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Two Sections—Section One

U. S. No. 5-1924
Apr. 22, 1924

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Photograph by Steichen for Lehn & Fink (Pebecc)

NOVEMBER 5, 1924

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In this issue

“What Is the Next Step in Chain Store Merchandising?” By PAUL FINDLAY; “The Salesman Who Is Jollied Out of Sales” By V. V. LAWLESS; “When Price Is the Chief Factor” By ROBERT R. UPDEGRAFF; “Secures 80 Per Cent Distribution in Five Weeks” By BENNETT BATES; “Basics of Advertising” or “Breaking In”

Figures—or Failure?

Figures are "dry and uninteresting" only to those who can't count over ten—or under a million.

To most of us—figures are daily bread, clothes and rent—we **must** "figger or fail." The more we study the figures bearing on our business the better we understand that business.

To all who do business in the Chicago market, advertising figures are of interest and value. They are even vital to success. Therefore, the figures showing how the world's greatest merchants distribute their advertising among Chicago newspapers are important—very important—to all sagacious business men.

Distribution of Department Store Advertising among Chicago newspapers from January 1st to September 30, 1924:

	AGATE LINES	COMPARISON AGATE LINES
THE DAILY NEWS	5,050,589	5,050,589
The American	2,232,231	2,232,231
The Daily Tribune	1,757,332	
The Journal	1,307,874	
The Daily Herald-Examiner	590,508	
The Post	506,830	

SUNDAY PAPERS

The Sunday Tribune	1,426,177	
The Sunday Herald-Examiner	889,190	
The Daily News' excess over the next highest score	2,818,358	

From these figures, showing an **increased** margin of leadership on the part of The Daily News, it is evident that advertisers who "check up on results," as these merchants do, are placing more and more of their business in

The Chicago Daily News

First in Chicago



A two-minute reading and a two-minute sale

—but one year of Research made it possible

“What do motorists want to know about lubrication? How do they buy oil—loose or in a container? What brands do they buy and what are the reasons for their preferences?”

One hundred and nine of these questions gave us the facts upon which Veedol advertising is based.

Who answered them? Nine hundred eighty-two dealers from Maine to California. Fifteen thousand motorists located in seventeen states. Twenty-five hundred farmers from both sides of the Mississippi River.

Nothing was left to conjecture. For advertising that is built upon the

foundation of “Facts first” answers the very questions that are in the reader’s mind. It overcomes his prejudices—it wins his approval—and it sells the product. And, after all, sound salesmanship is usually based upon sound facts.

For the executive who is anxious to know how “Facts first” may be applied to his own business, we have prepared a book called “Business Research, The Foundation of Modern Marketing.” Will you write for a copy on your business stationery? Joseph Richards Company, Inc., 251 Park Avenue, New York City.

RICHARDS *“Facts first—then Advertising”*

TRADE MARK REG.

The Indianapolis Radius *at a glance*

Population

Indianapolis	358,760
A.B.C. "Trading Area"	800,000
Indianapolis Radius	1,992,713

Circulation of The Indianapolis News

(Figures from Publisher's statement to
A.B.C. for 3 months ending March 31, 1924)

City	81,128
<small>(Includes all Marion County, within the city carrier delivery limits)</small>	
Suburban	25,724
<small>(A.B.C. definition of "suburban")</small>	
Country	24,940
<small>(The News maintains daily motor delivery to indi- vidual subscribers along the principal highways of the Indianapolis Radius)</small>	
Total	131,792

New York Office
DAN A. CARROLL
110 E. 42d Street

Chicago Office
J. E. LUTZ
The Tower Bldg.

THE INDIANAPOLIS NEWS
FRANK T. CARROLL
Advertising Manager

Page 5—The News Digest

Graham Hemminger

Formerly with *Drug Topics* and with the Richard A. Foley Agency of Philadelphia and the Massengale Advertising Agency of Atlanta, Ga., has joined the staff of Eastman, Scott & Company, Atlanta.

"Life"

Announces the addition to its advertising staff of Guy W. Bolte, formerly advertising manager of Cheney Brothers, New York.

H. & J. Stevens Co.

Grand Rapids, Mich., will direct advertising for the American Brass Novelty Company, Grand Haven, Mich., manufacturers of automotive accessories.

W. W. Laughlin

Of Armour & Company, Chicago, Ill., has resigned and will be succeeded by Thomas F. Driscoll.

A. T. Miller

Classified manager of the *Nashville Banner*, was reelected chairman of the Association of Newspaper Classified Advertising Managers, Southeastern Division, at its convention in Atlanta, Ga.

William Eugene Lewis

President and publisher of the *New York Morning Telegraph*, died October 28, after a two years' illness. Mr. Lewis was 63 years old and had spent more than thirty years in various capacities in the newspaper business.

Charles W. Wright

Formerly with the Fred L. Hall Company, publishers' representatives, San Francisco, has joined the San Francisco office of The Meredith Publications, Des Moines.

Milliners to Advertise

The National Association of Ladies' Hatters and the Eastern Millinery Association are planning a cooperative campaign on a national scale, funds for which are now being raised.

New York Business Publishers Association Elects Officers

At a recent meeting of the New York Business Publishers Association the following officers were elected for the coming year: President, John H. Van Deventer, of *Industrial Management*; vice-president, Willard Schevalier, of *Engineering News-Record*; treasurer, Edgar S. Buttenheim, of *American City*; secretary, J. H. Moore, of *Gas Age-Record*. Roy Wright, of the Simmons-Boardman Company, and Robert J. Patterson, of Allen Business Papers, Inc., were elected members of the executive committee, and will serve together with the retiring president, E. A. Scott, and the newly elected officers.



The Thumbnail Business Review

EVIDENCE indicates that the low point in our depressed period in business was reached in July. Iron and steel production makes further gains from week to week. Pig iron output has increased and more blast furnaces have been put into operation.

☛ Loadings of merchandise and miscellaneous freight continue at record proportions. Automobile output is now somewhat more active, with an increased demand for closed models. Building operations are at an extraordinarily high level, with the prospect of a high rate of activity during the fall and winter.

☛ Agricultural conditions are encouraging. Farm wages are relatively low, averaging about \$3 a day this year; and the harvests, which are large, are being gathered at a much lower cost than in any year since the war. The cotton textile industry, while far from active, is in much better position than it has been for some time past. Prospects are for continued activity at the cotton mills. The woolen plants are running at about 55 per cent of capacity.

☛ Commodity prices have registered several sharp advances in recent weeks. Industrial employment is gradually increasing and wages are generally well maintained. The economic revival in Europe will undoubtedly have the general effect of stimulating foreign demand for American products.

☛ Our September imports and export totals were the largest since 1920. The export balance of \$142,000,000 compares with \$76,000,000 in August and \$128,000,000 in September, 1923, and is the largest since 1921.

ALEX. MOSS.

Henry C. Wallace

Secretary of Agriculture, died Saturday, October 25, as a result of an operation which he underwent a week or so before. Mr. Wallace was editor of *Wallace's Farmer*, of Des Moines, Iowa, previous to becoming a member of the Harding cabinet.

Andrew Milne

Secretary of the London convention of the Associated Advertising Clubs of the World, has been appointed advertising manager of the *London Daily Chronicle* by Horace S. Imber, advertising director.

A. A. C. of W.

Convention arrangements at Houston, Texas, will be in charge of Mayor Oscar Holcombe and Robert F. Cornell, assistant publisher of the *Houston Chronicle*, who have been appointed general chairman and general secretary, respectively, of the arrangements committee.

Julius Rosenwald

Of Sears, Roebuck & Co., has issued a denial of a recent rumor that a boycott declared by the Ku Klux Klan was cutting into the business of the company. Said he to a FORTNIGHTLY representative:

"There is not a scintilla of truth in the report which seems to be based purely upon the desire of someone to start a sensation. We have the largest number of orders in September and October in the history of our business for the same months in any year. We are receiving upward of 100,000 orders a day from every part of the United States."

Frank J. Mooney

Formerly of MacManus, Inc., and the Critchfield Company of Detroit, has joined the staff of the D'Arcy Advertising Company, St. Louis. Mr. Mooney was at one time advertising and sales manager of the Hupp Motor Car Company.

R. R. Cunningham

Has been appointed advertising director of the La Salle Extension University, with which he has been associated for some time.

L. L. Laird

Formerly New York State representative of the Reuben H. Donnelley Corporation, has joined Cecil Edward Cutting, advertising agency, Buffalo. He will have charge of direct-mail advertising plans.

Richard C. Fowler

Will become general manager of the American Viewpoint Society, having resigned from the vice-presidency of Campbell, Trump & Company, Detroit.

Ralph M. Bates

Has resigned as vice-president and editor of the *House Furnishing Review*, New York.

[ADDITIONAL NEWS ON OTHER PAGES]



Executive Office, Kullinger Furniture Company, Buffalo, N. Y. Courtesy American Walnut Assn.

IT WAS THE ONE THING LACKING!

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

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

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

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

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

More than 40,000 Presidents of Corporations read *Nation's Business*
 More than 18,000 Vice-Presidents of Corporations read *Nation's Business*
 More than 17,000 Secretaries of Corporations read *Nation's Business*
 More than 5,000 Treasurers of Corporations read *Nation's Business*
 More than 12,000 General Managers of Corporations read *Nation's Business*
 More than 125,000 Major Executives in 35,875 Corporations read *Nation's Business*

Consider the strength of such a magazine for your advertising.

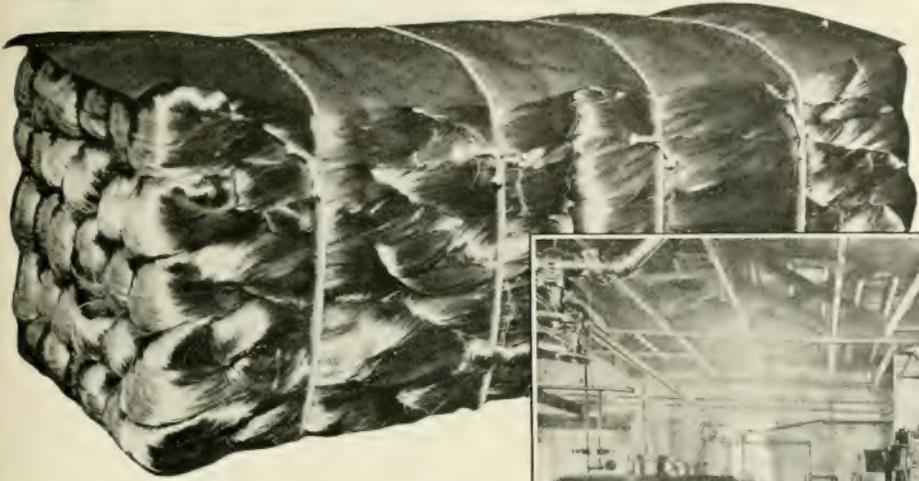
The NATION'S BUSINESS

WASHINGTON



MORE THAN 160,000 CIRCULATION

MEMBER A. B. C.



Only 1,570,000 lbs. of artificial silk was produced in the United States in 1913. In 1923 we produced 33,500,000 lbs.—an increase of more than 2,000 per cent.



Call it "glos" or call it "rayon" —it's artificial silk just the same

TO make artificial silk first determine what properties silk has that you want, then make a product with such properties in a plant instead of in a silk worm.

This is just what the chemical engineer has done—successfully. Artificial silk, known as "glos" or "rayon," rivals the genuine in appearance, utility, and quality.

The artificial silk manufacturing industry buys large quantities of the same sort of machinery that the other 20 chemical engineering industries use in making paper, rubber, soap, food products, cement, paint, leather, sugar, fertilizer, explosives, dyes, perfumes and other familiar products.

The 21 chemical engineering industries buy \$8,541,000,000 worth of equipment, materials and supplies each year, including everything from machine tools to boilers.

The dominant publication serving this largest of all industrial fields is **Chemical & Metallurgical Engineering**.

"Chem & Met" is more than the authoritative editorial forum of the chemical engineering industries. It is the buying guide of the men who spend most of the \$8,541,000,000. *Advertising results prove this.*

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy 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.

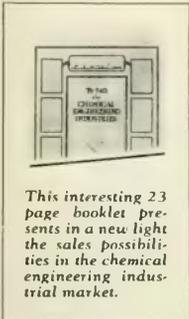
Chemical & Metallurgical Engineering

A. B. C.

A McGraw-Hill Publication

A. B. P.

Tenth Avenue at 36th Street, New York



This interesting 23 page booklet presents in a new light the sales possibilities in the chemical engineering industrial market.

The
Print Order
of
400,000
for the
DECEMBER

**Physical
Culture**

is the largest
in our history



Advertising Well Directed

OWNEDEntirely by the men who operate it—governed by the good of the clients it serves—with a volume of business that places it among the first ten advertising agencies of the United States—with a clientele that has steadily increased in number and variety of business—and a personnel of 160 men and women, successful salesmen, sales managers, advertising managers, general executives, writers, editors, artists, research specialists—we believe this advertising organization has something to offer advertisers large or small.

CAMPBELL~EWALD COMPANY

H. T. Ewald, *Pres.*
E. St. Elmo Lewis, *Vice-Pres.*

Advertising

Guy C. Brown, *Sec'y.*
J. Fred Woodruff, *Gen'l Mgr.*

General Offices, Detroit, Michigan

New York

Chicago

Toronto

Dayton

Los Angeles

San Francisco



Getting Established



WHAT does this thing of getting established mean? A rising young business or professional man gets his finances upon a secure footing, and sets out to establish himself in his community. What does this mean?

It means marriage usually, and then—home-building, the purchase of furniture, acquiring pictures and rugs, selecting a piano, an automobile, and building up a library.

Also it means theatres, lectures, concerts, reading. It involves furnishing the mind quite as much as furnishing the home.

That is where Current Opinion comes in. All the newest and best thought of the world is caught and interpreted in its monthly issues—national and international affairs, personalities under the spotlight, scientific inventions and discoveries, innovations in business and industry, all the important news of books, pictures, music, drama, poetry, religion, sociology—what not?—fill its fascinating pages.

Through Current Opinion the advertiser addresses one hundred thousand families whose minds are open to suggestions.

CURRENT OPINION

100,000 net paid guaranteed

Eastern Advertising Manager
R. B. SCRIBNER
50 West 47th Street
New York, N. Y.

Western Advertising Manager
A. W. KOHLER
30 North Michigan Blvd.
Chicago, Ill.

Advertising and Selling FORTNIGHTLY Markets, Merchandising & Media

What Is the Next Step in Chain Store Merchandising? PAUL FINDLAY	13
Colgate Designs the Package to Picture the Perfume	14
The Salesman Who Is Jollied Out of His Sales V. V. LAWLESS	15
When Price Is the Chief Factor ROBERT R. UPDEGRAFF	16
Secures 80 Per Cent Distribution in Five Weeks BENNETT BATES	17
They Point with Pride— DOUGLAS MALCOLM	18
The Old Order Changeth G. LYNN SUMNER	19
Planning Zones to Conform to Economic Boundaries J. GEORGE FREDERICK	20
How Kuppenheimer Directs Its Dealers' Advertising BERTRAM J. CAHN	21
Vivid Colloquialisms Brighten Advertising Copy HENRY ECKHARDT	23
Tactics in Bell Ringing ALEX MOSS	24
The Editorial Page	25
Early Advertising Failures JOHN LEE MAHIN	26
Written by Our Readers	30
Advertising Messages That Are Not Delivered CHARLES AUSTIN BATES	32
The 8-Pt. Page by ODDS BODKINS	38
Some of the Fundamentals of Financial Advertising J. A. PRICE	51
Making Appeals to the Consumer's Instincts C. H. FERNALD	64
Do Testimonials Bring Sales or Laughter? SPENCER VANDERBILT	70
Elimination of Waste in Distribution HERBERT HOOVER	72
E. O. W.	76
Taking the Pulse of the Public	77



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BBETTER advertising and marketing methods, to the end that a greater reduction be brought about in selling costs, summarizes the keynote of the meeting of the Association of National Advertisers, to be held in Atlantic City, Nov. 17 to 19.

For expediency in discussing the various phases of the subject the sessions of the meeting have been divided into four broad general classifications: 1, A Symposium of Magazine Circulation; 2, Making Better Use of Space; 3, The Public and Advertising; 4, High Spots in the 1924 Advertising Record.

Among the speakers who are on the program to address the various sectional meetings are: Dr. Jeremiah W. Jenks, a noted economist; Hon. Fetus J. Wade, banker, St. Louis; Hon. J. Henry Scattergood, Public Utility Commissioner of Philadelphia; and F. M. Feiker, special assistant to Secretary of Commerce Hoover.

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CLEVELAND: A. E. LINDQUIST 405 Swetland Bldg.; Prospect 351	LONDON: 66 and 67 Shoe Lane, E. C. 4; Telephone Holborn 1900	TORONTO: A. J. DENNE 217 Bay Street; Elgin 1850	

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Zonite

Non-poisonous

WHEN the Zonite trademark flashed into public view, a new antiseptic era was born. Perhaps the new era really began with the Carrel-Dakin solution in the war hospitals of France. But one thing is certain: it entered the home in the form of Zonite. And today, a public formerly apprehensive of poisonous compounds finds in Zonite a safe, non-poisonous, antiseptic servant-in-the-house—actually a more powerful germicide than pure carbolic acid. What an advertising story; what an amazing background for a typical McCann performance in "Truth Well Told!"

THE H. K. McCANN COMPANY
Advertising



NOVEMBER 5, 1924

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Charles Austin Bates Russell T. Gray Alex Moss, Associate Editor

What Is the Next Step in Chain Store Merchandising?

By Paul Findlay

WHEN, about September 1, the news broke that the Woolworth folks had secured a lease of the Aeolian Building, in Forty-second Street, New York, for the purpose of adding another "five-and-ten" to its system, the New York *Times* commented editorially—very thoughtfully—on this development.

The *Times* noted that the biggest grocery chain in our country now had more than 10,000 units and employed more than 65,000 men and women; that drugs, cigars, clothing, dry goods and household furnishings are coming to be distributed by corporations of national scope. It quoted the figures of 300 drug stores here with 700 more belonging to the same organization in Great Britain, ending up with notation of the 1260 Woolworth stores. The "whither are we drifting?" note was stressed abundantly and thoughtfully; but only the commercial angle was treated. The editorial had a most happy effect. It

evoked a solid six-point column, practically unled, which ran in the *Times* of September 16, written by George French of Montclair, N. J. Mr. French described a condition

which usually escapes investigators: how the consumer fares under chain store methods as now practised. Mr. French's paper is worthy of careful reading, as its truthful description of inadequate, insufficient, unsatisfactory service is illuminatingly valuable. He shows, briefly, that the limitations of assortment, the narrow range of choice offered by chain units, impose a distinct hardship on residents of places which, like Montclair, are served only by chain units. He mentions the fact that the last of the old-line grocers of his town gave up the ghost with the coming of prohibition.

Now it is true, as the *Times* suggested editorially, that nobody can tell how far retailing of various lines by chains is going to go. It is, in fact, one of the most difficult things to estimate accurately the changes which are in process. But the very fact that Mr. French and his family now suffer keen inconvenience shows that entire classes of



© Ering Gallows

DEMAND on the part of the consumer for lower prices found answer in the rapid growth of chain stores, but brought with it the policy of handling only quick-moving staple merchandise. With the partial or total elimination of the old-line grocer in some communities, this policy entailed a constriction or narrowing down of the number of items stocked. This situation is now being met by chain stores, which are improving quality and increasing number of items carried.

consumers are chafing under similarly irksome conditions of restriction. Here, therefore, is manifested a genuine want. In itself that is a promise. For, where there is a want, means to satisfy it are certain to evolve and in the grocery business, fortunately, improvement already is under way.

To bring out this undoubted fact, I think it may be worth while to glance at some of the underlying factors which are fundamental to the retail grocery business, and take note of some present day tendencies.

The chain grocery store of today is an entirely legitimate development. Its great opportunity lay in the utter lack of knowledge, skill or science among average grocers. It

had its beginning, as Mr. French says, long ago, but it was immensely facilitated by war needs, which gave it tremendous impetus. Hence, during the last ten years, its growth has been phenomenal.

But because this rapid development had its immediate conception in consumers' demand for lowered costs, the plan adopted by the chain is what has been called "middle-of-the-road" merchandising, the supplying of only a limited line of rapidly moving goods, with limited service or self-service, for cash. In order properly to estimate the status of the system, let us glance at facts related to the grocery business.

The fully stocked, completely rounded, full service grocery store,

located in any large city, carries a stock of 6000 to 7000 separate items. A store which occupies the same relative position in a city of 30,000 inhabitants carries approximately 4000 items. In smaller communities, down to say 5000 people, the number of items decreases until the minimum necessary to satisfy the requirements of the "best families" will be 2500.

The stock of the chain grocery store, on the other hand, runs 500 to 2000 items. One large chain located in the Mississippi Valley having approximately 2000 units carries less than 500 items. Its customers are laboring people who receive their pay envelopes on Satur-

[CONTINUED ON PAGE 40]

Colgate Designs the Package to Picture the Perfume

ADVERTISERS of cosmetics, face powders, colognes, toilet waters and other accessories to the mysteries of milady's toilette have, in the course of time, learned that an ordinary product in an out-of-the-ordinary container or package finds a more ready sale with the public than the most meritorious product put up in a container that makes no claim to beauty other than that of its contents.

Psychologically, the reason is not far to seek. First impression counts for 90 per cent of the impulse-to-buy. For this reason all advertising of cosmetics is aimed at the emotions, and at those instincts and prejudices that tend toward the acquisition of the advertised article.

Results of campaigns based on awakening the impulse-to-buy have taken the idea out of the realm of speculation and theory and proved it to be a workable fact. Colgate & Company have demonstrated the soundness of the idea in connection with Cashmere Bouquet soap. An ornamental wrapper and package for the soap were designed to replace the old unpretentious and sober containers, and sales of the soap were doubled in a short time in spite of the fact that the volume of advertising on this



soap remained practically the same.

The Colgate company now follows the policy of wrapping its products in colorful containers that are in keeping and harmony with the product. Ming figures and pottery were studied for the design of Cha Ming perfumes and face and talcum powders. The basic design for the exotic containers of Florient was furnished by some XVIIth Century

prints by Korin. A strong suggestion of the elusive fragrance of the Orient is conveyed by these flowery packages. The impression of cleanliness and purity made by the containers of Chelsea soap derives inspiration from the chaste designs of Wedgwood pottery.

The practice of making wrappers pleasing to the eye is extended to the Colgate advertising, which carries out the motif of the container. The art work on Cha Ming advertising is an adaptation of the rich black, gold and red of the packages. Florient advertising is superimposed on a brilliant background of flowers similar to those on the containers. The whole effect is carefully planned with the idea in mind of creating a pleasing first impression.

The Colgate policy is but one indication of a broad movement on the part of manufacturers who are referring to collections of art objects for material through which to bring back some of the color of handcraft days. The Colgate company was one of the first to recognize the practical utility and fertility of such institutions as the Metropolitan Museum of Art. In 1920, the company took part in the Museum's industrial arts exhibition, being the first perfumer to do so.

Bread and Butter Problems of a Sales Manager

The Salesman Who Is Jollied Out of His Sales

By V. V. Lawless

FIVE years ago I first ran into Jordan. He had already spent some years in the territory. He had the reputation of being a live, hard-working, sincere sort of salesman, and he secured a reasonable volume of business, but not as much as he should have been getting out of the territory he was covering.

In trying to analyze his problems we put it squarely up to him to suggest the remedy. He pointed out clearly that what he needed was more support from the house in the way of some salesmen to help him. His market was too large for him to do justice to it alone. That was sound talk coming from a salesman. Generally the salesman will not look the fact in the face in just that way.

Then he pointed out that he had to have regular and consistent advertising support. With these two things arranged, he could and would get the business. The buyers assured him that they were his friends and wanted to see him make headway, but naturally they could not do it all.

That seemed all right and regular, so Jordan was given additional men and an advertising campaign was put into his market and kept going consistently.

At the end of the first year he had made considerable headway over the past year. Not what one might have liked, but still headway. It was progress, at least. Jordan's carefully written out report, covering the



"You're a good, hard-working salesman, Bill, and your house appreciates you. I'm telling you that on the Q. T., but it's a fact. You're in line for a bigger thing one of these days and you deserve it. I'd like to visit with you a while, but I guess you've got a busy day ahead of you. Isn't a thing I need today, but I'm going to give you a nice boost in the next bulletin. I'll be glad to see you next time you're around. Well, be good, Bill!"

year closed and giving an outline of prospects for the new year, was a masterpiece that sparkled with optimism and encouragement. Things were in really much better shape than they appeared on the surface, or merely judging from business during the year just closed. The big thing was the change in the general attitude of the trade toward the line. This would be reflected the coming year by a big forward jump.

THE second year started badly. Floods tied up traffic and delayed planting of crops. Jordan was in the middle of a great period of depression in that market, but he assured us that if we would only continue to back him up he would win out be-

cause, on account of this period of depression, competition was being hit even harder than he, and was fast being discouraged. We had wonderful reports of the inroads he was making into competition. Excerpts from bulletins and letters came with all his letters.

The second year managed to show about the same volume as the first, but Jordan assured us that, in the face of conditions, this was really a great victory.

The third year showed a little headway. We were kept encouraged by the "everything fine" letters which Jordan wrote. In the face of a hard fight he was not in the least bit discouraged.

And then, as we came into the fourth year, Jordan wrote: "Competitors are certainly feeling our pressure. They are on their last legs. They are giving this concession and that concession. They are losing out fast now. We are right on the edge of going over big."

Then, as the year progressed: "We are having a hard struggle. Competitors have put in strong advertising campaigns and additional salesmen. They are not going to pass out without a struggle, but we are getting them on the run now and any day they will crack."

So we got out all of his letters, over a period of years, and read them through one afternoon. The letters of that year and the years past all breathed hope and optimism

[CONTINUED ON PAGE 44]

When Price Is the Chief Factor

How One Industrial Concern Uses Its Production Department as Part of Its Selling Force

By Robert R. Updegraff

THE president of an Ohio company making certain small parts used in huge quantities by the automotive industry, arriving at his office one morning, sent for his sales and advertising managers.

"We three comprise the marketing board of this business," he said, when they were seated around his big mahogany desk. "We make sales and advertising policies, and each of us in our individual capacities directs the carrying out of these policies. We use as marketing tools the men on our sales force, the messages in our advertising space, our catalogs and our correspondence. All of these are useful tools, and I believe I may say that we have learned to use them rather skilfully."

The two men nodded modestly. It was a fact that the company's sales and advertising work was highly regarded in the industry and often pointed to as setting a very high standard. While nodding, they wondered what the president was coming at, for he was a man not given to dispensing compliments.

"But," continued the president, cutting short their wonderment and coming directly to the point, "in spite of this we have never been able to land the Glenfield order for X-B parts." (The names and the product are camouflaged in this story at the earnest request of the manufacturer whose story it is.)

"Well, no," said the sales manager, instinctively rushing to the rescue of his department, "but as we've all agreed, that's beyond the normal scope of selling. It is strictly a matter of price and production costs. We've never been given a selling price to offer Glenfield within five cents of Waldon & Fisk's price, and we all know nothing counts but price with the Glenfield Company."

"True," admitted the president. "But last night I fell to thinking of this Glenfield business and I made up my mind that we simply *must* get it. Every time we have a sales conference, sooner or later it develops into an alibi meeting at which we all

take turns explaining why we don't get the Glenfield business, and how Waldon & Fisk can't be making a cent at the price they are quoting, and how sooner or later they will go bust if they keep it up; or else they will have to cut the quality, and presently Glenfield will be knocking at our door, in a mood to consider our product at our price.

"But none of these things happens. Year after year Waldon & Fisk continue to get the Glenfield business, without any sign of the sheriff being at their heels; and Glenfield continues to use Waldon & Fisk's parts with apparent satisfaction.

"I THINK I have put my finger on the trouble, and it is with us, not with Glenfield or with Waldon & Fisk," continued the president. "We don't start our marketing plans far enough back. We think of marketing in terms of sales and advertising, price lists and delivery schedules. And we think of our advertising and sales departments here at the plant and our sales force out on the territory, as our marketing organization. Which is where we make our mistake. . . . It came to me last night that in an industrial enterprise such as ours, where selling is so often a matter of meeting price competition, the whole organization is really part of the marketing staff in the sense that when it comes to meeting competition like Waldon & Fisk's it is up to our purchasing department, our various production departments, yes, and even our shipping department, to take the responsibility of landing the Glenfield business. It isn't merely a job of selling; the sales department is in much the same position as a ten-cent-store clerk when it comes to doing business with Glenfield: if our price is right we won't have to sell—Glenfield will buy."

"Yes," agreed the sales manager, "but I have put it up to the factory many times to see if they couldn't cut down the cost on Glenfield—to a

point where we would be able to meet Waldon & Fisk's price. And I've gone into the matter with the purchasing department, too. But with their combined efforts we've never met the Waldon & Fisk price within five cents per unit, as you know."

"Yes; I know," replied the president. "And I believe I know the reason, too. At least I'm sure enough of myself to be willing to back my reasoning with appropriate action. Here's the trouble: we've been trying to make economies on a basis of imagination, so to speak. We've asked the factory, 'What can you do to cut the cost of X-B parts so we can get the Glenfield order?' I propose to substitute actuality for imagination; I believe we should get the business in the house first at the best price we can get for it, and then work out the economies. Of course, we'll be deliberately putting ourselves in a hole, but it has been my observation that when people get in a hole they generally find some way of working out of it and saving themselves."

"You mean cut under the Waldon & Fisk price?" asked the advertising manager.

"No; I mean quote Glenfield on, say, fifty thousand parts at the same price they are paying Waldon & Fisk. He'll be glad to take us on as a secondary source at that price. A company as big as Glenfield likes to be protected with more than one source of supply, provided they don't have to pay a premium for this protection."

LESS than a week later another conference was held in the president's office. This time, in addition to the trio already mentioned, the group included what the president termed the "keymen" of the organization—the men who were able to control or contribute to price or quality or production rate.

"Gentlemen," said the president, "we have here an order for fifty thousand X-B parts from the Glenfield Company at sixty-eight cents a

[CONTINUED ON PAGE 48]

Secures 80 Per Cent Distribution in Five Weeks

Unique Sales Plan Creates Practically Instantaneous Demand for Royal Gelatine Desserts

By Bennett Bates

ONE very necessary factor in successful merchandising is an ability on the part of the advertiser to keep up with the economics of distribution as they shift with commercial progress. For longer than most of us can (or want to) remember, advertising people have pointed with pride to Royal Baking Powder's success as an example of what national advertising can accomplish.

Which is the truth, but not the whole truth. Back of the advertising there has been an efficient, well-oiled selling machine, running so perfectly that we hardly thought of it till its really remarkable achievement of the past few weeks.

Until September 1, Royal Dessert Gelatine was unknown except to its makers. At this writing—five weeks later—it has 80 per cent distribution in the territory covered, and is already turning over at a rate that brings unaccustomed tears of joy to the eyes of jobber and retailer. For speed and thoroughness, this record probably stands alone. Yet there is no black magic in it, no scheme or stunt—just the efficient following of several sound principles.

The first step in the process was equipment of salesmen with a fleet of light delivery trucks on which valuable advertising space was put to good display use. Calls were made on all desired retailers and



THE Royal Baking Powder Company has given another demonstration of the efficacy of its sales and advertising methods in the celerity with which it has placed Royal Gelatine Desserts on the public menu. In a highly competitive field, and in spite of the reluctance of retailers to take up new brands, the company by novel sales methods has attained almost maximum distribution in the short space of five weeks. As part of the general scheme, salesmen were sent around in bright red delivery wagons to place the desserts with the retailers by direct solicitation. To induce jobbers to take up the line, the salesmen replenished their stocks from the stores of the jobbers at jobbers' prices. Newspaper advertising, window displays placed by the salesmen, display advertising on the trucks that covered the field, and direct solicitation were all simultaneous in order to synchronize the consumer demand and the desire of the retailer and jobber to handle the product.

stock was delivered from the trucks at the time each sale was made.

Most of us have learned from bitter experience that there is a wide difference between office records of distribution and actual distribution—between sales figures and actual

stock on hand in the retail store. By the Royal method that costly gap was eliminated and the advertising, which started almost simultaneously, found retailers prepared.

Booking orders is expensive, and the longer retail turnover takes to get started, the greater the percentage of manufacturer's selling cost.

It seems a simple process, not so revolutionary as to inspire great awe. But consider just exactly wherein it differs from the ordinary methods—even apart from the unique handling of the jobber situation, which we will come to shortly.

At one stroke it amputated three of the more prominent fungus growths on modern distribution processes—first the manufacturer's delivery delay, incurred while the order "progresses" from salesman to shipping room via mailing, credit, accounting, sales and stock control departments; followed by further delays of the goods in transit.

Second, the jobber's delay, which parallels that of the manufacturer. Possibly in actual length of red tape this delay is less, but it is increased by unfamiliarity with the new line and resultant mistakes. In the case of "cash-and-carry" jobbers (and there is a large percentage of these) an additional delay occurs because the distributor sells only on call and often does not even know the names of the dealers whose

wagons daily stock up at his platforms. Thus the only way a dealer can get a new product is by insisting upon it, and you and I know just how much insisting the average grocer (carrying upwards of 700 different items) will do for a new line!

Third, the Royal plan provides a means of stocking the smaller or the ultra-conservative dealers. Where the jobber would be unwilling to break the smallest unit of quantity sale (three dozen package case), the salesman with a delivery truck can

sell a dozen packages, so that consumers' calls need not be turned away. Often the dealer is unwilling to buy as much as a case. He says he'll wait for a demand. Of course, while he is waiting he loses sales—but he has heard that before, probably not less than once a day. Sometimes he balks at paying cash and waits his order to come through the jobber. In each of these cases the Royal salesman sells him a few packages, perhaps a dozen or two, for early consumer calls, and if possible, takes a stock order to turn over to

any jobber named by the dealer.

In selling these small stocks the salesman saw that they were given prominent place, and installed displays right on the spot. Thus the manufacturer's delay, the jobber's delay, and the delay due to decreased percentage of distribution in small stores were simultaneously overcome.

As a by-product, there were very definite psychological advantages gained, such as delivery of the product alone, instead of subordinated along with a lot of other items in the

[CONTINUED ON PAGE 73]

They Point with Pride

By Douglas Malcolm

AN advertising manager who disregards the reactions of his fellow employees to the advertising he is doing neglects a factor of undoubted value to his organization. It has been my experience that employees feel a certain pride when they see their company placed before the public in the most favorable light possible. In the American Express Company, for example, the employees are positively ashamed when I run advertisements in small space and they don't hesitate to let me know just how they feel about it. Their attitude seems to be that a small advertisement is not in keeping with the magnitude and importance of the organization for which they work, particularly so when competitive companies take greater space in which to tell their story. We have found that the men in our local offices in various cities intensify their sales efforts if we run fair size copy in their local papers. When they do not see this copy they have a tendency to slow up, believing that the home office is not giving them adequate support.

Some years ago, when we began to put artistic posters on our wagons, case after case came to our attention of our wagon drivers and helpers jeering at the wagon men of another company whose wagons carried no posters. The mere fact that we utilized the sides of our vehicles for advertising had a decided moral effect upon our men. Even now, our men do not like to have muddy or faded posters on their wagons. It has been a tradition since 1841 with the express companies that their street equipment should be perfectly



Douglas Malcolm

General Manager, American Express Co.

groomed and that their vehicle employees should be the aristocracy of the streets. Our advertising has helped to perpetuate this tradition.

NOT long ago I had a neat illustration of the effect of advertising on the officials of a company. The American Express was running a billboard campaign on money orders. We had an exceptionally good showing in Boston. One day our Boston general manager, while entertaining a railroad president from the West, took the latter for a motor trip about the city. He said to me afterward:

"I found myself picking out the streets where I knew we had good displays, and I confess I took a

sneaking delight in slowing down in front of our posters so that he could get the full benefit of them. I know he had a much better impression of our company after that ride."

We encourage our employees to comment on our advertising, and they often do so in no uncertain terms. I recall an instance in which one of our advertisements carried a drawing which showed the two wagon men seated in the front seat. This is contrary to our practice, as the wagon helper rides either inside the truck or on the tailboard. I heard about it from all over the country, and lost considerable prestige as an expressman.

Another time I had a drawing showing the tongue of a station platform express truck resting on the ground. According to all good express usage, the tongue should have been hooked up. This incident lost me my reputation entirely.

Our men have very definite ideas on what they consider good and bad advertising, not only from the copy point of view, but in regard to layouts. It will be found that the employees of any company possess the same qualities to just the same degree. One of the most peculiar things about advertising is that almost everyone believes he could write one with a little effort. This psychological interest can be utilized to broaden the perspective of the advertising department of any company. Some of the most valuable and constructive suggestions in regard to reader appeal have come to us as a result of encouraging our employees to tell us what they think of our advertising.

The Old Order Changeth

By G. Lynn Sumner

NOTHING is so changeable as the human mind, and the mass mind differs not one whit from the mind of the individual in this respect. Advertisers who are talking to an audience of millions should take a leaf out of the theatrical producer's notebook, and be ready, if necessary, to change their act. No audience of readers is a fixed audience. The magazine readers of America, regarded as a group, are as a tank that empties and fills. Many of those who listened yesterday are gone today and in their places come a new generation, born under new signs, striking a new pace of living, accepting as a matter of course customs and habits and manners of thought that would have been as strange to their parents as the customs of another world.

By a little change each day the green leaf of September becomes the glorious red of October. By a little change each day, a new thought accepted, a new habit formed, a family, a community, a city, a nation can change its whole manner of life. It is a process of nature that we conform to circumstance and influence and soon wonder how things could ever have been any different than they are. What *prevails* becomes the accepted, the right, the matter-of-course.

A great judge recently asked me this thought-provoking question: "Did you ever realize that if the War for Independence had been lost we would today as likely as not be true British subjects, proudly boasting of our British victory and referring contemptuously to the upstarts who traitorously tried to undermine our great empire in the new world and were very properly squelched in the attempt?"

But we need not go back 150 years for such examples. Ten or a dozen will do. In many ways the ideas of 1914 are as different from



G. Lynn Sumner

Vice-President Woman's Institute of Domestic Arts and Sciences; Vice-President Association of National Advertisers

those of 1924 as is other "prewar" stuff.

It is not five years since the shocking news was whispered that girls were leaving off their corsets to dance. Why, there are girls being born today who may never see a corset except in a museum.

The old order changeth, and you—who talk to that changing audience—keep your ear to the ground, keep your senses keen. You are dealing with a mass mind that travels with the wind and moves with the tide.

NOW let us not forget that your contact with this mass mind is through the written and printed word, published and distributed in the form of magazines of tremendous circulation. Who built that circulation? Shrewd, far-seeing editorial minds. How did they know what people like to read? By having a contact with the public that told them. By knowing the people whom they served.

I have heard it said that Edward Bok went out buggy riding one day

and saw a woman sitting on the porch of a suburban frame house, and that he went back to his editorial office and edited the *Ladies' Home Journal*, ever after, with that woman in mind. Possibly that is just a figure of speech, but you who have read his autobiography know the intimate contact with the women of America out of which grew the *Journal's* policies. Hundreds of thousands of letters pour into the editorial offices of our great magazines every year and in the mass of correspondence the editor sees a cross-section of his or her audience. And every editor knows that millions have been made by giving the public what it wants and millions may be lost by insisting on giving it what you think it ought to have.

If you want the most striking example to be found anywhere of how the old order has changed, compare the magazines and newspapers today with those of ten or a dozen years ago. That period has seen the most amazing of unforeseen influences transform our whole manner of living. First came the automobile. Its influence has been so vital that it has even changed the style of residential architecture. Look at the new homes being built in your community and you will find them almost invariably without porches. There is no need for porches any more. When the family goes outdoors, it goes out in an automobile. And the car has cut tremendously into the time formerly given to reading.

The second new influence is the "movie." It has brought the world before us in terms of pictures. It has made the new growing mind crave pictures of everything done and of everybody who has said or done anything. It has had another enormously important influence. It has stimulated the imagination of the young mind. At the age when you and I were satisfied with Horatio Alger and Oliver Optic, the boy and girl of today is stirred with romance

From an address before the Magazine Club, New York.

Planning Zones to Conform to Economic Boundaries

By J. George Frederick

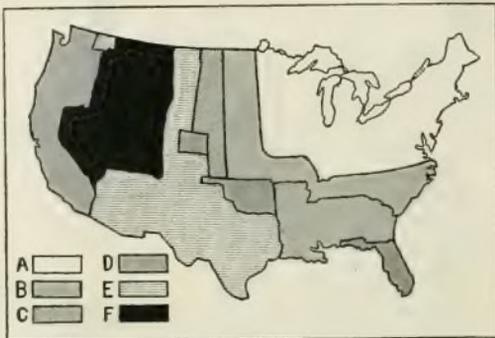
WITH the increasing tendency of manufacturers to pay freight and to sell direct, there has come a rather definite need to work out a system of price zones. This process has been difficult, because of the complication of detail involved in analyzing such price zones and in making them work.

It would have been a fantastic idea, but most useful, if our United States had been laid out along economic zone lines, instead of imaginary surveyor's lines. Economically speaking, our state lines are entirely useless. They do not mean anything except arbitrary historical markings, but business men every day must deal with subdivisions of our country. What shall these sub-divisions be?

Our true economic lines of division are based very naturally on transportation conditions. The railroads carry both the salesmen who sell the goods and the goods themselves over the same tracks; and where these railways run, and what the freight differentials are, constitute the chief elements. Water transportation, both coastwise and inland, also constitutes a factor of growing importance.

We are, therefore, in the throes of working out more closely fitting pricing plans to help cut down the cost of distribution. It is likely that no highly accurate plan can be determined until all the facts have been surveyed thoroughly and many experiments made, not alone for business in general, but for individual lines of business problems of which naturally vary considerably.

If one were to operate price zones in line with the jobbing zones of the country (for widely distributed products like groceries and hardware), there would be about 13 zones. Recently there has been com-



One system of dividing the United States into price zones with reference to transportation and jobbing facilities is pictured here. Detailed explanation of the map may be found in the text

pleted a jobbing zone map, based on actual transportation conditions, which discloses the fact that there are 13 natural zones of distribution in the United States, each of them, of course, entirely ignoring state boundary lines. Some states, in fact, are cut up so that three different jobbing zones reach into them. This is true of Tennessee and Pennsylvania, for instance. In my own opinion, these jobbing zones form the soundest basis to start from in working out price zones.

BOTH where freight is prepaid and where it is not prepaid there is need for a price equalization plan, which predicates a price zone system. In earlier years, the only price zone different from the rest of the country was the Pacific Coast. Today nationalizing of selling effort is so general and sound price policies so necessary under keen competition that this crude subdivision will not suffice. Nor will the almost equally crude subdivision of "west of the Mississippi," which has also grown hoary with age.

Freight prepayment, a radical step twenty years ago, but now rather widely practised, means, of

course, "F. O. B. jobbing point"; which again illustrates the usefulness of the jobbing zones as a basis for price zones. Under the freight prepayment plan, any point where a jobber may have a warehouse is a jobbing point; and freight cost is then regarded as a general overhead charge. This equalizes itself in the general average which is calculated into the costs of the merchandise and put into the price. When the Kellogg Toasted Corn Flake people first began this plan, years ago, it was calculated upon years of average freight costs, and was intended to do away with quantity prices

and all price complications. But even when freight prepayment is the rule, price zones may be all the more necessary. In fact, the price zone system is closely related to the price maintenance problem, for the tendency of jobbers to compete by means of extra discounts is often a serious factor. The present status of price maintenance as a principle is such that it calls for rather than discourages price zones, since there is much to be said, even from the angle of public policy, against penalizing the nearby folk for the cost of transporting goods to people far away. On the other hand, it is against private policy to be located far from the center of distribution and in that way disturb the logical equilibrium of price. This accounts for the action of many manufacturers toward locating themselves more logically in relation to both raw materials and distribution.

Some manufacturers argue that price should be precisely the same to all, small or large, far or near. This is the Kellogg Toasted Corn Flake position. It is sound if one argues from the premise of treating everybody alike. It has the merit of simplicity, at any rate, but its

[CONTINUED ON PAGE 54]

How Kuppenheimer Directs Its Dealers' Advertising

By *Bertram J. Cahn*

Vice-President, B. Kuppenheimer & Co., Chicago, Ill.

WE tell the public *why* to buy Kuppenheimer Good Clothes. The Kuppenheimer dealer, in practically every city in the United States, tells his local public *where* to come to buy these clothes. To us this seems the crux of the whole question of dealer-manufacturer advertising of a product. The dealer cannot well afford to do all of the former part of the advertising job; nor can we well afford to do the latter. Hence we are constantly at work to attain a mutual recognition of the problem, and to arrive at a mutual solution.

Our long experience has taught us that the most productive way of expending our advertising appropriation is in national magazine and newspaper advertising; the issuance, gratis, of newspaper copy and electrotypes, form letters, posters, display cards, salesmen's pamphlets and booklets, and many other kinds of utility and display material, in addition to providing an individual service and cooperation for every dealer's particular needs. Our dealers realize the disbursement of our budget in this manner benefits every Kuppenheimer representative to a like degree, and ensures him a steady and constantly growing market for our merchandise.

Our national advertising moves along steadily. But not all of our retail outlets recognize the value of tying their advertising to ours as a profitable way to build sales. Occasionally one happens upon a dealer who has his vision fixed upon the expense of advertising, rather than on the returns derived from such an expenditure, wisely made.

Most of our dealers, however, are good consistent advertisers who have found out for themselves the profit that intelligent advertising brings, and they require but little in the way of suggestions. We therefore devote a good deal of attention to



Bertram J. Cahn

the others in order that they may be influenced to advertise as they should.

Of course, we supply a full dealer help service, which is without doubt more than ordinarily complete; but it is in the field of supervising our dealers' advertising, of keeping before them its quality, quantity and effectiveness, and by being generally helpful in an advisory way, that we have made the most progress.

FOR this purpose, four assistant advertising managers have charge respectively of the four sections into which we divide the United States. Each one watches the advertising activities of perhaps eighty of the larger accounts in his territory. The advertising manager reserves for himself some of the key cities, where special conditions make it necessary for him to be on the ground from time to time.

The office duties of the assistant

advertising managers consist of studying the advertisements appearing in the newspapers in each city where they have accounts, of making suggestions, and providing extra service for dealers who request or need it.

MANY of our salesmen function in much the same way for at least a part of their more important dealers. Of that, more later. But one duty of a salesman is to arrange with the dealers that we receive a copy of the local papers. Those dealers who take sufficient interest to send us their newspaper regularly receive the full benefit of our advisory service, but the lack of the newspaper does not prevent us from extending this service even to those accounts whose paper we do not see. In many instances, the town does not run a paper or the circulation is not sufficient to warrant paid advertising, and whenever a condition such as this exists, we work with the dealer in intensive direct-mail campaigns which serve as a satisfactory substitute for newspaper advertising.

Several clerical employees in our advertising department work full time at going over the 1000 or more papers we receive regularly. They mark in each paper the advertisements which deserve attention, sort them territorially and forward them to the assistant advertising managers within whose jurisdiction they come.

When a batch of papers comes to an assistant advertising manager for attention, he goes over them thoroughly. He knows, from his previous background of experience with each city, about what normally goes on there. Our dealer is usually a predominant advertiser of men's clothing, and if a competitor begins to outshine him in quality of advertising, or volume, or if someone in a town begins a threatening cam-

[CONTINUED ON PAGE 58]

A new silk stocking is almost always a thing of beauty. But how long will that beauty endure when put to hard service? That question has been most satisfactorily answered to the unnumbered millions who habitually wear Phoenix hosiery. Longer mileage? Surely! But also a tenacious elegance that lasts to the end of the long and strenuous journey.

PHOENIX
HOSIERY
MILWAUKEE

In the dressy summer time, fine hosiery becomes a thing of increased importance to men and women of discrimination. Then, if ever, it is a conspicuous indication of personal elegance. Phoenix hosiery leads in sales everywhere for the very good reason that it most happily combines an out-ranking refinement with a rare ability to resist wear over long and strenuous miles. Its superlative *elegance* and *economy* command consideration by you for summer wear.

PHOENIX
HOSIERY
MILWAUKEE

Fine silk hosiery was a luxury until Phoenix made clearly apparent the important fact that it is also an outstanding economy. If rightly made, silk stockings will carry you more miles in elegance and comfort than any other. This most happy combination of beauty and economy has made Phoenix the best selling line of hosiery that the world has ever seen. Everywhere it is the accepted standard of quality for men and women and children.

PHOENIX
HOSIERY
MILWAUKEE

Neither romance nor history tells us who made the first pair of stockings. But certain it is that human progress is indicated by the remarkable refinements that have been made in hosiery. Never before this very day have men, women and children been able to own such beautiful and substantial foot-coverings at so low a cost. Phoenix leadership in this advancement has made it the standard hosiery of the world. But neither romance nor history can record the downright satisfaction that has come from the long miles of strenuous and refined travel which this splendid product economically supplies.

PHOENIX
HOSIERY
MILWAUKEE

AN effect of charm and dignity gained by a combination of deft artistry and perfect typographical treatment. This graceful richness and femininity of design is achieved through a treatment of a very complex and florid subject that somehow contrives to produce an effect of great simplicity. Variations of the central theme, over a long period of time, have served to differentiate Phoenix hosiery from the vast mass of other advertised hosiery to such an extent as to induce Phoenix retailers to use the trademark value thus created by patterning their own advertising after the national advertising.

The Basics of Advertising Copy—IV

Vivid Colloquialisms Brighten Advertising Copy

By Henry Eckhardt

NEVER seen in dictionaries, rarely found in thesauruses, is one of the richest, most expressive parts of the English language. Slang? No, colloquialisms.

From the very hearts of John and Jane Publick, out of their very souls, come colloquialisms. They are expressions not taught to the Publicks, but spontaneously invented by them. Not invented to be smart or different, like slang—but to give shades of meaning which the dictionary overlooks.

Consequently, for clearness in describing many a situation or idea, no word can equal the colloquialism.

One of the best of current advertising seria is full of colloquialisms. It is a striking example of their quaint charm and earth-bred force. To quote:

Spring Housecleaning Is in Order at the Browns'

Andrew, the colored handy man, who helps out on sundry jobs around the Brown home, *allows* he has never seen a woman quite so *persnicketty* as Mrs. Brown, 'specially round spring housecleaning time.

The cause of Andrew's lament is that, called into commission as furniture shifter, he has twice moved the piano across the living-room and back again; and after two new experimental positions with the davenport has deposited it, *kitty-cornered*, at the far southeast corner of the room.

Now, all this procedure strikes Andrew as *fussy*, because he does not understand that Mrs. Brown never has been able to make their Elm Street living-room *come out even*.

I defy Webster, Roget and all their successors, heirs and assigns to supply a fitting substitute for "persnicketty"; or to substitute "at an angle" for "kitty-cornered," and still have the same picture.

Not only do colloquialisms supply picturesque adjectives but they also, like the imitative words and the picture-words, are a means of avoiding the deadly generality.

Says one roofing advertisement, in



Henry Eckhardt

perfect English: "... withstands the effects of the elements." Says another roofing advertisement, going outside of the dictionary: "*Keeping out the weather* is still the chief job of a roof." Two colloquialisms. No loss of dignity. But a great gain of point. The second says something, while the first is merely words.

Another advertisement asks: "How often has your kettle boiled over and *messed up* the top of your stove?" Out of Jane's own kitchen, the copy borrows its colloquialism, and she is immediately seeing and thinking with the copywriter.

TWO house-dress advertisements furnish another case-in-point. The first speaks of "more elaborate models for afternoons." The second, of "dress-up Mina Taylors." The formal language sounds foolish to Jane, who knows pretty well what house-dresses are, while the second, in less words, conveys precisely the right shade of meaning.

Colloquialisms are, usually, good

advertising words. They can be used in practically all kinds of advertisements, even the most dignified.

Only one caution seems quite necessary; that is: Keep your colloquialisms appropriate. It is picturesque to talk to John about a bully smoke; but it would be all wrong to talk to Jane about a bully Parisian importation. Out of the market addressed, must the colloquialism come.

Vividness Through the Concrete Word. Particularly the victim of generalities is automobile copy: This is a typical example:

For many years, "X" designing and manufacturing have served but one ideal—to conform faithfully to the most rigid requirements of the discriminating motor car buyer. Thus, the name "X" is today synonymous with highest quality, with supreme good taste, with extraordinarily fine appearance, with unusual brilliance of performance. In the "X" of today, "X" achievement has attained new and unprecedented heights.

Fine words, faultlessly put together. But how do they affect John and Jane Publick? Not a picture in the copy. Not a thing to get hold of. The chief result, for the Publicks, is word-dizziness.

When generalities threaten, use concreteness.

A perfect illustration of how concreteness clears up the haze left by the generality is contained in another automobile advertisement:

All Outdoors Can Be Yours

The cheapest health insurance for the whole family is a "Y" car.

In a few minutes, it transports you from the close and sultry atmosphere of the city to the pure, invigorating air of the country.

The shriek of factory whistles, the clang and bang of trolleys, and the multitude of nerve-racking city sounds and sights are left behind, and replaced by restful vistas of green fields, babbling brooks, songs of birds, etc.

The headline is a banal generality. One reads it—feels no stir

[CONTINUED ON PAGE 50]

Tactics in Bell Ringing

A Survey of Some Methods Used by Manufacturers in Selling Direct to the Consumer

By Alex Moss

AN Ohio factory has 10,000 agents selling raincoats from house to house. In one city in New York State, 250 married women every afternoon sell silk underwear direct to the consumer for a certain manufacturing firm. An Indiana hosiery plant disposes of 150,000 pairs of men's and women's hose daily through a force of door-to-door canvassers. A company manufacturing a line of soaps and kindred products employs 10,000 solicitors on full-time house-to-house work. One could pile instance upon instance to prove that house-to-house canvassing is one of the most striking developments in modern commercial distribution.

It no longer serves any useful purpose to contend that the bell-ringing form of merchandising is ephemeral, that it does not meet with public approval, that it will die of its own weight with real, earnest competition from regular retail distributors. On the contrary, retailers in some lines have found that the aggressive methods of direct-to-consumer salesmen have cut into their volume of sales to such an extent that it was either a case of go and do likewise or shut up shop and go out of business.

The Indiana hosiery mills referred to above embarked upon house-to-house selling in just this manner. Originally the business was that of retailing—and it was a small business at that, in a comparatively small town. A house-to-house crew invaded the town, and reports of hosiery sales that were closed in a few days' time by the itinerant salesmen made the owners of the small retail shop pop-eyed with envy. One of the partners remarked, looking sadiy at his well-stocked hosiery shelves, "If they can do it, why can't we?" He suited the action to the

word. Taking several boxes of men's and women's hosiery, he went out to see for himself just what it was all about. Today the partners have a plant capitalized for \$15,000,000, own their own silk worms in the Orient, prepare their own silk and

time. Companies that have studied the problem of house-to-house selling from every angle have found that if the way is paved in advance for the visits of their salesmen, a minimum of sales resistance is encountered by their representatives.

Many methods have been tried for the obtaining of live prospect lists. Some of these plans have proved successful while others have turned out to be downright failures. However, a peculiar fact is that sales approaches which have failed to work for one company have turned out to be quite beneficial when adopted by others, which would tend to indicate that personality and presence are qualities that should not be disregarded when hiring house-to-house canvassers.

One manufacturer of washing machines has developed a novel scheme for procuring names of live prospects. He makes arrangements with a neighborhood moving picture theatre to announce that a drawing for one of his machines will be held on a given day. Patrons are handed numbered cards on which they write their names and addresses. These cards are dropped into a sealed box. On the day of the drawing, one of the audience is called forward, the box is opened, and a card is withdrawn. The washing machine is awarded to the one whose name appears on the card. The rest of the cards furnish a prospect list that is worked intensively by the manufacturer's house-to-house crew.

Incidentally, in the field devoted to electrical appliances and labor-saving devices for the household, competition is fast and furious. Manufacturers who for years have been disposing of their output through dealers and department stores, have been forced by the inroads made upon their sales by



(C) Brown Bros.

The house to house salesman does not offer a universal specific for all distribution ills, but, in certain lines, he has proved of inestimable benefit to manufacturers and has jolted reputable retailers out of their complacency.

do all their own manufacturing. Obviously the success of door-to-door selling depends upon the degree of receptivity accorded the canvassers. Little encouragement rewards the efforts of enterprising bell-ringers who place their chief reliance for a hearing upon a quick tongue and a broad toe inserted in a door opening. Except in the instances of a few well known concerns who have gained prestige for their salesmen through the expenditure of considerable sums of money in national advertising, unheralded calls prove fruitless most of the

THE · EDITORIAL · PAGE

Agricola Sits Up

IT is now safe to talk about the farmer's income for 1923. Early generalizations are always dubious. The winter of 1924-25 will see in the farmer's pockets a total of ten billion dollars' reward for his labors, as against nine and a half billions last year. He is well out of the "hole" into which he dropped in the winter of 1921-22, when his income was a low peak of seven and a half billions; having fallen in two years from fourteen billion dollars.

The Northwest wheat belt (from Kansas to Montana) will have 25 per cent more income, the cotton belt 5 per cent more. The corn belt, dairy, tobacco and western range States will about break even, and the Pacific Coast will drop back 10 per cent. The farmer's status as compared with pre-war is about 103½ per cent. Thus we have the situation focused into its proper scale for comparison, and it is evident that neither "boom" talk nor pessimism is justifiable. The farmer has righted himself from his unsatisfactory position, but is not exactly wallowing in gold. Those who do not get a thrill from this fair-to-good news of the farm should remember that a big boost of farm prices would have a very bad flareback in general higher cost of living and consequent further hesitation in business. One part of the business world cannot very beneficially advance far ahead of the other parts without checking the entire structure. Steadiness is preferable to spurts. There is plenty of reason for congratulation in the farmer's position this year.

However, the farmer is not entirely out of the woods. As ex-Governor Lowden of Illinois pointed out in his address before the luncheon to the Inland Press Association in Chicago recently: "Even now, because of improved conditions in the wheat belt and in those portions of the corn belt where the farmers have raised a normal crop, we are too prone to say that the farmer's troubles are over. The better prices for wheat are due largely to the failure of that crop in other portions of the world. The increased price for corn is due principally to the partial failure of the corn crop in half of the corn belt of the United States. If the success of American agriculture depends upon the failure of crops either at home or abroad, it hangs by a very slender thread. It will be better not only for agriculture, but better for the country if we face the fact and admit that there is a real problem waiting for solution."

Meter Changes and Mailing Lists

READERS of this publication who have anything to do with the supervision of mailing lists will be interested and perhaps amazed at some figures supplied us by Homer Buckley of Chicago, pertaining to the percentage of annual changes required to keep a large city mailing list strictly up to date.

Says Mr. Buckley, "In the city of Chicago the meter changes as recorded by the lighting company show

that 42 per cent of the city's population moves every year, 25 per cent May 1 and 17 per cent on Oct. 1."

Something like this proportion of moves probably holds in other large cities where the bulk of the population lives in apartments, and it suggests the need for frequent and thoroughgoing mailing list revision.

Another fact brought out by Mr. Buckley concerns the danger of excessive duplication in addressing lists which have not been checked against each other. "There are in Chicago 44,000 club members, if the membership of all clubs be added together; yet there are in the city only 17,000 men belonging to clubs," he states. To fail to take this into account in addressing a mailing to club men would be to more than double printing, mailing and postage costs.

The future effectiveness of direct-by-mail advertising is in the hands of its present users. If they use it carelessly and inefficiently, it will suffer; if they overload the mails with carelessly prepared, improperly addressed matter, and saddle on themselves the waste and extravagance of duplication and upon the public the bother of disposing of from two to ten copies of the same piece of matter as not infrequently happens, they will have no one but themselves to blame for the loss of effectiveness.

Happily the D. M. A. A. is alive to this situation and is working for greater care all along the line. But its effort cannot be fully effective unless individual users of direct-by-mail advertising all over the country who are not connected with the association will cooperate in a movement for greater care and accuracy in regard to mailing lists, as well as more scientific and more intelligently planned campaigns.

Making Freckles Popular

LONDON has decreed that freckles are henceforth to be known as sun-kisses. And already West End beauty parlors report a brisk trade in hand-painted facial blemishes. As freckles they were anathema; as sun-kisses they become the season's smartest fad! Again demonstrating the power of an imaginative trade name.

The Horizon of the Directing Mind

WE notice the new advertising of a British railway—the first of a series called "Travel for Business." "Visit your customers," it says to *principals* of British industries, "weeks of work at the desk dim the horizon of the directing mind. Travel and change and contact with customers clear it again."

The London, Midland and Scottish Railway supplies a much-needed prod to help us overcome that inertia anchoring us to our desks and limiting our perspective to a cast-iron mold of last year's Public.

Advertising would gain in effectiveness if the Cerberus at the gates could say: "He's in conference— with a shoe-dealer in Springfield." Or a boot-seller in Liverpool.

Early Advertising Failures

This Chapter of "Breaking In" Tells How Failure to Link Production with Advertising and Distribution Caused the Collapse of Several "Successful" Campaigns

By John Lee Mahin

SOME surprise has been expressed that I should say that there are products that should not be advertised like Diamond Matches, as mentioned in my last article. In a similar manner my personal views on the use of liquor are my own, but I never could bring myself to believe that liquor should be advertised even in the days when it was legal to do so. My refusal to take on liquor accounts was based on the conviction that if I undertook any responsibility for a client I wanted to feel free to urge for his product the fullest possible use—the greatest degree of consumption. Had I advertised liquors at all it would have been negative advertising—tending to decrease rather than increase its consumption as a whole—and emphasizing the purity and dependability of my client's products. I question whether such advertising ever pays in the long run. The man who poses as having the only product in his line in which people can safely have confidence believes himself.

I recall some more of my failures from which I have established some fundamental working principles just as I did out of the tombstone incident detailed in the FORTNIGHTLY for June 6, 1923.

Probably the most irritating failure was connected with a self-winding clock. While I have kept scrap books and files of important letters many years and have a large accumulation of such data, I find that there are many items I have forgotten. Among them is the name of the former restaurant keeper in Chicago who invented this self-winding clock and persuaded a group of citizens at Champaign, Ill., to put up \$150,000 to equip a factory to make it.

There was no question but that he had a clock which would work. The power for winding was furnished by a dry battery. The story made wonderful copy. We prepared a remarkable campaign, consisting of inquiry-

bringing magazine advertisements and broadsides to retail jewelers telling them all about the advertising and the potential demand, and we carefully prepared advertisements for the retail jewelers to use in their local newspapers to interlock with the magazine advertisements.

I went down to Champaign one day to get the final o. k. on the campaign, and the inventor, with considerable pride, guided me through the beautiful factory and told me the first batch of ten thousand clocks was in work. He said they would be ready for shipment by the time the magazine advertisements appeared and the dealers received the broadsides calling attention to them.

ASKED him how many clocks he had made in the factory and he told me he had not made any. When he admitted, on further questioning, that he only had one clock that would work and that it was his original hand-made model, I suggested we hold back the advertising until he had inspected his product and was sure he could make clocks in quantity production equal to his model.

He lost his temper and told me he had hired me to take care of his advertising and not to run his business. So we went ahead, and while everything connected with the advertising campaign was wonderfully successful, it took us a long time to live down the reputation of having perpetrated a colossal advertising failure. Inquiries came from all over the United States, jewelers bought freely as we referred the inquiries to them, the whole batch of ten thousand clocks was sold out, but they did not stay sold.

So far as I was able to learn, not one of the clocks would work for any length of time. The whole project was abandoned. I shall always believe that the man who can perfect a self-winding clock could soon have the reputation of being a great advertiser if he did nothing more in

the way of advertising than duplicate the campaign we prepared for this "failure."

Another valuable but unpleasant experience was with the National Candy Company. One of their salesmen had developed an extraordinary degree of efficiency. He called on us and told us how to solicit his employers, explaining how much more he could do if his efforts were anticipated and supplemented by good advertising. He told us one story I will never forget. A suburban druggist one day in giving this salesman an order refused to increase it, saying, "This is more than your share." Instantly the salesman said, "What do you mean by my share?" The dealer answered, "I buy candy from eight salesmen—you have more than one-eighth of my sales."

The salesman explained to the dealer what a wasteful system he was encouraging in dividing his business among eight men when one man could give him all the service he needed, and advised the dealer to concentrate his purchases with the one salesman who could give him the best service. The dealer was incredulous that any salesman could give him any service. The salesman offered to work for him Saturday afternoons and evenings selling candy if the dealer would let him have the entire business.

THIS salesman, by making window and counter displays and talking to people about candy when they came in for other things, was able to double the dealer's business. Naturally his progressive mind began to grasp what he could do if he had the power of advertising in the daily newspapers to make the same suggestions he made to people who came into the drug store and also how much better window and counter displays—to remind the readers of the advertisements—this salesman could have if they were ordered in large quantities.

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

Our solicitation of the National Candy Company developed fruit but we picked the fruit when it was too green. We let V. L. Price give us an order for a year's campaign with the privilege of cancelling at the end of sixty days, and we concentrated all our energies in helping this salesman—who was put in charge of a crew—to get distribution before the advertising started.

We did get 100 per cent distribution in the Loop District in Chicago. Stephen Hexter of the Public Drug Company violated his rule of refraining from stocking new items until he had legitimate calls for them and put in a stock of Skylock Chocolates with window and counter displays, as a personal favor to me.

There was no question that the newspaper advertising sold the candy. The copy idea was "80 Cent Quality for 60 Cents." A plausible story of the savings passed on to the consumer because of large production and wide distribution quickly sold out the original stock in the dealers' hands and the dealers reordered liberally.

Retailers then reported that regular consumers of candy were going back to their old brands. We sent men out to interview dealers and consumers and found that people generally questioned our statement

"80 Cent Quality." When pressed for a reason none was given except that the centers of the chocolate creams were hard. It then dawned on us that "80 Cent Quality" meant soft center chocolate creams. Gunther, Berry, Allegretti, Kranz and Kehoe all sold 80 cent chocolates and in every case the centers were soft.

OUR investigation revealed one notable exception. Whitman's, with hard centers, had a spotty but very high class distribution, and the Whitman agents reported steadily increasing sales at \$1 per pound. With a vast array of samples which we had bought in the canvass of the dealers piled up on our conference table, we invited Mr. Price to a consultation.

He brought along the vice-president in charge of manufacturing. I

had barely stated the scope of our investigation—I had not even stated its purpose or summarized its findings—when I was interrupted by the vice-president's declaration: "Mr. Price, I did not come here to be insulted by an advertising man. We hired these people to advertise our business, not to tell us how to run it."

It took all the tact and diplomacy I could muster to make him listen long enough to assure him that if Whitman was selling hard center chocolates at \$1 per pound there must be good reasons why hard centers were characteristic of quality. We wanted to know what these reasons were so we could put them in the copy and prepare the minds of people who bought Skylocks for different centers than they had previously considered as characteristic of 80 cent quality.

This man then said the advertising had brought so much business that they were unprepared for it and that they would soon be able to make soft center chocolates and he did not

[CONTINUED ON PAGE 68]



THE annual banquet which marks the yearly conventions of the Associated Business Papers, Inc., was held at the Hotel Astor, New York, Tuesday night, October 28, in conjunction with the National Conference of Business Paper Editors. Frederick N. Withey, vice-president of the National Surety Company, spoke on "Gambling on Human Nature," in the course of his remarks discussing the relative degrees of honesty of the peoples of various nationalities. Willis H. Booth, vice-president of the Guaranty Trust Company and president of the International Chamber of Commerce, covered some of the more personal sides of the reparations proceedings and enumerated the difficulties encountered before acceptance of the Dawes plan.

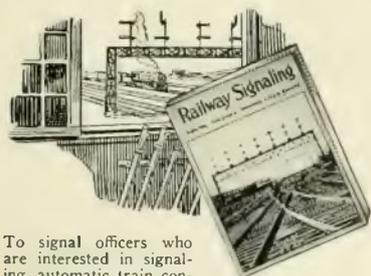
At the general business sessions for members only, held on Wednesday, October 29, the following officers were elected for the coming year: President, John N. Nind, Jr., Periodical Publishing Company, Grand Rapids, Mich.; vice-president, Malcolm Muir, McGraw-Hill Company, New York; treasurer, Edwin A. Scott, Edwin A. Scott Publishing Company, New York. The Executive Committee is composed of the officers and the following: Fritz J. Frank, Iron Age Publishing Company, New York; H. G. Lord, *Textile World*, Boston; E. R. Shaw, *Power Plant Engineering*, Chicago; Warren C. Platt, *National Petroleum News*, Cleveland; J. G. Jarrett, *Modern Hospital*, Chicago; George Slade, Simmons-Boardman Company.



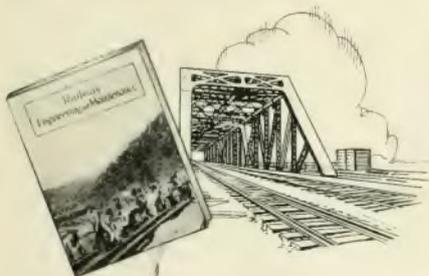
To railway electrical officers who deal with electric power and light for shops, cars, and buildings, and also heavy electric traction.



To superintendents of motive power and their staffs who are responsible for locomotive and car design, construction, and repairs.



To signal officers who are interested in signaling, automatic train control, telephone and telegraph.



To engineering and maintenance officers who are responsible for the construction and maintenance of all railway facilities other than cars and locomotives.



To executives and operating officers who are responsible for appropriations.

These Five Departmental Railway Publications

select the railway men who influence the purchases of your products. Each publication is devoted exclusively to railway problems from the standpoint of one branch of railway service. This makes practically every line of editorial material of vital interest to the readers of each publication and enables the manufacturer to make his sales story pertinent to the problems of the definite group of railway men he wishes to reach. Ask for a copy of our four page folder which briefly describes "Departmental Organization as Effecting Railway Sales."

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn St.

San Francisco: 74 New Montgomery St.

Cleveland: 6007 Euclid Avenue

Washington: 17th & H Sts., N. W.

New Orleans: 927 Canal Street

London: 34 Victoria St., S. W. 1.

The Railway Service Unit

Written by Our Readers

In Which Many Interesting Viewpoints Are Expressed

The Farmer's Buying Habits

FARM AND HOME
Springfield, Mass.

October 24, 1924.

TO THE EDITOR:

I have been particularly interested in checking over the article by J. M. McDonald, which appeared in your issue of Oct. 8, because the reports in the Home Improvement Contest, for which *Farm and Home* put up \$5,000 in prizes this year, are just beginning to come in and we have been seeing the same things Mr. McDonald mentions, excepting from another slant.

Out of 352 contestants, 211 or 60 per cent spoke of paint and varnish, this being the largest group. Next come 167 or 47 per cent who were interested in shrubbery, rose bushes, flower seed, etc.; curtains, draperies, window shades, etc., 165 or another 47 per cent; linoleum or congoleum, 161 or 43 per cent; bath tub, toilets or kitchen sinks, 149 or 42 per cent; water systems, pumps, etc., 146 or 41 per cent; furniture, bedding, etc. (not counting those interested in "built-in" conveniences), 14 or another 41 per cent; kitchen utensils, pressure cookers, dishes, etc., 137 or 38 per cent; wall paper, 136 or another 38 per cent; wall-board, roofing, lumber, millwork, etc., 133 or 37 per cent; rugs or carpets, floor wax, etc., 125 or 35 per cent; Portland cement, 102 or 29 per cent; electric, acetylene or gasoline lighting plants, 92 or 26 per cent; radio, pianos, phonographs, etc., 91 or another 26 per cent; hot air or steam heating systems, 83 or 23 per cent; oil or coal cook stoves or heaters, 73 or 20 per cent.

There is a halfway ground which relatively few have found—i.e., farm families have virtually the same needs, and act from the same motives as the rest of humanity; but the nature of their business is such that their buying habits are different. Consequently the arguments to sell them are different. They will not buy on the installment plan, although they will give notes (generally payable in the fall) for what they consider necessary business equipment or permanent home improvements—including automobiles.

The obvious reason why they refuse to commit themselves to installment purchases is that their incomes do not come in regular weekly or monthly installments, as do those of the wage earner or the white collar salary man.

C. E. BURNS,
General Manager.

The Road Hog and Market for Cars

October 28, 1924.

TO THE EDITOR:

The editorial in your issue of October 22—"The Road Hog and the Market for Cars"—advances a novel, though hardly plausible reason for the

so-called "saturation point" in the sale of automobiles. The road hog and careless driving are serious enough actualities in themselves, but to my mind the condition they create can hardly be said to furnish even a remote cause for the period of stagnation that the motor industry is experiencing.

The saturation point in the market for cars is yet a good way off. However, it is becoming harder for manufacturers to sell cars, owing to the used car problem, for one thing, and the acute traffic congestion on the highways and in the streets of our large cities—a congestion that has led to the imposition of drastic parking regulations in New York City and elsewhere. Numberless plans have been advanced for the relief of traffic congestion, and time will doubtless bring a solution. A great deal of the stress would be relieved if merchandise deliveries were made at night instead of during the daytime, as at present.

Another revolution may be the manufacture of cars of much smaller wheelbase than we now use. Small cars, easily handled, and with a type of tire that will afford easy riding qualities, are inevitable.

Make it possible for the owner of a car to get the maximum use of his automobile, whether for business or pleasure, and the potential market for cars will broaden overnight. Many people would not think of driving a car under the present limited and exasperating conditions.

HARRY K. LEONARD.

Selling the Public Confidence in a Company

NEW YORK TELEPHONE CO.,
New York

Oct. 25, 1924.

TO THE EDITOR:

I thank you for the sentiment expressed in your editorial of Oct. 8. The telephone industry is and should be operated as a single monopolistic system under reasonable Government regulation. It is necessary in an extraordinary degree that the public we serve be convinced of the integrity of our purpose and that a cooperative rather than an antagonistic relationship be maintained between the company and the subscriber.

Of course, any concern that is afraid to come into open court and show its hands would do well either to prepare for the worst or wash up a bit before appealing to the public. We are proud of the fact that we have a clean record and nothing to conceal. It was, therefore, not a very hazardous undertaking on my part to endeavor to sell to the public confidence in my company and to ask for their forbearance until we could recover the ground unavoidably lost while the properties were being operated under war conditions and for a time by the Federal Government.

J. S. McCULLOH,
President.

Marketing American Goods in Sweden and Denmark

K. H. NILSSON,
Jersey City, N. J.

October 4, 1924.

TO THE EDITOR:

Clem Gerson, in his article "Marketing American Products in Norway, Sweden and Holland," *ADVERTISING AND SELLING FORTNIGHTLY*, September 24, 1924, says the Swede will look at a picture but refuses to read the accompanying copy in an advertisement or circular. Does anybody believe this of a nation which has proved itself the soundest financially of the three Scandinavian countries? The truth of the matter is that he will look at the picture and listen to what the salesman or advertiser has to say while present. He will read the copy afterwards and digest it before committing himself. He will positively not allow himself to be rushed off his feet. The author has greatly misjudged the Swede on this point. Very likely the copy submitted has been unsuitable for the Swedish mentality. American copy will not do as a rule. Has this occurred to the author? The Swede is safe and sane but suspicious. Copy should be written with this in mind.

Although the Baltic separates Sweden from Germany, German influence is greater in Sweden than in Denmark, says Gerson, with practically nothing but an imaginary boundary line separating the two countries. This is not so. The Danish mind is typically German. They are both great for details. Whether this is good or bad form does not enter into this discussion.

Misleading, also, is the statement that the rate of exchange on Norwegian currency is almost normal. The par value of the Swedish, Danish and Norwegian crowns is identically the same, 26.8 cents. The Swedish crown was second to reach par value of all European currencies deflated by the war conditions, second only to the Swiss franc. The Danish and Norwegian crowns have quite a bit to travel before they reach par. The Danish crown stands at 17.4 cents and the Norwegian at only 14.1 cents.

In conclusion the writer would like to add, with a direct bearing upon the article in question, a piece of advice that cannot be too often repeated. The Scandinavians are quite willing to buy both English and American goods, but they will not look to England for American goods unless they are forced to and then only reluctantly. It is, therefore, absolutely erroneous on the part of American business men to establish a "European office" in England expecting returns from the Scandinavian countries. You will get more business direct from the Scandinavian countries than through this intermediary. The thing to do is, if you are after the Scandinavian business, to establish a Scandinavian office.

K. H. NILSSON.

What Does Your Advertising Do?

Getting the goods sold is the object of advertising. Not just letting people know that the goods exist, but doing something to send them on their way from manufacturer to consumer.

The president of a company manufacturing a widely-distributed cleansing preparation says in a recent letter:

"The Christian Science Monitor is working wonders for us in many of the large cities in establishing our product with the retail trade, and we feel that our advertising in it is the most resultful that we have ever enjoyed in any publication."

More than 9,000 retail advertising accounts are today on the books of the Monitor. These accounts are located in 400 cities of the United States, Canada and other countries. Our files contain many letters from manufacturers saying that Monitor advertising helps to move their goods off the dealer's shelves—having already helped to put them on those shelves.

Would you like to know how and why the Monitor gives these results? Information, specific instances, circulation details, will gladly be supplied by any of the following offices:

Boston, 107 Falmouth Street
London, 2 Adelphi Terrace
Cleveland, 1658 Union Trust Building
Kansas City, 705 Commerce Building
Los Angeles, 620 Van Nuys Building

New York, 270 Madison Avenue
Chicago, 1458 McCormick Building
Detroit, 455 Book Building
San Francisco, 625 Market Street
Seattle, 763 Empire Building

The Christian Science Monitor

AN INTERNATIONAL DAILY NEWSPAPER

MEMBER A. B. C.

Advertising Messages That Are Not Delivered

By Charles Austin Bates

THE marvelous thing about advertising is not the mortality of accounts, but the fact that so many continue profitably when the work on them is so poorly done.

True, there is much copy as nicely manicured and marcelled as the wax dummies in a show window—and about as vital.

True, there are many handsome art posters occupying high priced magazine space—beautiful dumb things which a mere change of lettering would make equally useful, or useless, in advertising silverware, hosiery, or automobile bodies.

If posters are the things to use, by all means use them, but put them outdoors where they belong and where circulation can be bought at the lowest known cost. Seven thousand dollars will put a poster page in two million copies of the *Saturday Evening Post*. The same amount paid for outdoor display of the same poster, enlarged to one thousand times the size, will present it to from ten to twenty times the number of eyes.

Include in the classification of posters all those advertisements which contain collections of smoothly running generalities which would apply with equal force to ships, or shoes, or sealing wax. Search them in vain for any real selling force. They talk of standards of quality, dependability, conscientious craftsmanship, time-tested what not—but present no interesting, or vital facts about the thing they purport to advertise. The space might just as well be blank except for the names of the product and its maker. Here is an ideal vehicle for the delivery of a message—bought and paid for that purpose—and no message.

I'll tell you how some of such advertising comes into being.

The appropriation is decided upon. Research, market-surveys, charts, graphs and schedules are made. Six pages in this, twelve in that and two hundred lines on four columns in these others. Not because the message requires pages, or eight

hundred line spaces, but because "dominant" space is fashionable—so fashionable that a page is no longer a unit of dominance. The word remains—the fact has evaporated.

Nevertheless, there is now a definite schedule with dates fixed for one or more insertions and something must be prepared to put into the space.

The job is assigned to a copy man who may have been, but probably was not, present at the conferences which developed plan and schedule. He approaches the task with enthusiasm, or without, depending upon the number of accounts he is handling already—and the number and imminence of closing dates.

At any rate he does his best and according to his age, ability, temperament and previous servitude, he turns out mediocre, fair, or excellent work. Let us assume it is the latter. The copy chief, or the agency head, passes on it and passes it on to the client. There ensues a search for mis-crossed T's and inappropriately dotted I's and more likely than not there is a "conference," which before it is finished develops into an autopsy. The mangled remains are returned to the copywriter.

ALL he has to do is to cut out all his pet phrases, substitute one synonym for another, say "which" instead of "that," cut the text down three fourths (because "nobody will read it" and because some stone-age advertising man advocated "brevity," to save typesetting), make the name-logotype bigger and put in a large mechanical drawing of the product.

All the interest he had in the work is killed and he approaches the task of revision in a spirit of cynical don't-give-a-dammitiveness. From then on he is not trying to make copy that will sell goods, but something that will be O.K.'d and catch the closing date.

By the time he has taken out and put in everything that six people like, or don't like, he has a perfectly

innocuous emasculated piece of mongrel copy that is neither fish, flesh, nor good red herring. Only art work and mechanical perfection save it from the discard, and an O.K. is secured at the end of another conference which terminates when everybody is too much exhausted for further argument.

Next month the copywriter, having learned his lesson, takes out the pattern and moulds the kind of copy which will be O.K.'d, depending on art work for variety.

Thus we get posters for high priced space.

THE great advantage of newspaper and magazine space is that in it we can use as many words as are needed to tell our story. People buy periodicals to read. When they handle them the reading mood is dominant. Books, magazines, newspapers are perused quietly in times more or less leisurely. If the advertisement, by its caption, or its illustration, arrests attention it has a much better than fifty-fifty chance of thorough reading.

The painted roadway sign, which we pass at thirty miles an hour—or the scintillating Times Square electric bulletin that we glimpse while side-stepping the ubiquitous taxis, must talk short, sharp and fast. Five to fifteen words is the limit. A street car card may carry twenty words, or, on occasion, thirty.

A *Collier's Weekly* or *Pictorial Review* page can be given full 100 per cent attention value and carry a thousand words of text if they are needed to tell the story. The full poster-value can be secured with headline and illustration and the more or less solid type story is nearly as good a background as white or colored space. If it is not read nothing is lost, but if half of it is read half of the time, the selling value of the page is multiplied by almost any figures you wish to use.

What does it profit an advertiser to gain interested attention if he makes no use of it? Suppose a sales-

[CONTINUED ON PAGE 57]

THE INTERRUPTING IDEA

NUMBER TWELVE

NEW YORK

NOVEMBER 1924



JEAN JACQUES ROUSSEAU

"General and abstract ideas form the source of our greatest errors."

"Out Among Them"

PRIOR to 1700, Russia was an oriental fastness. Wild, remote, strange.

Then, Peter the Great. Overnight, the waist-long beards disappeared. Oriental robes were succeeded by European trousers and jackets. Primitive warfare gave way to artillery and naval units.

A war with Sweden. Russia won her outlet to the sea—and her crown as a Power.

§

JUST before this miracle, a group of exotic Russians appeared in Königsberg. With them, one Peter Mikhailov. A sailor-man, they explained,—but his looks belied his calling.

Mikhailov entered the famous gunnery school. He went to Saardam, where they built ships; to Leiden, where anatomy's secrets were being uncovered; to Amsterdam, center of the art of engraving.

Apter pupil, these schools never knew. Nor more earnest, nor more observing.

After a year and a half, back to Russia. Officials waited at the border. They bowed to the ground. Mikhailov was none other than Peter the Great,

gone "out among them" to learn the foreigner's how and why.

§

"Out among them!"

What a multitude of miracles that phrase explains.

Wonder-working apostles, like Paul; wonder-working soldiers, like Napoleon; wonder-working statesmen, like Franklin; all had a genius for feeling the pulse of things. All went and campaigned "out among them."

A man must understand, before he can master. And a man must go "out among them," before he can understand. This applies, whether "them" means a congregation, an army, a political constituency,—or a market.

Especially a market.

For, when a man knows a market by having met it, it takes on flesh and blood. "As it seems" becomes "as it is." His moves advance from confusion to clarity, his method, from argument to fact. His progress, from rule o' thumb to rule o' market.

§

MODERN business is growing more and more impatient of desk administration.

Sales executives are taking the Pullman trail. Advertising executives are "managing" local situations as well as national.

Federal long ago expanded field work into a method.

During the past summer, one Federal director covered the entire West and Far West—not on his business, but on clients' business. Another similarly covered the Eastern states. One Federal executive spent a month between Pittsburgh and Kansas City,—while another spent two months observing the traveling public from coast to coast.

Federal's intensive service is built on the principle that accounts should be directed by executives who know the market, and serviced by people who go "out among them."

§

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

P R E D O M

TABLE OF CONTENTS - - - 717

THE IRON AGE

NEW YORK, N. Y., SEPTEMBER 18, 1924

Single Copy, 75 Cents
Six Months a Year in U. S.

Published Weekly
Vol. 116, No. 12



We Commend To Your Attention

THE STEEL HEAD HARTNESS FLAT TURRET LATHE

THIS is a recently improved design of an old and standard machine. All transmission shafts run on ball bearings, all clutches are of the multiple disc friction type, all feed and transmission gears are of heat-treated alloy steel, and the spindle has a ball bearing thrust.

This machine is now made in these seven styles and sizes:

- 24 x 24 inch Flat Turret Lathe for Bar Work
- 3 x 36 inch Flat Turret Lathe for Bar Work
- 12 inch Flat Turret Lathe for Chuck Work
- 15 inch Flat Turret Lathe for Chuck Work
- 17 inch Flat Turret Lathe for Chuck Work
- 10 inch Double Spindle Flat Turret Lathe
- 10 inch Double Spindle Production Lathe

JONES & LAMSON MACHINE CO.
SPRINGFIELD, VERMONT, U. S. A.

SAN FRANCISCO: 631 - 39 Market Street

LONDON, ENGLAND: 812 Water Lane, Queen Victoria Street



THE WORLD'S GREATEST

FINANCE

Piercing the sky to a greater height, the imposing tower of the Woolworth Building shows its predominance over every building in the great metropolis.

With its 1472 regular advertisers, The Iron Age shows its predominance over every other business paper in the world.

An added factor in its supremacy is that 747 of these companies advertise in no other metal-working publication.

Profitable results received by the advertiser year after year are the reason.

Try the Iron Age when you wish to increase your sales in the greatest single division of the industrial market—the metal-producing and metal-consuming industries.

THE IRON AGE

The World's Greatest Industrial Paper

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



These other business papers, the leaders in their various fields, are also published by the
UNITED PUBLISHERS CORPORATION

Hardware Age
Hardware Buyers Catalog
Dry Goods Economist
Merchant-Economist
Boot and Shoe Recorder
Automotive Industries
Motor World
Motor Age
El Automovil Americano
The American Automobile
Distribution and Warehousing
Automobile Trade Journal
Automobile Trade Directory
Chilton Automobile Directory
Motor Transport
Commercial Car Journal
Chilton Tractor and Equipment
Journal
Chilton Tractor and Implement
Index



INDUSTRIAL PAPER

Why Agency Accounts Do Not Develop

AN agency, in accepting a new account, and a client, in turning it over, both usually act under the assumption that that account is going to grow. There are exceptions to this rule, to be sure, nevertheless the rule holds. The reasons why an advertiser selects an agency, or changes his agency, usually have basis in a faith in that agency's ability to turn the trick—to build up the business. Yet an examination of the success of agency accounts, big and little, over a reasonable period, undoubtedly reveals the fact that a great proportion of these accounts fail to "chart up" the anticipated sales activity, and many of them grow negligibly or not at all.

Why is it that so many accounts fail to develop in the hands of agencies, where, by all the laws of advertising experience, they ought to develop, if they are going to do so at all?

This question, by the way, is bigger in a business sense than it is in an advertising sense, because advertising is merely an adjunct to various classes of business in general. When advertising fails, business fails by just so much as it has been dependent on advertising for success. In any given case, the fact that an account has not progressed well means considerable less to the agency than it does to the account. The prosperity of the agency is involved, admittedly, in the prosperity of its clients, but the agency fortunately has it eggs in a number of baskets. The client is not so fortunately situated. Therefore the tragedy of the backward account comes home most poignantly to the backward account.

But it comes home to the agency domicile too, and it is with the question from the advertising man's angle that we are here concerned.

First let's get rid of a rather prevalent hallucination. Many

agencies possess accounts which they regard themselves as having developed, and which they have not developed at all. The stunted account is not necessarily a stationary one, but one which has unmistakably failed of its possibilities. Many an account increases in size from year to year, not by any con-

personal sales contact is indispensable, or because of some other insurmountable obstacle. These accounts will forever remain small. We may dismiss them as chronic cases.

Other accounts foreordain their own dwarfdom by effectually tying the hands of their agencies. They lay down a narrow policy and insist

that it be followed specifically. They want nothing more than that the job be done according to Hoyle, with no remarks on the side. They are suspicious of any card tricks, or any aces up the agency's sleeve. Usually they are hopelessly conservative, or else simply fail to grasp the functions of an agency. They are often cheating the agency, of course, not nearly so much as themselves. Sometimes, after generations of torturous manipulations, expostulations and genuflections (though more often by the success of competitive publicity) these recalcitrants are brought into camp. In any case, they

prove a disheartening agency task.

Notwithstanding these exceptions, most accounts which suffer from enfeeblement of the pituitary glands could, I think, if they were so minded, have a word with their agencies on this score. If we were to run down the causes for failure of likely agency accounts to develop, the chances are the deficiency could rarely be laid to lack of ability to develop them. Beyond a doubt our agencies, as a class, have this ability. It could more honestly and accurately be laid, I believe, to a lack of imagination on the part of agency men—a failure to grasp the possibilities of an account, and sometimes a failure to even speculate on them.

Agency executives in the aggregate are perhaps too prone to let a passably successful account be passably successful — they hesitate to disturb the even tenor of its way with innovations or experiments,

IN an earlier article (see the FORTNIGHTLY for September 24, 1924, page 21) the writer, a prominent agency executive who prefers to don the cloak of invisibility for reasons that are self-evident, discussed the subject of account turnover. In the present article he uses the scalpel in the deeper tissues and lays open the underlying causes for the stunted growth of many agency accounts.

❑ No problem is more vexing in the whole system of agency practice than the habit displayed by clients of changing their agencies on the flimsiest of pretexts, or for no reason whatsoever.

❑ Quoting from the earlier article: "One overpowering delusion on the part of the client seems to be that when a campaign plan is not fully successful, the agency cannot be successful; and that another plan postulates another agency." More value would undoubtedly accrue to advertisers if agencies were hampered with only one-tenth their present turnover.

scious and constructive effort of the agency, but because it is literally dragged along by increasing volume of the client's business. Such parasitical accounts are numerous and totally misleading as to agency achievement. They are not cultivated; they simply grow wild. Granted that they are not so badly off as they might be, they still increase the percentage of accounts that don't develop.

BUT how about the accounts that do not seem to grow at all? Who bears the responsibility for them?

Occasionally, the accounts themselves. There are quite frequent instances of products and commodities unresponsive to advertising methods. Some of these will continue to benefit by publicity, to a degree, and will never surpass that degree, because their market is not broad, their distribution channels are limited or peculiar, the product is complex,

CO L O R

With 4-Color Process Printing

EVERY section of The Capper Farm Press is now ready to serve the color advertiser. Our covers and inserts are produced by the most skilled 4-color process printers. No finer printing is procurable in any class of media.

The field covered by The Capper Farm Press offers wonderful opportunities in 1925. Use color! The results are even more gratifying than in the urban market.

The
CAPPER FARM PRESS

Topoka Kansas

Arthur Capper, Publisher

Marco Morrow, Asst. Publisher

Chicago

New York

Cleveland

Detroit

Kansas City

St. Louis

San Francisco

Capper's Farmer

Offers back covers, inside covers, and inserts in 4-color process. Some excellent positions for 1925 still available. Guaranteed circulation now 700,000; effective next July, 800,000. Eleanor Fakins, special color representative, Capper Publications, 120 West 42nd St., New York.

Kansas Farmer Missouri Ruralist

Offer inserts in 4-color process. Papers sold only in combination with guaranteed circulation of 270,000. W. M. Temple, special color representative, Capper Publications, 608 South Dearborn St., Chicago. Back covers available in black and one color.

Michigan Farmer Ohio Farmer Pennsylvania Farmer

Offer inserts in 4-color process, only in combination with the Ralsten list. Sold by the Fred H. Ralsten Co., Chicago and New York.

THE 8-pt PAGE

by
Odds Bodkins



I ATTENDED the recent Industrial Advertisers' Convention at the Edgewater Beach Hotel, Chicago, and in my notebook are many jottings made during those two days. One of the best is a statement made by E. St. Elmo Lewis to the effect that many manufacturers seem to think that they do not need to work to secure distribution, that "distribution is somehow mysteriously concealed in their high quality!"

I've met some of them, Mr. Lewis!

—8-pt—

Another line that I liked was an expression used by one speaker whose name I failed to jot down. He referred to "cold, hard, usable facts." We need a great many more of those in the advertising business!

—8-pt—

One of the best talks was by E. T. Gundlach. One of the things he said that impressed me most was that the main thing to remember in writing advertising copy was to put in a good reason for buying.

Oddly enough, much advertising copy doesn't contain a single good reason for buying. It is filled with arguments but not reasons; anxiety to sell but no urge to buy.

Another point that Mr. Gundlach made was that so often the reader of an advertisement is given no suggestion as to what to do next. "They can't decide," he said. "Tell them what and where to send, or what to ask, or what to do."

—8-pt—

While in Chicago I attended the luncheon given by the Chicago Advertising Council to the Inland Press Association and heard ex-Governor Lowden of Illinois speak on the farm problem. In talking with the "Governor" after the luncheon, he convinced me of the urgent necessity of the business interests of the country getting behind the farmers and helping them to organize so that they can grapple with the problem of distribution more effectively.

"Business men have learned how to improve distribution through organization," he said, "and they should help the farmer to do the same, for the

business man's prosperity depends on the fundamental prosperity of the country, and agriculture is probably the largest single factor in that prosperity."

I wish there were some way to make advertising and sales managers and agency executives and business men in general really grasp this farm problem. It is such a big, vague, unwieldy subject, and the farm is such a dim, distant thing that most of us take only an academic interest in it. Yet just as surely as fate our neglect to consider the farmer and his interests is going to come back on us as a nation and as individuals in ways that will not be pleasant. And sooner than we think.

In line with Mr. Gundlach's advice to suggest something to do, my suggestion is that every business man take steps to cultivate a farmer in his section—drive out to see him once or twice a month, the year 'round, and talk farm. And that he spend 20 minutes a week (and that isn't much) browsing through a good farm journal,

made by the American Jewelers' Protective Association, in an advertisement which I reproduce on this page.

The jewelers realize that they lose many large sales because of smuggling, and instead of sitting around grouching about it, they virtually recruit a volunteer detective force to work for them by means of advertising.

What next?

—8-pt—

Another thing I did in Chicago was to look up my old friend, Frank Connolly, manager of the Chicago office of Valentine & Co., the makers of Valspar.

Connolly told me that he observed that most of the letters going out of the Chicago office were short ones. "Why not use the blank part for an order blank?" he asked himself.

With Connolly, to think is to do, and within three days all brief letters going out of the Chicago office to retailers were written on letterheads the bottom third of which is an order blank for Valspar, Valspar Stains and Valspar Enamel, with colors and quantities so listed that the dealer has only to make check-marks and fill in his name and address and the date and tear along the perforated line. He showed me the batch of orders from the morning mail written on these letterhead order blanks, and I confess I was surprised. So simple, yet so effective. Taking advantage of the "breaks" in true salesman fashion, even in a letter!

—8-pt—

Whenever I hear of some new club or association being formed, with all it means in committees and meetings and demands on men's time and energy, I recall the thoughtful observation of Sir Auckland Geddes:

"The first duty of every man, woman and child is to order their lives so that they make the least possible demand at all times upon the energy of others."

INTERESTING FACTS ABOUT SMUGGLING

Under the Tariff Act of 1922 (Section 593), anyone who knowingly and willfully smuggles jewelry, precious stones, pearls, or any other dutiable merchandise into the United States,

"shall be deemed guilty of a misdemeanor and on conviction thereof shall be fined in any sum not exceeding \$5,000 or imprisoned for any term of time not exceeding two years, or both, at the discretion of the court."

The United States Government will pay 25% of any amount up to \$200,000, recovered in duties, fines or penalties, for information leading to the detection of smuggling or seizure of dutiable merchandise.

Information relating to jewelry smuggling may be sent, by cable, wireless or letter, to the

AMERICAN JEWELERS PROTECTIVE ASSOCIATION

Nos. 17-19 West 45th Street
New York City

(Cable or Wireless address: PROTECTIVE, New York)

or may be given to United States customs officers on the steamer or on the pier.

The name of anyone giving information to the American Jewelers Protective Association will not be divulged, even to the Government officials. The Association will collect the award and turn it over to the informant in full.

getting into the atmosphere of the farm and its problems.

—8-pt—

Advertising has been used by associations in many interesting ways and for many interesting purposes, but I recall no more novel use than that be-

Roll Call of the

SOUTHERN RURALIST

Editorial Family

*Leads in editorial
prestige*

FARMERS—the progressive, prosperous kind—like to take their advice from folks who can speak with authority. And that explains the reader-confidence enjoyed by Southern Ruralist.

The editorial staff of Southern Ruralist is the largest of any farm paper in the South. It has been intact for many years and contains, as reference to the list below will show, names that are greeted with respect wherever agricultural problems are discussed.

*These separate
departments*



Mr. Cully A. Cobb, President of the American Agricultural Editors' Association, is Editor-in-Chief of Southern Ruralist. With him are associated: Mr. T. H. McHattton, Editor, Horticultural Dept.; Mr. M. C. Gay, Editor, Dept. of Markets; Miss Lulu M. Cassidey, Editor, Home Dept.; Dr. C. A. Cary, Editor, Veterinary Dept.; Mr. Dan Scoates, Editor, Farm Mechanics Dept.; Mr. F. J. Marshall, Editor, Poultry Dept.; Mr. Dan T. Gray, Editor, Dairy and Live Stock Dept.; Miss Alma Simpson, Editor, Boys' and Girls' Clubs Dept. Colonel Frank J. Merriam, President of Southern Ruralist, is Editor of the Gardening Department.

It follows that readers who are accustomed to the leadership of individuals such as these accept the advertising in Southern Ruralist with the same spirit of confidence. More than 400,000 homes, ready and able to buy! Isn't this an opportunity for your message?

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.

What Is the Next Step in Chain Store Merchandising?

[CONTINUED FROM PAGE 14]

day night. These customers go to the store, buy their supplies of staples, pay their money and carry their purchases home. One rapidly developing chain in Southern California, serving a much more cosmopolitan population, carries 2000 items.

These figures show that in communities made up of people in moderately prosperous circumstances, who have developed some discrimination of taste, there is a demand for many hundreds of items not obtainable in "middle-of-the-road" stores. There is a hiatus of 1000 to 5500 items between the stock of the chain and the needs of many consumers. Inasmuch as the demand exists, somebody will supply it. Somebody always has supplied it in the past; and one reason why it is not everywhere fully supplied now is that some old line grocers were panic-stricken by the rapid growth of the chain stores and abandoned the field.

But the chains recently have grown so rapidly that they are now, so to speak, backing up on themselves. The next inevitable development will be competition with each other. In Philadelphia, this has already begun and it is not a gentle, lady-like or polite competition, either. It is war to extinction or absorption. In some other localities, we find much more intelligent competition, where managers meet in a friendly way, decide that a certain locality is sufficiently served or, if not adequately covered, which organization will supply the deficiency.

GENERALLY speaking, price-competition already has reached its limit. Figures cannot go lower without the entire disappearance of intrinsic value. Hence, there must now be emulation in distinctive character, finer quality and greater variety of goods offered. In other words, we are about to witness a swing "back to normal." The change entails some enhancement of expense. More than a year ago some chain managements felt the need for wider margins. Today, it is an efficient chain grocery organization that can get by with less than 14 per cent expense, 15 to 16 is not uncommon,

and the burden of the full service store is not more than 5 to 7 per cent heavier.

All this is, in considerable measure, history repeating itself. Following the Civil War there was an era of high prices with automatic sales and reckless buying. By 1872, consumers began to feel the pinch of hard times. This culminated in the panic of 1873 and opened the way for the man who offered groceries at low prices for cash. All over the country appears stores operated by "Cheap John." "John" was soon followed by "Cheap Charley" and "Cheap Henry." As the appeal was all on a price basis, quality rapidly disappeared. When 1878 rolled around, consumers everywhere were seeking a source of supply where they could get some value for their money. The merchant who supplied value, plus good service, came into his own again.

ONE great difference between those times and these was that those "cheap" grocers were not merchants. They were opportunists. They had no knowledge of nor interest in the science of merchandising. Consequently, changed conditions wiped them out. But the chain merchant of today is a scientist. Already he senses the altered trend of the times and he is making ready to adapt his business to fit new conditions.

Robert L. Hecht, a veteran tea importer of New York, tells a story illustrative of how this change is coming about. Some time ago he offered a chain merchant a special bargain in tea. The merchant astonished him by saying, "Mr. Hecht, I am making enough money on tea now. What I want to know is how much better tea can you give me for the price I am paying?" This is in line with the Woolworth methods.

The Woolworth organization has established certain prices per gross that it can pay for articles to retail at five cents or ten cents each. These prices have been scientifically arrived at by men who are past masters in the science of merchandising. Woolworth is typical of the best merchants of today in that he knows that it would not be good practice

for him to try to make more money per unit on his merchandise.

Such merchants seek always to put back into their commodities a greater proportion of their "takings," as the British say. This practice facilitates sales, promotes rapid stock turnover and leads to a geometrical progression in net earnings. It is all a present day practical application of Solomon's philosophy: "There is that scattereth and yet increaseth." There is nothing fortuitous, accidental or "lucky" about Woolworth's success.

WHEN, therefore, the manufacturer, anxious to secure a portion of the Woolworth business, offers his product at a lower price per gross, the buyer smilingly tells him that Woolworth is not after a lower cost. "Instead of seeking a lower price," says the buyer, "let us see in what respects we can improve your product without exceeding my limit of cost."

In contrast to the wise buyer of tea, we find another chain merchant, located in Greater New York, who declines to improve the quality of his tea on the ground that "people don't know anything about tea anyway." What this merchant does not know is that already it is a common saying among his customers that "you can't get good tea at Smith's—don't go there for tea." There is no question that some day that merchant will awaken to actual conditions or his business will suffer.

This is the tendency toward betterment which shows that relief for Mr. French and other consumers like him is in sight. The chain grocery stores are now standardizing their qualities on a higher level. The next step is to enlarge their assortment, even at the expense of a somewhat slower stock turn. Where the chains fail thus to meet the legitimate requirements of their customers other merchants will step in and fill the need.

That this is sound reasoning is indicated by the stability of the business of old line grocers who have kept up with the times. Charles & Company of New York, now over 75 years old, are not suffering from any decrease in busi-

MAGAZINE SECTION

The New York Times

SUNDAY EDITION

An advertising rate equivalent to one cent an agate line for each 6000 of high class circulation.



The Magazine Section of the Sunday edition of The New York Times has a circulation of 600,000 copies, in 8,000 cities, towns and communities of the United States. It offers to advertisers an exceptional medium at a low price—\$1.00 an agate line—and the opportunity to present products to the best advantage by rotogravure printing.

BEST-PAYING ADVERTISING MEDIUM

*George A. Strader Co.
English Broadcloth Sport Shirts
Troy, New York*

The New York Times Magazine Section is very prolific of results and pays us better than any medium we have ever used. The most satisfactory business produced has come from a large clientele of readers scattered in all four corners of the earth. We have established very satisfactory relations with this high-class clientele, leading in many cases to three and four repeat orders.

ORDERS FROM DISTANT POINTS

*S. Sternau & Co., 9 E. 37th St., New York
Makers of Sterno Canned Heat—Sterno Devices*

In response to our advertisements in the Magazine Section of the Sunday edition of The New York Times, orders for our stove came from points as far west as California and as far south as Florida. One interesting incident was the receipt of an order for 50 stoves from a dealer in the West Indies.

TWO THOUSAND ORDERS

*Picard, Bradner & Brown, Inc., 16 W. 46th St., N. Y.
Advertising Agents*

The Magazine Section of the Sunday edition of The New York Times surprised us with its pulling power on a mail order coupon for the new Marathon Blade for Gillette model razors. We inserted a 228-line advertisement in the August 24th issue and would have been reconciled to a return of a little over 50% of what that advertisement actually did pull. Its yield was 2,057 orders; about 100 men came to the Best Cutlery Company, bringing The Times advertisement with them.

INQUIRIES UNUSUALLY HIGH GRADE

*The Pelman Institute of America, Inc.
2575 Broadway, New York*

Through our advertising in the Magazine Section of the Sunday edition of The New York Times, we have regularly received a satisfactory number of inquiries. The character of the replies from The Times is of unusually high grade. Within the past year we have enrolled 452 students through The Times Magazine Section.

HIGH CALIBRE AS BUYERS

*Army & Navy Supply Co., 243 West 42nd St.,
New York*

The customers who respond to the advertisements we carry in The New York Times Magazine Section are of high calibre as buyers. They seem to be of the type who do not come to shop but to buy. They want articles of good quality and are quite willing to pay the prices, providing the value is there.

A Magnet that Attracts the Crowds!



Signs That Exert Tremendous Pulling Power on Continuous Streams of People!

A Few
NATIONAL
ADVERTISERS



FROM the Main streets of the smallest and most distant villages to the Main streets of the largest cities, these attractive window signs continually point the way to constantly increasing sales.

"Good-Ad" Window Signs of DECALCOMANIE

That "Goes on Forever"

are made of permanent and brilliant non-fading colors—becoming almost a part of the glass itself—perpetually pointing out WHAT to buy and WHERE to buy it.

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities

PALM, FECHTELER & CO.,

Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature "A" and FREE COLOR SKETCH, without obligation.

Sign here

NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.

**FREE
SKETCH
OFFER**



ness, but, on the contrary, are growing every day. S. S. Pierce of Boston is as stable as ever. Peebles is doing relatively as much business in enlarged Cincinnati as at any previous date in his long history. Kamper of Atlanta enjoys an increased business every year. The Model Grocery Company of Pasadena grows constantly. Tebbetts & Garland occupy 66 feet of Chicago's downtown Lakefront to retail fine foods.

EACH of these organizations is typical of the finest traditions of the grocery business. Each carries everything demanded by the most discriminating consumer but is also in position to supply the needs of those of moderate means who yet have discriminating tastes and want credit and delivery service. One of the most farsighted among chain grocers estimates that 40 per cent of all consumers always will want full service.

Montclair may have 35,000 people, as Mr. French says, but it is not, I believe, what could be called a self-contained community. It is really a bedroom or dormitory for commuters whose daily life is spent on or about Manhattan Island. Those commuters have always been in the habit of supplying their major requirements of all kinds in New York. Any grocer located in Montclair must take the leavings. Montclair consumers probably never thought of that phase of the question in the old days. Now that the well is dry, they miss the water. Nevertheless, it is likely that a new merchant—or several of them—unhindered by pre-prohibition traditions and habits, will grasp the opportunity that undoubtedly exists in Montclair.

That high-grade merchandise in great variety can be sold profitably in smaller, truly self-contained communities seems certain in view of conditions in such places as Salem, Taunton and New Bedford, Mass., to say nothing of a factory center like Fall River. In any of those towns the intelligent observer is astonished to find the immense, well-stocked stores of Cobb, Bates & Yerxa doing a flourishing business. Outside of the wonderful assortment of bakery goods to be found in some Glasgow establishments, I do not know where I have seen stocks to equal the assortment in any of the Cobb, Bates & Yerxa stores—and the bakery end is only one of their many departments.

In 1880 I went to Glasgow. A passenger on the ship was Thomas

Lipton. Even then, 43 years ago, he had hundreds of provision stores scattered over the city. Going back this year I found chain units, "multiple shops," as they call them over there, literally everywhere. But I also found high-grade old-line grocers not merely holding their own but growing in influence and wealth.

In Princes Street, Edinburgh, I found R. & T. Gibson occupying two or three store fronts in the highest rent district, carrying the finest goods to be found anywhere in literally endless variety, and boasting a continuous existence of more than one hundred years. In London, in the heart of Piccadilly, is Fortnum & Mason, carrying not less than 7000 items of groceries—to say nothing of wines. In Glasgow is the headquarters of "Cooper's," old time grocers of the highest grade, whom I knew more than forty years ago, whose forty large units are scattered over London, Liverpool, Glasgow, Carlisle and other cities.

IN the little, ancient, Chaucer-pilgrim town of Canterbury, for example, I found a unit of the Maypole Dairy Company. That is an organization of 1200 stores whose profits last year were around \$3,500,000. It is an interesting organization, too, in that it deals in five commodities: butter, margarin, eggs, tea and milk. There were other chain units in Canterbury. All of them were busy. But within three doors of the Maypole Company's shop was an old line, fully stocked, fine grocery store. It carried a complete assortment of Huntley & Palmer's biscuits, California canned fruits, fine condiments, chutneys, teas, coffees, chocolates, jams and jellies—an infinite variety of "everything" for "everybody." It gave credit and delivery service.

There is flux and reflux in business as in all human affairs. There is the flow and the ebb of the tide of commerce. I am certain from what I know of this entire continent and what I have observed of Europe and the United Kingdom that the manufacturer of character merchandise will continue to find an ample outlet for his goods through the medium of merchants who know their business. The elimination of weak sisters among retailers will be a blessing and not a calamity, and the 40 per cent among consumers who require and are glad to pay the price for fine foods and worthy merchandise will supply sufficient field for his endeavors.

Christmas Shopping Number

Artgravure Section
SUNDAY, DECEMBER 7th

NOT only the biggest buying guide in the Cincinnati market, but a pulse stimulator that gets action.

CLOSING DATE NOVEMBER 20th
WIRE RESERVATIONS

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

Jollying the Salesman Out of His Sales

[CONTINUED FROM PAGE 15]

and sincerity. Jordan was not trying to pull any wool over our eyes. He was honest with us in every word he wrote. He believed every statement. Obviously, though, he was on the ground without understanding the facts.

We sent another man down to check up. He was to work with Jordan and write us the true conditions. The second man did not know the full details of the last four years. He went right to Jordan and began to help him study the market.

THIS second man's report came in a few days ago. Jordan had convinced him last week, just as he had convinced me four years ago, that he was the right man on the job and that, given a little time and a little support, everything would break favorably.

Today I am writing this second man: "Poor old Henry. He has told you the same thing he has been telling me. He's one of those chaps who can see ten thousand orders a long way off but can't see one order close enough to bring it in. He is honest and sincere, but he has been and is right now kidding himself."

Jordan will go on forever assuring himself that the end of the rainbow is just beyond the next hill and that if he just keeps on going, sooner or later, things will come out all right. And while he is telling himself that and keeping himself encouraged and happy, living on promises and hopes, he is letting the buyers make a perfect fool of him.

Jordan is the ideal representative of a large group of men who call themselves salesmen and who draw pay as salesmen. But he doesn't sell the buyer. On the contrary, the buyer sells him something. He sells him the idea of getting the order some time in the future.

Jordan brings to mind an interesting old wholesale grocery buyer out West. Unlike most buyers, this one does not have the reputation for being "hard-boiled." On the contrary, he is the "personal friend" of every salesman I have met. "Yes, sir! Slavin's a personal friend of mine. He's always glad to see me. Everything being anywhere near equal, he'd rather give me the business than anybody else. Told me so himself." That thought, with slight changes in the wording, has come to me from many a salesman. And yet "everything" isn't ever "equal" it seems. Year after year, the boys are his friends.

One day I dropped in to see this charming individual. I wanted to see him at work. I told him I had all day

to visit with him and that he could see the regular salesmen as they came along. "It doesn't take long for the regular week to week men," I explained, "and it will make me feel free to stick around."

Here was his sweet and smiling monologue. It was a monologue because the man who came to sell, listened entranced and then was maneuvered out.

"Well, Bill, you old duffer. Certainly glad to see you. How's the family? Wife all well? That's fine. My oldest boy sprained his ankle down at the U. last week playing football, but I guess he's better by now. They tell me business with you is surely fine. Well, you're a good, hard-working salesman, Bill, and your house appreciates you. I'm telling you that on the Q. T. but it's a fact. You're in line for a bigger thing one of these days and you deserve it. Oh, by the way, Bill, meet my friend here—all the way from New York to spend the day with me. Well, Bill, I'd like to visit with you a while but I guess you've got a busy day ahead of you. Isn't a thing I need today. But I'm going to give you a nice boost in the next bulletin. I'll be glad to see you next time you're around. Well, be good, Bill!"

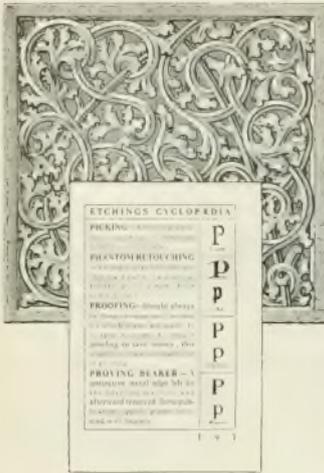
And Bill was out of the door, smiling and beaming.

Three more just such monologues in rapid succession, varied in one case by the addition of the line "Send me fifty cases of Blank X Syrup," and I said to him, "Say, what do you do when a chap comes along who won't fall for that sort of talk—a man who wants an order right now—not one of these chaps who lives on promises?"

SLAVIN laughed and unbent. "Chances are I try to hire him unless he is too high priced for a jobbing man. But you'd be surprised how few of that sort there really are. Most of them enjoy being jollied along a little and passed on. When a real salesman comes along, I generally listen.

"There are salesmen and salesmen. Some of them are business men who remember that they are here at the expense of their firm to sell goods and they make it their business to do the job they are paid to do. Most of them look upon themselves as ambassadors and representatives and nine-tenths of them look upon a promise to buy in the future as just the next thing to an immediate order.

"You see," he went on, "the wholesalers of this country have unconsciously been working in cooperation over a period of many years edu-



Hold It Up to the Light!

HOW many times do we hear this request when a group of people is trying to determine the quality of an article? The light shows us many things that would otherwise remain hidden.

Do you realize every phase of your advertising matter is held up to the strongest kind of light—the light of public opinion—to meet the test of thousands of scrutinous eyes?

The illustration heralds the message and wins for you the attention of the reader. Much depends upon the engraver and the quality of his work. Many a good illustration is spoiled in reproduction. Look for an engraver whose results will stand noon-hour daylight.

Gatchel & Manning, Inc.

C. A. STINSON, President

PHOTO-ENGRAVERS

Philadelphia

Textile World

takes over

TEXTILES

TEXTILES is to be merged with *Textile World* beginning with an early issue in November.

This is the second well known technical periodical to be consolidated with *Textile World* within a year. *Posselt's Textile Journal* was the other.

* * * *

The principal news in this advertisement is thrown up into those paragraphs.

But there are further facts to be marshalled and carefully weighed.

To take care of the increased subscribers thus gained—whose interests are primarily in production and technical processes—the technical editorial staff has been increased. More space than ever will be devoted to management, operation, processes, costs, etc.

The Questions and Answers Service—a highly valuable feature of both journals—will be continued and strengthened. Both developments are straight in line with *Textile World's* natural growth.

There has been a constant pull on the time of mill men by more publications than they were able attentively to read despite their value.

There has been the pull of two papers on the manufacturer's advertising appropriation, with the result that in many cases he was not adequately represented in either.

In the consolidated publication it is possible to obtain—in minimum time—the trade news, market trend and developments relating to machinery, processes and management.

In the consolidated publication the advertiser is at once able more efficiently to appeal to the larger audience with unduplicated effort—the principle of concentration applies here also.

In this union there is strength *and* economy.

* * * *

Textile World has never had a counterpart in the industry.

It leads, and has always led, in individual net paid circulation. It leads, and has always led, in advertising space and in the number of manufacturers using its columns—over 850.

The men who buy and those who sell meet on common ground in a paper dedicated to broad, independent, four-square service to the world's second industry.

This consolidation is merely another forward step.

Textile World

Audit Bureau of
Circulations



Associated Business
Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE NEW YORK CITY

Today

As this piece of advertising copy is being written, there comes to our office, a letter from the managing director of one of the great Canadian textile manufacturing corporations.

Today—the day that this is being written—is Tuesday. The letter from the great Canadian manufacturer says that he will be in Boston, at the Copley Plaza, Wednesday and Thursday of this week and will we introduce to him at that hotel, several men who would be interested in the position of general manager of his company. The pay is \$10,000 to \$12,000 a year to start. We hope to be able to serve this Canadian textile manufacturing corporation.

Today, the overseer of weaving in the fanciest woolen and worsted men's wear mill in the United States has been in to see if we can land him as assistant superintendent in some good woolen and worsted mill. He feels that he is equipped for advancement.

Today, a great soap manufacturer has written us that he will be in our office next Monday morning and wants us to have several salesmen lined up from whom he can pick a man for the New England territory.

Today, the best chief engineer in the textile industry came in to talk with us about a position that has been offered him—chief engineer and master mechanic for a group of eight prominent New England textile mills.

All of this before noon on Tuesday.

There is no other organization in the textile industry that has the confidence of the industry like the **American Wool and Cotton Reporter**, none is called upon for so much service. No other organization is equipped like the **American Wool and Cotton Reporter** to give immediate and satisfactory results to advertisers.

We not only want to carry the advertising that the **American Wool and Cotton Reporter** deserves and the industry warrants, but we also want to give a personal service to every advertiser.

Standard 7x10 Page

Established 1887

Charter Member A. B. C.

LARGEST CIRCULATION OF ANY TEXTILE PUBLICATION

American Wool and Cotton Reporter

BENNETT SERVICE

Boston
530 Atlantic Avenue

Greenville, S. C.
229 E. Stone Avenue



The Photocraft Company

Commercial
Photographers

CARD BLDG.
Cleveland, O.

PHOTOGRAPHIC
ILLUSTRATIONS

Photograph prepared for the
Hudson House Co., Cleve-
land, and reproduced here
through their courtesy

cating the great mass of salesmen to the theory that the jobber is no seller—that he is purely a filler of orders. He has succeeded in convincing most men who call on him that it would be distinctly against their firms' interests to load the jobber up.

"Of course, that has its good side and its bad side because most jobbers have come to believe this while they have been busy convincing the salesmen. As a consequence, there are not many jobbers in this country today who really sell goods. They have come to disregard merchandise and merchandising methods. They have overlooked the importance of teaching their trade how to do business. They have turned themselves purely into handers out of commodities with the price tag as the alpha and omega of the transaction.

"There are exceptions and they are making progress because they have definite ideas and salesmen who can sell those ideas plus merchandise.

"And there are manufacturers who are in the latter class, too, and who have salesmen who are on the job to sell—not merely to be told how nice they are. When such men come along, we buyers listen. They have something to say and they say it. As a matter of fact, most of us buyers take the easier way. When the salesman is strong enough to convince us that we ought to buy, we buy. But most salesmen are not strong enough to do that. Mostly, we sell the salesman instead of the salesman selling us."

And there I came back to Jordan again. Year after year, he was moving along in a happy, optimistic dream. That is all well and good so far as Jordan is concerned. But how about the house on the pay roll of which he happens to be and which is keeping him sleek and plump and well fed while he is letting himself be patted on the back and told how good he is? The Jordans must either stop "kidding" themselves or sooner or later they come to a rude awakening.

One is reminded of the old lama in "Kim," who wandered through life looking for the river which would wash away his troubles. The Jordan type of salesman are the lamas of present day sales departments. The only real difference is that the lama supported himself by holding out his begging cup and depended on what he knew to be charity, while the Jordan type of individual is fooling himself and the man who pays his salary.

United Advertising Agency

New York, will direct all of the advertising for B. T. Babbitt, Inc., commencing January 1 next. Country-wide advertising is contemplated featuring "Babbitt's Cleanser" and "Babbitt's Lye."

F. J. Ross Company

New York agency will act as advertising counsel for the Rawlplug Company, Inc., and Brief English Systems, Inc., both of New York.

Cyrus H. K. Curtis

in a full page of *The New York Times* of October 14, 1924, said

Advertising Can Cost a Lot of Money

*Intelligently done it can make your fortune.
Unintelligently done it may break you.*

A large circulation may be too expensive. A small circulation may be profitable. When you can get both quantity and quality, you have a certainty of profitable investment, provided the thing advertised is worth advertising and the copy is intelligent.

The character of the newspaper has as much—perhaps more—to do with the success of your advertising as the *quantity* of circulation. Users of space are not always discriminating. Too many, in making up a list of out-of-town newspapers, take the line of least resistance, copying from a newspaper directory the news-

paper having the largest circulation figures, and without knowledge of the real value of the medium as a selling force.

In Philadelphia the Public Ledger has a circulation of 300,000 copies daily—that's quantity. As to quality, it has always been known as the Philadelphia bible since 1836. It sticks in the same families generation after generation, and no competitor has ever been able to dislodge it, no matter what he does or offers. Solely on its merits as a superior *newspaper*, it holds its place with no premium, cut rate or other inducement.

Cyrus H. K. Curtis
PUBLISHER

PUBLIC  **LEDGER**

Morning — Evening — Sunday

We agree with Mr. Curtis

Character has a lot more to do with the success of advertising than quantity of circulation. The Quality Group has been spreading this doctrine for a long, long time and we are pleased to see Mr. Curtis so heartily indorse quality circulation.

As Mr. Curtis says

too many, in making up a list, do take the line of least resistance without the knowledge of the real value of the medium as a selling force. We are glad that Mr. Curtis fully indorses the value of quality circulation.

The Quality Group

ATLANTIC MONTHLY
HARPER'S MAGAZINE

REVIEW OF REVIEWS

SCRIBNER'S MAGAZINE
WORLD'S WORK

The Quality Group
COVERS
The Quality Market



A Growing Market

In every state large, modern, consolidated schools are rapidly replacing the one and two-room schools in small towns and rural communities.

In these new, completely equipped schools, as well as in many of the smaller schools, cooking, sewing and manual training are becoming a regular part of the curriculum.

There's a wealth of information of value and interest to advertisers in our new book "A Survey of the Educational Market." Write for it—TODAY.



Here is a vast market for equipment and supplies needed to teach these subjects. And what a splendid opportunity for introducing food products, sewing and cooking material, manual training equipment, etc., to millions of children—the buyers of tomorrow.

It is among the teachers in these town and rural schools that **NORMAL INSTRUCTOR-PRIMARY PLANS** has more than 80% of its 160,000 circulation. Helpful articles on cooking, school lunch, sewing, manual training and nearly all other elementary school subjects make **NORMAL INSTRUCTOR-PRIMARY PLANS** an essential factor in the school work of more than one quarter of the teachers of this country.

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

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

NEW YORK: 110 West 34th Street
George V. Runyan,
Eastern Representative

NORMAL INSTRUCTOR

Member **A. B. C.** and **PRIMARY PLANS** Member **A. B. C.**

FOR TEACHERS of ALL THE GRADES and of RURAL SCHOOLS

When Price Is the Chief Factor

[CONTINUED FROM PAGE 16]

piece. We have taken this order to keep this business running steadily, and to keep all of you men and your helpers employed on full time.

"Now, men, neither the superintendent out in the plant, nor we executives here in the front office, can make these orders for sixty-eight cents a piece. We've figured on the Glenfield business many times before, but we never get below seventy-four cents. But we were figuring on *imaginary* business. We are in a different situation this morning. We have this order"—and the president held up the actual purchase order—"for enough of this special part to keep two units of our plant going steadily for four months. Now we've got to find a way to make them without losing money. You men, who I always think of as the 'keymen' of this organization, are the only ones who can do the trick. You purchase the raw materials; you control the operation of the machines; you direct the workers; you finish the product, pack it and ship it. When all is said, *you really make the price*. What price can you make in this case?"

The president paused expectantly.

THE head of the X Department, an old fellow who had been with the company for eighteen years, spoke up: "How much will we have to make 'em for to get by, Chief?" he asked.

"Sixty-four cents for material and labor and four cents for overhead, Jim," replied the president.

"No objection to makin' a little profit, too, is there, Chief?" This with a touch of the almost patronizing attitude of the skilled mechanic is so often wont to exhibit in the presence of mere executives and officials.

"No, Jim; none at all," said the president with a broad grin.

"Say two cents a coil," chimed in the head of the B Department, who had caught the X Department foreman's attitude—an attitude is everything in a situation like this.

"Sounds all right, fellows," interrupted the purchasing agent, who felt that with all this big talk, most likely the brunt of the trimming would fall on him. "But who is going to do all this cutting and make this profit?"

"We all are," spoke up the burly head of the Heat-Treating Department, a man not much given to speech, and particularly not given to rash statements. "I believe I can dope out a way to change over my equipment and handle eighty units at a wallop instead of sixty," he added thoughtfully. "And if I can, that will cut close to a third off of the handling cost in my department."

"Well," broke in the foreman of B Department, "if we know for sure that we're going to have a four-months'

ART for ADVERTISING

QUALITY Work, . . . a wide range of advertising thought done into Art at our new studios located westerly on Forty-Sixth Street at house *Number Two*, answering pleasantly on the telephone to

↳ BRYANT 6505 +

J. ALBERT CAVANAGH

steady pull on this X-B number, why we could put automatic controls on one set of machines and get about 15 per cent more production out of them."

After fifteen minutes more of this sort of thing the president saw that the meeting was developing into a bragging match. "Well, men," he said, "we'll probably run up against some snags when we come to work out some of these ideas, but let's see just what we can do on this proposition. You all surely have the right spirit, and that's more than half the battle. Now I wish you'd all go back to your departments and get down to cases and figure exactly what you can each contribute in saving time or labor or material costs. We'll meet again next Wednesday morning and compare notes."

On the following Wednesday morning the president was amazed to find that though some of the proposed schemes had turned out to be impracticable, nearly every department head had discovered a way to make some saving on the Glenfield order, and when it finally went into production the figures showed a profit of well over a cent per unit.

All this happened two years ago, and the company has held the Glenfield business ever since and now makes, annually, more than three times the original quantity.

The president told me recently that he should never again try to effect economies on the basis of "imagination." "If it is some business that we're terribly anxious to get and we're dead sure nothing but price will get it, why we take the order first and work out the economies afterward. I've been astonished to find what an effective auxiliary sales force a factory production organization can be when you harness them up to this price problem," he said. "They can do 'selling' that no sales department could possibly do."

Charles H. Carson

Will have charge of the newly inaugurated promotion and service department of the Roanoke Times and World-News. Mr. Carson for the past year has been engaged in newspaper work in Tennessee, after having spent a number of years with the Roanoke papers mentioned.

Richard A. Foley Agency

Philadelphia, has been appointed advertising director for the John H. Wilkins Company, Washington, D. C., coffee-roasters.

Groesbeck, Hearn & Hindle, Inc.

New York, have been appointed by the Prudential Insurance Company of America to place a portion of its general magazine advertising for the 1925 campaign.

O'Connell-Ingalls Advertising Agency

Boston, has been appointed advertising counsel to the Cambridge Rubber Company, Cambridge, Mass.

Production doesn't end in our Foundry

A LETTER came to us from the "Birmingham Ledger." Here's the gist of it:

"This morning we opened up one of the most carefully bound mail packages that ever came into this office. It contained two splendidly preserved Mats for the advertising of ——— Tires. This letter is to congratulate you upon the idea (meaning our careful packing methods) and the service that you render to the ——— Rubber Company as well as the Ledger."

Not unusual—only typical of Gagnier Service. We'll gladly refer you to national advertisers and newspapermen who'll tell you more about Gagnier. Remember, we've got to produce results, ours is the largest Stereotype Foundry in the world and we must back up our reputation.

Try us! We'll carefully produce, pack and mail your Plates and Mats direct to any number of newspapers, just as we are doing for many other advertisers. Or, we will ship them all direct to you. Let us know your requirements.

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 STEREO TYPE FOUNDRY

The Gagnier Corporation

NEW YORK
51 E. 42nd St.

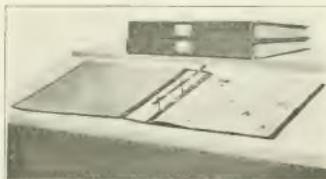
DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard

Hoppering File—The Ideal Newspaper File!



Has these advantages:

Easy to use. Takes only a few seconds to insert newspapers. No lacing. No holes to punch. No measuring. No chance for it to go wrong.

Will hold papers to a thickness of three inches or more and permit ALL of any page to be easily read.

No sharp corners or exposed metal to scratch furniture or clothes.

And the covers lay flat when opened!

\$4 each. Less in quantities of six or more. Ask us to send one on approval. Binders for all publications our specialty.

Used by Newspapers
Agencies and Advertisers

Hoppering File Co., 118 St. Claire Ave., N. E. Cleveland, O.



A Spread for COLGATE

Colgate reaches the entire dental profession monthly in Oral Hygiene. This month a 2-page spread is running.

Oral Hygiene

Pittsburgh, Pa.

CHICAGO: Peoples Gas Building, Harrison 8118
NEW YORK: Flatiron Building, Ashland 1467
ST. LOUIS: Syndicate Trust Building, Olive 33
LOS ANGELES: Chapman Building, 826041

The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Colloquialisms Brighten Advertising Copy

[CONTINUED FROM PAGE 23]

whatever. The first sentence is another generality—equally banal.

The second sentence brushes in, dimly, the outlines of a picture. It contrasts the "close and sultry atmosphere of the city" with "the pure, invigorating air of the country." Yet, even this does not greatly alarm John and Jane Publick, or charm them. They cannot see "atmosphere" or "air."

The third sentence swings into the concrete. "The shriek of factory whistles, the clang and bang of trolleys" are now contrasted with "green fields and babbling brooks." This brings the right pictures flashing into the Publicks' minds. They want to rush away from those shrieks, clangs and bangs (which, by the way, are good imitative words). They long for the green fields and babbling brooks.

This third sentence, with its concreteness, saves those opening generalities. But, perhaps it doesn't, at that. Perhaps it comes too late. Few are the readers whose interest will survive three generalities.

The place for that concrete sentence is at the beginning. If the generalities followed, they would gain meaning. The Publicks will usually travel quite docilely from the specific instance to the generality—but hardly ever the other way.

Another automobile advertisement supplies an apt illustration of this:

Green flame on every tree and shrub. Sap mounting. Robins calling. And far horizons beckoning you, as spring romps north again across the hills.

Out to meet this April magic, the "X" motor car sweeps you.

This paints the picture first, then sums it up in "April magic," and thus gets the Publicks into the generalities about the car. Their imaginations now follow the copywriter at top speed. Concreteness first!

Says a kitchen cabinet advertisement: "The average woman has no idea of the amount of unnecessary work caused by the arrangement of her kitchen." This may get from Jane Publick an "I suppose so." It is a generality.

Says another kitchen cabinet ad: "How often do you walk all the way across your kitchen to get a spoon or a colander?" This arouses an "I wonder." It is concrete.

Continues the first ad: "This 'X' is a servant, a systematizer. It makes kitchen work methodical. Saves time and labor." This makes Jane wonder whether the copy is talking to her.

Continues the second ad: "The 'Y' is a pantry that comes to you, instead of you going to it. It is an office for keeping recipes and filing accounts. It is a work-table, etc." This brings forth from Jane: "Why, yes. Those are the things I've always wanted." More concreteness.

Always off in the clouds is the generality, talking about things in the somewhere-else. On the solid earth—the Publicks' earth—is the concrete, talking about things in the here and now.

So many ways can the generality be taken, that John and Jane Publick usually do not take it at all. "This is what is meant," specifies the concrete, and immediately they see.

Says the generality, "The coupe is roomy." What is "roomy"? How many people does "roomy" accommodate? The size of the coupe is quite as vague as before "roomy" came into the description.

Says the concrete: "This is a coupe for four adults. It has generous proportions for people who like generous comfort for arms and legs." That picturizes the coupe.

The generality strings together adjectives and nouns in virtual catalog compilations; and each added word adds a fresh complication for the reader. Typical, is this refrigerator copy: "Meats and perishable foods of all kinds are kept pure, wholesome and temptingly fresh in X—coolers, refrigerators and display-case refrigerators." Out of that, Jane Publick could get no inspiration.

The concrete is content to detail one virtue at a time. It asks: "What is it worth to keep baby's milk sweet? By making the refrigerator measure up to that all-important job, you make it measure up to all other jobs."

Every generality has its concrete counterpart. The concrete can be used alone, or with the generality. But never should the generality be used alone. For, no generality can stand on its own two feet; and no copywriter will try to make it do so—unless he is lazy or incompetent.

A. M. Morris

Has been appointed Western advertising manager of the Periodical Digest Co., publishers of *The Industrial Digest*.

Carlisle Company

New York, has been appointed to handle a campaign for Cecile Costumes, Inc.

Some of the Fundamentals of Financial Advertising

By J. A. Price

Publicity Manager, The Peoples Savings and Trust Company, Pittsburgh, Pa.

THE reason much advertising copy does not produce results is because it is superior to the service it is trying to sell. The advance notices are better than the show. Many bankers spend thousands for advertising and won't expend ten cents' worth of personal enthusiasm to make it go on the inside. They will buy a \$500 newspaper page for a one-time shot and let a good teller, at a vital point of contact, be disgruntled for a year when a \$300 annual raise would make that teller intrinsically worth twenty newspaper pages for the spreading of goodwill. They will buy expensive horsepower in the boiler room of advertising and renege the expense of cup grease, to keep the machine running smoothly.

Some of them fail to apprehend that advertising is merely the representation of the merchandise of their own making, and that superlative copy cannot permanently force the sale of poor goods—that advertising does not create service but interprets it.

Internal organization belief and enthusiasm is the hotbed of successful copy and plans, and any advertising man who thinks that his genius with words, his cleverness with plans, or his soundness in concept, can counteract the lethargy of internal indifference is wasting his time.

Many financial advertising men, and good ones too, are so inoculated with the enthusiasm of their work that they fail to insist strongly enough upon internal cooperation for the successful consummation of their efforts.

Successful financial copy cannot be produced by immature minds. I believe that the advertising man must himself have lived through a wide gamut of human experience before he can present with dramatic emphasis the shades and high lights of his story.

Successful advertising copy is the kind which automatically brings to the reader the thought—"That fellow's been there." I submit that this quality, which can be born only through living experience, is more potent for influence than all the theoretical mechanics of copywriting combined.

SUCCESSFUL financial copy must fulfill all four of the requirements of good copy—and that is why it is hard to produce. It must arouse interest, create desire, influence direction of that desire, and promote action. In the merchandising of most products, interest and desire are latent or inherent in the prospect. The job of the advertising is then reduced 50 per cent because it has only to perform the two functions of directing the desire and creating action.

But savings copy must start at scratch. The average American cannot be condemned for failing to see a hard tomorrow from such easy yesterdays and today's. This is exactly why it is so difficult for savings copy to arouse personal interest. It is read and disbelieved from the perch of plenty. Specific proof from the law of averages is interpreted in terms of the other fellow. The fact that time reduces or kills earning power, is believed—if at all—in the abstract, not in personal application.

The typical "all or none" slant of the American mind makes it difficult to visualize the connection between the five dollars which can be saved today and the ten thousand dollars which the house is going to cost eight years from now.

All these reasons, which suggest many others, make it hard to establish even the first step in the sale, *viz.*: the creation of desire.

Another thing which tends to throttle desire for thrift is the scanty margin existing between average incomes and legitimate current expenses. There can be no question that there is a "What's the

use?" attitude growing from this very reason and it finds expression not only in lack of courage to save persistently, but also in our political chaos.

These thoughts but suggest the highlights of the difficulties in the creation of desire to save. How can these difficulties be overcome? To me there seems to be only one rack upon which to build the thrift campaign, and that is to sell the prospect in terms of his desires. Save to spend, in other words. I think we should capitalize them—even to the point of encouraging thrift for an extra titbit of extravagance later on.

The success of the Christmas club suggests the soundness of this idea. The permanent and worthwhile accounts arising from Christmas clubs prove that once the germ of regularity is in the blood it has a tendency to counteract the desire of unrestrained spending.

ANOTHER angle on saving copy which I think we do not stress enough is that a savings program is the business of a lifetime. I am fully convinced that savings accounts stop growing in the majority of cases because of the painfully slow process involved in building them up. The average saver of ordinary means compares his slow growing and meager accumulations with the substantial cost of his objective and becomes dismayed at never reaching his goal. This attitude should be, in my judgment, met by well directed and persistent efforts on the part of the bank to sell the long-pull idea to their saving customers by inspirational appeal.

There can be much said about the factors entering into the preparation of successful inspirational literature. The words of my friend, Harvey Blodgett, whom in my opinion history will regard as the Moses of financial advertising, has this to say about the preparation of inspirational literature: "A bank should put into circulation literature which

From an address made before the Direct Mail Advertisers' Association Convention, Pittsburgh.

95%

of the advertising carried in RADIO MERCHANDISING is placed by advertising agencies. There is a reason for this agency recognition. We have a brochure that tells why. Write for a copy.

RADIO
Merchandising
THE MAGAZINE OF THE RADIO TRADE
342 Madison Avenue
New York City

Tactics of Bell Ringers

[CONTINUED FROM PAGE 24]

direct-to-consumer firms to come to the assistance of their retail outlets through the medium of resale crews. In essence most of these resale crews operate alike. The basic plan is found to be the same, though here and there a variant is encountered in the working of some minor detail.

For example, a well known company, which makes a vacuum sweeper, sells through jobbers, dealers and department stores. This company puts its own resale men into the department store, and these operate on a commission basis. Not only does the resale crew work on the store floor, but it goes out into the territory on a house-to-house canvass as representatives of the store. Names of prospects are obtained direct from shoppers through a clever woman demonstrator who gets the leads. She works on a straight salary basis and is paid by the manufacturer. All sales made by the resale crew are turned over to the store.

DEMONSTRATION is the bedrock of the house-to-house selling idea. It is astounding to learn of the extent to which some manufacturers go in an effort to get their product into the home so that they may operate it there under actual everyday working conditions. This applies not only to small portable devices that are carried by the door-to-door canvassers, but to weighty machinery as well. One manufacturer of a washing machine works the suburban territory in this manner: A girl from the district headquarters goes through the telephone book, and calls up number after number. She has a pleasant, cultivated voice and invariably is permitted to tell her brief story. The aim is to get a definite time set for a demonstration in the prospect's home. Once an appointment is arranged, two men back up to the prospect's door in a motor truck at the appointed time, dismount the washer, set it up in the home, and in many instances leave the washer and take back a contract.

In the radio field the house-to-house selling idea is finding increasing favor. One contracting company in the Middle West trains its salesmen for a definite period and then—of all the apparently unlikely places for radio sales—turns them into the business districts on an office-to-office canvass. At the offices appointments are made for demonstrations in the homes at night. The sales results have exceeded the company's most optimistic expectations. The demonstrator arranges his outfit, gets half a dozen stations, shows the family how easy it is to operate a radio set, makes his sales talk and presents a contract for signing. It is this company's policy never to leave the radio set on the chance of closing the sale later. If the prospect is undecided, the radio set is removed—and usually the

suggestion to sign comes in the middle of an interesting program which the demonstrator has cut off to afford him an opportunity to close the deal. Psychologically, the idea seems admirable. The desire-to-own has been awakened in the entire family group. The rest is a matter of careful rather than clever selling on the part of the demonstrator.

In the sale of electrical appliances, particularly, the practice of many manufacturers is to tie up with central stations and electric light and power companies, and to have their house-to-house crews gain access to the homes of prospects by announcing themselves as representatives of the electric company rather than as salesmen for the manufacturer. This is in effect a variant of the resale crew plan referred to earlier. The central station, of course, is interested in building up its load, and cooperates in every possible way by furnishing names from its own mailing and billing lists, and even going so far as to make collections monthly.

The impression must not be permitted to prevail that house-to-house selling offers a panacea for all distribution ills wherever these chance to exist. To build up a door-to-door crew takes time. In fact, it is a never-ending task beside which the labors of Hercules would seem like a week-end vacation. The best organized direct-to-consumer firm in the business, with a force of 5000 salesmen, has an annual turnover of its sales force of more than 150 per cent! This company practically hand-picks its men. Conceive the personnel problem as it exists for those firms that are not so painstaking.

THE hardest part of any sales manager's job is to keep his field men happy and contented and up on their toes. In house-to-house selling the organization problem is accentuated, for many reasons. It requires a peculiar psychology for one to stick to the work. Most salesmen who enter the field do not look upon it as a permanent occupation. It is difficult to keep many of the canvassers on the job more than a day. One company selling electric vacuum sweepers through door-to-door canvassers pays a man \$15,000 a year just to hire salesmen and keep the field force up to its numerical strength. It is the hardest job he has ever tackled.

Furthermore, although house-to-house selling has seen a remarkable growth during the past five years, it must not be treated as a definite tendency or as a method that will supplant other methods of distribution. It holds out its appeal to those manufacturers who are interested in a clear-cut credit advantage. Its limitations, however, must be clearly understood by any one who is seriously considering taking his merchandise to the buyer direct.

quiet tip
for a yuletide gift

ANY ONE who uses the telephone will be delighted with a Whisper-it telephone Mouthpiece as a Yuletide gift. It brings such luxurious comfort and ease in telephoning, in addition to making every conversation absolutely private.

The Whisper-it is sanitary. It's easy to keep its highly polished glass glistening and sterile. And the Whisper-it is so easily applied—just screws on in place of the mouthpiece already on the telephone.

Only a dollar each. Money back if not satisfied. Give Christmas presents guaranteed to please.

Live Agents Wanted



The Furniture Markets of the World!



Twice a year, summer and winter, furniture and homefurnishings merchandisers from all over the country come to the great expositions held in various centers.

Greatest among the markets are Grand Rapids, Chicago and New York. Other important centres are Evansville, Rockford, High Point, San Francisco, St. Louis and Jamestown.

Huge buildings, where furnishings of every description are displayed, house these marts. Practically everything that helps to make a home is shown there.

As the market centres and the industry grew, there grew also the need for some organization that could, by personal contact, keep in close touch with changing conditions. New problems of merchandising appeared over night. The dealer could not give his own business the attention that it needed and still keep step with the forward march of his industry.

So was born *The Furniture Record*. An organization that has grown during the past quarter of a century until it now is the largest of its kind serving the furniture industry exclusively.

Furniture and homefurnishings merchandisers often refer to this business paper as *the furniture man's bible*. Today 70.4 per cent of *The Furniture Record's* circulation lies in the territory where is located 65.4 per cent of all the worthwhile retail furniture dealers in the United States.

The Pre-Market and Mid-Winter Market issues of this journal are published in December and January respectively. You may still obtain space in these issues if you act at once. Ask for rates and closing dates—we'll gladly send you whatever data you desire.

The Grand Rapids Furniture Record

A. B. C.
Circulation

Grand Rapids, Michigan, U. S. A.

Members the
A. B. P., Inc.

Published by Periodical Publishing Company. Also Publishers of: The Furniture Manufacturer and Artisan; The American Funeral Director; Within the Home; Homes Charming; Home Furnisher; Better Furniture; books and services for the furniture industry.



A Producer of Orders

SWEET'S ENGINEERING CATALOGUE offers to the manufacturer of industrial and power plant materials and equipment, a comprehensive sales service with a remarkable record as an order producer.

The service consists of:

1. CATALOGUE representation.
2. EXPERT copy and editorial service.
3. MAINTENANCE insurance for 1 year—your catalogue is included in a bound volume that is not lost or mislaid.
4. Service of a DISTRIBUTION DEPARTMENT that is on the job every day keeping the list complete and accurate.
5. DISTRIBUTION to 15,000 officials who originate orders.
6. PROMOTION SERVICE by a department specializing in the selling of your information to the users of the book.
7. AN OPEN MARKET—a copy of the classified distribution list being furnished you.
8. A MONTHLY BULLETIN SERVICE giving changes in and additions to the distribution list and news of sales opportunities for our clients.
9. A PERMANENT PLACE of reference on the prospect's desk to which you can tie all other advertising and promotion work.

Eleventh Annual Edition goes to press February 1, 1924

SWEET'S CATALOGUE SERVICE, Inc.

119 West 40th St., New York, N. Y.

Adapting Price Zones to Economic Boundaries

[CONTINUED FROM PAGE 20]

reduction to the absurd is seen when one faces such a manufacturer with the question of shipping goods to Alaska, Honolulu, Manila, or Porto Rico, at the same price at which he ships to Oshkosh, Wisconsin. All these places are United States territory, and the broad theoretical ground taken should apply in these instances. However, it is impossible to maintain any such theory, even in the United States proper, without serious difficulty.

The Federal Trade Commission has been looking into price plans occasionally, resulting from complaints of so-called "discrimination," but the basic right of a manufacturer to establish price zones, honestly built upon freight rate conditions, is safe and unassailable.

THE detailed zone map shown is suitable for a manufacturer in the Middle West (which is close to the center of distribution), and is applicable for lighter goods on which every penny of freight differential need not be considered. The result is a zone system which follows a new system of boundary lines, *by meridians*.

The zones are describable as follows:

A.—Jobbing prices must be maintained at jobbing points in the part of the United States bounded on the west by the ninety-fourth meridian (which passes through St. Cloud, Minn., Port Dodge, Iowa, and Richmond, Mo.); on the southwest by the Missouri River and the Mississippi River (including river points); and on the south by the Kentucky-Tennessee and Virginia-North Carolina lines.

B.—Jobbing prices must be maintained at all jobbing points between the ninety-fourth meridian and the ninety-seventh meridian (which passes through Madison, S. D.; Seward, Neb., and Marion, Kans.), as far as the southern boundary of Kansas; also in southern Missouri in Tennessee, and the Carolinas.

Retail prices in A and B zones must be maintained in New England States, New York, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia, North Carolina, South Carolina, Michigan, Ohio, Indiana, Kentucky, Tennessee, Wisconsin, Illinois, Minnesota, Iowa, Missouri, Kansas (east of the ninety-seventh meridian), Nebraska (east of the ninety-seventh meridian).

C.—Jobbing prices must be maintained at all jobbing points in the Dakotas, Kansas and Nebraska west of the ninety-seventh meridian; in

Arkansas, Louisiana, Mississippi, Alabama and Georgia.

Retail prices in zone C must be maintained in Georgia, Alabama, Mississippi, Louisiana, Arkansas, Kansas (west of the ninety-seventh meridian), Nebraska (west of the ninety-seventh meridian), North Dakota, South Dakota.

D.—Jobbing prices must be maintained at jobbing points in Florida, Oklahoma, Pacific Coast States, Denver and common points.

E.—Jobbing prices must be maintained at jobbing points in Texas and at Spokane; and common points.

Retail prices in D and E zones must be maintained in Florida, Texas, Oklahoma, Washington, Oregon, California, Denver and common points.

F.—Jobbing prices must be maintained at Rocky Mountain jobbing points.

Retail prices shown in zone F must be maintained in New Mexico, Arizona, Colorado (except Denver and common points), Utah, Nevada, Idaho, Wyoming, Montana, all Rocky Mountain points.

THERE is also a price zone system which applies to staples such as groceries and hardware and is based on the jobbing zones. As this price zone system follows neither state nor county lines, nor meridians, but is calculated on freight rates and long experience, it is impossible to detail it in an article, as it requires a fair sized map to delineate the arbitrary, wavering boundaries. This system has six price zones: (1) New England and the Eastern Atlantic Coast States, including on the western boundary part of Ohio, part of West Virginia, the eastern part of North Carolina, and a part of South Carolina. (2) Middle Atlantic States from the Great Lakes southward to a part of Alabama and Tennessee, and westward to include most of Arkansas and Missouri, Illinois, Wisconsin and the eastern part of Iowa, and even a small part of Minnesota. (3) The Southern and Gulf States, from Savannah downward, westward to a small part of eastern Texas, and northward to the northern boundary line of eastern Tennessee. (4) Middle Western States, including the remainder of Texas, Oklahoma, Kansas, Nebraska, New Mexico, and the lower tier of counties of South Dakota. (5) The Northwest, including Minnesota, the Dakotas, Montana and a corner of Colorado. (6) The Far West, including not only the Pacific Coast, but the Rocky Mountain states.

Another price zone system is adopted

The a, b, c of advertising

The a, b, c of advertising is the use of A. B. C. reports for establishing and verifying circulations.

Circulation is a fundamental of advertising values. It measures the size of the audience addressed, defines the extent of the market covered and indicates the possible effect on sales.



Because these things are true, the advertiser not only is entitled to an accurate and dependable measure of circulation, but *must have it* if he is to advertise intelligently and economically.

The only way this measure can be established is through the use of reports of the *Audit Bureau of Circulations*. Its terms are standardized, its methods are uniform and its authority unquestioned.

In the business paper field quantity of circulation is shown along with distribution by occupations—a combination that enables the industrial, trade or class advertiser to study circulations with complete information as to their character.

SEND FOR A COPY OF

“The Measure of Your Message”

AUDIT BUREAU OF CIRCULATIONS

202 S. STATE STREET, CHICAGO



Which Interests You Most Parsley or Business Building?

IF, therefore, the copy message is the thing about an advertisement, and not its parsley or frilled paper doily; then advertisements are the thing about an advertising campaign.

Which being so, isn't it barely possible that there is a losing sight of advertising as such?

A losing sight, as it becomes more and more involved in the various services, investigations and analyses; combined with the systems, records, charts and graphs, with which it is so often distractingly encumbered?

Conference after conference seems quite the thing on systems for handling the advertising, and its purposely magnified ramifications and complications.

But what of the advertising itself?

Isn't it a case of not being able to see the woods for the trees? There are so many departments and "departmental" meetings, that the sound sense building (not exploiting) side of advertising, is fast becoming, not secondary; but as far back as "tenth-dary."

We are still of the belief that advertising itself, in all its basic simplicity and proven power, is the thing that makes the car go.

In addition to the usual head-lights, this Agency is equipped with a swivel spot light, which is used to read the signs and pick out the ditches, when occasion requires.

But the spot-light, to our way of thinking, is just a spot light, and not the engine.

If you are about ready for this brand of unparsleyed, plain business-building-advertising, you may find our 19 years of doing just that thing, worth looking into.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

to specialized goods (such as electrical goods) of the kind sold through branch offices. These zones are divided on county lines, and are split into eight districts which can be merged if the freight considerations are such as permit it. Space does not permit here the delineation of all the county boundaries, but the centers or zone headquarters of these districts are Boston, New York, Atlanta, Cincinnati, San Francisco, Dallas, Denver, Chicago. The zones radiate from these centers.

Some Fundamentals of Financial Advertising

[CONTINUED FROM PAGE 51]

will inculcate ambition and money-wisdom. Thrift isn't a gift, it's a growth. The finest qualities of salesmanship are required to sell a savings account and to keep it sold because it must unsell the individual on his desire for all the things that stand in the road of his savings. The majority of thrift writers are preachers—few of them are real salesmen. The best way to get a saver's enthusiasm and to keep it there is to show him what he can accomplish through his savings account. A good way to do that is to show what others have accomplished.

"Reason why" copy is effective in influencing action on substantial commercial and fiduciary business. The type of mind which can accumulate large bank balances and substantial estates is not usually influenced by the emotional appeal. I think that "reason why" copy should be used in attempting to promote their action.

I wish to offer here a concrete illustration from my own experience in the potency of "reason why" copy.

The Peoples Insured Savings Plan is a combination of a 4 per cent savings account with the Peoples Savings and Trust Company of Pittsburgh, and decreasing term life insurance with the Equitable Life Assurance Society of the United States. It was a new idea and had to be merchandised. We had to decide whether to sell it through the emotions or the reason. It was a mass proposition, and my first thought was to sell it on the sentimental and emotional appeal, but we decided to sell it through the reason.

We knew that this involved slower action, but we felt that after the prospect had convinced himself after an orderly presentation of the facts, humanly dressed, the chances were that he would stay sold with more finality than if we hurried him into the thing under the stress of novelty and the prestige of the offering institutions.

Time has shown that our judgment was sound in this matter. The turnover in these accounts is negligible compared with the mortality in our regular savings ledgers. I submit this illustration as a concrete example of the superiority of "reason why" copy over emotional copy for the permanent influencing of thinking minds.



Men, ideas, business opportunities and services meet in The Market Place. . . . An economical introduction between men and jobs, jobs and men. This issue The Market Place appears on page 81.

Advertising That Is Undelivered

[CONTINUED FROM PAGE 32]

man merely said: "Hey, there! I represent Jenkins' Shock Absorbent Jim Cracks." How many would he sell? And a printed advertisement is a salesman.

When everything possible is said and done and all the subtle theories have been expressed and expounded and have expired, the fact remains that advertising is intended to sell goods, services, or ideas—and the more directly and perceptibly it does this the better is the advertising.

Have you ever heard of Edgeworth Tobacco? Have you ever read its solid type columns in the *Saturday Evening Post*? Honest Injun now, haven't you? I have and I am not in the remotest degree interested in pipe tobacco. Nor do I know anything about the Edgeworth business. But I will hazard a considerable wager that these advertisements bring many thousands of direct replies, that they have helped greatly to place Edgeworth on dealers' shelves and move it off again, and that the percentage of selling-cost is low.

There is an interesting story in every business. There are facts about every product that will make convincing copy. People like to know these things. They will read them when the opportunity is given.

The prevailing theory that they will not read long copy is nonsense. They will read anything that is alive—anything that seems to promise amusement or profit.

Saint Paul, the first direct mail advertiser, was not brief, but he established the Christian religion. He said all he wanted to say in his letters and said it over and over again in different ways in the same letter. The people read these letters when they were written and after nearly 2,000 years we are reading them today.

Robert Cade Wilson

Vice-president and advertising director of the McCall Company and of *Popular Science Monthly*, was reelected for his fourth term as president of the Periodical Publishers Association at the annual meeting in New York on Oct. 23. Other officers elected were Frank J. Braucher, Crowell Publishing Company, New York, vice-president; A. C. G. Hammesfahr, *Cosmopolitan*, secretary and treasurer; Dr. Ralph E. Rindfusz, executive secretary.

\$1,000,000 from a circular letter campaign

C. C. McCarthy, President of the C. C. McCarthy Company, Williamsport, Pa., reported on June 30, 1924, that he received \$1,000,000 potential business from a letter campaign prepared by Edward H. Schulze and mailed to 1,800 prospects. The cost of the entire effort was less than \$500. Exceptional as that may sound, consider these equally fine showings:

A New York department store, with 30,000 prospects, sent one letter to this list and obtained 9,000 accounts who in six months purchased in excess of \$1,000,000 worth of merchandise. Cost of campaign \$3,600.

An automobile accessory manufacturer, starting with a first year's appropriation of only \$20,000 in direct-mail advertising, has so far spent only \$7,500 and yet the returns already have not only paid the whole year's advertising cost but left a fat profit besides.

Unquestionably Edward H. Schulze offers you the best opportunity to get the most for your money in direct-mail

advertising. There are many good reasons why, but this is the most important:

He PERSONALLY creates a successful SALES IDEA for each client. Instead of your vitally important sales problems being placed in the hands of some staff member, copywriter, or a junior employee, your work receives the *personal attention* of a man whose success in securing unusual results has brought him as clients, some of the best known firms in America.

Do not feel because Edward H. Schulze does your work that you will be compelled to go into an expensive campaign at the start. Many of our most successful clients started in a very small way, the results paying for the increased advertising.

Write us today outlining your sales problem and Mr. Schulze will, without the slightest obligation, suggest what you might do to increase the sale of your products and how much a small tryout of his ideas would cost.

EDWARD H. SCHULZE, Inc.

*More Sales with Less Cost thru
Direct-Mail Advertising*

Woolworth Building

New York City

Better Copy

A critical review of present copy—national, local, trade paper or direct mail—may easily be worth many times the moderate fee for the service. I study copy not only for possible improvement in wording, typography and art work, but particularly for opportunities to increase its practical selling force.

Charles Austin Bates
33 WEST 42ND STREET, NEW YORK.

Kuppenheimer Directs Its Dealer Advertising

[CONTINUED FROM PAGE 21]

paign of underselling in the class of clothing with which we are concerned, or if anything worth noticing takes place, our man catches it *at once*, and provides the means to offset it.

If our dealer does not meet a situation as it needs to be met, the man in charge of his account dictates a letter outlining a solution in clear and careful manner. He is in a position, by reason of his knowledge of conditions all over his territory, as well as in the local field, to give good sound advice. He has a national perspective, where the dealer is likely not to look very much beyond the city limits.

Among the key accounts which the advertising manager personally supervises, a serious local situation may arise resulting in his traveling several hundred miles to plan out a counter-attack with the dealer, right in the dealer's store. Such a situation does not happen often enough to constitute a serious trouble or expense to us.

I find it worth while to glance through the advertising pages from the various territories several times a week, as there is a fund of information to be had in this way and it gives a fuller understanding of our dealers' problems, local conditions and markets, and a broader knowledge of the ever-changing conditions in our industry. But what we realize more and more each year is that the success of our own business depends on, and is closely related to, the success of our dealers.

WITH only a limited number of desirable retail outlets, and with the policy prevalent in our industry of limiting the representation in most cities, we can grow only with our dealers. If a considerable number of our dealers increase their volume of business, we reflect it in our own sales totals. If some of our good dealers slip behind local competition, we obviously would have to produce less clothing than we had planned for the season. Our interests and theirs are closely tied up.

More and more we strive to put our salesmen in the situation of being really local sales managers in their respective territories. And insofar as our salesmen can, they function and advise their customers in much the way that our assistant advertising managers function with others. The success of the salesman is measured by his activities in this direction.

The salesmen are, of course, on the road during the selling seasons. And the assistant advertising managers travel, too, between seasons. We aim to have each assistant advertising manager see a large part of his dealers at least once a year.

Whether it is the salesman or the assistant advertising manager who is doing the job with the retail dealer, the first step is always to check over with the dealer his cost of doing business and how it is subdivided. Suppose that, in a given size of city and a given size of store, the allowable cost of doing business is 27 per cent on sales; and suppose that our man finds the dealer has an overhead of 23 per cent without any allowance for advertising.

The percentage of sales which the dealer can unquestionably afford to invest in advertising is, then, 4 per cent. We are not disposed at first to offer any suggestions for an increase of his advertising expenditure, above this percentage, on the grounds that 4 per cent invested in advertising *will automatically* increase his volume and thus reduce the percentage cost. The reason is plain: after his advertising has been running along successful lines for a year or two, the dealer discovers this fact for himself.

WHEN the percentage, and consequently the amount in dollars, has been arrived at, our man helps the dealer budget his division of the advertising appropriation. This division is governed by the size of the town, trading radius, quality and quantity of circulation of local newspaper, and a careful study of the various mediums of advertising available. If there is one good local newspaper, the percentage we frequently recommend for newspaper advertising is 65 per cent of the whole. Then come outdoor with 15 per cent, direct-mail 15 per cent and miscellaneous and reserve, 5 per cent. Usually miscellaneous is given a lump sum of \$50 or \$1500, since it can usually be used to less advantage by our dealers than can the other forms of publicity.

The next step is to work out the advertising schedule. Strangely enough, comparatively few dealers schedule their advertising expenditures in the way which they can reasonably expect will bring them the best returns. Then they wonder why advertising does not pay the way.

Our man figures out how many inches of space the dealer can get for the money available. Then he and the dealer schedule advertisements of the size to use this money, laying out what experience has shown him is the right sort of advertisements in the right frequency, as nearly as the money limitations permit.

Thus the retailer finds himself, after our man's visit, with a typewritten sheet which will guide his advertising



Regular Price, \$20.00;
Special Price for Set,
\$17.50
Small Monthly Payments

You can qualify for the big- ger jobs in the advertising and selling fields.

THE big, well-paying jobs call for men with all-around knowledge of the entire selling business: advertising, personal salesmanship, planning, management, etc. Get ready for them. Add to your own experience a working command of the principles and methods that have proved the effectiveness of the most successful selling organizations. You get them—hundreds of them—in

S. ROLAND HALL'S

LIBRARY OF

ADVERTISING AND SELLING

Four Volumes, 3323 Pages, 5½x8, Flexible Binding, 1090 Illustrations, \$1.50 in Ten Days and \$2.00 Monthly for Eight Months.

Covers as much ground as courses costing five or ten times as much. Written in the most instructive style, profusely illustrated with half-tones, line drawings, graphs, charts, maps, tables. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestions. For daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Raditor Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

George French, an advertising expert, says of Vol. I: "So much material has been gleaned and handled so well that he would be a hind, if not reckless person, who would attempt to compete." Dr. Dignan, of LaSalle Extension University, says of Vol. II: "Destined to be the Bible of the movement to set letters in their rightful place." Sales Management says of Vol. III: "Without saving the most complete and comprehensive volume thus far published on the broad subject of sales management." Hundreds of other similar expressions by prominent business men and publications.

Special Price of \$17.50

NO MONEY DOWN—SMALL
MONTHLY PAYMENTS
EXAMINE THE LIBRARY FOR
10 DAYS—FREE

McGRAW-HILL FREE EXAMINATION COUPON

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

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. If not wanted, I will write you for shipping instructions.

Signed

Address

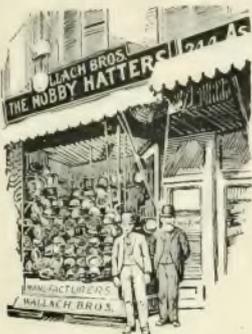
Position

Company

A.F. 11-5-24

TELL IT TO SWEENEY!

—Wallach Brothers do



Wallach Brothers' original store of 1887

IN 1887, two young men opened a store at 244 Bowery on the lower East Side of Manhattan. Their shingle acclaimed them "The Nobby Hatters, Wallach Bros." Three years later they extended their store to 240 and 238 Bowery. The Bowery of that day was pretty much the Broadway of today, visited, copied, talked of and quoted. In time came growing pains and one by one the establishment of other stores and the abandoning of the original. The firm now has four stores in New York, and will shortly open another on Fifth Avenue near Forty-second Street, crowded crossroads of the Sweeneys—a location that is the apex of ambition for every retailer with means enough to get there and brains enough to stay there.

This progression of the Wallach brothers in four decades from the Bowery to Fifth Avenue is not so remarkable an instance of business expansion as a parallel of the social and economic advance of their customers—the Sweeneys, the average man, the masses.

It must be remembered that this firm was no flashing planet on the business horizon, no monument to new found wants or discovered desires. The Wallach brothers were no Ford, no Edison, no Rockefeller, no Northcliffe, not even a Chaplin or Wrigley, with indispensable inventions, imperative essentials, with new satisfactions for insatiable appetites. They were dependent wholly upon the fortunes and fashions, the whims and wants of the consumer; subject

also to mistakes and uncertain sources of supply. Indeed their merchandise at most is only semi-staple, depreciating with time and not absolutely necessary to anybody; a breakfast can be eaten only once, but a hat with persistence can be pushed through three seasons. So the affairs of Wallach Brothers are, as the economists say, an index of the status of the Sweeneys.

THE Nobby Hatters of 1887 opened their place of business at 6:30 A. M. and kept it open until the following A. M. They featured a nifty line of derbies, which were much worn that season by Boweryites as well as the then Prince of Wales. The hats were attractively priced at \$1.90, \$2.40, and for heavy spenders \$2.90 top price. Ten cents were refunded to customers who came from beyond walking distance on the cable cars.

The fashionable Mr. Sweeney of 1887 favored, beside the derby or silk hat, a cut-away or Prince Albert coat, patent leather shoes, black silk shirt sometimes embroidered on the bosom with polka dots, and a black bow tie. A good suit cost eight dollars, suspenders free. Mr. Sweeney enjoyed a shave, with shine thrown in, for ten cents; a hack ride at two bits an hour, a show from a box seat at \$0.75 without war tax or scalper's split; a big beer at \$0.05; and the best room in any hotel for two dollars. Happy days, eh? But remember, too, that anybody who earned fifty dollars a week was pointed out to admiring strangers!

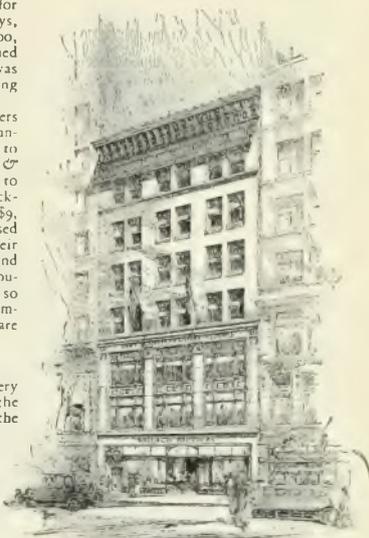
Today Wallach Brothers sell the Sweeneys Manhattan shirts at \$2.50 to \$12.50; Hart Schaffner & Marx clothing at \$35 to \$85; Stetson Hats at \$7 to \$15; Berkeley neckwear at \$2.50 to \$5; Florsheim shoes at \$9, \$10 and \$11; and other nationally advertised standard priced merchandise. In 1887, their annual business was about ten thousand dollars. In 1923, it was more than a thousand times as much—an increase due not so much to more customers as better customers. And incidentally, Wallach Bros. are telling it to Sweeney in *The News*.

HOW are the Sweeneys on the Bowery buying today, the masses on the much maligned East Side where the

Wallach brothers made their start? An investigation disclosed the fact that 240 Bowery, the location of Wallach Brothers thirty-four years ago, now holds Stark Brothers, clothiers, who carry suits and overcoats at \$25 to \$70, with average clothing sales of \$45; they also feature dinner coats at \$52.50 and up. Down at 210 Bowery is McCann's Hat Store, stocking Stetsons at \$3.45 to \$10.00. And nearby at 4 Delancey Street is Philip Kronfeldt, haberdasher, whose stock includes Manhattan and other shirts at \$4.00 to \$13.50, Hickok Belts, Fashionknit ties, Phoenix, Holeproof and Interwoven hosiery, underwear as high as \$10, and large stocks of silk mufflers, lined handkerchiefs.

SO THE buying power of the Sweeneys is not localized, but universal; the poorest residence districts of New York are among the best markets. These markets may be yours as well as Wallach Brothers'—more business here to the square mile, to the dollar of effort, to the working day than anywhere else in the world.

If you do business here, you need *The News*, a medium big enough to sell this market—the largest Daily Circulation in America, 97% concentrated in New York City proper. If you think of advertising in terms of sales, you must logically buy *The News* first in New York. Get the facts!



The new Fifth Avenue store

Most of the Sweeney series have been issued in folder form. A request on your business letterhead will bring the series.

THE NEWS
New York's Picture Newspaper
25 Park Place, New York—7 S. Dearborn Street, Chicago



CHALFONTE-HADDON HALL ATLANTIC CITY

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

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.

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 a year, divided into two periods—spring and fall seasons. The schedule is so worked out that it insures a continuity of advertising, and not the sporadic variety which is too often seen. He knows what lineage to use each day on which an advertisement is scheduled; how many painted bulletins or posters to use; when to send out letters.

Both our assistant advertising managers and salesmen go a good deal further than this; in the first place, since they have been traveling about on the lookout for usable store ideas, they are bound to have some which they can pass along to the dealer. Perhaps it is on the subject of window trimming, or interior display, or what not. The point is that they give the dealer some ideas which will increase his sales, and consequently ours.

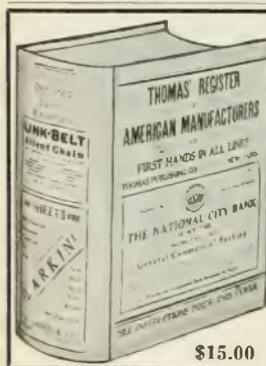
Although the salesman passes along to the subject of selling, it is largely left to the assistant advertising manager to really go into the matter in detail—the personal selling which the merchant and his salesmen do with the customers who come in the store. Here is a subject on which we have done a good deal of thinking and studying, and on which we may fairly admit that we are expert. We serve as a clearing house for good retail selling ideas. Our salesmen report anything of the sort which they encounter; so do all the other people in the organization who keep their eyes open. And from time to time we make some special effort in this direction. Two or three years ago, for instance, we published a course of sales lessons for our dealers' retail salesmen, and sold 5500 of them at \$3 a piece, which was far below their cost to us.

SO when our assistant advertising manager begins to talk salesman-ship, he speaks whereof he knows. Not infrequently we pick these men from successful retail salesmen or small merchants. And when he talks on the subject, the customer usually pricks up his ears.

Often the customer calls together his store force and has them listen in. And when the talk is over, that store force has a better knowledge of how to sell goods in general, and clothing in particular, than it ever had before.

All of this work is coordinated so that our salesmen know pretty much in detail what work is done with their customers. When a salesman returns from his selling trip, he spends some time in the advertising department talking over conditions in his territory with the man in charge there. And he takes the time to look over the files of advertisements which have come in from his dealers, and their competitors. While he is at home, between trips, he comes into the advertising department pretty regularly to keep up on what is happening.

As has already been said, we find it profitable to devote all of this effort and attention to helping our dealers.



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

**THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY**

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

\$15.00 Thomas Publishing Company, 461 Eighth Ave., New York



The Developed Mr. Holding

Mr. Holding kept shop, in the old days, at High and Walnut streets. He sold wares of quality. At the other end of town lived Mrs. Boardman. All her life she traded with Holding. He was the distributor of most things she needed. Her first purchase was made through the endorsement of a friend. Now her married daughters trade with Mr. Holding's sons.

Buying habits have not changed. More than a million women buy trade-marked wares through the endorsement of a friend—Good Housekeeping. Its good word brings together maker, retailer and consumer—with thousands of future married daughters to buy from the same sources as their mothers. Its advertising pages make more profits for manufacturer and merchant, through increased sales. A good salesman, is

GOOD HOUSEKEEPING

More Than a Million Readers

More Than a Million Buyers

The Old Order Changeth

[CONTINUED FROM PAGE 19]

and adventure in living terms of vigorous heroes and heroines of the screen.

Third, there is the radio. Suddenly great personages have become not far off figures, but living people with voices shaking the chandeliers of our own living rooms. A world's series is played not merely at the Polo Grounds, but at every corner cigar store in the land and in five million amateur attic laboratories. The crack of Goslin's bat is heard round the world and on a November day the cheers of 70,000 in the Yale bowl can ring in the ears of 70 million if they but pause to listen.

What has such an acceleration of speed in our manner of living done to our magazines and newspapers? It has changed their whole character.

WE crave the romance of the films and we demand fiction, or equally vital moving stories of human experience. Study the great magazines of today with more than a million circulation and you will find that with very few exceptions they have been built with fiction. *Pictorial Review's* two and a quarter million was built with fiction. *McCall's*, the staid household adviser of ten years ago, has become a new contender for "two million" honors with fiction. *Cosmopolitan* sells a million a month with fiction. *Red Book* sells three quarters of a million with fiction. And at least twenty other magazines hold millions in the aggregate with monthly or weekly fiction. The most amazing growth of all in the magazine field has been that of *True Story*, which has gone fiction one better and demonstrated the saying that truth is much stranger.

In the newspaper field a significant change has taken place. It is a response to the insistent demand for pictures. In five years the *Daily News* has built the largest morning circulation in America with lightning-speed-on-the-spot photographs and diagrams and "X's that show where the bodies were found." More conservative journals are compromising with feature pages of pictures. Sunday supplements are visualizing the events of the week in rotogravure. The children have had their way and comic sections have gone from four pages to eight.

And those magazines and those newspapers which most surely sense the public's interest in turn most generously profit.

"The old order changeth." It is a day of new desires and new demands, and I commend to your most sober thought as advertising men seeking to reach these same great audiences a study not only of the people you seek to sell, but the lesson to be learned from the growth of these great media through which your story must be told.



The People's Telephone

The telephone knows no favorites. It does the bidding of the country store and of the city bank. It is found in the ranch house kitchen and in the drawing-room of the city mansion. Its wires penetrate the northern forest, stretch across the prairie, are tunneled under city streets.

The telephone knows no favorites. Its service to all the people is of the same high standard—the Bell System standard. Twenty-four hours a day it carries the voices of all. For the benefit of all, the long-distance circuits are kept in tune. Numberless discoveries and improvements developed by the Bell System have made the telephone more useful for all the people. In America, all can afford the telephone, for Bell System service is the cheapest, as well as the best, in the world.

The telephone knows no favorites. It is not owned in any one locality or by any particular group of men. It is owned by 350,000 stockholders, who represent a cross-section of the thrift of the whole country. The owners of the telephone are those it serves.

In America today the 15,000,000 telephones of the Bell System contribute to the security, happiness and efficiency of all the people.



AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

"BELL SYSTEM"

One Policy, One System, Universal Service

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

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

T. F. Mueller

Formerly assistant business manager of *Electric Railway Journal* and *Bus Transportation* has been made district manager for the States of Michigan and Indiana, with headquarters in Detroit.

C. L. Houser Company

New York, has been appointed national advertising representative of *The Star*, Lima, Ohio.

Sam F. Goddard

Los Angeles, Cal., has been appointed Western advertising manager of Management Magazines, Inc.

C. H. Billipp

Formerly account executive with Frank Seaman, Inc., New York, has joined the staff of the Joseph Richards Company, Inc., same city.

Johnson, Read & Company

Chicago, announce the following accounts: Premier Electric Company, Chicago, radio parts; Franklin Radio Company, Newton, Iowa; Economy Electric Lantern Company, Chicago; Crescent Calendar Company, Newton, Iowa.

"Milwaukee Journal"

Has moved to its new \$2,000,000 plant, located at Fourth and State streets, Milwaukee, Wis. The building, a five-story stone and concrete structure, with 165,000 square feet of floor space, is the sixth home of the *Journal* since its establishment in 1842.

Larcher-Horton Company

Boston, has been appointed to conduct advertising for Brunswick Brand Food Products, made by the Eldridge Baker Company, Boston.

Poster Advertising Association

At its recent annual convention, held in Detroit, elected following officers for the year 1924-25: President, W. W. Workman, of Richmond, Va., reelected to serve a second term; Vice-President, H. F. O'Mealia of Jersey City, N. J.; Treasurer, C. U. Phillely of St. Joseph, Mo.; Secretary, W. W. Bell, reelected. Dallas, Tex., was selected as the 1925 convention city.

John P. Gillespie

Formerly on the copy staff of Bolton, Meek & Wearstler, Youngstown, Ohio, has been appointed an account executive of the Wildman Advertising Agency, New York.

Wildman Advertising Agency

New York has been selected to direct advertising for the Bamberger-Reinthal Co., Cleveland.

S. R. Kudner

Recently affiliated with Michigan newspapers, has joined the Western sales staff of *Popular Science Monthly*.

Rickard and Company

Have been appointed advertising counsel to the Structural Gypsum Corporation, New York.



"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 1/8 of an inch thick—the proper thing for the end of a watch chain.

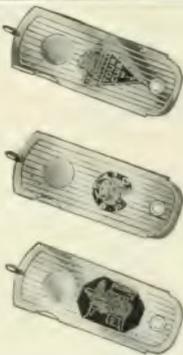
Give Razo-Nife this Year

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.



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. 11-5

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.....

The Advertiser's Weekly

The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its developments.

Subscriptions \$5 annually, post free.
Advertisement rates on application to
New York Office
52 Vanderbilt Avenue N. Y. City
or
New England Office—c/o Mr. Frank E.
Willis, 118 State St., Boston, Mass.

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., 21 W. Adams Street, Chicago

BOOT AND SHOE RECORDER

BOSTON

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

American Lumberman

Published in CHICAGO

Member
A. B. C.

READ wherever
Lumber
is cut or sold.

Making an Appeal to the Consumer's Instincts

By Prof. C. H. Fernald

TODAY advertising does not mean merely a space, a headline, an illustration and a few sales arguments about the article to be sold. More fundamental and basic than these mechanics of copy and typography lies a science which deals with human nature and human beings—their instincts, habits and emotions. If our advertising conveys to readers something that will serve as a stimulus to act upon one of their instincts, we are bound to get a reaction—because the reaction to an instinct stimulus is involuntary—the person just simply cannot help acting that way.

What are the human instincts and what sort of things are the stimuli which will bring about some action from these hidden springs in men? Although we find that certain stimuli produce certain actions, we must be sure that the action produced is the one we desire and not the opposite. It is necessary, therefore, to distinguish between forms of stimuli, which are (1) positive, (2) neutral and (3) negative. Here are examples of the three:

1. You would like this coat, wouldn't you?—that is positive.
2. Would you like this coat?—that is neutral.
3. You wouldn't like this coat, would you?—that is negative.

IN the first example, the answer naturally expected is "yes," while in the second "yes" or "no" would be expected. In the third the implied answer is distinctly "no." Thus we have three ways of appealing to human nature—the positive, the neutral and the negative. The first is the most desirable to use in advertising, for the affirmative means acceptance. We want to make it hard for our readers to say "no."

In order to awaken a desire we must first find out what people like and what they dislike; what are their motives, habits and instincts, and then use appeals which will act as stimuli to these characteristics. There are stimuli which can be used to bring about action in each of these classifications. The stimuli which are strongest and which pierce to the quick and get the most immediate results are those which are based on man's instincts and not on his habits or selfish motives. We react to instinct stimuli involuntarily. We do not stop to reason and consider, we act without thought of the results or the way in which the results are obtained. We think about that afterward.

With advertising we cannot expect to get an involuntary response to an appeal to instinct, for there is that interim between the time the advertisement is read and the time the reader can make his purchase. We must add to his instinct appeal another one which will appeal to his reason so that he can back up that instinctive reaction with a more practical, more rational conclusion, which causes him to think that his first impression has been proved by his superior reason.

Man has, through necessity, fortified himself against reactions of an involuntary nature because many instinct stimuli are being utilized by many advertisers today, but it is safe to say that those advertisements which appeal to these instinctive traits in man are more certain of success than those that appeal to superficial imagination and emotions.

Some of the consumer instincts upon which advertisements can be based are: (1) Pride, in the form of distinctiveness, emulation, social achievement, proficiency, ambition, personal appearance and that of property and artistic taste or choice. (2) Pleasure, in the form of recreation, entertainment, more leisure, home and personal comfort, appetite. (3) Sex instinct, in the form of romance, love of family, and care of children. (4) Self-preservation commonly seen in maintenance of health and security from danger.

If we can learn to base our appeals on these fundamental instincts and follow them up by good sound reasoning either in the way of argument or suggestion, our advertising cannot help but bring results which will be gratifying and remunerative.

Lloyd B. Chappell

San Francisco, has been appointed Pacific Coast representative of the *Dairymen's League News*.

Textile World

Announces the purchase of *Textiles*, a monthly published by the Haire Publishing Company, New York. Both publications were merged beginning with the Nov. 1 issue.

Hall & Emory

Portland, Ore., have been selected to direct advertising for the Shaw Supply Co., distributors of surgical and hospital supplies, and the Standard Ultramarine Co., Huntington, W. Va.

C. L. Houser Company

New York, has been appointed national representative of the *Evening Star*, Peekskill, N. Y.

Most Men Recognize the Force of Habit—



These young men are representative of the 125,000 members of the Order of DeMolay, all of whom are subscribers to the DeMolay Councilor.

*But, the wise ones
cultivate habit instead of
trying to overcome it*

Psychologists agree that the most impressionable age of a young man's life is between sixteen and twenty-one. At that stage he is most susceptible to honest appeal and logical reasoning. He is forming habits which govern his actions throughout a lifetime. Isn't it a good investment to address a message to him with both immediate and future profit?

The DeMolay Councilor offers an audience of 125,000 young men, on the threshold of manhood. They read the DeMolay Councilor because it is a good, live, readable magazine, covering topics of vital interest to them, and affecting their daily lives. It is interesting and inspiring.

The DeMolay Councilor is a direct contact with a vast army of young men and affords an exceptional opportunity for impressing your trade-name indelibly upon the minds of its 125,000 subscribers.

Think it over. It pays.

THE DE MOLAY COUNCILOR

A Magazine for Young Men

Twelfth Floor Federal Reserve Bank Building, Kansas City, Missouri

EDWIN J. SEIFRIT, Advertising Manager

ADVERTISING REPRESENTATIVES

NEW YORK

Sam J. Perry
91 Seventh Ave.
Watkins 6382

CHICAGO

E. J. Seifrit,
909 Peoples Gas Bldg.
Harrison 1099

CINCINNATI

Samuel H. Jaffee,
1126 Provident Bank Bldg.
Canal 4645

Program of A. N. A. Meeting

Atlantic City, November 17-19

REDUCTION of selling costs by means of better advertising and marketing methods, constitutes the general topic to be discussed at the meeting of the Association of National Advertisers, to be held in Atlantic City, November 17 to 19. In attacking this problem, the association has enlisted the cooperation of recognized leaders and specialists in various fields. Among the speakers occupying prominent positions on the program are Dr. Jeremiah W. Jenks, a well-known economist; Hon. Fetus J. Wade, banker, St. Louis; Hon. J. Henry Scattergood, Public Utility Commissioner of Philadelphia, and F. M. Feiker, special assistant to Herbert Hoover, who will represent the Department of Commerce. These men will devote their discussions to the general aspects of the meeting. The rest of the program has been divided into four distinct classifications, as follows:

I. A Symposium of Magazine Circulation.

Each of the three publishers listed below will present one well recognized method of building circulation. The point of approach will be from the viewpoint of the publisher.

Tom Beck, president of *Collier's*, will speak on "Crowell Circulation Methods with Particular Emphasis on the Place of Instalment Methods in Circulation Building"; Myron E. Douglas, circulation manager of the Curtis Publishing Co., has for his subject "Paid-in-Advance Subscriptions"; Fred Stone, business manager, *Review of Reviews*, will talk on "Premium Method of Building Magazine Circulation." O. C. Harn, sales manager of the National Lead Co., and president of the Audit Bureau of Circulations, will cover "Circulation Methods from the Advertiser's Standpoint."

II. Making Better Use of Space.

Will be devoted to a discussion of the logical methods for increasing efficiency in handling the tools of advertising—better copy, more striking appeals, finer art and scientific space-buying, etc. The speakers in this classification are:

Bruce Barton, "Human Appeals in Copy"; Mrs. Caroline Trowbridge Radner-Lewis, Advertising Manager, Mallinson's Silks, "The Feminine Viewpoint on Advertising"; H. W. Harney, Dennison Manufacturing Company, "Small Space Produces Big Results"; C. B. Nash, Advertising Manager, Standard Sanitary Manufacturing Company, "Better Use of Illustrations in Advertising."

III. The Public and Advertising.

Advertising, in the last analysis, must be passed upon by the public. Readers' habits have changed in the

past five years. This important phase of public reactions will be dealt with by Prof. George B. Hotchkiss, New York University, who will speak on "The Change in the Reading Habits of the Public." William N. Taft, editor, *Retail Ledger*, will take for his subject "How the Executives of Larger Stores Regard National Advertising."

IV. High Spots in the 1924 Advertising Record.

The speakers in this classification and their subjects are as follows: J. R. Crawford, General Sales Manager, National Carbon Company, "How We Use Radio in Advertising"; F. S. Fenton, Jr., Sales Manager, Coopes Bros. & Zook, "A New Type of Salesmen's Manual"; John Glossinger, Sales Manager, Williamson Candy Company, "Marketing 'Oh Henry'"; Robert Lynn Cox, Vice-President, Metropolitan Life Insurance Company, "A New Form of Life Insurance Company Advertising"; Edward Hall, Secretary, Ralston Purina Company, "Describing the Campaign on the Opening of Our Big Minneapolis Mill"; Gerard Lambert, Lambert Pharmaceutical Company, "Halitosis"; Theodore Weicken, Vice-President, Squibb Company, "Squibb Week"; L. F. Hamilton, Walworth Manufacturing Company, "Making a Popular Field for a Heretofore Technical Article."

Committee reports dealing with the Association's investigations on the duplication of magazine circulation, postal affairs, color printing, etc., will also be made, and time has been set aside for group meetings.

Johnson, Read & Company

Chicago, announce the following accounts: The Sharood Company, mail-order clothing, Minneapolis; Superior Electric Products Company, electric hairdressing appliances, St. Louis; Carlton, Incorporated, manufacturers of women's dresses, Chicago; and the W. P. Blessing Company, book publishers, Chicago.

Barrett-Kneiber Co.

Philadelphia, appointed advertising and sales counsel to the Direct Method Company, makers of luggage carriers, Warren, Pa.

Lucien M. Brouillette

Chicago, has been selected to direct advertising for the Van Housen Favor Company, makers of paper hats, decorations, favors, etc.

Miller, Black & Vanderbilt, Inc.

New York, will conduct advertising for the Batcheller-McConnell Company, Ltd., asbestos shingles, same city.

WINTER TOURS TO EUROPE 1924-1925

VICTOR BEALS

Mad Sq 7486 31 East 30th St NEW YORK

Picture Appeal for Advertisers
Roses Travel Industrial Still Life

Hotel Belleclaire

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.

Writes for Booklet.

BROADWAY at 77th ST. NEW YORK



Results Built This Plant

THE new \$2,000,000 home of The Milwaukee Journal is the largest newspaper plant in the Northwest and there is none more efficient in America. Entirely occupied by The Journal, this plant is designed, constructed and equipped to make possible still greater newspaper service to readers and advertisers.

¶ The new Milwaukee Journal plant is the result of forty-two years of consistent effort to give Wisconsin people an unexcelled newspaper. By affording advertisers in the Milwaukee-Wisconsin market an oppor-

tunity to get the greatest possible volume of results at the lowest cost per sale, The Journal has itself made remarkable progress.

¶ The Journal's new home is tangible evidence of the advertisers' valuation of this newspaper. It assures a bigger and a better newspaper with an even more extensive influence on the prosperous market which The Journal covers so thoroughly.

¶ In the future even more than in the past, your advertising dollars will go farther when concentrated in Wisconsin's foremost newspaper.

YOU are cordially invited to inspect The Journal's new plant when in Milwaukee. Here you will find many original developments in newspaper making which are already attracting nationwide interest.

J The Milwaukee
JOURNAL
FIRST - by Merit

It takes time to write so tersely your message will stick in people's minds.

Terseness isn't attained quickly; only experience gives it.

By our work
judge us; proofs
sent cheerfully.

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
McCORMICK BUILDING
CHICAGO

Signs of Better Times



Every manufacturer will concede that the necessity of effective and permanent dealer displays are very essential in order to get maximum returns from national advertising. By giving the dealer permanent and dignified displays that will arrest attention, crystallize interest and indel your story into the consumer's memory.

Your returns will be far greater than by merely giving him displays of a temporary nature. Statistics show that the dealer seldom, if ever, uses them.

It has been proved conclusively that permanent displays are far more economical. We have served the leading manufacturers for fifteen years. May we serve you?

**ANIMATED PRODUCTS
CORPORATION**
19 W. 27th St. New York.

Early Advertising Failures

[CONTINUED FROM PAGE 28]

see any reason for any further discussion of the subject.

The Skylock advertising was cancelled at the end of two months, and apparently the national advertising field is still open for a high class candy manufacturer.

Two more advertising failures might be recorded by recalling my experiences with A. F. Beese and Miss C. H. Lippincott.

A. F. Beese had the idea so successfully demonstrated later by the Fuller Brush Co. Apparently his untimely death before he had fully developed it prevented him from being generally recognized as the pioneer of the plan of selling and distributing by salesmen calling from house to house.

Beese was a bookkeeper threatened with tuberculosis, and on the advice of his physician took up outdoor work. He canvassed from house to house, selling shirtwaist supporters. His wife finally started out to canvass and she, being a good sport, a friendly daily contest developed soon to see which one sold the greatest number. The price was twenty-five cents each and the commission, as I recall, was 50 per cent, so it took a great many calls for each one to earn \$5 a day.

Then followed an idea and its development by Mr. and Mrs. Beese in taking on and training six young women to work with them. They all stayed at an inexpensive boarding house. Mr. Beese planned each day's work for each member of his canvassing force, and the friendly competition and exchange of interesting experiences at the dinner table made for greater success.

Somebody sent Mr. Beese to see me and, in endeavoring to profit by Thomas A. Edison's inventive genius in making a telegraph instrument that would send and receive six messages over one wire at the same time. I wrote an inch advertisement for Mr. Beese for insertion in the *Ladies' Home Journal* and *Delineator*.

THIS inch advertisement was designed to make direct sales by mail, to get additional canvassers to work on their own initiative, time and capital, and, most important, to make it easier for his canvassers to convince the housewives of the reliability of the device by asking for copies of the *Ladies' Home Journal* and *Delineator* and pointing out the advertisement with the declaration that the publishers of these wonderful magazines would not accept the advertisement unless everything was as it should be.

Mr. Beese finally invented and patented some dress shield fasteners which he could sell for the same money and which he could have manufactured for less than the shirtwaist fasteners cost him.

Apparently it made no difference whether he advertised and sold dress shield fasteners or shirtwaist supporters. One day Mr. Beese came in and told me he was going to buy a factory and make his dress shield fasteners at 40 per cent less than they were costing him.

AS I recall now, I tried to dissuade him from bothering with a factory. At least I want to think I did so then, as I do now whenever I find a man who has special sales organizing ability. The man who can sell will, in my judgment, find more good factory men to tie up with than good factory men can find salesmen of equal superiority to cooperate with them.

Mr. Beese had so much trouble with his factory that he neglected his sales supervision, and the superb organization he had developed began to slump. He was confined indoors so much with his factory troubles and he was so deeply worried and overworked that the old tuberculosis came back and quickly made an end of him and the unique business he had so successfully started.

Miss Lippincott's name was used by Samuel T. Haines when he was with L. L. May & Co., seedsmen in St. Paul, to establish a mail-order business for his wife, who was Miss Lippincott's sister. The business, started in the Haines living room, grew. Women all over the United States liked the idea of buying their flower seeds by mail from a woman. Miss Lippincott worked with her sister and finally both women gave the business their whole time. Mrs. Haines died. Miss Lippincott continued the business. As long as she followed the original plans, a modest success crowned her efforts every year.

She spent about \$5,000 in advertising. As near as I can remember, her seeds imported from Holland cost her about \$6,000. Her catalogue and postage cost another \$6,000, and her overhead was about \$8,000. This made her total sales of \$30,000 annually net her about \$5,000. It was, of course, a dangerously close margin.

Her advertising consisted of an inch space in a large list of magazines and mail-order papers and appeared only in the February and March issues. The advertisement offered three packets of seeds at two cents each—six cents in all—and her catalogue.

One year she told me she was sure she was losing money on the six-cent sales and that the only profit in her business was in her sales from the catalogue and she had decided to advertise the catalogue alone. I know I told her that it would be hard to write an advertisement on the catalogue alone that would bring inquiries, but she was sure of her position because W. Atlee Burpee, the most successful of

the mail-order seeds people, never advertised anything but his catalogue.

When the time came for payment, Miss Lippincott was able to pay only a small portion of our account. I sent up a young man to check her records and found she had received less than one-fifth of the usual number of inquiries.

She felt I was at fault in not knowing that such would be the case, and I accepted her judgment to the extent of charging off the amount due us to profit and loss.

Soon after I was in Philadelphia. I telephoned Mr. Burpee and told him I had a very unusual but deeply interesting question to ask him, and with princely graciousness he invited me to his office and later took me to lunch at his club.

I frankly told him I didn't understand how he could advertise his catalogue so largely in the March issue of the magazines and get any more inquiries per dollar spent than we were able to get for Miss Lippincott.

He astonished me by saying he did not advertise for inquiries. He had a carefully selected list of over five hundred thousand names to whom he sent his catalogue in December.

In March he advertised the catalogue merely to remind people to whom he had already mailed his catalogue that they had it and that the time for them to use it had come. While his advertisement was apparently an invitation to send immediately for this wonderful catalogue, the real purpose of the advertisement was to advertise the advantages of the catalogue to the 500,000 homes to which it had already been sent.

Thus I had forced upon me a most valuable lesson, i.e.: that it is unsafe to do what one thinks a competitor is doing without knowing why it is being done.

Independent Studios

Formerly at 405 Lexington Avenue, New York City, announces its removal to 22 West Forty-ninth Street.

David Advertising Agency

St. Paul, Minn., has just completed its incorporation for \$50,000. Officers of the new corporation are R. H. David, president; O. J. David, secretary-treasurer; J. C. Fabbrini, vice-president.

Ewing Galloway

Announces his removal to 15 East Fortieth Street, New York City.

"New York Times"

Has instituted a course in the study of the mechanics of advertising to stimulate interest in the typographical improvement of the paper. The course covers all the details of engraving, electrotyping, job printing, rotogravure, etc., and is under the direction of Ben Dalgin. The instruction is free to members of advertising agencies, direct advertisers and the *Times* staff.

"Run your trains of thought along Twentieth Century lines and you will get unlimited traffic."

"I mean it is better to buy 1/10th of a \$500 artist's time than it is to buy 10/10ths of a \$50 artist's time."

"Start with this question:- 'In a world where every person is his own favorite author, is what I have to say worth printing?'"

"If you want to have your reader see one stark fact, remember how a lightning-struck oak looms at you from a stone covered field, or see an Indian silhouetted on a hill against a setting sun."

"A world that produces men like Robert Burns, Shakespeare, Lincoln, Columbus, Pasteur and Dr. Carrell, Caruso and the Author of the Sermon on the Mount, is not misled either by precious or vulgar standards. It wants its head in the clouds and its feet on the ground."

From "IDEA TARGET PRACTICE"

Mr. Berrien's address to the American Child Health Association. Copy on request.

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

Independent Studios

Formerly at 405 Lexington Avenue, New York City, announces its removal to 22 West Forty-ninth Street.

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Lantern Slides
 Built up from your own ideas or selected from stock.
Victor Animatograph Co.
 315 Victor Bldg., Davenport, Iowa.

THE WORLD IN PHOTOS
 Just added: Burton Holmes, De Cou, and Bine collections to my vast and rapidly growing list of subjects, making 150,000, for house organs, advertisements, magazines, trade papers, books.
EWING GALLOWAY
 15 E. 40th St. New York

CRAM CUTS
 READY? for booklets, house organs and advertising.
 \$1.00 each
THE CRAM STUDIOS,
 B-109, Muskegon, Mich.



keith @ shaw
 adv @ gart
 15 E. 40th St. New York



Sell by Direct Mail

"Anything that can be sold
can be sold by mail!"

—JOHN HOWIE WRIGHT

BACK up your salesmen. Sell small towns without salesmen. With one letter a merchant sold \$63,393.00 in 10 days; a retailer sold \$22,896.20 in 30 days.

Send 25c for a copy of POSTAGE Magazine and actual copies of these two letters.

If you sell, you need POSTAGE. Tells how to write result getting letters, folders, booklets, house magazines. \$2 a year for 12 numbers full of usable cashable selling ideas.

GUARANTEE: \$4.00—twice your investment—refunded at end of year if you are not satisfied.

POSTAGE

Dept. F

18 East 18th Street
New York City



**The Only Denne's in
Canadian Advertising**

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

A. J. DENNE'S Company Ltd.
217 Bay Street, TORONTO.

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

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation count to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A home paper of distinction, a result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

**FREDERICK A. HANNAH
AND ASSOCIATES**

**BUSINESS MANAGEMENT
MARKETING COUNSEL**

32 WEST 46th STREET : NEW YORK

Do Testimonials Bring Sales or Laughter?

By Spencer Vanderbilt

SOME rainy morning, when your coffee seems to turn sour with the last few drops and your usually smooth disposition is ruffled, just stop and think that, after all, the world is growing better. Think of advertising, for example—how much better it is than when the Polo Grounds used to be at 110th Street. And then think of testimonial advertising in particular—how much better that is.

We all remember the good old patent medicine testimonial: "Mrs. W. E. Merrall, 888 North Sycamore Street, Cornfed Center, Iowa, was troubled with aches and pains for seven years. After two bottles of Dr. Mink's Extremator, her aches and pains are over."

More recently, we have passed through a period when people of the stage and screen told us what to eat, wear and consume generally. The manufacturer seemed to think that his product would leap from the dealer's shelf if indorsed by some popular matinee idol.

A certain car card that made its unblushing appearance about four years ago, daylight saving time, portrayed the head of a well known movie actor and a cake of soap, with copy reading, "For a fine healthy skin, give me Lifebuoy.—William S. Hart." The name was a reproduction of Mr. Hart's signature.

WHAT would be your first normal reaction on glimpsing a card such as that? Wouldn't you be quite likely to exclaim, at the risk of being overheard by the women on your left, "Bunk"? For there's something about that advertisement which doesn't ring true; there's a flat note somewhere in the chord.

The trouble is, nobody will ever believe that William S. Hart ever said that—even if he did. But let's grasp at the proverbial straw. Let us assume, for purposes of discussion, that Mr. Hart really did say, "For a fine healthy skin, give me Lifebuoy." Well, what of it?

Does that convince you that Lifebuoy is the soap for you? When you think of Mr. Hart, do you think of him as an eminent authority on soap? If Bill Hart were indorsing a six-shooter or a saddle, you would certainly respect his opinion—but you have no reason to consult him when you buy soap or breakfast food. Charlie O'Hearn is a demon on the ice—the star hockey player of the year. If he were to say, "Slap a pair of Spalding Intercollegiate skates on your feet and you'll

make the north wind seem like a Lenox Avenue Local," you'd be impressed. But if Mr. O'Hearn should observe, "Borden's Evaporated Milk is best for teething infants," you'd be apt to question his authority.

Four years have gone by since William S. Hart got his fine skin from Lifebuoy and an improvement in testimonial advertising has come. A new indorsement campaign appears by the same manufacturer—this time for Lux.

But instead of seeing Lux indorsed by Douglas Fairbanks and Frank Tinney, we see that some of the leading makers of silks and woollens urge that their products be washed in Lux. Well, that sounds like something. Every manufacturer naturally wants the consumer to get the best possible results from using, wearing or eating his product; and when you read that Belding wants his silks and Carter wants his woollens (understand me) washed in Lux, you can mark, learn and inwardly digest their statements as good sound advice.

NOW, why is one of these forms of testimonial advertising ineffective and the other so good? Why does one make you smile and the other make you buy? Here's one reason. In the first instance, the product is indorsed by a celebrity; in the second, by an authority. We have already observed that the public has not yet come to accept W. S. Hart as an eminent soap authority. But on the other hand, when the makers of Onxy Hosiery advise washing their stockings in Lux, their opinion carries weight—for if they don't know, who does?

Here's another big difference. Nobody's going to believe that any actor ever recommended a product simply because he had used that product and found it to his liking. Even with the young people as unsophisticated as they are these days, few are so guileless as to believe that. You know, and everybody else knows, that whenever an actor's or actress' name and picture appear in the same white space with a line drawing of a rubber heel or a bottle of library paste, a neat little check was passed from the advertiser's bank account to that of the performer. Either that, or the advertiser has persuaded the star that he or she will benefit from the publicity involved.

One of my first experiences in advertising had to do with the obtaining of just such testimonials. It was a soap campaign, too, and we were trying to get testimonials from prominent athletes. In some instances, much to our

surprise, we found that the athlete in question actually used the soap. But just to show the spirit of the whole affair, one prominent hammer thrower told us that he didn't use the soap, but that if we made it worth his while we could say that he ate it. Thus showing that the hammer wasn't the only thing he could throw.

Of course the firms who recommend Lux are not averse to the publicity they receive through such advertising, but this detracts little or nothing from the force of the argument. No concern is going to attach its name and indorsement to a product in which it has not the utmost confidence, especially where its own product is so directly affected.

One of the most convincing testimonials is the honest indorsement of a plain everyday consumer—most likely some person you have never heard of. These testimonials are generally conservative and plausible; they are free from over-statement and have a ring of sincerity. The American Radiator Company has given us one of the most fortunate examples of this style of testimonial advertising. The campaign is based on letters received from consumers, regular citizens like you and me, and the advertisements are pregnant with good, plain common sense. One piece of copy reads in part: "William S. Pfaff of New Orleans says frankly that he was skeptical. He did not want the whole house upset. 'Much to my surprise,' he writes, 'Arcola was all set up, connected by pipes with a radiator in each room, and running, in less than a week.' And he concludes: 'I can truthfully say that the money I invested in Arcola has added more comfort to my home than any money invested in any other appliance.'"

There's an advertisement that carries conviction. You know that Mr. William S. Pfaff (pronounced "Pfa-f") actually wrote those very words—and that he meant them.

The testimonial, properly used, is one of the most convincing forces in advertising. Misused, it amounts to nothing more than air of the temperature in the subway in August.

D. M. A. A. Elections

Officers elected at the convention of the Direct Mail Advertising Association, held in Pittsburgh on Oct. 29-31, were Charles R. Weirs, vice-president of the National Shawmut Bank of Boston, president; William A. Biddle, advertising manager of the American Laundry Machine Co. of Cincinnati, American vice-president; Percy G. Cherry, of the Might Directory, Ltd., Toronto, Canadian vice-president; and Frank L. Pierce, Detroit, secretary-treasurer. Members of the international board of directors elected were Homer T. Buckley, Chicago; Harry B. Kirtland, Cambridge, Mass.; Joseph Meadon, Detroit; Robert E. Ramsay, New York; Charles R. Weirs; William A. Biddle, Cincinnati; Elmer J. Roeper, editor of *Postage Magazine*; and Percy G. Cherry, Toronto.

129.022 ABC
Weekly Average Net Paid
Six Months Ending June 30th
~ Publisher's Statement ~

Radio Digest
 SPECIAL PROGRAMS ILLUSTRATED
 GIVE DE FOREST PATENTS AWARDS
 (LITERATURE SET BUILDING)

Proof!
Lowest Agate Line Rate of All

A. B. C. RADIO MAGAZINES

TAKING the latest net paid circulation information furnished by the Audit Bureau of Circulations and the latest rate cards of the Radio Magazine publishers we find the following facts about advertising rates:

	Maxi- milline	Mini- milline
Magazine A . .	\$10.45	\$ 9.40
RADIO DIGEST	9.30	6.05
Magazine B . .	12.66	11.30
Magazine C . .	15.13	10.81
Magazine D . .	20.23	10.61
Magazine E . .	14.99	11.99

Fastest Growing Radio Magazine

HARDWARE MAN

Editor—Advertising

If we can find the man with the following qualifications we would like to add him to our staff. He will have grown up in a hardware store in the Middle West. A college graduate with college work in economics or journalism. After graduation, four or five years with a manufacturer, wholesaler or retailer in a selling or advertising capacity. He will know from first hand experience the problems of hardware distribution and be able to talk the language. He must know something about printing, layout and editing. He'll be able to select and edit material for the hardware trade. He'll have so many ideas in his system that he'll have to give vent by writing an article occasionally.

For such a man there awaits an interesting future with a large New York concern. Give full details, religion, experience, salary expected in first letter.

BOX 198, ADV. FORTNIGHTLY



"What Happens Above the Headline" has always been our chief concern. That illustration which most truly brings out the spirit and the selling significance of the copy is the one which justifies the space it occupies. We have consistently carried out this policy through twenty-three years of service.

NEW YORK
25 East 26th Street

ETHRIDGE

**May
our typography have
an opportunity
to talk for
you?**

**WIENES TYPOGRAPHIC
SERVICE - INC**
203 W 40 St Lon 7034

BROWN'S DIRECTORY

of

AMERICAN GAS COMPANIES

\$10.00 a Copy

\$7.50 to Gas Companies

ROBBINS PUBLISHING CO.
52 Vanderbilt Ave., N. Y. C.

Elimination of Waste in Distribution

By **Herbert Hoover**
Secretary of Commerce

INVESTIGATION into the problems confronting industry today develops the fact that through pressure brought about during the war and the boom period following, industrial organizations had built up their plants and technical departments to a high degree of efficiency. When depression came, the pressure of competition forced these same organizations to reduce production costs, but the distributive agencies seem to have been neglected.

As a result, we have today too wide a spread between the cost of an article at the producing point and the cost to the consumer. This is unquestionably due to inefficiency and waste in selling, and our big problem today, therefore, is elimination of waste in distribution. No individual can prescribe a cure which will fit all industries, for each one has its own particular problem. I must, therefore, limit myself to a few of the broader aspects of the subject.

The first thing which occurs to me is the necessity for closer observation of economic trends. Sales and advertising plans must, to some extent, be based upon past performances, but the sales or advertising managers are apt to overemphasize this and overlook general economic changes which might have a direct bearing on future sales policy. The slow changing as well as the rapidly fluctuating economic forces should be carefully watched.

I would also like to stress the need for more intensive effort in selling. Very few producers have the capacity for selling the United States as a whole, but we find many of them trying to do this.

A great deal of effort is lost upon some territories which if properly studied would fail to show possibilities sufficient to justify the expense of selling and advertising. A great many manufacturers would undoubtedly find that by limiting their efforts to more circumscribed areas and intensifying their sales activities in such areas they would not only reduce their selling costs but would probably produce a larger volume of business. The study of individual sales areas is, therefore, of great importance to the sales and advertising departments.

Another point I would like to emphasize is the broader use of statistics. They can be regarded as a business barometer and could undoubtedly be employed to advantage by sales and advertising departments as well as by the producing departments, especially in industries which are selling to the manufacturer.

From an address before the National Industrial Advertisers Association, Chicago.

Secures 80 Per Cent Distribution

[CONTINUED FROM PAGE 18]

ordinary jobber delivery; and cash payment by the dealer, which inevitably begets a healthy interest in the goods. Moreover, in most cases retail sales were made the same day the stock was put in—due to intelligent installation of displays by the salesmen.

So much for the more obscure differences from the accepted procedure. The one obvious, unavoidable, conclusive fact is that here we have advertising and distribution actually coordinated—not in theory or on paper, but definitely and thoroughly accomplished.

The delivery trucks themselves are a powerful advertising medium having a strong effect on both dealers and public. Twenty trucks, gaudily bedecked with news about Royal Dessert Gelatine, dashing busily about a center of dense population, accomplish a goodly amount of missionary work.

Then the actual placing by salesmen of store displays at the time of initial sale, insured a maximum effectiveness and potential result from the general advertising running simultaneously. The long-standing debates about whether advertising or distribution comes first meant nothing to the Royal Distributing Company. They found that everybody agreed on at least one point, which was that absolute synchronization of distribution and advertising was the ideal solution—and they proceeded to accomplish just that.

Yet the story doesn't stop there. The most unusual and interesting thing about the whole process was the unique handling of the jobber situation. At about the same time the delivery trucks went out, calls were made on the jobbers, and stocks installed in the usual way. Nothing was said about sales made direct to retailers, although it was naturally understood that preliminary work would be done toward getting retail acceptance.

When the salesman's delivery truck ran low on stock, he backed up to the jobber's door, bought a new, full supply at the regular dealers' prices. Generally his order was a substantial one and the jobber usually saw the stock, which he had taken on with some inward misgivings, dwindle to a point where he had to reorder.

Consider the psychology of it. A credit to the jobber covering his usual profit on the sales would have been—in actual money—the same thing, but even knowing that, anyone but the hardest boiled C. P. A. would rather see the goods come in and go out so fast that all turnover records are shattered. It looks very handsome on the jobber's sales records, too, while a mere credit is, after all, only a bookkeeping entry, deplorably lacking in dramatic value and bearing no convincing witness to the superior merchandising acumen of the jobber.

“Advertise to us? Why, of course, my boy,” said the architect. “There’ve been services in the old church on Main Street for over a century, but don’t they still ring the bell at 11 every Sunday morning? If that be treason, make the most of it!”

Ask us for the latest statistics on building activity—for a copy of our revised 50-page booklet, “Selling the Architect”—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending June, 1924—11825)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

WILL YOU CONSIDER THE CHURCH FIELD

In Your 1925 Advertising

— ? —

The Church Must Have Building Material
Furnishing Equipment

for

Auditoriums—Parish Halls—Parsonages
Gymnasiums—Schools—Garages

The Minister Buys From Advertisers in

The **EXPOSITOR**

His Trade Journal Since 1899

Let us send you a sample copy, our rate card and the Building Bulletin which we send monthly to our Advertisers

F. M. BARTON COMPANY

301-308 Caxton Building
CLEVELAND, OHIO

Chicago:
37 S. Wabash

New York:
17 W. 42d St.

I can supply some of the many needs in the Church field. Send me Sample of EXPOSITOR, Rates and Bulletin.

Name _____ Address _____

HOTEL ST. JAMES

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

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



Rates and Booklet on application
W. JOHNSON QUINN

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.

"INCREASING DIRECT ADVERTISING RETURNS"

A New Book by FLINT McNAUGHTON

Here is a book YOU need. Filled with practical, result-producing information. Outlines plans for increasing returns in inquiries and sales, winning jobs, creating demand, etc. Shows advertising fundamentals. Explains right to increase pulling power in inquiry and order cards, coupons, order blanks, etc. Analyzes coupons in magazines and trade papers. Just the information all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 201 advertisements. 220 pp. Cloth. At *Line Bookstore*.

Sent Direct for \$2.50

Selling Aid, 1304 Jackson Blvd., Chicago

Vic Dwyer

Professional Letter Writer

Copy for Sales Letters
Minimum Charge \$25

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

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)

FROM Edward J. Noble, president of Life Savers, Inc., comes news of a decree recently filed in the Supreme Court of the State of New York against a concern known as Goodymints of America, Inc. This decree, which was obtained by consent of the defendant, is for a permanent injunction restraining Goodymints from imitating the labels, style of lettering, etc., which have been made familiar by Life Savers.

"There have been from time to time for a number of years," says Mr. Noble, "attempts to impose on the public by fraudulent imitations of our package, or the shape of our mints. Most of these attempts have been so shortlived as to prevent prosecution. The confectionery business has suffered peculiarly from this practice, and prompt and vigorous defense of their rights by owners of popular trademarks that are thus attacked will greatly improve conditions in the industry."

While there is nothing unusual in the form of injunction granted to the manufacturers of Life Savers, Mr. Noble's comment on the subject deserves a little additional emphasis. Too frequently manufacturers who are troubled by unfair competition are inclined to delay action, on account of the expense involved, or through the ordinarily well-founded hope that the career of the infringer will be brief. It is true enough that the mortality rate among trade pirates of this description is very high, but the damage that they do in the aggregate is incalculable. Anybody who has ever made purchases of popular-priced package confectionery from the open counter displays in common use, can testify

to the confusion that exists with respect to package designs, colors and labels. Undoubtedly this condition is costing manufacturers of nationally advertised lines many thousands of dollars a year, and there is nothing that will serve to clear it up except prompt and vigorous action in bringing infringement suits. Waiting for the individual infringer to fail simply means that his place is taken by another, equally shortlived perhaps, but equally pernicious. On the other hand, a few injunctions properly broadcast throughout the trade will serve notice that it is extremely unhealthy to attempt imitations of the goods of certain manufacturers. An injunction of this character usually serves to put the infringer out of business, and exerts a wholesome restraining influence upon others who may seek to follow his example.

There is another point that should be considered; in that the manufacturer who neglects to defend his rights in this particular runs a rather unpleasant risk of losing his right to protection.

It has for long been the accepted doctrine of the equity courts that he who seeks relief must himself be vigilant in the defense of his rights, and he cannot expect the courts to protect him if he is careless or negligent in his own protection. This doctrine goes by the technical name of *laches*, and is not infrequently resorted to as a defense by those accused of unfair competition or trademark infringement. Thus, if the defendant can show that in repeated instances, over a considerable period of time, the complainant has shut his eyes to infringement, and has failed to take action, he may be able to convince the court that the complainant is in the habit of "sleeping upon his rights." In many cases this results in a refusal on the part of the court to grant relief.

There is therefore a considerable element of danger in the not uncommon practice of waiting in hope that the infringer will fail, or delaying action until he is big enough to do some material damage. The time to hit the infringer is the first time he shows his head, and there is nothing that will discourage future infringers so effectively as a record of extreme vigilance in the protection of one's rights.

* * *

As often stated in this department, I do not believe that those who suffer from unfair price-cutting will ever get anywhere in particular, except into trouble, on the present basis of trying to find some scheme that will avoid the pitfalls of the law. On the other hand, I do believe that they may secure all they are entitled to secure, if they do everything that they desire, by demonstrating their essential faith in their own contention that price-cutting is a wrongful injury to their good will, and taking the offensive on that basis. Do you honestly and sincerely believe that price-cutting is a wrongful injury to your business reputation, not merely an injury to your profits, and can you produce any substantial evidence to prove it? Then why not act on that belief, and put it to the test by singling out some prominent price-cutter and bringing an action for unfair competition? If you can establish your case you will get relief, and a few injunctions of this character will make unfair price-cutting on advertised goods exceedingly unpopular.

NOTICE!

Keep Your Issues of

Advertising Fortnightly

on file. At the conclusion of each volume an index will be published

Advertising Calendar

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.

NOVEMBER 23-25—Fourth District Associated Advertising Clubs of the World, Nashville, Tenn.

JANUARY 15-16—National Advertising Commission, Detroit, Ohio.

MAY 10-15—Associated Advertising Clubs of the World, Houston, Texas.

MAY 10-15—Association of Newspaper Advertising Executives, Houston, Texas.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

Coolidge-Dawes National Advertisers' League

In Washington, on Oct. 29, pledged its support in the political struggle just passed to President Coolidge. A delegation from the League, headed by Frank Presbrey, chairman of the organization, and escorted by Rhineland Waldo, organizer of the Coolidge-Dawes Non-Partisan League of New York, breakfasted with the President and Mrs. Coolidge after which the pledge of support was made by E. D. Gibbs, advertising director of the National Cash Register Company.

Among others in the delegation were: Robert L. Barrows, of Barrows & Richardson; Wendell B. Colton, president of W. F. Colton Co.; Sturgis Dorrance of Dorrance Sullivan; Roy Durstine, of Barton Durstine & Osborn; Herbert Gardner, of Gardner Advertising Agency, also president of American Association of Advertising Agencies; Stanley Gunnison, of Gunnison Advertising Agency; Frank Reynolds, of Albert Frank Co.; C. W. Hoyt, of Charles W. Hoyt Co.; Carl Kaufman, of Federal Advertising Agency; George L. Kleiser, of Foster & Kleiser; H. K. McCann, of the H. K. McCann Co.; William H. Rankin, of the Wm. H. Rankin Agency; Frank Seaman, of the Frank Seaman Agency; Stanley B. Resor, president of the J. Walter Thompson Agency; C. C. Green, of the C. C. Green Agency.

Paul Block, director of *Pictorial Review*; Condo Nasi, publisher of *Vogue*, *Vanity Fair* and other magazines; Ralph K. Stessman of *Red Book Magazine*; C. C. Veriam, president, Street & Smith; Dan A. Carroll, of New York *Telegram-Mail* and Washington *Star*; Wallace Richardson and Fred H. Ralston, representative standard farm papers; Joseph Kelly, of the *Chicago Daily News*; and George Johnson, advertising director of Thomas Cusack Co.

Edward Noble, president Life Savers Co.; G. Lyons Sumner, Women's Institute, Scranton, Pa., and vice-president, Association of National Advertisers; Frank W. Harwood, American Tobacco Co., and vice-president, Advertising Club of New York City; Gilbert T. Hodges, of Frank A. Munsey Co.; Mark Kellogg, of First National Pictures; Robert Leavitt of Onyx Hosiery; Bernard Lichtenburg of Alexander Hamilton Institute; Scammon Lockwood of Johns-Manville Co.; L. A. McQueen, of B. F. Goodrich Co.; S. D. Malcolm, American Express Co.; G. W. Williams, of Postum Cereal; W. H. Wright, of John B. Stetson Co.

Kerwin S. Fulton, the Poster Selling Co.; Edward Gould, of Truly Warner Hat Co.; William Griffin, of American Press Association; George L. Johnson, of Thomas Cusack Co.; M. R. Mass, of Auto Strop Razor Co.; E. Noble of Life Savers Co.

Consider The Individual Medium

DIFFICULT and unusual problems of space buying are being solved with striking success by the Individual Medium or company magazine, published in the name of the advertiser, going where he sends it and carrying his advertising message on the seven reserved advertising pages. For certainty and permanence of reader interest, concentrated advertising appeal and increasing good will, rely on

Your Own Magazine

Edited by WILLIAM FEATHER

Actual Records of success, steadily growing over periods of 5 to 11 years, certifying to the increasing hold of William Feather's writings upon the business public.

We avoid Conflict in the circulation of magazines, giving you exclusive service in your field.

Complete Service for writing, printing, addressing, mailing, relieves you of all worry and responsibility.

Seven Pages of advertising lend themselves to the presentation of a

variety of products or to separate sales appeals.

Advertising Copy is prepared, scheduled and handled as for any other medium. Our service department assists if desired.

Costs Are Moderate and no contract required. Quotations furnished for 1,000 and upward.

Send for Portfolio that shows what our present clients have accomplished and what they think of *Their Own Magazines*.

Your Own Magazine splendidly supplements a general space campaign. Also when other mediums do not conform to class and territorial requirements, *Your Own Magazine* exactly fills the bill. You are never in doubt as to whether it reaches particular customers or prospects. Your mailing lists show that it does and results *prove* that your lists are not lying. Sales resistance *melts* under the influence of steady, continuous, judicious use of *Your Own Magazine*.

The William Feather Company

Caxton Building, Cleveland, Ohio



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

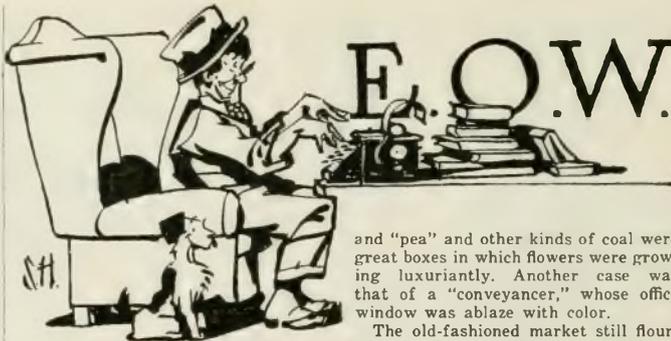
Please enter my subscription for one year (26 issues). Send me bill for \$2.00 when first issue is mailed.

Name

Address

Company

Position



"Louder Please!"

Every advertising man should read Ernest Elmo Calkins's "Louder Please!"—not only because it is written by a man who is an honor to advertising, not only because it is Literature—or very close to it—but also—and chiefly—because it is, as its subtitle says, "the autobiography of a deaf man."

For, of all the afflictions from which mankind suffers, deafness is peculiar in this respect: It wins no sympathy for those who are its victims.

If a man is blind, people pity him. If he has lost an arm or a leg, they feel sorry for him. If he is tubercular, they say "Poor devil!" But the deaf—or deafened—man who, holding his hand to his ear, says "Louder Please," they regard as stupid. They give him no credit for possessing a sharpened mentality which strives—often vainly—to offset a handicap for which, as far as I know, the medical and surgical profession has found no remedy.

There are, Mr. Calkins says, "four million of us who hear with difficulty but who talk normally, even abnormally at times." That being the case—that one person in twenty-five is deaf or deafened, is it not curious that dozens of books have not been written in which the philosophy of the hard of hearing has been set forth?

More About Canada

Canada is not Great Britain; and Canadians are not "Britishers."

Tell a Torontonian that the city in which he lives is "just like an American city—honest," and he smiles all over. Yet, in many ways, the smaller cities of Canada are much more British than American. The buildings in the business section are stouter than ours are; there are more parks, more flowers—not only in homes, but in store windows.

In half a dozen towns in Canada, where I spent a few hours or days, in August, I saw some really wonderful displays of flowers in the windows of buildings that are used for business purposes.

One notable instance was that of a coal dealer. Alongside samples of "nut"

and "pea" and other kinds of coal were great boxes in which flowers were growing luxuriantly. Another case was that of a "conveyancer," whose office window was ablaze with color.

The old-fashioned market still flourishes in Canada. To it, come twice a week, farmers and their wives who offer fruits, vegetables, honey and home-cured bacon in bewildering variety. The prices they ask struck me as reasonable. Yet I could not get rid of the belief that, outside of rent, most things cost as much—or more—in Canada as in the United States.

Business is not particularly good in Canada, at the moment, though people are "hoping." I was told not once, but half a dozen times, that many skilled mechanics who had gone to the United States in the fall of 1922 and spring of 1923 had returned. Yet, it seemed to me, there was relatively more unemployment in Canada than in this country.

It is easy to get into Canada—almost as easy as in pre-war days. All you do is—fill out and sign a blank form and hand it to the sleeping car conductor.

It isn't at all easy to go from Canada to the United States. You are asked all sorts of questions; and if your answers are not entirely satisfactory, you don't get in.

I was told—and I believe the statement is true—that in Toronto alone are 5000 men and women from overseas who are anxious to enter the United States, but find that it is impossible to do so.

Most of them are "Britishers," but there is a surprisingly large proportion of Germans and Scandinavians.

Better Business in the Northwest

The Northwest—and by that I mean Minnesota, North Dakota, Montana, Washington and Oregon—is in far better shape than it was a year or two ago. At that time it was in a deplorable condition. It was paying the price which every section must pay, every once in so often, if it relies on only one industry—it makes no difference whether that be the manufacture of motor cars or the production of wheat or hogs or cattle.

Jackie Coogan

Jackie Coogan, accompanied by "Pa" and "Ma" Coogan, sailed for Europe a few days ago. Every time I see a picture-play in which Jackie is featured, I say to myself: What kind of human being will he be at 21? JAMOC.

Taking the Pulse of the Public

“OUR only salesman is the dollar we spend for advertising, and it is therefore of the utmost importance that we know exactly where every dollar can be spent most profitably.” This is quoting C. F. Buescher, president of the Musterole Company of Cleveland, who describes in a recent issue of *Management* the system used by his company to allocate the results obtained from its periodical advertising.

In essence, the plan, which serves as a basis for the placing of future advertising appropriations, is as follows:

When the company plans its advertising and makes its appropriation for any season, it refers to complete data indicating the results obtained from expenditures during the preceding period. To that end, all sales and advertising are carefully analyzed by states and cities. To facilitate sales analysis, a special copy of all sales invoices is made and laid aside for sorting.

The matter of analyzing the amounts expended for space in newspapers, magazines, billboards, street cars, railway trains, and other media, is not easy. It is difficult to allot the expense of advertising against any certain territory in which it is supposed to have produced sales. Newspapers are considered as producing in the city or state in which they are published. This is accepted as a basis for comparison, notwithstanding that the company uses several large newspapers with a country-wide circulation.

To allocate results obtained from magazine and periodical space, the company apportions the advertising expense in these media to cities and states, using as a basis the actual cost of newspaper space in the city or state in question.

This works out about as follows: If New York City received 10 per cent of the company's newspaper expenditure, it would charge 10 per cent of its magazine and periodical expense against the sales volume of that city for comparative purposes. This arbitrary basis has been accepted on the assumption that the general run of magazines and periodicals are read by the same people who read newspapers, and in about the same ratio.

It would seem that this method is subject to numerous criticisms, especially with reference to farm periodicals, as the circulation of the papers used is confined almost entirely to the middle west and northwest, sparsely populated sections which have less newspaper circulation than other territories.

When the analyses of sales and advertising have been compiled, the results of sales are transferred to a permanent card index. A white card is used for each customer, and a yellow summary card for each city of a certain size, while a pink summary card of these cities gives a state total and a grand summary of all states for a final total.

Advertising expenditure totals are

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 merchandising of some article and pick up your magazine and find an article dealing on the subject under consideration.

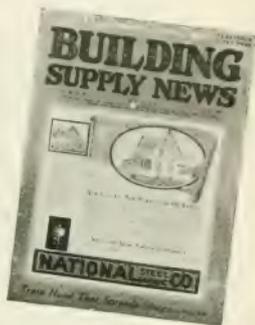
We would certainly hesitate to move the Building Supply News from our library.”

SOUTHERN STEEL & CEMENT CO.

Asheville, N. C.

J. E. Thayer, Manager.

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.



For Our Own Sake

It's gratifying to be liked and depended on for your own sake.

As publishers of the Daily Herald, we are proud to be able to announce that our subscribers consider the Daily Herald worth-while for its own sake, and not because we offer inducements in the form of premiums, prizes, etc. We offer no reward except a good newspaper.

The past six months the net paid daily average circulation of the Daily Herald was 4,502. People are looking, with equal confidence, to its news and advertising columns. And advertisers find that it pays them to use the Daily Herald.

THE DAILY HERALD

BILOXI

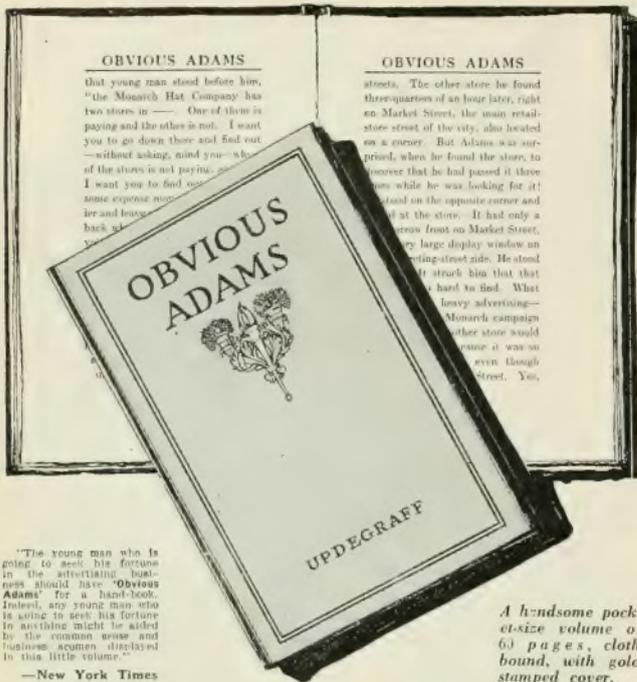
MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers



A few bound copies of Volumes I and II are still available. ☐ The price is \$5 each and includes postage. ☐ Each volume is complete with index, cross-filed under title of article and name of author, making it valuable for reference purposes. ☐ Address Circulation Manager, 52 Vanderbilt Avenue, New York.



"The young man who is going to see his fortune in the advertising business should have "Obvious Adams" for a hand-book. Indeed, any young man who is going to see his fortune in anything might be aided by the common sense and business acumen displayed in this little volume."

—New York Times

A handsome pocket-size volume of 60 pages, cloth bound, with gold stamped cover.

New edition of "Obvious Adams"

FEW business stories have made such an outstanding impression on business America as has Robert R. Updegraff's inspiring tale, *Obvious Adams*.

The Kellogg Publishing Company announces the publication of *Obvious Adams* in a pocket-size cloth-bound book (4½ x 7 in.) at a price that will enable business men to buy the little volume in large numbers to give to the men and women in their organizations, and perhaps also to hand to customers or clients as a little expression of goodwill.

So real does this remarkable story make "Obvious Adams" that he has taken his place as one of the recognized characters of modern business life.

To know "Obvious Adams," to absorb his simple but profoundly practical philosophy, is to add something of definite value to any man's business equipment, something that will serve him use-

fully in his work every day in the year.

To add this something to the equipment of those upon whose work and judgment the success of your business depends, by placing a copy of this volume in their hands, is to multiply the effectiveness of your organization by the number of copies you put to work for you!

Certainly every agency executive and contact man ought to have the book. And as for copywriters, Prof. George Burton Hotchkiss says in his latest book, *Advertising Copy*: "The immortal *Obvious Adams* of Robert Updegraff contains a wholesome lesson for every copywriter. For it was sheer common sense, the feeling for the practical and the suitable, that enabled Adams to succeed where more gifted copywriters had failed."

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies,	55c postpaid

KELLOGG PUBLISHING CO., SPRINGFIELD, MASS.

(Fill out this order coupon, detach and mail with check or purchase order.)

KELLOGG PUBLISHING COMPANY
Springfield, Massachusetts

Date.....

Enclosed find Check Purchase Order for \$.... for copies of *Obvious Adams*.

Firm Name

Address

Name and title of individual ordering.....

then added to these cards for city and state, and totaled, and the percentage of sales to advertising is calculated so that a definite comparison is had for guidance in allotting the advertising budget. Comparative data are charted graphically covering a period of several years, so that any falling off in a territory is recognized and enables the determining of reasons for the slump.

Finally, a summary report shows the grand totals of all items over a period of years, total sales being separated under the headings of domestic, England, Canada and export. Advertising totals are separated and compared accordingly.

Mr. Buescher feels that the foregoing system of compilation and comparison, while far from perfect, has proved a most satisfactory guide.

R. A. Lipscomb

Recently handling building material advertising for Johns-Manville, Inc., New York, has resigned to take up plan and copy work with Frank Kiernan & Company, New York. G. L. Eskew succeeds Mr. Lipscomb.

Monroe L. Applegate

Recently on the advertising staff of the Chicago *Herald-Examiner*, has joined the Chicago office of Albert Frank & Company.

Well Advertising Sales Co.

Boston, announces the following accounts: Dudley Freeman Company, Inc., manufacturers of safety razor blade stropers; and Those Motor Twins, operators of a passenger car and truck service for rental without drivers.

Lyddon & Hanford Co.

New York, have been appointed advertising counsel to J. Grossmith & Son, Ltd., perfumers and fine soap makers, Great Britain.

Howard W. Dunk

Recently director of production of The Radium Emanation Corporation, has returned to the United Profit-Sharing Corporation as assistant to the president.

Larcher-Horton Company

Selected to direct advertising for the Electrical Products Manufacturing Company, radio equipment, Providence, R. I.

Ewing Galloway

Should have received credit for the photographs used to illustrate the article, "Marketing American Products in India and South Africa," page 17, Oct. 22 issue.

Francis M. Waters Advertising Agency

Springfield, Mass., announces the following accounts: The Van Norman Machine Tool Co. and the Duckworth Chain and Manufacturing Co., both of Springfield, and the Westfield River Paper Co., Russell, Mass., manufacturers of foil papers.

Recently Published

By THE DETROIT NEWS, Detroit, Mich.—"Detroit News Year Book." Maps, pictures and information concerning various phases of Detroit's development.

By THE NEW YORK TIMES—"The Use of Blacks," by a committee of the Artists' Guild. Illustrated pamphlet explaining rules governing *The Times* advertising standards.

By THE SUN, New York.—"The Sun Typography." Charts, illustrations and text describing and explaining the typographical regulations recently adopted by this New York newspaper.

By HOLEPROOF HOSIERY COMPANY, Milwaukee, Wis.—"The Growing Menace of the 'Bell Ringer'." A booklet of suggestions to aid dealers in their efforts to combat house-to-house selling.

By ORRIN THACKER DIRECTORY, Columbus, Ohio.—"The Red Book" for 1924. A compact directory of wholesale, semi-jobbing and chain grocers, listed alphabetically and territorially. Price \$2 postpaid.

By ASSOCIATED ADVERTISING CLUBS OF THE WORLD, New York.—"Helpful Business Books." A list of 75 books named by business men as beneficial to those seeking information about advertising and selling, and their treatment from the angles of economics, finance and psychology.

By GOVERNMENT PRINTING OFFICE, Washington, D. C.—"Marketing and Distribution." Part IV of the Report of the Joint Commission of Agricultural Inquiry. 266 pages, with charts, diagrams, prices, transportation rates, and similar data relative to the marketing of agricultural products.

By THE MACMILLAN COMPANY, New York.—"Advertising as a Vocation," by Frederick J. Allen, Bureau of Vocational Guidance, Harvard University. Aims to show advertising in its relationship to the business world, with particular emphasis upon the demands made upon the individual who embarks upon advertising as a career. Price, \$2.

By D. VAN NOSTRAND COMPANY, New York.—"The Inner Side of Advertising," by Cyril R. Freer. A practical handbook for advertisers, those engaged in advertising and students. The author was lately connected with the *London Daily Mail* and is a lecturer on advertising and selling methods at the London Polytechnic. 318 pages, illustrated, \$5 net.

By RICHARDS & GEIER, New York. "Trade-Marks, Trade-Names, Unfair Competition." Concise presentation of facts defining principles for manufacturer confronted by trademark problems.

By "THE FARM JOURNAL," Philadelphia—"Paint on Farms." An analysis of the farm market for paint and varnish based on reports from farmers, small town paint merchants and others familiar with farmers and farm conditions. The data contained in this booklet, which is illustrated by charts and graphs, and is replete with valuable tables, should prove of interest to anyone interested in the farm market.

IMPRESSIVE GAS INDUSTRY STATISTICS

The Record of Progress for One Public Utility—

In 1923 the Public Service Corporation of New Jersey added 25,298 gas customers.

Gas sold reached a total of 19,558,279,000 cubic feet—an increase over the previous year of 1,821,590,000.

The gas distribution system was increased by 135 miles of main—making a total of 3,467 miles.

Capital invested in plant and equipment was increased by \$22,645,057.

The number of stockholders of Public Service Corporation of New Jersey was increased by 12,847.

There are over a thousand gas companies in the United States. Their combined record of progress has been nothing short of startling—particularly to those outside the gas industry who have not realized the rapidity with which this important industry is expanding. Ask for the facts!

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]

Advertiser's Weekly	61
Ajax Photo Print Co.	64
American Lumberman	64
American Tel. & Tel. Co.	62
American Wool and Cotton Reporter	46
Animated Products Corp.	68
Architectural Record, The	73
Audit Bureau of Circulation	55

[b]

Bakers Weekly	62
Barton, Durstine & Osborn, Inc.	27
Bates, Charles Austin	57
Beals, Victor	66
Boot & Shoe Recorder	64
Building Supply News	77
Business Bourse	74

[c]

Campbell-Ewald Co.	9
Capper Publications	37
Cavanagh J. A.	48
Chalfonte-Haddon Hall	60
Chemical & Metallurgical Engineering	7
Christian Science Monitor	31
Cincinnati Enquirer	43
Colyrt Laboratories, A. A.	52
Cram Studios, The	69
Current Opinion	10

[d]

De Molay Councilor	65
Denne & Co., Ltd., A. J.	70

[e]

Ethridge Co., The James	72
Expositor, The	73

[f]

Farm Journal, The	Inside Back Cover
Feather Co., The Wm.	75
Federal Advertising Agency	33

[g]

Gagnier Stereotype Foundry	49
Galloway, Ewing	69
Gas Age-Record	79
Gatchel & Manning, Inc.	44
Good Housekeeping	61
Goode & Berrien, Inc.	69
Grand Rapids Furniture Record	53
Greenduck Co., The	63
Gude Co., O. J.	Insert Facing 50
Gulfport Daily Herald	77

[h]

Hannah & Associates, F. A.	70
Hiller Studios, L. A.	Insert Facing 51
Hoppinger File Co.	49
Hotel Belleclaire	66
Hotel St. James	74

[i]

Igelstrom Co., The John	70
Indianapolis News	4
Iron Age	34-35

[j]

Jewish Daily Forward	70
----------------------	----

[k]

Kellogg Publishing Co.	78
------------------------	----

[m]

McCann Co., H. K.	12
McGraw-Hill Book Co.	58
Market Place	81
Milwaukee Journal, The	67

[n]

National Miller	62
National Petroleum News	Back Cover
National Register Publishing, Inc.	50
Nation's Business	6
New York Daily News	59
New York Times, The	41
Normal Instructor and Primary Plans	48

[o]

Oral Hygiene	50
--------------	----

[p]

Palm Fecteler & Co.	42
Paschall, Irvin F., Inc.	68
Photocraft Co., The	46
Physical Culture	8
Postage	70

[q]

Quality Group, The	47
--------------------	----

[r]

Radio Digest	71
Radio Merchandising	52
Richards Co., Joseph	3

[s]

Schulze, Inc. Ed. H.	57
Selling Aid	74
Shaw, Keith	79
Simmons Boardman Publishing Co.	69
Southern Realist	39
Standard Rate & Data Service	82
Sweet's Catalogue Service, Inc.	54

[t]

Tanki Service Bureau	74
Textile World	45
Thomas Publishing Co.	60
Tuthill Advertising Agency	56

[v]

Victor Animatograph Co.	69
-------------------------	----

[w]

Wiens Typographic Service, Inc.	72
---------------------------------	----

Why Agency Accounts Do Not Develop

[CONTINUED FROM PAGE 36]

however promising. Contentment to let a client's business take its own course, drift along as long as it does not drift away, seals the fate of too many accounts. They ride on the good ship Laissez Faire to no particular port, and the appointed cargo never comes in.

It is often very pertinently up to the agency man to supply the "vision" (questionable term!) which the client lacks, or at least to supply ways and means of confirming that vision even if the client possesses it. Many clients do have it, though in a quite impractical vein, in which event it behooves the agency man to save his subject from being a mere visionary and materialize his dreams on the right side of the ledger. Making a client see a future, where there was none before, and invest in it, is an achievement quite within the capabilities of a lot of agency men, if they only take the trouble to do a little forward-thinking after hours.

It is granted, as above, that some accounts are banefully predestined to remain small, but many which are so regarded can be accelerated by deliberate irrigation. The account which is too readily accepted and treated in this light, which stands as a convicted and confirmed pot-boiler, often does not get half a chance. It does not always excuse the agency to shrug its shoulders at the dwarf and reply, "Thou canst not say I did it." Any account should be regarded as potential until proved impotent. I have in mind the case of a malleable foundry which found pitching horseshoes a very advertisable product, and which likewise discovered brand new outlets in the oil market, the plumbing field, and the farm field. Instances of this sort, which are not infrequent, serve to accentuate the likelihood of real discoveries beneath the surface of many "pot-boilers."

Another agency attitude which may decrease the attention given to certain accounts is the uninteresting nature of the product involved. An agency, especially a small one, is often inclined to bestow more time and ingenuity on a few favored accounts because these accounts simply have a stronger appeal to the personal tastes and fancies of the men handling them. They get under a man's skin, he likes to work on them, and they receive, comparatively, a better deal. This question of getting up enthusiasm over a given proposition is largely one of personalities, and therefore hard to control. It is of vast importance in the process of building up an account, because it involves not only enthusiasm but often sincerity, and it is reflected in a vital way in both copy and plan. The account which receives perfunctory attention because it

is stale, flat, and uninteresting is "out of luck." Usually, it simply has to wait upon the advent of the man for whom it does hold an element of fascination, and there always is such a man.

A great many accounts can be built up only when the agency is willing to go outside the province of advertising proper. The advisability of doing this seems to be a moot question among the agencies themselves, with pros and cons both active. The agencies exist, it is true, for advertising functions alone. Yet occasional incursions into the realm of salesmanship, sales or production systematizing, or even production engineering, to the manifest benefit of the client, would not appear unprofessional.

Then, of course, there is such a thing as being too punctilious, and to stand upon a point of order under such circumstances is neither expedient nor a mark of broad policy. An agency, like an individual, can do more than is scheduled in the day's work, and still should lose neither its identity nor the approbation of its fellows. If the agency's own scheme of things is hampered and delayed by factors outside its scheme of things, the quickest way to surmount these obstacles often lies in direct action, or at least assistance, on the part of the agency itself.

It can scarcely be denied, either, that there is a tendency on the part of various agencies to pass up opportunities for account expansion in an avid desire to increase their list of clients, rather than the size of those they already possess. This passion for numerical grandeur is sometimes a mistaken ambition, and is certainly not good economics. The feeling that there are better fish in the sea than have ever been caught spurs some organizations to abnormal sales activity and cramps the logical development of accounts.

ON top of all these considerations, however, it does seem that the most significant and deep-seated cause for agency remissness in developing accounts lies in the disinclination to do scout duty in the sales mart. There are many accounts to which no amount of desk-seclusion and fine cogitation will bring prosperity. An understanding of the demand, and how to evoke it, can only be got by actual contact with the sales process. This ability to study the market, to get the feel of it, to get on to the proper selling twist, to locate with finesse the exact merchandising chord, pressure upon which is going to secure response—this is the turning point in the life of many a stunted account. It is the mainspring of account rejuvenation—the only treatment which can put some under-developed propositions on their feet.

The various angles of undersized accounts, which I have tried to present here, are no secret to most agency men. But a résumé of them may direct a trifle more constructive attention to the Lilliputians.



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. Form close Saturday noon before date of issue.

Position Wanted

ADVERTISING MAN

27 years old; six years' experience, copy, layout, type, printing, engraving, original ideas and executive ability. Samples submitted. Address A. P. L., 410 W. 115th St., New York City.

ART MANAGER

Presently employed on big national campaign; excellent visualizer and layout man, with advertising ideas; broad experience. Box 202, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

SALES MANAGER

On Commission and profit-sharing basis; proposition must be established three years and properly financed. Box 195, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ARTIST

Young man, 26 years; four years' experience doing free lance work for Central New York manufacturers. Desires visualizing and layout work, preferably with agency. Address H. W. S., 410 W. 115th St., 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.

WOULD YOU—

Pay \$25, \$50, \$75, \$100 or \$150 a month to an EXPERIENCED \$10,000 a year Advertising Counselor who would take entire charge of your Advertising, work for and with you devoting the necessary time in your office to the numerous details of sales correspondence, copy, art, photography, engraving, follow up, ideas, plans, systems, forms etc., making your Advertising a SUCCESS actually saving money giving you greater value and RESULTS for every dollar spent. Ideas and plans submitted gratis to convince you that I know how to interpret your sales messages. Write W. O. Box 164, City Hall Station, New York City for appointment.

ADVERTISING—Young man desires position with progressive newspaper, periodical, association or business organization; experienced executive management of editorial advertising business, promotion, publicity, rotogravure and syndicate departments of newspaper and class and trade journal work; can write successful sales promotion advertising copy and sales letters; thoroughly understand mechanics of newspaper and trade paper publishing; have travelled for large organizations selling and promoting wire news services and syndicated features. Enjoy confidence of editors and publishers. 30 years old, married, university trained; available immediately; excellent references. Box No. 203, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

FARMERS WILL BUY

This winter, but it will be a mistake to explore the "farm market" without an experienced guide. I have had the requisite successful experience in advertising and selling to farm families and rural merchants, and I am in a position to help one or two Eastern advertising managers or agencies with their plans and copy for this field. I will work only on products of high grade. You pay only when you're satisfied—and pay only for what you get. Box 200, care Advertising and Selling Fortnightly, 52 Vanderbilt Ave., N. Y. C.

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 editor 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.

Help Wanted

ADVERTISING solicitors for trade paper, real opportunity for producers; liberal commission basis to start with, drawing account to men who prove ability in April. "Retail Jewellers Bulletin" Suite 724, 154 Nassau St., New York.

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.

Advertising salesman wanted on well established successful trade paper published in New York. Man of experience in selling space, 30 to 40 years of age. Ability to command the goodwill of the friends of the paper—to suggest effective "copy"—to maintain constant, persistent, energetic effort—determined purpose to secure the maximum volume of business that the accounts can yield. are more useful qualifications than brilliant high-powered salesmanship. Lile position for capable man. Box No. 201, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

ADVERTISING SOLICITOR

We are seeking the part time services of an advertising solicitor who is calling on manufacturers. The man must at the present time be 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.

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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. 7

Advertising in Standard Rate & Data Service is followed closely by our subscribers—agencies and advertisers—for additional information when preliminary schedules are in the making; when orders and contracts are prepared; when contact men and executives confer with their clients—in a nut shell, the STANDARD RATE AND DATA SERVICE is everywhere in the advertising field and always in use!

Your advertising message in the Service has its biggest effect at that time.

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Your advertising message in STANDARD RATE AND DATA SERVICE places you face to face with the purchaser of advertising space when he is ready to make his selection of media. The message gives you the advantage of the FINAL interview—in effect, it "bobs up" and says to the subscriber—"Wait, Mr. Man! Turn to your files and review the facts about my publication—you will make no mistake."



Big volume sales for a product come from *national* sales effort. That is the secret of *The Farm Journal's* big volume sales—the biggest circulation among all farm papers. If you want big volume sales for *your* product, why not go to the identical homes in which *The Farm Journal* found a receptive market?

Send your merchandise story to these more than 1,200,000 families at a cost of less than $\frac{1}{4}$ cent per page per family—the lowest page cost in the farm field.

The Farm Journal

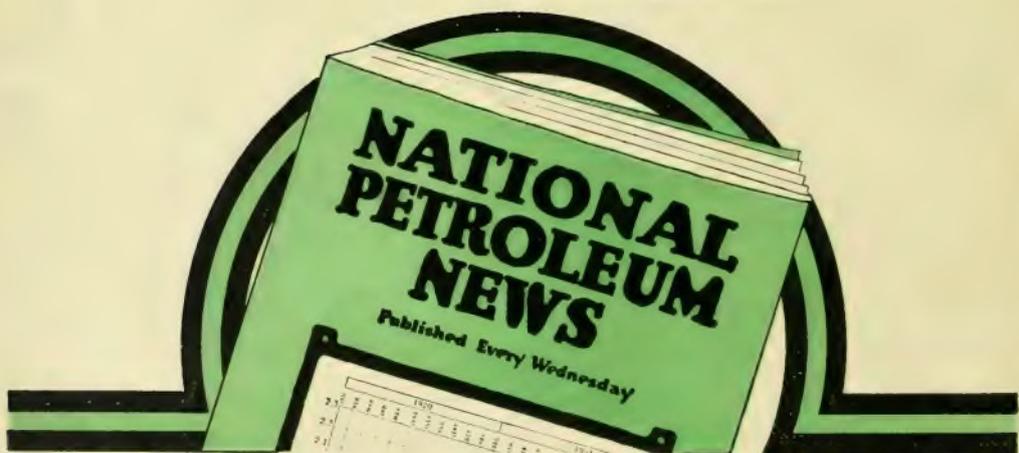
first in the farm field

**The greatest dollar-
volume of advertising
ever carried by an
oil publication —**

**— the greatest paid-in
advance circulation
ever attained by an oil
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**— all because National
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MEMBERS A B C

MEMBER A B P

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614 West Building

CHICAGO
360 North Michigan Ave.

CLEVELAND
812 Huron Road

NEW YORK
342 Madison Avenue

Public Library
Kansas City, Mo.