

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Norman Rockwell for Edison Lamp Works of General Electric Company

OCTOBER 22, 1924

15 CENTS A COPY

In this Issue

"Is Your Business Growing Too Complicated?" By CHARLES H. MACDOWELL; "This Business of Salesmen's Daily Reports" By V. V. LAWLESS; "Where Are We At in Price Maintenance?" By J. GEORGE FREDERICK; "How One Manufacturer Thawed a Frozen Market" By ALEX MOSS

Chicago People Have More Money

this year than last, and some of it's in the savings banks.

On June 30, 1924, according to official bank statements, savings deposits in Chicago banks amounted to \$628,636,000—as against \$583,038,000 on June 30, 1923.

These accumulations represent in large part the savings of thrifty, intelligent, well paid industrial citizens of Chicago. People who are able to respond to legitimate investment offerings brought to their attention.

The Daily News, with approximately 400,000 circulation—1,200,000 daily readers—reaches these very people, the people who represent the great majority of the financially competent citizens of Chicago and its immediate suburbs.

If you have anything to sell to the people, and wish to approach them most effectually, follow the lead of experienced and successful advertisers in the Chicago field* and advertise in

The Chicago Daily News

First in Chicago

*The Daily News, year after year, carries a greater volume of display advertising than any other daily newspaper in Chicago.

Page 5—The News Digest

National Advertising Commission

Re-elected W. Frank McClure, Chicago, to the chairmanship. Others elected were Theodore G. Morgan, Montreal, vice-chairman, and Charles F. Hatfield, St. Louis, secretary. The next meeting of the commission will be held in Detroit about January 15 and 16.

American Newspaper Publishers Association

Will be represented on the National Advertisers Commission by A. H. Melville, Condé Nast Company; Harry Tipper, United Publications Corporation, and A. J. Crockett, *Modern Priscilla*.

A. A. C. of W.

Will hold a joint meeting with the Association of Newspaper Advertising Executives in Houston on May 10 to 14.

Dr. Berthold A. Baer

Head of the Baer Advertising Agency, New York, died of pneumonia on October 18. His advertising of the Campbell Funeral Church a few years ago created wide and controversial comment.

Herman H. Kohlsaat

Former Chicago editor and publisher, died in Washington October 17, succumbing to a stroke of paralysis.

Orange-Crush Company

Chicago, has reorganized its sales and advertising departments. A. E. Repenning becomes general sales manager, A. C. Ebbesen and H. F. Osborne, assistant sales managers; Arthur Boylan, manager fountain department, and H. C. Chase, manager advertising department.

Niagara Metal Weather Strip Company

Buffalo, has purchased the Berry Ventilator Company's plant and business and will move it to Buffalo. E. P. Remington Advertising Agency, that city, is planning the 1925 campaign for these products.

Agricultural Publishers Association

At its meeting in Chicago voiced appreciation of the A. A. A. A strong report on the farm was read. The following directors were re-elected: C. A. Taylor, *Farm Life*; C. E. Burns, *New England Homestead and Farm & Home*; F. J. Merriam, *Southern Ruralist*; S. R. McKelvie, *Nebraska Farmer*. The association adopted a Standards of Practice.



The Thumbnail Business Review

INCREASING optimism makes for greater confidence in the future. Steel mills are running at better than 65 per cent of capacity. Present rate of output is equal to the average of the past six years since the armistice.

Ⓢ Advancing prices are noted in wheat, corn, rye, cotton, sugar and other crops. Wool, cattle and hogs are also higher. The buying power of the farmer's dollar in August reached 90 cents, compared with 66 cents in January, 1923.

Ⓢ Textile mills are operating at 50 per cent of capacity, and this rate is increasing slowly. Retailers are ordering more cotton fabrics. Silk industry is the most active of any of the textiles. Hosiery production, an important branch of the textile industry, is at the rate of 4,000,000 dozen pairs a month, all kinds and materials.

Ⓢ Output of coal is below present rate of consumption. Advances of 15 to 75 cents a ton have been made in the prices of bituminous coal in the Middle West.

Ⓢ Retail and mail order conditions are highly satisfactory. Chain stores show a steady increase in sales in all localities.

Ⓢ Reports indicate that the peak of unemployment has been passed in the great majority of industries. ALEX MOSS.

E. P. Remington Advertising Agency

Buffalo, has been appointed advertising counsel to Revere Mills, Inc., hosiery manufacturers, that city.

R. E. Wright

Manager of the Commercial Service Department of the First National Bank of Milwaukee, was elected a member of the board of directors of the Financial Advertisers Association at its recent meeting held at Richmond, Va.

Newspaper Members A. B. C. Elort Advisory Board

Following a recommendation of the Board of Directors of the A. B. C. at its recent meeting in Chicago, a divisional committee was elected to advise the A. B. C. of the needs of newspaper members. The two representing the evening papers are T. R. Williams, *Pittsburgh Press*, and Galt Burns, *Washington Star*. E. Lansing Ray, *St. Louis Globe Democrat*, will represent the morning papers; another member is an owner of both morning and evening papers, and Gardner Cowles, *Des Moines Register and Tribune*.

Brandt Advertising Company

Chicago agency still directs the advertising for the Curtiss Candy Company, same city. In our issue of Oct. 8 it was incorrectly stated that another agency had been appointed advertising counsel to the Curtiss Company.

Samuel H. Morris

Has been appointed general sales manager of the Stanwood Container Corporation, New York, makers of fibre cans and paper tubes, and a subsidiary of Armour & Co., Chicago.

Douglas Wakefield Coutlee

And Orval O. Cook, directors of the Charles C. Green Advertising Agency, Inc., New York, have been appointed business manager and office manager, respectively.

J. Raymond Prohaska

San Francisco illustrator, has become associated with the Southwestern Advertising Company, Dallas, Tex.

Frank Presbrey Co.

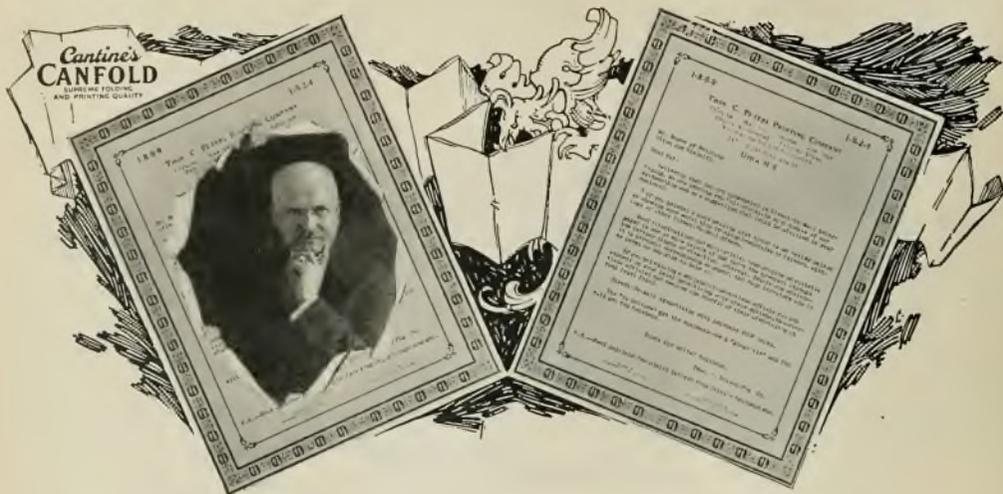
New York, will direct advertising for the Auto Pneumatic Action Company, one of the Kohler Industries, manufacturers of a reproducing piano action.

Henry R. Toune

Former president of the Merchants' Association of New York and chairman of the board and one of the founders of the Yale & Towne Manufacturing Company, died in New York City on October 15 at the age of eighty.

Magazine Club

New York, held its first formal luncheon at the Roosevelt Hotel Tuesday, October 21. G. Lynn Sumner, vice-president of Woman's Institute of Domestic Arts and Sciences, and advertising counsel of the International Correspondence Schools, addressed the members and guests.



The Martin Cantine Company awards cash prizes every month for skill in advertising and printing. The August contest was won by The Thomas C. Peters Printing Company of Utica for its 25th Anniversary Announcement—a smashing broadside “selling” better printing and better paper; an excellent example of its own precept. Printed on Canfold, \$100 to The Thomas C. Peters Company for excellence of printing; an equal amount to James C. Peters for skill in copy. Enter samples of your own work on Cantine’s Papers in these monthly contests.



THE brain comprehends more quickly and accurately the message of the eye than of the ear. Besides, talk is forgotten, while the printed word and pictures last a lifetime.

So put your proposition down in different forms of black and white—and color.

Use printed matter before, while and after your salesmen call—printed matter that is made effective by the use of modern illustrations, harmonious typography, good presswork, and Cantine’s Coated Papers.

Cantine’s Papers are sold by leading paper jobbers in principal cities. Write for catalog, together with full particulars of monthly prizes for skill in advertising and printing. The Martin Cantine Company, Saugerties, N. Y. Dept. 78.

Cantine's

COATED PAPERS

CANFOLD
SUPREME FOLDING
 AND PRINTING QUALITY

ASHOKAN
NO 1 FRANKLIN BOOK

ESOPUS
NO 2 BUCKLE
 NO 3 FRANKLIN BOOK

VELVETONE
SEMI GLOSS—Easy to Print

LITHO C.I.S.
COATED ONE SIDE



Here is the *electrical* store. Here radio sells along with lighting fixtures, wiring contracts, lamps, wiring supplies and electrical appliances. **ELECTRICAL MERCHANDISING** serves the man who runs this store.



Here is the *non-electrical* store. Here radio sells sometimes alone and sometimes along with hardware, housefurnishings, electrical appliances, phonographs, sporting goods, etc. **ELECTRICAL RETAILING** serves this dealer.

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15,000 electrical dealers read **ELECTRICAL MERCHANDISING** each month.

31,000 dealers read **ELECTRICAL RETAILING** each month.

All of these dealers—46,000 of them—sell radio.

They sell most of the \$250,000,000 worth of radio sets, parts and supplies which radio fans buy this year.

How much of *your* radio equipment they sell depends on how well they know you and what you make.

ELECTRICAL MERCHANDISING and **ELECTRICAL RETAILING** offer you two strong channels of approach, through which you can do a complete selling job among these 46,000 live dealers.

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With their 220,000 circulation the 15 McGraw-Hill Publications put their advertisers in touch with industry's buyers in the following fields:

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-Reading Countries: Ingenieria Internacional.

Electrical Merchandising

A McGraw-Hill Publication

Tenth Ave. at 36th St., New York

Electrical Retailing

A McGraw-Hill Publication

Old Colony Bldg., Chicago

On Substitution

WHEN a True Story reader steps up to a newsstand and asks for True Story Magazine we take it most unkindly if the dealer tries to substitute another magazine.

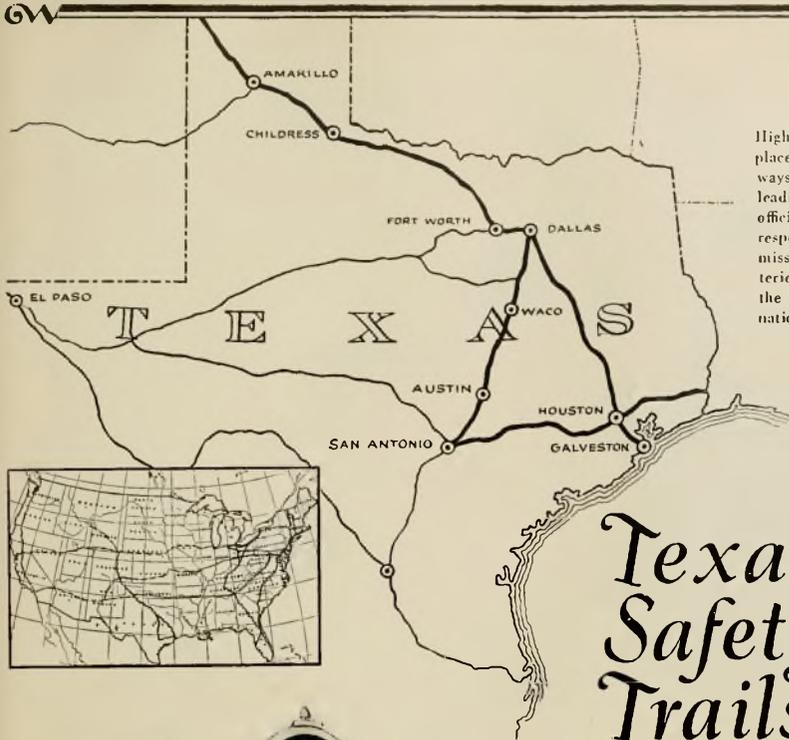
When a customer walks into a store and asks for a certain advertised brand the advertiser takes it most unkindly if the clerk sells, or tries to sell, the customer something in place of what he asked for.

Because we do not believe in *substitution*—both for our own sake and for the sake of our advertisers—we are publishing in True Story Magazine each month a campaign against *substitution*.

The first announcement will appear in the December issue. In this way True Story performs a service for its readers and for all advertisers.

True Story
Magazine

*True Story has the largest newsstand
sale in all the world*



Highway Lighthouses are placed on the main highways of Texas and other leading states at points officially approved by the respective Highway Commissions. These main arteries carry the bulk of the nation's interstate and national motor travel.

Texas Safety Trails

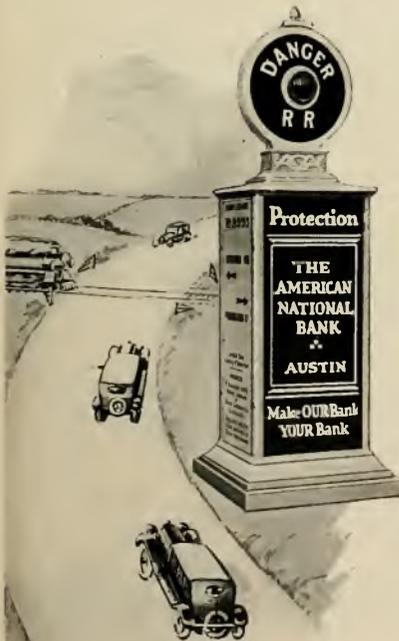
A MOTORIST who recently moved to Texas from the East reported an incident to a member of the Highway Lighthouse family of advertisers which emphasizes the human side of these signals.

This man had learned to respect the flashing Lighthouses in traveling across the country. He related that he was driving at a high rate of speed on a road leading into San Antonio, when out of the darkness he suddenly saw a signal "winking" at him, as he expressed it. He immediately applied his brakes! Had he not slackened his speed he would have crashed into a bad bridge which spans a creek.

The numerous unsolicited letters requesting the erection of Highway Lighthouses are but an indication of the demand for and widespread public appreciation of the value of these signals.

Effective Outdoor Advertising, and a needed public service rendered in your name.

HIGHWAY LIGHTHOUSE COMPANY
 100 East 42nd Street New York
 A Division of The A. G. A. Company, Elizabeth, New Jersey



HIGHWAY LIGHTHOUSES RENDER A PUBLIC SERVICE IN YOUR NAME



Haven't you a job for me?

Any of the men I'm working for now will tell you that I'm "some salesman"—

That I have a following of more than 600,000 customers, the Purchasing Agents for over 600,000 American homes—women who never hesitate to buy an article I recommend, and whose purchases amount to millions of dollars yearly.

For I am the Seal of Approval granted to every product that passes the test of actual home use at the Priscilla Proving Plant. I cannot sell goods that have not been so approved—but if Priscilla's Housekeepers say your product is O.K.—I'm your man. Address me in care of

MODERN PRISCILLA

The Trade Paper of the Home

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

Is Your Business Growing Too Complicated? CHARLES H. MACDOWELL	13
This Business of Salesmen's Daily Reports V. V. LAWLESS	15
How One Manufacturer Thawed a Frozen Market ALEX MOSS	16
Marketing American Goods in India and South Africa CLEM W. GERSON	17
Drama as an Aid to Correspondence Dictated by WRB/S	18
Where Are We At in Price Maintenance? J. GEORGE FREDERICK	19
Architectural New York Pencil Renderings by THEODORE DE POSTELS	20
Still More Autopsies from the Advertising Morgue RALPH B. MILBOURNE	21
Plate Glass Advertisements JOSEPH A. RICHARDS	22
The Editorial Page	23
More Results from the Advertiser's Dollar PHILIP L. THOMSON	24
Factors That Influence Koehring Publicity O. C. DAHLMAN	26
Substituting Facts for Theory EZRA W. CLARK	26
Fadhling Copy MARSH K. POWERS	28
The 3-Pt. Page by ODDS BODKINS	36
How Direct Mail Waste May Be Avoided GRIDLEY ADAMS	47
How a Large Advertiser Selected His Agency MERRILL ANDERSON	48
The Raw Materials of Advertising H. K. McCANN	54
Some Problems in Technical Research PHILIP C. GUNTON	61



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DISCUSSION of new and old ideas for enlarging the field and improving the methods of direct mail selling will be the piece-de-resistance of the convention of the Direct Mail Advertising Association to be held at the Syria Mosque, Pittsburgh, on Oct. 29, 30 and 31.

The general sessions will be held in the auditorium. The exhibits will be housed on another floor in the same building. Departmental sessions will be held in other rooms of the Mosque.

Part of the agenda will be given over to awarding the prizes donated by various companies and individuals, among them those for the most noteworthy achievement of the year in direct mail selling and the most distinctive and effective form letter campaign during the year.

M. C. ROBBINS, PUBLISHER

OFFICES: 52 VANDERBILT AVENUE, NEW YORK
Telephone: Murray Hill 3246

J. H. MOORE, Advertising Manager

NEW YORK:
F. K. KRETSCHMAR
A. M. FRANKLIN

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARROUR
Peoples Gas Bldg.: Wabash 1000

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

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

LONDON:
66 and 67 Shoe Lane, E. C. 4:
Telephone Holborn 1900

TORONTO:
A. J. DENNIE
217 Bay Street; Elgin 1850

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THE H. K. McCANN COMPANY[®]
Advertising

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



A client of
any one McCann
Company Office is
the client of all.



OCTOBER 22, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Charles Austin Bates William R. Basset Alex Moss, *Associate Editor*

Is Your Business Growing Too Complicated?

We Have Learned to Run Ours in the Simplest Way

By *Charles H. MacDowell*

"**W**HAT," I have been asked, "is the greatest thing in selling?" And I usually reply, "Simplicity!"

That word covers so much. "Simplification," in the technical sense recently coined, is a part of what I mean; but *only* a part. Simplicity, as I think of it, embraces every activity in selling, including not only the decision as to the number of lines and styles to carry, but also the handling of salesmen, the management of branches, the credit policy, and all similar activities.

This thought is found running all through our fundamental sales policies. It was in 1894 that I wrote a letter, brief and very kid-like, to my boss, P. D. Armour, saying I would like to start a fertilizer department and expressing the opinion that a profitable business could be developed. Thirty years have passed, and the paper on which that letter was written has grown yellow; but I still have it and treasure it because of the rough scrawl on one side: "O.K., P.D.A." From an idea in a kid's head, which a wise boss allowed



Charles H. MacDowell
President, Armour Fertilizer Works

him to try out, there developed a business amounting to many millions of dollars annually.

What sales methods have grown up with this business? I will not attempt to give any complete pic-

ture of these, but rather to describe the manner of thinking we employ in tackling all selling problems.

In the question of the choice of distributive outlets our approach, as everywhere, is what is simplest and most effective. Can anything be simpler than for the man who makes an article to take it to the man who will use it?

"Peddle" was one of Mr. Armour's favorite words when he was talking about marketing. "Peddle it out! Peddle it out!" he would urge. His early personal experience in selling had demonstrated the results that can be secured when you take your product directly to the merchant who sells the consumer and, striking to the heart of things as a man of broad vision usually does, he recognized here a principle which in its essentials need not be abandoned whether one does a business of one hundred mil-

lions or only a few thousands. Like all pioneers who are close to the fundamentals and have drawn their conclusions direct from experience, he was likely to resolve problems into their elements and treat them

simply. It is our practice to get as close as we can, economically, to the final consumer. Indeed, I believe this may be taken as a fundamental rule underlying all good selling. It is true, however, that simplicity must go hand in hand with effectiveness and actual practice has to be varied in different cases, inasmuch as what is actually economical is determined by a number of variant factors.

Our product, for example, is manufactured in many large chemical plants located in heavy consuming centers. It is bulky and low-priced, the competition is keen, and there is comparatively little differentiation between it and what others make. The ultimate application of the rule I have stated would be for us to take our product to every farmer who might use it; but we have tried that and found it not justified economically, although there is no reason to assume that it would not be justified in the case of sewing machines or other products

where the price-bulk-demand factors were differently related.

We experimented. So did our competitors. In certain towns, where we were unable to secure the kind of dealer representation we wanted, we sometimes adopted the device of getting a farmer agent. He received a commission for the sales he made to other farmers, or got his own fertilizer at the wholesale price, or if he sold enough his commission paid for his fertilizer. This was virtually the same as direct selling less, possibly, some of the energy you might expect from a man giving the job his entire attention.

HOWEVER, the arrangement was almost never quite satisfactory, nor was direct selling on our own account. This often invited retaliation, usually in the form of price cutting; and with a bulky, low-priced product like fertilizer, carrying a narrow margin of profit, one cannot stand much of a price war.

More recently, we, in common with

all manufacturers whose customers are mainly farmers, have found ourselves face to face in certain sections with that type of direct selling comprised in state-wide or county-wide cooperative buying. Large quantities are usually purchased by these cooperative groups at one time, for cash, and from the point of view of volume the business is often attractive to the manufacturer.

The extent to which this method is being used by farmers today varies greatly in different parts of the country. In Alabama, for example, I should say it probably takes care of from 10 to 12 per cent of the farmers' needs; in Indiana and Ohio, perhaps 12 to 15 per cent; elsewhere, for the most part, less, and in some places it is not even a factor. Yet this method has to be reckoned with.

Our own decision with regard to going after this class of business has been based primarily on the idea of maintaining permanent

[CONTINUED ON PAGE 38]

They Advertise Their Optimism

THAT advertising is indeed constructive that helps to destroy a fallacy while at the same time building up prestige and goodwill for the advertiser. This sentiment is awakened by a reading of a recent Shaw-Walker advertisement. During the period of economic and industrial readjustment from which the country just now seems to be emerging, there were many manufacturers and advertisers who took the line of least resistance. At the first sign of retrenchment on the part of their fellow manufacturers and advertisers they took to the storm cellars of business and closed themselves in.

Much of the hard times through which the country has been passing has been more psychological than real. This statement is made with a full recognition that basic conditions in certain industries have not been all that they could have been. Yet, in spite of this, the fact remains that even in industries that have been hard hit, individual concerns have managed to keep up dividends and volume of sales by the common-sense method of going after

around. In a "poor" business year the Shaw-Walker people succeeded in setting a new sales record for its product—a fact that challenges the utterances of those who believed that "Business is dead, no use going after it."

Advertising such as that under discussion breathes a spirit of optimism that should be more prevalent where the United States, its industries and its future are concerned. All that is necessary for the building up of an era of lasting prosperity is a full recognition of the faults that lie like a canker worm at the roots of stable business, and an application of the remedies that will more readily remove or do away with them.

Naturally, in a democracy such as ours, where opinion is so diverse, remedial measures are slow to develop. There can be no question, however, of the benefit to the country as a whole of the brand of philosophy taught by a national advertiser who takes the time to accent the fact that in most instances the causes of hard times are not natural, but personal. This is indeed constructive advertising.

sales in a more intensified manner. Shaw-Walker, through the medium of its full-page advertisement in the leading newspapers in the United States, not only proves that business depends upon individual effort and initiative, but points the way in which other large firms can create a feeling of "better business" all

Bread and Butter Problems of a Sales Manager

This Business of Salesmen's Daily Reports

By V. V. Lawless

"WHEN we ought to be putting in our time selling goods, we are kept busy making out reports," a salesman I met in a small town hotel complained. "I work for the Blank Soap people and you haven't any idea of how much of my time goes into making out reports. I have to make reports for the sales manager. I have to make investigations for the sales promotion manager and report to him. The advertising manager wants reports. Of course, the credit manager must have his. And on top of it all the district sales manager wants me to write him a weekly condition letter with a copy to the home office."

There was a time not so many years ago, when all that the salesman was expected to do was send in order blanks properly filled out. There came a time when salesmen were asked to do a certain amount of collecting and do a certain amount of reporting for the credit department. And what a howl there was raised. Then, over a period of years when the so-called science of sales management got under way, salesmen's detailed reports climbed to tremendous extremes.

That period was followed by the war period when all past ideas seemed to go by the board and salesmen did pretty much as they pleased. And salesmen do not, of their own accord, like to make out reports.

As many a salesman has explained his attitude: "Why so many reports anyway? Let them judge me by the orders I send in. That's what they pay me by. How far could I get if all I did was send in weather reports and condition letters. It's the order that the company wants.



"You haven't any idea of how much time goes into making out reports. The salesman must make reports for the sales manager. He has to make investigations for the sales promotion manager and report to him. The advertising manager wants reports. Of course, the credit manager must have his. To add to it all, the district sales manager wants a weekly sales letter with an extra copy to the home office."

Everything that takes me out of actual selling and that makes me put my time into other matters does nothing but handicap me.

"THE big trouble, as I see it, is that sales departments get away too much from first principles. They spend so much time in conferences and in pondering over things and on reports and that sort of thing that they forget the big problem is getting the order. Of course, all the advertising managers and sales promotion managers and the people in

research departments and statistical divisions must have a job, and they have to make work for themselves."

That's one side of it. Here's the other:

A salesman was put in charge of a Texas territory. It was not an easy one to cover. Railroad connections were trying and there were many jumps that had to be made by auto. That particular house had a sales manager newly up from the ranks. He had learned the case against reports while on the road and he was holding his men to results and not to reports. "Say it with orders" was his slogan.

But when Jones failed to put over the volume, it was up to the sales manager to discharge him and replace him (which was expensive) or else bring up his volume. Naturally, the first thing to do was to try to bring up the volume. So he took out the last six weeks' orders and went over them carefully, as to items sold. The orders averaged satisfactorily as to size and variety.

Then he got out a county map and began to check off the towns from which the orders came. To his surprise he found many towns showed no business. Now, the question was whether or not the salesman had called there at all. He wrote the salesman about it. The salesman replied in a foggy manner. The sales manager saw that crying over spilled milk was not helping matters so he wired the salesman to make out each week a route list for the coming week and wire it in. He also told him to make out a report each Saturday night of the towns he had covered and the men he had seen and those he had called upon, but

[CONTINUED ON PAGE 62]

Marketing American Products in India and South Africa

By *Clem W. Gerson*

Sales Manager, The American Commerce Company, London, England

THERE are few markets in the world which open a better field for the American producer than India, with its three hundred and fifteen million people, but the conglomerate nature of the population necessitates expert advice and extreme care in the preparation of the selling plan. Marketing methods must be devised that will prove effective and inoffensive in a country with an area of one million eight hundred thousand square miles, with all gradations of temperature and climate, where several hundred different dialects are spoken, where religious feeling between more than half a dozen sects runs high, and where all manner of religious and caste taboos are prevalent. The difficulty is further enhanced by the fact that the white man in India, who comprises an important portion of the buying public, is different from the white man at home and must be approached in a different manner.

But in spite of these obstacles there are hundreds of amazingly successful foreign products in the Indian market. There are numerous large and prosperous cities in India and the wealth of the country is

literally beyond conception. Its industries embrace hundreds of different lines. A few of the largest and most important cities, Delhi, the capital, Calcutta, Rangoon, Karachi, Colombo and Bombay are important seaports carrying all the eastern trade. All boats to the east stop at least two of these cities.

The buying power of the country is very largely controlled by the seasonal rains, the monsoons, lasting from June to September. If the monsoon is heavy, bumper crops and prosperity for the laboring class is the rule. If the monsoon is light or delayed, partial crop failures usually

follow, which in India mean the reduction of buying power to such a point where luxuries are out of the question and even necessities are often impossible, and, sometimes, thousands of deaths by starvation. This climatic hazard, however, is gradually being minimized by vast irrigation projects fostered by the British government. The Indus River Dam will irrigate millions of acres of land and greatly nullify the effects of drouths.

Industrial conditions are inseparably connected with climatic and geographical conditions. Thriving industry and dense population are to



ALTHOUGH India, a land of infinite variation in language, religion, climate and industrial development, is in many respects a very primitive country, yet, with its 315,000,000 people, it offers a fabulously rich market for the American exporting manufacturer, especially in good crop years. The native market or bazaar is rapidly taking on increasing importance as a sales outlet for innumerable products.

be found mainly in those districts which enjoy a reasonable rainfall, moderate temperature and adequate transport facilities. Thus the main industrial centers are situated on the coast, in the inland east, south of the Sind Desert from Bombay to Assam, and along the principal rivers and railways.

In other countries, salesmen, duties and a thousand other details are of prime importance. but, in India, advertising absolutely controls the marketing, in fact, it might be said that advertising is the marketing. Both European and native populations in India are remarkably responsive to properly presented advertising, for which there are only two effective media, the press and enamelled signs displayed on railroad stations and other public places. Outdoor posters are practi-

cally unknown throughout India. The English press is both influential and efficient and the leading papers are ably edited and brightly written. They have a circulation not only among the white residents, but also among the English-speaking native community. Advertising rates are extremely low in proportion. Though many of these papers are powerful and influential, they are poorly printed, for the most part, and effective advertising must be bold and open and contain no small type. Advertising to succeed must avoid the national prejudices and, at the same time, get its message over. Such advertising very quickly opens a fabulously rich market, provided that the product to be sold does not itself violate a religious or national taboo, as would such commodities as the flesh of

pigs and cattle or their by-products or any spirituous liquors.

In the preparation of advertising and literature close attention should be paid to the matter of language as no one language is prevalent in or confined to any particular state. In the Bombay Presidency alone, Sindhi, Guyerati, Marthi and Kanarese are the principal languages, while, in the Province of Madras, Teluga, Tarvil and Urdu are spoken to a very large extent.

The native market and bazaar is becoming increasingly important as an outlet for manufacturer's goods and its possibilities as a sales channel are worthy of close study and should be utilized.

To the manufacturer, South Africa provides an infinitely easier market to open up than India be-

[CONTINUED ON PAGE 65]

Drama as an Aid to Correspondence

Dictated by WRB/S

"**T**OO smooth and polished, that's the trouble with our correspondence," growled the head of a big manufacturing company as he finished signing his day's mail.

And that is the trouble with a great deal of our business correspondence: it is smooth with the smoothness of years and years of usage. Made up of the old, old phrases that have no power to stir the imagination, arouse interest, or picture the fact or idea that lies behind them.

Correspondence chestnuts, such as "We have your favor of the 16th inst.," "On looking through our files we fail to find the letter you mention in your favor of the 3rd," "Your order will be given prompt attention." Etc., etc., etc., eternally.

One simple and exceedingly effective way for the business executive or the professional correspondent to cure himself of the hackneyed phrase habit is to practise putting a bit of drama into his dictation. Using the phrases just mentioned as examples, let us see how it is possible to dramatize them:

DEADLY
We have your favor of the 16th inst.

On looking through our files we fail to find the letter you mention in your favor of the 3rd ult.

Observe how much more personal and flattering the dramatic version is. It could not help making the recipient of the letter feel that his correspondence or his order was being handled by human beings who were sensible of its importance and trying to do everything in their power to give service. While perhaps a trifle longer as covering any given idea or situation, usually the dramatic handling shortens the letter as a whole, for it makes unnecessary much vain repetition of ideas by picturing them so graphi-

DRAMATIC
Our Treasurer just stepped into my office with your letter of last Monday.

We had no remembrance of receiving a letter from you about the fourth or fifth of June, but to make doubly sure we had our head File Clerk personally go through our files very carefully this afternoon, but without result.

cally in the first place that no repetition is necessary.

It is the repeated assurances that make so much business correspondence lengthy and boring. Fearing that the first statement or assurance will not quite register on the reader (and as it is expressed in a hackneyed sentence that has come to mean exactly nothing it probably won't register), the correspondent hesitates before closing and repeats the same thought in some other well-worn phrase or sentence — which likewise slides over without registering. Whereas the dramatized treatment enacts a little play before the reader's mind so that the latter can see.

Of course it is possible to so overdramatize correspondence as to make it ridiculous. This can be avoided easily by asking yourself as you start to dictate a letter, "Now just what would I say and how would I say it if the person to whom I am writing suddenly stepped up to my desk for the information I am about to give him in this letter?"

Say it just that way and see how much more effective your letters will be!

Where Are We At in Price Maintenance?

By J. George Frederick

IT is possible to maintain price, under principles approved by the highest court. The proof is that hundreds of concerns are doing so. Competitors of the kind that like to hurl brickbats at their rivals are occasionally bringing up complaints, and the Federal Trade Commission, unsure of itself, is occasionally making rulings of various contradictory kinds; but the fact remains that nobody can take away a manufacturer's right to refuse to sell. If this is done in the right manner, and no false steps are made, there isn't a law in the land nor a moral principle nor a legal quibble which can enjoin a concern that desires to exercise this privilege.

Decisions made have been so wrapped up in legal technicalities that they were rendered practically impossible of interpretation to the average person. Even the famous cases which have been fought through the courts, like the Miles, Beechnut, Mennen and others, have not legally cleared the status. The manufacturer hesitates to do what he is sure he has a right to do; that is, insist upon his goods being sold at what he conceives to be a fair price.

What has most influenced delay in placing price maintenance on a firm and equitable legal basis is the notion of danger of extending the manufacturer's power to such a point as to compel the paying of excessive prices by the consumer. Such power in the hands of a so-called "trust," it is argued, might tend to force retail prices above the point of fairness to the ultimate buyer or consumer. This is mainly on the theory that business is funda-



© Brown Bros.

CUT price sales, particularly of trademarked and nationally advertised merchandise, have been a bone of contention between manufacturers and retailers for years. Concerns that have sought to maintain the resale prices of their goods have fought for their principle before the Federal Trade Commission and before the highest courts in the land, but decisions have been so wrapped up in legal technicalities that many manufacturers are in a quandary as to their rights in the matter. Any concern, however, has the right to refuse to sell.

mentally dishonest and shortsighted, and that the law of supply and demand is a dead letter.

IT is scarcely a possibility that the opportunity for manipulation of price to any marked degree will ever be open to the rank and file of businesses. Most of them are amply hedged and hampered by very real natural economic brakes. If they force prices too high, they perish in their own ambitions. Their competitors, with clearer vision, merely sit tight and let them hang themselves. A concern can get buyers only by meeting competition and demand on an economic basis. Therefore, much of the danger in this particular possibility averts itself by force of circumstances and human nature.

At the time the Beechnut decision was rendered (in January, 1922) there were some sixty-seven other concerns under fire for various departures from the straight and narrow path of resale price control. In July of that year, the Federal Trade Commission called off all of these, and started with a clean slate. However, the slate didn't stay clean long. During the year succeeding that, there was an increase of 32 per cent in the number of complaints filed, and some 900 companies were involved in various proceedings brought by the Commission; 140 price proceedings had been brought against them, and there were a few odd cases hanging fire in the Attorney General's department.

In spite of the fact that the Beechnut case was considered highly important in defining the status of price maintenance,

there appears still to be a great deal of confusion and misinterpretation of that decision. At the time it was made, the press almost unanimously reported the decision as a complete defeat for the Beechnut Company. *Au contraire*, counsel for the company declared that "the entire Court sustains the right of the Beechnut Packing Company to decline to sell its product to dealers who do not observe the fair resale prices suggested by it. The main point is the affirmation of the refusal-to-sell policy, *per se*, under the Federal Trade Commission Act, just as it was affirmed in the Colgate case."

And that appears to be the present standing of the manufacturer's rights as regards his products. He can refuse to sell, but he must watch his step when he does it. If, by

[CONTINUED ON PAGE 44]

Architectural New York

Pencil Renderings Used in Advertising

By *Theodore de Postels*



UPPER LEFT—Earl Hall of Columbia University. Lower Left—Fifth Avenue and Fifty-seventh Street; an interesting "shot" of the Plaza Hotel is shown in the background. Upper Right—Details of the arcades and columns of the Municipal Building. Lower Right—The Ambassador Hotel, St. Bartholomew's in the foreground.



Still More Autopsies from the Advertising Morgue

By Ralph B. Milbourne

A MANUFACTURER selling through jobbers marketed a new product at an unusually low price and commenced advertising during his busiest season. The jobber's salesmen work on a drawing account against commission. During the best selling season they have their grand chance of the year to sell large quantities of their higher priced goods. They felt that they could not afford to push the low priced item because of the lower profit to them.

So the trade results were poor. The advertising cannot do its work with the poor distribution secured.

* * *

Poor Business Judgment

THE study of so-called "advertising failures" is very reassuring in that, nearly always, the failure may be traced back to poor business judgment at some point other than the advertising itself. At the tail end of the period of greatest inflation in prices, for example, a manufacturer of tobacco products saw that costs must soon come down. He decided to bring out a new brand, pricing it at the figure at which he felt sure he could manufacture later on. He decided to sacrifice every cent of profit for the time being. He expected thus to get the bulge on his fellow manufacturers. He would beat them to it in establishing the new and lower scale of prices.

The new product came out and was heavily advertised. Big sales were secured almost overnight. They continued. But about three months after the introduction of the product, the other manufacturers lowered the prices of their competing products to the same figure as that set by the manufacturer who had anticipated lower costs of raw materials. He, of course, could make his price no lower.

And immediately his sales began to slump and fell almost to the vanishing point. Here is a case where I believe the advertising was faultily

written. It had played up the product simply as offering unusual value at the price. Then, when the price was met on competing products, I imagine the public felt, "Well, why doesn't this company lower its price now that the other fellows are doing so. Costs of tobacco have gone down."

If this manufacturer had explained to the public that he was anticipating lower production costs, I imagine that he would have protected himself. When other prices were lowered he could again have reminded the public that he had beaten competitors by three months in establishing the lower price level. But, of course, hindsight always beats foresight.

* * *

Changed Line Too Often

ANOTHER manufacturer is constantly changing his line. New products frequently replace old ones without any real excuse. Changes in design and appearance are made without reference to their real value. All these changes are announced in the advertising. The result is that dealers don't like to handle the line. They never know how soon their stock will be obsolete. And so advertising has never accomplished very much for this company, although the appropriation for several years has run into six figures.

* * *

Stopped "Education" Copy Too Soon

IN another case, the product was novel and to build a successful volume required a thorough building up of a new want on the part of the consumer.

Half of the annual advertising appropriation was spent during the first six weeks of the year, using large space and long educational texts. Then the campaign lapsed into very small space and purely "reminder" copy. The result was a fizzle.

The "education" was not complete

enough. The public was not prepared to buy when simply reminded after so short an introduction. Next year the balance will be struck and medium sized space and consistently informative advertising will be used.

* * *

Dealer Helps Solved Problem

ANOTHER manufacturer had used only store displays for many years, buying no advertising space in newspapers, magazines, or other general advertising mediums. He had built up excellent distribution. He decided for one year to spend his entire advertising appropriation in newspapers instead of using it for display material. He used only one paper in each of a small list of cities. In all cities no store displays were distributed. The product was of a type on which there is a great deal of consumer and trade indifference.

The newspaper advertising undoubtedly helped to secure many new customers. But old customers were not reminded of the brand when they entered the store. Many more people had seen the display cards than now saw the newspaper advertising. At the end of the year sales were substantially below those of the previous year. The sequel is a happy one, however. The manufacturer now sees that both store and newspaper advertising are profitable and that each has its distinct field of usefulness. He has been using both this year and the increase in business has more than justified the combination.

* * *

Failed to Counteract Gossip

ANOTHER product through its novelty achieved large sales without any advertising. It is marketed through jobbers whose salesmen handle so many items that they are not well posted on any of them. Dealers, not being well informed, hesitated to recommend the goods. Misconception and gossip spread unfavorable ideas to the retailers. Neither through mailing pieces to the trade nor through his advertis-

[CONTINUED ON PAGE 52]

Plate Glass Advertisements

By Joseph A. Richards

WE, makers of advertisements, why do we not oftener make good ones, those of the plate glass sort? Advertisements to be looked through, not looked at; advertisements which have the simon pure essence of sincerity through and through them? Many of us know how, know how right well, but we simply do not do as well as we know; and we know that we do not.

The question is, why do we not?

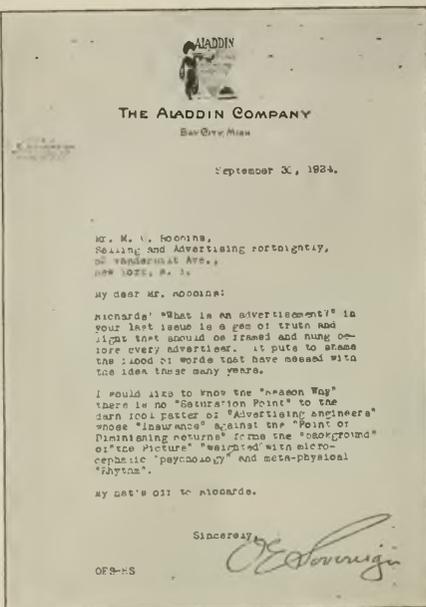
Some quick answers rush right forward for record, but we will hold them in leash while we discuss those that have been forming during a series of years and which we often see exemplified.

We are too eager to get to work, too zealous to begin at once writing something which shall turn out to be an advertisement. If we could eliminate, today, all the advertisements which have been made hastily from insufficient data, a large army would file off the field of advertising never to be seen again.

Back of this eagerness to write and design, set up and show proof, is the urge to print and bill, and especially to bill and collect. All the forces of advertising contribute to this haste. To begin with, the advertiser, as soon as he has determined to advertise, and how much to advertise, wants to see his name in print and the business boom started. To this he is urged by the publication which wants his announcement to appear in the next especially favorable number.

And the agent who is handling his account, naturally willing to begin billing this month rather than next, and urged by the advertiser and the medium representative to get busy as quickly as possible, oftentimes yields his better judgment and so the merry chase for "copy and cuts" begins. Bricks are made without straw, advertisements without facts; and they are not plate glass advertisements.

Another reason why so many advertisements are not fully fused and



not perfectly transparent is because we makers of them are client-conscious, and this consciousness often grows out of the first condition—lack of facts; but whether it does or no, we are often averted by the client in all our thinking, planning and writing. Is it not his money? Has he not a right to express a deciding opinion about an advertisement of his business? Should he not be pleased? Yes, but pleased with what? With the advertisement or with the results of the investment of which this advertisement is a part? Oftentimes, however, the almost abject fear of the dominating, domineering client so paralyzes the pen of the advertisement maker that good looking, but cloudy, foggy, unconvincing advertisements are the result.

THUS, insincere, opaque advertisements are often the result of lack of backbone on the part of advertisement makers, lack of backbone in the matter of insistence on facts, and again lack of it, and perhaps of personal sincerity as well,

in not legitimately dissipating this client consciousness which cringes before the client's oftentimes ignorant criticism.

Not only are we conscious, over-conscious of the client, but we are over-conscious of each other. "Oh, it isn't correct to do thus and so any more; the best practice dictates other ways." And so we often pull and haul an advertisement to pieces which was conceived and born in sincerity and would have eventuated well had we let it alone. We are hampered by technique which perhaps we have learned too well and by which we are enslaved. To be sure, it is quite possible that many advertisements lack trimming, correcting and polishing, but in these days I would say that technical criticism is the greater sin.

Again, a little imp with a big name wanders around our shop, spoiling many well conceived advertisements. Its name is psychology. If an advertisement maker were such a profound master of psychology he could apply its principles without knowing it; he could go on using them and continue successfully writing plate glass advertisements. But if his knowledge of the not wholly formulated science of psychology is superficial, he has an imp to deal with which will wreck his efforts to make an enthusiastic, sincere advertisement of his client's goods.

There is another tendency, which works against plate glass simplicity and sincerity, and that is the disposition to use more space than is necessary. The very fact that there is leeway in the advertiser's appropriation for "dominating" space often leads to loose and extravagant use of that space, a use which suggests extravagance more than it shows the true merits of the goods in proportion to their importance in the reader's scheme of things.

The growing tendency in large cities to the use of tremendous lineage on the part of local advertisers makes the task of the national

[CONTINUED ON PAGE 71]

The Editorial Page

The Road Hog and the Market for Cars

A FEW years since, marketing experts were worried over what was going to happen to the automobile industry when it reached its sales "saturation point." We have long since reached and passed the point that was looked upon as representing market saturation, and we have learned that there is practically no limit to the volume of a product the American public will absorb if it really wants it.

But we are now facing a different kind of saturation point as applied to the automobile: the saturation of the roads and highways, a physical saturation that is being remedied to an extent by the building of more and better highways. But even the building of more and better highways is not going to prove sufficient to ward off the danger of saturation if something is not done about the road hogs and the reckless drivers.

It appears to us that the most constructive step the motor car industry could take would be to inaugurate a skilfully planned, sharp-pointed but good-natured program of advertising to teach the great American public how to drive and to make it *like* the idea of safe and sane motoring.

A man by the name of Le Roy made the public like "the cheery voice" of a jangling alarm clock. The right kind of motoring copy could crystallize public sentiment into a wholesome respect for the rights of others on the road and make moderate driving appealing. It could not be accomplished overnight; it would have to be taken up as a crusade rather than a campaign, and as a definitely scheduled advertising program, rather than as a hit-or-miss piece of publicity propaganda. But such a crusade, entered upon co-operatively by the many interests making up the automotive industry, would definitely push off the physical point of motor car saturation which now threatens the car market.

How to Approach the New York Market

WE hear complaints occasionally from advertisers who have attempted to invade the New York market that the metropolis is cold and unresponsive to advertising; that even a sizeable appropriation fails to make much of an impression on the New York public.

What generally develops when these complaints are investigated is that the advertisers have failed in planning their appropriations to take into consideration the enormous size of the area which they figure on as "New York," as represented by the circulations of the New York newspapers.

As was recently brought out by the survey of the New York market being conducted by the New York University Bureau of Business Research, a large number of the representative advertising accounts are comparatively under-advertised in New York, when the New York appropriation is measured against the New

York population figures and the potentialities of the New York market as compared with the populations and potentialities of other large cities.

In pointing out this tendency to underestimate the size and inertia of the New York market we are not advocating a policy of robbing other centers or sections for the purpose of a New York splurge. We wish merely to call attention to the fact that the New York market is both broad and deep; it covers a wide territory, extending into New Jersey and Connecticut, to say nothing of Long Island, Staten Island and several counties above Manhattan and The Bronx; and it has many social strata, from the upper Fifth Avenue millionaire to the immigrant newly landed through Ellis Island. To reach the people of this broad territory and get one's advertising message before the masses and the classes requires either a very large expenditure of money, if the job is to be done in a hurry; or else a considerable investment of that other important advertising factor, *time*, coupled with a steady month-after-month, year-after-year program of advertising sufficiently broad as to distribution and deep as to penetration and frequent as to insertion and impressive as to space unit and treatment to keep the whole public reminded.

Swift & Company Write an Editorial

UNDER the heading, "Live stock always finds a market," Swift & Company is publishing currently in the farm press an advertisement which contains some thought-provoking statements worth consideration of every student of marketing. We quote it in part:

Nearly every fall millions of bushels of apples, peaches, and other fruit go to waste because it doesn't pay to harvest them.

Lack of a nearby market, perishability, high marketing costs, poor quality, lack of sufficient demand—all help to cause this great waste.

The live stock producer has his troubles, but the affliction of "no market" is today unknown to him.

The demand for the farmer's live stock may exist thousands of miles away. Even so, the national packer has placed a market at his door.

Meat is more perishable than most commodities, but the problem of keeping it in first class condition is solved by refrigeration.

Marketing costs have risen, but the live stock farmer gets a bigger percentage of the consumer's dollar than do producers of most other farm products.

Even live stock of poor quality always finds a ready market, because there is always a demand for all grades of meat. But good animals pay out the best.

We're always trying to increase the demand for meat by improving quality, and by advertising our Premium products, which are becoming more and more popular.

Let the reformer criticise the packers as he will, they *have* developed a sure market for live stock: "There is always a demand for all grades of meat." Let the sociologists criticise advertising as they will and declare it to be economically unsound; it has helped the packers so to stabilize the market for live stock that, though it is as perishable as fruits or vegetables, it never goes to waste.

Third Annual Convention National Industrial Advertisers

REDUCTION of the cost of selling materials from industry to industry crystallized the theme of the third annual convention of the National Industrial Advertisers Association, which closed a successful two-day session at the Edgewater Beach Hotel, Chicago, Tuesday, Oct. 14. In his presidential address Philip C. Gunion outlined the work of the association for the past year and paid a tribute to the efforts of Vice-President Holl and the members of the Board. The following were elected as officers for the coming year: President, Julius S. Holl; Vice-President, Bennett Chapple; Secretary and Treasurer, J. R. Hopkins. The Board of Directors is composed of George F. Climo, Ezra W. Clark, W. L. Delander, Keith J. Evans, L. F. Hamilton, P. C. Gunion, J. C. McQuiston, J. B. Patterson, and W. A. Wolff. The next convention of the association will be held in Houston, Tex. Following are abstracts of some of the more important addresses:

papers circulating in the same field, be it building, electrical, engineering or road construction, analyze and classify their readers in as many different ways?

If there were some standard yardstick to measure what circulation can be bought in order that a story may be told economically to a particular class of readers, it would certainly be a fine thing. Of course, it might deprive a few of some space selling arguments, but from the viewpoint of the advertising manager who sees new papers springing up overnight and has an advertising budget to conserve, that would not be an occasion for tears.

More Results for the Advertiser's Dollar

By Philip L. Thomson

Publicity Manager, The Western Electric Company

MANY publishers are so interested in getting more circulation that they haven't time to make sure of the quality of what they have; and in offering a market to their advertising customers they sometimes forget its limitations. As circulation goes up, rates go up, and the advertiser is called upon to foot the bill. Duplication of circulation has come along so fast that the net cost to the advertiser of reaching his market continues to mount, and this at a time when ways and means must be found to decrease distribution and selling expenses, of which advertising is just one item. This question of circulation is one which the Association of National Advertisers is continually studying. Through an interchange of individual experiences a line is being got on reader interest, duplication, the equitable distribution of the cost of publishing a magazine as between the subscriber on the one hand and the advertiser on the other, the place of the magazine of free circulation, etc.

With the question of reader interest in advertising is tied up the issue as to what is a fair proportion between the advertising pages and the editorial pages in a publication, what is the maximum number of advertising pages that ought to appear in any one issue of a publication. In other words, is there a point of diminishing return in attention value for the advertiser and, if so, shouldn't the publisher be

concerned to stop piling up the size of his book when it reaches that point instead of going right on, as most of them do, on the theory that the bigger the magazine the better medium it is? The Association of National Advertisers has some pretty definite statistics to disprove the publishers' point of view, and will continue to work with them to establish this viewpoint.

Some of the foremost business press publishers are contributing greatly to the success of advertisers in their media by studying the buying habits of the industry which they serve, and, in other specific ways, showing the manufacturers that they recognize a primary responsibility to make the advertisers' investment in their media a productive one. Service of this character ought to be encouraged, and the publisher who is not willing thus to cooperate with the manufacturer who makes possible the publishing of his magazine is not entitled to his patronage.

Another thing which has become increasingly important is the question of subscriber classification, specifically paragraph 14 of A. B. C. reports headed "Analysis by Occupation." With circulation increases, cheaper subscription prices, and what is euphemistically called "controlled circulation," it seems that more accurate and detailed classifications are needed. How can any buyer of white space know what he is buying when three or four

THERE are still too many publishers who are simply parasites on industry and are contributing nothing to its development. There are new publications where the editorial equipment is paste-pot and shears, where the circulation machinery is nil, and where, because nobody is willing to pay anything for it, the paper is given away—where, in fact, no excuse can possibly be offered for its being started.

I appreciate that the trade paper of free circulation has a place, and I do not wish my remarks to be interpreted as a blanket indictment of that method of securing circulation. It seems to me, though, that whoever enters a field already being adequately served by substantial publishing units who have made a great investment in behalf of the industry must prove his case and show that he comes with clean hands and has some constructive purpose he proposes to render.

I think the evil of special issues is not as acute as it used to be, and perhaps one reason why it is not is that there has been all along on the part of advertising organizations an effort to discourage publishers from bringing out special editions of this kind where no real reason exists. A particularly aggravated form of this evil is the special edition of a paper featuring a new building or an unusual installation in which everybody who furnished equipment that went into the undertaking is called upon by a contractor on the job to take space if they are to continue to receive favorable consideration on the future business which the contractor has to place. This form of near-blackmail is indefensible.

Advertisers owe it to themselves as a matter of business to be organized in the interest of more efficient advertising and as a means of safeguarding their common interests. It is esti-

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
H. G. Canda
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
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
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Gardner Osborn
Leslie Pearl
L. C. Pedlar
Harford Powel, jr.
T. Arnold Rau
T. L. L. Ryan
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
J. Burton Stevens
William M. Strong
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

mated that close to a billion dollars will be spent for various forms of publicity this year. Necessarily there has grown up in connection with the spending of that vast sum a large amount of organized machinery. Newspapers have their association, magazine publishers theirs, the business press its own, agents their own. While undoubtedly each of these organizations is doing much for the cause of better advertising, recognizing as they do that only as advertising pays the advertiser can their field of advertising

develop, nevertheless these organizations are not entirely altruistic in their nature and where their common interests are at stake the members work together to safeguard those interests. It seems obvious to me, therefore, that among buyers of advertising service there should be an equally strong organization, committed to a more efficient use of the dollars which they spend and zealously guarding their interests as they may conflict with those of the other groups whose business is selling some advertising service.

sides during the active buying season with very satisfactory results.

We are using two types of catalogs—the large, expensive complete catalog of 100 pages or more, illustrating and describing our whole line of products and the smaller, more compact specification booklet devoted to one size of a particular type exclusively. The latter we find increasingly popular and effective because it not only saves the expense of the large catalog, but, in the case of a customer who is interested in a specific machine, presents that particular machine exclusively and in full details without any disturbing reference to other products.

There is one other important form of advertising which we carry on which for lack of a better name I call promotional. This has two objectives. First, an unselfish cooperation with all agencies devoted to bettering conditions in the industry and to extend the uses of concrete and other products in whose use our machines play a part. The second objective is to make our name favorably known to organizations and individuals, who, while not actual buyers themselves, are connected in some way with the industry. We have in addition, in this promotional advertising, issued from time to time as occasion presented, other miscellaneous publications of a more general nature.

This, in brief, comprises our advertising. We use all legitimate channels of publicity open to us which offer a fair measure of adequate return, on the basis that if the buyer does not come in contact with one form he is bound to be reached at some time or other by another form.

Factors That Influence Koehring Publicity

By O. C. Dahlman

Advertising Manager, Koehring Company, Milwaukee, Wis.

TO my mind advertising fundamentally means steady, continuous, year in and year out effort, as opposed to seasonal, occasional or erratic and spectacular publicity.

The Koehring Company advertising is divided into three main divisions—trade paper, direct mail and promotional. Trade papers are selected on two main bases—circulation and editorial policy—and the editorial policy is by far the most important element, because a sound editorial policy begets reader confidence as well as interest, which, as sure as cause and effect, is transferred to the advertising pages.

The question of preferred position versus run of the paper is one which troubles us little. There may be two sides to this question, but we believe, in papers the size and scope of those in the industrial field at least, that the main thing is nothing more nor less than copy. If you have an advertisement containing attention-value in appearance, and action-compelling copy, it needs nothing else in the way of special position to be read. Certain positions, such as cover or center spread, undoubtedly have an added value; but whether this value is worth as much as the extra cost, if it were put into added space, is to my mind questionable.

"Special issues" is another pet subject of trade paper solicitors. The discovery of wonderful cost-cutting methods of manufacture in an industrial plant, or the one hundredth birthday of the founder of the publication, or the commemoration of the discovery of the wonderful properties of crushed stone—all require a "special issue." And I have no quarrel with them, if the publishers feel that the event is so important as to require such special efforts. But my point is that all such editions are essentially functions of the editorial department and they should not, legitimately, be passed over in part to the advertisers to help carry the

burden. Furthermore, very often such special issues tend to weaken the editorial influence because they are sometimes attempted in fields foreign to the paper's true function—for example, when a building construction paper issues a special road edition.

The second important field of industrial advertising is direct mail—under which for convenience may be listed catalogs, bulletins, folders, letter inclosures, form letters and broadsides. At various times we have used them all, and with the exception of form letters, use all of them at present. Each year we use a series of large broad-

Substituting Facts for Theory

By Ezra W. Clark

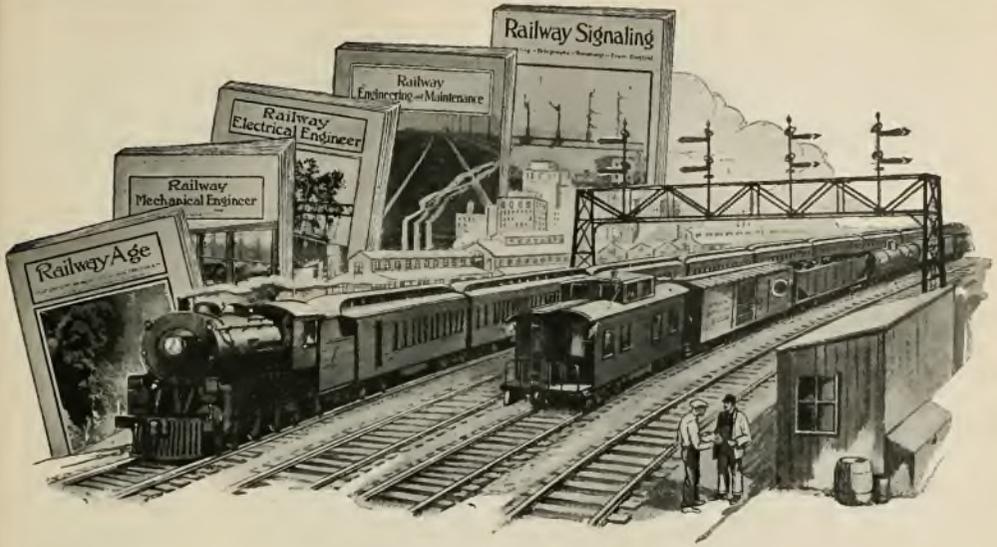
Advertising Manager, Clark Tractor Company, Buchanan, Mich.

THE greatest advances in advertising in recent years have been in industrial and financial fields. The greatest improvement in any class of media the last twenty years is to be found in the technical and industrial press. Why? Because fact has been substituted here for theory. The very large corporations in the industrial field quite wisely maintain research departments for the development of this necessary data. These departments are often under the supervision of the advertising manager, but more generally under the engineering department. In all cases, the advertising manager should have a voice in the conducting of research work, especially where the results are intended for his use.

The main objection to data secured through one's own research depart-

ment is the imputation that it is prejudiced. It is often better to go ahead for this research work. There are several competent organizations devoting their entire energy to industrial cost surveys. They employ trained investigators and as they are often employed to make a number of different surveys in the same plant, they are able to furnish an adequate service at a low cost.

An efficient industrial advertising man must, from time to time, make personal research and investigation in the field. The wise industrial advertising manager will take "a swing around the circle" of his sales office from two to six times a year, interspersed with frequent calls upon some of the larger customers of his company. This active field work will keep him from mental lethargy.



\$60,000,000 Orders in September for Cars and Locomotives

The buying movement on the part of the railways that started during the first week of September totaled \$60,000,000 by September 30 in purchases of equipment alone.

The unusually large volume of orders pending, together with the increasing railway earnings forecast by the high weekly car loadings, indicate that railway expenditures for 1924 will probably exceed the more than \$1,100,000,000 program for additions and betterments of 1923.

The railway field is a big and important market, and your railway

sales are largely dependent upon the success you have in presenting the merits of your products to the railway officers who influence their purchase — executive and technical officers in one or more of the five branches of railway service.

The five publications in *The Railway Service Unit*, therefore, can aid you in effectively increasing your railway sales. They select and reach intimately the men representing the buying power in each of the five branches of railway service.

Simmons-Boardman Publishing Co., 30 Church St., New York
"The House of Transportation"

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. New Orleans: 927 Canal St.
 Washington: 17th and H Sts., N. W. San Francisco: 74 New Montgomery St.
 London: 34 Victoria St., S. W. 1

The Railway Service Unit

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

A.B.C.

A.B.P.

Fadhling Copy

The Land of Sheiks and Sand Contributes a Useful Word to Advertising Nomenclature

By Marsh K. Powers

MY title I borrow unblushingly from the Arabic, via the editorial page of *Collier's Weekly*. Perhaps you read that terse, two-paragraph editorial, printed a year or more ago, which carried the caption, "Before the Beginning," and ran like this:

The Arabs use a word, "fadhling," to describe the "sitting down and talking" they do before they really begin to discuss the subject that prompts a business call.

There seems to be no word in the English language comparable to "fadhling"—although there is great need of such a word. We suggest that this word be adopted from the Arabic. Not only would it make our speech more complete, but it would also enable us to realize how much valuable time we spend "fadhling."

Business "conferences" are not alone in suffering from the insidious malady, although, in their case, it is apt to take the form of galloping fadhlingitis, and prove fatal. Business form letters of the soliciting variety are also peculiarly susceptible. Copy for publication space succumbs rather frequently. Read over a batch of examples of inept fadhling copy and you gain the impression that some of the writers were actually timid about getting down to business—that they feared to suggest the topic of their inky efforts and ask for an order because of a greater fear of getting a turn-down.

In its earliest form fadhling copy was the result of fear to admit the fact of advertising. It took the form of the old-fashioned reading notice advertisement which purported to be straight news-matter



The Canada Steamship Lines copy leads pleasantly from a touch of local color into brief descriptions of scenery ("fadhles"), while the Shelton advertisement starts to sell at the first word and is still selling aggressively at the closing punctuation mark

and only toward the close disclosed its true identity. The fadhling was camouflage.

Today fadhling is used for more worthy purposes. Not all fadhling can be held to be a mere waste of words. There are occasions when it comes near to being the only solution of a knotty copy-problem.

And now, lest I, too, be accused of over-much fadhling, let us descend to concrete instances.

First, for contrast's sake, let us quote an advertisement which is 99 4/100 per cent non-fadhling. Even the eight words of introduction can hardly be accused of fadhling.

We know that you will be glad that
OUR COOK IS BACK
"SUSIE"

who makes those
Delicious Apple Pies
and

Golden Brown Cloverleaf Rolls
served in the Grill or
sold in the Food Shop
Bolton Square Hotel

Compare that direct, word-conveying message with the next quotation and you will have a perfect example of two extremes of method. Here is a piece of copy which is almost wholly "atmosphere" and "approach." Where the one was artfully simple, this other is artfully elaborate.

Colors Born of Sunshine

California — nature's giant palette of colors — her flower-sprinkled meadows and foothills, her miles of full-blossomed orchards, her world-known beaches and her mist-capped mountains, a never-failing inspiration to the artist, whatever his media and technique!

Naturally Meadowbrook—actually designed and made in California's finest panoramas—have caught the sun-born color tones and the free cosmopolitan spirit of this play-place of the world's elite.

Naturally they are smarter—more distinctive—more colorful—more CORRECT!

At shops where you would expect to find the best.

If you question whether the above copy "fadhles," tell me—what are Meadowbrooks? The illustration which occupied more than half of the space did not answer the question.

The nature of the commodity was explained in only one spot in the whole of the page advertisement, that is, in small type in the display line which read "California Sport Hats for Town and Country."

An example of a fundamentally similar but safer approach is the following copy panel quoted from a recent advertisement of Gossard Corsets and Brassieres. Here the fadhling is limited to the first three



IN SANTA BARBARA

SANTA BARBARA, in the land of the old Spanish missions, has a million dollar theatre. The Granada, combining office building and show-house, maintains the Moorish tradition in both interior and exterior. It is an achievement in modern architecture.

Construction operations on a scale such as this have given to building a great impetus in the past few years. In every city the erection of newer and more elaborate film palaces goes on. The \$500,000,000 paid in admissions during the past year not only

justifies this activity, but testifies to the country's tremendous interest in the screen. Motion pictures are universally liked and within the means of all. The enthusiasm which Americans have for them does not end with the picture. It follows into the activities of the stars, and into the how and why of difficult accomplishments.

Satisfying the curiosity of the "fan" is *Motion Picture Magazine*. All phases of film activity are covered with lively stories, pictures, and interviews. The interest with which it is read is an indication of the value of its advertising pages.

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

lines, or only one-fifth of the copy. Sinuous grace—fine carriage—charming composure—stylish—perfect poise—wears her clothes well.

Gossards earn these compliments for women. Gossards hold, from girlhood to white-haired years of dignity, that line of beauty which swings in and out in wondrous rhythm from armpit to knee. It is the ideal line of perfect womanhood—the Gossard Line of Beauty.

Gossard Corsets and Brassieres, properly fitted by expert corsetiers in your favorite store, guarantee youthfulness of figure long retained.

Often it is mighty hard to draw a definite line between that which is introductory fadling and the message proper. Certainly the opening sentences of the quotation that follows do not disclose what the advertisement is intending to sell. To that extent it fadhles. On the other hand, there can be no question but that the joys described in the opening phrases are part and parcel of the actual offering. Note the happy alliteration of the headline and the fact that the description of the thing advertised is limited to eighteen words.

Black Bass and Blueberries for Breakfast

You can afford to throw back everything but small mouth—and all of those fighters under 3 lbs. And yet catch plenty for breakfast at 6 A. M. Gospel truth. At Crooked Lake near French River, Ontario.

Bungalow Camps in the backwoods—easy to reach by Canadian Pacific. Ask for rates and information.

On the other hand, it is possible for an entire advertisement to fadhle. Here, for example, is a piece of copy which does not mention the commodity for sale nor attempt to bring the reader into the picture by any application of the message delivered.

From the beginning, *****'s first consideration has been a structural soundness that shall endure through generations. But practically coeval with that aim has been an unswerving effort to interpret in terms of today the unchanging principles of beauty and art, which have rendered of eternal worth the creations of yesterday.

Because a boiler is a drab and unbeautiful thing, tucked away below stairs, the American Radiator Company has evidently found the necessity of tying it up as directly and closely as possible with those visible beauties which are very apt to monopolize the attention of Mr. and Mrs. Homebuilder and take the lion's share of their expenditures. Against such competition, to talk boilers too early in an advertisement would prove a dubious policy. Here, then, is

how the American Radiator fadhles, in a carefully planned effort to grip the attention of the home-owner and home-builder.

LOVELY—but will the guests stay?

The architect and the decorator have done their best. The room is "correct," in "good taste." It has "charm."

But all of these virtues are not enough. To have an atmosphere of welcome, a *subtle something else* is necessary.

That *subtle something* is supplied by an "unobtrusive servant in the cellar. His name is "Ideal" and the warmth which he sends through American Radiators makes a mere room a *human place* in which to laugh and linger.

"*An le bon Dieu He Smil' on dat lan,*" fadhles the Canada Steamship Lines, beneath a drawing of a "habitant," picturesque in his knitted cap and moccasins, and led from that touch of local color into a succession of brief descriptions of the scenery between Niagara and the sea.

SHEETROCK, too, finds it advisable to fadhle a moment before discussing technical details. A recent advertisement opens with this interesting geographical hors-d'oeuvre—

Brownsville, Texas, holds down the tip of Uncle Sam's southern boundary, and there in summer the subtropical sun gets quite a bit hotter than warm. At the other extreme is Froid, in Montana, with the Canadian line for a windbreak—and "Froid" is the French for "cold." In both Brownsville and Froid the builders make walls and ceilings of Sheetrock, the *fireproof* wall-board. For the same natural insulating properties that keep Brownsville buildings cool when they are lined with Sheetrock, keep the homes in Froid seamy and warm against the wintry blasts. Sheetrock makes a solid, protecting wall, a barrier to both heat and cold.

International Silver Company very frankly fadhles by setting its fadling paragraph in italics and treating it as a prologue almost in the form of a playlet, in this fashion—

SCENE: She decides her table should say "Distinguished simplicity." So she tries arrangement upon arrangement. Changing linens. Adding china—subtracting it. At last, in despair, she faces the reality. The trouble is with the silverware. She can't cover it up, or dispense with it. It WILL dominate. And to get distinguished simplicity, that effect must exist, first of all, in the silverware.

Every copywriter has felt the urge to fadhle even though he or she may have called it by some other name. There are plenty of occasions when it is a sheer necessity, if a sincere effort is to be made to attract and retain the reader's attention. Some topics, in order to be made palatable to the mass of readers, must first be sugar-coated.

In actual practice, however, probably more instances of fadling are traceable to hazy thinking and mental laziness. It is always easier to fadhle than to dig down and uncover a native and inherent appeal which does not demand the circuitous wordiness of too much of the fadhling now employed.

For instance, it would have been very easy to lug into the Shelton advertisement (reproduced herewith) a commonplace headline and several introductory sentences, of more or less meaningless content, which would have constituted effective fences against the reader's entrance into the interesting portions of the message. Instead, this piece of copy does not spend even one line on fadling. It starts to sell at the first word and is still selling aggressively at the closing punctuation mark.

There can never be any rigid rules as to fadling.

There will always be a comparatively limited group of copywriters who, by sheer art in the selection of material and outstanding skill in the phrasing of their message, will be able to fadhle extendedly, even irrelevantly, and still have readers with them when they finally enter into the message proper. Also, there will always be other copywriters who think they can fadhle successfully, but can't.

The most that can be said is this: Fadling is the danger ground in copy.

Fadhle, if you must, but, when fadling, fadhle cautiously.

McJunkin Advertising Company

Chicago, has been appointed advertising counsel to the O-Cedar Corporation, manufacturers of mops, polishes and wax, that city.

Archibald L. MacNair

Formerly with The Joseph K. Arnold Company, Chicago, has rejoined The Barrett Bindery Co., that city, and will serve as sales promotion manager.

L. E. Franseen

Has resigned the vice-presidency of Bauerlein, Inc., New Orleans, to return to Portland, Ore., to join the Hall & Emory Agency.

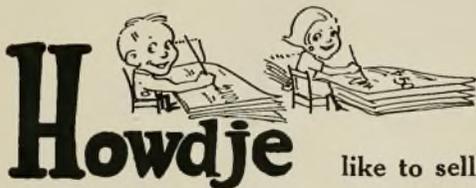
W. Allen Kindel

Recently business and advertising manager of the Chattanooga News, Chattanooga, Tenn., has been appointed advertising manager of The News, Greenville, S. C.

Bauerlein, Inc.

New Orleans, has been appointed advertising counsel to the Guaranty Development Company, operators of the Hotels Roosevelt and Bienville, and the West End Roof, that city.

Are they writing checks
for Your Goods?



Howdje

like to sell to people that average two—
(2)—T-W-O Checking Accounts to the family?



of the Household Magazine families DO!

And if your customers were numerous among that prosperous
class that have an average of *more* than two—(2)—T-W-O Saving
Accounts to the family?

65%

of the Household Magazine families HAVE!

Ask Us for the Proof!

Make Your Product a "Household Word"

The **HOUSEHOLD**
MAGAZINE

More than 1,600,000 Subscribers

Advertising Headquarters
608 SOUTH DEARBORN ST.
Chicago, Illinois

Topeka, Kan.
ARTHUR CAPPER
Publisher

Eastern Office
120 W. 42nd ST.
New York, N. Y.

The "Trade Secret" Passes Out

By Roger F. Davidson

IN this day of open formulas, American business men do not have that exaggerated opinion of the great value of the trade secret as have our European brethren. The trade secret is a phase of a bygone era in American industry, although to ask to see the factory of a German or French manufacturer is still a grave breach of etiquette similar to asking a Mohammedan to show one through his harem.

But there was a certain buccaneering romance to those times, whereof it is related that, for a bottle of Scotch, an Englishman's butler was bribed to yield up his master's secret formula for sauce, thus laying the foundation of a great family fortune. Several brothers, owning the recipe in common, each had a copy of it carefully engraved in vellum and sealed in a silver casket. A duplicate in cipher is carried on the person of each at all times, and all of the brothers are present at the mill when new batches are mixed, thus eliminating the possibility of even trusted workmen learning the secret.

In the days of general competition in the match industry whole factories were built around workmen smuggled from the laboratories of other match works. Financial schemes were launched for dreamers who believed that they had discovered improved match compositions but who could not equal the rapidly advancing standards set by the big companies. It is interesting to note that the biggest company, of its own volition, made its match composition public property.

When patent medicines were in their heyday, traffic in "trade secrets" was at a peak. Quacks, druggists, doctors and laymen in vast numbers had visions of vast fortunes to be made through some toilet article or patent to be manufactured at a minimum of two



Courtesy New York Edison Co.

THE air of mystery and secrecy that once enveloped the Chinatown section of New York City has been dispelled by throwing everything open to the gaze of the public. Much the same thing has happened with regard to the oldtime custom of zealously guarding trade "secrets" and practices from a competitor. The modern manufacturer has learned that to let in the light of public knowledge makes for protection and good will. The market value of a product is maintained by building up the prestige of an article through publicity rather than through any attempt to keep information regarding it a secret. Trade secrets have no legal standing.

cents and, properly boxed or bottled, sold for a dollar. Steel-lined mixing vaults, electric protection and time-clocks were some of the means used to protect these brain-children, and every untoward circumstance was looked upon as an attempt at discovery by rival factions.

UNDER the influence of stories similar to the rise to fortune of Mennen, the obscure New Jersey druggist, through a simple secret formula, the country became dotted with the establishments of laymen attempting to win millions with

cleaning fluids, blackings and compounds of a thousand varieties, and of doctors who hoped to create vast private fortunes and a race of supermen through the marketing of the best muscle, nerve and brain builder ever discovered.

But, although the war brought on a partial revival of these melodramatics, the trade secret is not now so much in evidence. Business men are sane enough to realize that to endeavor to build big enterprises on highly competitive formulas or trade secrets is a dangerous undertaking, and also that a trademark and goodwill with the public are often actually more valuable than a patent or a "secret." In addition to this, the Pure Food and Drugs Act and other laws governing the branding of drugs have prevented many of the old methods of making capital of such formulas and have revolutionized whole industries.

The greatest cause of this change of outlook is that trade secrets and formulas have practically no standing in the courts. A case in point is that of the Dr. Miles medical litigation in the Supreme Court which attracted wide attention at one time because it involved the principle of price maintenance and was lost primarily because the Dr. Miles people were marketing their goods on a plan perfectly permissible to the owner of a patent but not permissible to the owner of a secret formula.

The makers of Beecham's Pills also carried a case to the Supreme Court in an attempt to restrain the use of the name Beecham on pills not made by them. The defendant urged that, since Beecham's Pills are made under a secret formula, whoever is able to discover the formula has the right to make the pill and, therefore, to use the only name by which the pills are known to the public and by which the purchaser can identify them. He made the unique contention that the name

[CONTINUED ON PAGE 68]



"Our salesmen's traveling expenses have been reduced to five cent fares—

yet—in New York City we are reaching more consumers than live in the States of Florida, Kansas, West Virginia, Oregon and Montana combined! These five great States have a total area of 408,690 square miles, whereas, New York City is confined to only 327 square miles!

"With the aid of Interborough Subway and Elevated Car Card and Poster Advertising, we are displaying our goods in *full color and big space*, before a *daily audience of over 3,000,000 far-riding passengers!*"

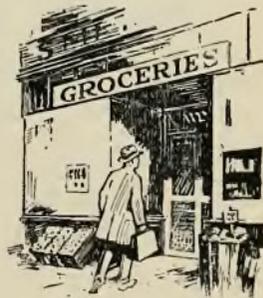
"In this wealthy and highly concentrated market we are getting far better results than if we had scattered a bigger appropriation over a larger expanse of territory, and attempted to follow it up with crews of expensive "Pullman" salesmen!"

"Gentlemen, it is the best advertising buy in the country today!"

"People—Not Territory—
Produce Sales!"



Interborough Lines serve Manhattan, the Bronx, Brooklyn, Queens and Staten Island (the latter via the South Ferry station). The ENTIRE City of New York can be covered on five cent fares!



More than 125,000 Retailers and over 14,500 Wholesalers are located in the City of New York. Salesmen can live at home and keep in PERSONAL contact with this trade!

INTERBOROUGH ADVERTISING

(Exclusively Subway & Elevated)

CONTROLLED BY

ARTEMAS WARD, Inc.

50
UNION
SQUARE

NEW
YORK
N.Y.



Evidence for Direct Influence (the Straight Way to the Market of Markets)—

AOR, once the start is made, the path is easy to follow. The signposts of success spot the way. Now another wise merchandiser passes on to the citadels of supremacy. Now another astute agency charts the course to the summit. Sometimes the march is made with the flash and pomp of popular acclaim—sometimes watched only by “the trade,” a progress almost unknown to wealth almost untold.

Selling “through the merchant” requires two types of direct advertising—yours to him and his for you. The second automatically follows from the first. Both types are *made* good by interesting the greatest number of most powerful prospects with the smallest effort and expense—and *proved* good by the constant, increasing clink of cold cash.

This is history, not mystery! Logic, not magic!

When will you see the merchant as he is, not only the world’s greatest buyer and seller but the key figure in merchandising? Not only the factor whose *selective favor* means the purchase of practically your entire output, now and forever, but the one whose *selling fervor* means its popularity!

When will you read the letters of flame on the advertising sky—DIRECT INFLUENCE ON THE MERCHANT MEANS DIRECT RETURNS FROM HIS HUNDRED MILLION!

The ECONOMIST GROUP

239 West 39th Street, New York City

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

New York — Boston — Philadelphia — Chicago — Greenville
St. Louis — San Francisco — London — Brussels — Paris

The ECONOMIST GROUP

exerts the direct influence of buying information and selling inspiration on over 45,000 executives and buyers in 35,000 leading stores, located in more than 10,000 centers and doing 75% of the total business done in the lines they sell!

IT IS EASIER FAR FOR A THOUSAND STORES TO INFLUENCE A MILLION PEOPLE THAN VICE VERSA



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

UNITED PUBLISHERS CORPORATION

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

THE 8-pt PAGE

by
Odds Bodkins



I HAVEN'T become involved in this knee-deep-in-literature controversy, nor do I intend to become so involved.

But along those lines, I was interested in a little group of statistics sent me by a hardware dealer at Cobleskill, N. Y. I had asked him how much literature he received from manufacturers in the course of a month, and its general nature. He took me quite literally and forwarded these figures:

Weight of second class mail that came to me last month	14½ pounds
Number of pieces	357
Dimensions of largest piece	16 x 24 inches
Dimensions of smallest piece	1½ x 2 inches
Classification (roughly drawn on basis of 100 per cent):	
Household merchandise	40 per cent
Electrical supplies	20 per cent
Straight hardware and implements	15 per cent
Paints and varnishes	10 per cent
Tools and builders' hardware and supplies	10 per cent
Miscellaneous	5 per cent
Classification on basis of 100 per cent as to—	
Direct sales literature	60 per cent
Catalogues	15 per cent
House organs	15 per cent
Samples, etc.	10 per cent

I confess I do not see anything particularly significant in these figures, yet they are interesting.

—8-pt.—

The Alaska Refrigerator Company has developed an interesting new way of saying the same old thing—that its refrigerators save money for their owners. Under a picture of the ice man lifting a piece of ice into the wide open door of the ice compartment of an Alaska, is this heading:

The Moment Ice Enters the Alaska, Saving Begins

It's the "inverted sentence" philosophy discussed by Henry Eckhardt in a recent copy article in the FORTNIGHTLY, applied to a headline, and illustrated.

—8-pt.—

And a recent Fuller Brush Company advertisement, intended to secure recruits for its sales staff, used this same inverted philosophy. Said the heading:

Could YOU be a Fuller Man?

Such a question, with the copy that followed it, is calculated to make a man sell himself on the job.

Yet the Fuller advertisement does not take that for granted and rest on its oars, as witness this sentence down near the bottom of the copy, close to the coupon: "If you are the kind of a man we are describing, and want to

exchange your present life with its limitations for a future that you can build to your own specifications, send the coupon for a copy of 'Out of the Rut.'"

Selling brushes never before appealed to me strongly, but this man Fuller paints a powerful picture with his copy brush!

—8-pt.—

I have been reading Madge Jenison's fascinating little book, "Sunwise Turn," in which she relates her experiences in establishing the bookshop by that name, located just around the corner from the FORTNIGHTLY's offices.

I must pass on one delightful paragraph from page 52:

"A group of young SUN reporters debated sharply with us one day the professional selling of books which we were defending. They did not want anyone to select books for them, they said. Do they imagine that their books are not selected for them? Why, their wives are selected for them by George Lorimer when he chooses Mrs. Preston to do the illustrations of the stories they read in the Post. They drink milk and eat raisins when the advertising men tell them. Their cigars are selected for them, their breakfasts, their religion. We all read what publishers and our friends pick for us."

Isn't it true?

—8-pt.—

This will introduce J. Myers, Town Crier of San Antonio, Texas, for the past thirty years. Myers is not only Town Crier, but a local advertising medium as well, as the picture shows.

Despite the advance of civilization in the West, San Antonio still holds to



Copyright by Keystone View Co.

Myers, with his trumpet-like voice that can be heard blocks away shouting forth news of the latest weddings, deaths, murders, parties, socials, etc.

Though Myers and his horse "circulate" extensively in San Antonio, I understand that he has never been invited to join the A. B. C.

—8-pt.—

Harold F. Marshall, advertising manager of Warren, Webster & Co., of Camden, N. J., writes to recommend the publishers of *Helios*, a German technical paper, for the Iron Cross for the antiquity of its mailing list.

"A copy of *Helios* was addressed to Messrs. Webster, Warren & Company, 49 North Third Street, Philadelphia," writes Mr. Marshall, "whereas we moved from that address in 1888."

This isn't funny; it is tragic. First thing you know some foreign business house will be using Edgar Lee Masters' "Spoon River Anthology" for mailing-list purposes!

—8-pt.—

When I see copywriters bending over desks in New York office buildings writing copy to people in Middle West homes and on farms and on ships at sea and in small town stores and business offices. I always regret that more advertising copy cannot be written as a certain very successful author Richard J. Walsh told me about writes his novels. When this novelist starts to write a new story he goes to live in the city where the plot is to be laid. He puts up at some small hotel and proceeds to submerge himself in the city until the book is written, lost to his world. Whereupon he goes back to his home city and lives among his friends again for a while.

I wonder if a whole year of good farm copy couldn't be written in a week or two as a "paying guest" on some typical farm? Or a complete local newspaper campaign in some typical local community, using the public library as an office?

I wonder if some startlingly effective copy isn't going to be written some day by some agency with imagination and daring enough to pull up its copy department by the roots and scatter it over the map two or three times a year to write its campaigns "on the ground."

CORONA TYPEWRITER COMPANY, INC.

GENERAL OFFICES AND PRINCIPAL WORKS

SALES ADDRESS
"Manhattan"



"The Personal Writing Machine"
CORONA, N.Y.

SOLE AGENTS
THE AMERICAN LEGION
PUBLICATIONS DEPARTMENT
112 N. W. CORNER MADISON

July 23, 1924.

Mr. Gordon Hoge,
The American Legion Weekly,
627 West 43rd St.,
New York City.

My dear Mr. Hoge:

So many people have asked me pertinent questions about our advertising in The American Legion Weekly that I think I may as well give you the answer and make one postage stamp carry the whole load.

I believe it is generally admitted that readers of The American Legion Weekly are responsive. But a general suspicion seems to exist (and I admit that it existed in my mind) that through loyalty to their official publication many Legionnaires write to advertisers - just to help the cause.

Probably none of your advertisers was more cautious about taking out The Weekly than I, but after a couple of years of testing, I am compelled to admit that, regardless of my Legionnaire's answer to Corona advertisements, enough inquiries were "sold" in 1923 to give The American Legion Weekly first place among the weeklies on our list in cost per sale as well as cost per inquiry.

That's the only reason why I am giving you more space this year than I did last.

Sincerely yours,

Harold H. Brown
Publicity Manager.

H. H. B. Brown/ME



we'll help you do it

On March 10th, 1924, the following letter was received from a subscriber of The AMERICAN LEGION Weekly in Danbury, Connecticut:

"Enclosed is a copy of a letter which I addressed to Corona Typewriter Co., Inc., and also a copy of a letter which I asked their local representative to write to their advertising manager.

"Trusting these letters may prove of some small aid to you in your very effective efforts on behalf of The American Legion, I am

"Yours for a bigger and better Weekly."

This is what the dealer in Danbury, Connecticut, wrote:

"Mr. of this city wishes me to inform you that he has purchased Corona 501473 as a direct result of your advertising in The American Legion Weekly.

"This means two sales of Coronas that can be traced directly to American Legion Weekly advertising.

"Ex-service men always have a good word for Corona, and we are having quite a few inquiries concerning the new model.

"I hope that you will continue to use this result-producing medium for our mutual advantage."

The AMERICAN LEGION Weekly

331 Madison Avenue
New York, N. Y.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

22 West Monroe Street
Chicago, Ill.

Is Your Business Growing Too Complicated?

[CONTINUED FROM PAGE 14]

channels of distribution. The cooperatives advertise for bids. This year, if one is low bidder, one gets the business; next year, perhaps, one does not.

Assume that one does succeed in getting the business of the cooperative buying for a certain state this year. Naturally the state-wide dealers are alienated at once. Now, many of our dealers have been our representatives continuously for twenty years. Since it is costly and perhaps impossible to win back a man flouted in this way, the permanency of distribution is endangered and it complicates rather than simplifies the selling plan if one has to remodel it every year or so.

A business is safer if it distributes the product of a plant through one thousand carload merchant buyers than through two or three large cooperatives or jobbers. The loss of a few customers is not so disastrous.

Local club buying often presents a different angle. The local merchant can bid on the club's needs and can distribute the goods on arrival. Then again, there may be no local store handling fertilizers and cooperative buying may be the only outlet.

WHILE this method of farm purchasing has its lure, especially in hard farm times, it remains to be seen whether it has lasting and growing qualities. It may prove a transitory phase in farm organization development. The tendency of farmers is to sell cooperatively and buy as individuals. The small town merchant should have his proper place in the economic sun. He performs a distinct service in distribution. The farmer buying on crop time credit does not buy from the cooperative, nor does the non-member farmer. Group buying does not sell fertilizer—it hasn't the incentive to work for a greater consumption. It merely gathers up the orders.

One thing is certain: cooperative fertilizer buying discourages merchant handling and in some localities has decreased the amount of fertilizer available for field production.

So in this direction also we con-

sider dealer distribution as our main and best outlet. However, we supplement the dealer's efforts: we do not ask him to go it entirely alone for us. If we take on a dealer in a new territory, we often put our salesman on the job with him for as long as is necessary, and they two call on the farmers together. We also use mailing and local advertising extensively in developed territories.

IN the form our organization takes, we are striving constantly for simplicity and effectiveness. We are no different from anybody else in cutting our total sales territory into smaller divisions which can be adequately handled from division or branch headquarters. However, we have our own ideas on branch management. I think there are some perfectly definite reasons why the management of divisions and branches often seems an extremely perplexing problem and is occasionally left only half solved.

Who is the stiffest competitor your branch manager has? Is it your rival national manufacturer? If he is exceptionally well organized, he may be the man.

But nine times out of ten there will be still stiffer competition from a source that apparently may not be so well organized. I refer of course to the comparatively small local manufacturer who operates only in that particular territory.

We all know why he is a hard one to beat. He is fighting for his existence like all of us, but in addition his own territory is his only battleground. His own money is invested, often all he possesses. He has the incentive for energetic endeavors habitual to the man who has put his own sweat and thought into his enterprise; he is no mere employee coming along after a start has been made to keep the thing going. These combined factors are so powerful that far larger national manufacturers often have to stand by and see the local man get the business, in spite of his capital limitations, his inferior equipment, his imperfect advertising and other handicaps. In short, *he has the push!*

Well, we have no great secret that

we use for meeting this situation; we simply try to "get the push" into our branch managers too. Our manner of doing it, I think, goes to the heart of things. We give the managers as far as possible the same kind of incentives that the local man has, plus all the advantages that can be derived from a nation-wide and international organization.

We decentralize. The division manager is boss, in virtually as complete a sense as the local man. We do not tie him up hard and fast to any central office apron strings. He runs his division and, if he cannot run it, we get a man who can. All division managers are Armour stockholders, of course. But the main thing is we put it up to the division manager and rely to a large extent on his sense of pride in accomplishment. We know what he is doing!

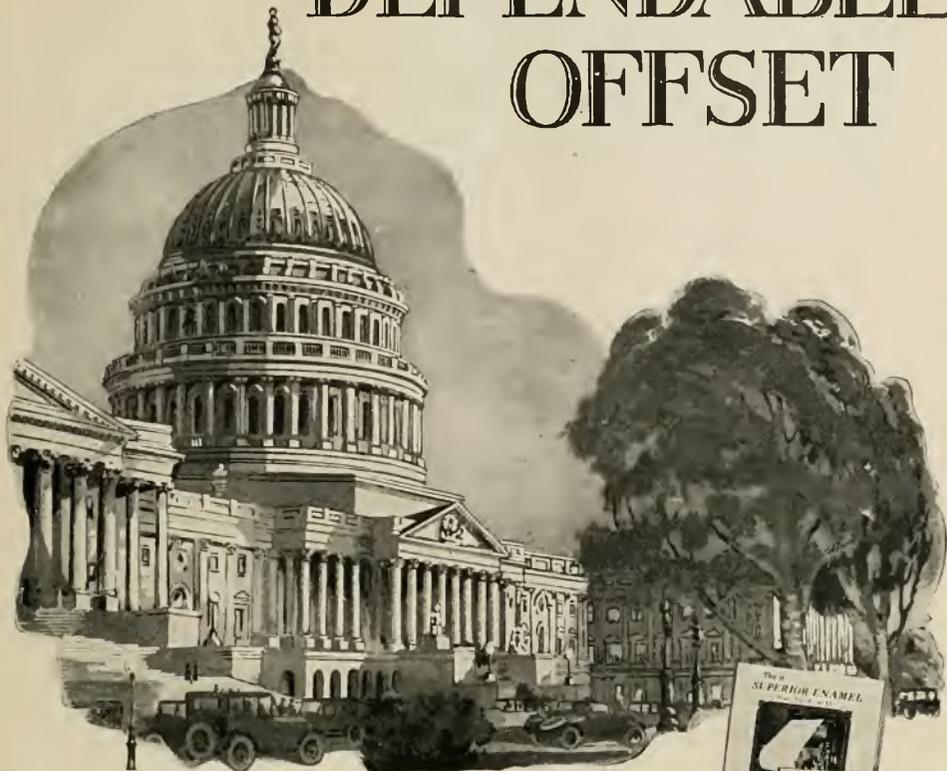
YOU know there are two kinds of compensation. We do not skimp one bit on either kind. A branch manager's salary, however, may be *adequate but entirely unsatisfactory*. We give the manager a chance to make a success of the job besides, and to do it "on his own"; and this, I think, is at the bottom of the whole problem of successful selling through branch and division managers.

Centralization carried beyond a certain point tends to kill local initiative. But local initiative is the very quality you have to depend on for getting results in ninety-nine out of one hundred of the everyday selling problems that arise in the field.

Policies and other services that affect all divisions must of course be taken care of at headquarters; but such matters can and should be kept at a minimum. On the other hand, the central office can serve as a very useful agency for collecting information from all sources and disseminating it to all branches. The head office advises.

It is chiefly through this means that the branch manager can often be given a compensative advantage over his local rival. He draws his information from a very much

DEPENDABLE OFFSET



RICH or soft, bold or delicate, the color values you want, come up as you want them on *Allied Dependable Offset*. The surface of this paper is particularly developed to retain full color strength. Its body is such as to insure perfect register. It is free from fuzz. And it works easily. It is the kind of offset paper to which you can entrust pieces that are to be rare in beauty. It is dependable; more than that—it is an *Allied Dependable* paper.



There are four grades of Allied Offset Paper: *Kingkote*—an exquisite sheet for use where price is not the main consideration; *Dependable*—an exceptional, rag base offset for superior printing; *Liberty*—an offset of fine value [less expensive than *Dependable*] furnished either in white or India; *Special*—a still lower priced sheet, of good quality.

ALLIED PAPER MILLS, Kalamazoo, Michigan
In writing for samples please address Desk 12, Office 2
NEW YORK WAREHOUSE, 471-473 Eleventh Avenue

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



Impressions Made at This Age Remain

The twenty million children in the Public Elementary Schools offer a fertile field for the sowing of seeds by thoughtful advertisers. Children learn easily, quickly, unforgettably, and tomorrow will find them buying on their own.

Normal Instructor-Primary Plans is the means by which children may be most effectively reached. Every teacher (herself an immediate prospect) has thirty of tomorrow's customers at the end of her pointer. Take this matter up with the teacher—let her help you.

Normal Instructor-Primary Plans, founded thirty-three years ago, gives teachers of the Elementary and Rural Schools (which include 80% of our children) a monthly magazine helpful in its contents and constructive in its policies.

Let us tell you how Colgate, Palmolive, Victor, Columbia, Educator Shoe, Sauerkraut, Borden's Milk, Baker's Chocolate, Pro-phy-lac-tic, Shredded Wheat, Jell-O and other products are being introduced through 150,000 teacher subscribers of **Normal Instructor-Primary Plans** to an audience of nearly five million plastic young minds.

Get the facts in our booklet, "A Survey of the Educational Market." Years for the asking.

F. A. OWEN PUBLISHING COMPANY, DANVILLE, N. Y.

CHICAGO: 1018 So. Wabash Ave.
C. E. Gardner,
Advertising Manager

NEW YORK: 110 W. at 34th Street
George V. Rumas,
Eastern Representative

NORMAL INSTRUCTOR *and* PRIMARY PLANS

FOR TEACHERS of ALL THE GRADES and of RURAL SCHOOLS

Member Audit Bureau of Circulations



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

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

larger and more complete reservoir and is able to compare his results on costs, sales, methods and all other matters with those similarly engaged elsewhere. These comparisons aid him to locate weaknesses sooner and to develop strong points of attack earlier. Every one of our division managers knows what every other division manager is accomplishing. This also brings in both rivalry and emulation among themselves as healthy incentives.

Another point: we insist on the utmost flexibility in the relations between departments. I know of nothing that leads more surely to "buck passing" and general inefficiency than departmental lines drawn hard and fast, departmental fences built so high that a man in one department never steps over to lend a hand or get the advice and help of somebody in another department. The fences between our departments are built of chicken wire!

THIS applies particularly to credits and sales. Usually, for our branch credit manager we select somebody locally, a man thoroughly familiar for a considerable period with conditions and people in his district. He makes the credit decisions for that division; there is no reference of such matters to the central office except on unusual credits where advice is wanted. We get the right man for the job and leave it up to him. If we find after a while that we have not yet got the right man, we get him.

There goes with this the closest cooperation between credits and sales. The credit man takes a sales point of view, while the salesman turns in credit information when he gets it—often he goes after it. There is absolutely none of the common sort of trenching behind department walls, the bickering, the unwise pitting of one department against the other, the excuse-making and buck-passing.

Another factor, brought home to me many years ago, I consider very important in organization efficiency. In the very early days of this business, when we were still a young department of Armour & Co. and not separately incorporated, there was all the work all of us could do, and one afternoon I was writing some letters in long-hand. Mr. Armour happened around and saw me at it.

"What are you doing that for?" he exclaimed. "I don't want you to do any work around here!"

"What do you mean?" I replied. "It's eighteen hours a day with you,

as I know from personal observation."

"Oh," he said, "you know that isn't what I mean. I don't want you to do any work you can *hire* (he said 'hire,' not 'employ!') somebody else to do. *Get another stenographer!*"

That sums up one of the first laws in the book of personal efficiency. If a man devotes himself to using his lower instead of his higher powers, he partly fails to give what every thoughtful employer really wants, namely, *the best* there is in him. This applies not only to sales and division managers and other high executives who devote themselves unnecessarily to routine, but also to every salesman who has to unroll himself periodically from a bundle of home office red tape when he ought to be *selling*.

THERE is another angle to this. A marketing organization, like any other, must be built to perpetuate itself. One of the most important considerations in personnel selection is picking the type of man who can, and will, let others do some of the work. The ability to delegate is one of the most difficult executive tasks. Most men who can do a job 90 per cent well hate to turn it over to a man who will do it only 80 per cent well. But difficult or not, the task is essential. No man can train those under him unless he allows them a free hand to do things he can do better himself and shuts his eyes when they make mistakes he would avoid. They will learn.

We have a few wonderful soloists—I suppose every organization has; they are world-beaters; but their value to the business is definitely limited by what they as individuals can accomplish. A perfectly splendid sales organization can fade out in a good deal less than a generation if its individuals fail to give the necessary attention to training their successors.

These subjects I have touched on illustrate the application of some fundamental ideas in our marketing. It would be easy to show how we extend the application to such subjects as demand creation, the relative effectiveness for our product of local and national advertising, circular selling, educational methods of the industry as a whole, cooperation with agricultural colleges, the systems used in assembling information and disseminating it to branches, and so on. But perhaps I have said enough to indicate the manner of thinking chosen as an approach to all our problems.

JUST WHAT WE HAVE BEEN SAYING FOR THE PAST TWO YEARS!

"Middle Classes are the Big Buyers of Everything," says Dwight W. Morrow, one of the partners of J. P. Morgan & Co., speaking before the Convention of Investment Bankers Association.

—*Printers' Ink*, October 2nd, 1924

WE stopped talking circulation and featured buying power, just as soon as we saw the results of a survey made in Cincinnati—for that survey proved to us conclusively that the upper and the big, strong middle class were the people to reach—the classes that earn 82% of the total income.

—Who wants the 39% of the population that only earns 18% of the total income? We don't—and we're pretty sure you don't!

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

Thank you,
Mr. Donovan!

From "ADVERTISING RESPONSE"

By H. M. DONOVAN, of Donovan-Armstrong, Philadelphia

CHAPTER III

THE AGE FACTOR

UNTIL recently practically nothing definite has been known concerning just what part youth played in the buying of goods.

Let us consider a few of the many aspects of advertising and selling which are involved by the proposition of the appeal to youth. In the first place, psychologists agree that it is the associations gained in the formative period of youth that are stamped most indelibly upon the mind. These bear a dominant influence on the mental reactions of the individual for many years to come. Also, young people are responsive to almost anything new that strikes their fancy.

Advertising which appeals especially to them not only produces sales most quickly, but, if it is continuous and adequate, forms a bond which is not easily broken.

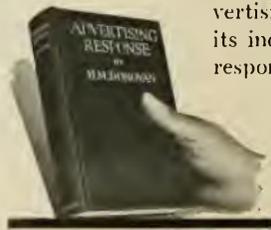
What has been fixed in the students' minds at eighteen and nineteen will not desert them. They have been more or less permanently influenced in favor of certain brands because advertising during the most impressionable period of their lives has worn grooves in their brain

structure that cannot easily be removed.

Briefly, the manufacturer who has appealed to young people in his advertising and succeeded in winning their favor to his brand, has successfully placed his competitors' lines at a disadvantage. This cannot be overcome without very great effort in sales work and a largely increased advertising expenditure.

It has been commonly noticed by retailers that at the beginning of a period of depression the older customers tighten up almost immediately and sales to them fall off. The younger people with their characteristic optimism keep right on with their purchases until they are actually forced by lack of cash to reduce their expenditures. When times improve, sales to the young get in full swing long before their elders will respond to any kind of advertising except reduction sales.

The reason for youthful appeal in advertising is only half told by emphasizing its indelible effect on the young. Their responsiveness to its message is greatest during the years from 17 to 30, which age group is largest in numbers as well as strongest in actual buying interest. Of equal importance is the dominant influence which youth exerts on sales to the older groups.



Advertising Response by H. M. DONOVAN,
published by J. B. LIPPINCOTT Co.,
Philadelphia

There is no question that modern youth sets the fashion in almost everything, and the extent to which maturity follows this lead is amazing. Today, fashions are actually being set by young people of high school age, and the range of their influence runs all the way from the purchase of automobiles to canned pineapple. Not a book, a magazine, or a play can meet even with ordinary success unless it appeals to youth.

The influence of youth is always dominant, and yet advertisers seem to be lagging behind

the procession. Hit-or-miss methods have been followed because advertisers have never come to a full realization of the ever-increasing part that youth is constantly playing in the purchase of all commodities.

Youth is demanding a greater share of attention than ever before. It is imperative that manufacturers be awakened to a fuller realization of the power which youth exerts on the welfare of their businesses. Advertisers should take better advantage of the opportunities offered thereby.

Yes, Mr. Donovan, youth *is* demanding a greater share of attention than ever before.

And it *is* imperative that manufacturers be awakened to a fuller realization of the power which youth exerts on the welfare of their businesses.

Photoplay congratulates you upon this new contribution to existing data on the part that youth plays in present-day selling and advertising. For Photoplay has a stake in The Age Factor: Photoplay is predominantly the favorite magazine of the 18 to 30 age group.

Your findings in this interesting survey, Mr. Donovan, will be welcome to the many national advertisers who are taking this important factor in present-day marketing into their calculations,—and, no doubt, also to many other advertisers who have not yet learned how to apply this great force to their profit.

PHOTOPLAY MAGAZINE

Predominant with the 18 to 30 Age Group

JAMES R. QUIRK, *Publisher*

C. W. FULLER, *Advertising Manager*

570 N. Michigan Ave. 221 West 57th St. 127 Federal St.
Chicago New York Boston

How

SOUTHERN RURALIST



*Serves "Every Interest of
the Farm Home"*

*Reaches all the
family*

WHICH member of the farm family do you want to reach—the farmer himself, his wife or the boys and girls? Your message in Southern Ruralist will go to all of them. Southern Ruralist is the family farm paper, read from cover to cover in more than 400,000 prosperous rural homes in 14 states, from Maryland to Texas.

*Instruction and
entertainment*

The reason is simple enough: Southern Ruralist has a separate department for each farm activity. Note these diversified headings: Dairy and Live Stock, Veterinary, Horticulture, Gardening, Markets, Farm Mechanics, Poultry, Boys' and Girls' Clubs, and The Home. Every member of the family looks to one or more favorite departments for authoritative instruction, and to the magazine as a whole for general education and clean entertainment.

*400,000 net paid
guaranteed*

To buyers of advertising, this receptive attitude is even more significant than the fact that Southern Ruralist offers wasteless circulation. But the latter is of prime importance, too. The character of Southern Ruralist's 400,000 net paid guaranteed has been verified by the most comprehensive circulation check on record.

Perhaps you would like to have a Southern Ruralist representative explain this happy quality-quantity combination. The nearest office will be glad to serve you.

SOUTHERN RURALIST

ATLANTA, GA.

CHICAGO
J. C. BILLINGSLEA
123 W. Madison St.

NEW YORK
A. H. BILLINGSLEA
342 Madison Ave.

ST. LOUIS
A. D. MCKINNEY
1411 Syndicate Trust Bldg.

MINNEAPOLIS
R. R. RING
Palace Bldg.



"The Handiest Knife I Ever Had"

Always ready for a score of uses, and never needs sharpening.

RAZO-NIFE
"NOT A DULL MOMENT"

The most effective advertising novelty of the decade. Made of solid jeweler's grade, mirror polished nickel silver. A fascinating little item with a neat design etched on the handle.

Uses Cast-Off Safety Razor Blades

No trouble or cost to keep it sharp. Just take one of your old safety razor blades and slip it in Razo-Nife. No screws or fasteners—just snaps into place. It will do anything that can be expected of any pocket knife, and a lot more. The hole in the knife handle makes a clever cigar cutter and the keen blade gives you a smooth clip without tearing the wrapper.

Like the finest watches, this versatile little knife is made as thin and unobtrusive as possible—only $\frac{3}{8}$ of an inch thick—the proper thing for the end of a watch chain.

Give Razo-Nife this Year

A matchless good-will builder for your business. It will be carried and used for years. We can make them up in any quantity with your advertisement, trade mark, or special lettering etched on the handle. Give Razo-Nife to your customers at Christmas time—it is one of the most distinctive good-will items ever produced.

Get a Razo-Nife for your own use

You'll be immensely pleased with it; you'll find dozens of uses for it; you'll thank us for calling it to your attention. Fill out the coupon, pin a dollar bill and mail it today. At the same time ask for quantity prices.

The Greenduck Company
1725-1741 W. North Ave. Chicago, Ill.

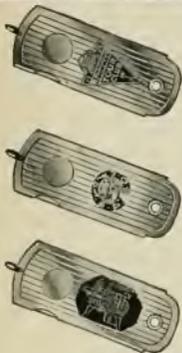
tive brand name and sell it brandless! The Armand Company, which has an upstanding policy, has said, in effect, that it prefers a hundred customers of one-dozen buying capacity to one customer with a hundred-dozen buying capacity, if the latter cuts prices. This appears to be a fair choice. Many concerns prefer the one large customer, because the selling cost is lower than it would be in doing business with one hundred different customers.

When he goes further, however, and attempts to force his ideas on others, he does not fare so well. Here we come upon the dividing line of equity, as the record stands today. The Vivaudou Company, for example, has recently had its sales policy condemned because of the following practices, which were held to be unfair and in restraint of trade: Securing the names, from customers or others, of price cutters; enrolling same upon lists of undesirable purchasers to whom goods were not to be supplied until they promised to be good; attempting to secure promises from customers that prices would not be cut if goods were sold; assuring buyers that other buyers would not be allowed to cut prices.

THIS appeared to be going too far.

Had the company confined itself to refusal to sell, without discussion or comment to competitors, it is quite likely that the company would have been held to be in the right, as this has been indicated in various other instances. Practically the only legal source of information as to price cutters is direct—that is, actual and personal knowledge of such price cutting.

Price cutting is a thoroughly retroactive practice. When carried to extremes it can not only ruin the standing of an advertised patent article in the trade, but it usually does, eventually, ruin the price cutter as well. A legitimate business must be operated on a legitimate profit, and, if the resale price is based on a legitimate profit, any marked cut under this price is bound to react on the seller as well as injure his competitors. He must make his profit somewhere, so the consumer saves at the spigot and wastes at the bung-hole after all. It is not sound economics. It only seems advantageous because the consumer does not know what is happening. The manufacturer who does not keep his prices down within a reasonable limit is injuring himself irreparably, because his competitors will walk off with his trade. He has even less chance than the price cutter, because the average person is not going to be "stung" if he knows it. It is evident that there are certain economic laws, backed by public opinion, which tend to resist all departures from a policy that works to the benefit of the mass. This is a situation fully acceptable to live advertisers, but all that is needed in order to establish price maintenance, on a sane basis, in line with this, is some sort of legislative definition of reasonable limits.



The above illustration showing a few Razo-Nives etched with special designs gives some idea of the attractiveness of the Nife and the faithful reproduction of emblem or design.

We are the world's foremost manufacturers of advertising novelties of all kinds; badges, buttons, metal specialties, etc.

Ask for our catalog showing a complete line of good will builders for the man at the desk. A large assortment with a wide range of prices.

THE GREENDUCK COMPANY,
1725-41 W. North Ave., Chicago, Ill.

A.P. 9-24

Gentlemen: I enclose \$1.00 for Razo-Nife for my personal use. Please give me quantity prices on Razo-Nife with and without special design etched on handle. I understand that I incur no obligation.

Name..... Firm.....

Street.....

City..... State.....

How Direct Mail Waste May Be Avoided

By Gridley Adams

IN a recent talk before the Baltimore Advertising Club, First Assistant Postmaster-General John H. Bartlett ascribed a large part of the thousands of dollars of waste in the use of the mails by advertisers to antiquated mailing lists and the great amount of handling and rehandling of undeliverable letters.

Mr. Bartlett probably is not laboring under the delusion that users of direct mail advertising willingly throw away mail matter costing from two cents to ten or fifteen cents or more, but, even if this were the case, the government can obviate a large portion of such waste by some very simple rulings.

Under the present system, for instance, when a piece of undeliverable mail is received at any postoffice, a notification card is filled out and mailed, first class, to the sender, and the undeliverable mail filed away. When the notification card comes back with return postage attached for the undeliverable mail, such mail must be looked up in the files, the postage attached, the piece mailed and the dead notification card filed. All this costly red tape could be unraveled by the simple process of stamping undeliverable mail "Postage Due — Cents" and mailing the matter back to the sender immediately.

If the Post Office can penalize a sender for paying no attention to undeliverable mail notification cards, then it can certainly make a ruling compelling the payment of return postage on every such piece of mail. Concerns that use the mails would pay the return postage, just as they do at present, but both the concerns and the Post Office Department would be saved the cost and labor involved in the present awkward system.

The mere printing on a piece of third class mail matter "Return Postage Guaranteed" does not do the trick because local postmasters pay little or no attention to it. However, a Post Office Department ruling, that all such undeliverable pieces be immediately returned, would cut out the present two conflicting, expensive methods now (sometimes) practised.

Such action would be doubly beneficial in view of the undermined condition of the Post Office Department and in view of the fact that "the Postmaster-General now has to report that the postal service is run at an annual loss of more than \$30,000,000," to quote the New York *Herald-Tribune*.

Miller, Black & Vanderbilt, Inc.

New York, are successors to Miller, Black & Lewis, Inc.

August L. Kissel

Has joined the art staff of The Ethridge Company, New York.

When you want Plates yesterday

OFTENTIMES we receive hurried requests. "Can you meet insertions in about 8,000 papers by Wednesday?" The time allowed would make it seem impossible, but the customer needs the Service.

We do it!

The largest Stereotype Foundry in the world, the best power equipment there is, a day and night shift of capable workmen are ever prepared to respond to your needs.

Understand us! We don't encourage rush work. We cite the above only to prove the reliability of Gagnier. Always willing to race against time for you—without lowering the uniform tempo: of Gagnier Plates and Mats.

Tell us your requirements. And keep in mind. Gagnier is turning out Plates and Mats for many of the world's largest as well as some of the smaller advertisers.

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

Market Analyst—Sales Promotion

An experienced research and investigation man, with wide advertising experience, wishes a connection. Has ability to secure accurate data in any line of business, and collate it in a concise, intelligent manner. Able to work out graphic charts of all kinds that will show at a glance the facts a business man needs to know. Able to supervise field surveys, and prepare market analyses, also collate advertising and selling plans, and assist in preparation of presentations to prospects. Box 197, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., N. Y. C.

How a Large Advertiser Selected His Agency

By Merrill Anderson

Speaking persuasively and convincingly on business subjects to win the active support of others

"Leadership must first express itself in speech. Doing business is chiefly talking business."
"Resourcefulness and adaptability in speech may be regarded as essential to success in every occupation."

"One must know how to ask for things, how to explain things and how to speak persuasively enough to win the active support of others."

Public Speaking for Business Men

By WILLIAM G. HOFFMAN

Associate Professor of Public Speaking,
Boston University

300 pages, 5 1/2 x 8, \$2.50 net, postpaid

Every business executive is called upon more or less frequently nowadays to speak at a business dinner—at a salesman's gathering—at an executive conference—at a committee meeting—at a convention. Here is a helpful and workable guide on this modern problem of talking well on business subjects at business functions and meetings.

The book supplies methods and principles of good business talking, without being guilty of laying down cut-and-dried rules for lectures, "stage manners," etc. The whole aim of the book is to train the reader so that by a process of self-development he can make the best use of his own intelligence and ability both in preparing the speech and in delivering it.

The interesting variety of practice material and exercises and the good examples of speeches made at business meetings by good business speakers are especially helpful.

Have it on hand for the next DINNER CONFERENCE CONVENTION SALES MEETING, ETC.

"The executive who cannot speak with confidence and skill in a conference, before a group of associates or a board of directors, at a dinner or convention, is falling in a major responsibility."

Send for this book and use it FREE for 10 days

Try out one or two of the many suggestions in your next "talk" and you will be only too willing to remit the small cost of this book. If not, just return the book and you are under no further obligation.

SEND THIS COUPON TODAY.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.,
370 Seventh Avenue, New York

You may send me for 10 days' FREE examination HOFFMAN'S PUBLIC SPEAKING FOR BUSINESS MEN, \$2.50 net postpaid. I agree to return the book, postpaid, within 10 days of receipt or remit for it.

Name

Address

Official Position

Name of Company

A.P. 10-22-21

AN outstanding instance of what may be termed "scientific" agency selection has been written into the records by one of the largest manufacturers and advertisers in the world. The account in question had for a long time been in the hands of a competent agency, but the client felt it was getting a little rutty and dull in the handling of the advertising. Nevertheless, the agency was so outstandingly good when measured by the ordinary tests which a manufacturer applies to a prospective agency, that the president of the company did not feel justified in making a change on any usual basis.

His first step was to list every agency in New York and Philadelphia (not in any sense a reflection on agencies in other cities, but simply the result of the clients' feeling that they must confine themselves to those agencies which were close at hand); this list was then cut to about twenty by eliminating those which seemed doubtfully capable of handling an account of such magnitude.

Second, several of the officers of the company divided the agencies between them and paid personal visits. They dropped in casually for a talk with the executives, in the ordinary course of a day's work. If the agency had wished to stage a "trained seal" act, it would not have been able to. The officers, after comparing notes, were able to cut the list to about a dozen agencies.

Then—third—the intensive research began. The president of the company wrote a personal letter to every client of each of those ten agencies. He asked for bed-rock information about each agency—not a simple statement that "we have found their service very satisfactory and heartily recommend them to all who make inquiry of us"—but the real "low down." Had there been an increase or a decrease in the company's volume of business? In its advertising appropriation? In the ratio of advertising expenditure to business? How much credit for success in sales belonged to the agency? How well had the agency geared its work to that of the sales department? Were there particular instances where the agency had done unusual work?

These are not quoted exactly from the president's letter. His questions were more carefully thought out and more carefully worded—and they brought back sufficient evidence so that he felt he had most of the collective experience of those advertisers which they could divulge without jeopardizing their business.

But those questions could only cover adequately such phases of the agency as its organization, personnel, policies and methods. The company was peculiarly fortunate in that its president was a man of genuine power and insight where advertising was concerned. He was not satisfied to take second-hand judgments on copy, art work or layout.

So, as his fourth step, he asked the dwindling list of agencies to show him proofs of every advertisement which they had produced during the past year. Again—note this point well—the agency was *not* invited to select its favorite children to speak pieces on a Sunday School platform. It must bring them all from their corners—the bright, pretty ones and the dingy little brats who sulked and screamed. If there were campaigns which had started off merrily and had suddenly found themselves in the receiver's court one morning after a glorious party in magazines and newspapers, they had to come out and tell their story to the judge.

THAT was the keynote throughout. The prospective client went to the agency—not the agency to the client. The advertiser had been solicited so hard and so persistently for years by most of the agencies of standing in the country that he had lost the natural human fondness for sitting back like a king and watching a lot of agency men come into his parlor and bump their heads on the floor to please him. They had put on their shows for him, and he wanted to get behind the scenes.

And then the fifth stage. The president himself went to the agencies (four of them) which were left on his list and met the men who were going to be doing his work, or hoped to be. He sized up their organizations and their work at first hand. That, confirming his other impressions, cut his list to two.

Sixth and last, he asked both to serve him for three months on a liberal retainer fee basis. At the end of that time they were to submit campaigns and he would choose his agency on the basis of the best work.

One of them, of course, came out on top. The loser submitted fifteen alternative campaigns, the winner one; but that is immaterial, for it is the advertiser's technique we are studying, not the agency's.

Most advertisers, to be sure, cannot undertake such an extensive and intensive survey of the agency field. But it is something to aim at.



Look for this
Emblem



Schoolmaster to the World

BY JAMES WALLEN

YEARS ago, when American advertising was in the soothing syrup age, the English proprietor of Pear's Soap did a revolutionary thing. He deftly stepped ahead of the procession by purchasing a painting by Sir John Millais.

Pear's Soap was the admired pearl of international advertising. Its "story in picture left nothing untold." Manufacturers the world over, were amazed at the charm it held for both the classes and the masses.

A pink cherub with an aura of soap bubbles required no sage to translate the story of cleanliness. It may be that this method would not do in this competitive age, but its equivalent in today's manner will sell goods.

The function of the picture is to illustrate the text of an advertisement

and often more. Where words are insufficient and unavailing, the picture speaks a sign language to all men and races.

Thru advertising Uncle Sam has succeeded John Bull as schoolmaster to the world. American advertising follows every flag. And the credit is due in part to the effective organization of our photo-engraving industry.

Does your commercial field glass take in the vision of the world as your market? The photo-engravers will help place your pictured product before eyes Occidental and Oriental.

To tell you how your photo-engraver became a master of his craft, I have written a booklet titled "The Relighted Lamp of Paul Revere." It may be had from the nearest engraver, or the great Association of which he is a member.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

RADIO MERCHANDISING

duplicates the circulation of most of the other radio trade journals—but none of the others duplicate the circulation of

RADIO
Merchandising
THE MAGAZINE OF THE RADIO TRADE

342 Madison Avenue
New York



—as a test town

Erie presents the ideal situation to the advertiser seeking a good test locality. Erie City is a market of 128,755 people employed in productive industries in a city ranking third in diversity of industries in the United States. Continuously good business is assured. The immediate adjoining market contains an additional population of 100,000 people and, therefore, the Erie market is sufficiently large to be attractive and small enough to be covered at no great expense.

Further details of Erie as a test town will be gladly given to any advertiser or advertising agency on application to the Dispatch-Herald.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston

Building Millions in Industrial Sales

By R. C. Beadle

International Combustion Engineering Corporation, New York

THE Combustion Engineering Corporation is a young organization. Our advertising did not amount to much in the early days. We started in with a full page in *Power* and some ideas about advertising. We owned no factories. Our machines were being built under contract and the company was new. We had a new name that had no prestige or standing, and the company was made up of three small companies. But we had good products and we had good engineers and we had a new idea in advertising. That idea was not accepted by the advertising fraternity as a good one at that time. It was radical. It was different. But we kept at it, and gradually the name of Combustion Engineering Corporation came out in the limelight.

We added other products to our line. As the business grew and developed, we took on other mediums, but our whole plan from the beginning has been to take on only the best engineering mediums, analyze them carefully before purchasing space, and when once signing a contract, figuring to stay indefinitely in the publication. We believe that two pages of smashing copy in one publication is better than four half pages of advertising that might give us four or five times the circulation and is a better advertising buy for us; so that today with our campaign shaped as it is, we can quickly put our entire force back of any new product.

Going along with our technical press advertising has been our direct advertising, which we have accomplished in various ways. A careful record is maintained in our publicity department of all of the prospects with whom we have been in touch. The field we serve is a highly valuable one and is highly concentrated, and it is interesting to note that in checking over our sales in comparison with publicity records, that year after year this shows that over 50 per cent of our customers have originally started in our publicity department—that is, that the publicity department has in some way been in contact with the purchaser of our equipment before that equipment has been purchased; and still I maintain that publicity and advertising should not be considered as a means of selling technical products directly. The reason we have been in contact in our publicity department is because the publicity department of our organization

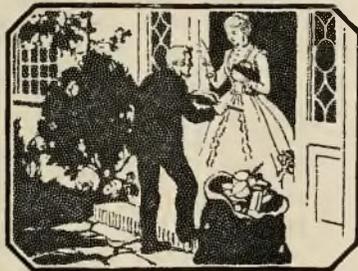
is aimed to build prestige and sell the company to the engineering field. We are not particularly interested in what the company sells of its products. Our job is to sell the organization.

The first influence in any campaign of technical publicity is on the organization itself. In our company it is our practice to send out to every salesman in the organization proofs of our advertising, asking for his opinion and what points he thinks are strong or weak. In addition to this, we naturally keep in close touch with the sales executives to ascertain what their program may be as to when and how and where they are going to introduce new products. We believe that the sales department should present its problem and what it wishes to accomplish to the publicity department and the publicity department then proceed to work it out.

IN some cases this is reversed. Reports from the sales department of volume of business in various lines and in various sections of the country are received from month to month, and if there is a falling off in the sale of some particular product, it is the function of the publicity department to find out from the sales department why, and to see if something cannot be done from the standpoint of publicity to stimulate the sales of that product. In this way there is the closest kind of cooperation between every branch of the organization and the home office, with the result that every salesman in the organization feels that he is being consulted and that he is a real factor in shaping policy. This in turn reflects back into the spirit of all working together.

In the first three years of introducing any new product, the money spent in advertising and publicity is really a capital expense, although conservative financing in our own case has prevented our so viewing it.

Still another factor is one of which the publicity man and the head of the concern seldom thinks, and that is, the value of goodwill created by advertising in financing an enterprise. The public, either consciously or unconsciously forms an opinion of the company from its advertising. If advertising is done in a big, broad, strong way, whether it be in technical publications or in general media or the daily paper, according to the kind of business, the public cannot help but visualize a company as a strong and safe company, and its securities will be received much more readily.



Back to First Principles

In the old days men sold goods out of packs carried on their backs. Rain or shine they made their rounds, calling, calling, calling at the doors of the countryside. The more calls they made, the more they sold—the more repeat sales they made, the more customers they gained. Great business concerns were built that way. They flourish today.

Now, manufacturers can't carry packs. But they can put their goods into the pack of this unique woman's magazine—and call, call, call on more than a million women readers until the goods are sold, with consistent repeats. The concerns which have used this pack to distribute their wares, have, by sticking to it, built bigger sales and bigger profits. They say so themselves. Use

GOOD HOUSEKEEPING

More Than a Million Readers
More Than a Million Buyers

Progressive Grocers Combine To Fight Chain Store Bogie



INDEPENDENT grocers have found in The Hostess a powerful weapon with which to conquer chain store competition.

This beautiful magazine is published by The Allied Grocers, Inc., and distributed by the local grocer direct to his customers, present and prospective.

The grocer carries in stock the products advertised in The Hostess. He must do this to be consistent as the copies he distributes bear his own imprint.

The housewife is confident that the articles advertised in The Hostess are instantly obtainable. And she knows that they have the endorsement of her own grocer. The tie-up between advertising and distribution is complete and effective.

A request on your letterhead will bring you a Sample of this beautiful magazine, rate card and an explanation of its remarkable pulling power.

The HOSTESS

Published and Distributed by
THE ALLIED GROCERS, Inc.
1767 Broadway, at 57th St., New York

Autopsies from an Advertising Morgue

[CONTINUED FROM PAGE 21]

ing did the manufacturer recognize this condition, although urged by his advertising counsel to correct the false impressions.

The result was that when consumers asked for the product, the dealer would frequently say, "Of course, you know that such-and-such is true of these goods." His gossip spread among the public. The manufacturer has a mess to clean up before a large advertising appropriation will pay him as it should.

* * *

Found Abuse Didn't Pay

SOME years ago the public taste changed substantially in a certain type of popular-priced commodity. It was much as though we had always eaten duck eggs and suddenly hen eggs appeared and took most of the market away from the ducks. The manufacturer of the older type of goods decided that he could bully his way through, although he was urged repeatedly not to try it.

He insisted on rough language and abuse, almost as badly put as "Don't be a cheap skate. Nobody who really knows about eggs eats the kind that come from hens. They insist on duck eggs. They aren't fooled by all this nonsense about hens—they are too smart to have the wool pulled over their eyes like that." That advertising didn't pay.

* * *

Instructions Too Technical

A PRODUCT requiring simple and thorough instruction in its use has never won the sales it deserves. The fault does not lie so much with the advertising as it lies with the unduly technical book of instruction which the customer gets when he buys.

He is so bewildered by unfamiliar terms and expressions that he uses the product in only a limited way, or else in such a manner that it may be easily damaged.

Advertising should turn buyers into boosters. Unless it does, the advertisements are not doing all that they can.

* * *

Feet of Clay

A NEW product carried a trademark so near like the trademark of a horse in a related field that the public, at first, bought it, believing it to be a new addition to the very good line with which they were familiar.

Then, gradually, consumers discovered that there was no relationship. Although the newcomer was offering good merchandise, his sales dropped. After two years, the goods were put out with a new trademark and a new wrapping and they are gradually win-

How the average automobile advertiser would make up a page in the New York Daily News. "What is the Horsepower of an Automobile Advertisement" by K.M.GROODE Copy mailed on request

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



MOTORING



ning for themselves a substantial following.

* * *

Write Your Own Moral

AN affable, friendly man is a certain manufacturer who has made money through a useful novelty. But competitors are passing him. He is a golf fiend and he picked his advertising manager and advertising agent for their comradeship on the green, rather than for their ability to cope with the keen competition which is now facing him.

* * *

Imitation That Flattered

ANOVEL drug store specialty won a large market about three years ago. Several competitive products were brought out by new companies who had visions of quick wealth. The original company has been the largest advertiser. The competitors imitated not only his product and his package, but even his name and style of advertising. One by one they are finding that advertising doesn't pay.

The pioneer likes to see them advertise in that way. He said the other day, "It may seem like unfair competition but it's really more unfair to the perpetrators than to me. They are following my tactics so closely that I think they are simply helping me, so long as they cannot afford to advertise as heavily as I do."

MacManus, Incorporated

Detroit, have been selected to direct advertising for Motor Improvements, Incorporated, manufacturers of a motor oil purifying device, New York.

Frank J. Sheridan, Jr.

President of Sheridan, Shawhan & Sheridan, Inc., New York, has been appointed publicity director of the Art Center, same city.

Robert C. Powell

Director of the trade development department of Larchar-Horton Company, Providence, R. I., was elected vice-president and director of the company at a recent meeting of the board of directors.

Welch Grape Juice Co.

Advertising for this company, with headquarters at Westfield, N. Y., is now being handled by J. Walter Thompson Co., New York agency.

Cory & Caylor, Inc.

Service established at 360 North Michigan Avenue, Chicago, to direct public relations and corporation advertising, and associated manufacturers and distributors, by Charles B. Cory, Jr., formerly editor of *The Pure Iron Era*, *Highway Magazine*, and *Property Owners Magazine*, and Harry E. Caylor, once manager of the Central Divisions of the United Press Associations in Chicago.

The Popular Town Magazine

Popular with Town People

Because it is edited for them.

Popular with Town Dealers

Because they have known for years that it has small town character and circulation.

Popular with Advertisers

Because its advertisements "Pull" and because they know from Audit Bureau reports that its circulation really does center in TOWNS not cities.

The Popular Town Magazine

People's Popular Monthly

Des Moines, Iowa

Circulation 850,000

Carl C. Proper
Editor

Graham Stewart
Advertising Director

Better Copy

The making of better copy isn't entirely a matter of words and pictures. Preceding its preparation usually comes a study of the sales plan and the market probabilities. When one wishes to charge a great deal for this, it is called "research." I consider it an essential part of the preparation of copy that may be expected to do its part in making sales—but I charge only for the copy.

Charles Austin Bates
33 WEST 42ND STREET, NEW YORK

Things are
Booming in

AKRON

Win America's Fourteenth
Industrial City

Thirty-second city in population, but fourteenth in producing-power; Akron is a virile, active market.

Each evening, and on Sundays, most Akron homes are reached by the Akron Times. Get all the Akron facts!

AKRON EVENING AND SUNDAY TIMES

"Akron's Ablest Newspaper"

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

National Advertising Representatives

CHAS. H. EDDY CO.

New York, Chicago, Boston

The Raw Materials of Advertising

By **H. K. McCann**

President, The H. K. McCann Company

TODAY something like a billion dollars is spent annually in this country for advertising. There are published in the United States some 18,000 newspapers of all classes—dailies, weeklies, semi-monthlies, etc. These range from the little country paper of some four or five hundred circulation, to the enormous metropolitan dailies, with a circulation as high as the *Evening Journal* in New York City, with over 700,000 daily. The total estimated annual circulation of this entire group per issue is estimated in round figures at sixty millions.

The field of influence of the newspaper is for the most part local. It gives the news of the day. A newspaper can awaken a local community to quick action. The special value of a newspaper is that its readers have the habit of looking in the paper today for what they want to buy tomorrow. This makes it the ideal medium for department stores and local dealers, and also for the manufacturer who wishes to create a demand for his product in a particular community.

It is estimated that there are some 5300 magazines published in the United States. (This includes farm, trade and class publications), with a total circulation per issue of 150 million copies. These range from publications like *The Saturday Evening Post* and *Ladies Home Journal*, with circulation of approximately two million copies per issue, to publications like the "Transactions of the American Mathematical Society," with a circulation of 260.

Magazine advertising works slower than newspaper advertising, but it is a great business-builder for a product with national distribution. There is really no conflict between the two classes of media. Magazines are for national work. They are perhaps best for education and for building up national prestige and good will. They also have a strong influence on the dealer. Newspapers, as I have said, are for local work, for quick action in moving goods from the dealers' shelves.

Outdoor advertising includes electrical displays, painted bulletins, billboards, posters, etc. This business is really an outgrowth of the old circus days. There are today in this country approximately 50,000 painted bulletins, 100,000 painted walls, 150,000 poster boards, and 1,000 large electric advertising signs.

Outdoor advertising is used in many ways for many purposes—electric signs for startling spectacular effects; wall signs and painted bulletins for getting attention, and for constant reiteration of an idea, a slogan, or a trademark; posters for a similar effect, and to supplement local advertising.

This form of advertising is well adapted to stamp into the memory a trademark or an advertising slogan. It gets across a single idea quickly. It does not lend itself so readily to advertising a line of products, and obviously cannot be used to advantage where it is necessary to tell a long story or explain a business policy.

The *Electric Railway Journal* of Jan. 4, 1919, states there are 83,833 cars in operation in the United States. Practically all of these cars carry advertising cards, and it is estimated that somewhere in the neighborhood of twenty-five million dollars is expended annually in this form of advertising.

STREET car advertising is a supplementary form of advertising of a reminder type. It is not usually used alone, but in conjunction with other forms of advertising. Many of the cards in the cars are the advertisement of local trades people, but street car advertising is also used by large manufacturers doing a national business. Where goods are widely distributed, the street car is a persistent and effective salesman for the product.

Direct consumer advertising covers the never-ending stream of printed matter; circulars, folders, booklets, catalogs, etc., that go to the consuming public largely through the mail. It is estimated that anywhere from 250 to 500 million dollars is expended annually in this country for this type of advertising. Much money is undoubtedly wasted in this form of advertising though, if skillfully done, direct advertising brings results.

Trade advertising is a most important step in merchandising work. By trade advertising I refer to all that type of advertising work used to educate the dealer himself, as well as advertising material for the dealer to use as sales helps. This type of advertising includes advertisements in trade papers, broadsides, folders, catalogs, store hangers, cutouts, window displays, etc.; also special publications of a magazine type known as dealer house organs, which many large institutions publish and send regularly to their trade. These publications, if well edited, are of real value.

From an address made before the Harvard University School of Business Administration.

Hotel Belleclair



Only a Few
Minutes from the
Shopping and
Theatrical
District

The Highest Class and
Most Conveniently
Located Hotel on the
West Side.

Room and bath, \$4.00.

Write for Booklet.



ROADWAY AT 77TH ST.
NEW YORK

Ever give your agency a bonus check?

A straight-from-the-shoulder talk

By
VERNEUR EDMUND PRATT

THE advertising agency business is full of bunk. No one knows this better than I—for I came to the agency business after fourteen years as sales and advertising manager for several great corporations.

In these jobs I came in contact with agencies of many kinds. I selected them, gave them appropriations and turned them loose. I saw them spell research with a capital R. I looked over their "portfolios" of "data." I O.K.'d "copy angles" and "visualizations."

I watched them veto house organs, business papers, and direct mail campaigns and sometimes I wondered—just why.

"Some day," said I, "I am going to start an agency. I will surround myself with he-men who know *selling* and *marketing*. This agency will work for the Client—regardless of the size of the appropriation. We will plan and select media on the basis of Clients' needs, and our remuneration shall be based on *services rendered*."

I Make a Start

So, three years ago, I made a start on that basis. I had less than no capital—I owed money.

BUT—I knew what advertisers wanted from an advertising agency—and I gave them *service*. All of my boys and girls worked their finger-ends off. There are no "hours" at Pratt & Lindsey. New employees are given to understand this. Chanticleer starts the day and weariness points the closing hour.

The First Account

The first account came in. It was six months before we got another—and the second came as a result of the work we did on the first.

The third account came through a recommendation given by the second.

In three years we have never solicited an account. All that we

serve came to us through our rapidly spreading reputation for service, sincerity and ability to render absolutely unbiased judgment.

For three years we have taken the medicine we often give to Clients—"you are not yet ready to advertise; strengthen your structure first—then 'tell the world!'"

This is our first advertisement. In thirty-six months we have not even mailed a form letter soliciting business. Yet we already have half a dozen accounts which each do over a million dollars annual business:

Service Fee Only

We serve on a fee basis only. We believe this is the honest way to conduct the advertising business—and we have the courage of our convictions—open, and above board.

And it works!

You wouldn't refuse to pay your purchasing agent a salary, and force him to obtain a livelihood through securing commissions on the supplies he buys for you! If you did, you could no longer trust his judgment. He would buy where he could get the greatest commission. Could you blame him?

And yet an agency buys for you more than supplies. It buys *sales, good will, success*.

We get results for our Clients, because we have "de-bunked" advertising. We know selling. We all have sales managing backgrounds.

And now—bonus checks!

We have never raised our service fee to a Client. They do that for us.

Within the last six months one Client voluntarily doubled our fee; another made me a director; another mailed us a fat bonus check and a nice letter.

Why? Results count.

We take smaller appropriations and with them increase sales. Then we get no more than we deserve if our client shoots us a slice of what we save or a piece of the extra profits.

Ever give your agency a bonus check?

One Account Wanted

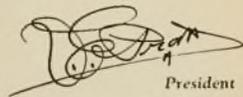
Some hard hitting salesmanager somewhere, who reads "Fortnightly" is dissatisfied with his advertising.

What I have said here will cause him to say "I'll look up this Pratt & Lindsey agency—what they say is interesting—if true!"

We are ready for one new account. Preferably an account that is already doing a business of a million or more a year.

Perhaps if you investigated, you would find that it would mean a lot to your sales and your peace of mind to let us sit in on your advertising.

I suggest that you ask us to come over and have a frank talk. I, personally, talk just as I have here written—plain.



President

The PRATT & LINDSEY CO., Inc
Sales and Advertising
PRINTING CRAFTS BUILDING
+61 Eighth Avenue—at 34th Street:
New York.

PHOTOSTATS for economic and effective— VISUALIZATION

of

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

If you have a testimonial you want all your customers to see, or

If you have a letter you want all your salesmen to carry,

If you want quick reproduction for visualizations—

In fact, in any case where quick, inexpensive and effective reproduction to aid in "producing the goods" is necessary, ring John 3697 and our messenger will call.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction.

Getting Student Trade Is Mainly a Matter of Knowing How

For a logical product to gain admission to the student market it is only necessary that its manufacturer advertise it in the student papers—at the same time merchandising it in the right way. But in order to find this right way, a prerequisite is an intimate knowledge of all the necessities, customs, buying habits and oddities that enter into the commercial side of student life. This specialized knowledge we have—greater, we believe, in scope and in power to apply it, than any other source in the country.

Ask us anything you want to know about the student market.

Established 1913

USAA

COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.

503 5th Avenue, New York City
37 W. Washburn Avenue, Chicago
311 Berkeley Bank Bldg., Berkeley, Calif.

Direct by Mail Convention at Pittsburgh

October 29-31, 1924

ARRANGEMENTS for the seventh annual convention and exposition of the Direct Mail Advertising Association, to be held in Pittsburgh, Pa., October 29, 30, 31, have been completed, and from all indications it promises to be one of the most interesting and instructive meetings the Association has ever held. Many cities have made large reservations, and the local attendance is expected to run over the 2000 mark. The chairmen of the general sessions will be G. Lynn Sumner, vice-president, Woman's Institute of Domestic Arts and Sciences, Scranton, Pa.; J. C. McQuiston, advertising manager, Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.; Tim Thrift, American Multigraph Sales Company, Cleveland, Ohio; Joseph Mills, of J. L. Hudson & Company, Detroit, Mich., and Charles S. Wiggins, Wiggins System, Ltd., Winnipeg, Can. Among the subjects and speakers for the general sessions are listed the following:

"The Development of Goodwill in Trade Relations." W. L. Goodwin, General Manager, Society for Electrical Development, Inc.

"Essentials and Non-Essentials of Direct Advertising." Arthur Freeman, President, Linson-Freeman Co., New York City.

"How We Think Would Be the Best Way to Sell Merchandise Direct by Mail." Bob Mooney, Mooney Brothers, Temple, Okla.

"How a Metropolitan Newspaper Uses Direct by Mail to Build Advertising and Circulation." A. L. Cernical, Promotion Manager, *Chicago American*, Chicago, Ill.

"Getting the Most Out of Direct Mail." E. D. Gibbs, Advertising Manager, National Cash Register Company, Dayton, Ohio.

"The Value of Color in Advertising." Arthur S. Allen, Sales Manager, Philip Ruxton, New York City.

"Selling Yourself—The Most Direct Type of Advertising." William E. Holler, Vice-President and General Manager, Flint Motor Company, Flint, Mich.

"The Building of a Million Dollar Mail Order Business." R. W. Freeman, Advertising Manager, Frank E. Davis Fish Company, Gloucester, Mass.

"Developing Common Sense in Writing Letters." William Bethke, Secretary, La Salle Extension University, Chicago, Ill.

"Mailing Lists—Their Preparation and Care." Frank L. Pierce, Secretary, Direct Mail Advertising Association, Detroit, Mich.

"Rounding Out Public Utility Advertising with Direct Mail Matter." J. V. Long, Advertising Manager, Philadelphia Company, Pittsburgh, Pa.

"This You Stuff." W. S. Ashby, Advertising Manager, Western Clock Company, La Salle, Ill.

"Constructive Salesmanship in Direct Advertising." Dr. John A. Stevenson, Equitable Life Assurance Co., New York City.

"What an Industrial Publishing House Knows About Direct by Mail." Malcolm Muir, Vice-President, McGraw-Hill Co., New York City.

"Making Advertising Effective at the Point of Sales Contact." Frank E. Watts, Director of Distribution and Publicity, Apex Electrical Company, Cleveland, Ohio.

Harry B. Todd, of the Seaman Paper Company, Chicago, Ill., will preside over the meeting that will be devoted to a discussion of House Organ Sales.

Following are some of the speakers and the topics they will cover at this meeting:

"Sales House Organ Plans That Have Succeeded." E. F. Henney, Editor Sales Publications, Fuller Brush Company, Hartford, Conn.

"How the Curtis Publishing Company Uses House Organs as the Keystone of Its Sales Promotion Work." Will DeGrouchy, Manager of Publicity, Curtis Publishing Company, Philadelphia, Pa.

"House Organ Tunes That Last." H. T. Murray, Advertising Manager, Foamite Childs Corporation, Utica, N. Y.

R. Fullerton Place, house organs, St. Louis, Mo., will preside at a meeting devoted to a discussion of house organ employees. The scheduled speaker on the program is Miss Frances Buente, advertising, New York City, who has for her subject, "Why Publish a House Magazine Anyway." Two other speakers are to be selected.

At a meeting devoted to a discussion of "Better Letters," presided over by Charles W. Mears, advertising, Cleveland, Ohio, the following addresses will be made:

"How the National Cash Register Company Uses Letters in Its Selling Work." E. P. Corbett, Sales Letter Division, National Cash Register Co., Dayton, Ohio.

"Collection Letters That Build Business for Tomorrow." Maxwell Droke, Maxwell Droke Enterprises, Indianapolis, Ind.

"Sales Letters." John Howie Wright, Editor, *Business Magazine*, New York City.

"Putting Sense into Letters." Miss Laura Joy Hawley, Washington, D. C.

The Retail Departmental will be presided over by S. A. Weissenburger, advertising manager, Halle Bros., Cleveland, Ohio. Among the speakers listed on the program and their subjects are:

"Making Linoleum Salesmen Out of Retail Clerks." Kenyon Stevenson, Armstrong Cork Co., Linoleum Division, Lancaster, Pa.

"J. G. Patee, Newcomb-Endicott Company, Detroit, Mich. (Subject to be announced).

"Direct Mail Advertising—Some Interesting and Resultful Tests by a Department Store." D. A. Garber, Assistant General Manager, Boggs & Buhl, Pittsburgh, Pa.

Benjamin Bills, director of sales, American Bond and Mortgage Company, Chicago, Ill., will preside over the Financial Departmental, at which I. I. Spurling, publicity manager, Cleveland Trust Company, Cleveland, will speak on "Banking by Mail." John K. Price, publicity manager of the People's Savings Bank, Pittsburgh, Pa., will also address the meeting.

The Production Departmental will be guided by Herbert G. Porter, of the Smith & Porter Press, Boston, Mass. F. H. Byrd, director of the Research Department of U. T. A., Chicago, will speak on "Salesmen's Compensation." Two other speakers are to be selected.

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



From a drawing by Edmund Dulac for Pears Soap

IN this illustration Edmund Dulac has achieved unusual brilliancy of effect -- a brilliancy that is dazzling and radiant because of striking black and white contrast.

The translation of the complete value of these sharp contrasts into an engraving depends on the skill of the engraver. If the reproduc-

tion is to be as alive and vivid as the original, the engraving itself must be made equally clear and sharp.

True engraver-craftsmen first determine the effect the artist himself has emphasized and then make that their objective in producing the engraving. This policy has helped make our service distinctive.

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

The Beacon Journal

AKRON IS PROSPEROUS

44.7% of the families in Akron own their own homes. The average for cities over 100,000 is 33%.

The Beacon Journal is the home paper of prosperous Akron, and daily goes into most of these homes.

You can cover Akron with the Beacon Journal. Circulation 42,464, nearly 16,000 more than the nearest competitor.

Facts for the asking!

The
BEACON JOURNAL

National Representatives

Story, Brooks & Finley

Chicago, St. Louis, Los Angeles

M. C. Watson, Inc.

New York and Boston

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

AKRON, OHIO

How a Manufacturer Thawed a Frozen Market

[CONTINUED FROM PAGE 16]

a broad scale, the quality of its garments and the prices at which they were quoted would gain them a foothold in what is conceded by most manufacturers to be the most highly competitive territory in the United States. But the East, for reasons that are susceptible of explanation, but which it is not imperative to go into at this time, presented a solid, apparently an impenetrable front—a frozen market.

Jobbers who controlled a considerable part of the business in the East turned a deaf ear to all importunities for assistance. Meanwhile, in spite of the existing conditions, and for reasons best known to the Daniel Boone Company, the four tailoring shops were kept busy at maximum capacity. Something had to be done—and that without much loss of time—if the company was not to be submerged by a rising tide of finished garments, a tide which was rapidly inundating every available bit of stock room.

Enter upon the scene John Wanamaker.

Representatives of the Daniel Boone Company came to the John Wanamaker store in New York and talked to the men's clothing buyers. All the cards were laid upon the table. Here were 30,000 overcoats made up and ready to ship. Would the Wanamaker store take these coats off the Daniel Boone Company's hands right away? Speed was the very essence of the transaction.

NOW 30,000 overcoats, to put it in the vernacular, are "some coats." The merchandise managers of John Wanamaker's discussed the matter pro and con, and then decided that something might be done with the proposition. Before committing themselves further, however, the Wanamaker store sent its own experts to examine the garments. This examination decided the matter for the Wanamaker store. The overcoats substantiated every claim that the manufacturers had made for quality and style. A price was set for the entire stock that practically halved the amount at which they were originally intended to be sold. The Daniel Boone Company did a little rapid thinking—and accepted.

These coats were bought at a time when clothing market conditions the country over were stagnant. Yet when the word *finis* was written to this particular transaction it was found that every party to the venture—manufacturer, retailer and consumer—had profited. Furthermore, several factors disclosed during the conduct of the sale should be of vital significance to all en-

gaged in either manufacturing or retailing.

John Wanamaker's, when it decided to take the complete stock of overcoats, was influenced by no altruistic motives. Good business judgment rather than a sense of philanthropy or a feeling of sympathy for the predicament of this particular manufacturer dictated the answer that closed the deal. The store's merchandise managers believed the public would be just as quick to recognize the value of the merchandise as were they themselves. Events more than justified this belief.

ONE advertisement in the daily newspapers, and 50,000 preprints of the advertisement mailed to a selected list, sold 7000 of these overcoats in a twelve-hour sale conducted in both the New York and Philadelphia stores on the same day. More than twice as many coats were disposed of in New York as in Philadelphia, because in the Wanamaker store in the latter city the allotment was sold out early and the sale suspended pending the arrival of more garments. During the first hours of the morning customers arrived in the New York store at the rate of one every three seconds. In the evening, after the regular closing time at 5.30, until 8 p. m., more than 1700 men came into the store. As soon as additional overcoats came in from the West, succeeding sales were held in both the stores. Response on the part of the public was even more enthusiastic, for by this time word-of-mouth advertising had exerted its influence. Incidentally, what was going on in the clothing section of the stores had an effect within the organizations that was as illuminating as it was unexpected. The fact that the clothing department was making retail history stimulated and energized the sales people in every other department. So much for the retailer and consumer phase of the sale. Now what of the manufacturer?

The Daniel Boone Company, with the cooperation of Wanamaker's, by one move not only disposed of what was apparently an unmarketable surplus of overcoats, but at the same time obtained a substantial foothold in a market to which they had hitherto been unable to gain access. This winter thirty thousand men in the East will wear overcoats bearing the Daniel Boone label. Overnight the company has made friends for its product at a sum (represented by the difference in price at which the garments were originally sold and the price at which they were sold to Wanamaker's), considerably lower than that spent by other



92% Executive Readers

Executives who *control* the purchases in the Iron and Steel *consuming* and *producing* plants of the United States and Canada read IRON TRADE REVIEW *every* week for its Market news.

Authority to *buy* is vested only with *executives*. Buying power is the *acid test* of circulation value. Readers of IRON TRADE REVIEW are *executives*—92% of them as follows:

Major Executives

Proprietors and Pres-idents	3,970
Vice-Presidents	2,534
Company Secretaries	3,131
Treasurers	2,546
General Managers	3,935
Purchasing Agents	3,906
	20,022 — 20,022

Operating Executives

Works Managers.....	1,992
Superintendents	2,778
Engineers	2,291
Foremen	1,348
	8,409 — 8,409

Grand Total *all* executives 28,431

All other readers..... 2,553

These figures are based on the net paid circulation as of the Dec. 27, 1923 issue. They do not include advertisers and other copies, the total distribution being 10,500 copies.

Questionnaires answered by subscribers show that each copy of IRON TRADE REVIEW has 2.8 readers.

Iron Trade Review

is the weekly trade authority of the iron, steel and metalworking industries.

It completely covers the field, beginning with the mining of the ore and extending step by step through the transportation, assembling and converting of the raw materials in the furnaces and mills, the marketing of the products and finally through the fabrication processes by which they are transformed into finished products.

Invaluable market and technical information make IRON TRADE REVIEW essential to executives.

**Penton Building
Cleveland, Ohio**

MEMBER
A·B·C

A Penton Publication

MEMBER
A·B·P

Some Problems in Technical Research

By Philip C. Gunion

Hyatt Roller Bearing Company, Newark, N. J.

MUCH of the rapid, healthy growth of the Hyatt Roller Bearing Company in the past twenty years has been due to the rigid policy of looking before leaping, or in modern words, sales research or market research. We never begin a campaign in any new field without a thorough investigation of the possibilities for us, the sales resistance, the potential business, the best sales and advertising methods and appeals.

Research has been just as valuable for many other companies, but like everything else it can be overdone.

Take the now famous case of Redink Products, Inc., the largest makers of crimson inks in the world. Their sales curve for the early months of 1921 showed a greater consumption of their special ink, Heart's Hue, than ever before since 1907, their banner year. Encouraged by their overbounding sales, they cornered the cochineal bug output of Brazil, installed ten of the most modern cochineal bug crushing plants, secured an option on all of the Grade A iron rust produced by the Shipping Board, and in every department of their business prepared to double their output.

Some time in November, 1921, President Carmine, of this company, read some research articles and decided that he was overlooking a good bet by not knowing the true reason for their increased sales. He faced his problem frankly and admitted to himself that he did not know whether Heart's Hue was breaking all the records because Floppers and Flappers were corresponding in this warm-colored ink, whether his dealers and their salesmen were at last giving the fabulous cooperation so often dreamed of by manufacturers, or whether the professional optimists of the country were inducing business men to write and sign their letters with 'the red badge of courage' instead of the depressing blue of commerce. He didn't know where his inks were going!

Luckily President Carmine was able to secure the services of Mr. Scarlet, the famous research manager who had the year previous discovered where Contented Milk comes from. Scarlet was given carte rouge to search the records of the company, their markets, their dealer organizations; in an endeavor to find the answer to the great demand for Heart's Hue.

Mr. Scarlet's report, after months of

research, was, when divested of its technical language, as follows:

"From this series of carefully conducted researches, I have deduced the following important facts having a serious influence upon the sales of our leader, Heart's Hue.

"First: The year 1921 has been for most businesses throughout this country, and indeed throughout the world, one which is known in economics as a year of depression.

"Second: This phenomenon takes the form of lower sales, resulting in lower receipts in company treasuries.

"Third: If this depression is carried too far, and it seems it was carried too far in 1921 and also in 1907, the lower receipts into the company treasuries result in some special work being done by bookkeepers.

"Fourth: This special work by bookkeepers calls for the use of red ink in large quantities, thus accounting for the rise in our sales.

"Unfortunately, we cannot hope to have losses remain at the prosperous peak of 1921 so I would advise retrenchment, cutting down of payrolls and curtailing advertising, as 1922 does not offer us one-tenth the business we were so fortunate to obtain in 1921."

Of course you know how a quick, simple change in the formula of Heart's Hue and the addition of a few hayseeds enabled President Carmine's company to capture the strawberry ice-cream flavoring markets and thus saved his company from the defeat of over-expansion.

The Painted Outdoor Advertising Association

At the fifteenth annual convention recently held in Detroit elected the following officers and directors: H. C. Macdonald, Detroit, president; E. L. Ruddy, Toronto, vice-president; Leonard Dreyfuss, New York, treasurer. Other directors elected are J. P. Baird, Indiana; C. T. Donnelly, Boston; J. P. Goebel, Peoria; G. W. Kleiser, San Francisco; Harry Anderson, Salt Lake City; Tom Nokes, Johnstown, Pa.; and H. C. Walker, Detroit.

A. J. Donne & Company, Ltd.

Toronto, will direct national advertising for "Dandy" Poultry Feeds, product of Copeland Flour Mills, Limited Midland, Ontario.

United Advertising Service

Lyon Building, Oakland, Cal., represents the consolidation of the Townsend Advertising Service and the Cummings Advertising Service of that city.



Figures

Longacre
6327

ALFRED B. STENZEL
INCORPORATED
110 WEST 40th ST.
New York City

Bakers Weekly A.B.C.-A.B.P.

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.

The Architectural Record

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

National Miller

Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
830 W. JACKSON BLVD., CHICAGO

Shoe and Leather Reporter

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

Portions of an address delivered before the National Industrial Advertisers Association Convention.



Far West "Spot" News

The far West is growing fast. Read this "spot" magazine for up-to-the-minute authoritative information.

WESTERN ADVERTISING

564 Market St., San Francisco

6 months' trial subscription with Big January Annual \$1

HOTEL ST. JAMES

109-113 West 45th Street, Times Square

NEW YORK, N. Y.

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



Rates and Booklet on application

W. JOHNSON QUINN

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

John ANDREW

Maker of LETTERS



Independent Studios.



CRAM CUTS—

READY? for booklets, house organs and advertising.

\$1.00 each

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

The Only Denne in Canadian Advertising

Our Counsel and Service on your CANADIAN ADVERTISING is based on years of successful experience in the Canadian field. Before choosing your Canadian agency, write

AJ-DENNE & Company Ltd. 217 Bay Street, TORONTO.

Vic Dwyer

Professional Letter Writer

Copy for Sales Letters Minimum Charge \$25

With Tanki Service Bureau Mail Advertising 446 Wood St., Pittsburgh, Pa.

Salesmen's Reports

[CONTINUED FROM PAGE 15]

had not seen. We ran into him and he told us about what he was doing to bring Jones up to par. "But that's asking your men to make out reports," we exclaimed in surprise, for just the week before he had stood up and condemned the practice.

"Oh, no, those aren't regular reports. They are just to give me a chance to know where Jones is going the next week, and maybe I can give him some good tips. And then when he tells me where he was, whom he saw and whom he failed to see, I can check up to see if he really did justice to himself and the house and took care of the trade. Where he called on a man and the man was out, I can write that man a letter and maintain the contact."

"I see—you aren't interested in a lot of dead reports, all you want is a little live stuff from your men in the field to enable you to help them get the business."

"Yes—that's right—not a lot of fool reports that don't mean anything."

"Are you having all your men do that?" we asked him.

"Well, no," he said, "Right now only Jones is doing it, but I wouldn't be surprised but what it would be a good idea for some of the rest of them. It would give me a chance to write follow-up letters to a lot of dealers."

AFTER he left us, we couldn't help but remark over the way this antagonist of daily reports was steering clear of them, but just getting a few pieces of information which would enable him to help Jones get more orders.

On the other hand, there is a lot for the average sales manager to get out of what this sales manager said.

"Just a little live stuff to enable me to help the men in the field"—that's the ideal way. The daily report that can be turned into getting business is one thing—a lot of dead figures for filing purposes is something else.

"About once every six months I get onto my desk a copy of every report which every salesman has to make out," says another sales manager. "It is easy for the sales promotion manager to sit down with a product manager and decide that certain data are important and to start the men off gathering it and reporting on it. It is still easier to keep the reports coming in and not use them. Such reports are worthless and take a lot of time. It is that sort of thing which takes away much of the value of necessary reports. Often an advertising department likes to show its aggressiveness and activity in sales cooperation by asking for and getting a quantity of data and keeping the reports coming in indefinitely. So twice a year I get together everything the men are sending in and see what can be done away with.

"Another thing I do when I get out on the road is ask the men to show me all the reports they are making out. If there are some necessary ones about which they are complaining, I take time to tell them why those reports will help them sell goods if they make proper use of them. If I find some which seem unnecessary, I take steps to have them done away with."

Good, live reports that are used to help increase sales are very, very valuable, but the acid test to which every form of report sheet should submit, at least twice a year is: "How is it helping develop business?"

A TERRITORIAL sales manager who was not required to make reports had to see that his men, calling on retail trade, made such reports. He sincerely felt that those daily reports helped his men organize and systematize their efforts. Through their daily reports to him, he was able to help them build their territories.

One day he had a serious letter from his company, pointing out to him that his own volume, for his territory, was not what it should be. That night he pondered the subject. He gave it mature thought. He was not the type that storms and ralls around. When he got through thinking over the subject, he realized that he was not getting from his superiors the support his men were getting from him. He found that, although he had ten men working properly to work his territory as it should be worked he ought to have eighteen men, covering what should have been eighteen instead of ten territories. From that day on, he kept a daily report for himself. He kept it in a diary book which he bought of a stationer. At the end of each month he made himself a summary of his month's work. He put down his monthly quota and figured toward it. Then he set down his next month's quota and laid out his territories, planning in advance how he was going to get the volume. He was doing for himself what he was having his men do for him. And it did the work.

The Borden Company, we might mention in passing, has recently supplied all its district sales managers with daily record books, not to be made up for the company, but to be kept for their own accounts—thus giving them an easily accessible record of their own operations over a period of months and weeks.

Getting the volume of business these days is more than a hit-or-miss sand-bagging of the dealers in a given section. It means carefully thought out and carefully planned quotas for each salesman in each territory. It means not only having the salesman in the market, working his trade as it should

\$ - \$ - \$ - \$ - \$ - \$ - \$

For Advertising Agencies

Standard Rate & Data Service represents an opportunity for advertising agencies to increase their incomes by securing contracts from publishers for the available advertising positions in the Service.

Each fortnight a few sales messages will be given on this page as material to use in solicitations.

See our listing under Classification "Advertising" in Trade, Class and Technical Section of Standard Rate and Data Service for rates and commission paid.

STANDARD RATE & DATA SERVICE

The National Authority

PUBLISHED AT

536 Lake Shore Drive, Chicago

Offices in New York, Los Angeles, and San Francisco

Sales Message No. 5

Crystallizes in the minds of advertising men every previous selling argument publishers have advanced through personal salesmanship, direct-by-mail literature or any other publication advertising!

The reminder value of advertising in STANDARD RATE AND DATA SERVICE is alone worth the cost of the advertising.

Sales Message No. 6

Gives the publishers' salesmen and representatives essential support in their efforts to get more advertising accounts.

Publishers should ask their salesmen and representatives what they think of STANDARD RATE AND DATA SERVICE as a worthy medium for their advertising—and they are better than anyone else able to give a true opinion because of their work among those who have a need for this Service.

S. Q. Grady

Merchandising

Counsellor

Announces

the

opening of Offices

in the

Aeolian

Building

31 West

Forty-second Street

New York



be worked, but also that the distribution must be properly planned, that the advertising must be right and the sales effort must be right—and, equally important, that all factors work together.

So, of necessity, there must be what amounts to an architect's blueprint on which to work. The salesman on the territory should understand the plan as well as the sales manager should understand it. In fact, the salesman on the territory is the company in that district.

Now, that being the case, there must be a compensating record, showing how the advance estimate is being lived up to. And that is the worthwhile daily or weekly report. The daily or weekly report then, to be worth its upkeep, must have two purposes. One, to check up from day to day and week to week to see if the program is on schedule. The other is, to be in position to ascertain from day to day just what the office organization in the home office can do to augment the work of the man on the road.

And, if we go a step further and take a careful inventory once every six months to make sure that our men are not asked to make needless reports, we make those reports which we require more valuable.

Then, we can go still one step further and get the salesmen interested in the reports by explaining verbally or by letter to each man just why each report is needed and how each report will help get more business. This, also, would tend to make the daily report an income and business producing medium instead of the cause of annoyance to the salesman, expense to the company and needless detail and routine work in the office.

Greater Buffalo Advertising Club

Won the recent golf tournament with the Rochester Club. William E. Boyd, Jr., was captain of the former, and John P. Day captain of the latter.

Robert H. Brooks

Little Rock, Ark., announces the following accounts: Chamber of Commerce, Hot Springs National Park, Arlington Hotel, Eastman and Majestic Hotels, Hot Springs, and the Superior Oak Flooring Company, Helena, Ark.

Harry S. Frazer

Former president of the Advertising Club of Kansas City, died suddenly at his home in that city, Oct. 8.

Richard B. G. Gardner

Has resigned the sales managership of the Williamsport Leather Goods Co., Williamsport, Pa., to become managing director of the department of creative advertising for The Peck Press, New York. He was formerly on the executive headquarters staff of the Association of National Advertisers.

PROVE IT! SHOW THE LETTER

If your salesmen could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices.

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

Topeka Daily Capital

The only Kansas daily with circulation throughout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 45 years.
Member A. B. C. and A. B. P.

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

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 134,423 copies weekly (Member A. B. C.) First choice of the advertiser of shoes, hosiery, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

The oldest journal serving architects. Over 7100 paid circulation. Largest volume of advertising and most individual and exclusive advertisers.

Send for: "Advertising and Selling to Architects." It will help you solve your sales problems in this field.

243 West 39th St. New York

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

Advertise Knit Goods

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

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

The Standard Advertising Register

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

National Register Publishing Co.

Incorporated
15 Moore St., New York City

R. W. FARNET, Manager

MULTIGRAPH RIBBONS RE-INKED

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

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

Marketing in India and South Africa

[CONTINUED FROM PAGE 18]

cause it is not dependent on a monsoon, because the only languages used to any degree at all are English and Dutch, and because there are not the vast number of religions and religious prejudices in South Africa as in India. The buying population in South Africa is essentially white, largely South African, Dutch-South African, and people from Europe.

Customs restrictions differ in the various provinces, but in no case are they sufficiently prohibitive to cause the manufacturer any degree of trouble. The South African is a good buyer, a smart business man and an exceptionally satisfactory individual to deal with. Like both the Dutch and English at home, he will try out a new product with a little advertising persuasion and, once placed, the manufacturer has a good settled market. Like the Australian market, South Africa is one of the fast growing markets of the world.

The South African industries are varied and are spread completely over the country. In consequence, the large cities are numerous and extremely prosperous.

To choose a center for distribution in South Africa is a somewhat difficult problem owing to the fact that there are so many good sized cities, but Johannesburg has been found to be a most convenient center.

Advertising rates in South Africa are fairly low in comparison to newspaper circulation and there are many large centers upon which to base a good campaign. A campaign in Johannesburg, Capetown, Durban, Kimberly, Ladysmith, and possibly two or three other of the main ports or cities would be productive of very excellent results.

Distribution by South African houses is excellent as there are many exceptionally old and reliable houses.

South Africa is wealthy and constantly increasing in wealth. Its people are hard working and scrupulous in all their undertakings.

There are many first class banks in South Africa, all of which are known throughout the world.

Houig-Cooper Company

Now occupying its new building, 507 Montgomery Street, San Francisco, has been selected to direct the advertising of a heater recently developed by The Magnavox Company, Oakland.

Klau-Van Pietersom-Dunlap-Youngreen, Inc.

Milwaukee, have been appointed advertising counsel to the Wisconsin Manufacturers' Association, who are launching an extensive State campaign.

A Message from the South

Here's a typical letter from an average dealer in building supplies:

"Your story of putting weight where it counts most under the title of Sandow or Sarazen has been received. Your manner of preparing this story of circulation and ability to reach is indeed different.

The Building Supply News is without doubt the dealers' own paper and contains a real message of interest to both Manufacturer and dealer each week of the year.

It is almost uncanny how the writer will be in doubt in regard to the merchandizing of some article dealing on the subject under consideration. We would certainly hesitate to move the Building Supply News from our library."

SOUTHERN STEEL & CEMENT CO.

J. E. Thayer, Manager.

Asheville, N. C.

Six days of every week bring similar letters from Building Supply dealers in every section of the country. More than 5000 of them pay \$4 yearly to read the "Dealers' Own Paper" every week.



BUILDING SUPPLY NEWS

A. B. C. 407 S. Dearborn St., CHICAGO

A. B. P.

WHO IS THIS FELLOW?

He's a ROTARIAN—there are 100,000 of him. He lives wherever the wheels of industry whirl fastest. He and his fellow-Rotarians are grouped in more than 1700 business communities. In each group there is only one banker, one physician, one machine-tool manufacturer—but the entire group fairly represent all the commercial, industrial professional and institutional activities of the community.

A Rotarian pledges himself to SERVICE—"Service above Self." Thus, his ethical standards in business must be the highest; his interests in public affairs and in charity the keenest; his home life above reproach.

To practice these ideals a Rotarian must be a man successful in his own affairs before he can serve those of others.

Eastern Representatives:
Constantine & Jackson
7 W. 16th St., New York

THE
ROTARIAN
The Magazine of Service

Mid-West Representative:
Howard I. Shaw
326 West Madison Street, Chicago

Member Audit Bureau of Circulations

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

How the editor of the New York Daily News would make up an automobile advertisement. "What is the Horsepower of an Automobile Advertisement" by K.M. GOODE Copy mailed on request

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



A Monumental Work

PRINCIPLES
OF
ADVERTISING

By Daniel Starch, Ph. D., Graduate
School of Business Administration,
Harvard University

MANY books have been written on advertising, but here, at last, is truly a monumental work! 1008 pages that will do much to take the guesswork out of advertising. So far as practically possible at the present time, Daniel Starch, a long-recognized authority on advertising, has developed in this book scientific methods for dealing with the actual problems of advertising. For example, he fully describes tried and proved methods of determining the probable effectiveness of a series of proposed advertisements before they are used. Actual returns from testing advertisements under this plan in a variety of lines are given in detail by the author. Step by step he explains how you can proceed to build up effective advertising results.

Returns count—this book tells
how to increase them

NOTHING quite like this book has ever been written before. It is replete with actual experiences of hundreds of advertisers. It tells what results were really secured, and points out the scientific methods to follow to secure or avoid similar results. It shows why some campaigns have failed and why others have succeeded. It takes the individual advertisement and tells you what you ought to know about the headline, the illustration, layout and typography, copy, color and size. It discusses at length national advertising, retail advertising, foreign advertising and financial advertising.

Essentially the book is an "encyclopedia." It contains answers to literally hundreds of puzzling questions. It tells exactly how to determine to whom the commodity may be sold, what are the various possible appeals, what is the relative value of these appeals, how to develop advertising that wins attention, arouses interest, creates conviction, prompts action and is remembered. It explains how to judge and select mediums, newspapers, magazines, street cards, billboards, motion-picture films and so on. It describes when to use sales letters. It tells how to determine how much money to spend for advertising, and answers many other problems that help up to better even the most experienced advertising men.

Sent on approval

SO confident are the publishers that every business man will find this book of more than ordinary interest and value they are willing to send the book on approval without the deposit of a penny. Simply fill in and mail the coupon below. Please mail the coupon today—now.

—No money now—mail coupon.—

A. W. SHAW COMPANY
Cass, Huron and Erie Sts., Chicago

Please send me for five days' examination a copy of Daniel Starch's "Principles of Advertising." If entirely satisfied, I'll send you \$5. payment in full. Otherwise I'll return the book.

AP10-24

NAME

STREET & NO.

CITY & STATE

FIRM

(Canada, \$5.50, duty prepaid, same terms. U. S. Territories and Islands \$5 each each order; all other countries \$5.50, cash with order.)

The Trademark Clinic

(Letters that are addressed to the Trademark Editor, Advertising and Selling Fortnightly, 52 Vanderbilt Avenue, New York, asking specific trademark questions, will be answered promptly by mail)

D. I. W., New York—I note your comment on the policy of refusing to sell to price-cutters as a means of price-maintenance. Isn't it true, however, that the Supreme Court has upheld this right in the Colgate case and the Beechnut case? And isn't a manufacturer within his rights when he does as the Armand Company and others do, and simply refuses to sell without giving any specific reason?

It is true enough that in the Colgate case the Supreme Court upheld the right to refuse to sell "in the absence of any attempt to create a monopoly." It is also true that in the Beechnut case the court did not deny the abstract right to refuse to sell, but it forbade practically all of the methods by which the company was putting it into practical effect. There is no doubt whatever as to the theoretical right of a trader to choose his customers, but when it comes to its practical application it is a good deal like the old refrain of

"Mother may I go out to swim?
Yes, my darling daughter;
Hang your clothes on a hickory limb,
But don't go near the water."

The difficulty lies in the fact that the right to refuse to sell is of no practical value unless it is adopted as a business policy, and the moment you adopt it as such you are obliged to provide certain machinery, and an organized system, in order to make it effective. How, for example, are you going to make any practical use of your "right" without keeping a record of those to whom sales are to be refused? How will you avoid the practice of receiving reports from your salesmen or other people as to price-cutting, and making records of these reports for your future guidance? How can you prevent your salesmen from accepting orders from price-cutters unless you notify them of the dealers to avoid, or someone else does the notifying?

How can you prevent the price-cutter from getting goods from jobbers or other intermediaries without some form of blacklist, or some agreement, open or implied? Yet all of those practices have been condemned, and the right to refuse to sell is of no practical value without them. "Simply" refusing to sell, without ever doing anything more, is a beautiful idea; but when you come down to considering how it is to be done on any effective scale you run into trouble. It is worthy of note, perhaps, that the Federal Trade Commission has filed formal complaints against most of those, including the Armand Company, who have attempted to put this theory into practice on any noticeable scale.

S. B. A., Cleveland—Cleveland Shopping News, under date of November 30, 1923, was granted trademark registration No. 176,633 covering the title of "Cleveland Shopping News." Under date of July 22, 1924, it was granted trademark registration No. 186,963, covering the words "Shopping News" alone.

What I want to know is this: Is the Cleveland Shopping News Company right in its contention that if the first registration was not broad enough to reserve to it the exclusive use of the title "Shopping News," regardless of the design in which it is printed, and regardless of the town or other name with which it is surcharged, the second registration is?

I cannot see wherein the second registration is in any way "broader" than the first. Either appears to be sufficient as a record that the company claims the exclusive right to use the name "Shopping News" within such territory as may, as a matter of fact, be covered. It is important to remember that registration does not grant to the owner of a mark any rights that do not exist as a matter of fact, and which have not been created by his own acts in the conduct of his business. It is nothing more than *prima facie* evidence that certain rights exist, or are claimed to be in existence.

As for the possibility of preventing other concerns, outside of Cleveland, from using this name, it will depend upon the extent to which the Cleveland publication is made known, and the territory it reaches. There is very little likelihood that another concern could be prevented from using "Shopping News" in a locality where the Cleveland publication was unknown, and where such use would not interfere with any rights of the Cleveland publisher. The principle involved here was stated by the Supreme Court in the famous "Tea Rose Flour" case (Hanover Star Milling Co. v. Metcalf, 240 U. S. 403—1916) as follows:

"Into whatever markets the use of a trademark has extended, or its meaning has become known, there will the manufacturer or trader whose trade is pirated by an infringing use be entitled to protection and redress. But this is not to say that the proprietor of a trademark, good in the markets where it has been employed, can monopolize markets that his trade has never reached, and where the mark signifies not his goods but those of another. We agree with the court below that 'Since it is the trade and not the mark that is to be protected, a trademark acknowledges no territorial boundaries . . . but extends to every market where the goods have become known and identified by his use of the mark. But the mark, of itself, cannot travel to markets where there is no article to wear the badge and no trader to offer the article.'"

A. B. P. Convention Program

THE objective of the three-day convention of the Associated Business Papers, Inc., to be held at the Hotel Astor, New York, October 27-29, 1924, can be summed up in the crisp phrase—"Better Business," which is the title of the keynote address to be made by Samuel McRoberts, president of the Metropolitan Trust Company, New York. Following are some of the addresses and speakers listed:

MONDAY AFTERNOON, OCTOBER 27 Publishers' Session

Chairman—John N. Nind, Jr., Periodical Publishing Company, Grand Rapids, Mich.
 "Better Business Through Better Selling"—Harvey Conover, The Engineering Magazine Company, New York.
 "The Copy Factor in Better Selling"—R. T. O'Connell, Textile World, New York.
 "Adequate Schedules in Better Selling"—Harry E. Taylor, Dry Goods Economist, New York.
 "Better Business from Advertising Agencies"—M. L. Wilson, The Blackman Company, New York.
 "Irregular Media"—John Sullivan, Secretary-Treasurer, The Association of National Advertisers, New York.
 "Better Business through Practical and Applied Psychology"—Dr. H. K. Nixon, Ph.D., Columbia University, New York.

TUESDAY MORNING, OCTOBER 28

Joint Session with Notional Conference of Business Paper Editors

Chairman, E. T. Howson, President National Conference of Business Paper Editors.
 "Rights and Obligations of Copyright Laws of United States and Canada"—Howard S. Neiman, attorney, New York.
 "Editorial Character as a Measure of Advertising Value"—Phil C. Gunion, Advertising Manager, Hyatt Roller Bearing Company.
 "Keeping the Paper in the Lighthouse"—John H. Van Deventer, Industrial Management, New York.
 "Is It Real News?"—Thomas D. Cutler, Ice Cream Trade Journal, New York.
 "What of Tomorrow?"—Allen W. Clark, American Paint Journal Company, St. Louis.

TUESDAY AFTERNOON, OCTOBER 28

Chairman, Ralph S. Foss, Circulation Manager, McGraw-Hill Company, Inc., New York.
 "Tying the Circulation Department into the Organization"—F. V. Cole, Penton Publishing Company, Cleveland.
 "Character of Circulation Coverage Wanted by Advertising Department"—H. W. Clarke, Cool Age, New York.
 "Character of Editorial Coverage Wanted by Circulation Department"—M. O. Logansgard, McGraw-Hill Company, Inc., New York.

A Round Table Session will follow, at which questions that have been submitted by circulation men will be discussed.

Tuesday night will witness the annual banquet, at which the National Conference of Business Paper Editors will join with the Associated Business Papers.

Wednesday morning, the last day of the convention, will be devoted to the regular business session for members only.

Hall & Emory Agency

Portland, Ore., has been appointed advertising counsel to the Nicolai Door Mfg. Co.

Oliver M. Byerly

Cleveland, has been selected to direct advertising for the Perfecite Company, manufacturers of commercial lighting units.

Business Dynamite!

ONCE in a while we may pause to reflect that few modern improvements would be economically possible if it were not for dynamite.

A single discharge of dynamite, properly *directed* and *confined*, will dig a straight ditch across swampy ground, opening to cultivation long-accumulated fertility previously untouched.

Direct Mail Advertising is frequently used in merchandising in the same way!

A sales organization may skirt a known territory for years because it seems so obvious to them that too great effort is required to cultivate it.

Then one day direct mail literature is placed there, correctly *confined* and scientifically *directed*, and opens a new source of business.

Your Direct Mail Advertising may merely make a loud noise and be an item on your books, or it may be a powerful influence in the functioning of your business. Profitable results come from scientific direction and confinement. Successful campaigns by Buckley, Dement & Company prove:

*Directed Mail Advertising
Opens New Markets!*

Complete
Departments in

MERCHANDISING
SURVEYS

COPY
ART AND PLATES
PRINTING

IMPRINTING
MAILING LISTS

PEN ADDRESSING
TYPEWRITING

FORM LETTERS
MAILING



BUCKLEY, DEMENT & CO.

DIRECT MAIL ADVERTISING
PLANNED—PRINTED—MAILED

General Offices and Plant
1314 JACKSON BLVD., CHICAGO

Eastern Sales Office
247 PARK AVE., NEW YORK

Letters That Come In The Morning's Mail



E. ST. ELMO LEWIS,
Vice President,
Campbell-Enald Company,
Detroit.

"The Fortnightly has dared to say things about advertising and selling that have long needed to be said to all of us, publishers, agencies, advertisers and sales and advertising managers. It has said them with a constructive vigor that stimulated and helped. For that reason I read it carefully and save it for reference."

E. St. Elmo Lewis

Advertising
and Selling
FORTNIGHTLY

Trade Secrets

[CONTINUED FROM PAGE 32]

"Beecham" had become a generic designation for the pills. Justice Holmes, in rendering his decision, commented on the widespread practice of using the word "patent" to indicate medicines made under secret formulas which are obviously unpatentable.

The modern trend in such situations is a wider dissemination of the professional medical ethics which make it incumbent upon the discoverer of a new formula or process to announce the details of his discovery to be used freely and universally. At present, a number of large concerns are cooperating with university laboratories to develop new discoveries in chemistry. This is being done not with the idea of a jealous monopoly but with that of raising the standard of a whole industry.

It is being widely admitted that any chemical discovery affecting any industry is more profitable to the industry when it is common property than when it is known to only a small segment of the industry. In a similar manner, the pooling of patents by the automobile industry was of incalculable benefit to all the manufacturers. Not long ago the Palmolive Company endowed a university fellowship for the study and improvement of soap and the soap industry. A certain energetic western university professor has for years promoted a plan for "industrial fellowships." In some cases, manufacturers' associations or groups of competing interests maintain chemists cooperatively for the progress of the industry.

MOST soap manufacturers know precisely the formula of most of the other soaps and toilet preparations and, although exact duplication is possible, a very real development in modern business prevents it, namely, advertising goodwill. The public does not respond to the "just-as-good" argument, and the possessor of a trade secret now finds his most vital protection in building reputation with those who buy by name and results rather than by secret formulas.

Fifteen or twenty years ago, details of doing business, new plans of sales promotion, or prices, were guarded with the most meticulous care. Confidential sales lists or bulletins used to be the rule; today they are the exception. It is recognized that no business house of importance can keep matters really confidential as there are entirely too many points of leakage. But, more important, it is recognized that there is little to be gained from secrecy and very much to be gained by publicity.

It is customary today, to a most surprising degree, to "lay all the cards on the table." Factory methods, sales methods, prices and discounts, everything of the formerly sacred secret sort, are now made public so carelessly that the old-fashioned gasp.

The principle at work is simply the new principle which is bound to be the keynote of the next century—cooperation in industry. Publicly endowed laboratories are arising and research by the individual corporation is now the exception rather than the rule, because reason indicates that it is more profitable in the long run to develop an industry cooperatively.

Germany offered many examples of this truth before the war, and no doubt will do so again. When German typewriter ribbon manufacturers found that American ribbons were preferred because of their evident superiority, they cooperatively paid for research which individually none of them would have been able to afford and developed a ribbon superior to the American. Nor could the American firm follow without a greater research expenditure than it could afford. Without the cooperative methods of the German, he was worsted.

The Bureau of Standards in Washington also is developing a cooperation which is weakening the trade secret. The trade secret, whether of chemical formula or of sales or management method, is not sufficiently modern. Factory doors now are open to visitors, and trade associations willingly, even eagerly, exchange experiences, visit each other, advise with each other. Secret business, like secret diplomacy, belongs to a past age.

Roy C. Nelson

Has joined Will Howell and Associates, Inc., Chicago.

Henri, Hurst & McDonald

Have been appointed advertising counsel to the Bradley Knitting Company, Delavan, Wis.

George Batten Company, Inc.

Chicago office will direct advertising for The Vollrath Company, manufacturers of enameled ware, Sheboygan, Wis.

Knuil-Burke, Inc.

Publishers' representatives, New York and Chicago, have opened an office in the Constitution Building, Atlanta, Ga.

**H. J. Kleinman
Advertising Agency**

Recently removed from Filbert Street to 1211 Chestnut Street, Philadelphia, have been selected to direct advertising for the following concerns: Vulcan Oil Burner Co., Royal Knit Hosiery Co. and Jiffy Knife Sharpeners.

Hathaway Advertising Service

Successes the Fawcett Advertising Agency at 213 Ferguson Building, Colorado Springs, G. E. Hathaway, who was associated with H. H. Fawcett for six years, having purchased the latter's interest and equipment. Mr. Fawcett will become associated with his brother, W. R. Fawcett, in California.



**CHALFONTE-HADDON HALL
ATLANTIC CITY**

Every season of the year is enjoyable at these two delightful hotels on the Boardwalk. During the winter of December, 1923, January and February, 1924, they entertained an average of 598 guests each day. Whether you take time off in Winter or Summer, Spring or Autumn, you will always find healthful recreation and rest at hospitable, home-like Chalfonte-Haddon Hall.

Fall and Winter
Outdoors.
GOLF
RIDING
ON THE BEACH
BOARDWALK
ACTIVITIES
AVIATION



American plan only. Always open.
Illustrated folder and rates on request.

LEEDS and LIPPINCOTT
COMPANY

On the Beach and the Boardwalk
In the very center of things

For 15 years the leading best equipped business research organization.

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

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

**BUSINESS
BOURSE**

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

**In the
Lumber
Field**

**It's the
American Lumberman**

Established 1873
Published Weekly CHICAGO, ILL.

\$63,393 from One Letter!

\$63,393 worth of merchandise sold with a single one-page letter at a total cost of less than \$100.00.

SEND 25c for a copy of POSTAGE MAGAZINE and an actual copy of this letter.

IF you sell, you need POSTAGE which tells how to write Sales-Producing Letters, Folders, Booklets and House Magazines.

SUBSCRIPTION only \$2.00 a year for 12 numbers full of selling ideas.

THOUSANDS of firms are profitably reading POSTAGE. You can. Try it.

GUARANTEE: \$4.00—twice your investment—refunded at end of year if you are not satisfied.

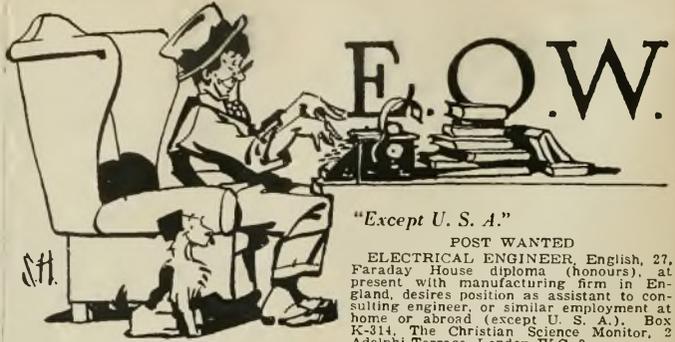
"Anything that can be sold, can be sold by mail"

—John Howie Wright

POSTAGE

Dept. F

18 East 18 Street
New York City



"Except U. S. A."

POST WANTED

ELECTRICAL ENGINEER, English, 27, Faraday House diploma (honours), at present with manufacturing firm in England, desires position as assistant to consulting engineer, or similar employment at home or abroad (except U. S. A.). Box K-314, The Christian Science Monitor, 2 Adelphi Terrace, London W.C. 2.

I clipped this advertisement from a recent issue of the *Christian Science Monitor*.

It would be interesting—and it might be illuminating—to know just why this particular advertiser is unwilling to locate in the "U. S. A."

Does he believe, as do many Englishmen, that life in this country is so standardized in thought, speech, manner, diet and dress that it lacks the "juice" which other lands offer? It would seem so.

Hilaire Belloc says that America is the happiest country and Americans the happiest people on earth. Very evidently, Box K-314 does not agree.

All Eyes and Ears!

On my way through the Great Lakes, recently, I renewed acquaintance with a man whom, years ago, I knew intimately.

He was, at that time, connected with one of the Canadian railroads. He still is. But, instead of being drowned in a sea of detail, as he was then, he is as free as air. Though he bears an impressive title, his duties are really very simple—to see and hear. He is the eyes and ears of his company.

If, for example, he learns of any innovation which some American railroad is using, he studies it; and if it is worth while, he recommends its adoption by his company.

When he travels he is just as likely to be found in a day coach or smoking car as in the drawing room.

Though no longer young, he is the most open-minded man I ever met; and the railroad with which he is connected is being rejuvenated—largely because it is acting on his suggestions.

More than one American railroad could, with advantage, employ a man whose duty it would be to act as its eyes and ears. I have in mind one company in particular which needs, and needs badly, the services of just such a man as E—. This railroad is living on a reputation it earned twenty years ago. A splendid piece of property, serving the most thickly populated sections of the United States, its managers bring to their tasks about as much imagination as a third-class groceryman on a side street in a New England village. JAMOC.

Occupation and Appearance

Do certain businesses automatically attract men of a certain type?

I ask this question because of three experiences I have had in the last year or so.

1. In November, 1922, I stayed for 24 hours at the leading hotel in a good-sized city in the Pacific Northwest. After dinner I strolled through the city's business section and got back to the hotel about 9 o'clock. The lobby was filled with men—traveling salesmen they were, very evidently. I found a chair near the fireplace, lighted a cigar and "looked them over." They were, it seemed to me, extraordinarily alike in appearance, in dress, in manner, in voice and as far as could be determined from a casual glance, in their attitude toward life. If I had been asked to classify them, racially, I should have said that they were "Alpines"—to use Lathrop Stoddard's word. They were heavy set, thick-skinned and mentally alert in matters which concerned their financial welfare. But they were not attractive. Nor did they appear to have any ideas outside of "business."

2. A few days ago I entered the Waldorf-Astoria at the time when some sort of sales managers' convention was recessing. These men, too, were astonishingly alike in appearance. They were, with few exceptions, clean-shaven and heavy-jowled. At least half of them wore "hoot-owl" spectacles. Mentally, I classified them as "Nordics." They were better dressed than the men I had studied eighteen months before in the hotel on the shore of Puget Sound. Their voices were lower. But, it seemed to me, they were as much alike as if they were the product of a machine.

3. In one of the departments of a big New York trust company. Here were *individuals*. One could say "This man is a 'Nordic.' That man is an 'Alpine.' That one over there is a 'Mediterranean.' You could not say "These men are all Nordics or Alpines or Mediterraneans." For they were not. They differed in height, weight and facial adornment. Yet, without exception, they gave one the impression of entire competency, of energy, of breeding.

Plate Glass Advertisements

[CONTINUED FROM PAGE 22]

advertiser in daily papers the more difficult in the matter of the making of a plate glass advertisement for use in these papers.

The same criticisms can be made in reference to the use of color in magazines. "Full color" is often beautiful and convincing, but I must believe that it is sometimes a garish and expensive cloak which hides real inefficiency in the advertisement itself.

I believe these are some of the underlying reasons which affect the making of many advertisements and prevent that sincerity which provokes no comment upon the advertisement, but shows the goods through it as though it were a plate glass window.

Elmer J. Roeper

Secretary and treasurer of the Mail Advertising Service Association of North America, and editor of the Association's official magazine, has been appointed business manager of *Postage*, New York. He was recently with the Tanki Service Bureau, Pittsburgh.

G. Greenville Hunter

Has joined the staff of Thomas F. Logan, Inc., New York. He is still identified with the General Electric Co., however.

Tuthill Advertising Agency, Inc.

New York, announces the following accounts: James B. Day & Co., manufacturers of shellac and stains, Chicago; Craftex Co., textured wall finish, Boston, and the Elevator Supplies Co., New York.

Gladys Gifford Telfer

Formerly editor and advertising manager of the Tel-U-Where Co. of America, has joined the O'Connell Ingalls Advertising Agency, Boston, and will specialize in accounts with a feminine appeal.

Kenneth Bernard

Retiring president of the National Better Business Commission, has been appointed manager of the Detroit Better Business Bureau. Herbert B. Thompson, assistant secretary of the Detroit organization, has been appointed secretary of the bureau and will continue as manager of the financial division.

Herbert L. Tinkham

For thirty-seven years with the W. L. Douglas Shoe Co., has been elected president, succeeding the late Governor W. L. Douglas. Daniel W. Packard has been elected vice-president and Carl B. Nevins treasurer. Judge Warren A. Reed, executor of the Douglas estate, has been appointed to the board of directors.

A Few Indications of the Tremendous Future in Store for the Gas Industry

Three times as much gas was consumed during the last ten years as during the preceding ten.

The figure of 200,000,000,000 cubic feet of annual sales was first passed just before the beginning of the world war. The 300 billion mark was reached a year after the Armistice. And at the present rate next year the total will reach the 400 billion figure.

Particularly significant is the fact that the increase has been more marked in the past few years. While the manufactured gas industry doubled itself during the first fifteen years of the twentieth century, it has nearly doubled even that figure in the last eight years.

And indications are that in the next few years the gas industry will expand at an even more rapid rate. Industries are turning to gas as the only solution for accurate temperature control, dependable supply, cleanliness, convenience and more uniform output. Househeating by gas is also making big headway—while refrigerating by gas is passing the experimental stage.

These are but a few of the indications of the tremendous future in store for the gas industry. We would like to back them up with actual figures and tell you of others. It will be to your advantage to get inside facts on this important market.

Some equipment and supplies needed: tools; pipe; valves; couplings; protective paints and coverings; insulation; refractories; industrial furnaces and systems; appliances; tanks; laboratory and office equipment; process chemicals; motor trucks; testing, measuring and recording apparatus; power plant equipment; conveying, hoisting and transporting machinery; compressors; blowers; pumps.

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"

Advertisers' Index

[a]

Ajax Photo Print Co.	64
Akron Times	54
Allied Grocers, Inc.	52
Allied Paper Mills	39
American Architect	64
American Legion Weekly	37
American Lumberman	69
American Photo Engravers' Ass'n.	49
Architectural Record	61
Associated Business Papers	

Inside Back Cover

[b]

Bakers Weekly	61
Barton, Durstine & Osborn, Inc.	25
Bates, Chas. A.	53
Reacon Journal, Akron	58
Root and Shoe Recorder	64
Boys' Life	44
Briggs, Stanford, Inc.	40
Buckley, Dement & Co.	67
Building Age and Builders' Journal.	64
Building Supply News	65
Business Bourse	69

[c]

Cantine Paper Co., Martin	6
Capper Publications	33
Chalfonte-Hadion Hall	69
Chicago Daily News, The	
Chicago Paper Co.	74
Chicago Tribune	Back Cover
Cincinnati Enquirer	41
Collegiate Special Advertising Agency.	56
Commerce Photo-Print Corp.	56
Cram Studios, The	62

Inside Front Cover

[d]

Denne & Co., Ltd., A. J.	62
-------------------------------	----

[e]

Economist Group	34-35
Electrical Merchandising	7
Empire State Engraving Co.	57
Erickson Co., The	4
Erie Dispatch Herald	50

[g]

Gagnier Stereotype Foundry	47
Gas Age-Record	71
Good Housekeeping	51
Goode & Berrien, Inc.	52-60-65
Grady, S. Q.	61
Greenduck Co., The	46

[h]

Hannah & Associates, F. A.	62
Highway Lighthouse Co.	9
Hostess Magazine	52
Hotel Belleclair	54
Household Magazine	31

[i]

Igelstroem Co., The J.	73
Independent Studios	62
Ingram, W. Scott, Inc.	64
Iron Trade Review	59

[j]

Jewelers' Circular, The	64
-------------------------------	----

[k]

Kean, Wm. C.	44
Kellogg Publishing Co.	73
Knit Goods Pub. Corp.	64

[m]

McCann Co., H. K.	12
McGraw-Hill Book Co.	48
Market Place	73
Modern Priscilla	10
Motion Picture Magazine	29

[n]

National Miller	61
National Register Publishing Co.	64
Normal Instructor and Primary Plans.	40

[o]

Owen Publishing Co., F. A.	40
---------------------------------	----

[p]

Penton Publishing Co.	59
Peoples Popular Monthly	53
Photocraft Co.	60
Photoplay Magazine	42-43
Postage	70
Pratt & Lindsey Co.	55

[r]

Radio Merchandising	50
Radio Publishing Co.	50
Richards Co., Joseph	3
Rotarian, The	65

[s]

St. James Hotel	62
Shaw, A. W., Co.	66
Shoe & Leather Reporter	61
Simmons-Boardman Publishing Co.	27
Southern Ruralist	45
Standard Rate & Data Service	63
Stenzel, A. B.	61

[t]

Tanki Service Bureau	62
Topeka Daily Capital	64
True Story Magazine	8

[w]

Ward, Inc., Artemas	33
Western Advertising	62

Advertising Calendar

OCTOBER 27-28 — Insurance Advertising Conference of the Associated Advertising Clubs of the World, Schenley Hotel, Pittsburgh, Pa.

OCTOBER 27-28 — National Convention, Mail Advertising Service Association, William Penn Hotel, Pittsburgh, Pa.

OCTOBER 27-29 — Associated Business Papers, Inc., Hotel Astor, New York.

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

NOVEMBER 16-19 — Annual advertising convention, District No. 1 of the Associated Advertising Clubs of the World, Hotel Bond, Hartford, Conn.

NOVEMBER 17-19 — Annual Meeting, Association of National Advertisers, Inc., Ambassador Hotel, Atlantic City, New Jersey.

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

N. P. A. to Fight Postal Rate Increases

THE keynote of the fifth annual convention of the National Publishers Association at Briarcliff Lodge, Briarcliff Manor, N. Y., on Oct. 7 and 8, was the discussion of the renewal of the fight against an impending raise in second class postal rates as threatened by the Kelly Bill, now before Congress after being vetoed by the President. The possibility of the publishers organizing their own delivery system independently of the mails was also discussed, and a successful experiment along these lines described.

The officers elected were Arthur J. Baldwin, McGraw-Hill Company, president; F. L. Wurzberg, Conde Nast Publications, secretary; and Roger W. Allen, Allen Business Papers, Inc., treasurer. Frederick W. Hume was re-elected executive secretary.

Those who won prizes at golf were B. A. Mackinnon, *Pictorial Review*, 36 holes, 155, President's Cup; L. W. Keys, *Pictorial Review*, 36 holes, 158, Curtis Cup; Eugene Kelly, *Musical Courier*, 18 holes, 75, Crowell Cup, and Marvin Pierce, *McCall's Magazine*, 18 holes, 80, McGraw-Hill Cup.

James V. Farrell

Formerly with the Blackman Company, Inc., The Harry Porter Company, and Groesbeck, Hearn & Hindle, all of New York, has joined the mechanical production department of Moser & Cotins, Utica.

Wm. H. Rankin Company

New York, appointed advertising counsel to the Depollier Watch Company and the Dubois Watch Case Company, New York, and Buckingham tobacco, product of John J. Bagley & Company, Detroit.

Statement of the ownership, management, circulation, etc. required by the Act of Congress of August 24, 1912, of Advertising and Selling Fortnightly, published bi-weekly, at New York, N. Y., for October 1, 1924, State of New York, County of New York, ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared J. H. Moore, who having been duly sworn according to oaths, deposes and says that he is the Business Manager of the Advertising and Selling Fortnightly, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Law and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Publisher, M. C. Robbins, 52 Vanderbilt Ave., New York, N. Y.
 Editor, Frederick C. Kendall, 52 Vanderbilt Ave., New York, N. Y.
 Managing Editor, none.
 Business Manager, J. H. Moore, 52 Vanderbilt Ave., New York, N. Y.

2. That the owners are: (Give names and addresses of individual owners, or, if a corporation, give its name and the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

Advertising and Selling Fortnightly, Inc., 52 Vanderbilt Ave., New York, N. Y.
 Frederick C. Kendall, 52 Vanderbilt Ave., New York, N. Y.
 Robert R. Updegraff, Scarsdale, N. Y.
 Affiliated Publications, Inc., 52 Vanderbilt Ave., New York, N. Y.

The stockholders of Affiliated Publications, Inc. are:

M. C. Robbins, 52 Vanderbilt Ave., New York, N. Y.
 J. H. Moore, 52 Vanderbilt Ave., New York, N. Y.
 F. W. Parsons, 52 Vanderbilt Ave., New York, N. Y.

Mrs. J. P. Robbins, 134 Cliff Ave., Pelham, N. Y.
 Florence Page Robbins, 134 Cliff Ave., Pelham, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; and that the said two paragraphs contain statements embracing a full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustee, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, partnership, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

J. H. MOORE.

(Signature of Business Manager.)

Sworn to and subscribed before me this 29th day of September, 1924.

L. R. RICHARDS.

(SEAL)

(My Commission expires March 30, 1926.)

American Society of Sales Executives

Held its annual meeting at the Greenbrier, White Sulphur Springs, W. Va., Oct. 9, 10 and 11, 1924.

Winslow Russell, vice-president, Phoenix Mutual Life Insurance Company, Hartford, Conn., was elected chairman of the society for the ensuing year. E. J. Little, branch manager, the Wahl Company, New York, is the newly elected secretary, and F. H. Dickinson, general sales manager of the Tide Water Oil Sales Corporation, was elected treasurer. Mr. Russell, Mr. Little and George H. Charis, vice-president, United Alloy Steel Corporation, Canton, Ohio, are the new members of the executive committee.

Announcement was made of the election to membership of William Sample, vice-president of the Ralston Purina Company, St. Louis, Mo.

It was decided to hold the next conference early in May, 1925, at the Congress Lake Country Club, near Canton, Ohio.



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.

Position Wanted

Position Wanted

QUALIFIED FOR CASHIER

Nine years' banking experience; at present in executive capacity. After two years' university training, specializing in advertising, I wish to enter the profession. Age 25. Address P. L. B., 272 Parkville Ave., B'klyn, N. Y.

PRINTING SALESMAN

Available October 15th; Age 33. Wide experience; convincing talker. Salary and commission. Box 192, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

PART TIME SERVICE

Copy layouts, illustrations, house-organs. Ideas weekly fee or by piece. Consultation free.

H. C. GRANT,
 305 West 32nd St., New York

ADVERTISING MAN

Seeking connection with a first class business paper. Experienced, good personality; and clean record. Box 193, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

MARKET ANALYSIS SALES PROMOTION

An experienced research and investigation man, with wide advertising experience wishes a connection. Has ability to secure accurate data in any line of business, and collate it in a concise, intelligent manner, able to work out graphic charts of all kinds that will show at a glance the facts a business man needs to know. Able to supervise field surveys, and prepare market analyses, also collate advertising and selling plans, and assist in preparation of presentations to prospects. Box 197, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

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

THE JOHN IGLSTROEM COMPANY
 Massillon, Ohio Good Salesmen Wanted

Available Jan. 1st. All around New York newspaper, magazine or merchandise ad. man; 25 years successful organizing and selling experience; publisher, managing editor, business and advertising manager; special selling or edition campaigns; original ideas; creative ability; knowledge of type layout and makeup; absolutely reliable, competent, untiring worker; expense reducer, income producer. Box 199, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

COPY WRITER

Desires position preferably in advertising agency; reasonable salary starting. Address Box 189, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

ADVERTISING SOLICITOR

We are seeking the part time services of an advertising solicitor who is calling on manufacturers. The man must be at the present time representing a class or trade periodical. The services he will sell does not conflict with any work he is now doing but will increase his income \$200 a month. Give particulars in confidence and further information will be sent. Box 196, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

A nationally known company manufacturing an automobile accessory, requires a sales manager. The man we are seeking must be thoroughly experienced and be able to organize an efficient sales force. The main office is in the East, but the man who qualifies will necessarily have to do some traveling. Give complete information in first letter which will be held confidential. Box 190, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ADVERTISING SOLICITOR

Should have had some trade paper experience, young enough to have enthusiasm, energy, pep; old enough to be level headed and appreciate his opportunity on one of America's leading trade papers. Territory to be covered west of the Rocky Mountains. In reply give age, experience, nationality, references. Box 194, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Obvious Adams

Everyone in your office ought to have a copy of this advertising classic by Robert R. Updegraff.



New edition cloth bound gold stamped 10 copies \$5.00 - single copies 55 cents

Kellogg Publishing Co. Springfield, Mass.



Foldwell
TRADE MARK
REGISTERED

is used by
Illinois Central

Folders, alluring in their appeal, are used by the Illinois Central to present the delightful service of the Floridan, their luxurious train to the Southland. Great care is taken to make these folders inviting. The color illustrations are excellent; the plates and printing

are of high quality; and the paper stock chosen is Foldwell. With this combination the Illinois Central produces exquisite pieces that retain their attraction, all the way from the press into the hands of travelers by whom they are referred to time and again.

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

Facts:

Foldwell's big rag content accounts for this strength, and the long fibres BEND OVER at a fold instead of breaking out into a saw-tooth edge.



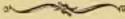
From Collier's "Boys of '76" © Harper & Brothers

COLONEL WILLIAM PRESCOTT successfully defended Bunker Hill with 1200 men on the 16th day of June, 1775. Not because he was blessed with more men or better guns, but because General Putnam went up and down the line before the Redcoats began to storm the hill and instructed his men, "*Don't fire till you see the whites of their eyes.*" There was no powder to waste for the sake of making a big noise, or of staging an impressive battle.

Public Opinion and Wasted Powder

PUBLIC OPINION

and Wasted Powder



PROBABLY no four words ever uttered have worked more harm to the public service institutions of America—and to business in general—than those forming the phrase commonly attributed to the late Commodore Vanderbilt: "The public be damned."

IT HAS TAKEN a generation and cost millions of dollars to satisfy the American public that this was all a mistake.

YET IT NEED NOT have taken so long, nor cost so much, had the men of that earlier day known as much about molding public opinion as is known today, and had they realized the tremendous importance of favorable public opinion and the incalculable value of the good-will of the masses.

IT IS NOT ENOUGH that a business institution be honestly conducted and sincere in its desire to serve the public well; the public must be made to realize it. As some one of our modern business leaders has so aptly expressed it,

"Next to doing the right thing, the most important thing is to let the people know you are doing the right thing."

"LETTING THE PEOPLE KNOW," can be a very costly process, and sometimes there is no other way. But frequently the costly way is used needlessly. Much depends upon whether the thinking and planning begin in terms of white space and words, or in terms of individuals and influence.

OF COURSE, if you have a mass message the only way to get it over to the whole public is through mass methods and mediums. But our twenty-five years of experience in working at this problem of "letting the people know" have convinced us that considerably more than half the time the problem is one of individuals and influence. When it is, our course is to establish an "objective" in *influence* or *good-will*, and study out the most direct and effective way of reaching that "objective."

Reaching the People Who Mold Public Opinion

WE insist upon answering the question *Who?* before we decide on the *How* of an advertising program because we have learned that it is nearly always wasteful, when not positively extravagant, to start with the *How* (as representing the means or mediums) and work back to the *Who*.

THE REASON for this is simple: Just as there is in every city or suburban community a comparatively small circle who set the social pace and establish the "what's what" for the community, just so public opinion in a broader sense is generally molded by a comparatively small group of people whose views carry great weight and who have the ability and opportunity to express them so that they register on a wide circle.

OFTEN these people can be reached more economically by a well-aimed

advertising rifle shot than by a shotgun charge of "general publicity."

COLONEL WILLIAM PRESCOTT successfully defended Bunker Hill with 1200 men on the 16th day of June 1775. Not because he was blessed with more men or better guns, but because General Putnam went up and down the line before the Redcoats began to storm the hill and instructed his men, "Don't fire till you see the whites of their eyes." There was no powder to waste for the sake of making a big noise, or of staging an impressive battle.

WE BELIEVE in General Putnam's philosophy; we insist on spending generously when we are convinced that only by a generous expenditure can the "objective" be reached. But we never waste powder for the satisfaction of making a big noise.

Efficiency of the LILLIBRIDGE "Objective" Method of Advertising

THERE is efficiency in the "objective" method of tackling an advertising program. By working each season or each year toward a definite, attainable "objective" in influence or good-will or prestige or

sales, 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 help to build sales or put him in a better relation to the public.

AND by carefully focussing each message he can conserve his powder until he is close enough to his market or his public to make a broadside charge effective and profitable.

WE ARE sometimes asked, "How can you afford to work as you do, often disregarding the conventional methods of advertising in favor of some plan of campaign that earns little for you in the form of commissions?"

THE ANSWER IS, that 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 it has proved a decided advantage to clients in every way.

THE business man who is anxious to win the patronage or good-will of the public but imagines it will cost more than he can afford to spend will be interested to learn how economically it can be accomplished if worked out by easy stages following this "objective" method of handling a promotion program, and against our background of twenty-five years of experience in molding public opinion.

WE SHALL BE GLAD to hear from any such, and to explain our service and our working methods in greater detail.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

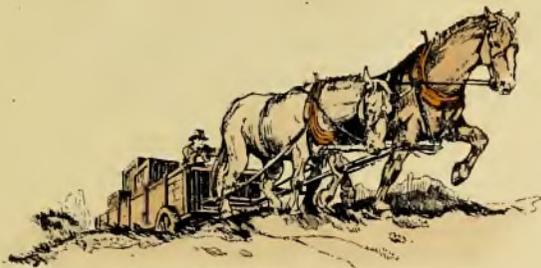
Established 1899



Incorporated 1909

111 BROADWAY

New York



It's the even pull that pays

About the only result you get from a poorly matched team, is public pity for the horses and perhaps a summons from the S.P.C.A., but many poorly matched sales and advertising teams excite no comment, except perhaps the comment of the advertiser when called upon to pay the "feed bill."

The advertiser or agency that makes an arbitrary appropriation for business papers, may be hitching up an advertising runt along side of a powerful draft horse. The advertising does not match the sales part of the team—it isn't geared to the load.

Advertising should pull its share of the load. The sales resistance to be overcome determines the amount of advertising. In one case, 12 full pages may be sufficient; in another, 26 double page spreads may be needed.

Use *enough* advertising power to accomplish your purpose, and see that it is properly related to the general sales plan.

Limited appropriations will go further in business papers of the A.B.P. types, than in any other class of medium, but the amount of the space should be carefully calculated in relation to the specific sales objective. Too little advertising, advertising that gets nowhere, is more wasteful than overspending.

Even engineers allow a "margin of safety" in designing a bridge—better that it should be a little too strong than too weak.

Perhaps our Advisory Service Department can help you get an advertising horse that will pull its share of the load.

THE ASSOCIATED BUSINESS PAPERS, INC.
Headquarters, 220 West 42nd Street - New York

A. B. P.

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



Chicago Tribune Rates Can't Catch Up With Circulation

AN increase in Chicago Tribune advertising rates went into effect September 29 based on circulation gains already announced.

But more and more people buy The Tribune and advertisers will receive more and more for their dollars expended in this medium.

For instance, the statement made to the United States government for the six months ending September 30, 1924, shows:

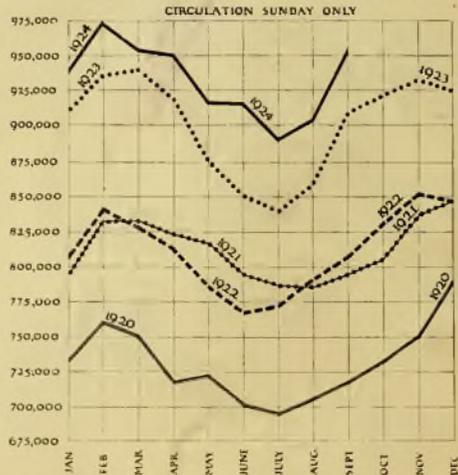
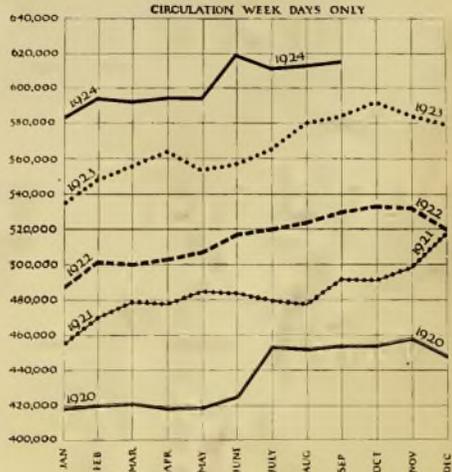
Week days only, 608,130.
Sundays, 920,638

But September, the last of those six months, shows:

Week days only, 615,237.
Sundays, 952,398

In two years, September circulation of The Tribune increased 85,000 on week days and 144,000 on Sundays.

These charts picture Chicago Tribune circulation by months for the past five years. Note how each year achieves a higher level than its predecessor.



The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER