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# Advertising and Selling

## FORTNIGHTLY

### *Markets, Merchandising & Media*



Drawn by Angus MacDonall for the Genesee Pure Food Company (Jell-O).

JULY 16, 1924

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#### *In this Issue*

“Advertising and World Peace” By EDWARD A. FILENE; “Putting the American Market Under the Microscope” By PAUL CHERINGTON; “Five Ways by Which to Keep Salesmen Growing” By V.V. LAWLESS; “The Third Stage of Advertising Agency Development” By ROY S. DURSTINE

# Leading the Advertising Advance in Chicago

**O**F cheering significance to *all* advertisers is the fact that in the first five months of 1924 "the world's greatest merchants"—the Chicago department stores—*increased* the volume of their advertising in Chicago newspapers by 442,018 agate lines over the same period of 1923.

The total volume of this advertising in the first five months of 1924, was 7,742,704 agate lines.

**Of the aggregate gain by all Chicago papers — 442,018 lines — The Chicago Daily News gained more than 62 per cent —275,068 agate lines.**

By the proportionate distribution of their advertising among Chicago newspapers the world's greatest merchants indorse the opinion of the majority of Chicago readers, and both adjudge

## The Chicago Daily News

*First in Chicago*

# Page 5—The News Digest

## Arthur H. Johnson

Manager financial department *New York American*, has resigned to become president of the Rova Radio Corporation, New York.

## Douglas Hall

Formerly with John Clough Advertising Agency, Indianapolis, is now in charge of the Dayton branch of The Blaine-Thompson Company, Cincinnati.

## Thitman Advertisers' Service, Inc.

New York, is preparing a campaign for the Spaulding Fibre Company, Inc., Tonawanda, N. Y.

## Voolley & Riblett, Inc.

New agency organized in Denver by F. Woolley, vice-president of the Lower Advertising Agency, and M. F. Riblett, former manager of national advertising for the *Denver Post*.

## Ynai Br'ith Magazine

National Jewish monthly, Chicago, announces it will change its policy to the extent of carrying advertising in its columns.

## Animated Products Corporation

Creators and manufacturers of animated advertising devices, New York, as amalgamated with the O. Austin Company, New York agency. Mr. Austin, former manager of the latter company, will act as associate director of sales.

## Edgar Kobak

Appointed assistant vice-president of McGraw-Hill Company, Inc., New York, to assist vice-president James H. McGraw, Jr., in charge of company's lectrical publications. Mr. Kobak will continue as a member of the staff of advertising counsel.

## The Yount Company

Erie, Pa., will direct advertising campaign for the Erie Chamber of Commerce. Will also serve as advertising counsel to the Jarecki Manufacturing Company, pipe threading machines, same city.

## Albert Lefcourte

Formerly with E. W. Hellwig Company, New York, has been appointed art director for Miller, Black & Lewis, Inc., same city.

## Hackett-Sample-McFarland

Chicago agency, mentioned in our last issue as directing advertising for the Washburn-Crosby Company, Minneapolis, are actually serving as counsel in the merchandising of Gold Medal products.



## The Thumbnail Business Review

**S**ENTIMENT is better. To meet hand-to-mouth buying, manufacturers have been adjusting their production schedules to avoid large accumulations of finished products. Output in some lines has fallen below rate of consumption, indicating that increased operations will be necessary in the near future. The automobile industry, over-extended at home, is increasing its activities in foreign markets. Steel makers are maintaining large labor forces in spite of decreased output, expecting an influx of business early this fall.

☞ The outlook for crops is generally good. Effect of increased prices for grains is noticeable in better feeling in agricultural sections. Freight traffic is increasing, and transportation facilities were never better.

☞ New construction started during the first five months of this year totaled close to two billion dollars, an increase of about 11 per cent over the high record of 1913. Although a slowing up of new work in contemplation is in evidence, the building industry has sufficient momentum to carry it through the rest of the year at an active pace.

☞ Textiles and clothing are dull. Wool-mill operations at this time are at about 75 per cent of capacity. Retail sales are being well sustained, and the wages of workers are generally high in relation to the cost of living. Money is plentiful, and at low rates of interest. The tendency toward stabilization is increasing.

—ALLEN MILES

## George W. Peck

Has been appointed vice-president and director of the Cullen Advertising Agency, Birmingham, to fill the unexpired term of R. H. Bethea, resigned. Katebell Kilby Coleman is in charge of the art department, and William E. Davey, formerly of Chicago, is in charge of contacts.

## C. C. Winningham

Detroit, appointed advertising counsel to Dover Manufacturing Company, electric irons, Dover, Ohio.

## C. H. Muller

Art director, H. K. McCann Company, New York, now located at company's uptown office, 247 Park Avenue, will direct mechanical production work of that office and art purchases for both New York offices.

## MacFadden Publications

James F. Fallor, has been appointed assistant advertising promotion director. George B. Woodward, formerly advertising staff of *True Romances*, is representing *True Story* in Philadelphia and the South, with offices at 1926 Broadway, New York. A. Rowden King will conduct a house publication, *True Drug Story*, designed to aid drugstore distribution of *True Story* advertisers. Metz B. Hayes, Little Building, Boston, will devote his time to New England representation of MacFadden publications.

## The Chambers Agency, Inc.

Louisville branch will direct advertising for the Sutcliffe Co., radio and sporting goods, that city.

## Milwaukee Industrial Advertising Association

At third annual dinner elected A. H. Obendorfer, president; A. H. Brandt, treasurer; O. C. Dahlman, secretary, and John J. Keegan, publicity manager.

## United Publishers Corporation

New York, announces its new board of directors: Charles G. Phillips, Andrew C. Pearson, Fritz J. Frank, C. A. Musselman, Frederic C. Stevens, H. J. Redfield, A. B. Sweetland, Charles T. Root, Geo. H. Griffith, G. E. Sly, Charles S. Baur, Franklin T. Root, Harry E. Taylor, A. I. Findley and Everet B. Terhune.

## Powers-House Co.

Cleveland, selected to direct advertising for the Hinde & Dauch Paper Company, corrugated shipping boxes and packing materials, Sandusky, Ohio.

## Birmingham Advertising Club

Elected the following officers for the ensuing year: H. D. Cullen, president; Baxter M. Eastburn, vice-president; Charles B. Marsh, secretary; Fred A. Duran, treasurer. The board of directors consists of James E. Chappell, John C. Henley, Paul Pim, Fred J. Holberg, Oliver Cox, W. Wadsworth Wood, K. P. Connell, Clarence Lloyd, Morton Simpson, Lloyd Towns, Robert Treschel, Julian Cahenn, Charles J. Turner and R. L. Hobart.

## Oren Arbogust and Stan Paterson

Formerly associated with Erwin, Wasey & Company, have organized an agency in the new Straus Building, Chicago.

[ADDITIONAL NEWS ON OTHER PAGES]



*Board Room, General Motors Building, Detroit.  
Courtesy, General Motors Corporation.*

## When Business Is Slow—Who Slows It?

Is it the superintendent, the works manager, the engineer, the purchasing agent—not by a long shot! These men are important, but when business is slow everybody sees plainly that the authority does not rest entirely with them. The men who slow business are the ones who control corporation finance—men who have the final say because it is their money which is being spent.

When these men at the top, as a group, stop saying "Yes" and begin saying "No" your orders immediately fall off, and your salesmen report difficult selling.

And just as certainly as the "No" of this group means few orders and difficult selling, the "Yes" of this group means more orders and easier selling. The importance of having men of this type on your side the year round is out of all proportion to the added cost of a campaign laid directly before them in their own magazine.

*More than 28,000 Presidents of Corporations read Nation's Business  
More than 17,000 Vice-Presidents of Corporations read Nation's Business  
More than 17,000 Secretaries of Corporations read Nation's Business  
More than 12,000 General Managers of Corporations read Nation's Business  
More than 8,000 Treasurers of Corporations read Nation's Business  
More than 121,000 Major Executives in 90,947 Corporations read Nation's Business.*

You will find a detailed analysis of our 155,000 subscribers of interest. Let us tell you how other advertisers are using this magazine to make their advertising expenditure more productive. Get an executive "Yes" when the order hangs in the balance.

## THE NATION'S BUSINESS

WASHINGTON, D. C.



**MORE THAN 155,000 CIRCULATION.**

**MEMBER A. B. C.**

The Mountain and Pacific States are spending each year at the rate of—

- \$297,200,000 for electrical appliances and supplies;
- \$156,600,000 for electrical energy;
- \$31,238,000 for additions and extensions to hydro-electric generating plants;
- \$10,832,000 for additions and extensions to steam-electric generating plants;
- \$16,350,000 for additions and extensions to transmission systems.



## Go West!

If you make equipment that produces electricity—

If you make equipment that distributes electricity, or—

If you make appliances that consume electricity—

Go West!

Go west with your selling appeal through the medium of the West's own electrical publication.

This publication is Journal of Electricity.

Journal of Electricity is a "home institution" among western electrical dealers, jobbers and central station men. It is the electrical business paper of the West.

Journal of Electricity reaches the men who produce electricity, the men who distribute and sell

electricity, and the men who sell appliances that consume electricity in the \$500,000,000-a-year western electrical market.

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

These fields and the publications which serve them are—

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

*Construction and Civil Engineering:* Engineering News-Record.

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

*Transportation:* Electric Railway Journal, Bus Transportation.

*Industrial:* American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering, Engineering in Spanish-Speaking Countries: Ingenieria Internacional.

## Journal of Electricity

A McGraw-Hill Publication

883 Mission Street, San Francisco, California





*Advertising  
Well Directed*

**T**HERE are only a few advertisers like the Burroughs who achieve that unique personality in the minds of their public, which remains to so many a fleeting goal.

For twenty years the Burroughs Adding Machine Co. has made advertising history—created new sales and merchandising standards.

The secret is not difficult.

The Burroughs Company has considered it a commonplace requirement to analyze its markets—to know its customers' needs—to set attainable goals—to test plans before embarking on campaigns—so the Burroughs has gone forward, serenely sure that it was right.

The public has insured it a remarkable success.

Burroughs is one of our clients.



The Campbell-Ewald organization of 160 people, with financial and physical facilities of the largest advertising organization between New York and Chicago, and a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts.

**CAMPBELL~EWALD COMPANY**

H. T. EWALD, Pres.  
E. ST. ELMO LEWIS, Vice-Pres.

*Advertising*

GUY C. BROWN, Sec'y.  
J. FRED WOODRUFF,  
Treas. and Gen'l Mgr.

General Offices, Detroit, Michigan

NEW YORK

CHICAGO

DAYTON

TORONTO

LOS ANGELES

SAN FRANCISCO



*What About Your*  
**Small Town Business**

**I**N small trade centers the church families constitute the important unit. What they say has a final influence on the habits of the entire community—including the neighboring farmer folk who go to church and trade in the town.

Christian Herald offers a powerful, concentrated, yet inexpensive method of winning these key families.

**CHRISTIAN HERALD**

BIBLE HOUSE, NEW YORK

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*In small towns where church homes dominate*

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# Advertising and Selling

## FORTNIGHTLY

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[Articles indicated by an asterisk are portions of addresses delivered before the London Convention of the A. A. C. of W.]



IN this issue we publish some of the more important addresses (marked with an asterisk \*) delivered by American speakers before the Twentieth Annual Convention of the Associated Advertising Clubs of the World in London. Other addresses will appear in succeeding issues, together with photographs and interesting sidelights on the trip.

Aside from the important phases of advertising and distribution that are touched upon in the articles in this issue, attention should be directed to the thesis presented by Edward A. Filene, wherein it is shown that in Advertising, civilization has a powerful potential medium for the bringing about of a lasting world peace.

The FORTNIGHTLY will be represented at the Convention by M. C. Robbins, publisher; Frederick C. Kendall and Robert R. Updegraff, editors, and Jack Green, of the Service Department. Mr. Green goes abroad as the guest of the Advertising Club of New York, in recognition of having submitted the winning essay on advertising during the Advertising Exposition contest last fall.

M. C. ROBBINS, PUBLISHER  
OFFICES: 52 VANDERBILT AVENUE, NEW YORK  
J. H. MOORE, Advertising Manager

NEW YORK:  
F. K. KRETSCHMAR  
A. M. FRANKLIN  
NEW ORLEANS: H. H. MARSH  
927 Canal Street; Main 1071

SAN FRANCISCO:  
W. A. DOUGLASS, 320 Market St.  
Garfield 2444  
TORONTO: A. J. DENNE  
217 Bay Street; Elgin 1850

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

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

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

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

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

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New York  
*Uptown and Downtown*  
Cleveland  
Chicago  
Denver  
San Francisco  
Los Angeles  
Toronto  
Montreal

These nine McCann offices, located at strategic points, contribute materially to our intimate knowledge of sectional markets and local media



THE H. K. McCANN COMPANY  
*Advertising*

JULY 16, 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

## Advertising and World Peace

By Edward A. Filene

President, William Filene's Sons Company, Boston

IT seems a far cry, at first thought, between advertising and world peace. "World Peace," one may feel, is a matter far removed from that hard tussle for the daily bread of life which we call Business. But I am convinced that we have something here as practical and as concrete as any daily problem Business gives us—something that goes straight to the heart of many of the international problems we are facing.

I speak as no "theorist," sheltered from the facts of life. I have no time for theories in my business—unless they work. I am a shopkeeper. I look at advertising as I look at any other factor in my trade: What *service* does it give? What concrete results does it produce that can be checked against the hard facts of day-to-day experience?

In the long run that is the test. It is the test whether we are talking of a pair of boots or a new motor car or an international problem in world politics.

World peace is no miracle. I do not believe in miracles. What is worth having in this world we will achieve only if we pay the price for it. What is fundamental, in the matter of world peace, is the question of *public opinion*. Whether

the nations will live on terms of peace with one another, or whether they will be drawn into new conflicts and fresh hostilities, depends in an ever-increasing degree upon the status of democracy—the temper of

that public opinion which ultimately controls the policies of governments and diplomats.

There is no factor in the existing background of world politics more essential than a public opinion *thoroughly informed and well trained in the problems of democracy*. The Great War has made it clear that the world is to be governed by democracy. And democracy is fundamentally one thing—and one alone—*Government by public opinion*.

We must frankly face the fact that two great difficulties lie in the way of creating an intelligent and well-informed public opinion. First there is the obvious difficulty of gathering and reporting the host of essential facts in this complicated modern world in which we live. The business of qualifying as an intelligent citizen is a process many times more difficult in 1924 A.D. than it was in the days when "the known world" was a little saucerpan of geography, with its axis centering in Rome or Athens.

Second, even when the important facts are readily available, there is the difficulty which the average human mind encounters in struggling with its prejudices and shortcomings, to *digest* all the information fed to it



WHEN President Coolidge laid a wreath on the tomb of the Unknown Soldier at Arlington Cemetery last Memorial Day, he symbolized the tribute of the American people to the memory of "those who did not see the end, but died that the end might come." The real end will not come until war is made impossible; and this, in the final analysis, depends upon the awakening of international public opinion to such an extent that warfare will become abhorrent to all civilized peoples. Mr. Filene, in this article, has built up logically, step by step, his thesis that Advertising is one of the most practical steps toward achieving World Peace

from every quarter of the globe. We may say beyond any doubt that the greatest single instrument for informing public opinion, and thereby promoting international understanding, is the powerful modern press that exerts its influence over all of us.

News is what makes opinion. People depend on it for their knowledge of the world. There has probably never been a time in the world's history when the need of facts, the need of truth, has been so fundamental in all countries.

**I**F the world is to have its best chance to live at peace—if public opinion is to be accurately informed, and free to develop without the mischievous influence of the trouble-maker, then we need perhaps above all else a press that is free.

We are witnessing, these days, a tremendous effort on the part of important papers everywhere to increase their circulation.

The press is under an ever-increasing necessity of meeting competition by enormously expanding the sources of its revenue. This necessity obviously carries certain risks. All of us will naturally try to influence the thing we control—and newspaper owners are human beings like the rest of us. We try to exercise control even though we are honest and sincere. Men palpitate as strongly with the wrong emotion as the right. At best it is what we believe to be true that influences our action most. At worst we demand outright support for our prejudices in return for our expenditure of capital and effort.

The dangers in a press thus playing to prejudices and special interests is clear enough. It can misinform the public. It can greatly increase ill feeling between the nations and poison the sources of truth. In short, it can greatly increase the liability of war.

When we talk about a "Free Press"—a press clear of such entanglements with special interests, we mean a press that is free *financially*—free in the sense that it derives enough income from straightforward legitimate sources to support it, and to yield an adequate profit on the side. That is the type of peace upon which goodwill, truth and peace between the nations depend in so large a degree today.

A "free" press—a press that advances the cause of world peace—is dependent primarily upon the production of some income to take the place of special "subsidies"—some income to fill the gap safely between



Edward A. Filene

"The topic of world peace is endless in its implications. Forty years' experience in a highly competitive trade is the surety I offer that I shall not permit the size of the topic or its implications to tempt me into the field of theories and generalities. It is as a shopkeeper that I approach the daily problems of my work. It is as a shopkeeper that I shall approach the problem of international understanding."

what a paper spends for its production and what it earns through sales. That is the heart of the situation. It is clear that there is only one source from which such an income can be derived—the field of modern advertising.

How substantially the advertising profession affects this problem which we are now discussing—this problem of world peace as world peace is influenced by the press—stands out in the volume of advertising business. The advertising revenue of the daily press in the United States alone is estimated to have reached the amazing figure of \$628,000,000 in the year 1923. A bare four years ago the Census Bureau in Washington estimated it at a little more than half that sum. Advertising in the daily press has grown by leaps and bounds—is growing—will grow, at an increasing pace as we go on to meet the future.

**I**T is clear that big advertising does not necessarily make all newspaper owners supermen, in morals and in ethics. We have no right to expect it to. But let us note this fact: Big advertising does make it less necessary for the publisher to play for the support of special interests, through misuse of his paper's power—or to pander to the

cheaper tastes and passions of mot men. If, added to this, both newspaper owners and advertisers learn from experience that confidence on the reader's part is the basis for making big advertisements pay consistently, then more and more will they take advantage of their financial freedom—and less and less will be the danger of their misusing their power to serve special interests and promote international rivalries and conflicts.

**I**T is sometimes alleged that just the contrary is true: it is said that big advertising makes the press subservient to moneyed interests. There is an answer to that charge. Big advertising may manage to control newspaper policy on occasions and over short periods of time. But in the long run big advertising can be paid for only by big sales. And big sales will not come unless readers have confidence that the paper can be relied on for its news and editorials. Advertising in a paper whose readers are constantly deceived by misrepresentation and distortion of facts will not steadily bring big returns because consciously or unconsciously the reader learns to doubt what he reads—and this distrust must and does affect his attitude toward advertisements.

Papers financed by advertising are in the last analysis more free than those sustained by rich men or small groups of faddists. For this reason revenue earned through straight forward commercial advertising comes from wider sources, and there fore more democratic sources, with no special hobbies to be catered to and no special interests to be served. It is paid for ultimately by the same people who buy the paper—and who pay for it a sum insufficient to support it in a direct way.

It is, in fact, evidence of a characteristic trait in human nature that people will pay indirectly what they would rebel against paying directly. We observe this in other fields as well as journalism. Government budgets are balanced by indirect taxes that could not be levied directly without arousing effective protest.

We should note, however, that such indirect payment does not constitute an economic loss for the reader: since, through big advertising, and all that big advertising means, in increasing sales and decreasing distribution costs, the reader is enabled to buy what he wants and needs at lower price.

The actual situation, therefore, is that the reader not only pays so little

# Putting the American Market Under the Microscope

The Complex Structure of Our Population Makes Necessary the Most Exacting Examination of the Differences in Racial and Social Characteristics in Order to Effect Scientific Distribution

*By Paul T. Cherington*

Director of Research, J. Walter Thompson Company

**T**HE field of market research is a relatively new one, but with the changes in industry and methods of marketing cannot longer serve. Revolutionary changes in the conduct of commerce are in progress before our very eyes. In

many ways the overthrow of the principles and practices of merchandise distribution now going on is not less momentous than that series of changes in industrial organization and operation running through the nineteenth century, commonly referred to as the Industrial Revolution. Just as the shift from household to factory production involved many collateral social and economic adjustments, so the change from personal selling on a small scale to impersonal selling on a large scale necessarily is accompanied by new and difficult problems. It is with an appreciation of the

revolutionary nature of the present condition in commerce that market study in the United States has been undertaken.

The United States is not a single market. It is rather a collection of markets which have certain factors in common. With 110 million people spread over three million square miles of territory, the country is the most populous area on the planet, having no customs tariff or serious commercial barriers between its parts. There is a common business language, there is a uniform currency and a single monetary system. The states are closely knit by transportation facilities and by telegraph, telephone and radio communication; interstate trade is under uniform legal jurisdiction, and the state legal systems have a certain degree of

[CONTINUED ON PAGE 60]



© Brown Bros



**G**RAPHIC evidence that the United States is not a single market, but a collection of markets, each with its own underlying peculiarities. China is no whit more Chinese than the oriental bazaar pictured above, which is located in New York City. Nor is Italy any more Italian than some of our suburban villages, where the feast days of the patron saints are observed with all the imagery and ceremony that characterize their observance in Italy itself

# The Third Stage of Advertising Agency Development

By Roy S. Durstine

THE head chemist of a certain manufacturer discovered a new varnish. His company thought it would be better than any competitive product for outdoor use and so it was advertised in three yachting magazines. Just at that time the company engaged one of the best agencies in the United States. It was apparent to the agency, after the situation was studied, that the market possibilities had not been appreciated and that this new product was really a household varnish with qualities which would outdistance competition. At that time the company sold only to large consumers such as railroads, carriage builders and industrial concerns. At the suggestion of the agency a new specialty sales manager was engaged, four new salesmen were put to work and in the first year 2500 dealers were obtained. The first appropriation in general advertising was \$50,000. Today the company is investing \$1,000,000 a year in advertising this product and it is the largest selling varnish in the world.

Several years ago an agency noticed that tins with perforated tops were becoming very popular. One of its clients made a product sold only in cake form. The agency recommended that the product be made in powder form and packed in sifter cans, as well as cakes. The management demurred at the additional cost. The agency acknowledged the extra cost, but pointed out that the sifter can was far more convenient for the housewife, much more attractive, and reminded this manufacturer that some one else would be apt to see the possibilities of such a package if he didn't.

"It took us over two years to sell this idea to the company," says this advertising man, "but finally we convinced them that success in business meant giving the people what they want and on that basis they decided to go ahead."

No pressure was put on the new package. The product was simply



Roy S. Durstine

Secretary and Treasurer

Barton, Durstine & Osborn, New York

"For many years the American advertising agency was merely a broker of space, sometimes buying at wholesale and selling at retail, sometimes merely selling on commission basis; that was the first stage. Then came the day when the agency realized that it must be able to create the material intended to fill the space; that was the second stage. Today it is in the third stage in which it is not content merely to write and illustrate the advertiser's messages to the public. The agency today is the advertiser's partner. It offers him the refreshing viewpoint of the thoughtful, interested outsider, trained in technique and experienced in the basic fundamentals that underlie all business."

advertised in two forms—powder and cake. The powder was an immediate success and eight years after it was put on the market its sales were greater than the sales of the cake which, by the way, showed continuous sales increases during all that period. In other words, the introduction of the new package, suggested and urged by the agency, has more than doubled the total business of the company.

Remarkable progress has been

made in this basic work of improving packages. Often the new package, designed to meet conditions of today, has nothing in common with the old package except the name. Often the new and old packages are on the dealer's shelves side by side in the year in which the radical change is being made. And yet when properly handled, there is no falling off in sales. One agency with perhaps more experience in this matter than any other in the United States, reports that in the year in which the new package took the place of the old, sales increases are obtained and, more than that, competition is cut off from seizing the opportunity to wedge into the market with a superior package.

FIFTEEN years ago another agency started work on a product on which the sales had been falling off alarmingly. Examination proved that the product was absolutely sound, that its price though high was no higher than competitive prices for inferior quality, and that the fault lay in the manner in which the product had been presented to the public. It simply did not sell at its price. By a complete change in the manner of presentation the losses were stemmed and continual increases were obtained. The advertising appropriation on this article has always been on a strict percentage basis. Today the appropriation is seven times as great as the entire sales of the product were fifteen years ago.

The basic principle illustrated by this instance is as old as advertising itself. It goes right back to the agency function of preparing copy and layouts. But the difference between failure and success was that the agency was able to contribute a manner of presentation which was so interesting that the public suddenly discovered a product which it had ignored for years.

Still another basic bit of service was rendered by the agency on a manufacturer who was trying to sell his product to the supposedly vast

## More Bread and Butter Problems of a Sales Manager

# Five Ways by Which to Keep Salesmen Growing

By V. V. Lawless

**N**EXT to the sales plan itself, which of course is the outstanding and most important part of the work of any sales department, comes the group of men who call on the trade and who actually bring in the business. If the line happens to be one which is sold in the generally common manner of jobber to retailer to consumer, selling the jobbing trade is largely a matter of developing consumer acceptance through advertising, and then developing retail distribution by sending out salesmen to call on the retail trade and dig up the orders.

Strangely enough, in most sales departments there are usually a group of men who call themselves "jobbingmen," who take the orders which the retail men have developed and turn them into jobbing orders. For some reason, these men who take the fruits of the retail men's efforts, and present them to the jobbers, consider themselves a higher type of salesmen than those who make enthusiastic customers of retailers. Personally, I have felt for many years that the man who rounds up the jobbing orders after the retail men have done the hard work should not be classed as highly as the men who can make good boosters out of retailers.

The men calling on the retail trade can do more for a product than any other single factor. It is this group of men who must have our constant thought and attention, to the end that they may be developed to the highest stage of efficiency.

In some sales organizations this group of men may number only four or five, and be under the direct management of the owner of the business. In other cases they number into the hundreds, and all too often the only contact they have with the house is through the me-

dium of a district or territorial head salesman.

In many instances these retail men are hired and let go again without any real reason. All too often the plan arises of putting on a sales drive, and then ten, twenty or thirty men are hired "over night," given a day or two of casual training, and started out. Of course, there are the occasional firms who conduct elaborate training schools for their salesmen, but these houses are rare.

As one travels around the country and comes into contact with the salesmen who call on the retailer, one is surprised to note the rapid turnover. A talk with the average retail man discloses that he has probably been on the job less than a year and a half. Now and then one does find an oldtimer who has stayed with the house and with the job for many years, but he is the exception.

Usually, the man calling on the retail trade is either new at the selling business or has quit one house to go with another. He will generally tell you, as soon as you are fairly well acquainted with him, that he is on the lookout for a "good job." Ask him what the trouble is with his present job, and he is likely to assure you that he is not making a satisfactory salary.

**O**FTEN, too, he is dissatisfied with the mass of unfamiliar detail work he is required to do. Question him about his line, and if you are a real student of salesmen and get under the outer crust, he will tell you that while it may be all right, there are many other lines just as good—lines which the dealers prefer, either because they show a better margin of profit or carry more attractive concessions. Solemnly, the salesman states that while his house will not permit special concessions, competing houses all make

a practice of some form of concession or other.

These things, he adds, make it hard for him to get the volume of business he ought to get. Upon further talk with this salesman, one is impressed with the fact that he really knows little about his line, his house, its principles or its policies. Often he does not know any of the management, his contact being through a local state head salesman.

Press him, and he will admit that probably he isn't as well grounded as he ought to be. But then it isn't much of a job anyway, and he is expecting something better to turn up before long.

**I**N the morning, this salesman starts out to make his calls. He has had letter after letter from the sales manager, telling him that he should make ten sales a day. He does his level best to make those ten sales. He realizes he must make about seven or eight on an average, or he will lose his job. And he does not want to lose his job until he finds a better one.

With all the sincere, honest effort he can muster, this salesman calls on the retail trade with his line. Perhaps he has seen his head man in the course of a month or so. In any case, he certainly is not the high class representative that any line deserves. He is doing his best, but his best is far from being what it should be in the face of real competition from other lines.

So far as the dealer is concerned, here is just another traveling man. To him the salesman's line is apt to be pretty much the same as one he is already handling. But perhaps the salesman can make him a better price or an advertising allowance. The retailer makes this request only if he is a real buyer with an eye to a better profit.

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"TOOK," said the chief engineer. "Whoever saw a girl's face like that?" "Dangerous place to park a car," said the treasurer. "Lot of scratches on the rear shoe," said the girl at the information desk. "Don't you think the picture could be retouched?" inquired the credit manager, who does a little drawing himself, and has the true artist's tolerance. . . . None of these things happened; instead Peerless has made a new and wholesome use of two colors. New, that is, to advertising: new in restrained brilliance, informality, and a lot of other qualities that may be summed up under the heading *Taste*. Observe how shrewdly the foreground tree has kept the single spot of black (the car) from looking "stripped in."

# Genesis of "Reason Why" Copy

This Instalment of "Breaking In" Tells of the Beginning of Fact Copy and of the Manner in Which the Artist Dominated Advertising Space in the Early Days

By John Lee Mahin

**I**N my last article it seemed best for me only to mention the names of men with whom I was associated before I came to New York in 1916. Hence I do not feel justified in mentioning other men of the Fraser and Swann type. They constitute practically 100 per cent of the copy staff of all large successful advertising agency organizations today.

John E. Kennedy belongs to a different school. Mr. Kennedy originated "Reason Why Copy" and was violently opposed to space being used for "mere publicity." He argued that if such advertising paid the advertiser, this made the waste just that much more culpable because it was putting a premium on mediocrity.

An instance of the way Mr. Kennedy operated may be illuminating. After being extensively advertised as the \$16,200 copywriter for Lord & Thomas, Mr. Kennedy started out as a free lance. He offered to write ten advertisements for \$2,500. At that time Armour & Co. was one of the Mahin Advertising Company's clients and we bought a Kennedy campaign for them. Mr. Kennedy started in by reading all the literature he could lay his hands on relating to hams, bacon and lard. He collected a list of facts that when stated by him were indeed most interesting.

We went down to the stockyards and starting with the live hog followed all the processes until lard, ham and bacon became merchantable products. He worked at his home in Wilmette, and when his campaign was ready to submit I made an appointment with T. J. Conners, the Armour general superintendent. Mr. Conners had E. B. Merritt and B. J. Mullaney at the meeting. Mr. Kennedy read his ten advertisements. Mr. Mullaney interposed some suggestions. Mr. Kennedy handed Mr. Mullaney several affidavits signed by advertisers to the

effect that he had largely increased their returns, with the terse command, "You—read these." Mr. Mullaney read them, looked at me with a twinkle in his eye, and left Mr. Kennedy to Mr. Conners' tender hands.

Mr. Conners had been P. D. Armour's secretary in his youth. He had a direct way of settling matters when he spoke, although he was a good listener. Mr. Kennedy's copy was based on the assumption that Armour & Co. would drop what Mr. Kennedy called the meaningless "Star" as a brand name and substitute his coined word, "Epicured." Mr. Conners said as P. D. Armour had originated the use of the word "Star" it would not and could not be dropped, and no one would even discuss it with J. Ogden Armour.

Mr. Kennedy and I left. Mr. Kennedy spent two hours telling me that the packing business was one in which initiative, imagination and talent were not permitted to develop. He commented on Mr. Conners' mental and physical characteristics in anything but a complimentary manner. He characterized Mr. Merritt and Mr. Mullaney as "Yes" men—apparently the lowest depth to which an advertising man could sink.

**H**E went home, and came back in three days with ten of the finest advertisements I ever read. Everyone was pleased with them. He told the story of the wonderful epicured process of curing hams and bacon and how the Star—P. D. Armour's insignia of quality—was placed on only the products of one out of every fifteen hogs. Another case where the obstacles placed by the obdurate advertiser apparently assisted rather than retarded the expression of genius!

So far I have said nothing about the artist as a producer of copy. When I was a solicitor for J. Walter Thompson under C. E. Raymond in Chicago in 1893, Oscar Binner domi-

nated the copy for Pabst. His Egyptian black and white illustrations were the most discussed of those appearing in the magazines at that time. Later, Emery Mapes with his Cream of Wheat negro imitated the "Minneapolis Style" of copy used so long by the Munsing Underwear Co. and Washburn, Crosby Co.

**A**T Copelin's Studio I made an actual photograph of a Kohlsaat waiter and induced Emery Mapes to substitute it for the caricature he was using to advertise Cream of Wheat. Thus was inaugurated the famous Cream of Wheat negro chef. I also photographed underwear on living models for advertising Munsing Underwear.

Then came George Ethridge with his associates, Joseph G. Kitchell and W. B. Larned, and later Charles D. Frey, who dominated the copy for many large advertisers for many years by developing the commercial artists. The Ethridge and Frey organizations did much more than prepare pictures. They furnished much of the preliminary service in hunting for and helping the advertiser develop strong selling features, for which their style of copy expression was especially suitable. All the writing that was done for many of the campaigns that originated in the Ethridge and Frey "copy shops" was to furnish supplementary text in the space that these commercial art propagandists graciously conceded to the copywriter.

It was only logical that the men who had the real creative faculty of analyzing and promulgating the service features for advertisers should gradually become members of, or closely associated with, the general advertising agencies when the latter stepped forth about ten years ago as full-fledged professional service institutions.

Today the term "copy" covers specialized skill and training in the search for and selection of the idea

which shall be expressed in the advertiser's campaign. Copy must take cognizance of both the extent and limitations of readers' interests, incomes, taxes and buying habits.

Copy must compete for attention with many other appeals for the readers' free dollars. A man who takes a trip around the world will probably not buy an automobile; a man may buy a radio and get along with last year's overcoat; children may go to a movie instead of spending their money for candy. The

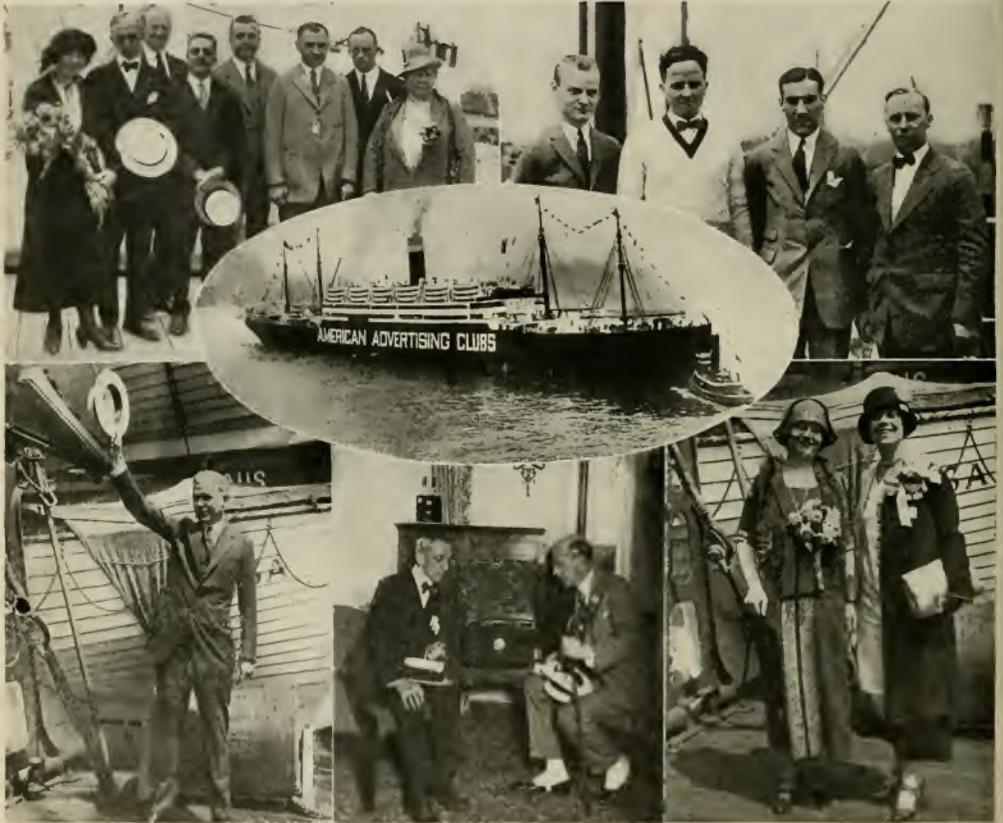
extent of the problems are too vast to be even sketched here.

Some copy must merely furnish leads for personal salesmen or mail-order follow-ups to complete the sale. Copy that tells the whole story here handicaps rather than helps the salesmen.

Some copy must sell the dealer, some must sell the consumer, some must sell confidence to the advertiser's organization.

Perhaps a better illustration would be to compare a copywriter to a

merchant tailor. The copywriter must earn his money twice. He has two distinct jobs to perform. He must do the work for the advertiser in a way that it ought to be done, and this way must also be one that fits and pleases the advertiser—a way that makes the advertiser himself a part of the picture—and the copy the most logical, reasonable and sympathetic expression of the character, personality and purpose of the institution which pays for the advertising.



## American Delegation of Advertising Men and Women Sails to Attend the London Convention of the A. A. C. of W.

Upper Left—Aboard the *Republic*: Minna Hall Simms, president, League of Advertising Women; H. H. Charles, president, Advertising Club of New York; George O. Walton, city passenger agent, U. S. Lines; A. J. Barnaud, manager, New York District office, Department of Commerce; Fred Felker, personal representative of Secretary of Commerce Hoover; Lou E. Holland, president, A. A. C. of W.; Eric Field, president, Thirty Club, London; Jane Martin, former member executive committee, A. A. C. of W. © Kadel & Herbert.

Upper Right—Junior delegates of Advertising Club of New

York on board the *Republic*: Carlton Eberhard, Joseph Linahan, Adam Piret, Charles Forbes. © Keystone.

Lower Left—Major Oscar Holcombe of Houston, Texas, who sailed on the *Lancastria* to arrange for the holding of the 1925 convention of the A. A. C. of W. at Houston. © Keystone.  
Lower Center—F. L. Thomson, president, Association of National Advertisers, and H. H. Charles, president, Advertising Club of New York, getting the latest news from the Democratic convention aboard the *Republic*. © Kadel & Herbert.

Lower Right—Hazel Adler, color authority, and Bertha Berger, advertising woman, on board the *Lancastria*. © Keystone.

# On Making Black Type Glow with Color

By Marsh K. Powers

"THOU pratest like an ass," said Robin, "for I could send this shaft clean through thy proud heart before a curtal friar could say grace over a roast goose at Michaelmastide."

"And thou pratest like a coward," answered the stranger, "for thou standest there with a good yew bow to shoot at my heart, while I have naught in my hand but a plain blackthorn staff wherewith to meet thee."

\* \* \*

"Aha! Talk about trying to cure warts with spunk-water any such blame-fool way as that! Why, that ain't a-going to do any good. You got to go all by yourself, to the middle of the woods, where you know there's a spunk-water stump, and just as it's midnight you back up against the stump and jam your hand in and say: 'Barley-corn, barley-corn, injun-meal shorts, spunk-water, spunk-water, swaller these warts.'"

\* \* \*

Dan's accordion and Tom Platt's fiddle supplied the music of the magic verse you must not sing till all the salt is wet:

Hih! Yih! Yoho! Send you letters round!  
All our salt is wetted, an' the anchor's off  
the ground!

Dend, oh, bend you mains'l, we're back to  
Yankee-land—

With fifteen hunder' quintal,  
An' fifteen hunder' quintal,  
'Teen hunder' toppin' quintal,  
Twix' old 'Queereau an' Grand.

\* \* \*

Perhaps it is too long since you last read "The Merry Adventures of Robin Hood," "The Adventures of Tom Sawyer" and "Captains Courageous" to ask you, unaided, to identify the three quotations. On the other hand, you may be—as I am—one of those who periodically expose themselves to the witchery of the words that Howard Pyle, Mark Twain and Rudyard Kipling wove for your juvenile delight, finding that, though repetition has dulled your first keen thrills in the narratives themselves, the loss is more than offset by a maturer appreciation of the art and skill employed to unfold them.

One thing almost invariably forces itself on my notice whenever I go back to re-read a story which has made an indelible impression on my mind—the kind of impression that endures not merely for a month or two or a year or two but for ten, twenty or thirty years—virtually always I find it characterized by *the use of distinctive words*.

It is the oddity and charm of "curtal friar," "Michaelmastide," "yew bow," "blackthorn," "spunk-water," "injun-meal shorts," "salt is wetted," "bend you mains'l" and "teen hunder' toppin' quintal," as much as their meaning, which hold the interest and start a torpid imagination into action. The very fact that you and I do not use them in our daily conversation helps to hoist us out of our easy chairs and carry us bodily across the miles and down the years into Sherwood Forest, into a Mississippi River village of another generation and out into the fogs of the Banks of Newfoundland.

IT seemed to me that an advertising lesson very probably lay tucked away in this observation, though I admit that I very much doubted this until I noted a second truth—that the too-unusual word is either avoided or else promptly defined wherever a failure to grasp it would seriously hamper the reader's understanding of the narrative.

To dig the advertising lesson out of the observation and to substantiate it with effective illustrations is, however, I confess, no easy task. A painstaking perusal of many square yards of advertising copy in the main rewards the searcher with a wholly negative discovery—that the dearth of *intrinsically luminous words* is decidedly startling.

I realize, of course, that there are advertisers who are haunted by the fact that their prospects will be unable to grasp their sales-message unless it is phrased in monosyllables or near-monosyllables, and that such advertisers ruthlessly bar out any word not in the vocabulary of the multitude.

A point I criticize is this—and it applies rather broadly to the great bulk of all copy which is not rigidly restricted to the simplest of Anglo-Saxon. Unusual words are common—probably too common—but the unusual words selected by writers of advertising are almost without exception verbs, adjectives and adverbs laboriously substituted for the normal phrases rather than distinctive words which are native to the topic under discussion.

WORDS such as "languid," "lassitude," "insistent," "dynamic," "immaculate," "prosaic," "conception," "facile," "superficialities," "ostentation," "criterion," "symmetry," "elimination," "manipulation"—(these are the harvest of a rapid scanning of a single issue)—are apparently used and approved without hesitation, although simpler and safer synonyms can easily be substituted without loss of forcefulness. "Manipulation," for example, is the unusual word for "handling," but "manipulation" is not forceful because of being unusual.

I hold a brief for another type of unusual word or phrase.

"Have you ever," asks the Metropolitan Life Insurance Company, "been dragged into a *piazza clinic*?"

That luminous phrase "*piazza clinic*" is so apt that the question hardly needs the explanatory description which follows—"Aunt Mary will tell Cousin Jane: 'I think I have the same kind of trouble that Caroline has. I wish you would get me the prescription Dr. Banks gave her.'" We have all of us listened to piazza clinics, even though the term is new to us.

An advertisement of the National City Company which introduced me to the "timber cruiser" still sticks in my mind. The words are simple, even commonplace, when taken separately. Linked together, they are rich in suggestion, portraying the scout of the lumber companies going out into the wilds to locate marketable standing timber.

Lifebuoy Soap caught my eye

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# The Long-Haul Viewpoint in Retail Advertising

By Vern C. Divine

**R**ETAILERS as a class may not be spending too much money for advertising, but they certainly are spending too much for what they get in return because they direct all, or nearly all, of their advertising effort toward too short a haul. The average retailer's return on his advertising is altogether too little for what it costs him. And it isn't the retailer's pocket that foots the bill, either. It is the public that pays. The retailer must pass all his wastes as well as his legitimate expenses along to the customer. He has to.

Why aren't more retailers cashing in on their advertising? Because, with rare exceptions, they haven't the right type of mind in the advertising chair. They put into their advertising offices men, and less often women, who neither through birth, breeding, education, environment or experience have acquired the prime qualifications for the job. They are too often individuals of merchandise training whereas what is chiefly needed in the advertising office are people who are interested in *minds* and *mental processes* rather than in goods and commercial processes.

Merchandising is bringing the people goods that they will want. But advertising is bringing people (minds) to goods many of which they do not know they want.

Many of the best advertising minds are not in the retail field. They are in the national field. Why? Because retailers have the short-haul, "today" or "this week only" attitude toward advertising while national advertisers have the long-haul, year-on-year viewpoint. The result is the retailer gets poor advertising with poor returns, while the national advertiser gets better advertising and better returns.

When retailers get the national viewpoint toward advertising they'll cease to look upon it simply as a means of recording some prices below those of other stores, and begin to use it as it should be used to sell the institution, its ideals, its policies, and its service, and to make



Vern C. Divine  
President, Standard Corporation, Chicago

more people believe in it and rely upon it; not alone for the items advertised that day, but for whatever they want year after year.

When a merchant gets this long-haul viewpoint toward his advertising, he strikes out after the most capable man or woman he can find to do the work, for he realizes that while it doesn't take much skill to sell special items successfully through advertising, it takes real ability to sell the customer the store as the best place to trade for regular goods at regular prices all the time.

**A**S long as retail advertising is done with the restricted viewpoint of aiming 90 per cent of its effort at the sale of specific items at specific prices today or tomorrow, it is inevitable that the best brains will not be attracted to the work.

Most anyone can prepare successful price listings, but the national advertisers go out after bigger game. They go out to sell their names, their brands, their houses,

so that with each succeeding year the public will just naturally demand and buy more of their goods; whereas most of the retail advertisers in their daily work have before them in comparison the puny tasks of selling a few packages of this, a few yards of that, or a few dozen of this on "sale tomorrow only" at "a reduced price."

**T**HE power of advertising when rightly done is as yet so little understood by retailers the world over that many of them are depriving themselves and their business of the results that inevitably follow sane, sound, sensible, long-distance, prestige-building, name-and-institution selling advertising.

This is true because their background of retail advertising aimed solely at specific results today and this week has completely shut out an appreciation of those important elements which progressively and constructively build up business. Advertising must do more than sell goods today and tomorrow. It should sell the institution's good name; it should create for it a good reputation; it should inspire people to put faith and confidence into the store and the merchandise it has to sell all the time at regular prices.

Gradually, however, we are seeing the exception—the far-visions merchant with the long-haul viewpoint—who sees his advertising first as a means of selling his store and the institution as a whole.

The men who have built what today appear to be the most solid retail institutions have been men who were pioneers in rendering an advanced service to their trade. They were men of vision and foresight, who first saw a new and a better way and next had the courage to carry it out. Invariably they were men who saw above all else the importance of the distant tomorrow's customers, the permanent customer in contrast to the here-today-and-gone-tomorrow one. They spent their chief energies in winning customers, followers, believers, instead of merely selling goods.

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# The Editorial Page

## The London Convention— A Prophecy

**T**HE first advertising convention was held in St. Louis in 1904. In the twenty years that have intervened between that convention and the one just closing in London, advertising has outgrown its kindergarten ways and developed into a substantial business, recognized very generally among business men as serving effectually and economically in connection with the great problem of distributing the world's goods.

The 1904 convention marked the beginning of nationally organized advertising thought and action; doubtless a considerable share of the present advertising development is due indirectly to the fact of that convention.

We believe that when the day comes when we can look back twenty years on the 1924 London Convention, we shall discover that advertising has then advanced internationally to as great an extent as it has developed nationally in the past twenty years. And we believe at that not very distant date we shall be using advertising as a great world force to further the distribution of social ideas and education as matter-of-factly as we now use it in connection with our commercial activities.

To us the London Convention seems an important prophecy.

## Hoist by Their Own Petard

**R**OOSEVELT used to say that the American people would always go much farther along the line of a reform than the reformer ever expected, once they got well started.

The advertisers of the country have preached turnover so long and so insistently that many despaired of ever getting the idea over. But over it is today with a "thud"—a rather dull, dispiriting thud, too! For the retailers of the country are carrying very low stocks, and seem married to the idea of smaller stocks and more rapid turnover. The deflation period, with its heart-breaking inventory losses, left scars over deep cuts which do not heal easily.

Perhaps some dealers have "overdone" the turnover idea, but it is at least a debatable question whether, in Cervantes' phrase, we "can ever have too much of a good thing." One hears squirms and protests against "this turnover mania," "carrying a good thing too far," etc. Even if it be admitted that turnover is being carried too far, that many dealers are carrying very poor assortments and dangerously narrow stocks, what about salesmanship and advertising to educate and help dealers? Some cautions to dealers on this are doubtless good policy; but does it not remain a fact that with price levels declining, the only thing that can help would be stronger consumer demand? And, after all, isn't that up to the manufacturer at least as much as to the dealer?

The wise statesmanship which instigated the propaganda for better appreciation of turnover among deal-

ers, and readier acceptance of advertised articles which did turn over faster, would look foolish now if a backfire against turnover were started. There is really no necessity for being scared at the present hand-to-mouth buying situation. Stronger advertising pressure, and sales pressure upon dealers for full assortments, is all that is needed to make the best out of a skimpy period.

The caution of dealers in buying is probably a blessing, in that it will prevent an over-confident buying period, with its inevitable reaction. If dealers can be kept on a level of cautious but adequate buying, with keen attention to turnover, a real millennium will have been reached, good for everybody concerned. The modern idea is not overstocking of dealers, but rapid turnover; and if any advertiser has hoped Quixotically to achieve both, he is now hoist by his own petard.

## The Amazing Automobile

**N**EW figures on the automobile industry have recently been issued by the Automobile Chamber of Commerce, and in view of the current slump in production it is well to get our bearings on this great key industry. There has been a 1200 per cent increase in output since 1913, and there are now more automobiles in operation than telephones! The 1923 output was 4,014,000, and the output for this year is estimated at 3,500,000. Last year ten companies made over 90 per cent of the output; six companies made 85 per cent of the output; Ford made 47.7 per cent. The unquenchable optimism of the auto makers is illustrated by what they had *planned* to do in 1924. Ford and General Motors, who combined made 67.5 per cent of the total output last year, both planned to increase their 1924 output 50 per cent over 1923; certainly a remarkable thing in the face of the huge 1923 production. Just these two great companies *alone* in 1924 expected to make 4,200,000 cars—or a whole lot more than the total previously estimated output for the entire industry! But other companies—Durant, Nash, Willys, Hupp, etc., all planned increases also; only Dodge and Studebaker held to 1923 scales of production. A production of six million cars for 1924 would have been easy—if they could have been sold!

Here is a stimulating situation for advertising men, who, in all likelihood, are going to be called on more vigorously than ever to put over a big year for autos, instead of a slump year; for while January and February were about 30 per cent ahead of 1923, the March, April and May figures are below 1923.

## An Editorial by F. W. Heiskell

**T**HE following statement by F. W. Heiskell, advertising manager of the International Harvester Company of America, is a complete editorial on the philosophy of successful advertising:

"Advertising is not a process of which you can say at any time, 'Now we have completed it. The job is done and we can stop.' It is a persuasive force that must be *continued* to be effective."

# How Advertising Fostered Canada's Growth

By E. W. Berry

President, Canadian Pacific Railway

THE part played by advertising in the building up of Canada is particularly noticeable in the history of its colonization and settlement. That history goes back long before Canada became British. It goes back to the days of the French dominion, and especially to the colonization movement fostered by Louis the Fourteenth. The advertisers of that day were the Jesuit missionaries, whose "Relations," or reports, were in many cases printed and circulated throughout the northern provinces of France, in order to further emigration. That colonizing movement ended with the Peace of Utrecht, in 1713, and, as a result, for nearly fifty years the development of French Canada was stagnant. One of the reasons for the capitulation at Quebec in 1759 undoubtedly was that the French-Canadians of that day had lost heart. No new settlement had come in for forty years—for forty years Canada had not been advertised.

With the British occupation of Canada, colonization recommenced, and with it the advertising for new colonists. Thus, for instance, immediately after the expulsion of the Acadians from Nova Scotia, celebrated in Longfellow's poem of "Evangeline," Governor Lawrence issued a proclamation or advertisement inviting settlers from the New England Colonies for these now vacant lands. Immediately after the capture of Quebec, posters were displayed in Protestant Germany, advertising the advantages of settlement in Canada.

From that time onward the colonization effort was continuous, though somewhat spasmodic, until 1834, when emigration appeared as a regular vote in the budgets of the British Chancellor of the Exchequer, although the annual expenditures of the British Government thereafter on the Emigrants Information Office did not aim at direct incitement to emigration. The service provided was the essence of good advertising, namely, the dissemination of truthful information among those interested in the countries concerned.

It was not, however, till the Canadian Pacific Railway appeared upon the scene that an aggressive, consistent and comprehensive advertising campaign for the colonization of Canada was planned and directed from Canada itself. Hitherto the effort had been fostered chiefly by those in the Old Country or in Europe who desired to get rid of surplus population. For the last forty years we have conducted a

campaign of invitation and welcome. In that campaign the Canadian Pacific set the example and set the pace.

As evidence of this, I quote the amounts spent on colonization by the Canadian Pacific and the Canadian Government, respectively, from the year 1881 to date, namely: Canadian Pacific, \$67,000,000; Canadian Government, \$35,000,000.

These figures include more than what might strictly be termed advertising. The colonization efforts were, moreover, directed at rather different types of settlers. The Canadian Pacific was particularly interested in securing set-

tlers for the lands which it had to sell. The Canadian Government directed its efforts more to secure settlers for its free homesteads of 160 acres each.

Van Horne, the first General Manager and afterward President and Chairman of the Canadian Pacific, was undoubtedly the driving spirit in this great colonization movement. He was, moreover, a firm believer in the motto of "Truth in Advertising." Before he accepted the position of General Manager he made a personal inspection of the prairie lands and of their suitability, believing that the Promised Land, if it advertised itself, must live up to its promises. Van Horne personally wrote the text for an amusing series of large billboards erected at strategic points to attract attention and induce traffic.

He devoted special efforts not only to bring new settlers from Great Britain and Europe, but also to stop the flow of emigration from Quebec and the Maritime Provinces to the New England States, and to induce those who had left Canada to return.

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# Marketing Machine Tools to American Industry

By E. P. Blanchard

Advertising Manager, The Bullard Machine Tool Co., Bridgeport, Conn.

THERE is now established a very definite distinction between the vagaries of the general advertising man who extols the virtues of "socks, soup and soda crackers" and the analytical engineer who seeks to market industrial goods. But the industrial market in itself is comprised of subdivisions in each of which sales methods may, and in some cases must, vary to meet the condition. General industrial goods may be sold to industries of all kinds and may be handled by methods familiar to the general advertiser; but the machine tool market is confined largely to the metal-producing and consuming field which, in the United States, forms approximately 35 per cent of all industries.

But to obtain a complete understanding of the machine-tool market requires a further subdivision of the metal industries, defining those manufacturers who require machinery of certain types in their processes of direct production, and those whose use of machine tools consists of indirect use as a repair or maintenance feature. It is, therefore, interesting to note that the automotive industry, the manufacturers of electrical equipment, engines, agricultural implements and other of the direct producing group, indicate a keener interest in tools of special de-

sign specifically intended for their work and for the attainment of production economy than do the users whose work consists of greater variety encountered in jobbing and repair work. Given then a manufacturer whose line of machines are of standardized basic design and are adaptable to a wide range of operations—to market those tools for varied uses.

First, the direct-production industries. Here we have highly repetitive work, or "mass" production. The utility of the tool is measured in performance of one or two jobs only. Features in design intended for wider application are not essential, and in most cases can be eliminated. The extent to which any machine can be adapted for such specific purpose may be determined by the size of the market and probable demand for such a unit at a price commensurate with its economy.

An analysis of possible users of such a tool is made. All work coming within its restricted range is studied for comparison of expected performance with present methods. A conservative market is thus established on paper, and an indication of interest is usually solicited based on a price determined by consideration of cost of manufacture and margin of economy in perform-

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# Industrial Advertising Achievement in the United States

By Bennett Chapple

A RECENT estimate of industry in the United States puts the number of manufacturers at 250,000, the number of employees at 10,000,000, and the annual payroll at \$13,000,000,000. The estimated value of the products manufactured during 1923 is placed at \$58,000,000,000. In this tremendous industrial growth advertising has played an important part. It has brought years of progress for every wide-awake concern in America.

Industrial advertising has many phases. The advertising and publicity departments of our large industrial concerns are often called upon to serve not only the sales, but the personnel, the safety, and the executive departments in special work. I have in mind a concern which decided to build one of its plants, employing 1500 skilled men, in a small city far removed from the great industrial centers. The employment manager, whose job it was to get these workmen, put his problem before the advertising man, who worked out a definite advertising plan, which was put into operation a full year in advance of the opening of the plant.

These advertisements did not read "Men Wanted." They appealed to the home impulse—"A good place to rear your family"; "fine schools, fine churches, a place to work, and enjoy life." These messages made up the campaign, and on the day the plant opened there was a good man on every job. Industries that have hesitated to move to smaller centers because of lack of manpower, see in this advertising experience a new way to recruit home-loving, young-hearted workmen even in what might be termed a rural community.

Again, I recall an incident where the advertising department of a large industrial concern helped the safety director stage a safety campaign, by which a group of 900 men, engaged in an industry replete with hazards, went through forty-seven days without a single accident.

The newspapers of the city where this plant is located were furnished stories daily—straight news stories



Bennett Chapple  
Director of Publicity, American Rolling Mill  
Co., Middletown, Ohio

and human-interest stories—written in a style that made the papers and the reading public want them. The workers became enthusiastic. They saw that their efforts to avoid accidents were being watched by the public. Balloons by day and rockets by night proclaimed "no accident today."

Yes, circus stuff, if you please, but nevertheless it is legitimate advertising. The achievement evoked the attention not only of other industries throughout the country, but of the United States Government itself—and they all sent their congratulations to the workmen.

THE safety campaign became so contagious that the city where the plant was located itself took up a week's safety campaign on a community scope. From a record of five serious accidents a week over a period of six years this city of 40,000 people enjoyed one week without a single accident.

Strange as it may seem, religion,

too, is playing a part in some of the industrial advertising campaigns in America. William H. Ridgway, of "Hook 'er to the Biler" fame, often quotes scripture in his business paper advertising, and this type of advertising has certainly proved effective for him. He has no salesmen—his advertising produces sales—the business has grown steadily.

MY own concern believes that Christian principles are fundamental to success, declaring: "Arm-co Spirit is a comprehensive vital force which finds expression in the practical application of policies builded on a platform of Christian principles where selfish purpose has no place." It took twenty years of square dealing with employees and customers before George M. Verity, our president, felt that such a pledge could be made and understood, and that having once been made, the pledge would be held sacred by every man connected with the institution. Out of it has come a certain satisfaction—a real tie that binds management and worker together for the mutual interest of both, as evidenced by the fact that the company has never had an hour of labor trouble.

This is publicity in a vital form. Industry must reach beyond its factory walls and preach the gospel of happiness and stability, as well as the gospel of dollars.

There are concerns in America that match dollar for dollar every cent contributed by their employees to civic betterment, not as a donation, but as a sound business investment. Does it pay such business institutions, for instance, to invest money in the Boy Scouts? Let us see. After four or five years of scout training, the young man enters industry and becomes a strong, clean-living type of workman that inspires the confidence of those about him. Hundreds of these Boy Scouts are stepping from the ranks of scouting into the ranks of industry of America each year—trained, efficient, clean-cut, clear-eyed boys who are the hope of the future.

[CONTINUED ON PAGE 44]

# Agency Association Work in the United States

By *Newcomb Cleveland*

Vice-President, The Erickson Company, New York

**T**HE American Association of Advertising Agencies has acquired its standing throughout the world of advertising by the character of its work and its attitude toward the problems and concerns of advertising. When one thinks of all who are engaged in advertising, and who call themselves advertising agencies, it is significant to note that the members of the American Association of Advertising Agencies has only 132 members.

At first glance this looks like a small group to exercise so much influence. It is a rather large group in some essential respects. It handles upward of 80 per cent of all the desirable national advertising done in the United States. It may be therefore said to speak with the authority that comes with a high degree of responsibility.

It is broadly recognized that the liberations and actions of the association have always been as conservative as they have been aggressive. The association will be seven years old at the time of the London Convention of the Associated Advertising Clubs of the World. Its organization was completed at the Convention of the Associated Advertising Clubs of the World held in St. Louis in 1917.

The headquarters of the association have always been in New York. The sectional divisions of the organization, however, provide localized study to its general operations. There are five councils with headquarters in Boston, Philadelphia, Chicago, New York and a moving headquarters in the South, where it shifts by rotation in office.

This theory of organization is further carried out by chapter organizations within the councils, as in Cleveland, Cincinnati, St. Louis, Detroit and San Francisco. These chapters afford the machinery for intensified study of local phases of advertising problems.

The national organization deals with its ramifying problems through the system of committees. Nearly all the national committees are made up of a national chairman and a member in each council. The council member of the national committee in turn becomes chairman of a local committee. All of the major related interests have standing committees such as newspapers, magazines, agricultural press, business papers, outdoor advertising and mechanical production. These committees are at once the students and the champions of the subject they are assigned

to study. The general activities are covered by standing committees such as agency service, systems and forms, finance, export and membership.

Special subjects assigned to national committees are varying in number but are always numerous. It is the purpose of the association to have a suitable committee for the study of every problem that arises. This calls for a great many special committees which are selected with a view to the particular qualifications of the men composing them.

In the seven years the association has been at work it has been able to

handle its affairs without friction or disagreement with any of the related interests. It has never made a demand upon these interests. Its policy has been invariably to depend upon conference and discussion to bring about every desired change in methods or betterment in practices. The success that has attended this policy has shown the wisdom of this course. Standardization and simplification have had a big place in the schedule of associational work every year.

The interior operations of the agencies are continually given the greatest study. Economies have resulted there. The work the agency does for the client has been broadened and the service to advertising has been enlarged. All the work of the association has been evolutionary. It began without any detailed program of activities with the intention of doing the obvious desirable thing. We let each task lead to the next and the result has been that we have been able to confine its work to the practicals.

The written ethics or standards of  
[CONTINUED ON PAGE 59]

# Advertising as a Creator of Public Standards

By *Francis H. Sisson*

Vice-President, Guaranty Trust Company of New York

**A**DVERTISING has long been hampered in its use by precedent, tradition, convention and prejudices, which, under analysis and experience, find little to warrant their existence. Gradually the falsity of their claims is being proved. We, in the United States, were told for many years that it was undignified for a bank or fiduciary institution to advertise, and this edict, born of superstition, was accepted without question until finally it was intelligently challenged and it was discovered under analysis that there was no sufficient reason for its support. The inevitable conclusion is that whatever is of genuine use to human beings, whether it be goods or services, can, with truth and dignity, be advertised and sold, and that it is just as proper to merchandise forms of service as to sell commodities. The next step will be that the use of advertising in merchandising ideas is quite as proper as its use in the sale of goods and services.

This positive reflex action of good advertising upon the advertiser himself which has taken place in banking is also very evident in many other industries and activities. An excellent example of this reaction occurred not long ago in one of the great railroad systems of the country, where the traffic manager protested to the president

of the road that it was impossible for his department to live up to the promises made to the public in the road's advertisements, and that, in consequence, the advertisements would have to be changed. The president replied emphatically that the advertising would not be altered, but that the traffic department would have to readjust its ideas of service and live up to the standards implied in the advertisements.

It is not too much to say that advertisers have generally come to realize the obligations which are carried by their statements to the public in regard to services or products, and this constitutes a continuing stimulus to the maintenance of quality in both. It is recognized that, usually at considerable cost, a very valuable good-will has been acquired by advertising and that any falling away from the standards claimed in published statements of a product's qualities would soon inevitably endanger or destroy this good-will.

Advertising through its primary function of facilitating distribution has a vital effect on many phases of production. One could go through the whole list of the various branches of production, from the extractive industries to those turning out highly specialized manufactured goods, and find that ad-  
[CONTINUED ON PAGE 43]

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

# To the Budding Leyendecker

A Letter in Answer to a Young Man Who Thinks He Would Like to  
Become a Commercial Artist

By C. B. Falls

Mr. REMBRANDT MATISSE PHILLIPS,  
Middle West, U. S. A.

**Y**OU write to ask me, now that you have finished with art school, what do I advise in the way of a career, and what do I think, having arrived at the age of discretion and philosophy, of the business of being a commercial artist.

I admit age, discretion and philosophy, but assure you that, despite those handicaps, cheerfulness will creep in.

You must first remember that, after all, all art is made with the hope of sale. The artist must live—even the modern artist—and portrait painter, the sculptor, the mural painter, and he who paints landscapes hope to sell their stuff; and usually, when they find out what sells, they keep on making it *ad infinitum*, and so become as basely, or basically, commercial as any of us. But I suppose you refer to illustration and advertising art.

You ask about the art editor. Usually he is an artist who, according to your point of view, has been promoted, or demoted, to that estate. He is nearly always a man without the authority that should belong to his position, but—with all his limitations—the only man in his organization who cares or knows a thing about pictures. He always should be—and almost always is—the artists' friend; and it is due to him that we are able to make the slight artistic headway we do in advertising art. I believe he sometimes fights for us. He is the man who gives you work and tells you what is wanted. And when you have satisfied him (sometimes, but not always, a hard job), the drawing goes into the hands of unknown persons and often comes back unwept, unhonored, and unsung. Perhaps, if you are lucky, it may be that you will only have to make a few ridiculous changes.

In giving you the job he may hand you an O.K.'d sketch from

which you are to make a finished drawing in your best manner—or in someone else's best manner if you haven't one of your own—and that reduces you to the position of an uninspired craftsman. Or sometimes he asks you to submit a sketch carefully finished which is O.K.'d; and again you assemble your drawing as Mr. Ford assembles his cars. The sketch is the bane of our existence. It is the thing that robs us of our inspiration and makes mechanics of us all.

The art editor, like all of us, is often lazy-minded and not given to using his imagination, and will often give you work that you should not do (but that you take) and gives to someone else the very thing that you, can do. He will classify you and catalog you. "Yes, I see you draw posters. I wonder whom I can get to design some booklet covers!"

The art editor, contrary to the young artist's belief, is generally in a receptive mood toward new men and new work. A few are difficult to see, but most of them are human and approachable.

Another point: Remember that the art editor is only too happy if the work you turn in is satisfactory; for it saves him trouble—a thing he dislikes.

**B**EWARE of the copywriter and the salesman. Some day you may run across the salesman, and have your drawings handled by him. His only criterion of success is, "Did I get the order?" In his more or less fair hands your drawings will suffer more changes than the moon and the result will be an abortion. Maybe in your anger, when asked to make futile and foolish changes, you will tear up the drawing, caring nothing for the money involved; and ever after you will be to the salesman a "nut," and he will always think of himself as a business man.

Often after you have seen the art editor of an advertising agency, and he has given you a job, an order

form will be sent to you by the agency and on the back of it in very, very small type will be the terms of contract. Read them, and if you have a sense of humor, they will amuse you. Sometimes the contract will be in small type on the back of the check sent you. It often says, among other things in the contract, that the purchaser has the right to mutilate your drawing without your consent. Do the art editors approve of this? I don't know.

**A**NOTHER thing that you will find out is that some firms hope to take away—do take away—our ancient privilege of signing our drawings. I wonder if the art editors approve of this. I know I seldom sign mine, but that is vanity. Most of my drawings are not worthy of me. I sometimes think that if my work were a little worse, I could become rich. If it were better, I could call myself an artist and believe it.

But after all, selling drawings to men who know *something* about them is more dignified than depending on an art patron or getting a portrait commission from a fair lady over a cup of tea.

As for the artist, your brother artist to be, I think that today he is a fine craftsman, but a craftsman generally without good taste. Ability is his, but demand damns him.

The chief quality asked for in your work will be surface finish. See *Saturday Evening Post* for verification of this, and those gods of the advertising world—Parrish, Leyendecker and Phillips. Always "finish" and never "energy." There would be little use in energizing your work, for from a commercial point of view that is a defect and not a virtue. "Snap it up," but don't make it live. In the surface finish the money lies. But if money is the thing you want, why not go to Wall Street, Pittsburgh, or Hollywood, where money is—or is rumored to be?

I hope you will see Art as she is—a beautiful, spring-like maiden—and

Read to the Art Directors at their dinner at the Art Center, New York.



*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



# Advertising Should Teach Public How to Invest

By Frank Leroy Blanchard

Advertising Manager, Henry L. Doherty & Co., New York

HOW can the education of the public in financial matters best be accomplished? Is it not through the presentation of the principles that underlie all business, and especially those relating to the investment and safeguarding of money—telling people about the different kinds of securities so that they can distinguish between them; what precautions to take in selecting those best adapted to their purpose; where to secure reliable information about the companies and the stocks or bonds they offer; and where they can be purchased?

When we realize that the American public is swindled out of a billion dollars annually by fake mining, oil, automobile and other companies that promise fabulous returns on a small investment, we get some idea of the task that lies before us. In our advertising we must talk to the public in common everyday language, avoiding all technical terms and words that only highly educated people can understand. Brevity, clearness of expression and a strict regard for the truth are qualities that should characterize our copy. It is better to understate than to overstate the attractive features of the securities we offer. Whenever we see the advertisements of a company in which large dividends are promised, and the statement is made that the price for shares will be arbitrarily raised on a certain date, we immediately brand the offering either as wildly speculative or as downright fraudulent.

No reputable banker or broker will deliberately misrepresent or mislead investors. If he is to continue in business he knows that the most desirable asset he can have is the good will of the public. Confidence is slow in developing—especially when it relates to persons or institutions to whom people entrust their savings. When a man has once been deceived by the salesman or advertisements of a financial house, he will never again trust the institution or individuals who represent them.

The character of some of the copy used by investment and banking houses causes me to wonder how they can expect to derive any benefit from it. What is the sense, I ask, in employing large space in the newspapers and magazines to discuss historical, scientific or other subjects that, while entertaining and informative, have nothing whatever to do with finance, opportunities for investment, or building confidence in the companies represented, or in the banks or brokerage houses that handle their securities?

When a financial concern reaches the point in its career where it has educated the public so thoroughly in its business methods, in the character, standing and accomplishments of the public utility, industrial and other companies, the securities of which it handles: when everybody understands just how to invest his money and needs no further instruction, then and not until

then should it take up the task of giving the public a liberal education in the arts and sciences and such other subjects as are usually taught in the higher institutions of learning.

I do not want you to think that I am opposed to the use of space for other than financial advertising. There are times when bankers who are public-spirited should discuss local, or even national questions, that are of unusual importance. When money is being raised for hospitals, charities, Boy Scouts, religious and similar purposes, the banker, besides contributing to the funds, should use his advertising space to help along these causes. This form of advertising is known as good will advertising, and while it is not directly productive of business, it is, nevertheless, an important factor in the creation of public opinion favorable to the company.

# Business Research in the Universities

By George Burton Hotchkiss

Department of Advertising and Marketing, New York University

IN our schools of business the need of research is peculiarly vital. Many of the operations of business, particularly in the field of marketing, are notoriously unstandardized and unscientific. Until the past decade the waste and inefficiencies of marketing have been partly concealed by the savings in production costs, due to quantity production and standardization. But now that the margin for savings in manufacturing has narrowed (and in many industries has disappeared), attention has been focused more upon marketing operations. Here there is a possibility of improved methods, but a prerequisite for obtaining them is an exact knowledge of facts. It is the plain duty of the university to aid in discovering these facts for the sake not only of the students it is training, but also of present business men who are still muddling along by rule-of-thumb methods. Investigating bureaus of the government and of private enterprises have accomplished a great deal, to be sure, but the realm of the unknown is still so extensive that there is ample room for research work by the universities and colleges.

Though the university bureaus of business research have been operating only a short time, gratifying progress has been made. Twenty-five years ago the Wharton School of the University of Pennsylvania was the only one in existence. The others have all been founded since the beginning of the present century.

Nearly all the schools of business have had a rapid growth—in some cases phenomenally rapid. Partly be-

cause of this rapid growth, here and elsewhere, the work of research has been developed only within the past few years. Professors and instructors have been too busy with the work of teaching what they already know to pay much attention to the work of accumulating new knowledge.

Business research by our American universities is still in its infancy. Considering the magnitude of the task and the difficulties to be overcome—greater by far than the difficulties in the exact sciences—we have every reason to be gratified by the progress that has been made. Not the least gratifying feature is the disposition on the part of business men to accept the report and bulletins as valid and practically useful. There is, if anything, too marked a tendency to accept the conclusions as gospel truth.

Research in business, as in any other field, consists in building up the whole truth by small steps. Elements have to be isolated for study and analysis. Even when the facts about some element are discovered, weighed, and measured, the knowledge of them is sometimes dangerous when considered without relation to other facts of equal or greater importance. Those who believe in university research for business may need to curb their faith a little, and cultivate their patience. After a few decades the university will be looked to as the center of scientific information on business as on chemistry or mechanics. And although advertising may never be an exact science it will certainly be practised more scientifically than it is today.

# To Advertising Agencies:

## *We Present This Showing of National Advertisers*

Among the National Advertising Accounts which used space in The Christian Science Monitor during the first six months of 1924 were the following:

Ace Knife Sharpener  
American Sugar Refining Co.  
Armand Cold Cream Powder  
Barefoot Morcasins  
Bastian Water Heaters  
Behning Piano  
B-Metal Crystals  
Browning, King & Co.  
Burroughs Adding Machine  
California Peach and Fig Growers,  
Inc.  
Campbell Fireless Cooker  
Candlewick Bedspreads  
Cantilever Shoes  
Chandler Motor Car Company  
Crosse & Blackwell  
Dix-Make Dresses  
Dodson Bird Houses  
Eddy Refrigerators  
Elto Outboard Motors  
Estey Organ Company  
Federal Radio Products  
Ferrari Olive Oil  
Fishkats

Ford Motor Co.  
Hanan Shoes  
Herrick Refrigerators  
Heliophane, Ltd.  
H R H Dirt Solvent  
Hudson-Essex Cars  
Imperial Vacuum Cleaner  
Instantaneous Tapioca  
Jones Underfeed Stokers  
Karnak Rugs  
Lea & Perrins' Sauce  
Lee Tires  
Lincoln Motor Co.  
Loft Candies  
Malone-Lemmon Neutrodyne  
Receivers  
Mark Cross Leather Goods  
Marses Chocolates  
Mueller Faucets  
Mueller's Egg Needles  
Music Master Radio Reproducer  
Naisd Dress Shields and Linings  
National Lumber Mfrs.' Assn.

Thomas Nelson & Sons  
Novo Engine Company  
Nucoa  
Oldsmobile Six  
Otis Elevator Company  
Oxford University Press  
Parker-Made Marmalade  
Pepsodent  
Pequot Sheets and Pillow Cases  
Pittsburgh Plate Glass Company  
Q R S Player Rolls  
Reo Motor Car Company  
Rochester Candy Works  
San-A-Wax  
Stone & Webster  
Swift & Company  
Taylor-Made Luggage  
Trimlim Hosiery  
U. S. L. Batteries  
Victor Talking Machine Co.  
Webster's Dictionary  
Whistle  
Willys-Overland, Inc.

During the same period the Monitor carried regularly the advertisements of over 6,000 retail advertisers, representing almost every line of business, many of them constantly mentioning and featuring nationally-advertised products which they sell.

When you make up schedules for your clients, do you remember that there is a nationally-read daily newspaper, of established reputation, which has proved its ability to give excellent results at a comparatively small cost?

# The Christian Science Monitor

*An International Daily Newspaper*

Member A.B.C.

PUBLICATION OFFICE, 107 FALMOUTH ST., BOSTON, MASS.

### BRANCH ADVERTISING OFFICES

New York.....270 Madison Ave.  
Cleveland.....1658 Union Trust Bldg.  
Detroit.....455 Book Bldg.  
Chicago.....1458 McCormick Bldg.

Kansas City.....705 Commerce Bldg.  
San Francisco.....625 Market Street  
Los Angeles.....620 Van Nuys Bldg.  
Seattle.....763 Empire Bldg.  
London.....2 Adelphi Terrace, W. C. 2

# Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

## What Are the Boundaries of Agency Service?

BISSELL & LAND, INC.  
Advertising and Merchandising  
Pittsburgh

June 24, 1924.

TO THE EDITOR:

"Self-defense" is the plea of the advertising agency to the indictments contained in the article, "What Are the Boundaries of Agency Service" [June 18, page 21].

Copy—advertising—cannot be made to pay in the face of a poor marketing policy and program.

The agency must make advertising pay in order to hold an account—therefore the agency dare not, in self-defense, accept an account where the marketing policy and program are not right.

The requirements of a sound marketing policy and program are very definite—and probably nowhere so clearly and concisely set down as in the series of two articles published by ADVERTISING AND SELLING FORTNIGHTLY, issues of April 23 and May 21, under the titles of "First Two Steps in Industrial Marketing" and "The Straight Paths to Industrial Markets."

To be "well managed" (sic your contributor's italics), a concern must have a definite, established marketing policy and program—

On this basis, do you know of any concern that can qualify as "well managed"? If you do, you will find that an advertising man or, more probably, an advertising agency developed, defined, and established that marketing policy and program.

I do not concede that there has been any retrogression in what I refer to as the "mechanics" of advertising; namely, copy and layout.

Develop the marketing policy and program, and you have a pregnant source of sound "copy angles," "ideas," or whatever you may want to term them. Without a definite marketing policy and program—without a goal—the sales manager, the president, the advertising manager and the agency (if foolish enough to accept such an account) merely flounder about in a maze of "ideas" which mean little and accomplish less.

Leaf through any magazine, and you will unwittingly stop at practically every advertisement prepared by an agency—because the layout is strong and effective, and principally because there is a *real idea* behind every agency advertisement.

Comparisons may be odious—but they are sometimes necessary. Let your correspondent, for his own information, leaf through the advertising pages of the current number of his favorite magazine and make a list of the "striking" advertisements and those that have a *real "idea"* behind them; the publishers will gladly tell him who created these advertisements—and, I believe, he will

find the score of not less than three to one in favor of the agency.

When all manufacturing concerns are "well managed" the agency—and particularly the "industrial" agency—will be able to make a profit comparable to that of (usually 30 per cent—or more) which manufacturers allow their distributors—who, by the way, also are "agencies."

G. E. LAND,  
Vice-President.

## A Retailer's View of Hand-to-Mouth Buying

MARSHALL FIELD & Co.,  
Chicago, Ill.

July 9, 1924.

TO THE EDITOR:

Any idea that hand-to-mouth buying has become the fixed policy of merchants seems to us to be fallacious. Merchants have bought and will continue to buy merchandise as conditions warrant.

During wartime, when prices were going up constantly, merchants felt perfectly safe in placing their orders far in advance. Any clear-thinking merchant knew, however, that a day of reckoning would arrive, and he got his finances into shape to take losses when they came. Those who did not look so far ahead naturally suffered.

We do not believe it true that there is now a general or widespread idea of buying from hand to mouth. Individual judgment is an important factor in buying. It is doubtful, in our own organization, if all our buyers think alike on any one subject at any one time.

Of course, merchants have outlived the old-fashioned method of wasteful buying. The last ten or fifteen years have seen a marked evolution in methods of purchasing. Merchants used to come to market twice a year and stock up for the season. This was a precarious system, and has gone, we believe, forever. The responsibility of carrying greater varieties of merchandise, of meeting the large demand for novelties, improved transportation facilities and ready sources of wholesale supply have put buying on a sounder foundation.

Between the two extremes—buying large quantities each six months and buying parsimoniously from hand to mouth—there is a wide range for individual judgment. How far either way the pendulum will swing in the next five years cannot be judged, but we can be sure ancient methods will not come back.

We believe that present-day conditions, which differ radically from those of wartime, make it possible for merchants to buy from hand to mouth. Whenever the same conditions prevail the same method will follow, for the merchant is eager to take advantage of such a situation. He can increase his turnover and lessen his chances for loss in depreciation or mistakes in buying. But let wartime conditions return and, in our judgment, merchants will quickly return to their wartime buying, for only

in that way could they get merchandise.

It is not the merchants who have brought about hand-to-mouth buying, but conditions which give merchants the opportunity.

F. D. CORLEY,  
Merchandise Manager.

## "Who Pays for the Advertisement?"

CORNING GLASS WORKS  
Corning, N. Y.

July 8, 1924.

TO THE EDITOR:

After reading Goode's and Weissenburger's articles in the FORTNIGHTLY, I am inclined to think that the whole advertising fraternity pays for lazy, indifferent advertisements, just as the lazy, indifferent salesman puts the buyer in a bad mood for all other salesmen.

The advertiser is the big loser—but perhaps not, perhaps such advertisers wake up to the fact that advertising money is not to be spent by the superfluous relative to be taken care of, the president's son just out of college, or the inexpensive (really most expensive) clerk or salesman, who seem to have ideas.

R. F. MERRICK,  
Advertising Department.

LIGHTOLIER COMPANY  
New York City

July 12, 1924.

TO THE EDITOR:

Mr. Goode's article on "Who Pays for the Advertisement" is of considerable interest to us because we feel here that we certainly have been sponsors for "advertisements that did not pay," to at least the normal extent. Just who paid for these advertisements is a real question. When they appeared, we most certainly felt that we stood 100 per cent of such loss as they brought to us. Yet ours is not the only loss entailed in poor advertising, and without any definite analysis or data at my command I think I can summarize the possible division of loss as follows:

1. Loss to the advertiser—7 per cent of the cost of the advertisement.

2. Loss to the advertising agency—15 per cent of the cost of the advertisement, due to their lack of confidence in pushing advertising campaigns in the future as aggressively as they would have been pushed if the stumbling blocks of poor advertisements were not present.

3. Loss to periodical—10 per cent of the cost of the advertisement, due to a logical or illogical desire of the advertiser to blame the periodical for the failure of the advertisement.

4. Loss to the public—5 per cent of the cost of the advertisement, due to the likelihood of this small share of the cost being passed along to the consumer as overhead.

ROBERT FISH,  
Advertising Manager.

## GOOD HOUSEKEEPING & STRATEGIC MARKETING



No. 9 [If you have not seen numbers 1 to 8, we will gladly send them.]

"In present day advertising," so remarks the Typothetae Bulletin, "there is a tendency to elaborate—to use high-sounding words. Simplicity in copy must be had if the general public is to get a worthwhile impression from the message. An example in point is the slogan of the Ivory soap people, 'It floats.' The story goes that when this advertising campaign was first started a perspiring copy writer composed the following masterpiece: 'The alkaline elements and vegetable fats in this product are blended in such a way as to secure the highest quality of saponification alone, with a specific gravity that keeps at on top of the water, relieving the bather of the trouble and annoyance of fishing around for it in the bottom during his ablutions.'

"We can easily picture before us the advertising manager reaching for his blue pencil, substituting the words 'It floats.' We can also to some degree imagine what a difference the substitution made in the sales records of the soap."

—GH—



Right along these lines we have from the pen of Charles Austin Bates this well-spoken truth: "Let the advertising man who is becoming slightly addicted to the high art and intricate technique of his trade read a few chapters of the Bible now and then. His style will improve and his copy will sell a better goods, because he will have a better understanding of common people."

—GH—

An interesting case of a manufacturer who selected Good Housekeeping to advertise his merchandise without being solicited is found in a letter from the president of a large china company. He tells of his awakening to the fact that Good Housekeeping had much influence on his own wife and daughter, and he was so impressed that immediately he had the magazine placed on his schedule as an important medium.

—GH—

Robert Updegraff voices the sentiment of the Good Housekeeping Institute when he says: "The two words 'good enough' express the essence of mediocrity. Actually, nothing is good enough unless it completely fulfills our conception of what it *might* be, and then it is *superior*, not merely 'good enough.'"

### Found Influence Far Ahead of Circulation

By H. G. MENTZER, Adv. Mgr.  
Pittsburg Water Heater Company

When we began advertising in national magazines in 1919 Good Housekeeping was included in our list and has been used continuously during the time we have been using magazine advertising.

It is the only magazine that has been on our list continuously for the last five years. We have tried other magazines both in the women's field and in other fields but Good Housekeeping has consistently produced better results than any of the others. In many cases it has performed surprisingly far ahead of its circulation

—GH—

In a recent issue of *House Furnishings Review*, the name *Good Housekeeping* was mentioned 31 times in connection with the Institute approval or advertising campaigns in the magazine. This emphasizes the importance *Good Housekeeping* enjoys among dealers.

—GH—

Preceding the Christmas holidays, a manufacturer of a pen and pencil set used over 25 magazines to advertise his merchandise. Good Housekeeping led the field in returns, which were 9 times the cost of the advertising. The next nearest woman's magazine showed only 5 to 1 in returns, while another only 3 to 1. Even small advertisements pay.

—GH—

### Dry Goods

Although there are 40,548 dry goods and department stores in the United States, only 3,091—about 7½% of the total—have a commercial rating of \$75,000 or more. These 3,091 well-rated stores are situated in 1,495 places. And 70% of them are concentrated in the 663 principal trading centres of the country—a fact which every manufacturer seeking economical distribution through department stores should know.

Knowledge of conditions such as these make marketing questions simpler. The Marketing Division of Good Housekeeping will be glad to confer with you on your problems.

Welcome to the new Association of Commercial Refrigerator Manufacturers who have united themselves for the protection of food, hence the health of the nation. The people of the United States spend 49 million dollars *daily* for food, and two-thirds of this food requires refrigerators to keep it pure, wholesome and palatable until it is placed in the hands of the consumer.

—GH—

Says Harry Tipper: "It is well perhaps to restate the fact that the final purpose of advertising is not to prove the comparative superiority of the article in competition. The object of this advertising is to take it out of competition, so that it will no longer be compared but will be accepted by the buyer."

—GH—



A woman subscriber recently wrote in and took the trouble to list the articles she bought for her home on the strength of the Good Housekeeping guaranteed advertising. They numbered 42 household articles and over 25 foods.

—GH—

Obviously, the time to approach the American home with electrical appliance advertising is now, judging from statistics by an electrical journal. Hitherto, this great market has hardly been touched. Read this table:

Out of 100 wired homes in America, only

- 72 have electric irons
- 44 have vacuum cleaners
- 33 have electric fans
- 29 have electric washers
- 13 have electric heaters
- 12 have electric toasters
- 5 have electric sewing machines
- 5 have electric percolators
- 2 have electric ironing machines
- 1 has an electric dishwasher

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

# *Business will be good*



## ADVERTISING OPPORTUNITY

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

*Nine out of ten of all their sales, and more, are direct returns on the stores' own personality and promotion. It is easier by far for a thousand stores to influence a million people than vice versa!*

*The favor of the merchant, who buys in advance of consumer preference, is the first great advertising objective. The favor of the merchant, who perpetually controls community buying, is essential always.*

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

AFTER all, it's a fortunate thing that conditions can *never* be normal. If sales were always bitterly slow, civilization would slip. If orders were always joyfully easy, too many of us would grow fat, lazy and useless.

Your business, our business, everybody's business has its ups and its downs. Each one of us believes that in his one case anyway, the ups will prevail. If facts seem to indicate the reverse, something must be done to discover or create new markets, and something much more than weeping and wailing at "conditions." Then comes the greatest chance of all—for growth and development of new power, triumph and advance.

This year as always, the eyes that see and the minds that think straight, the muscles that strain and strengthen will be responsible for the presence of better business than ever. Good times will be brought back not by those who howl at calamity, not by those who sit waiting with folded hands—but by those able to

## *The ECONOMIST*

New York, Boston, Philadelphia, Chicago, Cincinnati

DRY GOODS ECONOMIST  
MERCHANT - ECONOMIST

# or good business men

understand and answer the clear  
of the people. As usual, courage  
make the conqueror!

you caught the undertone of opti-  
n yet? We have—and look with  
fluence to a surge of general pros-  
it this Fall. Various recent  
eks” presage the rising of the tide  
n government report of a new high  
ege in cotton and of good crop pros-  
t the armistice among the garment  
ers, the up-movement of depart-  
y store sales, more cheer among  
n facturers and wholesalers, many  
r circumstances—and back of all  
the determined desires of an ever-  
ear consuming public, which, early  
August of this year, will pass the  
00,000 milestone.

country is healthy, wealthy and, as  
ries go, extremely happy. Business  
e—for the alert, the active, the ag-  
ve. Naturally, it is no concern of  
that the blind, the stodgy, the unfit  
destined to pass away!

## T GROUP

uis, San Francisco, London, Brussels, Paris

(National, Weekly)  
(Zoned, Fortnightly)



*These other business papers,  
also the leaders in their vari-  
ous fields, are published by the*

### UNITED PUBLISHERS CORPORATION

The Iron Age, Hardware Age, Hardware  
Buyers Catalog and Directory, El Auto-  
movil Americano, Automobile Trade  
Directory, Motor Age, Automotive Indus-  
tries, Motor World, Motor Transport,  
Distribution and Warehousing, Boot &  
Shoe Recorder, Automobile Trade Jour-  
nal, Commercial Car Journal, Chilton  
Automobile Directory, Chilton Tractor  
& Equipment Journal, Chilton Tractor  
& Implement Index.

# THE 8-pt PAGE

1  
by  
Odds Bodkins

On Board  
SS. *Lancastria*,  
July 3, 1924.

THE lines are cast off at last, and we are in midstream with the pier magically floating away from us with its sea of upturned faces and fluttering flags and handkerchiefs. We are on our merry way to "Lunnon Town" and the Twentieth Annual Convention of the A. A. C. of W., and I have sat me down to write a few stickfuls to send ashore by the pilot boat.

—8-pt—

As I came along the pier, it seemed as if most everybody I know of the Ad Club crowd was there to see the ship off, but none of them going. And now that we're started, as I walk around the ship, it seems as if most everybody I know is on board!

I can foresee some wonderful talk-fests with the men I have already run across—men from New York that I seldom see, and men from the West. Los Angeles seems to have a fine crowd.

—8-pt—

Direct-mail enthusiasts would find much to cause joy in their hearts if they could step into the lounge where the boat-mail is being distributed and see about half the passenger list crowded in there looking for mail and reading letters from people they left two or three hours ago, instead of staying out on deck and taking in the wonderful panorama we are passing through. (I'm writing this on the railing as we steam out past the islands and ships which make New York harbor so interesting. Every now and then I raise my eyes and feast them on the changing scene.) I'm curious to see if the English and French are as mail mad as we are Americans. That will be an interesting subject in national psychology to look into on the other side.

—8-pt—

Everybody is speculating when or whether we shall pass the *Republic*, which sailed yesterday. One thing is sure: if we do we'll recognize her, for with characteristic Yankee advertising enterprise, the United States Lines painted "American Advertising Clubs" on the side, in letters so large that the Statue of Liberty must have blinked when she passed.

—8-pt—

Here comes Tim Thrift down the deck with a miniature crate in his hand. . . . "Did you ever see a steamer present like this?" says Tim, coming up to where I'm writing on the railing. And

then he lets me peep into the crate, and darned if there isn't a live baby alligator in it! It was sent him by E. C. Wimer, the Multigraph Company's Jacksonville, Fla. manager. "Seems to be a real industry, this live alligator business," says Tim. "They sent a circular with directions for feeding the brute—and a price-list of larger size animals. For \$7.50 you can get one twenty inches long!"

He went off, with a look on his face that said, "Now I wonder how we can sell multigraph machines to the alligator industry?"

—8-pt—

Some weeks ago, on this page, I made the statement that I was not keen about attending a lot of formal teas and garden parties and other white-flannel trouser affairs; that I should much rather get acquainted with the English people in their own homes.

Shortly before sailing I received a delightful surprise in the form of a letter from Leslie S. Pearl, of the Buffalo office of Barton, Durstine & Osborn:

DEAR ODDS BODKINS:

I have just read your 8-pt. Page in the *FORTNIGHTLY* and was particularly interested in your remarks about yourself and the London Convention.

The reason for my interest is very simple. I came over here from London with the English Delegation in 1923 and forgot to go back again. All the while I was with the Convention in New York City, Atlantic City and Washington I was aching to escape from the dinners and the speeches and the white flannel trousers and get my long legs under the supper table in some typical American home. I felt as you expect to feel in July.

So that when the Delegation sailed back home I stayed on to do some things I wanted to do. I am now working in Buffalo and seeing and experiencing American life.

Now we come to the point in this letter. If you are really sincere in your wish to see typical English families I shall be honored if you will give me this letter as the Open Sesame into my own home. It is a very typical home. A good example of the London middle class.

Our house is a typical middle class house in a typical middle class suburb and my parents are typical Londoners. They have repeatedly told me that they would be delighted to welcome anyone from the land where their prodigal son is journeying.

Another would cook you the most delicious dinner you will get in all your trip. It will be absolutely typical. I will especially instruct her on that point. You will drink a lot of tea—real tea. You will sit around in the drawing room after dinner and hear their point of view.

Father is an English advertising man and so you would be specially welcome.

If you want to take a friend with you all the better. We have plenty of bedrooms.

It will take you only 30 to 40 minutes to get from your London hotel to our place. You see I am taking for granted that you will accept this invitation.

You may be sure I am going to accept Mr. Pearl's invitation. Indeed,



the anticipation of an evening in his parents' home stands out as one of the highest spots in my English expectations.

—8-pt—

Let any man who thinks English advertising men are slow read this dispatch from London:

"London newspapers devote their front pages to advertising, and the one London daily announces that it has already sold its front page space for every issue in 1924 and for a number of the 1925 issues. The price of this front page is approximately \$5,000 a day."

—8-pt—

Walter Painter of Erwin-Wasey's Chicago office sends me a clipping announcing a series of Sunday evening sermons based on well-known advertising slogans, to be preached by the pastor of the First Methodist Church of Oak Park, Illinois. These are some of the texts:

"His Master's Voice."

"Say It with Flowers."

"It Never Rains but It Pours."

This sermon idea isn't so very new, but the dealer tie-up planned by this pastor is. For local dealers have been asked to cooperate in giving point to the services. For example, on the Sunday evening "His Master's Voice" is the text, the Cotton Music House of Oak Park will furnish a fifteen-minute musical introduction consisting of Victor records by artists of note.

Why not?

—8-pt—

I was interested to learn that Smith Brothers, Inc., makers of the famous S. B. cough drops, supply sets of whiskers and wigs representing the familiar Smith Brothers for use at fancy dress balls and costume parties. These make-ups are loaned to people in all sections of the United States and Canada, and four sets are kept busy nearly all the time.

J. S. Bates, the company's advertising manager, tells me that nearly every time there is a prize given for the best costume, the brothers "Trade" and "Mark" get it!



On the southeast corner of Fifth Avenue and Forty-Second Street, New York, there is a mail box marked "Air Mail Only." Above it is a map of the route from New York to San Francisco with time schedules and postage rates. Mail leaves New York daily at 10:00 A. M. E. T. and arrives in San Francisco at 5:45 P. M. P. T. the second day.

Here is another thread that knits the nation together—that binds America into an ever-increasingly compact country. For it is hours that measure distance, not miles. Today States are to each other as

the counties were only two generations ago.

What concerns one part of the country also concerns the other parts. The welfare of each affects the others. Every major interest is *national*. *Agriculture is national*. It cannot be divided arbitrarily into sections, separate and independent. And so The Farm Journal, paralleling the growth of agriculture for nearly 50 years, and matching agriculture in progress, is *national*—with a circulation of more than 1,200,000 copies per issue distributed throughout America.

# The Farm Journal

first in the farm field



# First Choice in the hardware field

## “What is the Best Medium to Use in the Hardware Field?”

This is the question asked by the Carroll Dean Murphy Advertising Agency, Chicago, Ill., of one hundred different advertisers in hardware publications, advertisers selected by the agency “because of their experience in the hardware advertising field.”

This investigation, listing publications alphabetically, was made only a few weeks ago. The results, showing papers in the order of manufacturers’ preference, are shown below.

	1st Choice	2nd Choice	3rd Choice	4th Choice	Mentioned but Without Preference
Hardware Age	36	5	1	—	10
2nd Paper	4	1	4	9	3
3rd “	3	8	8	7	5
4th “	3	5	2	—	1
5th “	1	12	13	6	7
6th “	1	3	1	—	1

A completed detailed report of this investigation will be sent upon request.

# HARDWARE AGE

239 West 39th Street

New York City

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

## Marketing Machinery to Industry

[CONTINUED FROM PAGE 24]

ance. There are, however, many cases where the soliciting of interest is not necessary. Good judgment indicates that the results to be obtained are sufficiently phenomenal to demand that interest.

The next step is to introduce the unit. While the mechanical departments are building the first sample machine, the advertising and sales departments are busy selecting a list of prospects to whose work it is adapted. Copy is written covering design and construction with complete specifications; also line drawings indicating the work, tooling and operations are prepared for use. When the first machine is in operation, announcements are sent to trade papers, trade copy is devoted to the unit in those papers with circulation in the selective fields and direct mail is used to submit the facts to the individuals who are potential prospects.

THE copy in each case is planned to cover the interests of each specific user whether it be directed to the engineering or production departments or to the financial interests and directors, with an appeal for economy and returns on investment. In the former instance, machine specifications, as already compiled furnish the data, but in the latter instance it is customary to construct a comparative cost sheet, this based on the known production requirements of any particular prospect and, where possible, on the present methods employed in his production.

Obviously, in approaching a market of this type where little or no previous experience is obtainable on machine performance, there is a definite relation between the predominating factors which govern the purchase of such tools. In a recent survey it was shown that the importance of investment as related to savings comprised approximately 43 per cent of the influence of decision, and that 17 per cent depended upon the reputation of the makers. Possibly so, but in a recent experience several hundred thousand dollars worth of business for one type of machine tool was booked from pencil sketches and blueprints, before the first sample machine had been put in steady production. In such a case we believe that the reputation of the makers has an even greater bearing on decision to buy, and that this coupled with remarkable economy were the direct causes of such sales.

In the second case, let us consider tools which are designed for jobbing work which must, of necessity, have wide range yet retain the time- and labor-saving features insofar as this is possible. The marketing method employed under these conditions vary considerably from the special-purpose tool. Such methods applying to the

### For Advertising Designs



Telephone  
Madison Square 7267

HAROLD W. SIMMONDS  
37 East 28th Street  
New York City

Posters, Magazine & Newspaper Illustrations

ouncements of new lathes, millers, turners and other less standard tools.

A close observer of new tools will detect but a narrow margin of economy between the present models and the newer ones. Experience shows that in the introduction of these models, the influence of trade papers is more extended, merely from the fact that the tools themselves are adapted to wider usage. It is common practice, however, to use direct mail throughout several industries but without the careful selection of prospects that is necessary in the marketing of more special units. The scope of marketing activities for standard tools covers both direct production and indirect production uses. This naturally gives a larger field of action, but, strange to say, orders are variably slower and interest in the tool is harder to arouse. From this there is another observation to be drawn: that since sales talk and advertising copy must be confined to features of the tool itself with perhaps a few scattered applications throughout its broader field of possibilities, the interest of the prospect cannot be aroused to the extent to which it may be carried in presenting to him the machines applicable to his production.

Another noticeable fact is that the cost of selling in this instance is higher than in the first case. It is very often necessary to analyze the operations in the factory on several different pieces to be machined, and to submit tool layouts and even time studies on a considerable list of work to obtain an order for but one machine.

**T**HE final classification of tools which require a distinction in marketing methods applies to those units which are intended for toolrooms or repair and maintenance departments. In this case the market may include all industries who use machinery to any extent. The use of a tool consists of repair work, and the prospect may have but little or no knowledge of machinery. In such work estimated economy or even evidence of returns on investment are statements which the prospect is unable to judge, and he may even be delinquent in a knowledge of simple mechanical features. The proportional influence of interest on investment or economy to the user and the reputation and good will of the maker approximately reverse their importance. It is safe to state that in such a case 40 per cent of the influence lies in the tool's reputation and the standing and acceptance accorded the maker's statement of economy.

Successful marketing in this field is accomplished mostly by the old established machine tool builders whose products are bought on the face value of the nameplate.

There is one phase of this work which to my mind forms the real problem in every case, and that is sustaining the interest of prospects and keeping older customers on the alert for new uses of equipment with which they are already familiar.

## The Dealer was Disgusted!

A big dealer—and a close student of advertising—recently took on a highly specialized, nationally advertised line. He was sold completely on it; the copy, the layouts, the art work, were great—window displays and store tie-up stunning. Everything worked out beautifully until he received notice from the advertising agency that copy was scheduled for “such and such a” newspaper. Then he blew up.

The agency had selected a newspaper that he did not ordinarily advertise in—with whom his store had no identity—that he did not have an advertising investment in. Telegrams flashed back and forth—then the schedule was changed for copy to run in *The Enquirer*—and everybody is happy.

Space buyers that are watching Local advertising in *The Enquirer* are putting it on all National lists.

# 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



# What Are They

*The Anecdotes of 20 Years Ago?—*

“**D**ID you hear about Agnes Brown? They say that—” “There goes that Johnson man. I hear he—” “It was a beautiful funeral. She looked so natural.”

This sort of talk is the prerogative of the settled age, when life swings into routine ways. Vivid experiences are mostly done with, enthusiasms are waning.

Are these the ideal prospects for your product? Or—

## PHOTOPLA

*Predominant re:h*

JAMES R. QU

C. W. P

750 N. Michigan Avenue, Chicago

221 West 57th



# Talking About?

*the Joy of Living and Having?*

**W**ILL you talk to Youth, enthusiastic!—Youth that comes to life and all the good things it holds, eager, responsive, ready to pass on the good word about the good product.

Youth, ready to learn, willing to spend, is the market for the alert advertiser. He uses Photoplay to cover this market because Photoplay is the outstanding national medium to reach the adventurers in possession.

## MAGAZINE

10-0 Age Group

her

ing Manager

rk

127 Federal Street, Boston

# LIVE SALES HELPS

## AUTOMATIC-MOTION COLOR-ILLUMINATION

without Mechanism

### Animated Signs-Displays

designed to help sell your Product in the window or on the counter.

Ask About Our

### "MYSTIC MIRROR"

a novel method of attracting attention to your Product. Write for particulars or visit our office to see for yourself.

## ANIMATED PRODUCTS CORPORATION

19 W. 27<sup>th</sup> St. New York.

# The STANDARD ADVERTISING REGISTER

## Gives You This Service:

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

Write or Phone

National Register Publishing Co., Inc.  
R. W. Ferrel, Mgr.  
799 Broadway, New York City  
Tel. Stuyvesant 6346

# American and British Newspaper Comparisons

By Louis Wiley

Business Manager, *The New York Times*

THE newspapers of the United States now sell an average of 31,450,600 copies a day, which means that 28 per cent of our population buys a newspaper daily and that there is one copy of a newspaper every day for every home in the United States. This is in spite of the presence in our country of millions of both alien and colored people who are not newspaper buyers. It is easy to discover the exact circulations of our newspapers because the Government requires the publication of these figures once every six months.

To ascertain the circulation of daily newspapers in Great Britain and Ireland is more difficult. The best estimate to be made from the list available indicates that their distribution is about 15,000,000 daily, in a population of 47,407,000. This would give a circulation percentage in proportion to population of 31 per cent as compared with America's 28 per cent. Publishers in Great Britain, however, are fortunate in having this great number of millions within a comparatively small area. Our population, roughly 2 1/3 times as great, is spread over an area 125 times as large as Great Britain and Ireland. Yet in the United States we have nothing comparable to the British weekly newspapers of tremendous circulation.

A second development which differentiates us more sharply is the number of daily newspapers published in our smaller cities and towns. The great distances between cities have much to do with this development. The local newspaper reading habit is firmly implanted in our people. For example, there are more than a score of daily newspapers in communities in the metropolitan zone outside of New York City.

Community pride has a great deal to do with this upbuilding of so many local papers. I think that our representative form of government has its counterpart in that the people demand that they be represented by newspapers also. We have in the United States 2036 daily newspapers, 426 morning

editions, and 1610 evening. In Great Britain and Ireland, 153 daily newspapers serve a population nearly half as great as ours.

One agency in the United States which has contributed in large measure to the development of our strong newspaper press, and whose value in every way can scarcely be estimated, is The Associated Press, the great mutual news gathering and distributing organization.

In this mutual organization of newspapers, with the sole purpose of gathering and distributing the news, there are 1300 newspapers, and they embrace not only newspapers printed in English, but those in French, Spanish, German, Portuguese and Japanese; newspapers of all shades of politics and opinion.

The increase in newspaper advertising since the beginning of the World War has been enormous. The total newspaper advertising of 122 daily newspapers in twenty-eight principal cities of the United States in the year 1923 was 1,332,000,000 agate lines—a gain of more than 92,000,000 agate lines over the previous year.

United States newspapers are devoting to European events a volume of space that causes the American news published in European newspapers to suffer by comparison. I venture to say that there is a clearer conception of European problems among the more intelligent American newspaper readers than there is of domestic problems of the United States and the American point of view among British and Continental readers of newspapers.

There is no better bond or medium for the promotion of international thought and relations than the circulation of the newspapers of Great Britain in the United States and the distribution of the newspapers of the United States in Great Britain. Such an interchange of news, information and public opinion between the two countries would be of invaluable assistance in developing understanding and cementing the interests of Great Britain and the United States.



Louis Wiley



*The*  
AUTOMOTIVE  
DIVISION  
*of the*  
UNITED PUBLISHERS  
CORPORATION

Offers  
COMPLETE COVERAGE

*of the*  
Automobile,  
Truck, Tractor  
*and*  
Export Fields



United  
Publishers  
Corporation  
231-243  
West 59th St  
New York

CHILTON  
COMPANY  
Chestnut & 50th St  
Philadelphia





These publications of the Automotive Division of the United Publishers Corporation automatically divide themselves by their editorial appeal into the following groups, each of which covers a distinct field:

**AUTOMOTIVE DEALER GROUP:** Two weeklies, a monthly and a quarterly—Motor Age, Motor World, Automobile Trade Journal and Chilton Automobile Directory. The first three are old established, successful, constructive publications, serving dealers' interests. Each has a strong following based on the personal preferences of its subscribers, but the character of circulation of all three is very similar. The duplication in circulation is only a trifle over 10 per cent. Combined they give the most thorough coverage of the trade obtainable, excluding free circulation publications. Combined paid circulation over 77,000. Total net coverage of trade quantity buyers 61,257.

The Chilton Automobile Directory is the reference book for the wholesale and retail trade. Its guaranteed annual circulation of 80,000 copies covers practically all the quantity buyers among them. No other publication gives such complete coverage. It is a great producer of business because it is consulted by buyers when they are in the market. Advertisers have the free use of the Chilton Trade List containing nearly 100,000 names of retailers.

**MOTOR TRUCK GROUP:** Two publications—Commercial Car Journal and Motor Transport. The former is a publication for manufacturers and dealers and stands alone in its field. Paid circulation 8,731, practically all trade. Motor Transport, with its 5,000 guaranteed circulation, occupies a similar position among fleet owners. The two reach most of the quantity buyers of trucks and equipment and offer the most practical and economical method of covering that field.

**MANUFACTURERS' GROUP:** Two publications—a weekly, Automotive Industries, and a quarterly, The Automobile Trade Directory. The former is an informative, constructive industrial publication, devoted to subjects of interest to the makers of the industry—the leader in its field. Paid circulation 6,843.

The Automobile Trade Directory is the reference book for manufacturers in all branches of the automotive industry. Its 20,000 annual circulation covers the buying power in the important and well-established factories. A valuable Factory List of Executives is supplied advertisers free.

**TRACTOR GROUP:** The important tractor field is served by two publications. The Chilton Tractor & Equipment Journal covers the Fordson end of the industry, reaching all Fordson dealers. This is a field of great possibilities for the sale of equipment and this publication offers the best means for successful cultivation.

The Chilton Tractor & Implement Index, issued semi-annually, reaches all known tractor manufacturers and dealers. It provides the most economical method of making a product known in this field.

**EXPORT GROUP:** El Automovil Americano—a publication printed in Spanish—and The American Automobile (*Overseas Edition*) a similar one in English—amply serve the interests of those who wish to reach foreign fields. The former, with a circulation of 5,495, is the ideal medium for developing trade with Spanish-speaking nations. The American Automobile is a newer publication, of large circulation, which is destined to dominate its field.

**WAREHOUSING GROUP:** One publication—Distribution & Warehousing—covers this field. Incidentally, it is without competition. Its volume of business gives an indication of how well it serves those engaged in this important business.

*For rates and details apply to our offices in New York, Philadelphia or Chicago*

## UNITED PUBLISHERS CORPORATION

THE CLASS JOURNAL COMPANY  
239 West 39th Street  
New York

CHILTON COMPANY  
Chestnut and 56th Sts.  
Philadelphia

The  
**AUTOMOTIVE DIVISION**



# Advertising as Creator of Public Standards

[CONTINUED FROM PAGE 26]

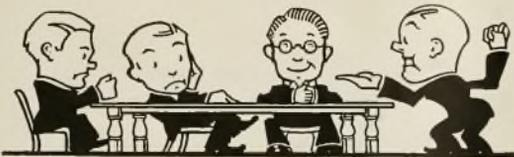
Advertising has been a factor in the development of every industry.

The advertising of men's collars and shirts reaches, in its effects, to the workers in the cotton fields. Increased demand for cotton goods means increased opportunity for the cotton grower. California fruit growers, through the use of advertising, have been able to stabilize their business, bringing the demand up closer to the production capacity of their groves and vineyards. The conversion of by-products of certain crops into useful and profitable articles has been largely made possible by advertising.

In the field of manufacturing, advertising has a more direct relation. Factories have been able, through the use of advertising, to increase their output, to give employment to more people, to create better working conditions, and to stabilize their operations. These results are of economic value, not only to the individual manufacturer, but to the worker as well. This means, too, in a great many cases, lower prices to the consumer, for through increased production, lower unit cost is made possible.

The real advertising man thinks beyond the visible returns of any advertisement to the purpose it serves, to the people it reaches. It teaches them what to eat and what to wear, how to be healthy, how to prosper, how to save and how to spend, how to play and how to work, how to enrich their lives. This implies a responsibility which cannot be taken lightly. The task should be approached seriously, even reverently, with a sense of commercial honor that does not yield to the appeal of opportunism. It is largely the result of this attitude toward advertising and its expression that our standards commonly exact more rigid conformity to the principles of business ethics than to the requirements of personal ethics.

Advertising may not only render great public service as a creator of business standards, but also exercise a vital influence on public thought. Its vision and its salesmanship are needed in bringing understanding and conviction to a day of doubt and error. Economic and social fallacies crowd upon us; industrial problems rise on every side. Only through understanding can they be solved, and understanding can be created only through publicity. Legislative action rises out of public opinion; public opinion is based upon current information and popular interest or prejudice. These can be met most effectively through such public mediums as advertising commands. In meeting them we are serving not only the ends of good citizenship and social progress, but business advantage, which can be secure only in an established social order based upon sound economic thinking.



## What's to be Done about Increasing Sales

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



This Hall Mark Denotes Resultful Media

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

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

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

### The Grand Rapids FURNITURE RECORD

Periodical Publishing Co., Publishers Grand Rapids, Michigan

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

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



Bound copies of Volume 11 are now ready. ☐ A few copies of Volume I are still available. ☐ The price is \$5, which includes postage.

# Industrial Advertising in the United States

[CONTINUED FROM PAGE 25]

Recently I talked with Dr. Charles A. Eaton, one of the most eminent divines in America, who serves the human element of the great General Electric Company. He told me the slogan of their company is "Make men first, money afterward." He voiced the opinion that industry must adopt practical Christianity in the open if it is to meet the crowding issues of the day.

I dwell upon these projections of the human equation into business somewhat at length to show the new phases of the industrial advertising man's job. Assist sales? Yes! Assist employment and safety measures? Yes! Assist executives in promoting understanding, and interpreting company policies? Yes! The industrial advertising man in America today is being called upon to serve every department of his industry, and his talents are being used to the fullest extent.

So much for the perspective. Now, getting down to the "brass tacks" of industrial advertising as more commonly understood, we find in each of the five divisions of American industry—Power, Utilities, Construction, Mining and Manufacturing—an interesting story of advertising success.

**I**N the Power field there are many outstanding advertisers. When the Westinghouse Electric & Manufacturing Company of Pittsburgh started in the electrical field twenty years ago, it had to sell the idea of alternating current for electrical uses. Until its advent into the field, most electrical development had been along the line of direct current. Persistent advertising and effective demonstration showed the world the need of alternating current for the fullest development of electrical uses, and a gigantic concern, employing 60,000 men, with sales over a quarter of a billion dollars each year, is the result.

Another illustration of comprehensive industrial advertising in the Power field is that of the International Combustion Engineering Corporation, of New York City, which in a little more than ten years has become an outstanding figure in its field with associated companies in England, France and Germany. In 1914, when this company began to advertise its stokers, it did not own a factory. Today it is one of the most successful concerns of its kind in the world. Accurate records have been kept, and these show that one-third of the sales is directly traceable to advertising, notwithstanding the fact that the average initial order is around \$15,000. The policy of this

company has been to present its advertising points one at a time, so that they can be carefully investigated by engineers, and each individual point firmly impressed on the mind of the reader.

**U**NDER the head of Utilities, I have selected the advertising story of the International Steel Tie Company, of Cleveland, because it is a story of supreme faith and confidence in the power of industrial advertising at a time when the public utilities in the United States were at their lowest ebb. Notwithstanding the market was anything but favorable, this concern launched a campaign advertising steel ties, building the story around their ultimate economy. So interestingly was the appeal presented, they even sold ties during the slack period. When business finally opened up, steel ties rapidly won their place in the market. This bears out the contention of many advertising men that there is really no slack period in the industrial advertising field.

In the Construction field, the Erie Steam Shovel Company, of Erie, Pa., a few years ago went confidently into the advertising pages of the construction and engineering magazines with a new idea—baby steam shovels. The construction world has long been familiar with the gigantic steam shovels, but this concern believed there was a market for the smaller sized steam shovel. They were right. A well planned campaign proved highly successful.

The fourth classification is Mining. Here we find the story of the Jeffrey Manufacturing Company, of Columbus, Ohio. More than forty years ago, when the Jeffrey product—a coal cutter—was placed on the market, the risks of life and limb in the coal-mining industry and the elimination of hand-mining were the first consideration. The curtailment of immigration, which began in the year 1920 and steadily increased up to 1923, brought American industry face to face with the Jeffrey Company, which, as one of the largest manufacturers of material-handling machinery, drove home in their advertisements the fact that the labor shortage could only be met with labor-saving devices. The campaign was very effective, because it sold a sound idea.

Under the head of Manufacturing, two interesting stories come to my notice. The first is that of the Bullard Machine Tool Company, of Bridgeport, Conn., who put on the market the first machine that would automatically

plane, drill, turn and mill a blank piece of steel into a finished part. The greatest perseverance was required, but faith in advertising never wavered. Then came an order from the largest automobile manufacturer in America for 200 machines at \$11,000 each, and the battle was won.

The second story is that of the G. A. Gray Company, Cincinnati, who were the first to apply electricity to operate metal planers, where "pushing a button" would operate the levers with a foolproof control. Their first announcement was made in full-page advertisements in the trade press. Although in a restricted field, the idea was most successfully introduced by advertising.

There is another side to the manufacturing classification of industrial advertising which has to do with the advertising of raw products out of which things are fabricated. An example of this which comes to my mind is the introduction of Armo-Ingot Iron a few years ago. The American Rolling Mill Company's advertising policy has been to build an Armo consciousness in the minds of the public, in order that the name Armo shall stand for a definite standard of quality in iron the same as sterling stands for a standard of quality in silver. The result has been that hundreds of fabricators are featuring their use of Armo-Ingot Iron in their own advertising, and the phrase "Made of Armo-Ingot Iron" is known throughout the world.

Any discussion of industrial advertising achievement in America would be incomplete without recognition of the splendid part which the business papers have played. The old idea that all the publisher has to do is to furnish accurate circulation figures belongs to the limbo of the past. As a matter of fact, many of the smaller concerns of America have built for themselves an important place in industry through the help of the business paper press.

**A** FEW specific instances come to my notice. The Gehrnich Indirect Heat Oven Company were making ovens in a little two by four shop in lower Manhattan a few years ago. Their first advertisement in an industrial magazine was hardly more than a card. Today they have a big modern plant in Long Island City, a block long, and are using full pages in that same business paper. Another instance is that of the Union Chain & Manufacturing Company, of Seville, Ohio, whose present assets are nearly \$100,000, built up almost entirely by industrial advertising. Finally, the Lambert & Todd Machine Company, of Camden, N. J., builders of special machinery, increased their business 800 per cent in ten years, through the help of industrial advertising. These specific instances could probably be duplicated hundreds of times. I have recounted the foregoing as typical examples of the success that comes from the specialized service which the business papers of America offer the smaller industrial advertisers.



## *A Jury of Stalwart Minds*

By JAMES WALLEN

TO unlock the average mind use a pictorial key. In substance this is the opinion of the thinkers of all times. The persuasive power of pictures was defined by Samuel Coleridge when he said, "A picture is an intermediate something between a thought and a thing."

"A room hung with pictures is a room hung with thoughts," remarked Sir Joshua Reynolds to one of the lovely women who sat before his easel.

And robust Ben Jonson preached, "Whosoever loves not a picture is injurious to truth. Picture is the invention of heaven, the most ancient and most akin to nature. It is itself a silent work and always one and the same habit."

So all down the thoughtful pages of literature are eloquent tributes to the influential art of illustration. Today, more and better pictures are circulated than ever before.

The craft of photo-engraving has given a billion wings to illustration. It has made every periodical a packet art gallery.

Advertisers have long since joined the jury of stalwart minds who know that "Your Story in Picture Leaves Nothing Untold." The picture is the pry that opens the purse of the buying public. "*The Relighted Lamp of Paul Revere,*" a booklet full of entertainment and education may be had from your photo-engraver or direct from the offices of the great trade association.



Look for this Emblem

# AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyrighted 1914, American Photo-Engravers Association



## PROVE IT! SHOW THE LETTER

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

Write for samples and prices.

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

**The Only Denne in Canadian Advertising**

Before you plan to advertise in CANADA ask our advice on methods and media. Our counsel is based on years of practical experience in the Canadian field.

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

## \$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 *Poising Magazine* and an actual copy of this letter. If you sell, you need *Postage* which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail. POSTAGE—18 East 18 St., New York, N. Y.



**A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY**

Agents whose elastic products are in keeping with the thermometer advertising recommend Taylor Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature.

Write for catalog and quantity prices.

**Taylor Brothers Company,**  
ROCHESTER, N. Y. No. 38  
(Division of Taylor Instrument Companies)

## ONE PHOTO WILL SAY MORE THAN A THOUSAND WORDS

Fifty thousand striking photos for display ads, home organs, general illustrating, taken in U. S. and 60 foreign countries.

**REWING GALLOWAY**

118 E. 28th St. Dept. G. New York

## MULTIGRAPH RIBBONS RE-INKED

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

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

# How Advertising Fostered Canada's Growth

[CONTINUED FROM PAGE 24]

There are, however, other ways of advertising than by the use of the press or by lectures and advertising pamphlets. The first "Round the World tour" by steamships and trains under the direction of a single company was organized in connection with the first trip of the "Empress of India," and was conceived and planned by Van Horne as a world advertisement for the Canadian Pacific, quite apart from the immediate traffic it might bring. Chauncey Depew estimated that the advertising value of that trip was worth half a million dollars to Canada. The Canadian Pacific now operates cruises round the world as a regular feature of its winter service.

The question may arise: Has it been a wise policy to solicit new settlers by means of advertising? Would it not have been more prudent to allow the country to develop on lines of natural growth without this artificial or forced increase of population? The answer to that is that unless we had advertised for and found virile and energetic people willing to come and help us develop our country, Canada would have become an incubus instead of an asset to the British Empire. Instead of being a prosperous, vigorous, self-reliant country, Canada would be known as a weak and anaemic neighbor of the United States, her chief usefulness to the Mother Country being as an occasional dumping ground for remittance men and undesirables. Instead of maintaining a well-equipped highway from Great Britain to her outposts in the Orient and Australia, the Canadian Pacific would be bankrupt and in disrepair, whereas owing to the settlement it has secured along its lines and its resulting financial strength, the Canadian Pacific was able from its own reserves to provide financial assistance in the form of loans and guarantees to the Allied Cause during the Great War, to the extent of \$100,000,000.

THE strength of Canada's position is particularly evident today, when owing to economic circumstance, there is a considerable surplus population in the Eastern hemisphere ready to emigrate to the West. Widespread and persistent advertising for the last forty years has made Canada an El Dorado to the European emigrant. But we are now in the fortunate position of being able to pick and choose from among those who wish to come, to select those new citizens who by inclination, training and physique are best fitted to be accepted as Canadian citizens.

Van Horne realized that it was not

sufficient to promote the immigration of settlers in order to develop the country. It was necessary to promote the immigration of capital, and the immigration would be greatly facilitated if the monied classes could be induced to visit the country as tourists. The statement that Van Horne capitalized the scenery of Canada is true therefore in more senses than one. Experience has shown that the settlement of a country is greatly facilitated if there is abundant capital to employ labor and to expend on building construction, supply of live stock, mining development, establishment of factories etc.

PREVIOUS to the War, the capacity of Canada to absorb immigration coincided closely with the amount of new capital secured—if the influx of capital amounted to \$300,000,000 the number of immigrants which could be readily absorbed was about 300,000. Previous to the War, the capital has come chiefly from the United States. In the case of Americans particularly, the readiness to invest in any foreign country is much greater when the investors have personal acquaintance with that country. The United States investments in Canadian securities today amount to two and a half billion dollars, and this result has been made possible largely on account of the familiarity which so many monied Americans have acquired through visits to Canada as tourists. The Canadian Pacific, therefore, has spent sums large enough even to interest a British Chancellor of the Exchequer in advertising for tourist traffic, particularly of late years, in the United States.

Quite apart from the effect it has on investment, this tourist traffic brings substantial and immediate profit to Canada. According to figures recently compiled by the Parks Branch of the Dominion Government, the amount of money spent by tourists in Canada last year is estimated at \$136,000,000 or about one-third of the cash received by the farmers of the three prairie provinces through the sale of wheat and other agricultural products. Probably \$40,000,000, or one-third, of the tourist money came from travelers who came to see the rocky precipices, the glaciers and the snow-clad peaks of the Canadian Rockies. Previous to the War, the annual tourist revenue earned by Switzerland was estimated at \$150,000,000, while the Rhine was supposed to bring approximately \$100,000,000 of revenue from tourists to Germany, so that Canada's \$136,000,000 from a similar source provide

No. 1 of a Series

interesting comparison. According to the Government figures, 90 per cent of the tourists in Canada come from the United States.

In order to attract and cater to this tourist traffic, the Canadian Pacific has provided hotel and other facilities which are considerably beyond local requirements or standards of living, and which are themselves an advertisement. The sites, for instance, of the hotels at Banff or Lake Louise, or for the Chateau Frontenac at Quebec, were deliberately chosen for their advertising value, with the result that they have become perhaps the most photographed places in the world. The trans-Canada Limited crosses the continent in 90 hours, and the "Empress of Canada" holds the trans-Pacific record of 8 days, 10 hours and 53 minutes.

The possibilities of industrial expansion in Canada are enormous, and the Canadian Pacific has spent much time, money and effort in obtaining and providing reliable information calculated to further such development. These efforts culminated in the establishment of a bureau which circulates in likely quarters the data about Canada's natural resources which may lead to capital investment, mining development and the establishment of industries. The advertising in connection with such a bureau is naturally not of so spectacular a character as that for colonization or for tourist traffic, but it has played a notable part in the building up of the country.

Canada has had the confidence to advertise and to keep on advertising, because she knows that she has something worth while to offer. She has good agricultural land with markets or what that land can produce; she has almost unlimited natural resources in mines and forests; she has ample power at moderate cost for industrial purposes; she has a respect for law and order, and she has a climate in which white men can make homes. With such assets, she has no reason for hiding her light under a bushel. She has had ample justification for advertising her advantages, and that advertising has been a substantial benefit to the Empire to which she is proud to belong.

**William G. Hobson**

Manager national advertising, *New York Evening Journal*, has been appointed director of advertising to succeed E. M. Alexander, resigned to become publisher and vice-president of *The Daily Mirror*, New York.

**Picard-Sohn, Inc.**

New York agency, organized at 25 West Forty-fifth Street, by Richard A. Picard, recently director of sales and advertising for the Metal Stamping Co., Long Island City, and Monte W. Sohn, formerly editor of *Motor Life*. The company will specialize in automotive advertising service.

THERE is a good deal of bunk in "Bunk" and "You Too."

Have you read them?

Both touch advertising—somewhat below the belt.

Too much that is not true has been allowed to grow up around merchandising, dealer influence, pro rata cost, investigation, etc.

Believers in the power of advertising to reach people whose means equal their needs, advertisers who keep their eye on the consumer instead of on their competitors' reaction to their copy, find a fairly de-bunked market for their product in

# The Quality Group

ATLANTIC MONTHLY      REVIEW OF REVIEWS  
HARPER'S MAGAZINE      SCRIBNER'S MAGAZINE  
WORLD'S WORK

65t Fifth Ave.



New York



Men, ideas, business opportunities and services meet in The Market Place. . . . An economical introduction between men and jobs, jobs and men. This issue The Market Place appears on page 65.

## Color in your Advertisement

**A**PPROPRIATE color is a vital asset to most successful advertisements. Besides attracting the eye of the reader, it radiates the character of your product—it makes a definite impression upon the mind of the reader.

The principles governing color are quite as important as the principles which govern any other force. Every shade and hue embodies certain powers of impression—negative and positive.

In choosing appropriate color for your booklet, circular, insert, catalogue, etc., we invite you to consider our suggestions. You can place your color problems in our care—as other successful advertisers are doing.

**SUPERIOR  
COLOR COMPANY**  
CARL F. SCHWENKER, INC.  
*Makers of Superior Printing Plates*  
200-210 West 38th Street  
NEW YORK

## ADVERTISING SALESMEN

### Who Can Cash In on a \$15,000 Proposition

All that we require is that you have the experience, grit to try it out for two weeks and the ambition to cash in on the biggest proposition in the whole advertising field.

We take pride in the fact that we have the best paid staff of salesmen in the world. Our proposition is Film Publicity—the finest in the advertising field. It covers over 50 lines of business and can be sold at first interview. Average profit per sale more than \$50. We solicit inquiries from live wires for the most thrilling money-making story ever told.

**ALEXANDER  
FILM CO.**

3340 S. Broadway, Denver, Colo.

# Third Stage of Agency Development

[CONTINUED FROM PAGE 16]

ing needs of different sections in the United States. As a result of his policy he did not have national distribution on any of his products. The first study here was to see whether one form of his product could not be sold nationally. Indications were that it could be sold everywhere. By combining forceful advertising and aggressive sales work the single brand is now enjoying national sale in continually increasing volume. The manufacturer is profiting not only from the greater safety now inherent in his business, but also from all the economies of manufacture and selling resulting from standardizing his product.

Equally fundamental was another agency's contribution to the success of an advertiser who had grown to be the leader in his line, but who did not own his business because his name appeared on none of his products. They were branded with the individual private marks of sixty-eight distributors. He had never advertised nor had he ever contemplated advertising until he was approached by an advertising agency in a period of depression. It took nearly a year for the agency to start a program of creating a new brand bearing the manufacturer's name. This was advertised.

**H**IS distributors fought it even though their own brands were being continued. But at the end of three years the manufacturer's name was combined with the name of nearly every distributor and these hyphenated products still competed with the manufacturer's own brand. Two years later the private brands were all eliminated without losing a single distributor. Today the right to distribute that product—which is not complete in itself but must be refabricated for public consumption—has become practically a franchise in the industry. It is competed for. Prices, which used to be cut at every turn, are now standardized and the product has gone through depressions of business without wavering. The sales were large before the change was made. Today they have more than doubled. The advertiser gives credit for this situation to the agency.

Here is a story in vivid contrast to those which have been quoted—a story of a business failure, yet I think you will agree with me that there could scarcely be a better illustration of the advertising agency's true function.

A man walked into a certain agency one day and announced that he had been sent by his company to offer the agency a \$100,000 appropriation. The

board of directors had passed it and the company wanted to get started right away. The agency replied that it would have to insist upon approaching the problem in its usual way by a study to determine whether an advertising program would be profitable. The emissary returned to his board, greatly displeased, complained that the agency had refused to take the business and announced that he would seek another agency. But he made the mistake of explaining why the agency had refused to go ahead. The board instructed him to go back and retain the agency on its own terms. The agency in its study discovered a most lamentable situation not apparent on the surface. The company had not realized, for example, that it was insufficiently financed. The final report pointed out all the weaknesses, financial and otherwise, recommended certain retrenchments which were very distasteful to the board, suggested supplying additional capital, and advised *against* advertising. The recommendation against advertising was accepted. Otherwise the manufacturer went its own sweet way.

**I**NSIDE of a year the receiver stepped in. In reviewing the creditor's accounts he came upon the agency's agreement for a \$12,000 retaining fee. He approved the account at once saying that the agency had saved the business from making a large unwise expenditure and adding that if the agency's advice had been followed he never would have had his job.

There are a considerable number of instances in which an agency has refused to advise a penny's worth of advertising until the manufacturer sees his house in order. In reporting the incident just cited and another equally interesting, one agent remarked:

"These are not examples of advertising agency service leading to great success, but in my judgment they are nevertheless examples of real advertising agency service, of which, unfortunately, our business has many more than the two I have cited. I say 'unfortunately,' because we don't like to spend our time designing coffins and shrouds."

Hundreds of other instances might be given to reflect the spirit that is pervading the work of the agencies in the United States.

Agencies have persuaded their client to change from indirect selling to direct selling, to increase their sales organizations, to reroute salesmen—in each case lowering selling costs and getting more business. Agencies have

vinced presidents of companies that advertising is not a plaything but something which deserves an important part in their thought. Agencies have their own advertisers that the public cannot be interested in a long, involved, technical story and, as in one case here sixteen talking points were boiled down to one strong appeal, have carried a fundamental idea about a product into millions of minds.

Advertising has been applied in countless new directions through the initiative of the agency. Today fire insurance companies are advertising to reduce the number of fires and life insurance companies are advertising to make people live longer. Advertising is reaching literally from the cradle to the grave, for the same magazine carries the messages of the man who makes nursing bottles and the man who makes mausoleums. Advertising makes people appreciate the service of their telephone even when accidents render the service unappreciable and teaches them not to swear at the operator or at their friends. Advertising has been employed to speed legislation, to warn against counterfeiters of labels, to bootleg bottles, to recover stolen goods, to fight popular fads, to meet hispering campaigns of slander, to take men on farms, to develop a new business street, to stop a crime wave, to elect a mayor and a congresswoman, to protect expiring patent rights, to keep people out of lawless taxicabs, to teach thrift and cleanliness and godness.

Agencies have caused competing manufacturers to sit around one table together and to devise ways of making a common appeal to the public in selling of dried and canned fruits, of raisins, prunes, nuts, lumber, cement, paint, brick, furniture, leather, coffee, and so on.

THE advertising agency is not the only creative force behind the tremendous developments in the past two or three decades. But in this period of America's greatest industrial progress, the advertising agency has come into existence. And by far the greater share of advertising volume, and the economies which it represents in production and distribution, are attributable to the advertising agency.

Those of us who have been closely identified with the business of advertising in this period of its development are sometimes apt to take a certain amount of complacent pride in what has been accomplished. In this connection you may be interested in a quotation which one of my partners has made across the other day. It was this: "The trade of advertising is now so near to perfection that it is not easy to propose any improvement."

That sentence was written by a man named Samuel Johnson, and in the year 1759.

Our children and our grandchildren will look back at advertising in 1924 and wonder, I imagine, how we could

## The Price of Place

NATURALLY the Gagnier organization occupies an enviable and delicate position in the Plate making field. Like all leaders, we must tolerate being scoffed at, imitated and further must withstand the brunt of many disparaging stories.

In spite of this condition we have grown to the largest Stereotype Foundry in the country.

We are still producing the best Plates and Mats that are available in America today. Quality beyond comparison. Service remarkably efficient. Knowing how to do things well. Prices particularly attractive. All these are at your disposal. Use them. Try us out now. Ask us for a price on your requirements anyway.

*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



There's no more reason for gambling in advertising than in any other branch of your business. Nobody can guarantee results -- but certain fixed laws prevent any considerable failure.

See Berrien's Big Black Book

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

## Typewritten personal letters at two cents each or less

Operate your own HOOVEN Automatic Typewriters singly or in batteries of two, three or four and you can produce twenty line letters at a cost of not over two cents—these figures are guaranteed.

The HOOVEN uses electric current at a cent an hour to punch its typewriter keys—turns out individually typed, result-getting letters, in quantities, at circular letter cost.

Each HOOVEN letter is as personal as you want to make it. You can insert a special sentence—change a whole paragraph in each and every letter.

Send for the HOOVEN direct mail specialist. Get full details. There is no obligation.

# *The* Hooven Automatic Typewriter

Hooven Letters, Inc.  
387 Fourth Avenue  
New York City

Hooven Automatic Type-  
writer Corp.  
General Offices and Factory  
Hamilton, Ohio

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

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

Clip this  
coupon  
NOW!

Address Hooven Company nearest you.

GENTLEMEN:  
I'm interested in cutting letter costs.  
Please send complete details—have repre-  
sentative call.

NAME .....

ADDRESS .....

have thought that any progress had been made up to this time. We see encouraging signs because we are still close enough to many of the conditions which made advertising inept and wasteful and careless. But we are not too close to it to see many of its conspicuous faults. Surely the signs are plain for the advertising agency in many directions.

For one thing, it will probably scrutinize very carefully the varied field of activities into which it has developed. It may find that by the exacting nature of competitive conditions it has been drawn too far away from the original purpose for which it came into existence. It may find that, particularly in sales work, its part should be advisory rather than active and that the execution of sales plans should rest wholly with the advertiser's own organizations as it does now in more experienced companies. It may find that it should eliminate active participation in so many phases of its clients' businesses and confine itself purely to advertising.

The advertising agency will undoubtedly become more and more exact in its estimate of the value of one medium as against another and of one method of approach as against another. Today most of the tests of the effect of advertisements on readers of magazines and newspapers are primitive and clumsy. Progress has been made in analyzing population, but only in isolated localities. A vast amount of unscientific theory is cloaked under the word psychology and the work of the genuine psychologist is hindered by the pompous amateur.

Throughout the business there are still traces of that most pernicious of its former evils—personal salesmanship taking the place of personal brains, sweeping an advertiser off his feet instead of thinking out his problems with him, selling him something instead of preparing something for him to buy, holding an account by buying lunches and playing golf instead of by giving service and getting results—everything in a word which was typical of the man whose methods are reflected in our good sound Yankee word—BUNK.

PLAIN common sense has eliminated most of the trouble from American agency work. It's so much easier to do a good job than to stage the effect of doing one. It takes much less time and energy to run an account than to get another.

Gradually advertisers have appreciated the change that has come over American agency work. And that opens the way for more progress. It means that more and more campaigns will go through with the original ideas unchanged. Fewer and fewer advertising programs will be cut to shreds by that guillotine of ideas, the conference system, in which every one from the president to the third assistant office

## Better Copy For Direct Mail

It is difficult to conceive any selling campaign which cannot be made more profitable and more certain of success by the addition of direct mail at the right time and in the right places.

\* \* \*

A direct mail campaign which costs no more than 5% of the total advertising appropriation may add 50% to perceptible results. But it must be rightly planned and timed and the copy must be direct mail copy.

\* \* \*

It is remarkable that a really brilliant publicity copywriter may be inept in this different field. Excellent personal correspondents frequently become stilted and ineffective when addressing a thousand readers instead of one.

\* \* \*

There is a certain skill needed in direct mail plans and copy that can come only from much experience and observation of results.

\* \* \*

Among a hundred other things, I have applied direct mail advertising successfully, in furthering the sale of bonds and automobile tires, tin roofing, lubricating oils, corsets, shoes, tombstones, stock food, wood-veneer and printing presses. Its field has no class limits.

\* \* \*

I am prepared to supply plans and copy for, and to supervise the mechanical execution of, direct-by-mail campaigns of any size—anywhere.

\* \* \*

I invite correspondence to determine whether, or not, and to what extent, direct mail advertising can be used in any business, and will give preliminary approximate estimates of the cost.

*Charles Austin Bates*

33 WEST 42ND ST., NEW YORK

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### Advertising and Selling FORTNIGHTLY Markets, Merchandising & Media



In the Store  
"Illustrated Printer" by Bennett, Stone, Green, Stone, Stone, Stone, Stone  
By Bennett, Stone, Green, Stone, Green, Stone, Stone, Stone, Stone, Stone, Stone  
Bennett, Stone, Green, Stone, Green, Stone, Stone, Stone, Stone, Stone, Stone

*If you don't receive the  
Fortnightly regularly*

**Advertising and Selling Fortnightly**  
52 Vanderbilt Ave., New York City

Please enter my subscription for one year (26 issues). Send me bill for \$2.00 when first issue is mailed.

Name .....

Address .....

.....

Company .....

Position .....



# Advertising and World Peace

[CONTINUED FROM PAGE 14]

for his news that he does not even compensate the publisher for the white paper on which that news is printed—in addition, he has his own living costs cut down from him through the effects on distribution of the advertisements he reads.

In the face of this situation the day is past when critics can object—as they once objected, and as they have objected in the case of every innovation as it came along—that big advertising is an economic waste.

Big advertising is not an economic waste. It is a social service. It is more than that. It is the basis for a press that is financially free. It is the fundamental factor upon which depends the ability of the press to furnish facts disinterestedly, and thus promote the outlook for world peace. Big advertising tends to make the press independent—and thus enable the editor to "go straight" in his search for facts and truth.

We have evidence on every side of the contribution which a modern press can bring to the task of keeping public opinion well-informed. In the old days nine-tenths of all the news that found its way into the columns of the press was local news. Provincial news. The world at large—I am thinking not only of the period before the radio and transoceanic cable, but of days more recent still—the world at large lay far beyond the range of most newspaper offices; its real "news" was tapped only in thin trickles.

A very different order of affairs we see today. Great cable systems and press associations cover every corner of the world—bring news from half a hundred frontiers within an hour of its happening. Before the war a single European cable of a thousand words was unusual for American newspapers. Now cables of ten thousand words—when the importance of the occasion warrants—are affairs of no extraordinary occurrence. The thin stream of "foreign news" has widened to a mighty river.

WE come, then, to see that big advertising is not only necessary for the freedom of the press; it furnishes that substantial revenue without which the press could not for a moment carry on its present activities in the matter of giving public opinions a working knowledge of affairs. In a double way, therefore, the contribution of the press to world peace and international understanding depends upon the assurance of a steady volume of big advertising.

Fortunately we can say that this necessity lies along the track of the legitimate ambition of the business man to sell more and more goods. That is in one way the keynote of what I have to say. Advertising men are not only

performing a social service in the reduction of distribution costs. Every dollar of their outlay contributes freedom to the press from "special interests"—makes more possible the gathering of important news—contributes ultimately to the ability of the press, if good faith on the owner's part is there, to pave the way for a better understanding between the nations.

That is the direct and substantial bearing of advertising on world peace.

It is a fact of the first importance that this dependence of the press on advertising revenue—and consequently the dependence of world peace insofar as it is affected by the modern press—happen both to be in accord with the basic changes now under way in production and distribution.

Mass production is well under way in most countries of the world. Trusts, both vertical and horizontal, which exist and are coming to the front in ever-increasing numbers, are in line with the best interests of social progress—even though at this pioneer stage they have all the faults of pioneering.

Mass production is the second stage of this great capitalistic era in which we live. It is the emergence of capitalism from its pioneer stage. It is the irresistible trend of modern industry—toward greater service and efficiency.

WHAT we need to note at this point, therefore—for its bearing upon our text of advertising and world peace—is that mass production is inevitably dependent upon mass selling, which in turn necessitates great masses of consumers who can buy—that is, who can earn wages and salaries that will enable them to consume the output of mass production methods.

The greater profits coming from mass sales make it of interest to the distributor to reduce his profits per article lower and lower—because through that process the number of his customers and his total profit will be greater and greater.

Big advertising depends on mass distribution: which means that the units of distribution must be so large that they can afford big advertising. This does not mean large units only. It means also chains of smaller units. I am not pleading for geographical congestion in a few centers already overcrowded. I have in mind, instead, the superior service which can be performed not only by factories like Ford's, but also by chains of smaller units when they are linked together.

Such chains can supply what is lacking in the small isolated unit. They can buy their goods in quantities large enough to effect great savings. They can come through periods of scarcity with flying colors—since they are able to place orders large enough to get

the goods they need. They can pay rents for more desirable locations than isolated stores can afford to pay—since their cost of overhead is lower. They are learning in the United States that they can afford big advertising.

Moreover, they can standardize methods of distribution, and hand on the best of their experience to other members of the chain—that is, knowledge gathered by expert staff men. This is the inevitable direction which modern methods of distribution are following in the United States and in most of the other important industrial nations of the world today.

THE necessity for big advertising applies just as much to stores in smaller cities and towns as to stores in large cities. For mass buying and selling is the type of marketing which is due ultimately to win out, even in the smaller centers. In the long run the formula for survival is to sell reliable and serviceable goods at the lowest practical price—by larger and larger advertising. Such advertising, of course, must be carefully checked in its results. If satisfactory returns are not forthcoming, then better values must be obtained—and it is this necessary insistence on results, sufficient to pay for large advertising, that will lead to the survival of the most fit in the present era of mass buying and selling.

From the point of view of our present discussion—that is, from the point of view of advertising and world peace—this question of sales methods has a direct and immediate bearing. Mass distribution depends on mass selling. In that fact it swells the legitimate revenue of the press—and so contributes to its freedom, its ability to serve, its ultimate power to inform public opinion and create friendships and understandings that know no frontiers.

Nor is that all. There are other methods of showing clearly the necessity of big advertising to make the press financially free. For example:—As a result of the Great War almost all nations are bearing heavy financial burdens. They find it difficult to balance their budgets. They have suffered—and are suffering—from inflation, lack of gold, and greatly depreciated currencies resulting from these factors. The lack of sufficient gold makes it impossible to establish an effective basis for a stable currency.

The attempt is being made by almost all nations to import as little as possible, since such importations must be paid for in gold—and to export as much as possible, with a view to establishing such a favorable balance of trade as will bring to these countries the gold necessary to stabilize their currencies.

This means that the various nations



big national and international questions intelligently, they must have facts clearly and honestly presented to them, without bias and without influence of any special interest.

*Second*—To the fact that public opinion is dependent for such facts upon newspapers, more than upon any other single factor.

*Third*—If the newspapers are to present facts clearly and honestly, they must be free. That is, they must be financially independent. Otherwise they will become dependent on income furnished by governments, or political factions, or special interests, by whom their "facts" will inevitably be influenced: with disastrous effects upon confidence between classes and good will between nations.

*Fourth*—In practically all countries income from circulation is inadequate to meet publishing expenses. Newspapers, if they are not to be controlled by special interests, are, therefore, dependent upon their advertising revenue—which, in the case of large, influential papers, calls for a great volume of advertising.

*Consequently*—It is advertising—and advertising alone—that makes a free press possible in the present order of affairs. And it is on a free press that we depend for an intelligent and far-sighted public opinion. Whether the nations will live on terms of peace, or whether they will be drawn into new conflicts and fresh hostilities, depends in the last analysis upon the temper and judgment of that public opinion which ultimately controls the policies of nations.

**N**OW, of course, international peace can be promoted in many ways, and the method of such promotion through the press is only one such way; but it is, nevertheless, one of the most important ones; and anything which enables a newspaper to be free to do what is just and right is fundamentally indispensable.

It is advertising, therefore, which enables the press to retain its independence, to seek facts and not humor prejudice, to promote the cause of international understanding through the spreading of the truth.

That is the service of advertising to world peace—and I submit that it is by no means a small one.

Advertising men are more than advertising men. They are more than business men. They are more than ordinary good citizens. In the long run they are the custodians of a great and ever-growing power which pushes on beyond all national frontiers. They are the servants of that power—capable, through the position which they hold and the experience they command, of exercising a profound influence upon the fortunes of democracy, of stability, and of a growing understanding and friendship between the nations of this modern world, which in the final analysis is the surest foundation for lasting peace.



## "Sandow or Sarazen"

That's the title of the most unusual booklet that has ever been printed on the subject of CIRCULATION. It's unusual because it proves that SMALL circulation, well directed, CAN BE MADE to produce greater returns to advertisers than circulation of large bulk.

This isn't "dream stuff" either. It's based on the results of an independent investigation made by a well-known advertising agency.

We want EVERYONE to have a copy—"cub" or president—male or female—agency personnel, advertising department connections,—yes, even other publishers.

You'll enjoy every page of it—and it will give you fresh viewpoint on a trite subject.



### BUILDING SUPPLY NEWS

A. B. C. 405 Old Colony Bldg., CHICAGO A. B. P.  
More NET PAID Circulation than any other dealer paper in the building field.

# Prestige

¶ Just as John Wanamaker and Marshall Field gained everlasting *Prestige* as merchandisers, through Confidence and Service, so has THE ROTARIAN gained *Prestige* in the advertising field by the same methods.

¶ The success of THE ROTARIAN is really remarkable, but it owes its success and *Prestige* entirely to a persistent and consistent effort to hold the Confidence of its readers and advertisers by rendering real Service.

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



At \$17.00 a word you could hire the joint services of George Ade, Irvin S. Cobb, Sinclair Lewis, Rex Beach and Booth Tarkington to write your copy. Yet — that's the average price some advertisers paid to PRINT words written by almost anybody.

See Berrien's Big Black Book

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

Manufacturers of dentifrices, mouth washes and tooth brushes use more space in Oral Hygiene than in any other dental paper. Ask us why. The reasons are interesting.

## Oral Hygiene

34 Imperial Power Bldg., Pittsburgh, Pa.

W. Linford Smith, Chairman; Rea Proctor McGee, D.D.S., M.D., Editor; Charles Petersen, Treasurer; Merwin B. Massol, Business Manager.

CHICAGO: W. E. Conant, Peoples Gas Bldg., Tel. Harrison 8448.

NEW YORK: Stuart M. Stanley, Flatiron Bldg., Tel. Ashland 1467.

ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Tel. Olive 43.

LOS ANGELES: E. G. Lenzner, Chapman Bldg., Tel. 826041.

# Ways by Which to Keep Salesmen Growing

[CONTINUED FROM PAGE 17]

Otherwise he just says "No," and considers the matter closed.

If the salesman is of the dogged variety, he stays on and argues and labors for the order. Finally he may get one, because the dealer finds it easier to buy than to continue declining.

ONE of the owners of a soap line chanced to be in a small town. He was not in the selling end, and his knowledge of sales methods was only second-hand. He had some spare time, however, and arranged to call on a few merchants to see if he could get some ideas that would be helpful to him in the manufacturing end of his business.

His card and his few introductory remarks gained him a ready audience in each case, because he was obviously not just an ordinary order-taker. It happened, too, that his line was represented in practically every store, so that the merchants were glad to meet one of the owners.

In each case the soap manufacturer spent a few minutes telling the merchants something of the house, its aims and its hopes. He told of what his firm was trying to accomplish; how it was trying to produce soap that would prove so satisfactory to the consuming public that it would be easy for the dealer to sell. He showed how they considered this angle in all their operations, and went on to explain why they had developed a line which they felt every dealer could handle with credit to his store. He realized that soap was handled by the trade at a narrow margin, but he pointed out that their own margin per case was very, very small. That was why it was to the interest of both manufacturer and dealer to handle just a single line, if that were possible, and try to develop through rapid turnover and with a small investment an article which could be handled at a final net profit.

Merchant after merchant expressed the thought that he had had many new facts presented to him. The owner asked them if these things were not explained by salesmen when they called. The dealers invariably remarked that few sales-

men seemed to know much about the line. All they wanted to do was get something onto the order book and move on.

So the soap manufacturer went to his nearest headquarters town, talked to the state head, and asked him to bring in his men—some twelve or fifteen. Talking with these men, it developed that not more than three really knew the line and could talk of the house as though they were partners of the firm. In this they were not below the standard of men employed by competitors.

When these salesmen were given a few days of intensive training—by telling them about the house and the line and making them feel that they were partners in the firm—they went out and soon proved that the additional information they had received practically doubled their efficiency.

This soap manufacturer made the statement to me: "You actually have to get into this sort of thing or you won't believe it. You talk to a few head men of your sales department. They come into contact with the management. They know almost as well as the heads of the firm what we are trying to do. But the next circle of men know less, and when it gets down to the men who are actually calling on the trade—the very men who must represent us with the dealers—they don't know anywhere near what they should know. We may argue that we send a constant stream of bulletins to our men in the field. Often it is true that men on the road get too much material. But all the bulletins in the world, by themselves, will not make a salesman feel that he is part of the house."

TO make these salesmen feel that they are an important part of the company is a hard task. They are often so far from headquarters—so far removed from an opportunity to develop personal contact—that the chance to get the firm's view is most difficult. On the other hand, they do come into constant contact with merchants who assure them that other lines are far superior as sellers. It speaks mighty well for the

Large appropriation  
service for small  
budget advertisers

YOU receive the attention of principals—who trim production costs to the bone, putting every possible cent into profit producing sales stimulus.

This is our ideal, first, last and all the time!

We'll live up to it for you  
—Let us tell you how!

IRVIN F. PASCHALL  
INCORPORATED  
Advertising Counsel  
McCORMICK BUILDING  
CHICAGO

average man calling on the retail trade that he shows up as well as he does.

The answer seems to be to get closer to the men calling on the retail trade and to arouse in them that personal interest which will make them feel that they are an integral part of the house they represent, so that they can transmit this feeling to the trade on which they call. Yet that is easier said than done. However, it is being done, and here are some of the ways:

1. Giving salesmen a chance to buy at least small amounts of company dividend-paying stock.
2. Seeing to it that men are chosen carefully with an idea of cutting down the turnover.
3. Developing a system of promotion inside the organization so that the men come to know that their best opportunity for advancement is in the company itself and not some place outside.
4. Never asking a man calling on retail trade to work under a man who has not himself successfully done the work he is asking a man to do for him.
5. Developing an adequate plan of compensation, either through salary advance or a bonus which will enable the man calling on retail trade to realize that he can make headway without having to spend half his time playing company politics.

One man on the road once said to me, speaking of his company: "The wheel that makes the most squeaks gets the most grease, and I guess the only way to get a raise is to howl and yell for it." That may be the right thing to do in that particular house, but if it is, then that firm is not developing the best contact with its men. Just as the management wants to see the firm make headway, so the individual salesman must see wherein the firm's progress means his progress.

The principal secret of holding men and training men is to make it worth their while to stay with the house. And it must always be kept in mind that the process of training and education must go on, day after day, because what may seem an old story to the management is often news to the man on the outside.

**John S. King Company**

Cleveland, has been appointed advertising counsel to The U. S. Air Compressor Company, same city.

**Dorrance, Sullivan & Company**

New York, now directing advertising for the Royal Typewriter Co., Inc., same city.

**Clovis N. Beecher**

Recently with The Butler Advertising Company, Columbus, Ohio, has taken charge of production of the Heer-Miller agency, same city.



# The Church Stands Alone

## in Diversified Buying Power

As a source of widening your sales, it offers a new market with huge possibilities.

## The Expositor

*founded in 1899*

reaches each month those who have directly to do with purchasing or specifying materials and merchandise in this field.

The purchasing capacity of this market merits your consideration.

### The F. M. Barton Company

*Publishers*

Caxton Building, Cleveland, Ohio

NEW YORK  
17 West 42nd St.

CHICAGO  
37 South Wabash Ave.

The Expositor  
Send to a copy of The Expositor, price and complete market information, entirely without cost.  
Firm \_\_\_\_\_  
Address \_\_\_\_\_  
In care of \_\_\_\_\_



Bad judgment in the selection of an agent by an advertiser is far more excusable than bad judgment in the selection of an advertiser by an agent.

See Berrien's Big Black Book

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

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

**THE MOSS PHOTO ENGRAVING CO.**  
**ROBERT HORNBY INC.**

**PHOTO ENGRAVING**  
**ELECTROTYPING**

LEAD MOULDS  
COLOR PLATES  
RETOUCHING

PHOTO-ENGRAVING  
ELECTROTYPING

438-448 WEST 37<sup>TH</sup> ST. N.Y. TEL. CHICKERING 0970-0971-0972

**D**ISPLAY 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 30th issue must reach us not later than July 23rd. Classified advertisements will be accepted up to Saturday noon, July 26th.

## On Making Black Type Glow with Color

[CONTINUED FROM PAGE 21]

with the vivid phrase "as irritable as a caged wildcat." "Wildcat" requires no dictionary—the multitude will understand it promptly—yet it is a decided—and appealing—novelty on an advertising page. "As irascible as an incarcerated catamount" would have been the polysyllabist's way of achieving the unusual.

"Breakfast—the zero hour" is a vivid headline shrewdly calculated to grip the attention of scores of men and women whose vitality is at low ebb at getting-up time. No—it is not a headline for coffee but for American Radiators.

"Grunts and squeaks," from Mobiloil copy, is an effective word-picture in single syllables, of the car in run-down condition, largely because "grunts" is a word that is not common in advertising copy.

Accurately aimed at an automobile-wise audience is Vanity Fair underwear's "non-skid" shoulder straps—a sales-argument with a smile.

Effortless but graphic is Jordan's "No one wants to be trapped in a rear seat." There was no need to strain for the uncommon word because "trapped" is unusual in copy.

**T**HERE is no dearth of simple words which have not been overworked in advertising—to be distinctive does not yet demand the use of long-necked verbiage.

Most people will admit that Theodore Roosevelt understood the art of swaying the multitude. One part of his power lay in the fact that few men in public life have shown such aptitude in coining and utilizing distinctive, unforgettable phrases. He caught the appeal in Wagner's book-title, "The Strenuous Life," and made it an everyday phrase. "Mollycoddle" owed its largest popularity to T. R. Ananias came back into conversation through his influence. And when he launched himself back into active political life, he did not say, "I will accept the nomination if it is offered me." Instead, he selected six monosyllables which, when grouped, promptly caught the public fancy because they said an old thing in a new and distinctive way. "My hat is in the ring!"—colorful, picturesque, graphic—was an ideal political headline. Cartoonists snatched it up and made it famous almost overnight.

To be unusual in copy does not require the use of freak phrases or

# Chicquot Club

## GINGER ALE

World's Largest Seller



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



### Four Little Eskimos on the Great White Way

The greatest spectacular electric display in the world, on the most famous street in the world, for the largest selling and most popular Ginger Ale in the world.

Twenty-one miles of wiring carry the current to the 19000 lamps of this display, which is a full city block in length, as high as a five story building.

Mass-circulation, continuity, dominance, individuality — such are the advantages of a Broadway electric display to national advertisers.

NEW YORK  
PHILADELPHIA

CHICAGO  
AKRON

CINCINNATI  
RICHMOND

ST. LOUIS  
ATLANTA

PITTSBURGH  
WILMINGTON

SAN FRANCISCO  
LONDON, ENG.

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

550 WEST 57th STREET

# TELL IT TO SWEENEY!

—and tap human nature

CLOSE by where Broadway begins, is the office of a mild little middle-aged man who is one of New York's least known millionaires. Senior head of a huge brokerage house, he sits for five hours a day manoeuvring with some millions of dollars, making money for other people and himself. He lives out in the suburbs; belongs to a score of expensive clubs; and supports anonymously a dozen scholarships that keep young men in college. His wife's monthly allowance is more than the annual income of most New York families. At one time he seriously considered building a winter home down in Miami because his small son caught colds so easily.



Skeezix

By every conceivable material standard, this man is a *Stuyvesant*—affluent and getting more so.

But he isn't. He smokes cigarettes that cost less than *Fatimas*. He wouldn't stir for a polo match, but he will motor twenty miles to the Polo Grounds on a scorching midsummer Sunday to see a ball game. Opera makes him restless, but he will sit still all evening listening to a barber shop baritone sing old Irish songs. His original ambition in life was to be a fireman. And he has had a standing five-dollar bet with an elevator man in his office building that Mrs. Blossom is not the mother of *Skeezix*.

*Skeezix*, it might here be explained, is the baby character of a comic strip called "Gasoline Alley" which runs every day in the *NEW YORK NEWS*.

\* \* \*

THERE is another middle-aged millionaire in this town whose family is known all over the world. Besides engaging in his own business, he is also an indefatigable worker, director and committeeman in various civic, philanthropic and social organizations in New York. But time after time when our staff cameramen cover the activities of these many organizations, whether the place is the top deck of the *Berengaria* in the rain or a parlor in the Plaza, this man somehow finds his way into the focus and appears in the film among those reading

from left to right. His photographic frequency in *THE NEWS* is eclipsed only by the President of these United States, Mayor Hylan, and possibly a few of the better known movie stars. . . . We have it on good authority, as the Washington staff men say, that he is one of our most constant Constant Readers.

\* \* \*

IT IS extremely illogical—from an advertising standpoint—for such men to act that way. There are scores of exclusive publications which presumably should claim their interests, and in which the advertiser supposedly should have positive contact with their suggestion nerve centers. And yet, dawgonnit, they will read a mass paper like *THE NEWS* along with 800,000 other more or less common people—the *Sweeneys*—who buy it every day. The moral seems to be that millionaires like the tabloid size, the larger text, the brief presentation of news, the news pictures, the comic strips and human interest features of *THE NEWS* as well as other lesser people—and are inclined to pick their newspaper according to their likes rather than their incomes.

This inconsiderate inconsistency on the part of the moneyed classes is so extreme that in the Gold and Purple districts of Manhattan, where family expenditures average from \$7,500 to beyond \$12,000 a year, *THE NEWS* has just as many readers per thousand population as it has in many districts where some *Sweeneys* average less than fifty per. (The figures are available. Write for them.)

\* \* \*

TELL It to Sweeney—the average man, the average woman, the average family—and tap the basic levels of human nature which respond alike in peoples of all incomes and all classes. Tell It in *THE NEWS*, a really great medium, which is bought by almost half of all the morning newspaper buyers in New York City; which presents every advertising message more effectively on the small size page—at least cost. Get the facts!

## THE NEWS

*New York's Picture Newspaper*

25 PARK PLACE, NEW YORK  
7 S. DEARBORN ST., CHICAGO

TELL IT TO SWEENEY has been issued in folder form. The series is sent on request. Write on your business letterhead.

The Largest DAILY Circulation 824,351 copies net paid in America — June average each weekday

words that are rarely used in everyday speech. It calls more often for fresh minting on old metal—the killful grouping in new combinations of words that the crowd already knows.

If, however, in the effort to make our black type glow with added color, you feel tempted to introduce some word that never before appeared on an advertising page, take heart from this—that even as a youngster you were not stumped by new bows, blackthorn staffs or curtal riars, even though they were strangers to Main Street. A brief sentence will define your innovation and your whole message will probably gain in interest through the strategy.

## Agency Associations in the United States

[CONTINUED FROM PAGE 26]

practise of the association were shaped with long and careful study, and they have gained the universal praise of publisher and advertiser alike.

The work done by the association on the financial problems of advertising and advertising agencies has met with the high approval of publishers and banking interests.

While the membership is small the association welcomes every agency that will meet the qualifications which have been fixed by the association and which the association believes successful advertising demands.

When an agency applies for membership and it is found to lack any qualifications, the association undertakes to assist the agency in making the necessary improvements to meet the requirements. Agencies are thus, in a way, taken into a sort of preparatory school.

If any agency shows that its methods are open and aboveboard and its desire to qualify is serious the association will give it instruction and encouragement. This instruction is not confined to agencies in the United States. It has been offered to agencies in other countries, wherever they exist.

The publications of the association, which are frequent and which are produced at heavy expense, are distributed wherever it is believed they will be properly appreciated, either at home or abroad.

The association has always held to the theory that all advertising everywhere relates to all other advertising, and that the good practices in advertising in every country help those in every other country.

### Alfred Austin Advertising Agency

New York. Retained to promote advertising and sales for the Grob Food Products Company, makers of "Oko," a chocolate malted milk product.



"The Range with TAPPAN 'Rounded Corners'"

Illustration from one of a series of advertisements used by The Tappan Stove Company in GAS AGE-RECORD based on "Reasons Why Tappans Sell Easily—Profitably."

OTHER gas range manufacturers who recognize the importance of selling their appliances thru gas companies and use the GAS AGE-RECORD for their message are: The Estate Stove Co.—Estate Gas Ranges; A-B Stove Company—A-B Gas Ranges; Geo. D. Roper Corporation—Roper Gas Ranges; Walker & Pratt Mfg. Co.—Crawford Gas Ranges; Wm. M. Crane Co.—Smoothtop Gas Ranges; Baltimore Gas Appliance & Mfg. Co.—Oriole Gas Ranges; and the American Stove Co. and its six divisions—Quick Meal Stove Co. Div.—Quick Meal; Reliable Stove Co. Div.—Reliable; George M. Clark & Co. Div.—Clark Jewel; Dangler Stove Co. Div.—Dangler; National Stove Co. Div.—Direct Action; New Process Stove Co. Div.—New Process.

Investigate the gas company as a merchandising unit.

## 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"

# Advertising's Next Step

By S. A. Weissenburger

Publicity Director, The Halle Bros. Co., Cleveland, Ohio

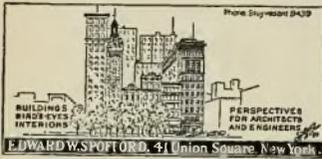


## PROVE IT! SHOW THE LETTER

Your salesman 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 through their use. Successful salesmen want and will use them.

Write for samples and prices.

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



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



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

Write for catalog and quantity prices.

**Taylor Brothers Company,**

ROCHESTER, N.Y.

(Division of Taylor Instrument Companies) N-38

## MULTIGRAPH RIBBONS RE-LINKED

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

Send 2 Ribbons to be Re-Linked at our expense

**W. SCOTT INGRAM, Inc.**  
Dept. C., 65 West Broadway NEW YORK CITY

## CRAM CUTS—

for booklets, house organs and advertising.

\$1.00 each

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

WHEN the searchlight on the cost of doing business begins to play on the economic value of advertising, who will be in the spotlight? People do not discuss any problem very long before they bring into it the personality of a man. The public would rather talk about men than about theories or practices. When they start to discuss the wisdom of spending huge sums of money on advertising, they will start to consider the type of man who is responsible for the spending of that money.

Some people do not think well of the advertising manager. If you have never had the experience of hearing some so-called hard-headed business men criticize advertising, advertising men, their alleged malpractices, their foibles, their weaknesses, their inability to grapple with business problems, you have one of the most startling experiences yet ahead of you in this vale of tears.

A publisher of one of America's most aggressive trade papers says he rarely bothers to confer with the advertising managers among his clients. He goes straight to the front office and talks with those who are in authority.

A retail merchant, one of the most successful in a large mid-western city, said the other day in talking to another merchant, "I never ask my advertising office what to do. I have to tell them."

Recently an executive who is the president of one of America's greatest industries said he had no representative of the advertising department on his executive board. He said a vice-president who was in charge of the marketing of his product was supposed to represent the advertising angle. The president said he did not consider his advertising manager a big enough man to sit at the same table with his financial adviser, his production manager, his merchandise manager, or his personnel director. Is it time for divorce proceedings, and who should be the plaintiff?

No real advertising man will work in this kind of organization. And, personally, I believe that every business, to paraphrase Disraeli, has exactly the

kind of publicity department that it deserves.

Where publicity is respected; where the business is not continuously in search of a miracle man; where competent men are employed; where they are paid well; where the publicity office is given the privileges that go with responsibilities; there you will find no professional mourners who sigh about advertising and advertising men.

If we advertising men want to qualify for the important chair that is now vacant at so many executive boards, we want to convince business men that we understand business men themselves. We have to know enough about general business problems that confront business men to speak and act intelligently.

It is not enough that we be expert in the production of advertising. It is not enough that we can write the very best copy. It is not enough that we can pick good art work. It is not enough that we can buy circulation intelligently. We cannot afford to be so vitally concerned with just the production and placing of our advertising that we cannot give an intelligent and sympathetic viewpoint on the problems of business in its entirety.

If we can meet business men on their own ground with a mutual understanding and respect for the everyday problems of a business, and we can both truthfully and logically take them along mentally past the points that can be proved, we are beginning to break down the resistance toward those things which they must take partly as a matter of faith.

Advertising is much in the same position these days as engineering was forty or fifty years ago. And it is up to each one of us to do something either in word of mouth instruction or in any way we can to see that the principles we believe to be right are taught to the younger men who must follow us.

Business is coming to know that advertising has become too great a force, is too expensive, has too many contacts with other divisions of business, to have advertising administered by amateurs and the poorly equipped.



S. A. Weissenburger

### Arnold W. Rosenthal

Promotion manager, *Good Housekeeping*, died June 6, at his home in New York. After graduating from the University of Pittsburgh, Mr. Rosenthal conducted an advertising agency in Pittsburgh, his home city; later, he took charge of circulation promotion for *Good Housekeeping*, left to conduct an advertising and sales promotion service for a number of magazines, and returned as promotion manager, in 1921. Was chairman of the program committee of the Civic Club, a member of the University of Pittsburgh Club, and one of the founders of the Pittsburgh Dramatic Club.

### Cleveland Advertising Club

At its annual meeting elected Thomas V. Hendricks, sales and advertising director of the A. L. Englander Motor Company, to succeed George A. Rutherford as president. Three new directors were elected: Trenton C. Collins, advertising manager, the Higbee Company; John S. King of the John S. King Company; and Brewster P. Kinney, vice-president of the Kinney & Levan Company. The following nine directors were re-elected: T. V. Hendricks, Jay Iglauer, R. J. Izant, C. W. Mears, Charles E. Percy, George A. Rutherford, Frank Strock, Paul Teas and Tim Thrift.

### Special Libraries Association

Announces that in addition to the general sessions to be held jointly with the American Library Association, at the Fifteenth Annual Convention at Saratoga Springs, June 30 to July 6, there will be group meetings of special interest, such as financial, technical, civic, insurance and commercial-industrial librarians. Source lists on market analysis and statistics, advertising, sales management, etc., will be presented by librarians of the Harvard Business School, Bureau of Railway Economics; New York Federal Reserve Bank; William T. Grant Company; Barton, Durstine & Osborn; the Kiplinger Agency, Washington.

### Minneapolis Daily Star Company

Newly organized, has acquired the former *Minnesota Star*, now known as the *Minneapolis Daily Star*. The business staff remains unchanged; the officers and directors are: President, John Thompson; Vice-President, Thomas Van Lear; Treasurer, A. B. Frizzell; Secretary, H. D. Bratter, and H. Stanley Hanson.

### E. DeWitt Hill

Associated with the H. K. McCann Company since its inception, has been elected treasurer and director, to succeed J. P. Hallman, recently deceased.

### Evening Bulletin

A new daily newspaper for New York, will be published by the New York Examiner Company, a new corporation, June 18. Frederick W. Enright, published of the Boston *Evening Telegram*, and the *Telegram-News*, Lynn, Mass., is president and treasurer; Frank P. Flaherty, at one time general manager of the *New York Herald* and the *New York Evening Telegram*, is secretary and business manager; John B. Gallagher is advertising director.



## A GAS EXHIBIT IN A BANK

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

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

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

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

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

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

## Gas Age-Record, 52 Vanderbilt Ave., New York

The only A. B. C. & A. B. P. paper serving this field

We also publish *Brown's Directory of American Gas Companies* and the *Gas Engineering and Appliance Catalogue*.

# Gas Age-Record

"Spokesman for the gas industry"

The Advertising Man's  
Most Useful Tool

# —and Now Concerning Copy

ONE GATHERS, after seeing the page in the June 21 *Saturday Evening Post* bought and used by the Chicago Milwaukee & St. Paul Railway, that Mount Rainier is a million miles high, and the Milwaukee has orange trains with electric locomotives. That, one also gathers, was the idea one was intended to gather. And a good job, too.

WILLIAM ALLEN WHITE says that when his son Bill worked in the composing room of *The Emporia Gazette* he got on just fine with the type-lice—burbanked 'em with typographical errors. That is what happened when someone said to someone, "We gotta have a *big idea* like Listerine"—and the word "bromidrosis" was hauled out of a pungent old medical dictionary.

THERE ARE STRANGE conventions about some classifications of advertising copy. Run down a page, and choose from these:

... "non-sectarian country boarding school for girls. All grades and courses including Junior College and music."  
... "Exclusively a boarding school for high school girls or graduates. Elective studies (regular or special) for every preference. Magnificent buildings and grounds. Social culture, strong athletics."  
... "Delightfully situated on Lake Cayuga," etc.  
... "28 minutes from Grand Central."  
... "Day and boarding—seven buildings."  
... "Develops personality, vitality, efficiency."

Most advertisements for these hungry shower-baths of learning and social culture and vitality and efficiency are written like a cross between a White Mountain hotel prospectus and an own-your-own home development. Some day someone is going to undertake the advertising of a good school that needs enrollment (and most good schools do not), and he or she is going to ignore the rubber-stamp language and the cut of (1) Main building or (2) scene at May Day pageant or (3) student on horseback, and just sit down and write an advertisement.

The advertisement will appear in only one paper—"an awful lot of work for one insertion," will be heard. It will say that only a definite quota of boys or girls will be accepted, that the reason why is not undemocracy, but a feeling that all parents expect their kids to be in reliable company; that the school depends on its graduates for its reputation; that up to date those graduates have done thus, and so; that in this broad land there are more like them, and that now is the time to subscribe.

Then it will go on to describe a day; to tell about the sort of teachers there and how much the kids like, fear, re-

spect or worship them, as the case may be. It will say that "elective studies (regular or special) for every preference" make the head of the school just as actively sick as too many eclairs on a cafeteria counter. And it will convey the idea that the boys or girls entering that school will be expected to emerge much better citizens than they went in or they will emerge ahead of time, regardless of riding habits, bare knees, football prowess, convenience to Grand Central, or "atmosphere that is both artistic and stimulating."

Of course, this won't be done in small space—but why small space anyway, except that a few energetic school-advertising solicitors have very recently made a lot of advertisers out of non-advertisers, and because small space is the first dip in the water. Large space costs money, true. But a bet is hereby laid that the school that sets out deliberately by advertising to improve the quality of its raw material won't be kept waiting long for patronage. If that advertisement is written, and properly written, it will not only be a fine thing to read whether you've kids or not, but it will start a new comparative evaluation of a lot of institutions that are now selling nothing but the package.

My son and daughter may go to summer hotels—but they won't live there in term time.

TWO AND ONE-HALF pages of the July *Companion* were devoted (in five advertisements) to this matter of encouraging hair to grow, and three advertisements, totaling 1½ pages, to hair removers. One-tenth of a page offers to restore hair, but it doesn't look as if there is much need of restoring, with the odds so heavily on the growers.

IN CASE you have not noticed, Mr. Jordan's double, discovered recently by this department exclusively, is back, this time with another girl, and he says: "I think she came from a Land of Fire." I think she probably did, and I expect to see her in the August issues in an asbestos bathing-suit, flashing among the red hot adjectives.

CONCERNING Mr. Jordan's double's advertising copy, and its lyric hemorrhages, I wish to state that after complimenting him on the better rhymes he is now making, I am going to let him alone, not wishing to be an unpaid party to the wholesale success of his car. Look at what happened to the Ford when I commenced to get funny about it, years ago!

There's a pay streak in every chapter of this big book—a helpful suggestion on every one of its 735 fact-packed pages. The 508 illustrations and forms not only clarify the text but give the reader a world of usable copy and layout ideas.

## The Advertising Handbook

By S. Roland Hall

36 sections, 508 illustrations and forms,  
735 pages, flexible binding,  
\$5.00 net, postpaid

INTO one big handy volume S. Roland Hall has put the result of his twenty years of practical advertising experience. It is a book that is literally jammed from cover to cover with valuable up-to-the-minute information on modern advertising practice, from the preparation of copy to dealer aids and moving picture publicity. Into this book the advertising executive can dip whenever confronted with a perplexing advertising problem, with the assurance of finding not only the needed information, but stimulating new ideas and fresh copy angles. Every writer, buyer, seller and student of advertising should have a copy of this great handbook on his desk.

### The book covers everything

What Advertising Is; Marketing Campaigns; The Advertising Agency; Psychology of Advertising; Slogans, Trade Names and Trade-Marks; Package Advertising; Address Labels and Posters; Dealer Aids; The Writing of Copy; Editing and Proofreading; Making the Layout; Type and Printing Facilities; Advertising Displays; Advertisement Illustrations; Printing Plates and Papers; Catalogs, Booklets, Folders, Mailing Cards; Advertising Mediums; Magazine Advertising; Newspaper Advertising; Technical Publications; Mail-Order Mediums and Advertising; Farm Publications; Trade-Paper Advertising; Posters, Painted Boards and Signs; Street-Car Advertising; Moving Pictures; Directorials and Catalogs; Calendars; House Publications or Magazines; Theatre Programs and Curtains; Advertising the Retail Store; Letters and Follow-Up Systems; Laws Affecting Advertising; Forms and Systems.

### See it free—send the coupon

Practically every agency—every advertising department—advertising men and women everywhere—keep a copy of this book handy. It will be well worth your while to examine it for ten days free. Send only the coupon.

McGraw-Hill

FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.

370 Seventh Ave., New York

You may send me for 10 days' free examination, Hall's Advertising Handbook, \$5.00 net, postpaid. I agree to remit for the book or return it postpaid within 10 days of receipt.

Signed .....

Address .....

Position .....

Company .....

A. F. 7-16-24



# The Story of the Famous Peace Treaty Poster

By Colver Gordon

Vice-President, Outdoor Advertising Agency of America, Inc.

AT different times during the World War L. E. Waterman Company used appropriate 24-sheet posters throughout the United States and Canada. It was their intention to display a European map poster showing the fighting line in Europe. The poster was printed in advance, with the exception of the sheets showing the fighting line—the idea being to wait until the last minute and have these extra sheets printed up to date in time to have the posters go on the boards during the Christmas holiday season of 1918. Out of the clear sky came the signing of the armistice. By having the lithographers work night and day, the extra sheets were printed and posters were displayed in New York City and vicinity within 24 hours of the signing of the armistice. Inside of a week they were displayed throughout the United States (as far west as California) and Canada. The map poster not only showed the latest fighting line, but the neutral zone as well.

The promptness of the posting and the timeliness of the copy resulted in numerous comments both by the advertising profession and the trade, and the Waterman Company received many letters commending them on their wonderful poster campaign.

In anticipation of the actual signing of the Treaty of Peace, the company had prepared a 24-sheet poster that for beauty of design and fidelity of execution will rank as one of the finest evidences of poster work ever done. Accurate in historical detail, it carried out faithfully the colors of the uniforms worn by the various governmental representatives who took part in the final negotiations.

No one knew just when the peace treaty would be signed, but as it was necessary to reserve space on the

poster boards in certain cities and to take advantage of the space until the treaty was actually signed, a "teaser" poster was put up. This was merely an area of white paper upon which was written the phrase "Will they sign it?" with a big question mark.

Elaborate preparations had been set in motion against the time when the cables would bring the great news. Not only were the posters printed, but they were distributed as well. Arrangements had been made with bill-posters in every principal city and town in the United States and Canada to have the sheets go on the boards the moment peace was signed.

The official cable came in at 10:34 a. m., which would be 3:34 p. m. Paris time. A few minutes later the flood of telegrams was released at the Western Union. The billposting concern scheduled to handle the New York metropolitan area was advised at 10:35 a. m. At 10:45 a. m., June 28, 1919, the first 24-sheet peace poster for the Waterman Company was put up in the Times Square district and in other central locations in New York, while the newspaper bulletin boards were still sizzling with their first reports. As a matter of fact, the Waterman posters were up in Times Square before the first newspaper extras were on the streets.

The same procedure was followed in other large cities—Chicago, Los Angeles, Seattle, etc.—within a few minutes after word was received in New York.

On the same afternoon, over 200 telegrams were received from as many cities stating the exact hour of the posting and the success of the enterprise. In the large majority of cases the posters were up within an hour after the official cable was received.

## Industrial and Agency Executives!

Are you following the series of articles on Industrial Marketing by Robert R. Updegraff? If not, now is the time to begin.

The first installment, "The First Two Steps in Industrial Marketing," appeared in our April 23rd issue.

"The Straight Path to Industrial Markets," the second of the series, in the May 21st issue.

And now the next, "A Progressive Policy for Industrial Marketing," is scheduled for our July 30th issue.

*Copies of the two issues in which the articles have already appeared are available at fifteen cents each.*

Advertising  
and Selling  
FORTNIGHTLY

# Want more sales?

A N. Y. client recently spent 10c. each on 10,000 orders before going ahead. Most sensible executives like that idea. Sounds as though we had confidence in our work.

We always recommend small test of our plans before going ahead. Most sensible executives like that idea. Sounds as though we had confidence in our work.

Want more sales? We get results.

Edward H. Schulze, Inc.  
Direct Mail Advertising  
Woolworth Building  
New York



# E. O. W.

are qualified to express an opinion on such matters, your cards are verra poor." Questioning disclosed the fact that "those of us, etc." consisted of the managing director, his stenographer and the superintendent of the factory.

X was in despair. In time, traveling expenses and art work, his company had invested a substantial sum and it looked as though it had been wasted. He said as much to the Scot. The latter grunted and volunteered the information, "I believe in street car advertising but I have no faith in your cards"—pointing. "We'll prepare our own cards."

"We" did. The cards, amateurish as they were, did the trick, and for several years the company used car space liberally. Relations between X and the Scotch managing director became more and more friendly but the latter never permitted X to prepare copy.

One day, three or four years after, business relations had been established, the managing director turned to X and asked him, "Do ye know anything about investments?"

X didn't, but who, in his place, would have admitted that? So, with a confident smile, he said, "A little." "Well," said the Scot, "I've a few pounds—dollars, I mean—I'd like to put to work. What have ye to suggest?"

X had a faint recollection of a certain mining stock whose gyrations on the curb had attracted wide attention. He named it. "Aye," said the Scot, as he made a note of it. "What else?"

"So-and-so," said X.

"Aye," said the Scot.

"Such-and-Such," said X.

"Aye," said the Scot.

X named other stocks—of which, as he told me, he really knew little or nothing. The Scot listed them all.

Several months later X dropped in to see Mr. Managing Director. The latter was in high spirits—he even went so far as to offer X a cigar. Then he closed and locked the door of his private office and said, "I've resigned. Aye! I'm goin' back to Scotland to live. Next month! Mebbe ye'll recall that advice ye gave me about investments a year or so ago? (X shuddered.) Well, I followed it—faithfully. (X shuddered again.) And as sure as ye sit there, I've ten times as many American dollars as I had English shillings, when I landed in this country. As an advertising man, I have no respect for ye whatever. Ye have no idee of the psychology of the American housewife. But as a financier, ye're a wonder!" JAMOC.

## Tragedies!

IN THIS COUNTRY, the ease with which business associations of long standing are dissolved is appalling.

A man enters the employ of an industrial enterprise. He does his work intelligently and well. From time to time he is advanced until, eventually, he reaches a position of considerable responsibility. Then something happens—there is a change in management, policy or control. Out goes the trusted employee who has spent half a business lifetime in getting where he is. No one finds any fault with him—he just "isn't wanted."

These things are veritable tragedies. And I cannot but contrast them with the ideals expressed by a middle-aged Englishman of whom I saw a good deal a few years ago.

At the age of 47 he had, he told me, attained a position of financial independence. One day, feeling out of sorts, he consulted a physician. The latter examined him and told him that he had tuberculosis, but that if he went to Colorado or California, he would probably be able to check the progress of the disease.

"I could have sailed for America by the next steamer," said the Englishman, "but I felt I had to find positions for my people. So I stayed until the last man was placed."

That, let me add, took nearly a year!

## "Fools Rush In"

A MAN WHO used to be connected with one of the street-car advertising companies told me this story.

For a year or more, he said, he had tried to interest the managing director—a Scot—of a certain well-known English manufacturing company, which had a branch factory in this country. As far as he could see, he had failed. You can imagine his surprise, then, when, on his thirteenth or fourteenth call, he was told that if he would prepare a series of car-cards, they would be "considered." A month later, the cards were submitted. The managing director looked them over, frowned and said "leave them."

Next time X called, he was told that "in the estimation of those of us who



In the  
Lumber  
Field



## It's the American Lumberman

Established 1873  
Published Weekly CHICAGO, ILL.

## CRAM CUTS—

READY? for booklets, house organs and advertising.

\$1.00 each

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



# Long-Haul Viewpoint in Advertising

[CONTINUED FROM PAGE 22]

There are two important phases of every sort of an advertising appeal, and any business depends primarily on the successfulness of the appeals it makes to the public for its success. There is first the appeal of practicality—the appeal to reason. The customer in satisfying his needs will seek that which appears to be usable and useful for the need he has to fill. Everybody instinctively recognizes that—the manufacturer, the salesman, the wholesaler, the retailer, the advertiser, the sales person—but not everyone recognizes with equal instinctiveness the importance of the esthetic appeal, the appeal to the emotions.

We must have many things—things we need. Therefore, they must be usable, practical. But we want things for a million and one reasons outside of the practical ones, and in this day and age every man and woman and child buys, or has bought for him, more things because he wants them than because he needs them.

If retailing is practicing the science of supplying people's wants (and we know that it is), and if advertising is a bid for their permanent good will, confidence and patronage, it follows that a very important consideration in the advertising should be its esthetic appeal rather than its practical appeal. It is the appeal to the senses through the eye that counts most rather than the appeal that comes purely from stating price and describing the article.

THE TIME was when the retailer's responsibility was a narrow and restricted one. With recent years, however, especially with the development of department stores which have come to exert perhaps the greatest single direct influence today on how goods are designed and made, which in turn affect the lives and character of the people, has come a greater responsibility to the community in which the merchant lives and conducts his business. And this responsibility broadens and extends the merchant's influence in proportion to the number of items handled by the store and the number of people served by it.

It is within the power of the retailer to engineer all these influences for the benefit of his community instead of to its detriment, and the bigger-minded merchants consciously or unconsciously never lose cognizance of that fact. As strange as it may seem to some people who have never been quite able to comprehend its working is the fact that those merchants who put their obligations to their community, to the people whom they serve, ahead of anything else inevitably wind up with the greatest profit for themselves, thus believing the real rewards that come from the knowledge of having lived a life of real 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.

**COLORADO, NEW MEXICO AND ARIZONA!**  
Any one of these three states will do my wife's health a whole lot of good, and so we're going. I'm a copy and idea man, thirty, married, and with over ten years' of newspaper and agency experience, now copy chief in Middle West. The rest of the story will interest you if you live in one of the three states I've mentioned. Box 162, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

**Sales Executive and Mail-Order Expert.** Available Sept. 15.—Remarkable sales record with \$10,000,000 international consumer manufacturing exclusive quality product. Box 168, Adv. & 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.

**CORRESPONDENT**, exceptionally adept sales, complaint, collections, with general advertising, mail order and production background; handles large volume; mercantile, financial, publishing experience; excellent references; American. Christian; college education. Box 163, 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

### 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 with experience in handling copy for trade and 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.

### ADVERTISING AGENCIES!

We serve through surveys and special investigations—dealers—consumers—industries. Worcester or Worcester County or anywhere in New England. Dependable research work. Finkel Business Builders, 12 May, Worcester, Mass.

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., 417 6th 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.

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## To the Budding Leyendecker

[CONTINUED FROM PAGE 28]

not as an elderly dowager whom you would marry for her money.

Sometimes it seems to me that would be better for you all if there were only a bare living in art. Then only those that love her would serve her; and the smart young man in our game, who is a broker's heart, would stay in Wall Street and we should be happy. . . .

Perhaps you will be tempted to become a follower—somewhat removed—of a very great man no dead and draw the men and the great open spaces. As it is now done in the fifth generation, the trick seems to consist mainly of some small window panes, a girl with flying draperies, some sea gulls or mountains, monolithic man and technic.

My chief objection to the fifth generation is that it never goes to nature, has added nothing to the tradition, and apparently works surrounded by the clippings of the former generations. If you will look in the *Saturday Evening Post* you will find the conventional figures, mother, daughter, father, so baby, and so forth. Do they look human to you? Is the world as so charine as they are? Is the smile as universal as they indicate? Then I am sorry for our world. Beware of sugar and sweetness and surface finish, unless you would become ridiculous.

After all you are about to go forth to seek your fortune. So remember this—that Nature will always have something for you, if you will go to her; that our game has more pleasant than unpleasant hours; and that always you will have before you a piece of white paper, a bit of color, and the hope that now will come to perfect design.

Respectfully,

C. B. FALLS

### J. H. Rudd

Appointed acting business manager of *Electrical World* and *Industrial Engineer*, McGraw-Hill publications.

### Milton R. Standish

Recently vice-president and sales manager of the Gill Storage Battery Company, San Bernardino, Cal., appointed advertising director of the *San Bernardino Morning Sun* and *Evening Telegram*, with which he was formerly associated. M. C. Mogensen Company, San Francisco, places accounts.

# To the man who is advertising from habit

*and who has never considered the "objective"  
method of promoting his business.*

THIS message is addressed to the man who continues to spend money in advertising his business year after year almost from force of habit, without seeing any very definite results.

IN HIS MIND he is convinced that advertising is a modern business tool that he should use. He *is* using it, and he hopes vaguely that it "pays" him.

VERY LIKELY it does, but many of these vague, hopeful advertisers are paying entirely too much for what they get out of their advertising. Or, put the other way around, they are getting too little in the way of results for the money they are spending. Because they are spending it in the conventional way.

IF THEY WERE to devote the same amount to advertising that had been focused on certain definite "objectives," properly staked off and measured in advance, they would find advertising much more productive and its results more nearly measurable.

WITHIN the past three years a man came to us with a new product to advertise.

QUESTIONING developed that he had turned to advertising merely because the

conventional thing to do with a new product is to advertise it.

IN HIS MIND he had set an arbitrary figure representing the sum he was ready to appropriate for advertising for the first year. It was a large sum.

"*That is either entirely too much or far too little,*" we informed him, "depending upon your 'objective.'" By that we meant: if he was expecting to introduce his new product broadly to the people of the United States he would be practically throwing away his money; that the great public's attention could not be bought for anything like the figure he named, generous as it might seem to him. It would require perhaps four or five times as much.

SUCH AN APPROPRIATION was out of the question and preliminary study led us to suggest the alternative of setting an attainable "objective" which could be reached the first year for perhaps a third of the sum he had in mind, leaving a substantial balance toward an effective drive toward a new "objective" the second year, and starting him on the road toward a broad national program by sound, progressive steps within his ability to finance safely, not only the first year but over a period of years.

THIS WAS NEW reasoning to him. He had never thought of advertising as being able to help a business progress in an or-

derly way from "objective" to "objective," consolidating its gains as it progressed.

## Efficiency of the LILLIBRIDGE "Objective" Method of Advertising

THERE is efficiency in this "objective" method of tackling an advertising program. By working each season or each year toward a definite, attainable "objective" an advertiser can progress faster and travel farther than if he merely advertises because it is the customary thing to do, and he *hopes* it will "put over" his product or his proposition.

IN THE CASE we are discussing, we exceeded both our client's and our own expectations. Because our effort was skilfully and sharply *focused*, the advertising drove straight and went *past* our "objective." Indeed, the first year's program accomplished more than our client had hoped to accomplish with the sum he originally intended to spend, which was more than three times as large a sum as was actually spent the first year.



WE realize that this is rather an unorthodox way of handling an advertising appropriation. Theoretically we should have counseled this man to set an "objective" three times as far away, spend the entire appropriation the first year, and cover three times the distance he did cover. But our preliminary survey disclosed that the shorter distance represented all the advance this advertiser's company could "consolidate" during the first year. Before he could wisely advance farther he would have to bring his or-

ganization and his production capacity up to his publicity.

THIS HE IS NOW DOING and indications are that presently his company will be appropriating annually very much larger sums for advertising than his first arbitrary figure. But there will be nothing arbitrary about them: they will be carefully measured to fit new "objectives." *And they will be justified by the progress of the business.*



THIS is our usual way of working: to crystallize our client's needs and problems, whether they pertain to distribution, sales, good-will or prestige, and set up "objectives." We then formulate plans for reaching these "objectives" in the most direct way and by the most economical method possible, and carry these plans through to the last detail, after they have been approved by our client.

BY "*to the last detail*" we mean more than the usual details connected with the production, placing, and checking of advertisements. We mean details such as research; work with the trade or profession; the preparation of dealer literature and direct-by-mail advertising; editing house organs; compiling and printing catalogs; writing sales bulletins, technical treatises, popular articles, books; compiling accurate mailing lists for special promotion purposes.

## An "Objective" in Good-Will

THE possibility of setting anything like a measurable "objective" in that intangible business factor known as "good-will" might well seem impossible.

Yet in developing a good-will campaign for our clients, the Wagner Electric Corporation, of St. Louis, we developed a series of messages so broad in their appeal to the electric light and power industry as to be assured a reading. We then focused this appeal sharply by carefully compiling a mailing list of men of great influence and had the name of each man printed on the front cover of his copy of each message in the series.



It is two in the afternoon. The metropolis summers in dust and heat under the summer sun. At the load dispatcher's desk in the great central electric power station the system operator sits by his telephones and teletypograph. On the "pilot" board before him red and green lights blink in and out, showing the switching of power in a network of underground feeders.

Over the city horizon a widening cloud swiftly approaches. It grows larger and blacker. A peal of distant thunder is heard. Instantly the operator signals the station men to "stand by" for a storm. With swift, efficient precision preparations are made for the onset of the mounting load.

In the boiler room banked fires under "stand-by" boilers, kept in readiness for such emergencies, are quickened into a roasting fury of flame to meet the rising demand for steam.

On the generator floor extra turbines are started running over slowly to "warm up" before going into service.

Outside, a mantle of inky cloud shot with lightning spreads over the city. As the untimely darkness deepens thousands of lighting switches click as more light is required in homes, factories, offices and stores. And every switch that is closed — every lamp that is lighted — transmits its added load to the sky-rocketing demand for more power.

Up on the switchboard gallery in the power station the anxious operators intently watch their instruments. Down — up — goes the climbing amperage demand. Down goes the pressure. A whirl of a

theostat — and up it goes again as the generator responds.

The connected generators are overloaded but the incoming load increases. One of the turbo-generators "warming up" is now "cut in" and its capacity added to the power output. Still the load mounts while boiler after boiler and turbine after turbine is put into service — until at last the emergency peak is reached.

The load begins to decline as swiftly as it rose. The added units, one by one, are dropped off the line and shut down. The stand-by boilers are slowed to quiescence, their fires again "banked."

The city emerges from the shadow of vanishing clouds. The sun comes forth, driving the electric light to dim retreats in the canyon depths about adjacent skyscrapers.

Once again the Electric Light and Power Company with its organization of competent, disciplined men and extra machines, continuously maintained ready for instant service, has triumphed over a crisis. Yet, after all, not a crisis because the continuous, adequate supply of light and power to its customers is an obligation in the fulfillment of which the Electric Light and Power Company must not fail, and for the fulfillment of which it must mass such forces as shall make even the meeting of crises paradoxically commonplace.

The service of the Electric Light and Power Companies is too vitally essential to the normal life of every individual in the communities they serve, to be operated by men other than those whose managing genius and far-sighted capacity for anticipating public needs have made that service possible.



SO surely did this series of messages reach home, and so interesting were they, that they quickly rolled up a great wave of good-will, which was their main "objective." Then electric light and power companies all over America began to ask permission to republish them at their own expense in large space in their local newspapers.

Many times the sum of money invested in this campaign would not have brought as much good-will and publicity but for the definiteness of the "objective," the sharpness of the focus, and the painstaking care in working out the message, the treatment and the mailing list.

Published on the pages of a better public appreciation of the Electric Light and Power Industry by an organization which, through more than thirty years of contact with that industry, has witnessed, in the growth of Electric Light and Power Service — from almost beginning to its present magnitude — a development that has done much to elevate American standards of living, to furnish a sound investment for more than two million people, and to enlarge the resources and prosperity of the Nation.

WAGNER ELECTRIC CORPORATION, SAINT LOUIS, U.S.A.

An example of the Lillibridge "objective" method of tackling an advertising problem, selected from the many interesting cases developed during our 25 years of agency service.

IN SHORT, we take the responsibility for those "mean jobs" that are generally considered as unprofitable nuisances around an advertising agency (and indeed often around the advertiser's own

offices) but which must be carefully worked out and dovetailed with the more spectacular part of any advertising program if anything like the measure of success possible is to be realized.

## *Why we can profitably work this way*

FROM the beginning the founder of this agency realized that while he could expect a certain income from agency commissions, in many cases the commissions earned by an account would not pay for the kind of job he wanted to do. At least not in the early stages of the work. He believed it would serve the best interest of his clients if he could be independent of "billing." There seemed to be just one way to make certain this independence. That way was to charge every client a substantial fee as the basis of his remuneration, regardless of the amount of advertising to be done or the methods or media to be employed. (We charge a minimum retainer of one thousand dollars per month.)

How THIS IDEA developed into what is now known as the Lillibridge "Fee-and-Budget System" is another story.\* Suffice it to say that years of experience have

proved our system of remuneration to be a decided advantage to clients in every way.

YEARS OF EXPERIENCE have also proved the effectiveness of our "objective" method of tackling advertising and selling problems. Repeatedly we have demonstrated our ability to achieve remarkable results for clients with very modest appropriations by virtue of carefully set "objectives," moved forward from year to year as fast as the gains could be consolidated.

AMONG the responsible executives to whose attention this message may come there are doubtless some who will be glad to know of an agency that has been doing business on such a basis for 25 years and can refer to a fine clientele. It would be a pleasure to explain our service in greater detail to any such.

## RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899

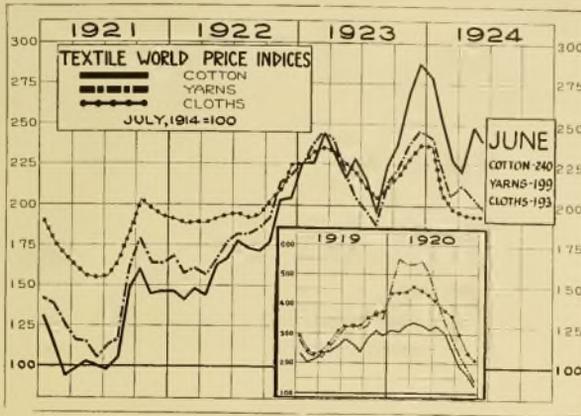


Incorporated 1909

111 BROADWAY

New York

*\*The Lillibridge "Fee-and-Budget System" was explained in greater detail in a previous advertisement, a copy of which will be sent to any interested executive on request.*



# This Chart May Be “Greek” to You

But it isn't to the readers of **TEXTILE WORLD**.

It is a sample of the character of service **TEXTILE WORLD** renders to readers and evidence of the high quality of reader appeal.

It has another significance to advertisers—the highly specialized nature of the textile industry which demands its own exclusive publications. No general approach can pay its own way in the textile field.

The statistical Department of **TEXTILE WORLD** is a part of its editorial equipment.

It is the business of **TEXTILE WORLD'S** statistical editors to furnish readers with a form of market and business analysis which is so accurate, concise and clear that it can be the basis for determining immediate business policies and forecasting future tendencies.

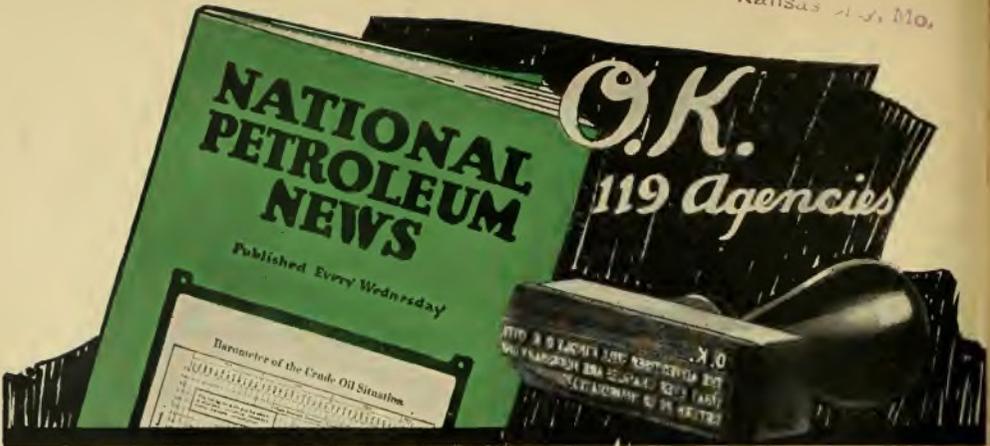
That is a big contract, but it is exactly what **TEXTILE WORLD** is accomplishing.

We present it to you as one more reason why **TEXTILE WORLD** is so eminently qualified to carry your message to the men who count in the textile industry.

# Textile World

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

334 Fourth Ave., New York



# Professional Judgment

Public Library,  
Kansas City, Mo.

**C**ONVINCING the experienced Space buyer of the modern advertising agency is a true index of a publication's value. He is an expert in sifting out the chaff in the claims and data submitted to him.

Any publication, no matter how little its advertising value, can sell a certain amount of space to untrained buyers.

But the test of a publication's worth is conclusively proven by its volume of agency-placed business.

That is why we repeatedly emphasize the volume of agency-placed advertising carried in the pages of National Petroleum News and its steady, year-to-year increase.

*On either side of this page is the list of agencies placing business in N. P. N.*

**NATIONAL PETROLEUM NEWS**  
812 Huron Road, Cleveland, Ohio

**DISTRICT OFFICES:**  
TULSA, OKLA. CHICAGO NEW YORK HOUSTON, TEX.  
608 Bank of Commerce Bldg. 360 N. Michigan Ave. 342 Madison Ave. 614 West Building

Advertising Agents Handling Accounts Carried in National Petroleum News During 1923

- Adamatz Co.
- Acorn Advertising Agency
- Adlin Agency
- Aufenger-Jacobson Advertising Co.
- N. W. Ayer & Son
- T. H. Ball & Staff
- Baxter-Davis Advertising Co.
- Barker, Duff & Morris
- Barton, Durtstie & Osborne, Inc.
- C. M. Basford Co.
- George Batten Co.
- Baxter-Davis Advertising Co.
- Breck Advertising Co.
- Bissell & Land, Inc.
- Blaine Thompson Co.
- Biodhart-Soat Co.
- Bolton, Meek & Wearstler
- Larry Brinsford
- Brandt Advertising Agency
- Broom & Sado
- Bryon & Bryan
- Burns-Hall Advertising Agency
- Burner-Kuhn Advertising Co.
- Campbell Ewald Co.
- Cauby Co.
- Central Advertisers' Agency
- Chambers Agency, Inc.
- Chappelow Advertising Co.
- E. H. Clarke Advertising Agency
- Coolidge Advertising Co.
- Critchfield & Co.
- Witt K. Cochraoe Advertising Agency, Inc.
- Arthur M. Cramrine Co.
- Elmer Advertising Co.
- Maston R. Davies Co.
- L. E. Dietz Co.
- Lee E. Donnelley Co.
- Dorenus & Co.
- Dorrance Sullivan & Co.
- C. L. Doughty Advertising Agency
- Eastman & Co.
- Evon, Wassy & Co.
- Evers, Watrous & Co.
- Ferry Hanley Advertising Co.
- Federal Advertising Agency
- Charles Daniel Frey Agency
- Charles H. Fuller Co.
- Fuller & Smith
- Gardiner & Wells Co., Inc.
- Geyer-Dayton Advertising Co.
- H. L. Gaudin Inc.
- Graesbeck, Hearn & Hinde, Inc.
- Friedrick B. Hart Advertising Agency
- E. W. Hellwig Co.
- Albert P. Hill Co.
- Hull's Service
- Martie V. Kelly Co.
- Kling-Gibson Co.

Advertising Agents Handling Accounts Carried in National Petroleum News During 1923

- Ray D. Lillibridge, Inc.
- Long-Loe, Inc.
- J. I. Low Co., Inc.
- Lydlion & Haaford Advertising Co.
- McAdam Advertising Service
- H. K. McCann Co.
- McCarty Advertising Co.
- McCormack-Armstrong
- Homer McKee Co., Inc.
- Hugh McVey Advertising Agency
- MacManus, Inc.
- Nedley Scovil, Inc.
- A. Eugene Nichel & Staff
- Fred Mills, Inc.
- Menke Robertson Advertising Service
- Michell Advertising Agency
- Frank G. Morris Co.
- Myers-Benson-Golden, Inc.
- Moss Chase Co.
- Miller Agency
- Newell Emmott Co., Inc.
- Nichols-Evans Co.
- Olson & Enginer, Inc.
- Ivan F. Paschall, Inc.
- George Harrison Phelps, Inc.
- Powers-House Co.
- Procter & Callier Co.
- Wm. H. Rankin Co.
- T. M. Reese
- Joseph Richards Co., Inc.
- Grant Richardson, Inc.
- Richard & Co., Inc.
- John Ring Jr. Advertising Co.
- Robinson Couchman Co.
- Rogers-Trao Advertising Agency
- F. J. Ross Company, Inc.
- The E. T. Sadler Co.
- E. O. Schneider
- Schuck Advertising Agency
- L. W. Seeliger
- Shimutan Cowley Co.
- Simmons & Simmonds
- W. J. Smith, Inc.
- Southwestern Advertising Co.
- Summer Lay Co.
- C. C. Stockford Co.
- Paul Teas
- L. Walter Thompson Co.
- Thamman & Orlin
- R. E. Tweed Co.
- Louis V. Umy
- Utica Advertising Service
- Hugo Wagonsell
- Wales Advertising Co.
- Walker & Downing
- Walt-Worthing, Inc.
- Warner-Gaultry
- John L. Wierengo & Staff
- Williams & Cunningham
- Meredith Wood
- Voss, Gratiot & Co.
- Zimmer-Keller, Inc.

# NATIONAL PETROLEUM NEWS