturer in time to come, when production and demand bear closer relationship, will surely try to get his added cost because there is a difference between carload and less-than-carload cost of making, handling, etc.

As manufacturers of a product largely sold on tonnage base (wire and fibre rope), we too have experienced that purchases through dealers and distributors are in less volume per order but ordered more frequently.

We find manufacturers are establishing branch stores, warehouse stocks and in some cases consignment accounts to meet territorial demand. The trade, dealers and distributors, in many lines have become wise to many things, but the future controlling factor will be the relation to supply and demand. At present it is over-production and the manufacturers are the sick men, but what will be the effect on the jobber or quantity distributor if hand-to-mouth buying becomes the order? The distributor will cease to function. The manufacturer will become the distributor through branches he will be forced to establish throughout various territories to take care of short orders—i. e., hand-to-mouth buying orders. The manufacturer cannot absorb the less-than-carload rate against carload rate or sell small lots at quantity prices. There will be the elimination of someone, and it will not be hard to guess who. The cost of doing business will not stand too many in-between factors.

In our line we find the number of branch houses and warehouse accounts growing. We also find intensive advertising, house-organs, cartoons, journal advertising, motion pictures and other efforts all foreign to our line up to the last year or so. Perhaps many manufacturers will become merchants doing a retail business, using territorial warehouses and advertising locally unless it comes to pass that the value of trade associations becomes recognized and various industries establish dictators to help curtail or keep the products of manufacturers within the normal demands consistent with the run of

business; also to help to check buyers' stocks, to keep them within the range or average of past performance, to help eliminate makeshift substitutes and forced sales, which frequently result in excessive stocks, which stocks have opened the way to bargain sales. Overproduction has undoubtedly caused careless buying and over-ambitious selling has created consignments. Guarantees against decline in price on unsold stock for long periods and lack of standardization has also helped to create the chaotic condition now prevailing.

But withal, we would rather regard the unsettled conditions during the past four or five years as being responsible for a temporary upheaval in marketing conditions, which will help right themselves as manufacturers will realize when they shorten production and scrap some of the machinery installed during wartime period.

R. G. RICHMOND.

RIDLEY WATTS & Co.,
44-46 Leonard Street, New York.
Wamsutta Mills
June 17, 1924.

TO THE EDITOR:

Apropos of Ken Coode's "Has Hand-to-Mouth Buying Come to Stay?" I send you this clipping from the *Daily News Record*.

"It is a common thing," said one converter, "for a buyer to fight hard to cut a price a quarter of a cent a yard—and then turn around and say 'ship them by express,' thus adding one-half cent a yard more to his price thereby."

C. W. DALL.

THE NORWALK VAULT COMPANY,
Norwalk, Ohio.

June 16, 1924.

TO THE EDITOR:

I read the article, "Hand-to-Mouth Buying," with a great deal of interest. My opinion is that this condition cannot prevail forever. If it is true in any great number of towns running from five to fifteen thousand in this country, the next five years is going to see one of two things: Either a tremendous increase in business failures in the smaller communities or a tremendous revival of buying on the part of the stores in these small communities to suit the local trade.

In 1914 President Wilson was laughed at up and down the land because he said that the business depression was purely psychological. I don't know why he should have known more about it than any one of a million business men in this country, but he did because what he said was absolutely true. The shelves of the stores all over the country were empty and storekeepers simply would not buy until circumstances compelled them to. These circumstances were generally rising prices.

I believe the same conditions exist today with regard to stocks of goods. Also I believe that just as soon as there

comes about any stabilizing influence buying will open up in bigger volume. The two prime stabilizing influences will be a determination one way or the other of the political situation with definite knowledge on the taxation problem; and the sight of some daylight ahead for the agricultural interests of the country.

JOHN H. COX,
President.

Shall We Kill a Valuable Medium?

DIRECT MAIL ADVERTISING
ASSOCIATION, INCORPORATED
Detroit, Mich.

June 12, 1924.

TO THE EDITOR:

I was much interested in your editorial, "Shall We Kill a Valuable Medium?" in the FORTNIGHTLY for June 4. So interested, in fact, that I have referred to it in the *Bulletin* for June 16, which is now in the hands of the printer, and have written something which may interest you along the same line. I appreciate the friendly attitude of your publication toward our work.

F. L. PIERCE,
Executive Secretary.

Limiting the Size of Advertisements

GENERAL MOTORS CORPORATION
New York City

June 20, 1924.

TO THE EDITOR:

ADVERTISING AND SELLING FORTNIGHTLY, June 18th issue, page 28, column one, headed "Limiting the Size of Advertisements," is what I have for a year been preaching.

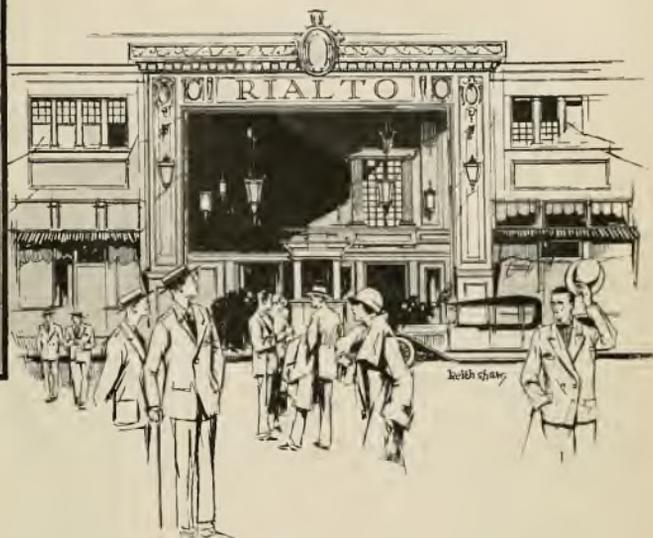
I believe that sooner or later national publications must limit their space to a single page and refuse double spreads. In fact, I would like to see all national publications limit the size to two-thirds or three-quarters of a page, dependent upon whether they print three or four columns. And I would like to see all newspapers limit the size to one-quarter page.

Everything is relative except advertising. As things now are, I do not believe the advertiser gets a run for his money, principally because the reader of the magazines gets deaf, dumb and blind by being shrieked at by too much and too big advertising space.

It may make an impression, but so does an amateur with a bass horn in a brass band. After a day's reading I sometimes feel like I have been listening to a band composed entirely of amateur bass horn players.

The time has arrived when the agencies must devote more time, energy, gray matter and what not to producing copy that will sell and utilizing their art and white space to sell, not shell-shock the readers with big space.

LOCKWOOD BARR,
Manager, Department of Publicity.



IN LOUISVILLE

The Rialto on Fourth Avenue, Louisville's million dollar theatre; entirely devoted to the screen.

OF the throng of pleasure seekers who pass along Fourth Avenue each evening, an average of three thousand visit the Rialto.

In the quiet of the theatre—personalities merge into the mass. Politics, business, race and creed are forgotten. Harrington, the bookkeeper, sits next to Hoffman, the tobacco broker. The failure, the mediocre, and the successful—all feel the fascination of the silent drama.

It is so in Pittsburgh, in Seattle, in Boston, and in every other American city, for the influence of the screen is universal. One fifth of our population attend the movies every day.

And as favorite characters become familiar, there comes a desire to know them off the screen—to read of their experiences. Consequently, people of all classes throughout America are reading *Motion Picture*.

The voice of the screen—*Motion Picture* takes its readers into the studio, and out on the road. Besides introducing the favorite stars, it registers the click of the camera—the smell of the make-up. It embodies the same satisfaction, the same power of appeal, as does the silent drama itself.

From an advertising viewpoint, consider the mood of the reader, the nation-wide circulation. And furthermore, consider the successful campaigns which are now using *Motion Picture*.

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Gauging the Level of the Reader's Intelligence

By Roy W. Johnson

IT happens not infrequently that advertisers hesitate to employ some of their most effective selling arguments in copy through fear of talking "over the heads" of the audience. Sometimes, no doubt, the fear is well founded. But in many cases it results in letting effective material go to waste. The man or woman with intelligence enough to subscribe for a standard magazine, for example, is scarcely to be classified as an unmitigated boob, and people often have wider interests and better taste than they are given credit for. It is a good rule that copy should be written so as to be understood by the lowest intelligence in the audience, but this does not mean that the ideas expressed must necessarily be trite and commonplace. There is furthermore quite as much danger of underestimating the intelligence of an audience.

A striking illustration of this is found in the experience of the Canada Steamship Lines, which for the fourth successive year is basing its advertising appeal upon the historical associations of the region traversed by the St. Lawrence River. At first glance it will doubtless appear that comparatively few people are interested in history, and that copy based on Jacques Cartier, Montcalm and Wolfe, or the Plains of Abraham, would be sharply limited in its appeal. But, as has been said, it is not safe to underestimate the intelligence of the public, and as a matter of fact the company has found this "limited" appeal so successful in attracting passengers that it has become a settled policy.

Occasional reference had been made to history in the copy for a number of years, but no special emphasis was placed upon it until, in 1921, the company faced the probability of a disastrous season due to general business conditions. The "slump" was on in full blast, and tourist resorts everywhere were experiencing the full force of it. Under the prevailing circumstances, the likelihood of attracting passengers

The advertisement is a vertical layout. At the top, it reads "Follow The Trail of Old Heroes of Old". Below this is a column of text describing a historical trail. To the right of the text is a vertical strip of illustrations showing various historical figures and scenes. At the bottom of the advertisement is a map of the St. Lawrence River region, with the text "CANADA STEAMSHIP LINES" printed across it.

**Follow
The Trail of Old
Heroes of Old**

The following copy describes a trail of old heroes of old, from the time of the first European explorers to the present day. It mentions Jacques Cartier, Montcalm, Wolfe, and the Plains of Abraham. The text is arranged in a column on the left side of the advertisement, with illustrations of historical figures and scenes on the right. At the bottom, there is a map of the St. Lawrence River region, with the text "CANADA STEAMSHIP LINES" printed across it.

CANADA STEAMSHIP LINES

*Advertising traditions of the past
to lure travelers of the present*

by the time-honored plan of describing magnificent natural scenery and gay summer resorts was not promising, especially when dozens of others were doing the same thing. The company had always secured a good share of the business on that basis, but in this particular year it needed to attract considerably more than its share of the available traffic in order to show a profit. An appeal was needed that could not be duplicated by competitors, and the company was persuaded that it had such an appeal in the historic background of the

territory covered. In spite of some misgivings as to the depth of interest in such a "highbrow" theme, this was adopted as the basis of the 1921 campaign.

The results of that 1921 campaign were surprising in more ways than one. Gross sales of passage tickets were within 5 per cent of the 1920 record, which represented the biggest season in the company's history, and the company had to hire extra help to handle the volume of inquiries resulting from the advertising; inquiries which, in many instances, asked for specific information as to where certain events occurred or where certain things could be seen. Instead of boring people to death or shooting over their heads, the copy appealed to the imagination and attracted a wider response than did the old style copy that was supposed to be easier to understand. In many different places parties, including all the way from half a dozen to as many as fifty people, were organized to come with the specific intention of enjoying the historic atmosphere. In a word, the experiment was successful to an extent that carried conviction, and the main emphasis has been placed on the historic background ever since.

It is quite likely that other advertisers have within their reach selling arguments that might prove extraordinarily effective, but which are going to waste, or are only half used, through fear that the public is not intelligent enough to grasp them. As a matter of fact, it may be doubted if the intelligence of the public is quite so forlorn a thing as many imagine. It is at least quite equal to taking a rather lively interest in such a subject as the theological controversy between Modernists and Fundamentalists, so much so that editors of metropolitan newspapers consider it worth space on the front page. It would perhaps be difficult to imagine a selling argument that is any farther "over the heads" of the multitude than that is!

THE INTERRUPTING IDEA

NUMBER SEVEN

NEW YORK

JULY 1924



HOFFDING

"Everything has its ultimate ground in an idea"

Customs Were Once Ideas

WHEN the Chinese Mandarin goes strolling, he swings a bird-cage.

When the Japanese gentleman enters a home, he keeps his hat on and takes his shoes off.

In Algiers, women wear trousers; men wear robes.

In Cairo, ladies don their nondescripts when they go out, their finery when they stay at home.

§

SUCH things are not oddities. They are customs.

Each started as an idea. This idea became "the-thing-to-do." This "thing-to-do" became a custom.

It made little difference what the original idea required people to do,—as long as it had some reason beneath it, some force behind it, some time in which to cut through.

§

THAT is why the modern manufacturer finds advertising so indispensable an ally.

His product may be faced with all manner

of obstacles. It may be "new-fangled." It may interfere with established practice.

Yet advertising can make it accepted.

§

Not any and all advertising.

But advertising which capitalizes the process by which ideas evolve into customs.

Such advertising first translates the product into an Interrupting Idea. Then, it gives this idea a tremendous impetus. Then, it continues the pressure, relentlessly,—until the entrenched notions give way.

§

TWENTY years ago, home-makers baked in enamel-ware, aluminum, earthenware, and tin. Such was the ancient custom.

Then came Pyrex. Pyrex said, "bake in transparent dishes." But Pyrex further said, "Bake and serve in the same dish." There was the new idea,—given an impetus! At first, women were incredulous; then curious. But the advertising continued its pressure. Today, Pyrex oven cookery is "the thing to do." It is fast becoming a custom.

§

As in the Pyrex case, Federal finds that the resistance which a new product faces is not the chief thing to worry about. The market difficulties it encounters are not the prime problems.

What really matters is extracting the idea out of the product and translating it into an Interrupting Idea. This last is the Federal method. Again and again, Federal has proved that an Interrupting Idea is an absolutely certain means of getting a product recognized, then accepted, and finally adopted as custom.

§

"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.

Who Pays for the Advertisement That Doesn't Pay for Itself?

[CONTINUED FROM PAGE 18]

ously resolves itself into a question of how far he can shift the burden when the advertisement fails.

"When you come to loss of business that *might* have been gained had the advertising been better," writes Warren Ordway, advertising manager of the Lamson Company, "you could argue until doomsday without fixing an answer. If you want my opinion about loss of actual money, take it; but frankly I cannot see any value in spinning a long theory about loss of potential business being borne by jobbers and retailers, employees, etc., ad infinitum."

Why not accept Mr. Ordway's limitation literally? Let's agree to stick to loss of *actual money*.

This automatically throws out, for the moment, some of the broadest thinkers, as George R. Wilson of Demuth & Company, who points out that "an advertisement that doesn't pay for itself is just as much a direct loss as anything that is destroyed"; and J. H. Andrus of the R. M. Hollingshead Company, who says "the advertisement that doesn't pay for itself is on a par with the unsuccessful effort of the novelist, playwright or chemist, and constitutes cost of education, research or penalty for lack of preparation and experience"; also an anonymous economist who writes me:

"Don't you think the people who pay for the advertisements that do not pay are the same as those who pay for coal that does not produce power, for food that does not produce energy, and for electric current that does not produce light?"

Resisting firmly these temptations to digress, we turn first to those letters that nominate as the ultimate receiver of a well-passed buck the most popular of all time-honored goats—the consumer!

For years the consumer has been understood to pay for advertising. But the delightful hypothesis that *all* advertising makes more sales, and thus reduces prices, has always left the consumer sitting pretty at the foot of a perpetual Christmas tree.

But here are nine flinty realists insisting that the consumer, instead of merely benefiting by the achievements of advertising men, pays, as well, for all their mistakes.

From up in Brockton, Mass., comes the shortest and most direct statement of this theory. George B. Hendrick, general sales manager of the W. L. Douglas Shoe Company, writes:

"The advertising must either increase the production so that manufacturing is cheaper, or: It must increase production so that the manufacturer can afford to take smaller profits, or: It must facilitate the selling to dealers so that the manufacturer can reduce his selling costs, or: It must facilitate sales so that the retailer is willing to take a smaller profit with a greater turnover, or: If it doesn't do one of those things, *the consumer pays the bill.*"

EXACTLY the same conclusion is reached in an entirely different manner by W. C. Hellmann, of the A. B. Kirschbaum Company. He says:

"Who pays for the advertisement that does pay for itself? The advertiser, of course. He gets the bill from the publisher or from his agent, and remits in due time. In the firm's books it is charged to 'advertising'—and justly so. But right here we find the answer to the first query. When the advertisement *doesn't* pay for itself, it also is charged to 'advertising,' whereas it ought to be charged to 'expense.' And being expense due to inefficiency—*unnecessary* expense—it naturally tends to increase production or manufacturing costs, with a consequent increase in the price of the product. In following these deductions it is only too obvious that the burden finally settles on Mr. and Mrs. Consumer."

Another Philadelphia man, Arthur Rosenheimer, of the Belber Trunk & Bag Company, arrives at the same point with unexceptional logic.

"The cost of advertising," he says, "is part of the selling expense, and as such enters into the cost of the product. The price of the product is determined by the degree of efficiency applied to organization, manufacturing, distribution and advertising. Business reflects individuals and, therefore, has not reached definite levels of scientific exactness. Therefore, we have varying degrees of efficiency in all of the component departments of any given business—advertising included. It follows then that if the plane of efficiency is high that the consumer pays less. If the plane of efficiency is low, the consumer pays more. So, 'The advertisement which does not pay for itself' helps to increase the cost of the product for the man who must pay the bill for any lack of efficiency—the *ultimate consumer.*"

Still another Philadelphian, Franklin Dunlap of the Diamond State Fibre Company, starts a new line of thought:

"The worker who 'delivers the goods' pays for the 'shirker.' The successful salesman pays for the 'failure.' The customer that pays his bills pays for the one that does not pay. It seems obvious then that the advertisement that pays, pays for the advertisement that does not pay."

Which serves as an admirable preamble to Mr. Elwell's statement that follows. From down in Portland, Me., E. R. Elwell, of Burnham & Morrill, tops Mr. Dunlap with an interesting idea: that the consumer will pay the loss on ill-judged advertisements as long as that loss is reasonable; and then throw it back on the advertiser himself.

"Individual advertisements that do not pay in themselves," he says, "are nevertheless included in the total cost of advertising and thus paid for by the consumer. Or they may reduce the margin of profit to the manufacturer to an extent that may ultimately affect prices or even drive the goods from the market."

A. R. Bell of Boutwell, Milne & Varnum Company, agrees that the consumer must suffer along with the advertiser, although, he warns:

"Our theory has nothing in common with the pleasant fallacy that the consumer pays every advertising bill through a relaying of the appropriation to the wholesaler, thence to the retailer and, in turn, to the consumer. The consumer gets the full sweep of the blow because the producer, having failed in conclusively selling his product through advertising, must turn to extravagant forms of selling expense in order to market his goods. When advertising fails, selling expenses wholly disproportionate to production costs are substituted."

Before turning from this group to an even larger one that denies the ability of an advertiser to shift to the consumer the burden of his mistakes, let us consider a pair of answers that, like the two halves of a Seidlitz powder, are quiet enough apart but a bit explosive when mixed together.

"The best advertisement ever written by mortal man," writes S. E. Conybeare of Armstrong's Linoleum, "will fail and fall utterly if there is not the right selling plan back of the advertisement. *Even a poor advertisement will*

[CONTINUED ON PAGE 70]



In its recent annual report, The Tennessee Electric Power Company, of Chattanooga, desired to show photographs of the Company's extensive properties. The quality of the cuts required a quality in the paper which CANTINE'S VELVETONE exactly met because of the Semi-dull coating. This booklet won the April contest for best work produced on Cantine's Papers. Designed by S. Clayton Wicks, Philadelphia, Printed by Biddle-Paree Press, Philadelphia.

THERE are certain printing jobs in which fineness of quality is the only consideration. There are others in which good half-tone reproduction is essential but price is a factor.

The five grades of Cantine's Coated Papers—and the sizes and weights carried in stock for prompt service—meet all usual requirements, both of quality and of price.

Write for free sample book and details of our monthly Prize-Honor Contests for skill in advertising and printing. The Martin Cantine Company, Saugerties, N. Y., Manufacturers. Dept. 74

Cantine's

COATED PAPERS

CANFOLD
SUPERIOR FINISHING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BODIES

ESOPUS
REGULAR
NO. 2 ENAMEL BODIES

VELVETONE
SEMI-DULL—Best in Price

LITHO C.I.S.
COATED ONE SIDE

Advertising Agent and Hardware Jobber



MR. A. E. GREENLEAF
Pres., The Greenleaf Co.
Advertising Agents
Boston, Mass.



MR. N. G. BALLANTYNE
S. M., Drake Hardware Co.
Hardware Wholesalers
Burlington, Iowa

Mr. Greenleaf, let us introduce Mr. Ballantyne, Sales Manager of Drake Hardware Company, a well known hardware jobbing house with \$500,000 capitalization and sixteen traveling salesmen.

As you know, Mr. Greenleaf, the great bulk of the merchandise sold by the *retail* hardware man is bought through the hardware *jobber*, whose traveling men call on the retail hardware dealers in their territories every two weeks or so. These hardware jobbers' traveling men therefore are most important factors in the sale of hardware merchandise.

The Drake Hardware Company (as well as practically every other hardware jobbing house) and many of its traveling men have been subscribers to **HARDWARE AGE** for a good many years. What Mr. Ballantyne thinks of the publication is shown by the following excerpt from his recent letter:

"I had fifteen years of road experience and was very careful to have Hardware Age with me at all times because it put me in a position to know just what was going on in the market."

In addition to its paid circulation among the great bulk of the well-rated and progressive hardware retailers, Hardware Age is read on paid subscription by nearly 3,000 hardware jobbers' traveling salesmen. Hardware Age delivers manufacturers' sales messages to the whole hardware trade—hardware jobbers, jobbers' traveling men and retail hardware merchants.

HARDWARE AGE

239 W. 39th St., New York City

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



These other business papers, the leaders in their various fields

Hardware Buyers Catalog and Directory
Automotive Industries

Motor World

Dry Goods Economist

Motor Transport

Merchant-Economist

Commercial Car Journal

Tire and

Chilton Tractor and Implement Journal

A Man Is Known by the Friends He Makes—and Holds

And the same thing applies to publications. They must render real, constructive service to keep their friends—their subscribers.

It is, therefore, significant that 82.55% of The Iron Age subscribers renew their subscriptions yearly.



This is the highest verified subscription renewal percentage of any publication going to the metal-working industries.

THE IRON AGE

The World's Greatest Industrial Paper

239 W. 39th St. New York City

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



Published by the UNITED PUBLISHERS CORPORATION

Bot and Shoe Recorder El Automovil Americano Automobile Trade Directory Motor Age
 Distribution and Warehousing Automobile Trade Journal Chilton Automobile Directory
 Tractor and Implement Index

THE 8-pt PAGE

by
Odds Bodkins

MY friend O. A. Kenyon of the Lillibridge agency told me a few weeks ago of a working principle he follows which I deem worth emulating.

Said he: "Whenever I have some particularly difficult job facing me, I try to start on it the last thing in the afternoon, just a little while before going-home time. This few minutes is just enough to get my mind working on the problem. Then I go home and forget it, consciously, but I find that by morning my subconscious mind has done a lot of work and is ready to make a good many very helpful suggestions."

I've tried this plan and it surely does work marvelously. I'm convinced that we'd all do much better work, and do it more easily, if we would learn to use our subconscious minds more effectively.

Every time I see Fred Kelly he starts arguing on his hobby that the lazy people are the most efficient and in many instances the most successful, and I'm wondering if he isn't right. Probably they leave a lot of their work to their subconscious minds and it is done better than they could do it with all the pressure they could bring to bear consciously.

Anyway, it's comfortable hot-weather philosophy. And it makes me feel a lot less guilty about running off on this London jaunt. I'm going to give my old subconscious thinker a month to show what it can do while I gallivant over the map of Europe!

—8-pt—

I see by the magazines that the Shinola Company of Rochester; S. M. Bixby & Co. of Indianapolis, and F. F. Dalley Co., Inc., makers of 2-in-1 shoe blacking, are combining in an advertising campaign to promote the daily shine habit.

This is one of the first competitor cooperative campaigns of this kind I have ever seen, and I wonder if it may not be the forerunner of many others. It is not an association campaign; the advertisements carry the individual signatures of the three companies.

Three-quarters of the double-column women's magazine advertisement I have before me is devoted to selling the "Look at your shoes!" idea, while in the bottom quarter each of the three manufacturers' packages are illustrated. And a paragraph in the center reads:

If your dealer cannot supply you, send 50c to the Shinola Company, Rochester, N. Y., for the Shinola Home Set and two boxes Shinola Shoe Polish, or 75c to the F. F. Dalley Company, Inc., Buf-

falo, N. Y., or \$1.10 to Hamilton, Can., for the 2-in-1 Shining Kit and two boxes 2-in-1 Shoe Polish.

Somehow there is a wholesome friendliness about this advertising that appeals strongly to me. It seems to say: "Why, yes; we're competitors, but what of it? We're all trying to make an honest living and we see no reason why we should throw bricks at each other. Instead, we're all going to point our fingers at your shoes and say 'Shine 'em up!'"

—8-pt—

Ever since the FORTNIGHTLY absorbed *Advertising and Selling*, the editor has been rummaging through the ancient archives of that publication and bothering me every few minutes with some "discovery."

Only just now he burst rudely in upon my privacy to show me an advertising agency's advertisement in Vol. 1, No. 1, of *Profitable Advertising*, one of the grandparents of A and S.

"All right," I said, "all right; have



studying drawing have to do with it I can't dope out. Apparently no one else could either, for I don't find David listed in the current roster of the AAAA!

—8-pt—

I learn that my good friend Earnest Elmo Calkins has written a book about his experience as a deaf man. The book is scheduled for early fall publication by the Atlantic Monthly Press. Its title has the inimitable Calkins touch—"Louder, Please."

I gather that it is not a book on advertising, but an account of the early impressions and experiences which led up to his becoming an advertising man, especially from the point of view of the difference that deafness made.

No matter what it is about, though,—a book by E E C is something delightful to anticipate.

—8-pt—

Ernest Morison of London, writes me:

"Community advertising received an unfortunate setback in England last month. The Corporation of Kingston-on-Hull made application to Parliament for power to levy a two-cent rate on the ratable value of the city. This was estimated to produce \$12,500 annually. The Secretary of State, however, threw cold water on the idea. He submitted that the proposal that local authorities should have powers to spend money on advertising the industrial advantages of their districts is much to be deprecated as it would be impossible to refuse to one authority a power of advertising which had been granted to another and the competitive advertising which would result would give no advantage to the country at large while it would involve a considerable and needless expense of public money."

"To put it mildly this viewpoint of the Government on modern advertising is amazing and more is likely to be heard of it. The Rt. Hon. the Lord Mayor of Hull, a keen advocate for judicious publicity, is expected to address the Convention on the subject. The Health Resorts and Watering Places Act, 1921, gives powers to pleasure resorts to use profits from municipal ventures, but this privilege for industrial centers is taboo."



a cut made of it, single-column width, and I'll write a stickful about it."

Now that he is gone, I'll confess that it is mighty interesting to contrast this 1891 advertising with the agency advertising of today. But more especially to note the change in relations between agencies and advertisers since that day, as brought about by the copy. Agent C. F. David begs: "Give us a chance to place a small contract. If you do next time you will give us a large one." Just what the two boys

A Salesmanager's Report On New York City as a Market and Interborough Advertising as a Medium !



The MARKET

Population: Greater than 11 western states we are now covering. City population 6,000,000, with 3,000,000 additional consumers inside 50-mile trading area.

Outlets: More than 125,400 retailers and over 14,500 wholesalers and jobbers.

Employment: More than 1,840,000 male employees and wage earners in the city, and over 691,000 female workers.

Wealth: More than 112,000 persons worth \$5,000; 74,300 worth \$5,000 to \$50,000; 36,900 worth \$50,000 and over; 13,400 worth \$100,000 and over.

Responsiveness: Majority of population are free spenders, constantly on lookout for new, attractive goods.

Area: Highly concentrated. Salesmen can campaign market on 5c car fares, as against Pullman costs and hotel expenses.

The MEDIUM

Circulation: 125,000 hourly 3,000,000 daily, over ONE BILLION yearly!

Display: Big space, full color, prominent positions, brilliantly lighted.

Intensiveness: A message missed in one car is seen in the next, the next, or the next! Never-ceasing repetition, 24 hours a day, reaches EVERY SINGLE RIDER!

Coverage: System draws passengers from city's four main boroughs. Serves closely the big theatrical, financial and shopping districts. Taps the big railway terminals and largest hotels.

Exclusive Features: Concentrated mainly on Manhattan,—“The heart of the City”—and the ONLY rapid transit system serving over 2,000,000 people living north of 59th Street Manhattan, and in the borough of the Bronx.

Circulation Cost: Low—less than 6c per thousand circulation!

INTERBOROUGH ADVERTISING

(Exclusively Subway & Elevated)

CONTROLLED BY

ARTEMAS WARD, Inc.

50
UNION
SQUARE

NEW
YORK
N.Y.

Better Copy

The really vital thing in advertising is the copy.

* * *

Getting it circulated at a reasonable cost per thousand is merely a matter of mechanics and mathematics.

* * *

Your copy is all the prospective buyer sees—just one copy of your business story. Just one piece of copy and one reader at a time, a reader who may never have seen one before and who may never see another. By the copy your sales sink or swim, live or die, survive or perish.

* * *

The quality of the copy largely determines the percentage of results and the percentage of selling costs.

* * *

Good copy is more than just words nicely strung together. Sense must transcend sound. The writer must know how differing people live—their desires, hopes, aspirations. He must be able to adapt his story to their psychology. He must apprehend and appreciate the desirability and usefulness of the product from the buyer's standpoint.

* * *

He must know the machinery of merchandising. For copy, being designed to make sales, must be considered for its effect not only on consumers but upon distributors.

* * *

The copy writer, qualified by experience, is an automatic research department. He knows merchandise and he knows people. He introduces the one to the other intelligibly, clearly and with persuasive conviction.

* * *

He knows the mechanics of advertising and what can and cannot be done with type and pictures. He does not try to tell a page story in two inches single, nor to spread a two inch story over a page. He keeps constantly in mind the fact that advertising must make sales at a profit and that its cost therefore must be adequate but not wasteful.

* * *

I will undertake the preparation of "better copy" by the piece or by the year—at reasonably high prices.

Charles Austin Bates

33 WEST 42ND ST., NEW YORK

Copy That Sells Goods in British Market

[CONTINUED FROM PAGE 25]

received such an enormous amount of friendly free advertising as Kruschen Salts. One has seen it in cartoons, in illustrated jokes, in the theater, as a popular catchword. And the humor of the advertising is undoubtedly the cause of this attention. Nevertheless humor in advertising copy is, on the whole, in my opinion, better avoided. But this is not to say that much more copy might not with advantage be written good-humoredly; there is a great difference.

More copy could be friendly, natural, easy-going. Abdullas have recently achieved a little masterpiece of good-humor; I mean those extremely clever cards in the non-smoking carriages of the Underground Railways: "No smoking—not even Abdullas." This *deserves* to captivate the popular imagination.

It will be noticed that among these classifications of copy styles at least one characteristic American method finds no place. The typical American advertisement "announcing" some new feature or invention of improvement in a product, and which usually begins "And now . . ." is not mentioned.

Prejudice may account for the omission. This method always seems to me self-conscious, assuming too much, and weak. But apart from some actual American advertisements occasionally to be seen in our press, and some others as obviously inspired by the American school of copy and display, this method is not, I believe, often employed over here by English advertisers. Were I advising on a given case I should urge a different method. That would be to inject "news interest" into such advertisements.

THE English public is not "sold" on advertising to anything like the extent that the American public is. There are several reasons for this. It is not so widely employed, therefore people are not so familiar with it and do not accept it so readily, do not turn to it so confidently. Nor is it so deserving of confidence when regarded in the large sense.

In the main English advertising is moderate and to be trusted. But a deplorable number of English papers still accept grossly exaggerated patent medicine and get-rich-quick



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

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

advertising of the most unpleasant kind. And the few that do censor their columns accept, for instance, patent medicine advertisements which are allowed uncensored license in other periodicals, thus helping actually by their own otherwise admirable guarantee to deceive the public.

YOU must be prepared for the public to discount your claims and you must use every kind of honest skill to impress your genuineness upon the public mind. Advertising is an extraordinarily powerful influence in this country and a perfectly safe, matter-of-fact, business operation, if properly planned and concerned with honest values. But there is no advantage to be gained by avoiding the plain fact that if the columns of our press were as clean as those of the principal papers in America, English advertising would at once take an immense stride forward. It would become even more powerful, even more sound as a business influence.

Another circumstance which you must be careful to bear in mind if you are an American advertiser is that your public here may not be so far advanced in *thought*; that is, in its attitude of mind toward your product. I am thinking now of two particular American devices which are being advertised over here. In both instances the advertising assumes too much. It assumes public knowledge and appreciation of the *kind* of articles being sold where it ought to be more educative, more explanatory, and contain more reasons for purchase. One of these articles was new to the English public altogether in its improved form, yet the advertising assumed knowledge not only of the product but of its improved advantage too. The other assumed public acceptance of the class of device in question where it ought to be strongly explanatory of the advantage of this *kind* of device, as well as forcible about the reasons for preferring this device in particular.

It is impossible to consider what kind of copy sells goods in the British market without some reference to the publications in which it will appear. There is, of course, no such national medium as that represented by *The Saturday Evening Post* in America. Over here the national medium is the daily and Sunday newspaper. Our magazines circulate nationally, it is true, but their circulations are small by comparison. The really powerful advertising medium in this country is the

Make-up That Makes it Easier to Read

LOOK over a copy of *The Enquirer* and you are instantly struck with the simplicity of make-up, every advertisement generally bordering on news. Then the different sections where readers can always find the news they seek. Is it any wonder that it is Cincinnati's Favorite Newspaper?

Advertisers who have a message for the Cincinnati market can find no better medium, for

It Covers Cincinnati Every Day
Covers in the Way That PAYS

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

European Representative

THE DORLAND AGENCY, Ltd.

London
14 Regent Street

Paris
15 Rue Taitbout

Telling It To The Boy Scouts



Zone Grey is a name of magic for millions of boys and grownups. He depicts western life sincerely, thrillingly. He is one of the three most popular authors in America. His series of articles "Roping Lions in the Grand Canyon" has been followed with rapt attention by Boys' Life readers everywhere. "The men who contribute to Boys' Life are topnotchers."

BOYS' LIFE is edited, published and owned by the **BOY SCOUTS OF AMERICA**, which is not a company or co-partnership operating to make money, but an association conducted under a special Federal Charter granted by Congress to promote character building in the boyhood of America.

The ideals of the Scout Movement control **BOYS' LIFE** through the Editorial Board of the Boy Scouts of America. It is the **ACTIVE REPRESENTATIVE AMONG BOYS** to spread Scout principles. Like the Scout Movement, the business of this magazine is **CHARACTER BUILDING and CITIZENSHIP TRAINING. BOYS' LIFE** is full of intensely interesting stories, educational material and illustrations, which must measure up to the **SCOUT STANDARD** no matter who the author or artist may be.

Because of this, readers of **BOYS' LIFE** form a group of boys who are definitely preparing for leadership and responsibility. You can select no more potential audience to which to direct your message.

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.

daily newspaper. No campaign of any size can be put over without it.

The chief advertising medium for the working and lower middle classes is the Sunday newspaper like the *News of the World*, with its circulation of over three millions*. You buy circulation cheaply here, though the inch rate is high—£11.0.0 per single-column inch—which works out to 1.0d. per inch per thousand. There is no doubt that these Sunday papers pull, because they contain a large number of mail-order advertising of a cheap kind, mostly on the pay by instalments plan. Unfortunately they also contain, many of them, a large number of very doubtful patent medicine advertisements. Apart from these there are cheap weekly papers like *Answers*, and *Tit-Bits*, also useful media.

IN the enormous division of lower middle-class, middle-class and upper middle-class, the list of papers is of course enormous too. Representative are newspapers (daily, Sunday and evening) like *Daily Mail*, *Daily Chronicle*, *Daily Express*, *Weekly Dispatch*, *Sunday Pictorial*, *Daily Mirror*, *Evening News*, *Evening Standard*, etc. Cheap weekly papers like *Home Notes*, *Pearson's Weekly* and, going progressively up the scale, *Cassell's Weekly*, *John O'London's Weekly*, up to the political weeklies like *Spectator*, *Nation*, and ending with *Punch*. Also the monthlies like *Royal*, *Windsor*, *London*, *Nash's* and *Good Housekeeping*.

Among the upper middle-class and leisured classes there are papers like *Daily Telegraph*, *Morning Post*, *Times*, *Sunday Times*, *Observer* (all newspapers); weeklies like *Field*, *Queen*, *Country Life*, *Vogue* (fortnightly), *Tatler*, *Sphere*, *Graphic*, *Punch*, *Spectator*; and magazines like *Cornhill*, *Blackwood's*, *World Today*, the *English Review*, *Contemporary Review* and the quarterly reviews.

These lists are sketchy and, of course, very incomplete, but they are representative in a limited degree.

In using these it is necessary to remember the kind of people who read them and their probable reactions to your copy. Because you are advertising in the *Field* or *Country Life*, which are both read by sporting men, there is no need to drag in

*I want to be emphatic that in mentioning names of papers everywhere in this discussion I am only mentioning them as indicative of a class of paper. There is no intention of covering the different classes of papers referred to, nor to recommend particular papers. But it is obviously easier to refer to one or two typical papers in a given class than to attempt a description of the kind of paper in question.

John ANDREW
Maker
of **LETTERS**
Independent Studios.

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

The Standard Advertising Register

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

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. FERREL, Manager

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.

what you imagine to be characteristic touches like "the crack of the rattle is heard on the moors." If you are going to use copy of this kind you must be careful that it shall be accurate, if nothing else. This kind of thing is much better avoided. The sort of Englishman who reads these papers is a conservative, very reserved person. Your copy had better not try to be too intimate: State your case moderately, clearly, interestingly, and let it go at that. With the middle-class you can be homely, good-humored, even intimate, with advantage. Try to be intimate with the leisured people and you will run serious risk of giving offense.

YOU may be good-humored so long as your good humor is of the right kind, but be quite sure that it is of the right kind. You had better not be startling with copy for this market: to be startling is not quite the thing; as we say, "the best people" are not startling. But you may startle the middle classes; they don't mind; one might even say they need it. You must remember that the life of the lower middle masses is not too cheerful. It is a long day for the house mother, and every day very much like another. Her interest has flagged by the end of it and your task is to revive it, to stimulate, to compel attention. With the leisured classes the problem is different. It is to interest, to divert. In a word, moderation must be your keynote all the time. And remember that your illustrations fit your appeal.

Enough has been said, I believe, to show that English copy ought to be judged, as well as written, by Englishmen. We have much to learn from Americans, very probably, as to marketing methods, general business organization and merchandising. But can Americans tell us much about how we live, and think, and act, and react? I doubt it. I have great admiration for most American copy. I think it is the finest in the world—for America!

Radio Stories

Is the title of a new monthly Macfadden publication which will cover the radio field from the human interest angle. The first issue is scheduled for October. Walter Hanlon has been appointed advertising manager. He was formerly with *True Story* and prior to that with the *New York Herald*.

Hicks Advertising Agency

New York, will direct advertising for Maurice Rentner, couturier, same city.



*A Book
that will
help you*

PITTSFORD'S MANUAL for ADVERTISERS

A greatly enlarged edition of Pittsford's Ad-Type Manual. 224 pages of helpful, concise information for producers of advertising. Practical, non-technical and fully illustrated.

Not intended for promiscuous distribution, but will be gladly sent — without cost or obligation — to executives and buyers of printing in Chicago and vicinity, who write for a copy on company stationery, giving name, address and official connection. *To all others, the price of this advertising text book is \$2.50.*

BEN C. PITTSFORD COMPANY · CHICAGO
433 South Dearborn Street

TYPOGRAPHERS



The Bradford Era

399,307 Lines

increase of advertising in four years. 85% of this was local. The merchants of Bradford have faith in the ERA'S pulling power. They know that it reaches those who have the money to buy. Why should the Foreign Advertiser hesitate?

THE BRADFORD ERA
Bradford, Pa.

BRADFORD,

::

PENNA.

No one can read all magazines—

"How can I keep informed on the main activities and questions of the day?" That is the big problem with men of affairs.

In the past they have found it an exhausting, expensive task. Not only have they had to subscribe to dozens of publications; they have been faced with the problem of how to get the facts they wanted from these publications with a reasonable amount of effort.

To read them all from cover to cover has been impossible. And to read only a few usually resulted in confusion—conflicting opinions, fragmentary information. Nor did those able to employ special secretaries "to keep them informed" find that method altogether satisfactory.

Thus when TIME "The Weekly News Magazine" came forward with the guarantee "to give more information on the news of the day in quicker time than any other publication or combination of publications" it received an immediate welcome from important men and women—and over 40,000 of them in a year—because TIME is a direct solution to their problem. In return for one hour's reading a week it gives them clear, concise, unified information for intelligent, impartial discussion.

That is why the subscription list of TIME is almost a duplicate of "Who's Who." Men like Newton D. Baker, John T. Adams, W. G. McAdoo, Will Hays, George Eastman, Chief Justice Taft, Julius Rosenwald, Roger Babson, Thomas W. Lamont, Cyrus McCormick, Jr., Bernard M. Baruch, August Belmont, Anthony Biddle, Cornelius Bliss, Howard Elliott, James A. Farrell, William A. Gaston, Alba Johnson, Jess L. Livermore, Frank O. Lowden, Herbert L. Pratt, Dwight P. Robinson, Charles S. Pillsbury, Atlee Pomerene, William Wrigley, Governor Pinchot, Booth Tarkington, etc. Women like Mrs. Thomas Edison, Mrs. Andrew Carnegie, Mrs. Henry Ford, Mrs. Bliss Perry, Mrs. J. D. Rockefeller, Jr., Mrs. Henry P. Davison, etc.



20 of the 110 advertisers in TIME

American Radiator Co.
American Telephone & Telegraph Co.
American Tobacco Company
Babson Statistical Organization
Borden's Farm Products, Inc.
Canada Steamship Lines, Ltd.
Dobbs & Company
Durham Duplex Razor Co.
The Drake Hotel Co.
Raymond & Whitcomb Co.
Guaranty Trust Company
Int'l Mercantile Marine (White Star)
P. Lorrillard Company
Quaker Oats Company
Royal Mail Steam Packet Company
A. G. Spalding & Brothers
Western Electric Company
Colgate & Company
Lincoln Motor Car Company.
Shredded Wheat Co.

Over Three Hundred Clubs Subscribe to TIME— Here are a few in New York.

Alpha Delta Phi Club
Automobile Club, Ansonia Hotel
Brook Club
Business & Professional Women's League
City Club of New York
Columbia University Club
Harvard Club
Knickerbocker Club
N. Y. Yacht Club
Racquet & Tennis Club
Rotary Club
Union Club
University Club
Vassar Club
Yale Club

TIME

The Weekly News-Magazine

Nor can you advertise in them all

TIME also solves a problem for you.

Regardless of how many mediums you use there have always been topnotchers whom you have never been certain of reaching—Prospects who because of their very importance and multiple activities are least accessible. Yet *TIME establishes direct and active contact with just such prospects—men and women who might overlook your message in a dozen other publications.*

TIME is a short-cut for the busy reader and wise advertiser. It conserves the reader's time by eliminating excess detail; while it offers you a medium in which you can concentrate on a group of leaders—certain that your advertisement will be seen.

For TIME is not subscribed to for occasional or partial reading. It functions weekly as a news-secretary and is read when received, just as you read your newspaper in the morning. Moreover, all advertising is placed next to or opposite reading text. Thus TIME offers you a medium 100% active—reaching a mentally alert audience you want to sell.

Ask us for the complete circulation and advertising story. We have interesting facts.

Robert R. Johnson
Advertising Manager

Philadelphia Office
502 Land Title Bldg.

Chicago Office
38 South Dearborn St.

Boston Office
127 Federal St.

Circulation Methods **TIME** reports on

1. National Affairs
2. Foreign News
3. Books
4. Art
5. Music
6. The Theatre
7. Moving Pictures
8. Education
9. Law
10. Religion
11. Medicine
12. Science
13. Business
14. Finance
15. Sport
16. Aeronautics
17. The Press
18. "People"

The basis upon which the entire circulation has been built has been direct mail circularization of carefully selected lists of names such as the Who's Who, Social Register, graduates of leading universities, officers of banks, officers and executives of nationally important industrial corporations, members of prominent clubs, etc., etc.

236 East 39th St. New York City



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 TIMES

"Akron's Ablest Newspaper"

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

National Advertising Representatives
CHAS. H. EDDY CO.

New York, Chicago, Boston

Facts on Selling the College Field

Every school, college and university is a highly concentrated market for a wide range of goods. Besides influencing the student's purchases of stationery, eatables, sportgoods, novelties, etc., a knowledge of the college market will enable you to influence the shopkeeper.

Our ten years' study of the buying habits of America's 25 million students has not merely consisted of compiling statistics—it has also helped many manufacturers to increase their sales in college towns.

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

Established 1913

CSA

COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.

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

Convention Program

[CONTINUED FROM PAGE 28]

Wednesday Afternoon, July 16

Charles F. Hatfield, presiding; Carl F. G. Meyer, president, St. Louis Advertising Club; "Communal Publicity for the Development of an Industrial Center," British speaker; discussion; Gurney Lowe, Associated Advertising Clubs, New York; "The Neoshop Plan," British speaker; discussion; Merrill C. Jenkins, president, New Haven, Conn. Advertising Club; "Town Planning," British speaker; discussion; H. B. Dickson, manager, Columbus Conventions, Expositions and Community Service Association, Columbus, Ohio; "Publicity as a Factor in the Development of Civic Pride," British speaker.

SCREEN ADVERTISERS ASSOCIATION

Chairman, Douglas D. Rothacker. The speakers will be Maurice J. Caplan, president, Metropolitan Motion Picture Company, Detroit, Mich., and vice-president of the Association; Bennett Chappie, director of advertising, American Rolling Mill Company, Middletown, Ohio, and A. V. Cauer, United Film Ad Service, Kansas City, Mo.

ADVERTISING SPECIALTY ASSOCIATION

Up to the time of going to press, only the American speakers and their topics were listed. These are as follows: "The Value of Advertising Specialties," U. Rae Colson, U. Rae Colson Company, Paris, Ill.; "Art in Advertising," E. J. Barklow, vice-president, Gerlach-Barklow Company, Joliet, Ill.; "The Place of the Advertising Specialty in a National Campaign," Carroll H. Sudler, Ketterlinus Lithographing Company, Chicago.

DIRECT MAIL ADVERTISING ASSOCIATION

Will meet in conjunction with the British Federation of Direct Mail, American speakers and subjects are: "Where and How to Use Direct Mail Advertising in Marketing," Homer J. Buckley, president, Buckley, Dement & Company, Chicago; "Selling by Mail (Post)," John Howie Wright, Publisher Postage, New York; "Direct Mail of Today and Tomorrow," Joseph E. Mills, president, Direct Mail Advertising Association, Detroit; "Specific Sales Success from the Use of Good Live Mailing Lists," R. N. Fellows, advertising manager, Addressograph Company, Chicago; "Business-Building Letters," Louis Balsam, editor *The Mailbag*, Cleveland.

ASSOCIATION OF NATIONAL ADVERTISERS, INC.

Will meet jointly with Incorporated Society of British Advertisers. Only the American speakers have been announced.

Tuesday Afternoon, July 15

Subject: "Net Sales" or "Circulation Audit Reports," O. C. Harn, advertising manager, National Lead Co., New York; Louis Wiley, business manager, New York Times; Stanley Resor, president J. Walter Thompson Company, New York, and president American Association of Advertising Agencies.

Wednesday Morning, July 16

Subject: "The Advertiser and the Advertising Agent," P. L. Thomson, president, Association of National Advertisers, Inc., and publicity manager, Western Electric Company; John Sullivan, secretary-treasurer of the Association.

Wednesday Afternoon, July 16

Subject: "Export Advertising," Mont H. Wright, publicity director, John B. Stetson Company, Philadelphia; Howard Heinz, president, H. J. Heinz Company, Pittsburgh; J. S. Martin, foreign publicity manager, Remington Typewriter Company, New York.

BUSINESS RESEARCH MEETING

Research men from the United States and Canada will meet with research experts of Great Britain. Chairmen are: Sir William Larke, K. B. E., director National Federation of Iron and Steel Manufacturers, and Major Van Der Heavel, commercial director, J. C. Eno & Company, Ltd. British speakers will be: "Development of Markets for Basic Industries," Sir Stanley Bois, member council, Rubber Growers' As-

sociation, and partner in Bois Bros. & Company; "The Place of Statistics in Business," Dr. A. L. Bowley, Sc. D. F. S. S. F. E. S., Professor of Statistics, University of London; "Simplification as Success," J. H. G. B. C. British Production and Marketing," Cecil Chisholm, N.A., marketing and merchandising consultant, chairman Business Publications, Ltd.; "The Cost of Doing Business at Retail," Gordon Selfridge, chairman and managing director, Selfridge & Company, Ltd.; "The Application of Design in Marketing," Charles Tennyson, C.M.G., deputy-director, Federation of British Industries; "How Research Has Helped to Build Messrs. Joseph Lyons' Success," Major Alfred Salmon, C. B. E., D.L.C. chairman and managing director, J. Lyons & Co., Ltd. American program will be presided over by Harry Tipper, secretary, Class Journal Co., New York. Speakers will be: "Research Work in American Business Institutions," Paul Y. Cherrington, J. Walter Thompson Co., New York; "Business Research in the Colleges of the United States," Professor George B. Hotchkiss, New York University; "Statistical and Research Services in the United States," Professor Daniel Starch, Harvard University; "Research in American Advertising," Harry Dwight Smith, Fuller & Smith, Cleveland, Ohio.

BUSINESS PAPERS DEPARTMENTAL

Will be participated in by Periodical, Trade Press & Weekly Newspaper Publishers' Association, Ltd., and National Industrial Advertisers Association.

Tuesday Afternoon, July 15

General Session: Chairman John Clyde Oswald, Publisher, American Printer; "The Business Paper—The Main Highway to Specific American Markets," Jesse H. Neal, secretary-manager, Associated Business Papers, and secretary A. A. C. of W.; "How the Hyatt Roller Bearing Company," Business Papers, Harry Harrison, chief advertising manager, The Hyatt Roller Bearing Company, Harrison, N. J.; "Industrial Cooperation in the United States, and the Business Papers," Harry Harrison, secretary, The Class Journal Company, New York; address by Sir Ernest Benn, Bart, C.B.E., Benn Bros., Ltd.; "Factors to Be Considered in Writing Advertising Copy," McGuinn, manager, experiments of publicity, Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa.

Wednesday Morning, July 16

General Subject: "Industrial Markets," Chairman, Julius S. Holl, vice-president, The National Industrial Advertisers Association, and advertising manager Link-Bell Company, Chicago; "Industrial Markets of America," (illustrated with charts and lantern slides), Malcolm Muir, vice-president, McGraw-Hill Company, New York; "Some Industrial Advertising Achievements in the U. S. A.," Bennett Chappie, director, The American Rolling Mills Co., Middletown, Ohio; address by Rt. Hon. Lord Riddell; "Mechanics of Industrial Advertising and Today's Practices," W. Morrison, publicity manager, Ingersoll-Rand Company, New York; address by Ewan S. Agnew, Punch; "The Use of Direct Mail in Industrial Advertising," Ezra W. Clark, advertising manager, Calkins Company, Buchanan, Mich.; "Advertising and Marketing to the Machine Tool Industry in the U. S. A.," E. P. Blanchard, advertising manager, The Bullard Machine Tool Co., Bridgeport, Conn.

Wednesday Afternoon, July 16

General Subject: "Trade Markets," Chairman, Sir Edward Cliffe, G. B. E., The London Press, Ltd.; "The Place of Dealer Papers in American National Advertising Plans," M. P. Gould, M. P. Gould Company, New York; "Distribution to British Markets," Captain A. U. M. Hutton, Morgan Bros. Publishers, Ltd.; "Cooperation between the Sales and Advertising Departments," Keith J. Evans, advertising manager, Jos. T. Ryerson & Son, Chicago; "Advertising in Relation to the Distribution of Merchandise to British Markets," Colonel Hutchinsor, The London Press Exchange.

POSTER ADVERTISING ASSOCIATION

Meeting will be held jointly with London

Bill Posters Association and United Bill Posters Association.

Tuesday Afternoon, July 15

Chairman, Walter Hill, president, Walter Hill & Company, London; "Art of the Hoarding," Sir Herbert Morgan, K. B. E.; "The Psychology of Mass Selling," Colver Jordan, vice-president, Outdoor Advertising Agency of America, Inc., New York; "The Three Essentials," Clarence E. Lovell, Poster Advertising Co., Inc., New York; "Poster Advertising a Commodity of World-Wide Consumption," British speaker.

Wednesday Afternoon, July 16

Chairman, E. L. Ruddy, president, E. L. Ruddy Co., Toronto, Canada; "The Educative Power of the Poster," W. E. D. Allen, London; "The Fundamentals of Poster Advertising," W. T. Sangston, advertising manager, Standard Milling Co., New York; British speaker; "Poster Advertising as a Factor in Marketing," Judge E. Allen Fross, Poster Advertising Association, Chicago.

NATIONAL ASSOCIATION OF NEWSPAPER EXECUTIVES

Will be participated in by Newspaper Proprietors Association and the Newspaper Society, also Scottish Daily Newspaper Society and Irish Newspaper Society. Afternoon sessions will be held July 15, 16 and 17. Morning sessions on July 16 and 17.

George M. Burbach, St. Louis Post-Dispatch, chairman; Cornelius Vanderbilt, Jr., president, Vanderbilt Newspapers, Inc., Los Angeles; "Tabloid Newspapers," Louis Wiley, business manager, New York Times; "Development of American Newspapers," William H. Rankin, president, Wm. H. Rankin Co., Inc., New York; "Newspapers, the National and International Medium," L. W. Clayborn, president, Clayborn Process Corporation, Milwaukee, Wis.; "Color Printing," E. Le Roy Pelletier, advertising manager, Rickenbacker Motor Co., Detroit; "The Successful Use of Newspapers in Developing the Automobile Industry," John C. Kirkwood, St. James' Advertising Company, London; "British and American Newspapers Compared," W. E. Doonane, Chicago Tribune; "Newspaper Merchandising Service," Lon E. Holland, president, Associated Advertising Clubs; "The Better Business Bureaus."

NEWSPAPER AND MAGAZINE REPRESENTATIVES

Will meet with the Fleet Street Club, of London.

Tuesday Afternoon, July 15

NEWSPAPER—"Outline of Our Plan of Work," W. F. Rogers, chairman, Bureau of Advertising of American Newspaper Publishers' Association; "Selling Newspaper Advertising Space," F. St. John Richards, Eastern representative, St. Louis Globe Democrat.

MAGAZINE—"Magazine Advertising in America," James Shaughnessy, secretary, American Association of Advertising Agencies; "Some Sidelines on Magazine Advertising," George French, New York; "The Advertising Salesman," Paul Block, Paul Block, Inc., advertising director, National Retailer and newspaper publisher and representative.

CONFERENCE OF FEDERATION OF WOMEN'S ADVERTISING CLUBS

LUNCHEON—Welcome by Miss Marion Jean Lyon, president, Women's Advertising Club of London, presiding; British speaker; "Women in the Advertising Profession," Miss Julia C. Colburn, publicity director, The La Salle & Koch Company, Toledo, Ohio. Following the address, Miss Lyon will turn the meeting over to the chairman of the Federation of Women's Advertising Clubs of the World, Miss Elizabeth W. Maguire, of Philadelphia.

BUSINESS SESSION—Reading of minutes of last meeting; report of woman member of executive committee of A. A. C. of W. Miss Katherine H. Mahood of Baltimore, reports of Women's Advertising Clubs' discussion led by Mrs. Berrie Blackwood, executive secretary, Advertising Specialty Association, Chicago; "Suggested Activities for Advertising Clubs," followed by other routine business matters.

AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

Will meet with Association of British Advertising Agents. Chairman British program committee, Ralph W. Thomas,

Something Worth Using

A BUILDING built and owned by ourselves to exactly fit our most minute and particular requirements. Modern, sanitary and fireproof.

Situated in one of the largest and newest manufacturing districts in Detroit. Utilizing every modern facility this district affords.

Equipped with every modern machine and device with which to manufacture the highest grade plates and mats in the country. Much of this machinery is special—we built it ourselves.

Manned by a large organization. Every man knowing his job to the nth degree. Trained by our own experts to fit our exacting requirements.

Controlled by executives who absolutely know their business in every respect.

Until you use all these facilities that Gagnier has placed at your disposal you will never know what the best is in newspaper Plates and Service.

If you advertise in newspapers we can show you how to save time and money on your Plates and Mats. Outline your requirements. Let us quote prices. No obligation.

GAGNIER STEREOTYPE FOUNDRY

The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard

Even the biggest whales have trouble in climbing Niagara Falls! Human nature flows in strong currents; human action runs in channels centuries deep. Not a few advertisers have turned the consumer's mind towards their product -- BUT the millionaires are those that have turned their products to the consumer's mind.

See Berrien's Big Black Book

Goode & Berrien
Advertising Counsel, 19 West 44th Street, New York



A Duchess Sells Eggs

THE Duchess of X. lost all but her prize chickens. Friends advised her to sell eggs. So with a dainty basket she promenade the streets calling softly "Eggs for sale, I hope nobody hears me!"

Too many advertisers today are like the Duchess. Most advertisements don't sell; a great many advertisements don't even try to sell. Yet **SOMEbody** has to pay when the advertisement doesn't!

Get more sales into advertising—get more dollars out! That is the business of Goode & Berrien, Advertising Counsel, at 19 West 44th Street, New York. Ask to see Berrien's Big Black Book.

Let These Clients Tell You—

about our good work, prompt delivery and reasonable prices:

Hupmobile Co.
Associated Business Papers
Advertising Fortnightly
Jewish Tribune
Ice Cream Trade Journal

RIVERVIEW PRESS, Inc.

Complete Printing Service
404 East 36th Street

Telephone: MURRAY HILL 9438

London. Chairman American program committee, Harry Dwight Smith, Cleveland, Ohio.

FIRST SESSION—L. O. Johnson, president, A. B. A. A., presiding; "What Advertising Agency Service Means;" In Great Britain, Percy Burton; in the U. S. A., Roy S. Durstine; "Agency Association Progress;" In Great Britain, James Strong; in the U. S. A., Newcomb Cleveland.

SECOND SESSION—Stanley Resor, president, American Association of Advertising Agencies, chairman; "Markets of the British Empire," W. Lints-Smith; "Markets of the U. S. A.," William J. Boardman.

GRAPHIC ARTS ASSOCIATION

Will meet with the Federation of Master Printers.

"The Labor Problem in the Printing Industry," Charles Francis, New York, founder of the Printers League; "The Printer and the Advertiser," John R. Demarest, chairman graphic arts section, Wilson H. Lee Company, New Haven, Conn.; "The Printer as a Salesman," William J. Betting, treasurer, Redfield, Fisher & Wallace, Inc., New York; "Organization in the Printing Industry," John Clyde Oswald, publisher *The American Printer*.

FINANCIAL ADVERTISING ASSOCIATION

"Trust Advertising," Clinton F. Berry, advertising manager, Union Trust Company, Detroit, Mich.; "Investment Advertising," Frank L. Blanchard, director public relations, Henry L. Doherty & Co., New York; "Novel Advertising and Merchandising Plans," Harrison E. Grimm, manager business extension department, Security Trust Company, Detroit, Mich.; "Savings Bank Advertising," speaker to be chosen.

PUBLIC UTILITIES ADVERTISING ASSOCIATION

Tuesday Afternoon, July 15

British chairman; address of welcome, Rt. Hon. Lord Ashfield; president's address, W. P. Strandborg, Portland Electric Power Company, Portland, Ore.; "Company Ownership and Operation Under Public Control," British delegate; "How to Win Goodwill for the Company," P. L. Thompson, Western Electric Co., New York; "Cooperative Advertising of a Public Utility," British delegate; "Progress of Customer-Ownership," Frank L. Blanchard, Henry L. Doherty & Co. and The Cities Service Company, New York.

Wednesday Morning, July 16

Frank L. Blanchard, presiding; "The American Traction Situation and the Part Publicity Has Played in It," Lucius S. Storrs, president, The Connecticut Company, New Haven, Conn.; "The Personal Element in Advertising," British delegate; "Education in Relation to Public Utilities," G. Robbins, publisher, *Gas Age Record*, New York; "Railway Advertising," British delegate; "Municipal Versus Corporation Ownership," E. J. Mullaney, People's Gas & Company, Chicago.

Addresses are limited to twenty minutes each, in order to allow ample time for discussion. Examples of effective public utility advertisements will accompany the addresses and are to be displayed in the meeting room.

RETAIL ADVERTISERS' ASSOCIATION

Will be held in conjunction with Incorporated Association of Retail Distributors, London.

Delegates will assemble at Harrods Stores on Tuesday July 15, at noon, where they will be the guests of the firm at lunch.

Tuesday Afternoon, July 15

Sir Sydney M. Skinner, J. P., John Barker & Co., Ltd., London; Sir Woodman Burbridge, Bart., C.B.E., chairman and managing director, Harrods, Ltd., London; "Merchandising a World Store," Joseph B. Mills, publicity director, J. L. Hudson Company, Detroit, Mich.; "Retail Advertising, Quantity Versus Quality," Percy A. Best, managing director, James Scholbrod & Co., Ltd., London; Sir Charles Higham, Charles F. Higham, Ltd., London.

Wednesday Morning, July 16

Chairman, Theodore Gold Morgan, director, Henry Morgan & Co., Ltd., Montreal; Sir Sydney M. Skinner, J. P., John Barker & Co., Ltd., London; "Executive Factor in Building a Business," Sheldon Coons, advertising director, Gimbel Brothers, New York; "Sales and Publicity Methods of Large Department Stores," John Lawrie, J. P., managing director, William Whiteley, Ltd., London; Vera C. Devine, president,

Standard Corporation, New York and Chicago, "Retailing as a Civic Force," Frank Chatham, director and general manager, Harrods, Ltd., London; Horace Imber, *Daily Chronicle*, London.

Wednesday Afternoon, July 16

Chairman, Sir Woodman Burbidge, Bart. C.B.E., chairman and managing director, Harrods, Ltd., London; Eric M. Gamage, director and general manager, A. W. Gamage, Ltd., London; Frederick M. Farrar, The Typographic Service Co., New York, "The Value of Typography in Advertising," illustrated; F. Richmond, Debenhams, Ltd., London; Edward Piene, president, William Piene Sons Co., Boston, Advertising and World Peace.

Banquet at Savoy Hotel when every overseas delegate in the retail section will be the personal guest of a British retail advertiser.

Thursday Afternoon, July 17

Luncheon at Wembley, when the delegates will be the guests of Lord Waring, chairman and managing director, Waring & Gillow, London.

The Rt. Hon. Lord Burnham, proprietor London *Daily Telegraph*, and Gordon Selfridge, president, Selfridge's, Ltd., London, will probably address the meeting privately, but will not be on the general program.

CHURCH ADVERTISING DEPARTMENT

Only the American speakers have been announced: "The Country Church," E. T. Meredith, former Secretary of Agriculture, and publisher, *Successful Farming*, Des Moines; "Forms of Church Advertising," John Clyde Oswald, publisher *The American Printer*; "The Need for Church Advertising," Dr. W. J. Stidger, Detroit; "Illustrations of Church Advertising," Rowe Stewart, business manager, *Philadelphia Record*; "Space for Church Advertisements in Newspapers," James W. Brown, publisher, *Editor and Publisher*, New York; "What is Religious or Church News?" James Schermerhorn, formerly publisher *Detroit Times*; "First Things in Church Advertising," Frank L. Blanchard, director of public relations, Henry L. Doherty & Co., New York; "What Should the Church Advertise?" Rev. Charles Stelzle, New York.

Arthur C. Busch

Formerly on advertising staff of *Literary Digest*, New York, has recently taken over duties of Eastern Advertising Manager for *Public Affairs*, Washington, D. C.

American Garage & Auto Dealer

Published monthly at Buffalo, N. Y., is new name of *Consolidated Garage & Auto Dealer* and *American Blacksmith and Motor Shop*.

Karl A. Frederick

Has been appointed to copy staff in the Detroit offices of the Campbell-Ewald Company. He was formerly with copy department of the United States Advertising Corporation, Toledo, Ohio.

Clarence Visscher

Has joined the Campbell-Ewald Company as manager of the mechanical detail department. Previous to joining Campbell-Ewald, he was on the staff of Morneau & Powers, Detroit, typographers.

Alfred Austin Advertising Agency

Will direct advertising for a group of laundries in New York City which have combined to advertise cooperatively for the purpose of developing business in the hotel field. Agency will also conduct an advertising sales promotion campaign for the Smart silk Hosiery Company, New York.

TEXAS
the vast—the rich
SAN ANTONIO
its beautiful metropolis

send to "Ours across the sea," and to that splendid organization:

ASSOCIATED ADVERTISING CLUBS
OF THE WORLD

their heartiest greeting, through
EXPRESS PUBLISHING COMPANY

Publishers of

SAN ANTONIO EXPRESS
SAN ANTONIO EVENING NEWS
SEMI-WEEKLY FARM EXPRESS
EXPRESS-NEWS RETAILER



THE JOHN BUDD COMPANY

Advertising Representatives

NEW YORK CHICAGO ST. LOUIS ATLANTA
LOS ANGELES SAN FRANCISCO SEATTLE



"CUTLETS" (Trade Mark Reg. Applied For) like those reproduced above, add new sparkle to house-organs, sales letters, circulars, newspaper advertisements, etc.—

\$1.25 for one-inch size

\$2.50 for two-inch size

In quantities of twenty, a 20 per cent reduction. Mats furnished at special rates.

Proof sheets on request

CUTLETS: 1718 Tribune Building, New York



H. M. Swetland

[CONTINUED FROM PAGE 19]

I had sold subscriptions to farm papers and had written for them during the long vacations while he was still a teacher. As a consequence of this invitation, I left teaching in the summer of 1885, came to New York and joined the American Railway Publishing Company, of which Mr. Harris was president and Mr. Swetland, treasurer.

When the American Railway Publishing Company branched out into the power and street railway fields, which it did simultaneously with *Power* and the *Street Railway Journal*, Mr. Swetland was at first its Boston representative. It was soon apparent, however, that his organizing talent was needed in New York. He was in active charge when I joined the staff. He was working early and late to get the business on a paying basis. I thought I saw possibilities and took the first opportunity to buy an interest. We worked together enthusiastically. By July, 1888, the debts had all been paid, and a 10 per cent dividend on the \$25,000 stock was declared. Within a few months the business was divided; Mr. Harris retired; Mr. Swetland bought *Power* and I bought the *Street Railway Journal* and the *American Journal of Railway Appliances*.

There is one incident, taken from his teaching days, which shows his tremendous determination. Just after he was married, he was disappointed in getting a district school for the winter. Instead of wasting time in repining, he set to work sawing wood in his neighborhood at 75 cents a day, and continued this all winter. He and his wife lived on 50 cents a day and saved the remainder. Incidentally, this story illustrates his ability to save money, which was also an element in his later career.

When he became its owner, Mr. Swetland threw his whole energy into the development of *Power*. It paid him a handsome return, and when after twelve years he sold it to the late John A. Hill, it was a valuable property.

While still the publisher of *Power* Mr. Swetland became interested, as a user, in the automobile. He saw a future—another dream—for the vehicle. He threw his energy into the new automobile field and he grew up with it, in a publishing way, practically from the beginning. He had a keen sense of technical values, although not an engineer, and was

active in the formation of the Society of Automotive Engineers. In the automobile field he repeated his earlier successes. His interests were eventually taken over by the Class Journal Company. He was soon recalled and became president of the Class Journal Company, which position he held until his death.

The greatest tribute to Mr. Swetland's ability as an organizer was his election to the presidency of the United Publishers' Corporation in 1914. This had been organized, in 1911, to bind together several groups of papers in different fields, thus giving the benefit of diversity. The Class Journal Company was a subsidiary of the new organization. Mr. Swetland continued as president of the U. P. C. until his death.

Toward the close of his life Mr. Swetland's early experience in teaching manifested itself in a conviction that industrial publishing needed a better educational background. He proposed a plan of education for employees of publishing houses which was adopted by the New York Business Publishers' Association, and was made chairman of the educational committee. With the aid of this committee Mr. Swetland put through a real educational program. As a result, hundreds of employees in business-paper publishing houses, outside of as well as in New York, have enjoyed training for which there was never opportunity before. Only last year he completed the editing of a book, "Industrial Publishing," which is the realization of another of his dreams.

He always believed that service to the reader, first, will in the end be best for the advertiser, and that the specialized paper has great value as an advertising medium, in that its reader interest furnishes a picked audience for the appropriate advertiser. He was a practical idealist.

His power of concentration enabled him to get results without waste of mental energy. His perseverance achieved victory for him in spite of formidable obstacles. He possessed wonderful ability as an organizer and was always ready to cooperate with others.

Calm in counsel, considerate of others, careful in weighing matters before him, cheerful, sympathetic always, Mr. Swetland will be sorely missed in the field of his recent fruitful labors.



Chance

NOT by "chance" does the great cathedral rise,—even though its construction covers centuries, with different architects, different workmen carrying it on,—there is always one master plan.

Nor by "chance" is any outstanding piece of printed matter produced.

Somebody must have the original idea, somebody must plan the technical specifications. Even when its originator does not possess the necessary specialized knowledge, it is possible to predetermine results by enlisting help of engineers of the printing world—printer and photo-engraver—in making preliminary plans. Incidentally, their suggestions usually help, not only to cut final cost, but to increase attractiveness and effectiveness of the printed message.

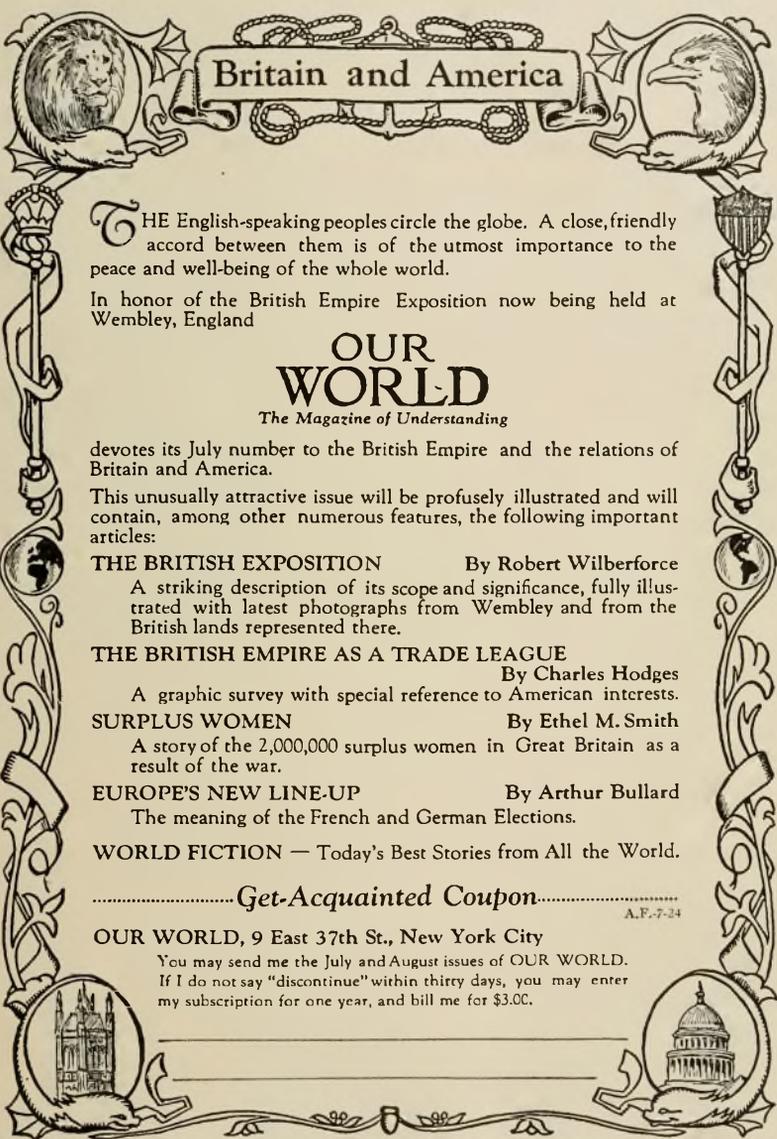
Gatchel & Manning, Inc.

C. A. STINSON, Pres.

PHOTO-ENGRAVERS

Philadelphia





Britain and America

THE English-speaking peoples circle the globe. A close, friendly accord between them is of the utmost importance to the peace and well-being of the whole world.

In honor of the British Empire Exposition now being held at Wembley, England

OUR WORLD

The Magazine of Understanding

devotes its July number to the British Empire and the relations of Britain and America.

This unusually attractive issue will be profusely illustrated and will contain, among other numerous features, the following important articles:

THE BRITISH EXPOSITION

By Robert Wilberforce

A striking description of its scope and significance, fully illustrated with latest photographs from Wembley and from the British lands represented there.

THE BRITISH EMPIRE AS A TRADE LEAGUE

By Charles Hodges

A graphic survey with special reference to American interests.

SURPLUS WOMEN

By Ethel M. Smith

A story of the 2,000,000 surplus women in Great Britain as a result of the war.

EUROPE'S NEW LINE-UP

By Arthur Bullard

The meaning of the French and German Elections.

WORLD FICTION — Today's Best Stories from All the World.

.....*Get-Acquainted Coupon*.....

A.F.-7-24

OUR WORLD, 9 East 37th St., New York City

You may send me the July and August issues of OUR WORLD.
If I do not say "discontinue" within thirty days, you may enter my subscription for one year, and bill me for \$3.00.



A Fine Opportunity for a Copy and Plan Man



We have an opening in our agency for a thoroughly seasoned copy and plan man. He must be a convincing and fluent writer.

Mail order experience is essential and he must have a record of producing big results.

To such a man there is offered a real opportunity in one of the best agencies in the country.

We are located in Ohio. The men in our agency know of this advertisement. All replies should be complete and specific, stating experience and salary. Samples of work will be returned after careful inspection. Immediate action is required.



*Box 159, care
Advertising and Selling Fortnightly*

Building Pools to Sell Bathing Suits

[CONTINUED FROM PAGE 21]

gave to all of our salesmen, along with plans that could be used by any community, and worked out a very simple method of figuring the cost.

The swimming pool booklet contains every bit of information necessary to get a project under way, from the initial financing to explaining important features in construction. It is illustrated with views and plans of community pools already in use in various parts of the United States, and in reality is a handbook on the subject. If more specific information regarding design, construction, specifications and kindred matters is desired, the Portland Cement Association is glad to furnish the details, and this fact is stated in the booklet.

Since the first classic incident we have been instrumental in starting a great many bathing pools. The salesman has not always gone out and sold them, but he has planted the seed. As in the first case cited, the merchants got busy with one of their local clubs. It is a poor community that will not respond to an appeal of this nature, if at all physically in position to see it through. There are a great many technical problems involved in the construction of a pool, problems that only a trained and experienced engineer can solve. For the benefit of those communities that wish to consult an expert before building their pool, we have a list of qualified engineers to whom we are glad to refer them.

WHAT has been the direct effect of our efforts in community endeavor? Here's the case of Herrin, Ill., for example. In 1922 our dealer there bought \$250 worth of bathing suits. In 1923 he ran his bill for bathing suits up to \$428. Then the town built a swimming pool. The dealer in Herrin has already sold \$5,030 worth of bathing suits. Another dealer, in a town in Iowa, bought \$176 worth of our bathing suits in 1923. The only ones he wanted were just a few of the better grade to sell to people who were going to spend their vacations in Wisconsin or Minnesota, or some other place where they could swim, because they had no such facility at home. That town also built a swimming pool and the dealer bought \$990 worth of bathing suits. Another dealer, in still another town, sold \$220 worth of bathing suits in 1923. The town

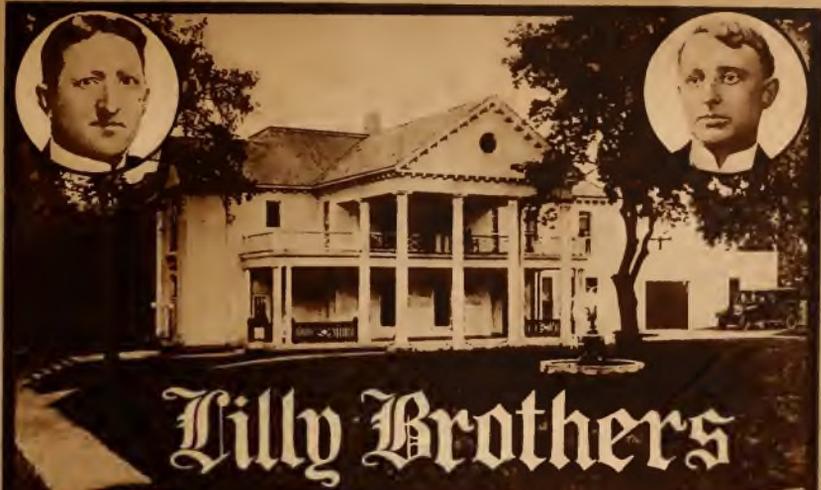


The one complete Buyers' Guide, 4300 pages, 9 x 12, aims to include all manufacturers, regardless of advertising patronage, but secures preferred attention for advertisers. The only one in the "Paid" Circulation class, the only A.B.C. Member.

**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



Lilly Brothers



Do you remember way back when Lilly's Undertaking Parlors occupied a small store room on Sixth Avenue? This notable institution has kept pace with progress and faith with the public.

Today Lilly's beautiful funeral home is the result of Lilly Service. It is the greatest institution of its kind in Iowa.

An undertaking establishment would seem to be among the few that really are "different." As the facts below show, however, the same treatment that brings buyers for other services or commodities has proved effective in this field.

Getting Results for a "Different" Business

Lilly Brothers, who conduct a fine funeral home in Des Moines, Iowa, decided that their business was not adapted to advertising. As an experiment however, they consented to try rotogravure in the belief that pictures would tell the story. That was over a year ago, and they have continued to use space regularly in rotogravure ever since.

They definitely state that rotogravure has given them more high-grade publicity in a short two years than they could have secured through ordinary channels in ten years, and that they will adopt the use of rotogravure as a part of their business policy hereafter. They use about four thousand lines a year.

Advertisers or advertising agencies with a "different" business will find interesting material in the 68-page book, "Rotogravure, How and When to Use It." Sent free on request to Kimberly-Clark Company, Neenah, Wisconsin.

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

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

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

Kimberly-Clark Company

ESTABLISHED 1872
Neenah, Wis.

NEW YORK, 51 Chambers St. CHICAGO, 200 S. La Salle St. LOS ANGELES, 210 W. 11th St.

ROTOGRAVURE
Prints Perfect Pictures - the Universal Language

as just finished its swimming pool and our dealer has sold \$1,164 worth of bathing suits thus far this year. One salesman in a territory adjacent to New York, where there are lots of available beaches, was instrumental in getting seven towns to put in bathing pools last year. That shows the possibilities.

Once the salesmen get the idea they discover ingenious ways of adapting it. In conjunction with the minister in one inland town one of our men got the boys who were bathing in what was literally a mud-pole to cement the bottom and sides and converted the hole into a real swimming pool where even the older folks are not ashamed to be seen.

We are going to make an even more determined effort to spread the community swimming pool idea in localities that should have them. When our men start out this coming September on their bathing suit trip, we are going to supply them with a lot of material that should result in the building of a great many more bathing pools. A community is under no obligation whatever so far as we are concerned. Other bathing suit manufacturers can—and do—participate in the increased business at the erection of a pool creates. It having broadened the market, we rely upon our merchandise and our sales methods for our share of the business.



Courtesy of The Wehl Company

Plumage for your message

Drawings in Pen and Ink, Wash, Dry-brush and Color for Newspapers, Magazines, Posters and Booklets
Pictorial Retouching of the most convincing kind

L O H S E - B U D D

Advertising Artists

MURRAY HILL 2560 405 LEXINGTON AVE. NEW YORK CITY

Foreign Exchange

For the information of delegates and others who are enroute to the London Convention, the Advertising Club of New York has prepared the following information on the exchange of American money into the currency of England, France and Belgium:

ENGLAND—Four farthings equal one penny; twelve pence equal a shilling, or twenty shillings equal one pound sterling; twenty-one shillings equal a guinea (not used); 13s. means five pounds, three shillings and four pence. Par of the pound \$4.8665. It is quoted at about \$4.32 at this time.
Shilling = 22 cents
Penny = 2 cents
Farthing = 1/2 cent

FRANCE—French currency is quite simple. A franc is worth one hundred centimes; a sou equals five centimes. Par the franc is \$0.19295, and is quoted at present at \$0.0538, a quite unstable value.
Franc = 5 cents (plus)
Sou = 1/2 cent

IRELAND—Currency same as French, but value slightly less. Quoted at \$0.0468, compared with \$0.0538 for French.
Franc = 5 cents (minus)

Mail Hofsons

Recently with the Pillsbury Flour Mill Company, Minneapolis, is now associated with MacManus, Incorporated, Detroit, Mich.

The Erickson Company

New York. Has been selected to direct advertising for the Dictaphone Sales Corporation, New York, manufacturers of the "Dictaphone."

COVERAGE **90%**

A paper's value as an advertising medium is judged by the percentage, and kind, of homes it reaches.

The Daily Herald enters 1,551 of the 1,714 homes in Gulfport—more than 90%. And it goes into practically all the homes of Handsboro and Mississippi City. Of the 2,553 homes in Biloxi, the Daily Herald enters 1,734—more than 67%. And many of the remaining 819 homes are inhabited by foreigners who do not read English.

The people in the Daily Herald's territory are unusually alert and prosperous—receptive to selling messages. National Advertisers find it economical to use this one medium, because of its complete coverage.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two million dollars yearly. Readers contractors, builders, architects, etc., of broad responsibility. Published monthly for 46 years.
Founded A. B. C. and A. B. P.

239 West 39th St. New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

To Reach { Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.



Over
25,000
Net Paid Daily

Three months ago the net paid was 24,000—today it is well over 25,000. Truly there has been a change in Erie.

Every advertiser who expects returns in this market should investigate before spending his money here.

THE DISPATCH-HERALD

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

PHOTOSTATS
for economic and effective ~
VISUALIZATION

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

If a letter, order, photograph or clipping comes in today's mail, and it would be of real sales value if you could send duplicate copies of it to all your salesmen, what will you do with it?

Send it to file, make exclusive use of it yourself, or have photostats made? At a negligible cost you can get convincing, fac-simile copies—accurate reproductions—reduced or enlarged to whatever size desired—made in a few hours and can put them in tonight's mail (if in New York City).

In this way you can put all data to work for you immediately—stimulating sales and keeping your salesmen alert.

Once you start using photostats you'll wonder how you ever got along without them.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction

Don't Be Afraid to Spend

[CONTINUED FROM PAGE 26]

money. I'd a lot rather talk about spending money, because that's the technique and genius of business. Making money is mere coupon cutting; office boys and lady secretaries can do that. The heart of the business game lies in spending money; with the end in view to make money, of course; but the spending is the man's-size part of the job.

THE trouble with men about spending money is this: they are so often either too tight or too loose. They either appreciate the value of a dollar too little or too much. Or like some housewives, they pinch pennies and fling away double-eagles; save at the spigot and waste at the bung hole. The reason why 'purchasing agents' have been a by-word for narrow vision and lack of real authority until recent years is that too many firms won't put spending power into the executive's hands.

"Everything but commonplace routine in business is a matter, down at the bottom, of spending money. There are firms which never do visualize to themselves that if they are willing to pay the cost, they can bowl over the obstacle about which they fret constantly. They can be the leader in their field, at a calculable price. They can change the habits of the public, which now limit them, if they will pay the price. But they usually do not visualize their situation in this clearly focused manner. They enfold themselves in clouds of mystery—trade conditions, precedent and whatnot—and are fond of explaining why things can't be otherwise.

"Money, well spent, annihilates time. The tools and facilities today available, and the broad scope of operations possible, make it entirely feasible for ten years' progress to be compressed into one or two; it's mainly a spending matter. Money is machinery and tools, nothing else. Ford knows that and practices it. Carnegie used to practice it, and made America the world's steel center by means of it. He would start building new steel mills for making steel on the latest formula; and before these mills were really thoroughly broken in, calmly announce that he was going to tear them down and build a new type of mill, following a newer process. It looked like very reckless spending—but instead it provided him with

many millions to spend on libraries and laid the foundation for the great steel corporation. It wrestled the steel supremacy of the world from the old country and made possible in a decade the great American machine, automobile and skyscraper, age which might otherwise have taken half a century to develop.

"William Wrigley affords another classic example. At one time the American Chicle Company had more of the chewing gum business, Wrigley being a mere 'piker' in it. Then, in a typical situation, the bank board of directors of the Chicle Company decided greatly to reduce their spending for advertising, against the protest of its responsible executive. Wrigley seized the spending opportunity, and spent in a manner to make ordinary men dizzy, and now the once supreme company is the small company and Wrigley the large one, still spending for advertising at a rate probably unknown in all the history of business—about six millions annually.

"There is a peculiar human psychology that affects spending. It's a primitive reluctance to pay for anything. Your savage in Tasmania cunningly tries to get something for nothing; your Oriental bazaar merchant tries to get you to spend as much as possible for as little value as possible. The miser lives deep down, all human beings; their unconscious ideal is to take in a great deal and pay out nothing.

MODERN business is an intellectual reversal, on a large scale, of this primitive psychology. It treats as ridiculous the hoarding idea and adopts the spending-money-make-money idea. It is the cornerstone of American business success and Europe is just beginning to realize that to keep pace with America it must follow suit. The reason why American labor can produce per man three times the output of Europe is because American employers spend money on equipment and expert knowledge. The reason why even Asiatic cheap labor can compete with the high priced American workmen is because American manufacturers spend money lavishly to reduce unit production costs. And finally the reason why American business men can do this is because the American people themselves spend fearlessly—perhaps to

fault—and are therefore the best fed, best clothed and best housed in the world.

“John Patterson once puzzled over the reason why he wasn't getting more sales in Europe, and came to the conclusion that it was because not only did the European retailers have no courage to spend money for a cash register, but also his own European salesmen were too stodgy middle-class, and too well satisfied with what income they had to spend. He sent a nifty, accomplished American spender over there with an unlimited letter of credit, and with no other instruction than to spend a lot of money teaching Europe how to spend! This man gave expensive dinners in the capitals of Europe for the salesmen; chummed with them and kidded them about their clothes and stodgy habits, and planted, deliberately, seeds of envy, discontent with their financial status and new and more expensive tastes. With the result that N C R sales in Europe jumped!

“And I know at least one large corporation which deliberately gets its salesmen into buying a home or an automobile, simply to get them up onto new spending, therefore new earning, levels! One insurance company I know has it worked out to a statistical certainty that on the day a man marries and also on the day he has a child, his earning power rises 14 points in 100!

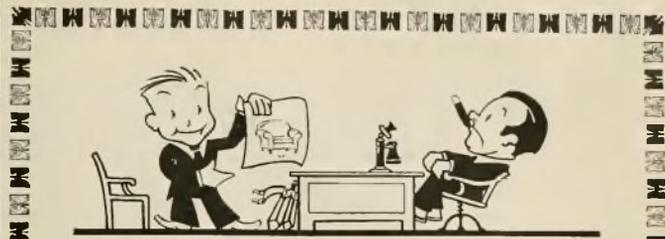
“Spending is to business what sun is to vegetation: it is the chemical element which makes things grow. To spend with a fine stroke and gesture of courage, knowing what you do, is the last grace of the art and science of business. To have courage to spend a considerable sum, and to have brains to understand precisely how to do it to register desired results, is the real heart of business genius.”

Daily Mirror

New York morning tabloid illustrated newspaper, first issue of which appeared June 24, is being published by the Public Press Corporation. Barclay H. Warburton, Jr., is president; M. M. Alexander, vice-president, and George d'Utassy, secretary-treasurer. Mr. Alexander is the publisher.

Robert E. Mercer

Assistant advertising manager of Avo Brothers Company, paint and varnish manufacturer, Dayton, Ohio, for the last five years, has been made advertising manager. He is succeeded by assistant advertising manager by J. B. Bains, previously with the Dayton Engineering Laboratories Company as publicity manager.



Your True Market's in the Mind of the Dealer

IT has been demonstrated by national advertisers that a market is actually the state of mind of any group of desirable dealers.

These advertisers, using but one business paper in each field they cover, select *The Grand Rapids Furniture Record* as being the leading publication in the furniture and homefurnishings industry.

During the quarter of a century that this journal has served the industry it has built up an intensive circulation among the larger buyers and well-rated establishments.

This circulation and *The Furniture Record Merchandising Plan* has proved its worth. If your own product is adapted to merchandising in the furniture store, we can show you just how you can make use of it, too. May we?

The Grand Rapids FURNITURE RECORD

(Periodical Publishing Co.)

Grand Rapids, Mich.

Members the A. B. C.—Members the A. B. P. American Homes Bureau

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

For 15 years the leading best equipped business research organization.

Surveys and special investigations—dealer questionnaires anywhere in U. S. \$1.50 per dealer, 75c 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

The Beacon Journal

AKRON IS/

One

—the manufacturing centre of the Middle West where over 600 industrial establishments are progressing.

Two

—the home of 210,000 industrious people whose buying power ranks them as the second largest market in Ohio.

Three

—a highly desirable market, keenly responsive to meritorious advertisements that appeal to the middle-class American family.

Four

—best covered by the Beacon Journal. The leading Akron paper. Circulation average 40,647 — approximately 16,000 more than nearest competitor. For definite facts concerning the prosperous Akron market — write to The Beacon Journal.

National Representatives

Story, Brooks & Finley

Chicago, St. Louis, Los Angeles

M. C. Watson, Inc.

New York and Boston

"The city with the second largest number of wage earners in Ohio."

AKRON, OHIO

How We Coordinate

[CONTINUED FROM PAGE 24]

experience and put them through this course of training, and our turnover on these men has been very small indeed.

The next step in the development of our salesmen is to assign them to sales promotion work. Our sales promotion department takes a man and sends him out with a group of men covering a state at a time, calling on retail merchants of a certain rating in towns of 2500 and over.

While he is on the sales promotion force he is not selling merchandise, but he is selling ideas. Of course, he calls on the retail merchant. The average interview is from a half hour to an hour and a half. Frequently our sales promotion men are able to arrange a meeting for the salesmen in the retail store, an evening meeting, and spend the entire meeting with them. But he is selling merchandising ideas.

One of the latest developments is what we call our linoleum merchandising demonstration trunk. Our salesman goes to a hotel, places this equipment in the room, and then invites the retail linoleum buyer and his salesmen to come to the hotel and study this demonstration.

We have a little model linoleum department all worked out with little miniature rolls, exactly as you would lay it out in a retail store, and the retail salesmen and the buyers who come in are told how to display it properly.

After a man has served six months to a year in the sales promotion crews, he is available for our regular sales force. His appointment to a regular sales position depends upon the vacancies or the expansion of our sales force, but the most likely men are picked out and put in the regular, permanent selling positions. We feel that this sales promotion training is a vital part of the training of our salesmen.

OUR salesmen do many other things besides getting the order. They make annual surveys of all the stores of a certain rating in towns of five thousand or over. They call not only upon the direct retail accounts, but upon the jobbers' customers, and they check each store from the standpoint of stocks, whether they are normal, low or high, and thus annually we get a complete picture of the condition of stocks. We also know what lines of merchandise the merchant carries. We also find out what sort of job the jobber is doing, and whether in a given territory the jobber's salesmen are doing a good piece of work. We find stores that haven't been called upon by the jobber's salesmen, and the names of these stores we turn back to the jobber and ask him to go out and finish the job that he ought to be doing.

In addition to this sort of information the survey brings out a check upon

our advertising. One of the questions our salesman has to answer on his report is whether or not the merchant gets calls for Armstrong's by name. It is interesting to note on the chart each year how the curve is going up.

Twice a year we have been doing newspaper advertising in some 100 cities and 184 newspapers. About the first of August all our salesmen and branch managers will go out to call upon the merchants in these 100 cities and nearby towns, to tell them the story of our newspaper advertising which will probably begin about the middle of September.

WE equip each of these men with a portfolio showing the campaign, the circulation of those newspapers and the number of homes involved. He may compare the circulation against homes. We also equip each salesman with a portfolio showing the window display materials, the advertising helps, newspaper electros, cuts, and advertisements that have been prepared. Each man is so equipped and will devote his entire time for three weeks to a month, not selling the campaign, but stimulating the retailer to tie up with the campaign in order that he may derive some benefit from it.

Once a year we bring every salesman back to the factory for a week. It is a little expensive to pull men back from the Pacific Coast, but the results are well worth while. The men have a regular schedule as to how they are going to spend that week at the factory. A certain part of it is spent in the production department. They spend one complete day in the advertising department, and that is the day we sit down with these men and find out what they have to say about the advertising we have been doing in their particular territory. I think that possibly we get more suggestions and more benefit from having these men visit the factory than they do from us.

Disraeli said that consistency of purpose is the essence of success, and we have tried to put into our advertising a consistency of purpose over the years, and into our selling organization the same consistency of purpose. In fact, the entire story of the work that has just been described is not that of the advertising department alone, but of the entire sales organization, of which the advertising department is but an individual part. All plans and policies have been developed through H. W. Prentiss, Jr., our sales manager, working in conjunction with his associates. We have tried to have the advertising story and the selling story one and identical, with the result that our salesmen are part of the advertising organization, and the advertising department is part of the selling organization.



So this *was* London!

YOU'LL find many an up-to-date printing plant in the London of today. But just imagine what it would have meant in the "good old days" to have tried to print the vast edition of **TRUE STORY** with the force pictured on this page. How long do you suppose it would have taken our old-fashioned friends to set up a modern magazine in type and print almost 2,000,000 copies!

True Story Magazine

NEW YORK, CHICAGO, BOSTON, LOS ANGELES, SEATTLE, SAN FRANCISCO

—and Now Concerning Copy



This book has hundreds of dollars worth of sales information for you

Hall's Handbook of Sales Management

995 pages, 5 x 8, illustrated
\$5.00 net, postpaid

describes in detail the plans, methods and policies that have increased sales for some of the best-known sales organizations in America, with dollars-and-cents results of their methods and experiences.

It represents the experiences of many well-known firms in building up sales organizations and experimenting with different policies and plans of marketing.

It sets forth the fundamentals of marketing through the description of tested methods. There has never before been a book on sales problems so packed full of sound, solid brass-luck information as this new Hall book.

Every section is well worth the price of the entire volume to anyone concerned with distribution. Examine it for ten days free

Other Hall Books

HANDBOOK OF BUSINESS CORRESPONDENCE

1048 pages, 5 x 8, illustrated
\$5.00 net, postpaid

A great reference book that will enable any man or woman to do better with letters.

RETAIL ADVERTISING AND SELLING

566 pages, 5 x 8, illustrated
\$5.00 net, postpaid

Advertising and selling plans and policies that have made money for retail stores.

THE ADVERTISING HANDBOOK

735 pages, 5 x 8, illustrated, \$5.00 net, postpaid

Complete data on every phase of advertising.

McGraw-Hill FREE EXAMINATION COUPON

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

- You may send me for 10 days' examination
- Handbook of Sales Management, \$5.00
- Handbook of Business Correspondence, \$5.00
- Retail Advertising and Selling, \$5.00
- The Advertising Handbook, \$5.00

I agree to pay for the books or return them within ten days of receipt.

Signed

Address

Position

Company

A. E. 7-2-24

TWELVE YEARS AGO the orchestra leader said to Frank Tinney: "Frank, what have you got on under there?" pointing to Tinney's chest. Tinney replied: "Underwear?" and looked inquiringly at the leader. "Under there," nodded the leader. "Underwear!" nodded Tinney, and gradually the audience was worn out by this exchange, to a point of (as it seems to us from afar) complete exhaustion.

Now hear Rogers Peet in the *Telegram*:

"Too bad it isn't an X-ray picture! Then you could see the heat cheating underwear he's underwearing." Underwhere?

TWO MORE MOCK-BOK medals go to two advertisers for conspicuously and continuously interesting picture-handlings of their central idea: to Hassler, with his bumpy roads ahead; and to the Hartford Fire Insurance Company, with its red and black fire-hellion. Hassler's advertisements make your spine stutter. And if you ever woke out of bed to see the window an oblong of flame, you will know what Hartford is selling.

I DARE SAY that the traveling representatives of the tombstone quarries got pretty sore at Joseph Kilgour when he played the tombstone salesman with Mrs. Fiske in "Mrs. Bumpstead-Leigh," some fifteen years ago. But his characterization (or whatever it was) is a very bright memory, and I am still going to use a tombstone one day.

IN FRITZ LIEBER'S performance of "Two Strangers from Nowhere," a wealthy ham undertakes to angel a new enterprise. As evidence of his good faith he says that he will send at once for his advertising man to "hand the public the bunk," or words very much to that impression.

Some of our serious thinkers are getting all haired up at the slur cast upon advertising men by the playwright. It is hardly worth while: advertising men have been insulted by more dexterous fellows than this.

OVERNIGHT, radio has come into our lives. At the pace it is setting it isn't hard to see how radio fans are made: folks will watch anything in motion. Overnight the word broadcast has jumped into selling language. And that raises this point—

Word-of-mouth advertising is often spoken of as the most desirable form

of advertising, the most trustworthy, the most direct, the most coveted, both by those who are making other forms of advertising and those who sneer at other forms. Radio offers (in embryo at least) the utopian condition of multiplied word-of-mouth advertising. The progress in radio makes a radio-advertising forum a real possibility in the near future. It may quite possibly be a forum which folks will want to hear, and which will be listened to with respect; it will be a periodical to which at definite times listeners will come for a commercial, self-seeking message because they want to hear it, just as they buy printed periodicals quite as much for their advertising contents as in spite of them.

Even if A, the advertiser, buys a radio service which "circulates" to a known quantity audience, even if it is also known that this service has strong "listener-appeal," a large "paid subscription list," and a high "quality" of floating or "newsstand" listeners—even if all the irregularities in its fact-advantages are reduced to ABC, (as they will be), there is no cause for the medium of the printed page to pack up its effects and prepare to go into the insurance business. On the other hand, we may as well let the arrival of radio, which disposes so blithely of many of the limitations of the printed page, enhance the value of the things that only the printed page can do. Ask human nature which will be the more plausible message: the filmy voice of John W. A., president of the A Suspenders Company, coming out of the everywhere with persuasive logic regarding his suspenders, or the printed page which authenticates, with tangible picture and contract-faithful text, the virtues Mr. A must expound by "black voice."

The sooner the advertising copywriter recognizes and borrows all the excellences of the radio medium of the next ten years, and forecasts fairly all its limitations, the sooner he will commence to write copy which will match the sound of the human voice for conviction, exceed in trustworthiness the mental picture of the radio orator by a tangible picture on the page, equal the radio for red-hot freshness, and be as lasting in its sincerity as the radio is fleeting. Let's all thank heaven that there is radio "competition," and write a little better.

If these remarks concerning copy concern a great many things besides copy, it is because this word-tinker is concerned with a great many things that concern the fate of his copy.

Reply to Anonymous Contributor

[CONTINUED FROM PAGE 30]

Weak advertising agency pretends to do everything and anything for a client. An older and stronger advertising agency realizes that there are limitations to its powers and becomes more conservative, the older and longer it becomes. So I have been a bit fearful that if an advertising agency presumes to take on work for a sales department it might weaken itself in the eyes of its customers. Also, at it might actually weaken its output. I have come to the conclusion, however, that if an advertising agency is willing and able to pay sufficiently well to secure the best and highest grade of talent for this sales department, that it is justified in starting such a department.

Therefore, the advertising agency must develop its sales work, in my opinion, not as a side line to the advertising, because if it is a side line it is nothing. It must develop it not as counsel because counsel is rarely adequate. It must develop it in a working way. It must have a sales management department exactly as it has an advertising department and it must charge for its service in much the same way.

In other words, it must have a sales specialist, or sales specialists, who are proficient with the double-barrelled gun of sales and advertising, whom it could be able to provide to its customers for long or short periods of time. In some cases such sales specialists will be superior in their knowledge of marketing and sales management to the best sales brains in the organization for whom they are working. In other instances, which includes organizations who are hiring the top of the frimids of the present-day sales managers, such sales specialists will work to assist the sales managers.

It is my opinion that the modern advertising agency, if it is to serve best, should have available for its customers everything that might be needed in marketing aside from the furnishing of the actual salesmen to do the selling. These things should be available to those who employ them and should be charged for accordingly.

The closer the advertising agency gets to sales and the sales department the better the advertising agency will be. The advertising agency of the future will be still closer to the sales and the sales departments. There can be no divorce in marketing between sales and advertising. Advertising and selling are inseparable. If this is true, the advertising agency that makes itself part and parcel of the sales department will, in my opinion, be the most successful advertising agency.

CHARLES W. HOYT, *President*
Charles W. Hoyt Company, Inc.

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.



Kenosha's New Bridge

Kenosha's new bridge completed in 1923, at a cost of \$500,000.00, and built entirely of concrete, is one of the finest pieces of bridge work to be found anywhere. This bridge is right in the heart of the city, connecting the main business sections.

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.

Effective June 1, 1924, the Janesville Gazette announces the appointment of Weaver-Stewart Company, Inc., as special representatives in the Eastern field with offices in the Metropolitan Tower, New York City.

Effective July 1, 1924, the Janesville Gazette announces the appointment of Weaver-Stewart Company, Inc., as special representatives in the Western field with offices in the London Guarantee Building, Chicago, Illinois.

The Janesville Daily Gazette

R. H. BLISS, Publisher
T. B. G. MURPHY, Adm. Mgr.

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

WEAVER-STEWART CO., INC. WEAVER-STEWART CO., INC.
Eastern Representative Western Representative
Metropolitan Tower London Guarantee Bldg.
New York City Chicago, Ill.

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.

The City of Advantages



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

The Superior Wisconsin Superior

Foreign Representatives
HAMILTON-DELISSER, INC.
Chicago New York

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.

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT MARKETING COUNSEL

32 WEST 10th STREET : NEW YORK

NOTICE!

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



Automobile Service in London and Touring in England

A fleet of 300 six passenger Daimler cars costing over \$10,000 each, with liveried chauffeurs, gives you luxurious comfort at a reasonable cost and a service built up on courtesy and efficiency.

For full particulars apply to the New York Office of
DAIMLER HIRE LTD., 244 Madison Avenue
Caledonia 8850 Telephone



By Appointment to H.M. KING GEORGE V.

A luxurious car by the hour, day, week or month.

DAIMLER HIRE LTD.

243 Knightsbridge

LONDON, ENGLAND

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 July 16th issue must reach us not later than July 9th. Classified advertisements will be accepted up to Saturday noon, July 12th.

1

Speed Hound versus Regular Citizen

[CONTINUED FROM PAGE 20]

would expect her to be above prejudiced impressions. "Why don't you carry any of So and So's line?" I asked her, naming a line which is nationally known.

"Well," she said, "you're going to laugh at me, but I'll tell you the truth. I am prejudiced against that line because their representative always wears soiled collars when he comes to see us. In my own mind I associate a line of women's sil underwear with daintiness and cleanliness. I can't imagine it appearing mussed. If I were to put in that line, I would always hesitate to show it to discriminating women for fear it would come out of the box looking untidy. I know that is foolish prejudice. Still I have the feeling toward the line, and I know I can't put real enthusiasm behind a line that I feel that way about.

"I handle a line of women's sport blouses about which I feel just the other way. The representative of that house is an elderly man. He has been calling here regularly for years. He is neat appearing and trim and he always seems cool and at ease. To me he typifies an atmosphere of nice sport blouses. I always feel that his people must be the same. He represents his house to me in that way, and I have great confidence in the goods they show me. It is foolish, maybe, but that's how it is."

"I have been sticking pretty closely to Beechnut products," a Pacific Coast retailer explained, "largely because their salesman seems to know what he is talking about. I guess it is just a matter of training, but I have a feeling that I can put on to my trade the things he tells me. When you deal with customers who are willing to pay the price for high-class goods, they expect to know everything about those goods. They want to be told, and I want to tell them. That Beechnut man can't tell me without my asking him. I have found out that what he tells me is sound. It makes me have a sense of definite confidence in that line, because undoubtedly they practice that policy of definiteness in the production which they pass on to their men."

As a matter of fact, that atmosphere of definiteness and assurance based on real knowledge of a line, and resulting from thorough and constant study, is something which is often confused with the loud talk

and strong statements of the "hot air artist." But one is real and the other just a counterfeit. The counterfeit salesman may get by for a while. Often he fools both the house that hires him and the trade he calls on. Before long, however, the regular citizen line, catering to the regular citizen trade, finds that the speed hound who substitutes wind for real soundness fails to fit in. But too often he is discovered only after he has thoroughly demonstrated his weaknesses.

Which brings us to this principle: in taking on new men, they must not only be men who can sell goods, but men who can sell goods right. Here, then, we come to a brief consideration of some of the qualities which should be possessed by the right kind of salesman.

First, he must not only be the type of man who can and will work hard to sell goods, but he must have inside of him those attributes which make the company feel that he is qualified to represent them.

I know intimately the head of a big national concern which sells an article to just about every drug store in the country. I have often thought I would enjoy seeing him drop into the principal drug store in, say, Omaha, when a certain one of his men happens to be calling on that buyer. It would be amusing to see the look on the face of that magnate when he realized the poor showing made by this particular representative, and that the buyer's mental picture of his company was simply in enlargement of what that buyer thought of the company's salesman.

Ervin F. Paschall

Chicago, will direct advertising of the Concealed Bed Company, same city.

Association of Sales and Advertising Counselors

At annual meeting held in Chicago recently, elected the following officers for the ensuing year: President, Frank B. White, Agricultural Advertisers' Service; Vice-President, Noble Praig, Praig, Kiser & Co.; Secretary-Treasurer, Lucian M. Brouillette, Advertising Service; Directors, Charles Henry Mackintosh, Advertising-Selling Service, and George Landis Wilson, Business Counselor.

Association of Newspaper Advertising Executives

Members of the National Commission representing the association for the year 1924-1925 are: George M. Burck, St. Louis Post-Dispatch; A. L. Human, Fort Worth Star-Telegram, and W. J. Pattison, General Manager, Canton Republican. Mr. Pattison takes the place of Frank D. Webb, resigned.

A typical plant of almost any of the 5,000 Building Supply Dealers who are readers and friends of "The Dealers' Own Paper." The average individual investment in warehouses, material-handling equipment, trucks, etc., is over \$50,000—some of them run into a million and more. Also, they control the sale of over 75 per cent. of the building supplies sold annually for all types of building construction.

Ask for recent compilation of facts and figures regarding this big and constant market.

BUILDING SUPPLY NEWS
407 So. Dearborn Street Chicago
Member A.B.C. and A.B.P.

Service

Having gained the Confidence of its readers and of the advertising public through a policy of fair dealing and honest effort, THE ROTARIAN has retained that Confidence by rendering efficient Service for more than thirteen years. Its progress, both in reader interest and advertising patronage, has been of steady and gratifying growth.

THE ROTARIAN has gained its right to the title, "The Magazine of Service," as has Rotary to its slogan, "Service Above Self."

Advertising Manager: Frank R. Jennings, 221 East 20th Street, Chicago

THE ROTARIAN
The Magazine of Service
CHICAGO

Eastern Representatives: Constantine & Jackson, 7 West 16th Street, New York

Member Audit Bureau of Circulations

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

\$63,393 from One!

Letter

\$63,393.00 worth of merchandise sold with a single one-page "form" letter at a total cost of less than \$100.00. Send 25c for a copy of Postage Magazine and an actual copy of this letter. If you sell, you need Postage which tells how to write Sales-Training 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 13 St.—New York, N.Y.

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 one them.

Write for samples and prices.

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

The Architectural Record

119 West Fortieth Street, New York

Established 1891. Not paid circulation in excess of 11,000 per issue including 6128 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. B. P., Inc.

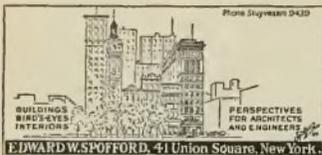
ON REQUEST Sample copy, A. B. C. report, rates, 25 cent booklet, "Selling the Architect," building statistics, etc.

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



Phone Slogans 9420

BUILDINGS
BIRD'S-EYES
INTERIORS

PERSPECTIVES
FOR ARCHITECTS
AND ENGINEERS

EDWARD W. SPOTFORD, 41 Union Square, New York



CRAM CUTS—
for booklets, house
organs and adver-
tising.

\$1.00 each

THE CRAM STUDIOS,
B-109, Muskegon, Mich.

THE JEWELERS' CIRCULAR,
New York, has for many years pub-
lished more advertising than have
seven other jewelry journals com-
bined.

BOOT AND SHOE RECORDER
BOSTON

"The Great National Shoe Weekly." The indis-
pensable adviser on shoe styles and shoe merchan-
dising 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.

Topeka Daily Capital

S w o r n government
report for six months
ending March 31, 1923

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 keep-
ing with thermometer advertising recom-
mend Taylor Outdoor or Indoor Advertis-
ing Thermometers. All year round pub-
licity, because of universal human interest
in temperature.

Write for catalog and quantity prices.

Taylor Brothers Company,
ROCHESTER, N. Y. N-34
(Division of Taylor Instrument Companies)



**The Only Denne in
Canadian Advertising**

Before you plan to advertise in
C. A. N. A.
ask our advice on methods and media.
Our counsel is based on years of prac-
tical experience in the Canadian field.

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

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 in-
dustry. Also a Research Merchandising De-
partment, (furnishing statistics and sales analy-
sis data.

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

THE JOHN IJELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



The Old, Old Story

YOU RENT an unfurnished apartment in New York, for which you pay, let us say, \$200 a month. The renting agent tells you you are very fortunate—"you have a wonderful bargain. Yes, indeed."

Six months later you decide to sublet your \$200 a month apartment. You are lucky if you find a tenant who will pay \$100 a month for it. You are still luckier if he pays the price he agreed to pay.

It is the old story. Most of us, when we buy, pay the top price. When we sell, we get a price which is lower than the lowest.

A "Picture" of the Ultimate Consumer

ADVERTISING MEN—and especially those whose job is copywriting—have in the backs of their heads a mental picture of the men and women who are (or should be) buyers of the products they exploit.

This picture is a "composite" one; that is, it is vague, hazy, indefinite. Perhaps, for copywriting purposes, that is desirable.

Yet I often recall with interest the experiment which a man of my acquaintance made several years ago. He was—and still is—the advertising manager of a large manufacturing concern whose goods are sold through grocery stores.

This man had a wonderful theoretical knowledge of the grocery business—a knowledge which had come to him from the study of statistics and from reading the grocery trade journals. He felt that that was not enough. So he went to Pittsburgh and got a job in a grocery store in that city. He began at 7:30 every morning and quit at 6 o'clock every evening. He was paid \$18 a week. When his week was up, his employer offered him \$22.50 to stay and was greatly surprised that the proposal was declined.

Was the experiment worth while? My informant thought so. He told me that if at any time he made a change in the industry with which he is identified he would do something of the same sort again. If, for ex-

ample, he took charge of the advertising activities of an automobile manufacturing company, he would, as soon as conditions permitted, spend a week in a garage and later on, another week in a used-car salesroom. In that way, he said, he could get a picture of the ultimate consumer that would be invaluable to him.

A Friend in Need

OF COURSE, THERE are others but, at the moment, I recall only three men in the advertising field who make a practice of helping members of the fraternity who are "at liberty."

These men, in their dealings with their associates, do not, as a rule, waste much time. They are "snappy doers." But if the man who calls on them needs help—it makes little difference what form it takes—he gets all the time he wants, if he is half-way worthy.

I have never asked any of these men for favors and there is little likelihood that I ever shall. But there is a certain satisfaction in knowing that if at any time I really need their help it will be forthcoming.

As every man who is engaged in it knows, the business of advertising is intensely competitive. All the more credit, then, to the men who are willing—and glad, apparently—to "lend a hand" to those who are having rough sledding.

"Agencies Everywhere"

SOME, BUT BY no means all, American railroads have agencies in London and Paris; perhaps also in Antwerp. But that is about as far as they go.

The Canadian Pacific is represented not only in those three European cities but in fifty-one others! To list these cities would serve no good purpose but you can form your own idea of how energetically the Canadian Pacific is going after European traffic when I say that it has representatives in practically every country in Europe; and in some countries, it has as many as eight!

The explanation, of course, is the Canada wants immigrants, whereas the United States does not.

Perhaps the most interesting point in connection with the C. P. R.'s efforts to increase Canada's population is that it has a European public agent. His name, title and address are set forth in the company's time tables as prominently as those of an other officer.

JAMOC.

Them Days Has Gone Forever!

[CONTINUED FROM PAGE 18]

change for nearly half his income. Nevertheless, after paying rent, he has \$3,200 left, whereas I had only \$1,724. Can he buy with his \$3,200 what I could with my \$1,724?

When I lived in a \$23-a-month house, I had my clothes made to order. They cost \$35 to \$45 a suit. I could buy a good overcoat for \$40. Nowadays a tailor asks \$100 for a suit, of no better cloth and no more carefully tailored than I paid \$40 for, twenty-five years ago. As for overcoats, the price—if one goes to a good tailor—is almost prohibitive. The best overcoat I ever had cost \$85. Cloth of as good quality is not made nowadays. If it were, my overcoat, so a high-class tailor tells me, would cost \$175.

The suit my young friend wore, the evening I spent with him, was ready-made. It cost, I estimate, about \$65. An equally good suit could have been bought in 1900 for \$25. At that time most men sniffed at the idea of wearing ready-made clothes. But the stern logic of events has changed our standards. Whether we like it or not, we wear ready-made clothes—and we pay more for them than we used to pay for beautifully tailored, made-to-measure clothes.

PRICES of foodstuffs have advanced even more than those of clothes. Think of being able to buy eggs for 10 cents a dozen. Think of being able to buy a great big loaf of bread for 5 cents, instead of 12 or 15 cents as now. Think of being able to buy mutton chops for 2 cents a pound. And porterhouse steak for 15 cents a pound. And potatoes for 30 cents a bushel. Talk to butchers and grocers, nowadays, of prices like these, and they get red in the face. If they are past middle age, they will admit that "a long time ago" such prices prevailed. If they are young, they classify you as a dotard, if you hint the prices just named were quite common. But they were.

Until a few years ago most of the railroads in New York State charged 5 cents a mile. In other states the rate was 3 cents a mile—for short journeys. For longer journeys it was considerably less—2 to 2½ cents a mile. Nowadays the rate for both long and short trips is 3.6 cents.

Sleeping car rates are about twice that they were ten years ago. Parlor rates are so high that many of their former patrons now travel in day coaches. Round-trip tickets, sold at substantial reduction from the total of the going and returning rates, were sale almost everywhere. They are not, nowadays. If you go to Philadelphia, you pay so much. When you come back, you pay so much. The sum total is about twice what it was. As recently as 1910, you could get,



The Spirit of Pioneering

Impatience with present facilities, a restless searching for perfect things—these have driven men to discovery and invention. They possessed the early voyagers who turned their backs on the security of home to test opportunity in an unknown land. They explain the march westward that resulted in this settled, united country. And they have inspired the activities of the Bell System since the invention of the telephone.

The history of the Bell System records impatience with anything less than the best known way of doing a job. It records a steady and continuous search to find an even better way. In every department of telephone activity improvement has been the goal—new methods of construction and operation, refinements in equipment, discoveries in science that might aid in advancing the telephone art. Always the road has been kept open for an unhampered and economic development of the telephone.

Increased capacity for service has been the result. Instead of rudimentary telephones connecting two rooms in 1876, to-day finds 15,000,000 telephones serving a whole people. Instead of speech through a partition, there is speech across a continent. Instead of a few subscribers who regarded the telephone as an uncertain toy, a nation recognizes it as a vital force in the business of living.

Thus has the Bell System set its own high standards of service. By to-day's striving it is still seeking to make possible the greater service of to-morrow.

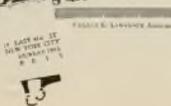


AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM

One Policy, One System, Universal Service

keith & shaw
advertising art



THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.
Furniture, Heating Fixtures, Fabrics, etc., purchased by architects average \$80,000 per office; our department on Interior Architecture covers this editorially.

Send for: Investigation on Interior Architecture together with booklet "Advertising and Selling to Architects."

243 West 39th St.

New York



Illustration from one of a series of page advertisements now being used by The J. H. Grayson Mfg. Co., to tell gas companies about their new RAY-GLO bathroom wall heater and keep them sold on complete line of RAY-GLO heaters.

THE J. H. Grayson Mfg. Co. is one of many gas heater manufacturers who realize that an essential step in successfully merchandising their products is to sell the gas companies. A few others now using space in GAS AGE-RECORD are: Welsbach Co., Welsbach Gas Heaters; General Gas Light Co., Radiantfire Gas Heaters; Radiant Heat Corporation of America, Kennedy Radiant Heaters; Reliable Stove Co., Golden-glow Gas Heaters; Wheeling Corrugating Co., Wheeling Super-Radiant Gas Heaters; Guardian Gas Appliance Co., Guardian Fireplace Heaters.

When gas companies have been sold on the merits of your appliance and its marketability they cooperate with you by acting as distribution units. As there are gas companies in every important city in the country—organized and equipped to take the initiative in putting over gas appliance and equipment campaigns—it is evident they are a big merchandising asset. You are invited to investigate the possibilities of marketing your product thru gas companies. Write!

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"

for \$100, as good accommodations as a man wanted, on dozens of trans Atlantic liners. Today the "minimum" rate for berth on the de luxe steamer: is \$275—inside room, four decks below.

Hotel rates, too, have gone up to an extent which is almost beyond belief. I used to stay at a certain very fine New York hotel, which charged me \$3.50 a day for a fair-sized room. Of fer twice that, nowadays, and see what you get. I recall a stay I made, in 1902, at one of the big hotels on the Pacific Coast. Believe it or not, I paid \$2 a day—for three meals and a splen did room. If I wanted accommodation at that same hotel today, I would pay \$12 a day—perhaps more.

Theater rates likewise have gone up. Those of us who are in or approaching the grandfather class know that it has to be a mighty good show, years ago, that asked \$1.50 a seat; and there were no war taxes. Nowadays, for a Broadway success—or near-success—you pay \$3.85, \$4.40 or \$5.50.

The point I want to make is this: Merely because the executive of today is paid three or four times as large salary as his compeer of 1900, it does not follow that he is any better off. As a matter of fact, I doubt if he is a well off, for—in New York City, at a events—he does not get anything like as much in the way of the things which make life worth living as his father did.

Nevertheless, as the late Dr. Munyon used to say, "There is Hope!" The salaried man of today has good ground for the belief that present-day prices will not continue indefinitely. A period of inflated prices has followed ever great war. It is only natural that the greatest of all inflations should follow the greatest of all wars.

A period of declining prices may not already have set in, but signs are now wanting that it will, in the course of the next few years. How far it will go nobody knows; but the fact that wheat is now selling, on the Chicago market, at only a few cents more than a dollar a bushel—less than the pre-war price—is indicative of what may happen in the case of other commodities.

Advertising Producers-Associated

Formerly located at 538 South Clark Street, Chicago, have moved the offices to 332 South La Salle Street. The agency specializes in technical advertising.

Thos. M. Bowers Advertising Agency

Chicago. Will direct advertising "All-American" radio products, managed by the Rauland Mfg. Co., same city.

George Batten Company, Inc.

Will direct advertising for the Vitrolite Company, Chicago, effective July

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



Sixth Avenue and 42nd Street, New York. Photograph by Paul Outerbridge, Jr.

MANY disappointments in the life of the advertising man come because of poor results in printing and engraving—results which fall far short of what he feels he has every right to expect.

What precautions do you take to insure getting good engravings—engravings which not only transfer the

lines of the picture but skillfully translate values of contrast in light and shade, values that enable the engraving to live up to the original?

Advertisers will find that our experience and skill—and our ideals of craftsmanship—will save many disappointments. Our service is both prompt and economical.

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

Who Pays for the Advertisement That Doesn't Pay for Itself?

[CONTINUED FROM PAGE 36]

do a good job for the advertiser if his selling plan is sound."

"Assuming," writes J. K. McNeill of Hewes & Potter, "that an advertisement has been preceded by a staff of go-getters who have sold the retailer on advertising and stocked him up, and assuming that the advertisement does not pay for itself, and therefore does not sell the goods to the consumer, I should say that the retailer, having these goods left in stock, is the man who pays for the advertisement."

Let O. C. Harn of the National Lead Company open the case for all those who feel that the consumer cannot be made to pay for all advertising, whether good or bad:

"No one so argues concerning the expenditure of a large sum of money for a new machine which makes scrap of markedly less efficient machines, even though the latter are physically good for years. But this is because manufacturing is understood by more people than selling. Advertising expenditure is justified only if it reduces the total costs to less than they would have been without the advertising. . . . It is very true that advertising expenditure may make the cost of an article higher because it may fail to do what it is supposed to do, reduce selling costs. But so may any other business expenditure fail of its purpose. . . . Good advertising, applied where and in the measure it is justified, lowers the total costs of doing business and the consumer does not pay any additional amount because of it. Even where it fails, the consumer rarely pays for the failure, though it may cut the profits of the producer. If competition does not protect the consumer in such a case, don't blame advertising. Blame a condition which would enable the producer to make the public pay for any of his blunders of management."

Another of those who think, even more strongly than Mr. Harn, that advertisers suffer for their own mistakes is Maurice Switzer of the Kelly-Springfield Tire Company.

"Of course," he writes, "every failure is to some extent borne by the community at large; this I believe is a well established rule of economics. I should say without hesitation, however, that the one who pays for an advertisement which will not bring back half a cent on the dollar is the advertiser—unless he does not pay his bills, and then, of course, the publication bears the loss. The public cannot be charged with such expense, because if the advertisement does not create a demand the public does not buy and, therefore, has no part in the investment."

Warren Ordway of the Lamson Company as implied in an earlier

page, has a somewhat similar opinion:

"It seems to me that the loss from this advertising may be split up into two parts; first, the actual loss in dollars expended, which does not bring back adequate return; and second, potential loss of business that might have been obtained through better advertising. If a concern remains solvent, the actual loss is, of course, borne by its owners. I can see very little argument about that. They may try to pass on their loss to their customers, but if their sales department is on the job they will have fixed their price in such a way to bring them maximum total profit, and any rearrangement in price will lessen their profits instead of increasing them. Of course, conceivably there will be a number of concerns who will go bankrupt either in whole or in part, on account of bad advertising, but I see no argument about this loss—it is borne by the creditors of the company."

IN exactly opposite terms, M. A. Pollock of Rollys-Royce of America and E. E. Cornwell of the National Blank Book Company say essentially the same thing.

"There is no question," says Mr. Pollock, "about advertising being charged with its failures quite as much as credited with its successes, so there can be no question about the existence of a considerable amount of unsuccessful advertising. A copywriter or agency ignorant of the merchandising of the article, a manufacturer unfamiliar with his market, or a dozen other reasons, may lead to unsuccessful advertising and so contribute to a heavy overhead chargeable against all advertising."

"Our theory," writes Mr. Cornwell, "is that each advertisement linked in a series of a number of advertisements appearing with fair degree of frequency and regularity build up a considerable force of favorable public opinion for our goods, and a knowledge of our trademark which is directly helpful to our sales. . . . If there are any advertisements in our series which are so poor as to be of little or no help to the entire series, we would say that the cost of such advertisements falls not on the users of our products, nor on our dealers, but on ourselves, since our prices are not subject to frequent change."

W. A. McChesney, Jr., of the A. P. W. Paper Company hasn't any illusions as to the sanctity of advertising too weak to take care of itself. Going directly to the point, he says:

"Primarily we are all advertising to make money. We lower the price, better the quality and raise standards of living—but these are only by-products of the advertising that we do to

increase our sales and bank account and possibility of enjoyment. One distribution is accomplished, the advertiser who manufactures a product for resale through retail outlets does not depend on any one advertisement to produce a specified increase in sales. The cumulative effect of the campaign as a whole, will be satisfactory (profitable) or otherwise. But even if the results are all that was expected, nevertheless, have been some on advertisement that was poorer than that rest—that did not pay for itself. Of course, for a time, some few consumers will pay a higher price or accept lower quality as the result of those advertisements that did not pay for themselves, but in the end the advertiser will either put the average on a paying basis or he, himself, will pass through his entire elimination from that contest."

Mark P. Campbell of the Brambach Piano Company is more optimistic about the advertiser's chance of getting his money back indirectly but he admits the loss when he doesn't.

"A good advertisement," he writes, "does not always bring back to the advertiser directly a return in dollar and cents, so that he might balance up the expense of advertising with its returns. It does, however, bring back to the advertiser sufficient publicity in that it has conveyed to the reading public a knowledge of the article to an extent that will offset the expense of the advertiser. Therefore, for the advertisement that doesn't do either of these, the advertiser himself pays directly or indirectly. If indirectly, it because of the fact that that expense is distributed over the cost of his production, which increases the selling price of the commodity, whatever it may be, and in that way retards sale

The most incisive answer in the class, exceeded in brevity only by that man whose answer was "Society," is that of Reuben M. Elliott, president of the Philip Morris Company. He gives his opinion in a single word: "Stockholders."

To close the case for the stockholders I have selected these words of W. B. Morris of the Munsingwear Corporation:

"It seems to me obvious that advertising that is not properly designed and distributed and that does not produce the result anticipated cannot pay for itself and must be paid for by the individual or corporation responsible for the advertising."

"It is not clear to me, however, why anyone should expect all advertising to be 100 per cent efficient. As long as human beings are lacking in ability

xperience and common sense, it is inevitable that human effort in advertising, as in many other fields of endeavor, will not be altogether successful.

" . . . The person who advertises without success, like the man who builds a machine that will not work as intended, has to stand the expense and charge it to profit and loss. It would be fine if waste in advertising could be eliminated; but why expect advertisers to make no mistakes when manufacturers, merchants, doctors, lawyers and even preachers make mistakes frequently."

Advertising, apparently is not a basic charge against business, like office rent and clerk hire. It is, primarily, sales speculation. Every dollar so spent is, in effect, a bet on the part of somebody that he can— in the long run—move more goods that way than anybody else in the top could move by any other use of the same dollar.

Incidentally, it is a bet that each advertising dollar can be spent so productively in space and copy that will prove more effective with the tailor than a correspondingly greater profit, also more attractive to the consumer than a correspondingly lower price.

The original dollar for this adventure comes, of course, out of capital. How much more must follow depends, it seems to me, on how promptly each advertisement pays for itself. I know one advertiser whose first advertisement returned a profit almost before the bill was due. As long as he can do this with each insertion, he need never cut into his capital, *except as a short time loan in a given advertisement*, and his accumulating profit will serve as insurance against an occasional failure. If he can continue even half as well as he started, his advertisements will soon be financing themselves.

However exceptional the circumstances in his case, the principle remains the same in all cases. In the long run, every advertising campaign must, directly or indirectly, either turn all the money invested or it must keep on cutting into somebody else's money to replace the waste.

Where the market allows, this is true for the reparation of unprofitable advertising enterprises may be passed onto the public through a higher price for the article. Where competition is too keen for that, it must either be squeezed out of some other company operation or drawn down from time to time out of capital or surplus.

Where the advertising, as a whole, is good enough nearly to pay for itself, this drain may be covered up or, perhaps, never even be recog-

What Must a Teacher Buy?

One of the results of recent research studies made by R. H. Macy & Company of New York to determine the purchasing power of some 8,000,000 women engaged in business was:

"That the woman who makes \$2000 a year spends more money on her clothes and upkeep than the wife of a man who makes \$10,000 a year."

School Teachers particularly must be careful of their appearance in the community and in the classroom. Their personal and professional needs are almost unlimited. And their salaries—almost doubled since 1913—are quite sufficient to meet their everyday needs with a reasonable amount left over for luxuries.

Normal Instructor is the Teacher's magazine—hers because she plans her day's work with it and buys from it. She is unusually responsive to its advertising. 84% of these Teachers live in places of under 5000 population where there are few large stores. Letter writing is right in the teacher's line of work—no effort at all for her to answer an ad or fill out a coupon.

Include Normal Instructor on your list at once.

F. A. OWEN PUBLISHING COMPANY
DANVILLE, N. Y.

CHICAGO
1018 So. Wabash Ave.,
C. E. Gardner,
Advertising Manager

NEW YORK
110 West 34th Street,
George V. Rumsage,
Eastern Representative

NORMAL INSTRUCTOR
and PRIMARY PLANS

FOR TEACHERS OF ALL THE GRADES AND OF RURAL SCHOOLS

Applicant for Membership in the A. B. C.



She buys:

Automobiles
Books
Brief Cases
Cameras
Clothing
Coats, Suits
Face Lotion
Face Powder
Foods
Fountain Pens
Gloves
Hair Nets
Hand Bags
Insurance
Jewelry
Magazines
Manicure Articles
Musical Instruments
Pencils, Pens
Shoes
Soap
Stockings
Study Courses
Toilet Articles
Tooth Brushes
Tooth Paste
Trunks, Valises
Typewriters



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

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nized; and the struggle to pay for the advertising may, quite likely lead to a supremacy that will always be attributed to the advertising itself.

Where, on the other hand, the advertising as a whole falls far short of paying its own way, the question becomes simply one of financial strength. Big companies with small appropriations may merely pay out of slightly lessened profits for the pleasure of printing the kind of advertising they prefer; small companies with big appropriations may merely the more quickly join the vast silent majority immortalized by Bradstreet under "Not enough capital."

The cost of a profitable advertisement may be successfully and beneficially transferred to the willing shoulders of the ultimate consumer. But there are, I believe, very few instances indeed where ever stockholder doesn't contribute, in one way or another, his exact share of the cost of every advertisement his company pays for that doesn't pay for itself.

Foster Gilroy

Former advertising representative of the New York World, has been appointed advertising manager, to succeed Hal Mackey Fink, recently deceased.

Anne Pierce

Recently director of the New York Herald-Tribune Institute, has established an office at 30 Fifth Avenue, New York, where she will act as consultant on the merchandising of food and household appliances.

Chicago Elevated Advertising Co.

Has removed from North Wabash Avenue to 509 So. Franklin Street, Chicago.

H. E. Pritchard

Active vice-president of the George Reese Advertising Agency, New Orleans, has been elected to succeed George W. Reese, retiring president. Other officers are Kenneth B. Thompson, vice-president; W. S. Pleasants, president; J. H. Judge, secretary-treasurer.

V. J. Rogers

Formerly with Noyes Brothers & Cutler, St. Paul, Minn., has been appointed advertising manager of Topics Publishing Company, New York.

Goddard W. Saunders

At 17 West 42d Street, New York, is representing the Associated Medical Publishers and other medical publications, carrying on the work of his father, H. R. Saunders, who died May 23.

Advertising Calendar

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. C. of W., London, England

SS. Republic sails from New York July 2; *Laconia*, July 3; *George Washington*, July 4; *Leviathan*, July 5.

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

SEPTEMBER 22-25—Advertising Specialty Association Convention, Chicago, Ill.

SEPTEMBER 29-OCTOBER 1—First Annual Convention, Window Display Advertising Association, Cleveland, Ohio.

OCTOBER 12—Financial Advertisers' Association Convention, Richmond, Va.

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 27-28—National Convention, Mail Advertising Service Association, Pittsburgh, Pa.

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

NOVEMBER 10—Second Advertising Exposition, New York.

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

A. C. of W. Trophy Great Britain

Mrs. Jesse H. Neal, well known New York sculptress, was commissioned by the trophy committee of the A. C. of W. to design and execute a chief trophy or memorial to be presented to Great Britain as an act of international comity. She has recently finished a group which is now being put in bronze. John Clyde Oswald of the *American Printer*, is chairman of the committee.

Convention Delegates to be Honored

By special resolution of the Hon. Central Executive of the Incorporated Society of British Advertisers, all advertisers, eligible for ordinary membership under their rules, visiting England for the convention will on application be enrolled as honorary members during their stay. They will be entitled to make full use of the services of the organization (which many national advertisers pay \$21 a year) and to attend all meetings held between July and August of this year, including the joint departmental meetings of the Association of National Advertisers of America and the Incorporated Society of British Advertisers at Wembley. In addition, they will be the guests of the I. S. B. A. at the banquet of the World's Advertisers to be held at the Gough Rooms on July 15.



The Market Place

for men, ideas, business opportunities and service

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.

CALIFORNIA REPRESENTATIVE
Desires to connect with manufacturers and merchants who are looking for a live wire representative in California. Offices in San Francisco and Los Angeles. Benjamin Diepenbrock, 30 E. 42nd St., New York.

Position Wanted

ADVERTISING MANAGER
Fifteen years' experience retail store advertising and sales promotions; no wizard, but practical business producer. Box 154, Adv. and Selling Fort., 52 Vanderbilt Ave., N. Y. C.

SECRETARY—ASSISTANT

Young Woman thoroughly experienced to cooperate with executive and relieve him of detail. Have worked with—and can refer you to—men well known in advertising field. Have taken full charge of exhibitions and assisted with campaign and publicity work. Desire position where my experience and background will be valuable. Box 149, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING EXECUTIVE

Am located in New York, formerly lived in West and desire to return. Seven years experience in agency. Now space buyer. Age 30. Married. Address Executive, Box 161, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

I HAVEN'T ANY DESK

due to a consolidation of two newspapers. Eleven years experience in newspaper work; five years as business and advertising manager. I can furnish the references and reputation. Address Box 150, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

COPY MAN

Can write good forcible copy. Know art, layouts, typography, printing. Thoroughly experienced. Ambitious and reliable worker. Box 160, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

PRINTING production man available for advertising 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.

Position Wanted

SALES MANAGER
Capable executive, desires to connect with manufacturer as Sales Manager or Assistant. Box 158, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

WANTED
Advertising Manager or Assistant Sales Manager. Northern Equipment Co. Erie, Pa.

ASSISTANT COPY WRITER

Good opportunity for intelligent, ambitious young man as assistant copy writer in the Service Department of rapidly growing publishing house. College man preferable. Moderate salary to start. Write, stating age, education and other qualifications. Box 157, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

WRITER OF TECHNICAL COPY

Manufacturer of engineering products needs man and thirty-five whose past experience qualifies her for technical publications. This Boston manufacturer is a world leader in its field and advancement to the right man is assured. Give complete details about yourself in first letter and include your religious preference. Box 156, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

WOMAN COPY WRITER

Preferably a woman between twenty-five and thirty-five whose past experience qualifies her for an important position in a small agency which specializes in advertising to women. Ability to write original copy on a wide range of subjects is of primary importance. Write, giving all necessary details. Box 152, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Wanted trade paper representative. Monthly publication reaching agricultural workers. Control circulation readers. Chicago, Baltimore and New York representatives. Drawing account against Commission. Reply giving age, experience, nationality, etc. The Pratt & Lindsey Co., 461 8th Ave., New York City.

Miscellaneous

KNOWLEDGE IS POWER

The lack of current, properly prepared information for an advertising agency of its financial condition, trend and departmental costs has proved the undoing of many a promising concern. A Certified Public Accountant is prepared to render an individual, dividend-paying, auditing and accounting service to agencies with the foresight and business acumen to appreciate the necessity of such a service. Box 155, Adv. and Selling Fort., 52 Vanderbilt Ave., N. Y. C.



Underwood made
Ribbons
for all
Typewriters



MANY A MAN finds that a quiet, uninterrupted session with his Underwood Portable at home makes his next day's work perhaps an extra hour of leisure in the end.

Typewriting is writing minus drudgery; writing that soon becomes so nearly automatic that the mind is left free for clearer thought and more exact expression.

WOMEN OF VARIED INTERESTS have been quick to catch onto the clear business advantages.

They realize that the efficient, good look and good tone of a typical note that a letter must be handwritten is the personal.

Typewriting helps to systematic the work of the home, and puts it more effectively before the business eye. The carbon copies from index cards and records for reference.

NO MATTER WHAT the student's writing has been, the habit of work will prove a permanently valuable asset.



UNDERWOOD PORTABLE
MACHINE YOU WILL EVENTUALLY
BUY

Foldwell
TRADE MARK
REGISTERED
is used by

UNDERWOOD TYPEWRITER CO. Inc.



Among the pieces produced on Foldwell Coated Paper by the Underwood Typewriter Company, Inc. are the three illustrated above. The Underwood people, having quality products to advertise, are particular about the manner in which those products are presented. High grade printing plays an important part in their sales literature. Quite naturally they choose Foldwell for those pieces where not only fine printing effects but the durability to preserve them is necessary. This double quality in Foldwell explains why hundreds of big national advertisers turn to this paper as the ideal folding coated stock for their better pieces.

CHICAGO PAPER COMPANY • Manufacturers
801 South Wells Street • Chicago

NATIONALLY DISTRIBUTED

Facts

Foldwell, made from selected live rags is not only strong as it comes from the mill but RETAINS this strength for years. It does not deteriorate as does sulphite stock.



A specialized organization trained to the highest degree of accuracy

STANDARD RATE & DATA SERVICE

The National Authority

Chicago
New York
Los Angeles
San Francisco
London



A thousand million dollars of construction work in Chicago



BIG bond issues for public improvements have been Okayed at the June election in Chicago. Enabling acts which permit other great projects to go ahead were passed by Congress just before adjournment.

As a result this city is assured unprecedented building activity for some years to come. The projects now under way or authorized involve expenditures in excess of \$1,300,000,000.00. An equal amount is involved in other big improvements, such as the subway, which are contemplated but not definitely decided upon.

There IS business in Chicago, and there will continue to be business in Chicago for those who go after it aggressively. Business is as good as WE make it. The circulation of The Chicago Daily Tribune is going UP this summer.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write to any of these addresses for The Tribune's BOOK of FACTS on Markets and Merchandising. It will help you to build sales volume in the face of 1924 conditions. Mailed free to any selling organization if requested on business stationery.

512 Fifth Avenue
New York City

7 So. Dearborn Street
Chicago

406 Haas Building
Los Angeles