

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Photograph by Paul Outerbridge, Jr., for *Harper's Bazar*

DECEMBER 17, 1924

15 CENTS A COPY

In this issue:

"The FORTNIGHTLY 'Adopts' a Farm" By JAMES M. CAMPBELL; "The Strategy of Sampling in Industrial Marketing" By ROBERT R. UPDEGRAFF; "How Instalment Sales Are Being Financed" By ALEX MOSS; "The Salesman and His Car" By V.V. LAWLESS; "Where Do New Agency Accounts Come From?"

Where Most Business Goes is a Good Place to Go for More Business

Of interest and advantage to all who do business in the Chicago field is the newspaper advertising record for the first ten months of 1924.

Indicative of general confidence in the continuance of good business, is the fact that The Daily News—"the mirror of Chicago industry"—carried a greater volume of display advertising by 254,580 lines in the first ten months of 1924 than in the corresponding period of 1923. Among the daily newspapers of Chicago the nearest competitor of The Daily News in volume of display advertising printed—a morning newspaper—gained in this period 154,094 lines.

Here are the figures:

	1923	1924	Gain
	Agate Lines	Agate Lines	Comparison
The Chicago Daily News...	12,206,992	12,461,572	254,580
The next highest score...	9,416,924	9,571,018	154,094

From which it is evident that when experienced and successful advertisers in the Chicago field "go after business in earnest," they concentrate their efforts largely in the medium they know to be most effective for the sale of any legitimate merchandise—

The Chicago Daily News

First in Chicago

An edition that is limited to one copy only

~ your copy

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

What your chief competitors are doing.

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

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

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

A Richards Book of Facts contains exactly that kind of information built

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

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

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

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

JOSEPH RICHARDS
COMPANY, INC.

249 Park Avenue
New York



"The Richards Book provides a logical background for everything I do."

From a Manufacturer's Statement



RICHARDS "Facts first—then Advertising"

TRADE MARK REG.

**THE
ERICKSON COMPANY**

Advertising

381 FOURTH AVENUE, NEW YORK



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

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

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

Page 5—The News Digest

Ingraham-Powers, Inc.

Is the name of a new concern formed by the consolidation of the P. B. Ingraham Company and the organization of Frank R. Northrup, publishers' representative, who died recently. The new organization will be located at the old Northrup offices at 350 Madison Avenue, New York.

Mr. Ingraham, formerly advertising manager for *Printers' Ink*, will continue in New York as president of the new concern. E. J. Powers, who had been associated with Mr. Northrup for seventeen years, in charge of the Chicago office, will continue in that location as vice-president.

W. I. Tracy, Inc.

New York, announce the following new accounts: Madge Evans Hat Company, New York, and Bobby Lee Hats, made by the Ambassador Hat Company, same city.

Kansas Daily Newspaper Association

Entertained advertising agents of New York at a luncheon at the Waldorf-Astoria December 5. Senator Arthur Capper spoke on prosperity in Kansas. Other speakers were Henry J. Allen, former Governor of Kansas, and editor of *The Wichita Beacon*; William Allen White of *The Emporia Gazette*; Marcellus Murdock of *The Wichita Eagle*; and William A. Bailey of Kansas City. George W. Marble, president of the National Editorial Association, was toastmaster. He is introduced by G. R. Katz of the E. Katz Special Advertising Agency.

McJunkin Advertising Company

Chicago, has been appointed advertising agent for the Edmonds Shoe Company, Milwaukee, Wis.

John J. Keegan

Formerly assistant advertising manager of the Bucyrus Company, South Milwaukee, is now associated with Frank V. Chambers, publisher, Philadelphia.

Campbell-Ewald Company

Has been appointed advertising counsel to the Mason Tire & Rubber Company of Kent, Ohio, which has just completed a reorganization of its staff. The account will be handled from the Detroit office of the Campbell-Ewald Company.

Russell E. Smith

Formerly merchandising service and promotion department manager of the Star League of Indiana, has become manager of the merchandising cooperation service department of the *Springfield (Mo.) Republican*, after a year's illness following an automobile accident. Mr. Smith was at one time with Street & Finney and with the Blaine-Thompson Company, and also conducted his own agency.



The Thumbnail Business Review

PRODUCTION and distribution of basic commodities continue to register increases. The direction in which national business is heading is indicated by the now oft-repeated warnings against the dangers of inflation, disseminated by bankers and economists.

☛ Iron and steel mills are more active than they were a month ago. Prices are stiffening and more orders are being closed for future delivery. Fifty per cent of the industry's blast furnaces are now active. The theoretical normal is 60 per cent.

☛ Merchandise and miscellaneous freight shipments, considered the best indication of present business conditions generally, are above the 1923 figures. The railroads now find themselves in stronger position than for many years. They continue to be active buyers of equipment.

☛ Cotton and woolen mills are more active. Wool prices are now higher than at any time since 1920. November witnessed a sharp rise in sales of print cloths. Other industries in New England, which for a long time have been in a state of industrial coma, are now employing more workers and operating more working hours. Among these are the boot and shoe factories, hosiery and knit goods plants, and leather tanneries.

☛ Most sections of the country report excellent retail business, while other centers, like New England, register a poor sales volume in certain localities. The gradual resumption of full-time industrial activity in the affected sections, which seems imminent, will undoubtedly be followed by an increased demand in many slowly moving lines. This is as true of the country as a whole as it is of any particular cross-section of it.

ALEX MOSS.

Blackman Company, Inc.

New York, have been appointed advertising counsel for the newspaper campaign for Waitt & Bond, Inc., Newark, manufacturers of Blackstone Cigars.

Hearst Merger

Hearst's International and the *Cosmopolitan*, both owned by William Randolph Hearst, will be merged beginning with the March issue, according to an announcement made by C. Henry Hathaway, of the International Magazine Company, present publishers of both. The present *Cosmopolitan* rate of \$7 a line and \$3,000 a page will be effective through the September, 1925, issue, and all schedules now booked in either *Hearst's International* or *Cosmopolitan* will be carried out in the combined magazine at the present *Cosmopolitan* rate. Effective with the October, 1925, issue, the line rate will be \$8.50 and \$3,500 a page.

Lennox & Mitchell, Inc.

New York, have been appointed advertising counsel to the Elgin National Watch Company, Elgin, Ill., and will conduct the 1925 campaign.

Samuel H. Jaffee

Cincinnati, has been appointed advertising representative by the *Magyar Hirnök* (Hungarian Herald), Toledo, Ohio, for the States of Ohio, Kentucky and Pennsylvania.

Texas Amalgamation

Effective with the December 1 issue, the *Austin (Tex.) Statesman* and the *American* operate on a combination basis due to the purchase of the *Statesman* by the *American*. The Sunday issue of the *Statesman* has been discontinued and the Sunday paper will be issued under the name of the *Austin American-Statesman*. This is the fifth newspaper unit in the Texas League of which E. S. Fentress and C. E. Marsh are sole owners.

Domestic Engineering Publications

Chicago, announce the following changes in personnel: J. E. Ramage has joined the New York sales force; Clarence Moore has been assigned to the Pittsburgh office; Thornton Lowe and Ralph Graham have joined the organization in Philadelphia; George G. Brown has been added to the San Francisco office.

"Office Manager"

Will be the name of a new publication to be published by the Purchasing Agent Company, New York. The first issue will appear in February.

Harry Simmons

Formerly advertising manager for the Hanan shoe stores in Chicago and the Middle West, has joined the advertising department of Montgomery Ward & Company. Mr. Simmons was at one time with the O'Connor-Goldberg stores, Chicago, and also operated his own service agency.

Cantine's
ASHOKAN
COATED PAPER



This beautiful booklet, "Get rid of the Cook Look," prepared for The Florence Stone Company, of Providence, R. I., won the Martin Cantine Prizes for October. Prizes are given every month to the advertising man and printer who jointly produce the best work on any Cantine Paper. The George Batten Company, Inc., of New York, and the Hutton Press, Inc., received the regular award of \$300.00. Cantine's Ashokan was chosen for this booklet as exceptionally good paper upon which to print the delicately toned illustrations. Enter samples of all your work on Cantine's Papers in these monthly contests. Full particulars upon request.

ANY sales map shows large gaps of territory left uncovered because they are too thin to "work" through salesmen.

Such territories are often veritable gold mines for Direct-by-Mail selling. Use leaflets, illustrated letters, booklets and catalogs—not only to consolidate that which you have, but to gain new customers at low cost.

Make your printed matter *effective* with modern illustrations, harmonious typography, good press work and Cantine's Coated Papers.

Ask for sample book showing all Cantine Papers. When writing, also request particulars of our monthly Prize-Honor Contests for skill in advertising and in printing. See any Cantine jobber, or address, The Martin Cantine Co., Saugerties, N. Y., Dept. 80

Cantine's

**COATED
PAPERS**

CANFOLD

BEST QUALITY
AND PRINTING QUALITY

ASHOKAN

NO. 1 ENAMEL BOND

ESOPUS

NO. 2 ENAMEL BOND

VELVETONE

SEMI-BRILL—Best for Photo

LITHO C.I.S

COATED ONE SIDE

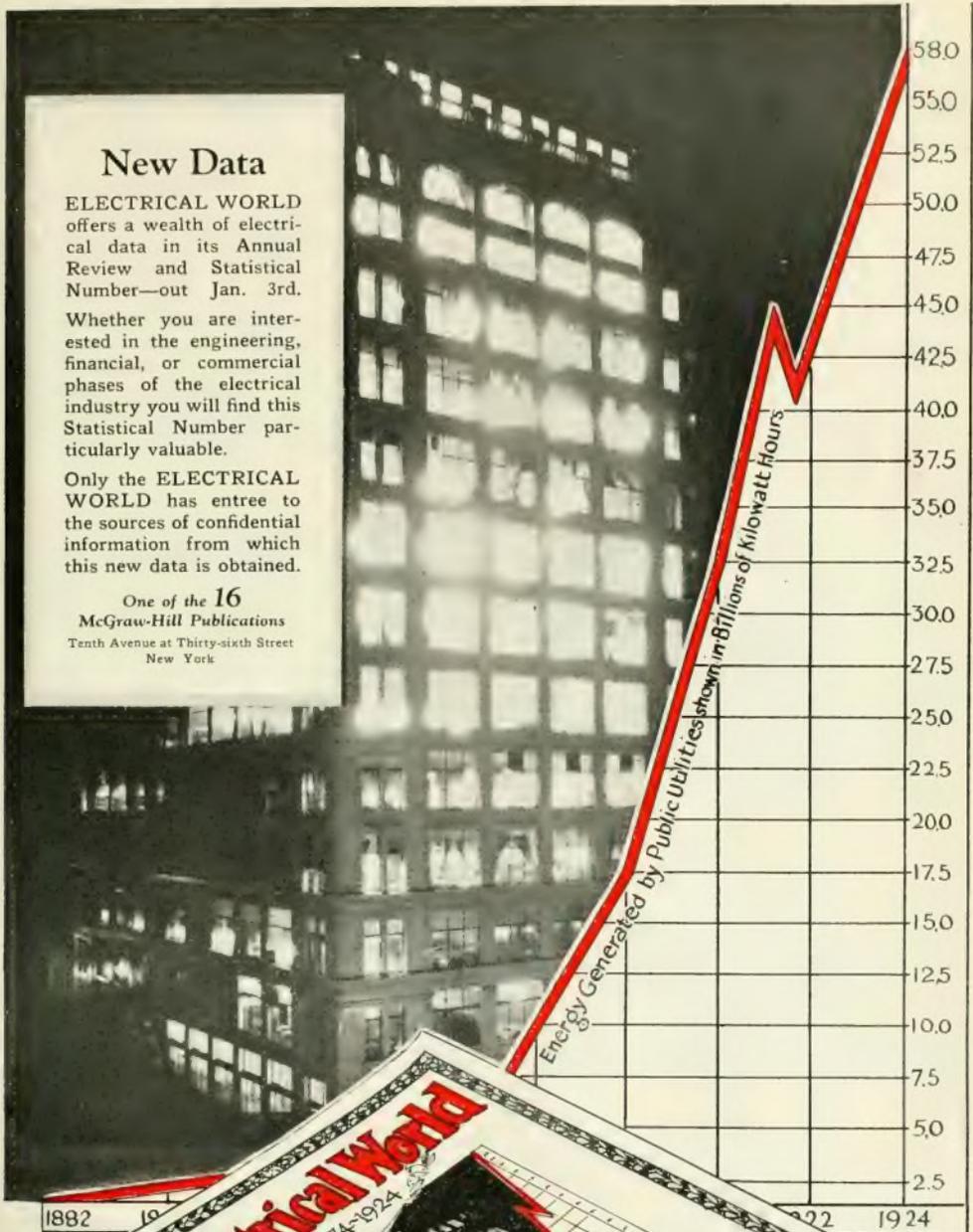
New Data

ELECTRICAL WORLD offers a wealth of electrical data in its Annual Review and Statistical Number—out Jan. 3rd.

Whether you are interested in the engineering, financial, or commercial phases of the electrical industry you will find this Statistical Number particularly valuable.

Only the ELECTRICAL WORLD has entree to the sources of confidential information from which this new data is obtained.

One of the 16
McGraw-Hill Publications
Tenth Avenue at Thirty-sixth Street
New York



"The Weekly 'Newspaper' of the Electrical Industry"

COVERAGE

A guarantee of—

2,725,000

net paid circulation

The first issue—April
—closing January 17th
should deliver a hand-
some circulation
bonus.

RATE

A rate of—

\$4500 a page

\$11 a line

—Or a milline rate of
\$4.04 places the Unit
among the best buys in
the whole maga-
zine field.



THE MACFADDEN UNIT

The Magazines in the Unit are—

True Story

Fiction Lovers

True Romances

Dream World

True Detective Mysteries

CODE OF ETHICS

Adopted by Association of Newspaper Advertising Executives at Columbus, Ohio, June, 1924. Endorsed by A. A. C. of W. at London, England, July, 1924.

6TH The published rate card will carry every rate or other benefit that any advertiser can earn. Every contract will be subject to the scrutiny of any interested person.

7TH Since every page and every column in a newspaper has its individual value to the advertiser, all advertising rates should be based upon run-of-paper service and every diligence will be exercised to see that all advertisers secure fair and impartial service.

8TH Business is honorable, and advertising, its voice, needs no apology. No advertisement will be published in the guise of news or editorial matter and all advertising will be clearly designated as such by borders, type or similar device.

9TH Advertising, being a service which is exchanged for a definite rate per line or per inch, has nothing in common with the news or editorial columns of the newspaper. Publicity designated as news which comes to the Advertising Department will be referred to the Editorial Department for use or rejection by that department on the basis of the news value of the material.

10TH Since merchandising service has a recognized place in the creation of national advertising, "The Standard of Merchandising Practice for Newspapers," adopted by this association in 1920 and endorsed in general convention by the A. A. C. of W. in 1922, will be the basis for all such service.

The Indianapolis News has one rate card, one value, one service, one rate. Position is sold on a definite rate, the news and editorial columns are free from advertising influence. Neither position nor "publicity" are given to buyers of advertising as bait. The service of the Merchandising Department is available alike to all. The News subscribes to this code of ethics. It has throughout the fifty-four years of its existence as a newspaper.

The Indianapolis News

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

FRANK T. CARROLL, Advertising Manager

Chicago Office
J. E. LUTZ
The Tower Bldg.



Priscilla

has taken a long step

*—but we think it's a step
in the right direction*

THE space *Modern Priscilla* once devoted to fiction has been given up to editorial matter—

Because so many readers asked for more instruction in hand crafts, cooking, household management—more special articles by authorities on Homemaking.

Don't think *Priscilla's* readers are too serious-minded to enjoy stories. It's not that. But when they read *Modern Priscilla* they're looking for information—not amusement.

Which means that *Modern Priscilla*—through her advertising pages—gives you an unequalled opportunity to present your sales message to more than 600,000 Homemakers when they are in the most receptive frame of mind. For when a woman reads *Modern Priscilla* she "means business"—as hundreds of manufacturers have proved to their great advantage.

MODERN PRISCILLA

The Trade Paper of the Home

New York

BOSTON

Chicago

Advertising and Selling FORTNIGHTLY *Markets, Merchandising & Media*

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HOW is the farmer housed? How many hours a day does he work? At what time of the year is he busiest? What has he in the way of labor-saving machinery? What and where and when does he buy? What does he read? What does he think of politics—and politicians? Of cooperative marketing? What about his wife? And his children?

The series of farm articles by J. M. Campbell, which begins in this issue, answers these and many other questions. The stories are not intended to take the place of data which one already has or which one may think it necessary to secure. They are intended to give life to such data—to humanize them. The articles were written in a typical farm home, owned by a typical farmer, in a typical farming section.

M. C. ROBBINS, PUBLISHER

OFFICES: 52 VANDERBILT AVENUE, NEW YORK
Telephone: Murray Hill 8246

J. H. MOORE, Advertising Manager

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

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

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

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

CLEVELAND:
A. E. LINQVIST
405 Sweetland Bldg.: Prospect 351

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

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

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1924, Advertising Fortnightly, Inc.

Vaseline

REG. U. S. PAT. OFF.

PREPARATIONS



"THE American Language" by H. L. Mencken cites the trade-mark "Vaseline" as one which has become so popular and widely familiar that the Chesebrough Manufacturing Company frequently and emphatically needs call attention to the fact that this trade-mark is its own legal property.

But this whole-hearted acceptance of the trade-mark "Vaseline" is only significant of the tremendous popularity of the "Vaseline" Preparations. They fill a real need in the households of the entire world.

How perfectly the advertising of "Vaseline" Preparations hews to the line of "Truth Well Told" is plainly evidenced by history, for upon this principle the business of "Vaseline" Jelly and Specialties has been consistently enlarged during the thirteen years that the McCann Company has been responsible for it.

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

DECEMBER 17, 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*

How Instalment Sales Are Being Financed

By Alex Moss

MANUFACTURERS who have succeeded in greatly increasing their volume of sales through instalment selling state that they find time-payment sales both sound and economical. On the other hand, there are business men and bankers who believe instalment selling to be unsound and unstable. They decry the efforts of manufacturers who encourage and stimulate the wave of instalment selling that is sweeping the country. They feel that the wage-earner is already under too great a temptation to mortgage his future earnings. Any serious industrial depression, they point out, will react first against those industries which resort most to time-payment sales.

It must nevertheless be realized that consumer selling of this character is increasing. Of the four million automobiles that were sold in 1923, only one million were sold for cash; the other three million vehicles were bought by the public on an instalment basis. The

Singer Sewing Machine Company was never able to attain quantity production until it developed the practice of instalment sales. Eighty

per cent of electrical household appliances are sold on the "easy payment" plan. Approximately 90 per cent of musical instruments are

bought in the same way. In 1923 over 328,000 pianos were manufactured in the United States, with a wholesale value of more than \$100,000,000. Nearly 90 per cent were sold on a time-payment basis.

In any new line of trade or industry the general credit structure is also new. Since the first radio program was broadcast from Pittsburgh four years ago, the growth of the radio industry has been little short of amazing. A recent survey made by the Copper and Brass Association indicates that the total volume of radio business for 1924 is likely to reach \$300,000,000. A considerable factor in this astonishing expansion of the radio industry has been the use of easy credit terms.

The National Paint and Varnish Association is now undertaking through a committee to learn



(© Brown Bros.)

EARLY in the present year there were 635 companies that specialized in the financing of automobiles bought on the deferred payment plan—more automobile financing institutions than there are automobile manufacturers. In 1923 there were marketed 4,086,917 motor vehicles, having an approximate value at wholesale of \$2,005,000,000. Of these, 75 per cent of the passenger cars and 90 per cent of the trucks were sold on instalments. The automobile industry could not have reached its present size had sales been only for cash

whether the introduction of instalment credits might not result in a considerable increase in the annual volume of business of the paint industry. One contracting painter in Cleveland has been enabling his customers to pay for their painting over a period of time since 1920. A paint manufacturer in Jacksonville has been financing sales through dealers and painting contracts with painters in a similar manner. A financing corporation in Philadelphia makes a specialty of financing painting contracts.

The General Electric Company and the Westinghouse Electric Company both finance electrical wiring in homes, the former through its own internal financing organization, the latter through a credit company in Baltimore.

DURING 1923 a number of department stores introduced deferred payment terms in several new lines of commodities which were formerly sold only for cash or on open account. One credit manager of a large New York department store states that the store's instalment business is considered a safer risk than its open account business. The instalment business in this particular store, however, is confined to furniture, carpets and musical instruments. Another well-known department store maintains a budget service designed to aid those who wish to furnish a home out of income.

There has recently been organized in New York a corporation to aid manufacturers in the purchase of machinery. It aims to provide money on much the same basis as loans are made to the railroads with

which to buy rolling stock. The corporation will buy for industrial organizations such standard units of equipment as steam turbine generators, electric dynamos, hydraulic steam pumps, high-speed newspaper presses, textile looms and other such apparatus. It plans to arrange for the purchase of these units from established equipment manufacturers, accepting from the purchasing company a certain percentage in cash, issuing industrial equipment notes to cover the balance. During the life of these notes the equipment is leased to the purchaser at rentals sufficient to care for the maturing principal and interest of outstanding certificates. Provisions have been worked out for recovering pledged equipment in event of default.

Many manufacturers and dealers

probably hesitate to sell their products on time, knowing that it is difficult to discount the promissory paper through ordinary banking channels. Every dollar tied up in customers' instalment notes, and every stream of bank credit diverted from the expansion and development of a business for the purpose of carrying these notes, must necessarily work to the detriment of the concern.

Banks usually restrict loans to terms of three or four months. For a manufacturer or any other business man to borrow on

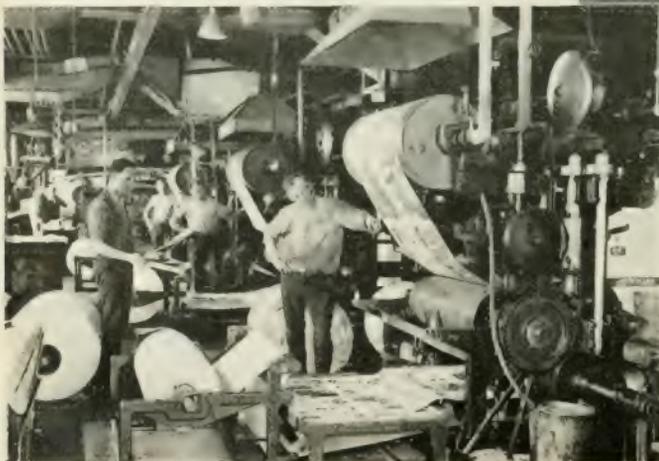
three-month terms (even though the privilege of renewal is granted) against twelve or more months' paper as collateral can hardly be considered an acceptable or approved business practice. Unless the manufacturer is able to realize promptly on his paper, he may soon find all his available liquid capital invested in long-time paper that liquidates itself slowly even under the best of conditions and the most favorable circumstances.

THESSE problems in financing that have prevented manufacturers, distributors and retailers from taking full advantage of the sales-increasing possibilities of a time-payment program are now being solved by a type of institution that, although

[CONTINUED ON PAGE 46]



Courtesy WEAF



INSTALMENT selling is now being promoted by producers of many commodities and services that may be classed as essentials or necessities. These include labor-saving equipment of every conceivable kind, home appliances, heating plants, clothing, musical instruments, radio receiving sets, cash registers, trucks, taxicabs, garages, Diesel engines, locomotives, furniture, newspaper presses, rugs, electrical appliances, radio, and so on.

The Strategy of Sampling in Industrial Marketing

By Robert R. Updegraff



STEAM shovels cannot be "toted" about by a steam shovel salesman. Yet one company making steam shovels has discovered a telling way of conveying the chief selling points for its product to the prospective purchaser. This concern emphasizes the exceptional hardness of the steel that is used in certain parts of its equipment by sending out a "partial sample" in the form of a small bar of manganese, about three inches long and one-quarter inch square. With the "sample" goes the suggestion that the recipient try to cut this steel as he would any other. The steel does not yield to usual cutting methods, and the steam shovel company in this way demonstrates one of its chief sales points

SEVERAL years ago a big industrial concern was in the market for a large number of a certain type of metal-working machine. Everybody in the field knew that the order for this equipment was soon to be placed and naturally every concern was on its toes to land it. The industrial concern's purchasing agent was wined (it was in pre-Volstead days) and dined assiduously by rival sales managers and general managers—for it was an order of such size and importance that the big chiefs themselves had entered the lists—and he was the recipient of enough expensive cigars to keep him in smokes for six months. Arguments and claims poured into his ears by the hour. And he had a fat folder in his desk drawer bulging with letters: letters quoting prices on the equipment and subsequent letters that "revised" these quotations in their writers' anxiety for the order.

To everyone's amazement the order went to a comparatively new concern, nor was it placed on price. It was the result of what might be termed sampling strategy.

It seems that the factory superintendent of the company that secured the order had taken a hand in the sales solicitation. In this factory manager's presence the sales manager of the company had expressed the fear that their machine didn't have a ghost of a show.

"I can't seem to get their purchasing agent to take our new timing device seriously," he complained.

Whereupon the factory superintendent, who had perfected this timing device and had great faith in it, had remarked: "Well, let's send

him a 'sample' machine to try."

"I've offered to ship him a machine, but he won't have it. And I've offered to pay his own and his department manager's expenses to our plant for a demonstration, but he won't come. Afraid it will put him under obligation, I guess."

"Well, let me try my hand," said the superintendent.

A week later this sales manager and factory superintendent appeared one afternoon at the prospect's plant. They gained an audience with the purchasing agent and informed him that they had brought with them a "sample" machine for him to try on some of his own work.

"A sample?" said the purchasing agent.

"Yes," they said, and asked him to step out into the yard with them. Wonderingly the P. A. put on his hat and followed. And there on a siding was a freight car with both side doors open, and in it one of this company's machines equipped with an individual motor, bolted to the car floor. An electrician had just finished stringing some wires through the window of a nearby building and out to the motor, and the machine was all ready to run.

"Well, I'll be darned!" said the purchasing agent. And for the next thirty minutes he worked the machine and watched its timing mechanism function. "Well, I'll be darned," he repeated. And when he placed the order two weeks later it was with this concern.

In the field of industrial marketing it often requires strategy, or at least considerable ingenuity, to apply the sampling principle successfully. It is not easy to "sample"

heavy machinery or bulky equipment or technical service. Yet frequently the man who gets the orders is he who most successfully "samples" his product or his service.

There is a wide difference between "a sample" of something and "sampling" something. "A sample" is generally a small quantity of the commodity or material, or the actual article, or a small-size model, or a specimen of the product or of some part of it. Whereas "sampling" is a much broader conception. Sampling is really demonstrating. Demonstrating merit, value, quality, workmanship or workability, service, speed, results, economy. And in doing this ingenuity or strategy helps tremendously.

It is necessary, generally, either to put into the prospect's hands or possession, at least temporarily, some sort of a sample of what one makes or else to get into one's hands a sample of something representing the prospect's interest and working with or upon that with which one wants to sell him.

Two instances will serve to illustrate these two opposite methods.

The Armstrong Machine Works, of Three Rivers, Michigan, makes and markets a steam trap. Realizing that an actual demonstration of its steam trap in the prospect's own plant is its best sales argument, yet knowing how little attention is paid these days to the usual "free trial" offer, this company has worked out a "90-day Test." It agrees to send a sample trap to any engineer in

good standing for 90 days, stipulating that it is then to be returned (charges collect), whether the verdict is favorable or otherwise. It is not merely sent "on approval" in the usual way, but is loaned for testing purposes. If the engineer likes the "sample," he may then order one of the traps in the usual way, and of course he will be urged to do so. This bit of sampling strategy removes it from the ordinary free-trial category and makes it appealing and, I am told, quite effective.

In contrast to this method is the idea used by the International Filter Company. This concern makes water-softening apparatus for large power plants. Obviously, it cannot send out samples of its apparatus for trial, and so this company reverses the sampling process and

asks prospective customers, through its advertising and its salesmen, to send it a one-gallon sample of the water used in their boilers. This sample is analyzed in the company's laboratory and recommendations are made to the prospect based on this analysis.

This same reserve sampling process is used by other concerns in various lines. It is not new, but it might be applied by many concerns that are not now using it but are wondering how to sample their machinery or equipment or, it may be, their service or their process. For this method of sampling can be applied quite as successfully to a service or process business as to a business such as that of the International Filter Company.

[CONTINUED ON PAGE 70]

A Marginal Catalog for the Industrial Advertiser

THE problem of applying advertising to many industrial enterprises is complicated by the many items or lines of products made by the concern. Which ones shall be advertised? Which can be advertised most profitably? What about the ones that can't be featured, yet perhaps earn the bread and butter for the business?

The Johns-Pratt Company, of Hartford, Conn., makers of various mechanical products used by industry, have answered these questions ingeniously by means of what might be called an illustrated thumb-nail catalog which is a feature of their business paper advertisements.

In each advertisement some one of the company's major products or services is made the main subject of the advertisement, whether it occupies one page or a double spread, and the other products, numbered from 1 to 9, are represented by little symbol pictures which occupy a space just one inch wide down the side, headed with the brief statement: "J-P has the ability and capacity to serve you in NINE ways."

The products illustrated, fuses, fuse clips, subway boxes, safety



This trademark is a pledge to you

A MANUFACTURER who has made a definite reputation for the quality of his goods, has made a promise to his customers. Every time he stamps on the trademark he is saying to the user: "You may rely on the product which I sell as always being."

The man who dishonestly borrows money, like the man who borrows money he never intends to repay, often runs money under false pretenses, and while the buyers of a trademark may not see the result, he punishes himself at the time he is caught.

But what of the user who has to

had upon the producer's trademark?

In the case of cheap packing for fuses and other lines, many losses may be avoided by the trademark meaning what it says. What purchaser could afford to buy, if it does not?

No man connected with the manufacture of Vulcabeston, from its inception to the completed packing, has reason to be responsible for keeping the pledge of an old and honored tradition.

The J-P trademark trademark has been guaranteed by an act of congress.

THE JOHNS-PRATT COMPANY, 60 Washoppe Ave., Hartford, Conn.
 PHONE 4-1111. CABLE: JAPRATT. REGISTERED TRADE MARK U. S. PAT. OFF. 1,100,000

Vulcabeston Packing

SHEET ROD VALVE STEM

switches, entrance switches, railway and mine materials, packing and radio parts, serve to show the extreme diversification of the company's products. At the same time, the layout and the enumeration

J-P

has the ability and capacity to serve you in NINE ways

1

2

3

4

5

6

7

8

9

J-P

prevent the obscuring of the articles catalogued without in any way detracting from conspicuousness of the chief subject of the advertising.

This little column catalog has excellent reference value, for to see it once is to acquire a mental photograph of it that is likely to stick in the mind. Furthermore, it is very easily found in a magazine if one wishes to refer to it, for it stands out so strikingly that it can be located readily by the most cursory thumbing of the pages of a publication in which it appears.

While this idea is by no means new, it is seldom worked out so simply and effectively in connection with so wide a variety of products and services as electric fuses, packing materials, radio parts, molding service, and electric insulators. It is the utilization of symbolism that has made possible so complete and interesting an illustrated "reference catalog."

Actually, the nine pictures have been so well worked out and grouped as to add to the interest of the whole advertisement and give it considerable institutional value, instead of detracting from it as the featuring of nine items might do.

The Fortnightly "Adopts" a Farm

By James M. Campbell

HERE we present the first of Mr. Campbell's articles on farm life—written for the FORTNIGHTLY on the farm of J. H. Maurer, at Marshall, Ill., 150 miles northwest of St. Louis. Mr. Campbell did not start out to prove any pet theories. He set out to report accurately and intelligently what happens on an average farm in an average county in an average farming state. We believe that his findings will be of undoubted value to manufacturers and advertising agents who are interested in selling merchandise which finds its final consumption among the 30,000,000 people who live on farms.

MR. MAURER met me at the hotel in Marshall. He is 55 or 56 years old, short, medium weight, clean shaven, rather quick in his movements, and wears spectacles. He wore a blue shirt with collar attached, khaki-colored trousers, a dark coat and an overcoat of not very thick material, which reached well below his knees. His hat, too, was black and very evidently had been exposed to the heat of more than one summer and the snows of more than one winter. Which is as it should be.

I explained to him, as briefly and clearly as I knew how, what the pur-

pose of my visit was—that the FORTNIGHTLY is anxious to put before its readers a "picture" of a typical farmer, and that he—Mr. Maurer—was that! I went on to say that I would give him and his wife as little trouble as possible; that I would get up, eat and go to bed when they did; that I would not interfere with his work, and that while I would ask him a lot of fool questions, he did not have to answer them unless he wished.

Mr. Maurer "got" the idea about as quickly as a bank cashier decides that he will—or will not—grant one's application for a loan.

"All right," said he. "There's my car"—pointing to a Ford sedan which was parked nearby. "Make yourself comfortable while I do some shopping."

In a few minutes he returned carrying two packages of Shredded Wheat Biscuit, one package of Cream of Wheat, one two-pound package of Sun-Maid Raisins, two grape fruit, and four loaves of bread.

"Well," said I to myself, "here's where the advertiser gets in his work."

We started for home. On the way and at odd moments later Mr. Maurer told me something about



THE Maurer farm home, two and a half miles east of Marshall, Ill., and within fifty miles of the center of population in the United States, is "a typical farm home, owned by a typical farmer in a typical farming section." Mr. and Mrs. Maurer, their two daughters, one of their two sons, their son-in-law, and Mr. Campbell are shown in the illustration at the top. The photograph from which this illustration was made was taken the day after Thanksgiving. Of the seven persons in it four were visitors. Ordinarily, the Maurer home houses only three people.

himself and also about that part of Illinois in which he lives and has lived all his life.

It will be best to tell these stories connectedly and not as they came to me—in instalments.

Clark County, Illinois, where Mr. Maurer lives—and where he was born—was settled about a hundred years ago. Because of unintelligent or crude or wasteful methods of cultivation, the soil has become "thin"—it was never really good—and does not yield nearly as much wheat, corn or oats to the acre as newer and richer land further west. That is made plain by the fact that land values in Clark County are considerably lower than in Iowa or eastern Nebraska. The ruling price of farm land of normal productivity in Clark County is \$60 to \$75 an acre. Sales at higher prices have frequently been made; but, nowadays, it would be difficult to get more than \$70 an acre for any but the very best land in the county.

General farming is the rule—some corn, some wheat, some oats, a few cows, two or three times as many hogs, a few apple and peach trees, and anywhere from one hundred to two hundred chickens. The farms are not large; nor are they small. One hundred and twenty acres is an average size.

Most of the farm homes in Clark County are at least forty years old. All that I have seen are of frame construction—seven or eight room houses, set back sixty or seventy feet from the road. And, Mr. Maurer tells me, only a few have basements.

Being general farmers, the people of this section do not have the ups and downs, which farmers in "one-crop" sections experience from time to time. If the price of wheat declines they are not impoverished. Nor is their condition greatly improved if the price of wheat attains a dizzy height. Same way with corn and oats—their welfare is not tied up with any one crop. They are glad, of course, when prices of farm products go up. That means that they can afford something they have wanted for a long time. But if prices do not go up—well, they can get along. There is always a demand at fair prices for poultry,

eggs, milk, butter, hogs and cattle; and these are the things that almost every Clark County farm produces—not very much of any one of them but enough in the course of a year to make a fairly impressive total.

The population of Clark County is mainly of English descent, although in it is a fair sprinkling of men and women of German origin. Mr.



THE Maurer barn was built in 1912. On the ground floor are stalls for fifteen cows and six horses. The "loft" above is filled with "roughage" and hay. In the foreground is the water-trough, into which a gasoline engine pumps water from one of two wells on the farm

Maurer's father was born in Germany and he, himself, speaks a little German—"just enough to get by." But there is nothing about him—either in speech, manner of living, dress or anything else—which differentiates him from his neighbors. He is American, just as they are—the most typical American farmer I have ever met. The man who selected him for the FORTNIGHTLY* is a bird.

THE Maurers live in a seven-room house, two and one-half miles east of Marshall, Illinois. Marshall, according to the last census, has a population of 2222. (Two! Two! Two! Two!—sounds like a locomotive whistling, doesn't it?)

On the first floor are four rooms:

*The manner in which Mr. Maurer's farm was selected is indicative of the spirit in which this editorial investigation has been undertaken. The FORTNIGHTLY first asked O. E. Bradfute, president of the American Farm Bureau Federation, to name the state most typical of average diversified farming conditions. He selected Illinois. B. M. Davidson, director of agriculture at Springfield, Ill., was then asked to pick the county. He chose Clark County. The farm of J. H. Maurer was then picked as being most typical of the farms in that county.

A living room, about 15 x 15; the owner's bedroom, 13 x 15; a dining room, 18 x 22; and the kitchen, 18 x 14. Back of the kitchen is a sort of summer kitchen which, strictly speaking, is not a part of the house. In the rear of the summer kitchen is a shed in which a few tons of coal are stored. In one corner is a smoke-house and from a cross-beam usually hangs a quarter of veal or a flitch or two of bacon. Upstairs are three bedrooms, averaging about 15 x 15. The floors of all the rooms, except the kitchen, are painted.

In the living room the floor, which is covered with a Brussels carpet rug, are these articles of furniture: A "Heatrola"; an upright piano (Story & Clark); a music cabinet; a Victrola—not one of those cheap "talking machines", which are nearly all horn, but a really handsome affair in an oblong cabinet; it cost, I estimate, at least \$250; three comfortable rocking chairs; a library table—oak; a bookcase—oak; a large wall clock; a bird cage; two fairly large framed pictures; half a dozen small and medium sized framed pictures; two lithographed hangers—advertisements of local

business houses; a dozen flower pots. On the tops of the library table, the music cabinet and the Victrola are newspapers and magazines, a full list of which will be given at the proper time and place.

There is a well-thumbed Bible on the library table; and on the cross-piece below are the latest issues of Sears, Roebuck & Co.'s and Montgomery Ward & Co.'s catalogs.

The weather, thus far, has not been cold enough to test the "Heatrola," but Mr. Maurer thinks that it will give enough heat to warm the living room, the downstairs bedroom, one of the upstairs bedrooms and to "take the chill off" the dining-room. The "Heatrola" is rather an ornamental piece of furniture—much more so than an ordinary coal stove—and cost \$155. It burns Illinois (soft) coal, which, bought by the car and shared with some of his neighbors, cost Mr. Maurer \$4.75 a ton.

I have the good fortune to occupy the "spare" bedroom. It is immediately above the living-room and is as warm as a similar room in a New York apartment. A bed, a big

When you serve the social equivalent of salt-beef and plum-duff

There may be two or there may be eight, but, three times a day, all hands respond to the call of the calories, and range themselves around the table to discuss a roast of mutton or a grill of fowl.

There are some companies so charming, some hosts so gracious and some cooks so able, that dining with any or with all three is worth a journey of a



Few other furnishings are so frequently brought to the attention of your guests. Three times a day it appears, and by its message gives the key to the taste of the dinner.

And having good rhinostones for your yacht is so easy, that it is surprising that any man endures a makeshift.

If it were outrageously expensive for you, that would be another matter, but when it isn't, every yacht should be equipped with its own — with its individual set!

A set for six people costs from \$100 up and takes about three weeks to have made to your order. But there is no charge for submitting designs, and this we shall be delighted to do for any member of a recognized yacht club!

thousand miles. But, after all, even the finest dinner is enhanced by good appointments, and to the trinity of a good host, good company and good food, must be added good china.

OVINGTON'S

"The Gift Shop of Fifth Avenue"
FIFTH AVENUE at 39TH STREET



It makes a great deal of difference whether people laugh with you or at you. Such frivolous as Ovington's pictures would be roundly denounced by the Factory-and-Whisker school of advertising illustration, but to the reader it carries the undeniable suggestion that the business of buying and selling china, glass, *objets d'art* and what-nots, is rather amiable. Intrinsically there isn't much to distinguish the drawings from the technique of some of the comic strips, but that doesn't cheapen the advertisements, nor dim the lustre of the copy. The Thought for Today in this page is that it is not necessary to sell with a Grouch.

Where Do New Agency Accounts Come From?

BESIDES the duty of maintaining, extending and cheapening the sales of its clients' products, nearly every advertising agency is faced with a still more immediate and tangible sales problem. I mean the proposition of selling its own service. Few agencies can afford to, or do, dispense entirely with sales promotion activity for themselves and with most of them such activity is very deliberately and forcefully prosecuted.

Naturally, since our agencies are continually concerned with sales studies, experiments, theories and psychology, they are, or should be, pretty well imbued with a general sales "complex." Indeed, they often radiate sales efficiency. They radiate it, although one sometimes wonders if they digest it. They enunciate feasible sales principles and proceed to make them work—for other people. Do they always apply these principles so intelligently and profitably to themselves?

It is not that I, bellowing from the depths of my ignorance, would presume to impeach the ability of our agencies to merchandise their wares. It is not that I, in the touching naïveté of my inexperience, would infer that they have failed to merchandise their wares. They have succeeded beautifully, beyond question, in selling themselves. Many of them have succeeded much more brilliantly in selling themselves than in keeping themselves sold. On the whole their sales methods have been smooth, frictionless, and dexterously applied. I would not presume to lubricate them.

Nevertheless, I rise up from nowhere, and, with abundant humility, announce that I think I see just a fly or two in the ointment, which might possibly be fished out and swatted.

In the first place, where do new accounts come from? Before we try to answer this, let us define what is meant by a "new account." Ordinarily,

the agency man implies by a new account one which is new for his agency, not necessarily one which has never before had an agency connection. From the standpoint of agency progress, this attitude is of course unfortunate. It means that the account in question

A new account, properly speaking, is an account new to agency service. It is an addition to the ranks, not an apostate, not a deserter. Looking at it in this way, which is after all the only constructive way, we may revert to our question, where do such accounts come from?

Do they proceed from the blue sky, and fall into the laps of agencies? Not by a jugful. They have to be ferreted out, treed, and brought down. The ozone is not thick with them, but they can be found. From a positive angle, they afford the sole and only additions to agency business.

EDITOR'S NOTE: This article closes the discussion of the subject of agency accounts as it has been developed by a prominent agency executive who prefers to remain anonymous for the time being. His first article, which was published in our issue of September 24, page 21, dealt with the vexing problem of account turnover. The second article, which appeared in our issue of November 5, page 36, advanced the author's reasons for the non-development of certain agency accounts and answered the question: "Who bears the responsibility for those accounts that do not grow?" Advertising has a serious mission to perform and is under a great responsibility for its performance. As the author stated in an earlier article, "When advertising fails, business fails by just so much as it has been dependent on advertising for success." With the present article as a conclusion, the series, in essence, constitutes a searching analysis of the relationship of agency to client, of client to agency, and of agency to agency

It is a source of speculation to me as to how many "new business" men or department heads in the agencies are vitally interested in new accounts in this sense—virgin accounts. I suspect the interest is not an overpowering one for three reasons: First, such accounts, as mentioned before, are rather hard to locate. They rarely poke their heads out of the tall timber and shout for succor and they require a vigilant and patient search. Second, they are more difficult to close, usually,

has not, probably, been converted to agency service, but to the service of a different agency. It means that the agency man who obtained it is not necessarily an account-creator, but merely an account-borrower, or often an account-pirate. Not to pussyfoot on the subject, accounts which "fit" from agency to agency do not always peregrinate with good and sufficient reason, but frequently from common cussedness aided and abetted by a viciously prehensile characteristic on the part of the agencies themselves.

than those with a background of agency experience. Third, when they start off in a small way, and they usually do, they are not very remunerative in the beginning.

The large agency organizations depend today, more than ever, for their virgin timber on the saplings planted and tended by their smaller contemporaries. This tendency to look to the lesser agencies for new material throws almost the whole burden of new account selling on the little fellows. This is manifestly unfair, because this is where it least belongs from the point of view of sales equipment and power.

THIS too acquisitive nature which some agencies have allowed to dominate their dealings is nothing if not self-injurious. The time is coming when the same scent of legal odium which attaches to the ambulance-chaser will reach another of its logical destinations, namely the practitioner of account-snitching.

It would seem nothing more than an even break for the big fellows to strike out into the wilderness and "sticks" with a bit more gusto than they do now. It would contribute to one particularly desirable thing—it would help to set up a feeling which does not now exist, a feeling of

some sympathetic relation between big and little agencies. A constant hammering at each other's policies and capabilities in sales efforts on prospects is not going to benefit either of these groups. A too aggressive attempt to wean away business developed by minor agencies irritates and unduly antagonizes these agencies and thus reacts against advertising in general.

Another very substantial reason for the major agency developing material from the ground up, rather than putting on the finishing touches

only, is that this practice would undoubtedly swell the volume of total accounts in agency hands.

It can hardly be answered that latent accounts of a size attractive to the more pretentious agencies do not exist. Many extensive advertisers have never been sold on agency service and never used it. These are all possibilities. More than that, quite a group of large concerns ought to be heavy advertisers and are not. This is true of a great number of products which can make their appeal directly to a large consuming

public and which wait but the touch of some advertising monitor to voice that appeal. They wait upon the man who is going to do for some other alarm clock what has been done for Big Ben, for some other pipe what has been done for Dunhill, for some other garter what has been done for Boston and Paris, for some other rug what has been done for Whittall.

The same criticism of backwardness or indifference in advertising matters is still true of many public
[CONTINUED ON PAGE 64]

Consumers' Purchasing Power in Thirty-One Cities

THE Chamber of Commerce of the United States, through its Domestic Distribution Department, recently issued a compilation of statistics covering 31 cities in different parts of the country under the title "Population's Purchasing Power." In the November *News Bulletin*, published by The J. Walter Thompson Company, the chief items of budgetary expenditure have been grouped so as to give some idea of the relative rank of the cities with respect to these items. According to these figures, New York shows the largest per capita expenditure for food, while the white

population of Norfolk, Va., ranks first in per capita outlay for both clothing and furniture. The precise ranking of the cities perhaps does not follow in reality the figures thus deduced, but at least they give some interesting material for thought.

Explanation of tables: I shows the estimated annual food consumption per capita in the cities listed; II gives the annual per capita expenditures in thirty-one leading commercial centers; III shows the annual per capita expenditures for furniture and furnishings in the cities tabulated.

[I]		[II]		[III]	
City	\$100 or over	City	Above \$60	City	\$20 or over
New York City	113.73	Norfolk (White)	76.80	Norfolk (White)	25.75
San Francisco	110.20	Seattle	60.73	Cleveland	24.89
Boston	108.83			Buffalo	22.43
Portland, Me.	105.36		\$50 to \$59	Portland Ore.	22.40
Philadelphia	103.05	San Francisco	58.23	Seattle	22.35
Seattle	100.64	Portland, Me.	55.66	Houston (White)	21.48
		New York	54.18	Detroit	21.31
	\$85 to \$99	Jacksonville (White)	53.71	Jacksonville (White)	20.33
Detroit	99.30	Detroit	53.63	Los Angeles	20.17
Chicago	98.60	Buffalo	53.37		
Los Angeles	97.66	Mobile (White)	52.91		
Mobile (White)	97.63	Cleveland	52.65		
Cleveland	97.66	Savannah (White)	52.49		
Buffalo	95.27	Philadelphia	50.87	Savannah (White)	18.82
	\$90 to \$94			Savannah (Negro)	18.73
Houston (White)	94.50		\$40 to \$49	St. Louis (White)	18.37
Birmingham (White)	91.94	Houston (White)	49.09	Indianapolis	17.48
Mobile (Negro)	91.46	Portland, Ore.	48.34	Chicago	16.82
Portland Ore.	91.42	Savannah (Negro)	46.43	Denver	16.65
Norfolk (White)	90.65	Los Angeles	45.31	San Francisco	16.24
Baltimore (White)	90.61	Memphis (White)	44.99	Houston (Negro)	16.21
Jacksonville (White)	90.48	Boston	44.34	Birmingham (White)	16.07
	\$85 to \$89	Scranton	43.44	Denver	15.86
Kansas City Mo.	89.52	Jacksonville (Negro)	43.35	Philadelphia	15.59
Pittsburgh (White)	89.32	Birmingham (White)	42.30	Pittsburgh (White)	15.18
Scranton	87.23	Pittsburgh (White)	41.92	Portland, Me.	15.12
St. Louis (White)	86.88	Chicago	41.78	Atlanta (White)	14.75
Houston (Negro)	85.31	Atlanta (White)	41.05	Minneapolis	14.59
	\$80 to \$84	Mobile (Negro)	40.54	Kansas City	14.12
Richmond (White)	84.26	Denver	40.13	Memphis (White)	14.00
Denver	83.86	Baltimore (White)	40.06	Richmond (White)	13.83
Memphis (White)	83.56	Houston (Negro)	40.02	Baltimore (White)	13.47
Indianapolis	82.87			Scranton	13.35
	\$75 to \$79		\$30 to \$39	Cincinnati	12.87
Cincinnati	79.93	Kansas City, Mo.	38.39	Pittsburgh (Negro)	12.61
Minneapolis	79.64	Indianapolis	38.13	New York City	12.53
Atlanta (Negro)	79.47	St. Louis (White)	36.33	St. Louis (Negro)	11.66
Richmond (Negro)	79.42	Minneapolis	35.67	Boston	11.17
New Orleans (White)	79.21	Richmond (White)	34.91	Jacksonville (Negro)	11.03
Atlanta (White)	78.99	Pittsburgh (Negro)	34.60	New Orleans (White)	10.16
Pittsburgh (Negro)	77.70	Atlanta (Negro)	33.64	Atlanta (Negro)	10.08
Birmingham (Negro)	76.83	Richmond (Negro)	33.64	Richmond (Negro)	10.08
	Under \$75	New Orleans (White)	31.56		
Savannah (Negro)	74.60	Baltimore (Negro)	31.31		
Baltimore (Negro)	74.11	Norfolk (Negro)	31.31		
Norfolk (Negro)	74.11	Cincinnati	30.85		
Savannah (White)	73.78				
Jacksonville (Negro)	73.27		Under \$30	Mobile (Negro)	9.74
St. Louis (Negro)	69.92	Birmingham (Negro)	29.75	Birmingham (Negro)	9.63
New Orleans (Negro)	65.47	Memphis (Negro)	29.11	New Orleans (Negro)	7.88
Memphis (Negro)	65.20	St. Louis (Negro)	25.74	Memphis (Negro)	7.60
		New Orleans (Negro)	23.05	Norfolk (Negro)	7.16
				Baltimore (Negro)	7.11

Bread and Butter Problems of a Sales Manager

The Salesman and His Car

By V. V. Lawless

MANY fine arguments have been advanced as to why the salesman should be supplied with an auto and his running expenses defrayed. Also, many houses are working on a basis which to them is fair and profitable. Recently, though, a sales manager of a medium sized factory told me some of his problems.

We were convinced a few years ago that the thing for us to do was to supply each of our men with a good, medium priced car. Automobile salesmen, backed up by statements of our own men, backed up by charts showing how many towns they missed going by train, and all that sort of thing, convinced us that supplying the men with autos would be a good thing. We had a force of twenty men and we bought twenty nice new machines and started them out.

Three months later one of the salesmen was dropped because his volume was too low and his selling cost too high. He turned in his machine. We hired a man in his place and turned the machine over to him. That was on a Monday morning. The following Thursday he phoned me long distance.

"This car is in awful shape," he explained. "You haven't any idea how that man ahead of me abused it. It's barely crawling along on two cylinders. Now, I've got to put it into a shop and have it fixed up—engine needs overhauling badly."

There was nothing else for me to do but tell him to go ahead and make the best of it. In the meantime working the territory by train. Ten days later we approved a bill for \$250.



IT has been known that salesmen have carried other men on regular routes, sometimes carrying two or even three at a time at the rate of three dollars a day. A case in point is that of George S., who used to make a certain valley territory. He was not a high-priced man, neither did he get much business. He had a car which he owned himself, but the house made him a fine operating allowance. This went on for some years and finally George S. was asked to resign. He did resign, but he kept right on covering the territory. The fact was that he had men patronizing his auto and he took in twelve dollars a day, six days in the week

A month later another man quit and was replaced. The new man with the machine soon came in to advise us that the machine had been horribly abused and would require a complete overhauling. That would cost about \$300, but he had a better idea. He could turn in the old car and by paying \$600 more get a brand new one, which would be cheaper in the long run than fixing up a wreck.

WELL, the upshot was that within a very few months we found out that it was just about out of the question to turn a machine over from one man to another. The new man always found that the former

operator misused the car horribly. It was a case of getting a new machine with each change in men. Another thing which sounds pessimistic but is true. Did you ever figure up how much more actual business the average salesman gets after he has a car than he did before he had the car?

When one figures up the increased cost of operating the man when the cost of the car and upkeep is added, one needs a considerably increased volume of business to break even. All too often that volume is not forthcoming.

The fact of the matter is that it is a mighty pleasant thing for a salesman to have the house supply him with a nice auto and pay the running expenses. It is pleasant to step out of the hotel at nine in the morning, bring the car out of the garage and get under way with the motor humming along. A lot more pleasant than crawling out at six in order to get a hurried breakfast and make the 6:50 to the next town.

It's mighty pleasant, too, to wind up the day's work and take the charming young lady who presides over the cigar stand in the hotel for a ride. And it is quite possible, now and then, to find some specialty man who has no machine but is going the same way and who is glad to put up the sum of three dollars and make the trip. Of course it is not necessary for the salesman to turn in the three dollars to the house. It has been known that business-like salesmen, making a stated territory, have carried other men on regular routes, sometimes two and even three, at the rate of three dollars a day.

Which reminds me of George S.,

who used to make a certain valley territory. He wasn't a high-priced man, neither did he get much business. He had a car which he owned himself, but the house made him a fine operating allowance. This went on for some years and finally George was asked to resign. He did resign, but he kept right on covering the territory.

The fact was that he had four men patronizing his auto and he took in twelve dollars a day, six days in the week.

Then, too, there is the young married salesman who finds it very nice to have a car for hauling his family

around over the week end. And sometimes, too, he carries his wife around the territory. And sometimes he leaves the car home for a week and "the madam" drives. That is really very pleasant and it would be perfectly lovely if every employer could supply each man with a nice machine for his family. But why not supply the bookkeeper's family, too?

A sales manager said to me the other day: "We have a long line to sell. Give a man a town with six prospective accounts and he can keep busy all day. On the other hand, give the man an auto and he skips

over a town and hastens on to another one."

"I'd just as soon have a salesman marooned in a town for half a day or a day, no matter how small the town," another sales manager said. "Our men can keep busy and, if they have to stay in a town a reasonable number of hours, they cover all the stores and do a thorough job. Let them be able to get away at any time and, at the slightest excuse, away they go."

Theoretically, the man with an auto ought to be able to do much more real selling and get a much

[CONTINUED ON PAGE 49]

Bridging the Gap Between College and Industry

IN 1919 the Westinghouse Electric and Manufacturing Company began its first advertising messages to colleges. These were run in the periodicals of local Pittsburgh institutions. Since then the college field has received a great deal of attention from the electrical industry. Today the Westinghouse company is running a series of advertisements on "vocational guidance" in the leading college publications of the country, of which the four reproduced herewith are typical.

Since an institution like Westinghouse is essentially an engineering institution, it must be closely related to the engineering schools of the country. The reason for this is not alone that engineering training must form an important part of the background of men entering the organization, but also because the engineering schools are looked upon as a training ground for future influential buyers of electrical equipment. Institutional advertising to such a market is logical and valuable.

The reason for emphasizing vocational guidance in the present series becomes apparent when it is understood that the colleges follow one

classification for training engineers, while large engineering organizations must operate according to an entirely different classification. In college, students are divided into such groups as electrical, mechanical or chemical engineers. An industrial engineering organization, on the other hand, divides its personnel along functional lines—sales engineers, application engineers, design engineers, erecting engineers, and similar classifications.

The purpose of the present series

of advertisements is to "bridge the gap" by informing the college student of the practices in the industrial world which he expects later to enter. The advertisements take up, one by one, the various classes of engineers and suggest their work. They show the qualities most important in each particular field covered.

Separate functions are dealt with in each individual advertisement. The message devoted to application engineers explains that the work of these men is to study the particular industries and to learn if the use of electricity cannot be applied to them in some new way. The design engineer's job is to plan specific apparatus to meet the requirements of various jobs, the manufacturing engineer is depended upon to build the apparatus in the plants, the erecting engineer to install it when it is built, and so on. The work of the various types of engineers is illustrated by concrete incidents.

The complete series of advertisements is bound up in booklet form and offered in the final advertisements. The booklet is also mailed to educators and others particularly interested in vocational subjects.



THE · EDITORIAL · PAGE

The Glorification of Advertising

PERHAPS there has been too much glorification of advertising as an end in itself rather than as a useful tool of tremendous power when rightly used," said P. L. Thomson in his report to the membership of the A. N. A. at its recent Atlantic City convention.

Only this week we learn of a significant experience of an industrial concern which has for years advertised in a sporadic way in business journals, largely because advertising had been preached to it in season and out. A few months since, at a time when the concern was seriously questioning the value of advertising, a market-minded publisher approached this concern with a suggestion. It was not about advertising nor did it involve the use of advertising space. It concerned a certain step this concern might take to establish itself more solidly with certain industries, something the concern could do for itself. This suggestion showed the purposelessness of the company's former advertising in such a way as to make it a foregone conclusion that it would be discontinued, as it was.

But—and here lies the point—so fundamental was this new idea from a marketing standpoint and so logical its aim that before plans were very far advanced the concern began to ask itself, "Why can't we make much better progress in putting over this idea by using advertising space in the business journals?" And today, without any solicitor's urging, this company is using more than double the amount of advertising it used previously. It has found an "end" with such potentialities that it is eager to use every means that will accelerate its progress.

Advertising so used needs no glorification; nor does it have to be sold.



Julius Rosenwald Sets an Example

IN announcing recently that Sears, Roebuck & Company would discontinue the sale of firearms, Julius Rosenwald said: "Our action in limiting the sale of firearms to officers of the law and finally discontinuing the sale of them altogether is based on our desire to protect our good name and maintain the public good will. We feel that the moral side of all public questions is the right side. Not only because we want to be right, but because it is good business."

How long will it be before publications which still carry "Pistols—C. O. D." copy will recognize their responsibility toward the public at large and refuse to publish advertising which aids in the promiscuous distribution of firearms and indirectly in the increase of crime?



What the Census Tells

CHEWING-GUM, hair work and artificial flowers—these items are passed on to the reader just as they fall from the prosaic desk of the Government census department, all in the same week. Their juxtaposition has more than a momentary interest, however, for they represent three human concepts of de-

sirable merchandise which have a crazy-quilt aspect and provide a sardonic commentary on the genus homo—and incidentally also on the advertising profession.

Chewing-gum is easily the Croesus of the two. Forty-five new companies now labor to provide the jaw exercise of the nation, and 2500 people get their daily wage from it. The total wholesale value of the product of the chewing-gum industry was \$40,870,914 in 1923, an increase of \$2,000,000 over 1921. Six to seven million dollars, or about 15 per cent of the total sales, are spent on advertising.

As for hair work (forgive the Census Department the indelicacy of reporting this industry in the same mail with chewing-gum!), it now reaches a volume of \$11,263,953, also an increase over 1921. So much does it cost the country to keep its bald domes thatched!

Slightly more pleasant to contemplate is the artificial flower industry. Its total volume is \$19,650,862—a jump from \$14,000,000 in 1921.

The practical point in this apparent frivolity is that there are still many half-despised, half-forgotten industries—omitting chewing-gum—which are doing a volume in millions of dollars, some of them growing with a far healthier pace than many well-advertised industries, and which even the most optimistic of advertising men have probably not dreamed of trade marking and advertising. If they can do so well in their own petty way, what would happen if they were advertised?



A Farm Under the Microscope

AGRICULTURE is the biggest, the most important and the most necessary of all our industries—the industry in which more money is invested than in any other. Yet what do we who live and always have lived in cities know about it or about the thirty million men, women and children who are concerned with it?

There is no lack of information about farms, farmers and farm life. But this information is a good deal like a composite photograph—it tells so much that it tells almost nothing. By means of questionnaires, advertisers can learn a great deal. But it is doubtful if any questionnaire, no matter how shrewdly it be prepared, will give as clear an understanding of any given subject as can be had from a two or three hours' talk with a man who knows that subject because he has spent his whole lifetime in the study and practice of it.

The series of articles by James M. Campbell on farm life, the first of which appears elsewhere in this issue, has been prepared in the hope and belief that they will be of value to every man who looks to the farmer as a possible customer. The articles are based on the theory that it is just as important to know a lot about one farmer as it is to know a little about a lot of farmers. Which is why the **FORTNIGHTLY** adopted a farm, and sent Mr. Campbell to live on it, for as long a time as necessary to get a proper perspective. His stories are specific, definite, and human. Manufacturers and advertisers will find in them the answers to many pertinent questions.

Measuring Mass Buying Habits by Probing the Individual

By Harry Tipper

IN the study of business economics, an interesting phase is that which deals with fluctuations in business concerned with luxuries and business concerned with what we term necessities. Despite the fact that we must have food, shelter and clothing, and that economic situations are based upon the need for these items, it is true that these items do not recover from a depression as rapidly as items of luxury and that they feel a depression more quickly.

The man who has decided not to buy a suit of clothes or an overcoat this year is spending \$100 fixing up his radio; the servant is given up for the sake of the automobile; the table is restricted to provide street clothes which are in fashion; the movie accumulates the money which might go into the dime bank. As philosophers have observed many times, human desire continues to express itself in things which are not necessary, even to the limitation of those things which are.

Close observation and study reveal an astonishing difference in intensity between the desire for luxuries of one class and those of another. Social buying does not follow the economist's idea of necessity, neither does it follow the banker's idea of relative economic value. It may be far more important for the general consumer to be comfortably housed and fed than to be entertained evenings by the radio or moving picture, but the entertainment is likely to go on. Jewelry would not seem to be as important as a little more money devoted to good living and comfortable surroundings, but the first use



(C) Westinghouse Electric Co.

"LISTENING IN," says Mr. Tipper, "is probably the most important element in the investigations of human reactions in the market." To learn about the order *Lepidoptera*, Dr. Phillips Thomas, research engineer of the Westinghouse Electric Company, invented an ultra-audible microphone which enables him to listen to insect sounds too highly pitched for the human ear to detect. To learn more about the marketing preferences of the *genus homo*. Mr. Tipper suggests a thorough study and analysis of a few human beings rather than theorizing about the psychology of the masses

of body coverings in the human race was for ornament, and it is likely to remain more important to be ornamented than covered.

ALL this means that the relative position of the market for any commodity is governed by the human desires—the visibility of those desires, the emphasis with which they are brought forward, and the way in which they invade or affect the personality.

To the marketing man the economist's definition of the laws of supply and demand and depression and prosperity are of little use, unless he understands that they are strictly a general effect of human desires and

of human attempts to provide a compromise between the buying capacity and the desire for possession.

Not very long ago, a great deal was being made of instincts in buying. Now we are not at all sure that there are any instincts—that is, the scientists are not. As a matter of fact the whole question of instinct is too far away to be of any importance in the judgments which business men must exercise in their connection with the marketing program. Whence the desire arises is not so important as the extent to which it exists, the ease with which it can be changed, its relative importance in connection with other desires, and the stability of its operation.

Take style out of clothing and the business would be in a bad way, but that does not indicate that it would be of any advantage to try to put style into bread. The interest in personal appearance makes style an im-

portant factor in the buying of clothing. If there were no hope that new clothes would improve the personal appearance, rendering the individual more attractive and less embarrassingly conspicuous, there would be no reason for buying until the old ones had fallen apart. We do not measure bread or food by the same calculations, and our changes in buying are not affected in the same way. The expenditure for bread is perhaps one of the smallest that is made by the average family, yet a few cents difference in the world price of wheat and there is an immediate change in the extent of buying. Gasoline is the smallest bill which the motorist pays, yet there is

[CONTINUED ON PAGE 52]

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.
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
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

We Weed Out the Unfit Before They Get on the Payroll

By *Martin L. Davey*

President, The Davey Tree Expert Company, Kent, Ohio

PERSONNEL selection and training are recognized as important factors in modern business by practically every progressive authority. Their importance becomes more vital in an organization dealing entirely in personal service. But when there is frequent professional contact between those who render service and those for whom the service is rendered, then personnel selection and training rank among the essential foundation stones of lasting success.

The Davey Tree Expert Company has nothing to sell except the service of its trained men. To these trained men is entrusted full responsibility for the proper care of valuable trees. It is natural that tree owners should consult with these trained men in a professional way, the same as one consults with one's dentist or physician. Under such circumstances, no permanent success could be attained without paying a great deal of attention, first, to the selection of a high type of men; and second, to the thorough



Martin L. Davey

professional training of those men who are selected.

The methods of personnel selection and training which the Davey

Company follows today are the result of a gradual process of evolution. A quarter of a century ago, the profession of tree surgery was unknown. John Davey was just beginning to achieve satisfactory results after years of observation and experiment in his new science. In 1901 he published a book, "The Tree Doctor," profusely illustrated, showing the results of ignorance or neglect in the care of trees, and also showing improved methods of treatment, with the reasons why these improved methods produced better results.

Through the sale of this book, calls came to him from many places, asking him to come and treat ailing trees. For some eight years, most of the work was done under his supervision with the aid of a few men he had trained. Many were his trials, and great his disgust. He could find but few men who took real pride in their work and few who were conscientious, steady and reliable. At that time, too, the demand for the services of tree experts was far from



A thorough knowledge of tree anatomy is one of the essentials for success as a tree surgeon. Which is why the Davey Institute places so much emphasis on laboratory work in structural botany

To executives and operating officers who approve all expenditures for additions and betterments.



Direct Your Message to the Right Railway Men

through the five departmental railway publications in *The Railway Service Unit*.

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain, effectively, the interest and confidence of each department, individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high renewal rate.

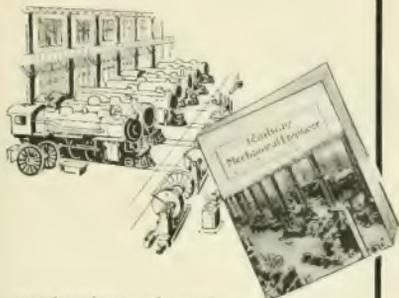
Our Research Department will gladly furnish analysis of the railway market for your product.

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.

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



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



All Five Papers are members of A. B. C. and A. B. P.



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



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

stable. The men he undertook to train would remain with him only as long as he could supply steady work. If business became slack, even for a time, he found himself confronted with the necessity of hiring a new squad and starting all over again with the process of instruction.

In 1909, when the Davey Tree Expert Company was incorporated, the first definite steps were taken in the development of better methods of selecting and training men. National advertising, in carefully chosen mediums, brought this new profession to the attention of ambitious young men throughout the country—young men who loved the outdoors and desired the education that travel gives, as well as the opportunity for more rapid advancement in a profession that was unique and uncrowded. On the basis of past experience, certain standards as to mental, moral and physical qualifications were set. Everyone who answered the company's advertisements for men was required to give references to be consulted for information regarding his character. Special attention was paid to the physical qualifications of each applicant, an important matter because of the amount of climbing necessarily involved in the work. Educational qualifications were also carefully considered.

These methods of selection brought to Kent a better type of man. Then came the problem of providing, not only practical instruction in how to do the work, but also scientific training which would enable these men to understand properly the reasons why each different step in the work was necessary. In addition, scientific knowledge regarding tree structure, insect and fungus enemies of trees and their proper control had to be instilled.

At first, an attempt was made to find a college where the company's employees could be sent to receive this special scientific instruction, but none was found where the desired subjects could be taken without taking other extraneous subjects in order to meet prescribed require-

ments as to course of study. Even then the instruction in the desired subjects would have been given from a purely scientific standpoint instead of from the standpoint of practical application of these scientific facts to the daily work of a tree surgeon.

As a result of this situation, the Davey School of Forestry was founded in 1909. The next year the name was changed to the Davey In-

stitute of Tree Surgery, which is the name by which the Davey school is known today. A small faculty was engaged and a course of study planned which would be adapted particularly to the requirements of a practical man, dealing with trees in his daily work.

At first the course covered only four months, from December 1 to April 1, since that was the period of the year during which it was impractical to continue outdoor work in this latitude. From this humble beginning, the course of study has been developed until now it consists of three terms of fifteen weeks each—and the time is probably not far

distant when a fourth term will be added, so that the Davey course will closely approximate that of most colleges. This specialized course of study is really the final step in the process of personnel selection and training which the Davey Company follows today.

The first step in finding men is truthful advertising in quality mediums which reach the type of men we must have. Careful record is kept of the results of this advertising and each year's campaign is planned and executed in the light of the results of the previous year. Experience has shown quite clearly which mediums pay and which are not profitable to use.

The second step is to request each man who answers our employment advertising to fill out a detailed qualification record form, giving his age, ancestry, physical qualifications, education, employment record and three references, to whom we may write for information regarding his character and ability. With this record, we request that each man send us some recent snapshot or photograph of himself, in order that the blank may serve as nearly as possible in place of a personal interview. It has been our experience that about 50 per cent of the men who answer our advertising fill out the qualification blanks and return them with the required picture. In order to capitalize as far as possible on our advertising investment, we use a series of four follow-up letters requesting the return of the qualification blank and picture. We have used as high as seven letters, but records proved that the last three letters did not produce enough blanks to justify the expense of sending them.

Of the total blanks received, we find that about 56 per cent come from the first letter; about 25 per cent from the second letter; 9 per cent from the third; and 2 per cent from the last of the series—which leaves about 10 per cent that are "pulled" by personally dictated letters, not a part of the regular series.

The third step, the real process of



Here are several reasons why the Davey Company pays special attention to the physical qualifications of each applicant for a position. The man shown in the illustration to the left is working forty feet in the air. On the right a Davey man is shown out on the very tips of the branches after an elusive stub, work that requires steady nerves. The ropes that afford full protection for a task like this are barely visible in the pictures



AT MIAMI BEACH

The Artistic Community Theatre in its Tropical Setting

THE motion picture has supplanted the newspaper as the world's greatest popular influence. Where, years ago, there were only the newspapers to mould public opinion and taste, to-day there are eight times as many motion picture theatres in the country.

From Broadway thru Main Street, into every state and city, a rapidly increasing network of theatres exerts a tremendous daily influence on the living habits of the multitude—a multitude that spends money for amusements, for luxuries, for necessities.

This multitude is alert to sugges-

tions. They notice how homes are furnished, what clothes are worn and how people who are in the social swim act. They accept what they see as a standard to pattern after and measure up to. Many are the purchases which originate in the motion picture theatre.

Thousands of the fans turn to the pages of *Motion Picture* for more definite information on what kind of toilet articles and beauty preparations certain stars use, and more details concerning their clothes and personal likes and dislikes, etc. By advertising in *Motion Picture* you cash in on this eager reader interest.

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Written by Our Readers

Why Mr. Tinsley Won't Renew His Subscription

TINSLEY-CLINGMAN CO., INC.
423 South Fourth Street,
Louisville, Ky.

November 11, 1924.

TO THE EDITOR:

Out of respect for your excellent follow-up, I am going to give you the reason for my dropping your magazine from my list.

There is a small organized minority in this country who are fighting for disarmament. They have attracted many misguided suckers to their cause. From an editorial published by you some time ago on revolvers and crime, I judge ADVERTISING FORTNIGHTLY is in the latter class.

After the results New York has gotten under the Sullivan anti-firearms law, I don't see how in common sense you can try to force it on the rest of the country. There are quite a few people in the country who are fighting this movement. I happen to be one, therefore am not going to contribute even the small amount of \$2 to any publication which advocates such a silly measure.

I know this will not materially hurt you. And with the lavish amount of advertising magazines, it will not seriously discomfit me. ERIC B. TINSLEY,
President.

Advertising's Gravest Problem

FEDERAL ADVERTISING AGENCY, INC.
New York

December 8, 1924.

TO THE EDITOR:

The one sentence editorial in a recent issue is worth several issues in itself. I refer to "Advertising's Gravest Problem," and believe that you have hit the well-known nail squarely on the head. HENRY ECKHARDT.

[The editorial referred to by Mr. Eckhardt, captioned "Advertising's Gravest Problem," appeared in our issue of Nov. 19. It reads as follows: "We think the gravest problem facing advertising at this time is that of digesting and assimilating the mass of organization and standardization it has swallowed in the past few years without sacrificing the very elements that make for effective advertising, namely, originality and individuality."]

Automobile Transportation

Indianapolis, Ind.

December 12, 1924.

TO THE EDITOR:

Your editorial captioned "The Road Hog and the Market for Cars," in your issue of October 22, and the letter by Harry K. Leonard, in your issue of November 12, both touch on an interesting phase of present-day methods of transportation. It is not only in the matter of passenger transportation, however, that the introduction of the automobile has created interesting problems. In the field of short-haul freight movement the steady inroad of the motor truck is also making itself felt, although not to the extent to

which it has cut into the passenger movement of some railroads.

To emphasize the extent to which the automobile has supplanted the railways in the movement of passengers one has but to cite this extract from the last annual report of the Chicago & North Western Railway: "In 1917, which is about the time the automobile had reached a point where it was an important factor, your company carried 16,702,885 passengers in local intrastate traffic. In 1923 there were only 8,133,518 such passengers. This loss of over 50 per cent in this class of business resulted in reducing the revenue in 1923 by over \$8,000,000."

Here we have considerable light on one of the innumerable changes which the motor car has made. Just as, half a century ago, the railway displaced the stage coach, so now, the railway is being displaced—for short hauls—by the automobile. How long will it be before the automobile is shoved to one side by some other means of transportation? C. A. JAMES.

"Selling White Space with Trimmings"

MODERN PRISCILLA
Boston

December 6, 1924.

TO THE EDITOR:

I want to express my appreciation of the splendid article which appears in your issue of November 19, entitled "Selling White Space with Trimmings."

You have made a most effective attack upon a vicious custom which has sprung up among publishers and I am mighty glad that you had the courage to publish such an article.

Here's hoping you will keep up the good work until the custom becomes so unpopular that it will die a natural death. ARTHUR J. CROCKETT,
Advertising Director.

Marketing American Goods Abroad

Cincinnati, Ohio

December 9, 1924.

TO THE EDITOR:

Your recent articles on the subject of exporting merchandise to foreign countries are valuable. With the maturing of the Dawes plan, and the financial rehabilitation of the leading consuming nations of Europe, some of us who were in the importing and exporting business before the war see splendid opportunities for a revival of this business.

It has been my experience that charges made against American exporting manufacturers, to the effect that they do not understand their business, are unjust and unfounded. Experiences of such concerns as the National Cash Register Company, American Blower Company, American Machine & Foundry Company, S. S. White Dental Manufacturing Company and American Axe & Tool Company, to refer to only

a few representative American export manufacturers, prove that the reverse is true.

Particularly with relation to South American countries has our export business been growing. For example, American imports into Chile from the United States during the past three years have been increasing steadily. They were valued at \$26,487,116 in 1921, at \$22,464,102 in 1922 and at \$31,070,111 in 1923. For the years 1921 and 1922 the United States headed the list of exporters to Chile. The United Kingdom was second and Germany third. Complete figures are not available for 1923. LOUIS A. PIERCE.

Waste in Promotion Literature

CALIFORNIA ILLUSTRATED REVIEW,
Atascadero, Cal.

December 12, 1924.

TO THE EDITOR:

I have recently read with considerable interest the article "Knee Deep—or Wading Out of Literature," in your issue of May 7 last. Every thinking man has long realized the enormous and quite unnecessary waste in promotion "literature"; but when no established practice exists each man is left to his own resources, hoping in his endeavor, which is often gropingly made, to reach the person so placed that his publication will receive full consideration in the forthcoming appropriations.

The advertising agents, to some extent, are responsible for these conditions and they have it within their power to alter them largely.

Complete standardization is not possible, nor yet is it advisable; for the organization at the back of a publication is a large factor in the selling of that publication's space and it is very necessary for the advertisers and their agents to know something of the individuality of that organization. This individuality could best be learned from the way in which the few vital facts were presented to their prospective customers. The "Rate Card" could be embodied in a short letter—the size of paper being the standard letter-head size $8\frac{1}{2} \times 11$ inches, giving what each publisher considered the selling features. This is where the individuality would be displayed, for it would be clearly shown what each man thought vital. Personally, I believe with few exceptions all the necessary information could be put upon a single sheet of paper under the following heads:

Rates, discounts, minimum size of advertisements, minimum size of type, position, closing date, cancellation, mechanical requirements, restrictions, publishing date, subscription price, circulation (how obtained), established, publishers, class of readers or subscribers, percentage of renewals, growth.

It is necessary that advertisers know that they will be given 100 per cent service and that the subscribers themselves be given equally honest service; for contented subscribers mean interested readers. TYSON A. PEARSON.



Combining the—
Dealer Push
 with the
Consumer Pull



**While you talk to these 1,663,712 CONSUMER FAMILIES
 You are at the same time SELLING 103,120 MERCHANTS!**

103,120 Merchants are regular subscribers of The Household Magazine. The count arrived at through Household's Nation-wide Questionnaire. In the Household Magazine you talk to 1,663,712 *homes*.

AMONG THESE HOMES, UNDER THE READING LAMPS AWAY FROM ALL DISTRACTING INFLUENCE WITH MINDS OPEN TO YOUR SINCERE APPEAL ARE 103,120 MERCHANTS THOUSANDS OF THEM HANDLING YOUR KIND OF GOODS.

It costs *less than 6 cents a merchant* to reach all these 103,120 merchants with a full page. *Less than 3 cents a merchant* for a half page.



You can show your product *in four colors* to these merchants for about 8 cents a head.

And without one cent added cost you have an interested audience of 1,663,712 consumer families—customers of these merchants.

This is the REALLY GREAT opportunity for market expansion. Through Small Town America's dominating medium,

The **HOUSEHOLD**
 MAGAZINE

Advertising Headquarters
 608 SOUTH DEARBORN ST.
 Chicago, Illinois

Topeka, Kan.
 ARTHUR CAPPER
 Publisher

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

Hardware Age

Founded 1855

\$3.00 a Year

Vol. 114

New York, November 20, 1924

No. 21

1ST
UNANIMOUSLY
FIRST CHOICE
in the
HARDWARE
FIELD

Published Weekly by the IRON AGE PUBLISHING CO., 229 West 39th Street, New York, N. Y., U. S. A.
 Entered as second class matter May 11, 1878, at New York, under the act of March 3, 1879.
 Advertising Index, Page 142 Editorial Index, Page 53

Quality Circulation Can

Unanimously First Choice Among Hardware Publications

The people that are qualified to *know* about the *influence* of hardware publications are of three kinds:

Hardware retailers
Hardware wholesalers
Hardware manufacturers

All three of these say *Hardware Age* is *first choice* in the *hardware field*.

Hardware retailers and wholesalers have said this repeatedly in reply to independent surveys *made by manufacturers*. In *all* such investigations—

Hardware Age is always first
Hardware Age is overwhelmingly first
Hardware Age is first in every section of the country

Hardware manufacturers “say it with dollars.” For many years Hardware Age has had—

Twice the number of advertisers and several times the amount of advertising of any other hardware publication.

More advertisers using Hardware Age *exclusively* than the *total number* advertising in any other hardware publication.

The net paid A. B. C. circulation of Hardware Age covers very thoroughly the well-rated, business hardware dealers and jobbers all over the United States. The advertising pages of Hardware Age are a “field tested” means for gaining their business attention.

HARDWARE AGE

239 West 39th Street, New York, N. Y.

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



The Iron 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

not be Over-Estimated

One Thousand Ghosts— Deliver Them Early Next Week

By *Lejaren à Hiller*

INTO the studio rushed the advertiser. He was all excitement. "Got a great idea for my next advertisement, but it needs a picture with a thousand ghosts in it."

"A thousand ghosts?"

"Yes, at least a thousand. And I've got to have the photograph early next week. Can you do it?"

This happened a good many years ago, long before Sir Conan Doyle and other investigators of the Great Beyond had popularized spirit photographs and shadowy ectoplasm. It was the proud boast of the studio that no order, no matter how bizarre, fanciful or extreme, was to be turned down. A way had to be found to overcome all ob-

stacles. We were in business to take orders, not refuse them.

We made answer with the utmost sang froid: "Certainly we can."

Twenty years ago no advertiser would have dreamed of making so strange a demand on any self-respecting photographer, which goes to show what remarkable changes have come over the art of photographic reproduction in the past two decades; for today an order for ghosts, goblins or witches occasions no concern to the studios that specialize in photographic illustrations.

Two decades does not seem a long time if one looks back, particularly when the years themselves have been full of interesting and epoch-making changes in one's chosen field. I refer specifically to the development in photographic art used in connection with publishing and advertising during the past twenty years.

But to return to the ghosts. Investigation into the subject of

ghosts held out no hope of assistance from the spiritual world. Something more material would have to be employed, to which end a dozen heavenly young women models were asked to report to the studio the following morning. These were attired in the legendary ghostlike habiliments, and all twelve were suspended from the ceiling by some sort of hoisting harness we hastily devised for the purpose. The camera was focused and "shots" made time and again. With each succeeding shot the focus was reduced, so that the end-result was a number of photographic prints in which our ghosts showed up in constantly diminishing ratio as to size. Incidentally, the models were anything but ghostlike while they were being photographed. We consoled them as best we could with the information that they were contributing their services to art. Superimposing and retouching gave a finished print which met with the customer's most ghostly expectations. There may not have been a thousand spirits in

[CONTINUED ON PAGE 50]



WHEN occasion demands, even the Rockies are brought into the photographic studio to serve as props for an advertising message. The illustration shows how the stage was set for the "outdoors" scene reproduced in the upper portion



This is the
MEDIUM
 That Gets
RESULTS
 —in—
New York!

GLANCE over the cards in an Interborough Subway or Elevated car, or read the Roll Call of Interborough Advertisers. What famous names do you find? You'll see WRIGLEY, WALTER BAKER, POMPEIAN, COLGATE, ROYAL BAKING POWDER, JELL-O, O'SULLIVAN RUBBER HEELS, NATIONAL BISCUIT CO., MAXWELL HOUSE COFFEE, WATKINS MULSIFIED COCOA NUT OIL—and scores of others equally as well known.

Do you know that the ten advertisers listed above have used Interborough Advertising for a total of 181 years—that two of them have used it for 37 years each—that three of them use it *exclusive of all other car card advertising in the United States?*

The self-evident reason for their continuous use of Interborough Advertising is that it *sells the goods!* Year after year our clients sign up without losing a single moment's display—usually increasing their showing when possible. They know what the medium has done for them, and what it can do!

If you want more details about achievements of Interborough Subway and Elevated Advertising—and what it can do for you—write us a letter and we will furnish you with some interesting information.

**"3,000,000 Daily
 Circulation!"**

INTERBOROUGH ADVERTISING

**SUBWAY and
 ELEVATED**



**CAR CARDS and
 POSTERS**

CONTROLLED BY

**50
 UNION
 SQUARE**

ARTEMAS WARD

**NEW
 YORK
 N.Y.**

Apportioning the Industrial Advertising Budget

By *Harry M. Hitchcock*

THE man who has the making of any advertising budget is inevitably under terrific pressure—pressure from without and pressure from within, and not seldom pressure from above. Some of it is applied with perfectly sincere but mistaken motives; some of it from wholly selfish motives. If you are to withstand that pressure, if you are not to be squeezed all out of shape, and your budget with you, you must have a perfectly clear vision of the end and aim of all your efforts, and you must hang on to that vision like a puppy to a root.

I've seen people vastly amused at the way a woman writes a telegram. You know: she has it fixed in her mind beforehand that a telegram has to be just ten words, neither more nor less. So if she has said all she had to say in nine words, she puts in "Love" or "Kisses"; and if she finds she needs eleven, she tries to get away with a compound, like "gimme." But, after all, telegrams don't cost much, and I have seen some advertising budgets mutilated like that that really cost something.

Why, in plain terms, start with an arbitrary percentage of your gross sales, as an advertising appropriation, and then try to fit the job to the appropriation, instead of the appropriation to the job?

As far as I can discover, it is only a bookkeeping convenience. It makes your cost accounting much easier. But do you run your advertising primarily for the comfort of the bookkeeper? Milking, when skilfully and thoroughly done, leaves the cow feeling comfortable; but nobody imagines that the main reason for milking is the comfort of the cow. The reason for milking is milk. The reason for advertising is sales.

I am well aware that in advertising you can, and usually must, cut your coat to fit your cloth. But the object of the coat is not to use up the cloth, but to cover you.

When your market research is complete you should know some-

where near what your point of maximum advertising efficiency is; that is, given the number of your customers, their geographical distribution and their distribution industrially and otherwise, you can estimate about how much money it will take to put your story before all of them, often enough to excite their interest, and not enough to make them tired of hearing about you.

Nobody, of course, in this day and generation, can compute the exact point of maximum efficiency in an advertising budget. Nor, if you could, would it be of much practical value in a world in which the advertising man proposes and the board of directors disposes. But if you cannot secure the precise amount which will insure each and every prospective customer seeing just enough of your advertising to make him wish for more—you can usually come near enough to it to feel that you are at least on the flat part of the curve of efficiency.

Then if your bookkeeping department wants, for greater convenience in apportioning the overhead, to figure your appropriation in terms of a percentage of gross sales, let them do it. But let them figure the percentage to fit the appropriation; don't figure the appropriation to fit the percentage.

THERE is one point, however, that legitimately belongs in consideration of the total of the budget, even though it operates to modify your conclusions as to what you need for maximum efficiency. It is this: the greatest requirement, in advertising, is persistence—continuity. Therefore, it is entirely proper; more, it is essential—in making up your budget, to give a good deal of thought to what you have been spending in previous years, and what you expect to be spending in other years beyond this coming one.

Nobody slams full load on any machine, all at once. It is much better to work your advertising machinery gradually up to what you consider its full-load point than to try to get

there in one leap. It may take you five years to tune the advertising program to what you regard as concert pitch, but if so, those five years need not necessarily have been wasted. You will know a good deal more about your full-load point by the time you get there than you did at the outset.

IT follows from the method of budget-making I have been talking about that determining and apportioning the budget go together, forming a single process. If you start with the customer and work back to your own organization to determine how much money you will need to make a solid line of communication between the two, you have necessarily pretty well determined how the money is to be spent in finding out how much.

It is not at all an unusual practice, in compiling the budget, to put aside a fairly sizable sum, either as a reserve for contingencies, or for special occasions, or something like that. But the more I see of this business the more strongly I am inclined to feel that this practice is of doubtful value at best. Naturally you need a little margin in your estimates of production costs; but as far as your space is concerned, and the total number of your actual publications in the direct-mail part of the budget, I am inclined to think you are better off if you make up your mind beforehand just about what the situation calls for and then stick to it.

While the apportionment of expenditures between periodical space and direct-mail material is a very important question, it is, in the sense I am speaking here, a matter of detail. That is, the answer depends wholly upon the circumstances of the particular case.

It all comes down, as I see it, to just one thing: the function of advertising is to sell. The most important factor in selling is the customer. Therefore, in budget-making, start with the customer and stick with him all the way.



PORCELAIN ENAMEL

- A COATED PAPER FOR JOBS WHERE COSTS MUST BE CLOSELY WATCHED

ALLIED Porcelain Enamel is a good sheet at a low price. It has been carefully developed to embody most of those characteristics sought in a paper made for particularly high grade work. The raw stock is good. It is 100% casein sized. The coating is carefully applied. It meets the need beautifully for catalogs, booklets, house organs and folders which are to be well printed but in which costs are to be held down.

The very fact that printers and advertisers have been attracted to our papers to such an extent that we find it necessary to operate 34 coating machines, comprising one of the largest coating divisions in the country, indicates the exceptional value to be found, not only in Porcelain Enamel but in other Allied coated sheets as well. See for yourself. We will gladly send samples on request.

ALLIED PAPER MILLS, KALAMAZOO, MICHIGAN

In writing for samples please address Desk 4, Office 5
NEW YORK WAREHOUSE, 471-473 ELEVENTH AVE.

PORCELAIN ENAMEL
SUPERIOR ENAMEL
SUPERNA ENAMEL

Allied Mill Brands
VICTORY DUPL. COAT
A. P. M. BOND

LIBERTY OFFSET
DEPENDABLE OFFSET
KENWOOD TEXT

Besides these papers we stock, both at the Mills and our New York Warehouse, Monarch C. T. S. Litho, Laid Memograph, French Folio, Standard M. F. in white and colors, Standard Super in white and colors, Index Bristol in white and colors, Offset Blanks, Litho Blanks, Translucent Bristol and Campaign Bristol



Send for these Printed Specimens

ALLIED PAPER MILLS PAPER PAPERS

10 Paper Machines



34 Coating Machines

THE 8-pt PAGE

by
Odds Bodkins



NOW comes the Corona Typewriter Company with a piece of promotion literature that commands my admiration. It is a 48-page booklet entitled "Marketing a Specialty," prepared, as the introduction states, in recognition of the popularity of the "case" system of teaching in the large universities, "as a contribution to the educational fraternity with the hope that it will be found of value in the teaching and study of advertising and marketing."

It starts with a brief history of the typewriter industry for background, describes the Corona as a product, outlines the marketing problems, and then shows the reader how Corona has been advertised and sold, concluding with a chapter on "Marketing a New Model."

In effect it carries a speciality through a complete marketing cycle, from the conception of the portable typewriter idea, to the introduction of an improved new model of that machine after a long and successful experience in marketing the first model.

This, in my humble judgment, is a real contribution to the literature of marketing, as well as a well conceived and very skillfully executed piece of Corona promotion.

—8-pt—

No one need tell me again that the farmer is incapable of marketing his own wares! This week I have received post cards from two farmers and no agency copy man ever put more lure into copy than do these two farmer-advertisers.

One of them starts out: "McIntosh Apples, from the sunny, rolling hills of Westchester, and Pure Honey, gathered by a million busy bees; both with the full, luscious flavor characteristic of the Eastern product."

The other, not to be outdone by his rival, writes: "Apples like those with which Eve tempted Adam, and Honey such as Cleopatra served to Antony—Yours at \$1 a box of 24 Apples, and \$1 a quart (3 lbs.), \$3 a gallon (12 lbs.) of Honey. Just check what you want and return this card with cash or check."

—8-pt—

I see by the Cleveland Advertising Club's *Torch* that E. S. Jordan has been delivering himself on the subject of advertising again. This is what he says:

"The preparation of advertising is a

very simple thing if it is done simply and without the strain of trying to be extremely original. The first consideration is brevity; the second, lots of white space; the third, type that is easy to read; the fourth, copy written in the spirit of the day."

That is a mighty fine recipe if you are writing that kind of advertising. But it would hardly sell goods by mail.

—8-pt—

I don't know where I ran across this, but it has stuck in my mind in connection with advertising copy:

"The fool delivers his words by numbers and the wise man by weight."

—8-pt—

Here is a retail advertisement as is an advertisement, to my way of thinking.

I clipped it from a Los Angeles paper



and I'm going to paste it in my scrapbook as a specimen of timely copy, mighty well handled.

—8-pt—

I am moved to express myself in regard to that oft-repeated argument that a man follows his doctor's advice unquestioningly, and his lawyer's counsel, so why should he not as unquestioningly follow the advice of his advertising agent, who is as much a specialist and a professional man as the doctor or lawyer?

This argument is bunk. Men do *not* unquestioningly follow the advice of their doctors or the counsel of their lawyers. They listen respectfully to the doctor's advice, and then go ahead and do about as they please, unless they are in a very critical condition or there is some one to keep nagging at them to take their medicine, or stop

smoking so much, or what not. And lawyers' advice in connection with business matters is very often disregarded in favor of some tactics suggested perhaps by a fellow club member who has been through some similar experience and advises over the Corona Coronas after luncheon, "Take it from me, the way to handle a situation like that is to write them a letter something like this —"

The truth is, men pay their doctors' bills and their lawyers' fees, but they follow their advice or counsel only to the extent that the doctor or lawyer can "sell" them on it. Which is true also of advertising agents.

—8-pt—

A booklet should contain enough information or inspiration of direct interest to the reader to pay for his or her time in reading it.

—8-pt—

According to the Erie *Dispatch-Herald*, Sergeant Smoot, of the Pennsylvania state highway police, wonders how some autoists manage to drive their cars. They know so little about everything else that the wonder grows eternally in his mind, the sergeant avers.

The other night one of the force halted a man who insisted upon veering his machine across the white traffic stripes on the road.

"Don't you know what these white marks are for?" the police officer asked the autoist.

The latter pondered a moment and replied, "Sure, they're advertisements for Spearmint gum."

—8-pt—

"I wish," said the Editor to me, breaking in upon my meditations, "that you would say 'Merry Christmas' to our readers on your 8-pt. Page for the entire Editorial Department."

"That I will and gladly," I replied.

Nor shall I be at a loss for an appropriate message, for how can there be anything more hearty or more sincere than the good old-fashioned greeting, "A Merry Christmas to each and every one of you from each and every one of us."



The Picture that Saves the Story

A COMMENTARY BY JAMES WALLEN

THE Wall Street Journal once remarked that Supreme Court decisions make dry reading. A fairly good artist could illustrate a Supreme Court decision and make it electric with adventure and achievement.

Pictures in a desert of dry reading are the oasis on which the human mind may revel, rest and be refreshed.

Pictures make the best advertisement better and often save poor copy from the abyss of futility.

The photo-engraving industry is so effectively organized today that no matter where you are located, superb reproductions of pictures may be had without delay.

The American Photo-Engravers Association has set standards of quality which are respected by its members. They strive to make every engraving a credit to the craft.

"The Relighted Lamp of Paul Revere" is an essay which tells you how the photo-engraving industry has advanced toward its ideal of national service. A copy of this booklet may be had from your engraver or from the Association central office.

And remember, as the first advertising essential, "Your Story in Picture Leaves Nothing Untold."



Look for This Emblem

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright 1924, American Photo-Engravers Association

Everybody
knows
CUSACK
because
everybody
sees
outdoor
advertising



Most of
the best
known
national
advertisers
use this
powerful
medium



CHICAGO
Harrison, Loomis and Congress Sts.
NEW YORK
Broadway and Fifth Ave. at 25th St.
BRANCHES IN 48 PRINCIPAL CITIES

Misleading Advertising of Tuberculosis Cures

IN a printed letter addressed "to every reputable advertiser," S. Roland Hall, of Easton, Pa., makes a plea for the eradication of all patent medicine advertising that states it can cure the Great White Plague.

"During the last few months," reads Mr. Hall's letter, "three different forms of consumption-cure advertising in newspapers and weekly publications have come to my notice. Advertisers do not, of course, on their labels argue that their preparations 'conquer consumption.' Such label-wording would speedily get them into serious trouble. So they subtly—often with diabolical skill—phrase their claims in paradoxical and direct advertising so that the poor unfortunate in the incipient stage of tuberculosis construes the statement about 'relief for severe lung trouble,' 'kill the germs that lead to consumption,' etc., as promising a cure or substantial improvement for him."

Continuing, the letter reads as follows:

Every intelligent American—advertiser and publisher—knows the simple truth: that medical research has so far uncovered no medicine that is a preventive, a cure or even a relief for tuberculosis. Such a discovery would be the biggest thing that has happened in the medical field for a hundred years. It would deserve page editorials from every alert publisher, for tuberculosis takes off more of the youth of our land than any other disease except pneumonia. Its toll is terrible.

One of the newspapers carrying this outrageous advertising is one of the "old family newspapers" that prides itself on its standing in homes. When I criticized the publisher for carrying such copy, he argued that "it comes from a reliable source and we have had no protest." Such argument is the language of twenty-five years ago. The only proper handling of a consumption-cure advertiser when he enters a respectable publisher's office is a position facing the door with a heavy shoe behind him to accelerate his outgoing.

Reputable advertisers believe in the elimination of all fraudulent and misleading advertising, but it is one kind of fraud to overstate the claims of a corn-cure or to say that some automobile is the "most economical of fuel"—when it isn't—and quite another kind of fraud to prey on a pitiable class of sufferers, the wan-faced victims of the Great White Plague.

What red-blooded man wants to traffic with these unfortunates, either as the vendor of the remedy, the writer of the advertising or the publisher of it? Whether those who do so are conscious or unconscious crooks matters little; in either case they are of the most dangerous sort.

There is nothing to be gained by talking smoothly to consumption-cure crooks about "Truth in Advertising."

The remedy is to protest promptly and hard against their use of the mails—whether in forms of direct advertising or in newspapers and magazines.

If you are placing your own advertising in publications that carry consumption-cure messages, do the business world the service of writing to the publishers and telling them that you won't stand for the association of your business with such frauds. You can't undertake to run the publications, of course, but you can tell their owners what you will not be associated with. This is the sort of message that pierces the thick skins of some of the publishers who now seem content to take toll from the traffic with consumptives.

Bok Awards

Dean Wallace B. Donham of the Harvard Business School, administrator of the Harvard Advertising Awards, founded in 1923 by Edward W. Bok, has announced that the jury to make the awards has recently met and made its decisions, which will be announced in January.

Stanley Resor of The J. Walter Thompson Advertising Agency and Bruce Barton of Barton, Durstine & Osborne, Inc., originally members of the Jury of Award, resigned last fall in order that their agencies or clients might be free to submit material for the prizes if they so desired.

Their places were filled by Milton Towne of the Joseph Richards Company and George Carter Sherman of the Sherman & Lehair Agency, both of New York.

Other members of the jury are Philip Thomson of the Western Electric Company; H. K. McCann of the H. K. McCann Agency in New York; E. W. Parsons, advertising manager of the *Chicago Tribune*; Harry Dwight Smith of the Fuller & Smith Agency of Cleveland; O. C. Harn of the National Lead Company; M. T. Copeland, director of the Bureau of Business Research of the Harvard Business School, and Daniel Starch, professor of advertising at the Harvard School.

C. L. Houser Company

New York and Chicago agency, has been appointed national advertising representative of the *Hudson Register*, Hudson, N. Y., effective at once, and the *Hudson Valley Times*, Mechanicville, N. Y., effective January 1.

Green, Fulton, Cunningham Company

Have moved to new offices in the London Guarantee & Accident Building, 360 North Michigan Avenue, Chicago.

I. Dorfman

Formerly with L. W. Sweet, Inc., the Finlay-Strauss Company and Lord & Thomas, has joined the Kings Advertising Agency in which he has secured a controlling interest.

If your product could talk

WHAT WOULD IT SAY ABOUT ITS COMPETITORS?

EVERY product, every service, every company, has a definite individuality, and often the elements of that individuality present undreamed of opportunities for promoting sales and building a profitable business.

ONE of our most important services as an advertising agency is to make products talk about themselves and reveal this individuality. In order to bring out the need of this service, let us go back to a fundamental principle of advertising. In all our twenty-five years of studying the literature of advertising and marketing we have come across few more significant statements concerning the mission of advertising than this one by Harry Tipper:

The final purpose of advertising is not to prove the comparative superiority of the article in competition. The object of advertising is to TAKE IT OUT OF COMPETITION, that it will no longer be compared, but will be accepted by the buyer.

ONE of our chief concerns in serving our clients has been always to work for product individuality, or service individuality, or company individuality, in order that the client might "keep out of competition."

EVEN IN THE EARLY YEARS of our work, back in the 1899 period, when most advertisers were content to fill their advertising space with claims to superiority over competitive products, cultivating individuality seemed to us a profitable procedure. We were convinced that real selling power, whether in advertising or personal salesmanship, must be built on well-founded conviction growing out of intimate knowledge of the product or service offered for sale.

LONG BEFORE "product-analysis" became a term to be conjured with in the world of advertising, we had formed the habit of what we called "product-research" (as differentiated from market-research, but complementary to it). With the passing of the years it has become second nature for us, in taking on a client, to start thinking and working in both directions at once; studying the market to discover its potentialities to absorb and use the product or service offered, with special relation to new fields and new uses; and studying the product intensively to "isolate its individuality," if you will grant us the term; to make it talk for itself and tell all about itself and *how it differs from its competitors*, to "take it

out of competition so that it will no longer be compared, but will be accepted by the buyer."

WE HAVE SPECIALIZED in "product-research" of late years to such an extent as to attract the attention of companies whose advertising agency relations

are well established and satisfactory. Some of these have come to us for this special service in connection with their products because of our engineering background and our strong convictions regarding the effectiveness of this type of research work.

Taking a product out of competition

THE Hoover Company, makers of the Hoover Suction Sweeper, is a case in point. The Hoover is a machine in a class by itself. It has been "taken out of competition" in a measure by the development and exploitation of its individuality.

FOR A NUMBER OF YEARS it has been our pleasure to serve virtually as part of the Hoover Research Department, devoting ourselves to product-research along publicity and sales lines. We do not "place" Hoover advertising, but we have contributed liberally to a background of "product-research" that adds greatly to the forcefulness and power of the Hoover sales policy, and has helped materially in establishing

the unquestioned individuality of the Hoover among vacuum cleaners in the public mind.

"PRODUCT-RESEARCH" often works that way: shows up so many important facts about a product and its use as compared with competing products, that it develops into a form of "sales-research."

IT DOES THIS by developing differences that had not hitherto been appreciated. Also, in a more fundamental way, by thoroughly establishing the product's individuality and by turning salesmen's passive belief in their product into that driving conviction that puts punch into any man's selling.

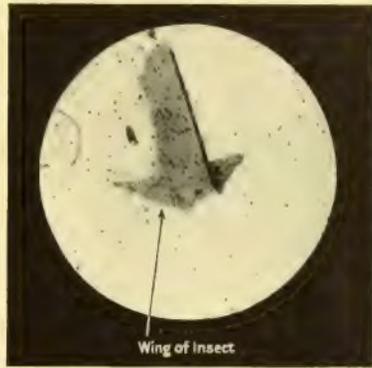
Making products talk truthfully

RESEARCH can and often does lead enthusiastic students of marketing to false conclusions because, unintentionally, they bend their interpretations to suit their desires or enthusiasms. Whereas the engineer goes through years of drudgery in

search of the truth, and develops a habit of mind that will be satisfied with nothing short of the truth. Hence it is that an engineer's report can be depended upon almost universally as being truthful, which is more than can be said always for the ordin-



Leg of Insect



Wing of Insect



Pollen Grains (cause of Hay Fever)



Feather with accumulation of dust

THESE PICTURES showing carpet dirt magnified 350 times may not appear to have much to do with the sales or advertising of Hoover Suction Sweepers, yet they are part of a scientific "product-research" we are conducting for The Hoover Company which has resulted in important amplification of its sales policy. Perhaps if you would help your product talk it would tell you some things as important as those The Hoover Company has learned and is still learning, for this research work is going on year after year.

any layman's report, not because of any lack of truthful intent, but because the lay mind is not trained in the same strict school, where prejudices must always give way to facts and realities.

AND UNLESS a product tells the truth about itself, it may lead the advertiser off onto a false advertising and sales trail and result in the spending of large sums of money to carry forward a promotion program that is headed in a wrong direction.

OUR AGENCY has come to be known as "a general advertising agency with an engineering background." This engi-

neering background represents an engineering habit of mind as applied to research work that insures honest and accurate findings, uninfluenced by advertising prejudices.

WHILE we naturally prefer to take entire charge of a client's advertising, we are not averse to conducting a "product-research" for a company whose advertising is already being handled acceptably. We should welcome inquiries from the responsible executives of any companies who are interested in "making their product talk" to the end of establishing a more scientific foundation for their sales and advertising work.

RAY D. LILLIBRIDGE INCORPORATED

A GENERAL ADVERTISING AGENCY WITH AN ENGINEERING BACKGROUND

Established 1899



Incorporated 1909

111 BROADWAY

New York

Advertising Calendar

JANUARY 10-17—Annual tournament of the Winter Golf League of Advertising Interests at Pinchurst, N. C.

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.

Association of Canadian Advertisers

At its annual meeting at Toronto, Nov. 27-28, passed a resolution of commendation of the work of John Sullivan, retiring secretary-treasurer of the Association of National Advertisers.

The resolution read, "Resolved, that this meeting express to Mr. John Sullivan, secretary of the Association of National Advertisers, its deep regret that continued ill health has compelled him to give up his work; and that we are deeply conscious of the invaluable assistance Mr. Sullivan has given this association for many years, and that while voicing our appreciation of the services he has rendered the A. C. A. and tendering our sincere sympathy in his misfortune, we express the very strong hope that he will soon be restored to his accustomed health and vigor."

Frank V. Goodman

For some years assistant sales manager of the Sonora Phonograph Company, Inc., has been placed in charge of the sales department to fill the vacancy caused by the resignation of Frank J. Coupe, who has become vice-president of Dorrance, Sullivan & Company.

Shredded Wheat Company

Niagara Falls, N. Y., appointed five new vice-presidents at the last meeting of the board of directors. The new officers are Proctor Carr, in charge of sales; Truman A. DeWeese, in charge of publicity; Charles H. Brown, Jr., in charge of finance and costs; Frank L. Monin, in charge of production; R. F. Meek, in charge of purchases and supplies.

Dairymen's League News

New York, announce the following changes in personnel: F. M. Tibbitts, formerly Western manager of the paper, has been appointed business manager, succeeding John F. Dalton, Jr. O. E. Everett, formerly of the Eastern advertising staff, has been appointed Western manager, with offices in Chicago.

Clark Belden

Secretary of the Hartford Advertising Club, has resigned from the advertising department of the Hartford Fire Insurance Company to become associated with the Hartford Chamber of Commerce.

RADIO

Advertising in Cincinnati

SCORE for MONTH of NOVEMBER

CINCINNATI ENQUIRER	55%+
Other 3 Cincinnati Papers	45%—
Total Lead Against Other 3 Combined	10%+

..... ALSO

FROM April 1st to November 30th inclusive, the radio advertising lineage was divided as follows:

*ENQUIRER	107,106
2nd Paper	60,102
3rd Paper	40,082
4th Paper	12,016

*48.83%

The Enquirer Radio Section is delivered to practically every family in Greater Cincinnati, which includes the cities of Northern Kentucky, every Sunday morning.

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

Sweet's Engineering Catalogue; Order-producer—

It reaches a special market of high-potential buyers, 15,000 originators of orders for industrial and power plant materials and equipment; an open market which can also be approached directly by "Sweet's" clients through the loan of our distribution list.

The catalogue in "Sweet's" is at the right man's right hand, is kept by him and is continually consulted by him when he is in the market

Make your 1925 catalogue an order-producer by placing it in the 1925 Edition of Sweet's forms close February 1.

SWEET'S CATALOGUE
SERVICE, Inc.

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

The Fortnightly "Adopts" a Farm

[CONTINUED FROM PAGE 19]

clothes cabinet, two chairs, a small table, a dresser, a few pictures, a sort of half-sized settee and—wonder of wonders!—a lady's toilet table—these are its furnishings. The other two upstairs bedrooms are unheated and when the mercury drops to zero or below, they are, I imagine, not very comfortable. I have a "feeling," as the colored man said, that I should hate to have to sleep in either of these rooms in bitter-cold weather. The bedroom at the back of the house is vacant, at the moment; the other bedroom is occupied by Mr. Maurer's 16-year old son, Paul.

IN spite of all this, the fact remains that Mr. Maurer and his family are much better housed than are the vast majority of city dwellers. They have more room, purer air, more sunlight and a pleasanter outlook. As for food there is simply no comparison. No city family, however wealthy, has better food than the Maurer family. With them, cream is not a luxury, nor are fresh eggs; nor home-cured bacon; nor fresh vegetables. Their butter is delicious! Everything they eat, with the possible exception of meat, is of unsurpassable quality.

The dining-room in Mr. Maurer's house is, as stated above, about 22 feet long by about 18 feet wide. It is not so well-lighted as the living-room; nor so well-furnished. The floor is partially covered with a well-worn linoleum rug. A leather-upholstered lounge; a sideboard; a dining table, placed near the doorway to the kitchen to save steps; a built-in china-closet and six chairs—these are about all.

As compared with the kitchen in a New York apartment, Mr. Maurer's kitchen is enormous. Yet in it are so many different pieces of furniture, so many of the things with which the housewife surrounds herself, that it seems crowded. To begin with, there are two stoves—one a wood—the other an oil-burner; a table; a sink; a De Laval cream separator (indoors in cold weather only); a Davis swing churn (two days a week), and a formidable array of pots, pans and pails. All these, it is unnecessary to say, are spotlessly clean.

The oil stove is a monster. On it one could prepare meals for a company of soldiers. Mrs. Maurer is glad she has an oil stove. It is fine for use in summer. But I have the impression that, deep down in her heart, she feels that the dealer "put one over on her" when he sold her this particular stove, for it is unnecessarily large and unnecessarily expensive.

All of us—Mr. Maurer, Mrs. Maurer,

Paul and myself—wash our hands and faces morning and night, in wash basins in the sink. We dip hot water from a tank or reservoir—I hardly know what to call it—in the stove, add a little cold water from the pump alongside the sink and go ahead. We use one towel—on a roller—in common. Two kinds of toilet soap are available—Lifebuoy and Palmolive.

Off the kitchen is a bathroom, or rather a bath- and storeroom. There is and for several years has been, in this room, a full-sized bathtub, but the pipes that would enable the bathtub to be used by merely turning a faucet have never been installed; this, I imagine, as much because of the structural difficulties in the way as of the expense involved. The bathtub is, nevertheless, used once or twice a week. Water, both hot and cold, is carried in pails from the kitchen, and while that takes time and labor, the results warrant it. Some day, Mr. Maurer hopes to "fix things" so that he and his family can bathe without all the bother that is necessary at present.

Mr. Maurer uses oil lamps for illumination. If he lived a mile to the north, he could have electric light, if he wished. But, located where he is, that is not possible without going to greater expense than is justified.

THESE details plus the accompanying photographs will, I hope, give the reader a pretty fair idea of the kind of house Mr. Maurer lives in—a typical farm home in a typical farming section. There is, probably, not another farm home in all America which is an exact duplicate of it. On the other hand, there are doubtless three million farm homes in the United States which resemble it, in more respects than they differ from it.

Mr. Maurer has four children—two sons, two daughters. Both the daughters live at Springfield, Illinois. One is married; the other is taking a course of instruction at a business college. Her intentions are to become a "business woman."

Mr. Maurer's elder son also lives at Springfield. He has a job with the Standard Oil Company. The younger son—Paul—is at home. He attends the Marshall High School.

Please reread the two preceding paragraphs, for they tell, as eloquently as it is possible to tell, just what is going on throughout the length and breadth of agricultural America. Of Mr. Maurer's four children, three have definitely renounced farm life. The fourth is uncertain as to whether or not he will do likewise.

That this is not an exceptional case is proven by the fact that all but three of the eight children of Mr. Maurer's brother have abandoned the farm for the more or less uncertain delights of the city. Two of the three boys are in business in Seattle. The third boy is back on the farm for a few months "to help out," during his father's illness. Three of the five girls are at Terre Haute, qualifying themselves to become teachers or office workers. The two youngest girls—still in high school—are "crazy" to get to town. "Nothing ever happens here," one of them told me last night. "Me marry a farmer—never!" the other one said.

All Mr. Maurer's children attended the district school, a scant half mile from his house. There were, at that time—ten, twelve, fifteen years ago—from twenty to twenty-five pupils at that particular school. Nowadays, there are eight.

"People don't have as big families as they used to have," Mr. Maurer says.

When they had learned all that the district school could teach them, Mr. Maurer's children went to the grade school at Marshall. They completed their education at the Marshall High School. There it was, Mr. Maurer thinks, that they first got the idea of living in the city. Perhaps it was the stories about city life they read, perhaps it was the motion pictures they saw in the local theater; the fact remains that, one by one, they decided to give up farm life. This decision Mr. Maurer has not opposed. He believes his children would be better off, physically and financially, if they stayed on the farm. But, as he expresses it, "We've all got to decide these things for ourselves." And that is precisely what the young people who were born and brought up in the country are doing—they are deciding these things for themselves, and are leaving the farms.

[The second of Mr. Campbell's intimate articles on farm life will be published in our issue of December 31.]

Hecker-Jones-Jewell Milling Company

Has purchased the H-O Cereal Company, Inc., and the H-O Cereal Company, Ltd., of Canada. The Standard Milling Company of New York is the holding company for the Hecker-Jones-Jewell Company and also owns the Hecker Cereal Company of New York. It is the intention to consolidate the Hecker-Cereal Company with the H-O properties, with Buffalo headquarters.

When the consolidation is completed the larger company will be managed by the present staff of the H-O Cereal Company, Inc., with Henry P. Werner, of Buffalo, as general manager. The new board of directors of the H-O Cereal Company, Inc., and the H-O Cereal Company of Canada, Ltd., are G. K. Morrow, president of the Gold Dust Corporation; A. P. Walker, president of the Standard Milling Company; Alfred Jaretski, of Sullivan & Cromwell, and E. L. Rodewald, all of New York, and Henry P. Werner, of Buffalo.

The Onward Sweep of **RADIO** Merchandising THE MAGAZINE OF THE RADIO TRADE

With an expansion of its publishing syndicate on the zone plan securing thereby the active advertising and circulation

CO-OPERATION OF Over 300 Radio Jobbers

and an increase of its circulation, at the completion of present jobber contracts, bringing it to a total

CIRCULATION OF OVER 50,000 COPIES MONTHLY

reaching every store in America selling radio. This syndicate expansion enables RADIO MERCHANDISING to cover completely the many fields of endeavor engaged wholly or partially in radio distribution, the radio stores, electric stores, phonograph stores, department stores, hardware stores, automotive supply, sporting goods and furniture stores and the general stores in rural districts which are becoming increasingly important in the radio industry.

Additional Editorial Features

for 1925 include exclusive articles by George Ade, Ring Lardner, Montague Glass and Dr. Frank Crane—maintaining and amplifying keen reader interest.

A new rate becomes effective January 15, 1925.

RADIO MERCHANDISING, the leading radio trade journal, gives to the radio industry an unequalled merchandising power and co-operative force.

Full details on request.

RADIO PUBLISHING CORPORATION

C. DOUGLAS WARDROP
President-Editor

FRANK C. THOMAS
Vice President-Adv. Mgr.

DAVID MACOWAN
Secretary-Treas.

243 West 39th St., New York City

How Instalment Sales Are Financed

[CONTINUED FROM PAGE 14]

comparatively new in banking history, has nevertheless proved itself of value in making deferred payment sales possible and profitable. These organizations—known as finance companies—perform a definite function, one which commercial banks of deposit cannot perform. Commercial banks do not and cannot directly serve the credit needs of the great majority. It has been estimated that only about 10 per cent of our adult population have checking accounts, and of this 10 per cent less than 5 per cent can borrow at banks. In other words, about 90 per cent of our adult population do not possess collateral that would be acceptable to banks as security for loans, on account of the restrictions made by law and voluntarily imposed as to the kind of collateral on which loans are made.

A manufacturer, wholesaler or retailer is in business to keep merchandise moving. Profits depend upon the rapidity of turnover. The finance company relieves the seller of the long-time paper created by deferred payment sales by purchasing such paper. Many of these institutions go a step further and make a time sale resemble as nearly as possible a cash sale, by undertaking the collection of payments from the buyer as they mature, thereby eliminating the necessity and expense of collection department maintenance. By dealing with many organizations, a finance company can scatter its risks widely, and so increase the safety of its operations. If the management is prudent and cautious, it is not difficult to obtain additional financial facilities from the commercial banks through the use of collateral trust notes.

The highest grade of commercial credit corporations enter into trust agreements with trust companies, whereby the credit corporation issues collateral trust notes under an indenture. As security for these

notes the trust company holds collateral of an amount equal to the aggregate principal amount of all the trust notes which it certifies, and which are outstanding. The collateral trust notes may run for periods as long as ten years or more. The trust company arranges in the in-

Furthermore, sellers on long-time credit instalments should have a still wider margin of profit—not only because the loan is of longer duration, but because the risk may be somewhat greater. In all lines where instalment selling has proved successful when applied over a long period of years, a large profit margin exists.

Any number of methods exist for the financing of sales, no two being exactly alike although, in general, the fundamentals are the same. A furnace company in Milwaukee, for example, in 1922 started an extensive campaign to distribute pipeless furnaces. To enable all dealers to utilize the time-payment method, arrangements were made with financing companies in various towns. When a man wishes to buy a furnace, he is taken to the local finance company by the dealer, who indorses his note for an amount sufficient to enable the purchaser to pay cash. The loan is to be paid off in instalments, and the finance company does the collecting.

A manufacturer of electric and gasoline short-haul locomotives, in an attempt to place his equipment in brickyards where mule teams are used to a very great ex-

tent, found that his terms of a full cash settlement within sixty days and a 5 per cent discount for a ten-day settlement precluded a great number of sales, despite the considerable savings possible in wages of teamsters, stable help and cost of feed, etc.

A financing company worked out a plan whereby the brickyards paid 10 per cent of the full purchase price of the locomotive when the order was placed, 10 per cent on delivery. The balance was divided into twelve monthly payments, secured by a retention of title contract.

The brickyards practically paid for the locomotives out of the savings resulting from the first year of their use. The manufacturer has succeeded in expanding his business



JOHN WANAMAKER, New York, has inaugurated a Home Budget Service that enables the individual or family to finance purchases for the home out of income. An expert analyzes the circumstances in connection with each application, tabulates the financial resources, furnishes the plan and, upon the establishment of a basis of credit, adjusts payments to the income in such manner as to enable the customer to enjoy the use of the furniture, clothing, house furnishings—or whatever has been purchased—while payments are being made

indenture to allow the finance company to change the security back of the notes from time to time as they mature, or as they are paid out. There may be hundreds or thousands of credit obligations, therefore, which are bunched together and held by the trustee in trust as security to the outside investor who may buy collateral trust notes.

AN important question to anyone that may be considering the adoption of a time-payment method of making sales is, "How do instalment sales affect prices?" Credit is something that must be paid for. Any purchaser on credit, therefore, must be expected to pay a higher price than if he bought for cash.

Down goes the axe

—on advertising waste!

ONE advertisement in RADIO RETAILING does the work of 69 advertisements in the 69 papers going to the ten groups of radio retailers.

Through RADIO RETAILING the radio manufacturer reaches ALL of the ten groups who sell radio—the music stores, sporting

goods stores, furniture stores, department stores, hardware stores, the exclusive radio stores, auto supply stores, drug stores, and the electrical dealers, jobbers and electric light companies' stores.

ONE advertisement in RADIO RETAILING—and down goes the axe on the 97 per cent advertising waste of 69 duplicated circulations catering to the radio trade.

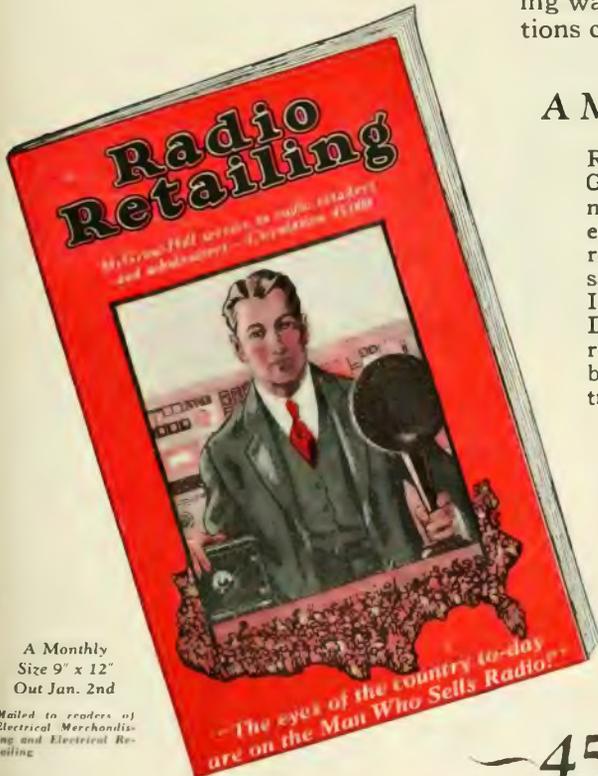
A McGraw-Hill Publication

RADIO RETAILING is McGraw-Hill's reply to leading radio manufacturers who demand an economical selling medium to reach radio retailers and wholesalers. With RADIO RETAILING and the RADIO TRADE DIRECTORY McGraw-Hill now renders a complete selling and buying service to the radio industry.

Radio Retailing

One of the 16 McGraw-Hill Publications

Tenth Avenue at 36th St., New York



A Monthly
Size 9" x 12"
Out Jan. 2nd

*Mailed to readers of
Electrical Merchandising
and Electrical Retailing*

—45,000

Circulation!

—the blanket magazine of the radio retail and wholesale trade. Goes to 45,000 exclusive radio stores, music stores, furniture stores, electrical jobbers, dealers and electric light companies' stores, department stores, sporting goods stores, hardware, auto supply stores, drug stores.



Painted especially for Peacock Shave by Marion Davies.

Russell Ball

Photoportraiture
in Advertising

RUSSELL BALL

4 West 40th Street
New York City

Phone Bryant 8353

in other fields in the same manner. Insofar as he is concerned, he is doing business on what amounts to a cash basis, for the finance company takes over the paper and makes the collections.

In the particular instance just cited, the cost of financing was borne by the brickyards, and legitimately so. In reality, however, it costs the brickyard nothing, because the brickyard merely foregoes the discount of 5 per cent ordinarily allowed for cash settlement if made within ten days after delivery.

One large department store in Detroit has adopted the following method of meeting time-payment competition: When customers request to buy on the instalment plan, an officer of the company explains that it would be impossible to do so without increasing prices. The suggestion is then made that the customer borrow from a local finance company, arranging to pay it back in instalments. This method, the customer is told, would be more economical to him.

Some thought should be given by any manufacturer interested in instalment selling to the selection of the finance company that will handle his "paper." While there are many points to be borne in mind, it is suggested that the finance company be investigated with respect to the following, before final arrangements are completed:

1. Is the finance company sufficiently experienced in instalment financing?
2. Does it specialize in deferred payment paper, or is that merely incidental to its other lines of banking or brokerage, so that the handling of the deferred payment paper suffers as a result?
3. Has it financial stability, so that it can care for the manufacturer's financing at all times?
4. Are its capital and resources of sufficient amount so that remittances to the manufacturer will be made as soon as it receives the manufacturer's paper, so that payments are not dependent upon collections?
5. In connection with financial stability, does the finance company operate within certain territorial limitations, with the result that it is seriously affected by changes in local conditions; or does it operate nationally, having a large spread and consequently is unaffected by poor conditions in certain localities?

ADD—

\$23,160,537, the amount spent by 2946 local and 253 national secretaries (all readers of The Woman's Press) in buying supplies for the Young Women's Christian Association, to

The buying power of the 600,000 young women who read The Woman's Press either in their homes or in the Y.W.C.A. libraries.

And you get an idea of the influence of this official monthly magazine of the Young Women's Christian Association.

Advertising rates on request.

The Woman's Press

Member A. B. C.

600 Lexington Avenue

NEW YORK

[For information and data used in this article acknowledgment is made to J. H. Moore, economist of the Irving Bank; Columbia Trust Company; P. E. Dietz, of the Commercial Investment Trust Incorporated; and E. V. Peters, general sales manager, New Jersey Zinc Company, and president, National Paint and Varnish Association.]

The Salesman and His Car

[CONTINUED FROM PAGE 24]

larger volume of business than the man without an auto, but all too often results do not bear this out. The answer seems to be that selling without a machine is harder work and takes longer hours, while selling with a machine is easier work and can be done in fewer hours. Therefore, the result is that the volume of business is surprisingly alike, but the man with the auto has a much easier time of it.

Recently, though, I talked with a candy salesman, selling a big, strong line. He said to me, "I dragged a machine around for five years. It had its agreeable features. But since the novelty has worn off, I find I am better off taking the train from town to town. Now and then I am held up, but I can usually keep busy. On the other hand, I don't get into a town after a hard twenty or thirty mile drive, over tough roads or over a slippery pavement in case of rain.

"Many a time, I have left my machine and gone into a store, pretty well tired out. Let a man put in a good long day of driving and calling on trade, and the driving tells on him. I feel I am better off if I stick to trains or, when necessary, hire a car. I'm not so tired at night. And keep in mind that dragging a car around over country territory is a long drawn out process some times. Especially with a low priced car that has had fifteen thousand miles or more."

NOT long ago, we heard of a solution for the car problem which seems most practical. "We make our men a carfare and railroad mileage allowance," said a sales manager. "In addition to that, we pay them a liberal monthly bonus on sales over a certain amount. The starting point for the bonus is really low. It is expected that the man who is average or better will make a good bonus.

"Then we put it up to the men that if they want to work their territories by auto, it is up to them to buy their own autos and they can operate them out of the mileage and carfare we allow. It is true that this will leave them about ten dollars a month behind. But, on the other hand, if they can, with the use of a machine, really increase their sales, as they claim can be done, then the extra bonus much more than makes up for the ten dollars they may go behind in operating the car.

"The result is that the man gets the big end of the stick and the house is free from the trouble and expense of owning or operating a fleet of cars. Also, there is no need of checking up on the thousand and one things so necessary to check up on when the house undertakes to supply or finance machines for its men."

HIRE

The Proper Plate for That Newspaper Job!

(A message to the plate buyer who is in the market for best Newspaper Ad-reproductions at lowest cost)

When a stereotype of the proper alloy is carefully moulded at the correct heat it can be the finest medium procurable for reproducing newspaper ads. It can be capable of greatest fidelity longest wear—hardest use—most severe abuse. It can cost less than any other form of plate. When it does not measure up to all these specifications it is not a Gagnier Stereotype. For a Gagnier plate makes perfect reproductions at from 15% to 25% less cost than any other plate; and it costs 30% less to mail.

LOAN US
YOUR MOST DIFFICULT
TO REPRODUCE
NEWSPAPER
PATTERN PLATE

We will make you free and ship postpaid Gagnier sample plates and mats—you to be the judge of their quality. Mail pattern to Gagnier Detroit Office.

**GAGNIER
STEREOTYPE
FOUNDRY**
(THE GAGNIER CORPORATION)

NEW YORK
Eastern Division Office
51 EAST 42ND STREET

CHICAGO
Western Division Office
222 N. MICHIGAN AVENUE

DETROIT
Main Office and Foundry
P. O. BOX 426

GAGNIER PLATES & MATS

\$6,000,000 in Securities—

—sold by direct mail followed by salesmen.

Direct mail can be used profitably in any business, but the plan and copy must be right. It is the most positive and dependable form of advertising.

Just how can it best be applied in *your* business? To what extent? At what cost?

Charles Austin Bates
33 WEST 42ND STREET, 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

Hotel Belleclair



Only a Few
Minutes from the
Shopping and
Theatrical
District

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

Room and bath, \$4.00.

Write for Booklet.



BROADWAY AT 77TH ST.
NEW YORK

One Thousand Ghosts— Deliver Next Week

[CONTINUED FROM PAGE 36]

the completed picture, but the number was near enough for all practical purposes.

Some of the demands made upon the commercial pictorial studios run the gamut from the simple shot of one posed figure to the execution of scenes that employ half a dozen models and a built-up set, "just like the movies." The problems encountered would tax the versatility even of a Leonardo da Vinci.

There was the instance of the tobacco manufacturer who wanted a photograph of his warehouse, showing the hogsheds of tobacco piled in tiers. Half a dozen times he had tried to have this work done on the spot, with unsatisfactory results. Details would not show up as desired. From a description of the warehouse, and with dimensions of the hogsheds and other data furnished, miniatures were built up on a studio table. The lighting was studied with the greatest care, and the completed shot disclosed a warehouse floor shrouded in gloom, with the tobacco barrels partly disclosed by rays of sunshine that sifted in through a grated window. As the advertiser stated when he saw the picture, "It looks more real than the place itself."

During the World War many advertisers sought to keep their advertising in the news stream. Art directors called for illustrations of sinking submarines, passenger steamers going down in mid-ocean, battlefields rife with scenes of military confusion, barrages, smoke screens and so on. "Make them realistic!" was the cry. "They must look like the real thing."

It wasn't easy to do, which perhaps makes the execution of photographs of this type the fascinating work that it is. To produce these illustrations so that they would convince an expert implied a knowledge of relativity on the part of the studio workers that would shame an Einstein, for in the majority of instances the "shots" had to be taken of models in miniature. Oceans were built up in the studio of a substance that would not only simulate the real thing on the finished print, but in which the waves had to possess the uncanny faculty of "staying put," so that the desired effect could be produced.

The manner in which difficulties are overcome in photographic studios making illustrations is in essence a sermon on the ingenuity of man under the stimulus of incentive and necessity. In one battle scene, sponge cake was utilized in a manner that would shock the domestic sensibilities of the average

housewife. The problem was to get a view looking down upon a battlefield, troops in movement, and all the rest of it. A battlefield was constructed without much difficulty, while certain other details were disposed of with ease. But to manufacture thousands of soldiers gave us a problem that was more difficult to solve. Various ideas were worked out, and discarded for one reason or another.

ONE night, while at dinner, I toyed with a bit of sponge cake; my mind was taken up with soldiers—thousands of them. Unconsciously I crumbled the cake between my fingers, scattering the crumbs to the cloth. As they fell, they seemed to possess life, for when the pressure of the fingers was removed the crumbs of cake swelled until they partially assumed their former size and shape. This movement obtruded itself gradually upon my consciousness. When I became fully aware of what was happening, the problem of thousands of soldiers on a battlefield was practically solved. (If this meets the eye of the art director who used the picture, he is learning for the first time of the real doughy consistency of his doughboys!)

It is in the field of color photography that most of the magic, romance, and heartbreak reside. Present-day methods make it possible to duplicate the colors in nature with a fidelity that is the despair of those who seek to accomplish the same result in other mediums. Color photography has held the interest of experimenters and amateurs for years. Subjects for the most part have been taken from still life. Today the color plate can be said to possess all the elasticity afforded by the palette of the artist. I state this advisedly, for there are relatively few who have kept abreast of the possibilities that have been opened up by recent discoveries and developments in the photographic reproduction of colored subjects.

An advertiser who came into the studio recently desired a photograph of a girl in a green dress, against a red background. He specified that there was to be no red in the dress whatever. Not only that, but he preferred blue shadows surrounding the figure, and the model's face was to show yellow. Surely an insane combination of colors if ever there was one! The advertiser got just what he wanted, without a tracing of red in the figure in front, and with a brilliant red in the background.

It is not to be assumed that it is in the production of freak illustrations that one sees the field for color pho-

tography. This instance is cited to show that the medium is so elastic that it enables one to get poster effects where masses in two colors can be made to play against each other, or a complex effect wherein a model in a gown can be cut up into small color blotches.

Today the color plate in the hands of one who knows how to use it possesses unlimited scope. Every variety of color rendition is possible. But to gain the maximum results the color photographer must be as thoroughly grounded in composition and the principles of art as the artist who works in oil or some other medium.

Light is the most important factor in the taking of color photographs. The different values of various actinic rays from the carbon lights used in the studio can be utilized to get warmer or colder values in the photograph, at will. A photographer with the necessary knowledge and with the requisite artistic appreciation can build up the equivalent of an actual painting.

The ordinary carbon light bulb blue or red, while the nitrogen bulb burns yellow. With this basic information it is possible to learn how to neutralize colors that are not desired in the finished picture. A knowledge of complementary colors is an absolute essential for successful work in any color medium.

NATURALLY the progress of an art is not possible without vexing disappointments. Many color shots prepared with considerable attention to detail have been developed only to result in a blurred plate. It then becomes incumbent to retrace, step by step, the procedure followed in order to learn where the mistake had been made, until, perhaps, it is discovered that the use of certain lights had neutralized the dominant color tone.

In this connection it is interesting to know what the use of the ordinary type of flashlight powder did to some of the color work in the early days of experimentation. Try as one would, it seemed impossible to prevent the color of the flash from dominating the color of the photograph. Experiments with various powders and combinations of powders led to the discovery of a flash that possessed the neutral effect of sunlight. That powder is now being used in the studio. It is by just this sort of research that any art approaches definite and scientific accuracy.

Since 1920 a great deal of water has issued from the faucets in studio dark-rooms, and a great many plates and negatives have been spoiled in the interest of experimentation in photographic reproduction. Today the advertising pages of magazines show as high a standard of art as do the editorial pages. In many cases, in fact, the advertising pages are far superior from an illustrative and pictorial standpoint. Photographic illustration, in spite of all this, is still in its infancy. The next ten years will doubtless witness a century of progress in the art, if measured by the rate of development of the past.

No motion picture theatre accepts a 24 sheet poster as suitable for showing on its screen!



SUCCESSFUL motion picture advertising film is somewhat like a luncheon table solicitation. There is just so much food; so much music; so much polite conversation—and then you get in your sales talk.

Some men get business by entertaining; others get the reputation of being "good fellows" but no business; still others become *persona non grata*. It's an art!

We have been making advertising motion pictures since 1910. We have served many large advertisers continuously since that time. By serve we mean—we make the films, then get them shown to millions of people.

The important thing is this: the cost of the film is the last cost to you. Distribution—showing your film to millions, costs you practically nothing.

Come in some time. Sit in a comfortable chair in our projection room. See some real advertising motion pictures. Then let us tell you what they have done and are doing throughout the country. You will be amazed. Drop us a line and tell us when you are coming.

EASTERN FILM CORPORATION

220 WEST 42nd ST., NEW YORK CITY

Telephone: Chickering 2110

Established 1910

We have served several large institutions continuously for over 14 years.
"What they say"—sent on request.



STANFORD BRIGGS INC.

ADVERTISING ART
392 FIFTH AVENUE, N.Y.C.

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

TYPOGRAPHY & PRINTING



The Grand Rapids
FURNITURE RECORD
 Has Initiated the Foundation of a
National
Retail Furniture School

THE first term of this school, which is conducted by The Furniture Record for the National Retail Furniture Association, will be held January 20th to 30th inclusive. • 300 representatives from leading furniture and homefurnishings establishments of the United States will attend. • This further acknowledgment of leadership coming from the retailers themselves will be appreciated by manufacturers. It is another indication of the reason why national advertisers use The Furniture Record exclusively to cover the retail furniture and homefurnishings industry. • Let us tell you how our organization can increase your sales in this field.

The Grand Rapids Furniture Record
 Grand Rapids, Michigan, U. S. A.

A. B. C.

A. B. P.



AFFILIATED ARTISTS, Inc.

Art for Advertising

TWO WEST FORTY-SIXTH STREET
 NEW YORK - TELEPHONE BRYANT 2329

Measuring Mass Buying Habits

[CONTINUED FROM PAGE 26]

nothing which commands so much public attention or so much of the attention of the individual as a change in the price of gasoline. The automobile may change its price enough to pay for three seasons of gasoline and it requires no justification, whereas the entire public attention is focused upon a change in the gasoline price which means \$5 more per year.

THERE are things which so affect personal pleasure or happiness that we are constantly in search for something that will do the business more effectively. There are other things relating to the personality, through the appearance or the required routine, where we refuse to experiment once we have found a fairly satisfactory article.

The real patent medicine consumer is always searching for a new medicine to cure the old disease. On the other hand, the consumer of perfume or toilet soap, once convinced that the article is good, can be induced to change the habit only with great difficulty. There are desires so universal in connection with human beings that the advertising man by seizing upon them can change the whole aspect of the sale of a product. Cosmetics of all kinds have been used for thousands of years, but perhaps they have never had a more general application than they have today, largely because the advertising man has associated them to such a degree with personal appearance and attractiveness.

There are necessities the use of which becomes a habit so early and continues so regularly that the only emphasis of those habits arises from the necessity of change. One of my friends registered a much larger kick because his favorite toothpaste had increased in price than he did at the painter's bill in fixing up his house. I think the toothpaste had increased from 35 cents to 45 cents, and he probably uses four tubes a year, whereas his painter's bill in the same length of time had increased from about \$400 to \$600. The trouble was that he expected the painter's bill to increase, but he never thought about his toothpaste until the price was raised. The only point of emphasis in the case was the price.

The new job of investigation in the marketing business, if it is to do its work in reducing the cost of distribution, will be more definitely an investigation of the human side of affairs and will take less count of the economic history. This is not because the economic history is less important, but because the human investigation is so much more important than it has been considered heretofore. This job of investigation, however, cannot be accomplished very well by questionnaires or by interview with deliberate questions, because people do not know why they have certain habits. They have never

taken the trouble to think about it and they have no time to investigate themselves. When they are asked these things they have to give some kind of answer, and the answer is what they think they ought to think, not what has been the motive for the action.

Too much faith has been placed in the reactions which are induced by questions. It is not necessary to question people. People are always committing themselves in their conversation; their own remarks explain their reactions far better than anything else. Listening in probably is the most important element in the investigation of human reactions in the market. We do not know as yet to what extent the average social buyer desires the service which we have thought it necessary to create for his use. We have increased our store overhead in order to provide additional entertainment or other facilities for the customer, and we are not sure that the customer wants that increased overhead as a part of his bill. In every single direction we have been watching each other and trying to go one another "one better," adding to the cost of distribution without being sure that we have actually improved the market situation in the general sense. We have just begun to consider that we are dependent in marketing upon the reactions of the individual buyer, and these reactions are only incidentally governed by the economics of the situation.

It is true that a man cannot spend more than he has for any great length of time, but what we want to know is where and how would he spend it under given circumstances, why he chooses one thing instead of another, why he disregards necessities and adds luxuries, and why he transfers his affections from one luxury to another or holds to one type rather than another. Does he want indiscriminating service, which in the long run increases the cost of the goods, or does he want the kind of service which is extended on a particular product or line of merchandise for definite purposes in connection with that habit or desire?

THESSE are elements in the marketing program which are being discussed more or less indefinitely among men who are keen marketers and who must express their judgment and decision in connection with the sale of enormous quantities of products. I have yet to hear a conversation on marketing which did not begin and end with opinions and discussions upon the human side of it, and I have yet to hear a thoroughly sound summary of the human factors in the case.

It is sometimes more important for a chemist to make one thorough examination of a single compound and chart his discoveries than it is to theorize about the whole range of chemistry. Very soon it will be more important for the marketing man to make a practical and thorough study of the reactions of a few human beings than to theorize about mass psychology.

But No Other Textile Paper Was Asked

Not so very long ago, the head of a large woolen and worsted organization telegraphed us as follows: "Plant totally destroyed by fire. Name best equipped engineer for rebuilding." We named the engineer and contractor. One hundred other people—could have named one or fifty engineers wholly capable and thoroughly equipped—but no other textile paper was asked to perform this service or to assume this responsibility.

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.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
Largest Net Paid Circulation of any Textile Publication
The Oldest Textile Paper of Continuous Publication in the United States

530 Atlantic Avenue
Boston

229 E. Stone Avenue
Greenville, S. C.

INQUIRIES—29c. each!

A manufacturer with ample resources and world-wide distribution of its products will purchase outright or manufacture and sell on a royalty basis any desirable articles requiring wood-working, metal stamping or laundry facilities. Especially interested in articles for distribution to the Implement, Hardware and Toy trade. Address: Box No. 185, care Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Consider the humble want ad—where replies cost as low as 29c. each!

This advertisement appeared in

The Market Place [Page 73] It Cost \$2.88

It pulled 10 replies at a cost of less than 29c. each

Just Out! *A book to insure your mail sales success!*

SELLING BY MAIL

By Verneur Edmund Pratt

President, The Pratt & Lindsey Co., Inc.

428 pages, 5x8, illustrated, 84.00 net, postpaid

This new book covers every phase of the art of making sales and customers through the mail. It gives for every angle of mail sales work just what practice has proved to be profitable. Just what experience has found worth while.

The author has drawn on his long experience in this work for definite, concrete facts about mail-order possibilities, market analysis, commission propositions, mailing lists, mail-order appeals, mail-order copy, layout, illustration, booklet and catalog making, sales letters, order blanks, follow-up, credit and collection practice — every element that enters into the successful capture of a mail market.

Describes every detail of the best mail marketing

One big section of the book contains valuable, usable material on mail-order media, showing with satisfying completeness just what may be expected from some and what from others.

Another section gives the soundest kind of information on specific applications of mail-order principles—specialized practice to meet the requirements of specialized ventures—individual treatments depending upon the character of the business and the extent to which mail sales are desired.

The entire book is fact-packed with good, sound, needed mail-order strategy.

Plan your next campaign with it

You will find everyone of the thirty-two sections filled with definite, usable material which can be applied to your own needs.

You will get from the book hundreds of profitable possibilities—new suggestions—new avenues of mail-order technique—new ideas about getting the most out of mail-sales work.

Examine the book for 10 days free

FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.

370 Seventh Avenue, New York

Send me for 10 days' free examination Pratt's *Selling By Mail*, \$4.00 net, postpaid.

I agree to remit for the book or to return it, postpaid, within 10 days of receipt.

Name

Address

Position

Company A.F. 12-17-24

We Weed Out the Unfit Before Hiring Them

[CONTINUED FROM PAGE 30]

selection, begins when these qualification blanks come in, in most cases accompanied by the snapshot or picture we have requested. If no picture accompanies the blank, then we use a series of three "picture letters." If the picture is not sent after the third of these letters, the name is dropped. We probably lose some good men by insisting on the picture, but we are convinced that it is best to require it.

We are particular to specify definitely in every advertisement our age requirements, and the fact that our proposition is of interest only to single men. Yet, of the total letters we receive from our advertising, 4 per cent are from men too old, or married—and of the total qualification blanks we receive, 4 per cent are from married men, 2

per cent from men beyond our maximum age limits, and nearly 5 per cent from youngsters under our minimum age limits. Another 4 per cent are rejected on account of lack of education or because they are obviously of a type that would not be welcome among our men.

There you have the start of the selective process. Fifteen per cent of the total qualification blanks received are eliminated immediately—one out of every seven. Another 30 per cent, while satisfactory in most respects, fail to measure up to our standards in one or more particulars. If the objection is not too serious or is one that can be removed, the man in question may later be accepted for training. But the majority of this 30 per cent are also lost, so really not much more than 50 per cent of the men who return the qualification blanks are really acceptable for our work.

Even among this group of acceptable men (who represent about one-fourth of those who originally answered our advertising) there is further elimina-

tion, much of which we are powerless to control. Our work requires that a man leave home to travel in squads from place to place. There is often parental objections to such an idea, though the young man himself may be enthusiastic and anxious to join us. Again, our proposition involves an apprenticeship; and some men, although they meet our requirements in every respect, do not care to consider even a temporary reduction in their earning power.

Finally, there is the ever-present financial problem. We have found from experience that if we undertake to assume all the expense of training men for this work, we get plenty of men, but we get men of an undesirable type as a whole—lazy, non-dependable—the type of fellow who is looking for "something

for nothing." As a result of this experience, we have given up the plan of assuming all expenses and we now require that every man who is accepted by us shall come to Kent at his own expense, and be prepared to pay his living expenses during a period of practical training here. These financial requirements undoubtedly eliminate some worthy young fellows, but such requirements are necessary, as has been proved by our past experience.

When all these eliminating factors, those we insist upon as well as those we cannot control, have done their work, we find that only about 14 per cent of the men who send in qualification blanks actually make formal application, accepting our proposition and enrolling for training and employment.

This training consists, first, of a course of preliminary elementary study by mail. Some ten or twelve years ago, a comprehensive course of correspondence lessons was devised, with the idea in mind of teaching tree surgery by correspondence. This original idea was soon abandoned, for we proved to our



Two Davey tree surgeons at work with cabling, block and tackle, in the act of bracing the branches of trees above weak crotches



Down the Lane to Mrs. Gibson's

When the nation was young and industries were infants, the errand-boys used to turn into Mrs. Gibson's lane of a Saturday morning, with the week's provender—or the goods for a new best dress. Dame Gibson shopped with limitations. Her choice was small, her needs were few. The errand-boys were her contact with her sources of supply.

Things aren't so much different now. The errand-boy still turns into Mrs. Gibson's lanes—more than a million of them, every month. He goes in printed form. He is still their contact with their sources of supply—thousands of them, for all the Dame Gibsons, whose choice is wide and requirements many. The errand-boy's name is

GOOD HOUSEKEEPING

More Than a Million Readers

More Than a Million Buyers

ETCHINGS CYCLOPEDIA

VIGNETTES, HIGHLIGHTS

—Plates in which the background is left white, or in which the design is a three-dimensional effect, or in which the design is printed in various colors, and in which the design is printed in various colors, and in which the design is printed in various colors.

WOOD BASE. Has fixed supports, mounted typically, and the hollow, wire and photographic plates, on the base method of binding is very long and is usually the best.

WOOD ENGRAVING. The same applies to the general cutting design or picture on wooden blocks from which engravings are made for printing. Same term applied to general and technical illustration and similar small cuts.

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full satisfaction that practical training under the personal supervision of a real expert is an essential part of the development of a competent tree surgeon. But we also learned that the men who came to Kent and entered the practical work after having studied some of the elementary facts of structural botany and economic entomology, and after becoming acquainted with the fundamental principles of correct pruning and spraying, were much better equipped to understand the instruction they received here in the practical work. So this extension course is still maintained and is now the gateway through which every new man enters the Davey organization. A nominal tuition fee is charged, and this is refunded if the course is completed in a reasonable time.

THIS arrangement accomplishes a three-fold purpose. It prevents mere curiosity seekers from enrolling for the course of study; it emphasizes the value of the lessons to the man who does enroll, and it gives him a definite incentive to apply himself to his studies, so that he may earn the refund of tuition. Although the Davey Company maintains this course of mail instruction, we are not in any sense in the correspondence school business as a commercial proposition, for we make no profit on the course and we supply it only to men who made definite arrangements to enter our employ.

The study of these preliminary elementary lessons is followed by a period of actual training in the practical work. This is given in the vicinity of Kent, and during this period the process of elimination is carried still further. In fact, it is going on while the men who actually enroll are studying the preliminary lessons at their homes. Of the total enrolled for training and employment about 20 per cent drop out before they report in Kent, leaving only about 80 per cent who come in for the active practical training. In spite of the greatest care we can exercise in accepting for enrollment only those men who seem to be fully qualified for this work in every way, we have been unable to prevent further elimination in the training field. Some simply do not like the climbing; some are just plain lazy; there is an occasional insubordinate; some few are actually unequal to the physical demands of the work. We find that between 30 per cent and 35 per cent of those who report here for training fail to complete the training course.

So it is, that out of every hundred men who originally answer our employment advertising, only about 3 or 4 finally pass all tests and enter our field squad. There, for a time, their training is continued under the various foremen in whose squads they work. The foreman or foremen under whom he has worked each calendar month makes a detailed report of the progress in the work and the potential abilities of each field man. Supplemented by the personal observations of the chief expert

and his assistant, who travel about from squad to squad, supervising the work of the entire field organization and maintaining its standards of workmanship, these "service record" reports are the basis upon which all increases in rate are awarded. Each fall, the service record reports are consulted for another purpose—the selection of the enrollment for the Davey Institute of Tree Surgery, the early history of which has already been mentioned. In the fall of 1923, seventy-five men were selected to attend the Institute. This winter the enrollment has been more than doubled. One hundred and eighty men have been selected and invited to attend the current term of the Institute. This year a freshman course has been added to the junior and senior courses conducted the past three years.

The Davey Institute, which is the final step in the training of Davey Tree Surgeons, is operated on a plan entirely different from the ordinary school or college. No tuition fee is charged. The company pays the care of these selected men in to Kent for the opening of the Institute on December 1, and their care out to the field again when the Institute closes, about the middle of March. In addition, the company pays the board and room of these men during the entire fifteen weeks that the Institute is in session. The expense involved, including the maintenance of a faculty which this year will number twenty, represents an item of between \$35,000 and \$40,000. We are convinced that this investment is well justified by the improved quality of service Davey men deliver as a direct result of their Institute training.

NO account of the personnel activities of the Davey organization would be complete without some mention of the Davey men's magazine, *The Davey Bulletin*. It is strictly an internal publication; its content is written almost entirely by Davey men, and its editor is a man of several years' experience in the field work, experience which has given him a broad understanding of the field man's viewpoint, his problems and pleasures, his sorrows and joys. Published on the first and fifteenth of each month and mailed to every squad in the field, each man receiving his own copy, the *Bulletin* serves not only as the Davey men's trade journal, but as a sort of family letter-box, an effective medium for exchange of opinion and intra-territorial communication.

One big factor in Davey personnel activities is the annual convention. Each March, at the close of the Institute term, we plan to bring together in Kent as many of the members of the organization as possible. We have never been able to have every one at hand at once, for we must maintain our operations in the southern states during the winter months. But we gather together as large a part of the entire organization as we can, and we have a rousing week of interchange of opinions, discussion of problems and outlining of plans.

The Decision

THE judge sits on his bench and with impartial ear hears both sides of the case before rendering a decision.

The public constantly sits in judgment on the material you turn out. And there is no keener, more critical judge than the public.

Will your catalog, advertisement or folder get a favorable decision? That will depend largely upon the "strong arguments" in your behalf, put forth by your engraver and printer. Have you stated your entire case to them, so that they will be fully prepared for the "summing up"?

Tell them the general impression you wish to convey, the size of the advertisement and the kind of paper. This facilitates their work and contributes to general success.

Gatchel & Manning, Inc.

C. A. STINSON, President
PHOTO-ENGRAVERS
Philadelphia

January 1925

The DeMolay Councilor



A Magazine for Young Men

These young men buy shoes, hats, neckwear, clothing, automobiles, shaving equipment, hair preparations, athletic suits, athletic equipment, musical instruments and instruction, hiking equipment, camping paraphernalia, fountain pens, educational courses, physical instruction, books, furniture, robes, jewelry, insignia, utensils for serving refreshments, indoor and outdoor games, radio, novelties and many other things.

Believe it or not THIS IS YOUR MARKET

YOUNG men between sixteen and twenty-one years of age, at the most impressionable period of their lives, when they are forming habits which govern their actions thruout a life-time, comprise the audience of the DeMolay Councilor. At this stage they are most susceptible to honest appeal and logical reasoning.

There is no other publication in America, of national circulation that reaches a concentrated audience of young men between sixteen and twenty-one years of age. The DeMolay Councilor is a direct contact with a vast army of young men and affords an exceptional and unusual opportunity for impressing your trade-name indelibly upon the minds of its 130,000 subscribers.

These young men 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.

You have a message for them.

Tell it to them with both immediate and future profit.

The DeMolay 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

Seeing London Shops

By Constance E. Miller

WHEN the weather's fine—it seldom is in London—a trip to Richmond atop Bus No 33A is not without its compensations, particularly as you swing around into Hill Street and see a bright, green-fronted shop inscribed "The original shop for 'Maids of Honour,'" where for two centuries these celebrated pastries have been made.

In a booklet, which the proprietors present you "for the asking," you learn much of the history. The original recipe, the booklet tells you, was kept in an iron box, which Henry VIII gave to Ann Bullen when maid of honor. One day, so legend has it, the bluff King Hal saw Miss Bullen eating some tarts—lets from a silver dish, and when he inquired as to their name no one could tell him, so the King said: "Let them be called 'maids of honour.'" Other legends, as to the naming of these cheese cakes, have filtered through historical pages, while several writers, Mr. Walford, Dr. John Evans and Theodore Hook, have contributed to the fame of these tarts by praise in rhyme and prose. Wags, it is said, aired their wit when a thousand pounds was paid for the recipe for "maids of honour."

Tradition may have contributed to the popularity of "maids of honour" today, but when one of these creamy, custard-filled tarts is sampled you feel perhaps it is the "sweetie" itself that keeps the bakers busy.

* * *

Wardour Street is usually thought of as the street of the motion picture industry, in Soho, but just before you come to Shaftesbury Avenue, a few doors up from Pinoli's restaurant, you come upon a small shop—small, according to American views—and there in a narrow window you see exhibited some of Clarkson's wigs, for purchase or for hire.

One day I saw displayed there the actual wig worn by Louis XIV at his coronation, placed on a figure dressed in a costume such as the King doubtless wore, and alongside it were two replicas of ancient Egyptian wigs, made of spun glass, for women.

"Willie" Clarkson, as Mr. Clarkson is generally known, makes most of the wigs used on the stage; and I understand that some of the wigs seen in the Law Courts are his creations.

Rumor whispers that Mr. Clarkson has written his memoirs, for which publishers are eagerly bidding. From the casual bits I have gleaned about his remarkable career and his acquaintance with famous people, his book should be more than ordinarily interesting.

* * *

Saunter up St. Martin's Lane and

take the first turning to the left—an American would probably think it an alley, but it is Cecil Court—and continue there to No. 13, where you see the name, J. Maki—Antiques, who seems to have on view every conceivable small object with a history. There's an old brass toasting fork, a lacy fan, a pewter beaker in a design much sought after nowadays, and imitation antique glasses that are not antique at all, nor are they really imitation, as the kindly, patient gentleman ensconced in the shop will tell you, for the manufacturers faithfully reproduce the original in a limited number, as few as 100, perhaps.

If it's a dull afternoon this same kindly gentleman will relate all manner of interesting bits about the antiques in his wee shop. There's the Georgian tumbler. "Do you know why it has such a thick, heavy base?" he asks. In the old days, before a toast, order was called by rapping the glass on the table.

A few days after my first visit to this quaint old shop I discovered that it belongs to a compatriot!—Mrs. James Carew. You know, of course, that in private life the illustrious Ellen Terry is Mrs. James Carew.

* * *

The English proclivity for puns and subtlety is not without its merits, for there is "The Century House," standing at 100, Knightsbridge, London, S. W. 1, where collectors obtain genuine Chinese armorial porcelain, produced some two centuries ago at King-te Chen, miles away from Canton, where most people believe it to have been made.

* * *

TO us Americans one of the most interesting of the "famille verte" services is that made in 1760 for the Chase family of Maryland, a member of which, Samuel Chase, we recall, signed the Declaration of Independence; and another, made for the hero of Havana, Admiral Sir George Pocock, who took Havana in 1772. Some one in Baltimore recently purchased part of the service enameled with the arms of Maryland.

Sir Algernon Tudor-Craig, K.B.E., F.S.A., the connoisseur who collects these rare pieces of china from every possible source, has compiled an alphabetical list of over 1000 of the known armorial services and has determined the approximate date of each. In a recent article which he published on the subject he suggests that collectors beware of armorial china said to be original, bearing the arms of the Duke of Norfolk, the Duke of Chandos, Bolney, Bisse, Brydges and Rodney, which are being copied in factories on the Conti-



Heads!

Langacre 6527

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

PHOTOSTATS for economic and effective VISUALIZATION

of

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

Make your files work for you. Take those testimonial letters, make photostat copies, and give them to your salesmen.

Commerce Photostat service is swift and inexpensive. A call to John 3697 will bring a messenger who will return with the completed work in a few hours.

Finished out-of-town orders are mailed three hours after they are received.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction



THE New York Market with its nine million population, twenty-five thousand grocery and five thousand drug outlets, offers an advertiser a greater return for every dollar invested, than is possible in any other market in America.

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

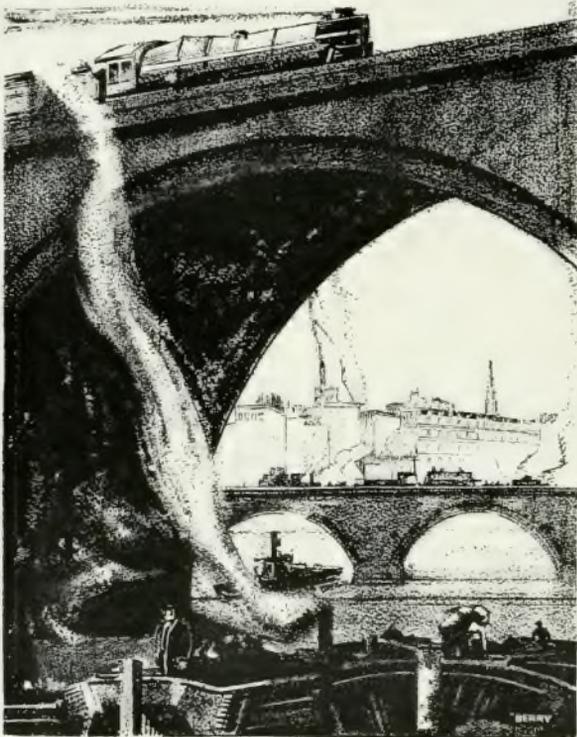
550 WEST 57th STREET

Outdoor Advertising Everywhere

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

If your campaign includes Illuminated Painted Highspots, you secure Dominance every Day in the Market Place of the Nation. If your campaign does not include this medium for 1925, we should welcome the opportunity to present a definite plan.

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



Drawn for Lever Brothers Limited by Charles Berry

“**T**HIS is the illustration. Make us the best engraving from it you know how.”

Instructions like that—plus the size wanted and kind of paper to be used—put it up to us.

They often call for real initiative

but they give us an opportunity to demonstrate the value of our thorough experience and highly developed artist-engraver skill.

You are invited to send us a difficult illustration today with similar instructions. We feel confident the results will please.

ment. Even the untrained eye can detect the difference. The imitations are smooth, glossy, snow-white, totally unlike the real Chinese hard paste, which is blue-white, with a rough, orange-peel surface.

* * *

The old gag that the reason the English drink so much tea is because they do not have good coffee is not literally true, if the seeker of the "makin'" of our national drink buys freshly ground coffee at Rayson's, on the Strand. You'd never know this old Dickensian type of shop was there, for a very deceptive sign swings out over the pavement which reads—SHAVING. But the same stairs that lead you to the shaving emporium take you into this little shop, which, in England, would be called a dry goods store.

The proprietor, who has been there only eighteen years, will admonish you not to hold your packet of his coffee near another article of food, for coffee absorbs odors. "Details," he says. "It's the little details that make coffee good or bad"—and then he proceeds to tell you how to judge good coffee, and gives the essence of forty-five years' experience. He never sells branded coffee, so that it is truly *his* coffee, and anyone who wishes it must travel all the way to the Strand, midway between Villiers and Buckingham Streets.

The place claimed to be Dickens' "Old Curiosity Shop," in Portsmouth Street, Lincoln's Inn Fields, will be closed in December. Whether it is the original, which stood in Charing Cross Road, behind the present site of the National Gallery, or merely a replica of the shop that was, one feels a childish disappointment when realizing that it will be no more. There are a few brass knockers, quaint old prints and plaques of Charles Dickens, his house and the characters he made living realities, with a few other oddments, as the English put it, on sale for final clearance.

Paul F. Kinnison

Formerly manager of the varnish sales department of The Sherman-Williams Company, has been elected vice-president of the Lanken-Vivian Company, Cleveland.

Advertising Men's Post, No. 38

American Legion, Department of Illinois, elected the following officers for 1925 at the annual banquet in Chicago, December 6: David L. Shillinglaw, commander; Samuel P. S. Newton, senior vice-commander; Eugene E. Morgan, junior vice-commander; Robert McKnight, adjutant; Sherman W. Edwards, vice-adjutant; Paul Hardesty, treasurer; Melvin Theis, assistant treasurer; H. A. Cotter, sergeant-at-arms; Rev. Thornton A. Mills, chaplain; Raymond D. Smith, William A. Carroll, Robert S. Huffnagle, Albert L. Olson, William J. Nicholson, Frank J. Hurley, two-year directors; Dwight Early, one-year director.

Telling It to the Boy Scouts

Contractors and Builders—Contract work a specialty; buildings of any design at the lowest possible cost by experienced workers.
Boy Scouts of America, Hudson, Mass.

"Boy Scouts of the town of Hudson can hang out the above shingle and back it up, because they can offer as a specimen of their work the new local Scout Headquarters building, built by their own hands," according to the Boston Globe in its recent account of the new cement building, valued at \$23,000, which the Boy Scouts of America just completed at Hudson, Mass.

This building is distinguished both as a fine bit of architecture and as a monument of boy initiative and industry. Not only did Boy Scouts do all the work on it; they also built a retaining wall at the edge of their lot and wired it for electric lights so that outdoor exhibits of sports may be given at night.

Mention should also be made of their reading room, which contains trophies, library and talking machine; a reception room and offices; a game room (containing handsome billiard table); and a gymnasium, the only one in town.

THERE are few things too difficult for boys to do when they have sufficient incentive—from building \$23,000 club houses to making their own radio sets.

You will find this demonstrated over and over again by Boys' Life readers in every community. They belong to an organization which recognizes their importance and encourages their development along lines which prepare them for intelligent leadership and manly self-reliance.

Boys' Life readers are "citizens in the making" and realize it. The fact that they are trained to think for themselves is strongly reflected in their purchasing activity.

BOYS' LIFE



THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

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 of business available at \$150 and up.

BUSINESS BOURSE

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



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Canton Building :: Cleveland, Ohio



Local Stories

Probably few newspapers in the United States cover their local territory as well as the Dispatch-Herald.

A daily average of close to two hundred local news stories has been the record of the Dispatch-Herald for the past six months.

In a city of 125,000 we consider this a record.

THE DISPATCH-HERALD

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

Getting Student Trade Is Mainly a Matter of Knowing How

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

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

Established 1913

COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.

303 5th Avenue, New York City
37 B. Washburn Avenue, Chicago
311 Berkeley Bank Bldg., Berkeley, Calif

Factors That Determine Advertising Budget

By L. E. Ogden

Vice-President, Oxweld Acetylene Company

A LARGE portion of all the oxy-acetylene equipment manufactured in the United States is sold direct to the user through sales organizations which are made up in the main of real sales engineers. The bigger companies go further than the actual sale, and service the equipment after it is purchased by the user, so that a fairly regular contact is maintained with practically all users of higher grade welding equipment. The moderate priced apparatus is sold only through jobbers of automotive, mill supply or hardware classification. These outlets retail equipment to the small user and, of course, do not service it.

In the oxy-acetylene industry the advertising objective is a combination of prestige building and process educating. From past records the sales manager has a starting point from which he can build up his advertising budget. He thoroughly appreciates his advertising copy should reach all possible prospects in the field. To be assured of this he can well justify the expense of breaking down the past year's business, in so far as this is possible, into various groups or classifications. My own experience in this regard has been both interesting and profitable. Formulating the classification list carefully, and grouping more or less common usage industries, I prepared a list of about 25 groups.

Our 1923 sales were then broken down under these various groupings. We decided from our card records in what group each customer belonged, then referred to the accounts receivable ledger and listed the total business done with that customer for 1923. In this way we arrived at actual values in dollars. Final summation of these figures gave us group totals; and the grand total (which should check within 10 per cent or 15 per cent of actual sales) and percentage value of each group in reference to the total listed. I might say in this regard that it would not be possible to list every single sale, thus making the listing 100 per cent correct, as the expense of doing so would be unjustifiable, considering the objective. With these figures before us, we have a sales factor of real value.

Our next step was to check the figures with the 1924 trade publication list in which copy was being published. We found some fields where too little

money was being spent and others where perhaps too much was being expended. Consideration of these data by the sales manager and the advertising agency when preparing 1925 estimates for budget appropriation was decidedly helpful. If a certain group sales total showed a seemingly excessive advertising expense for that group, we did not necessarily cut or eliminate that part of the appropriation. We feel that one must look carefully into the future possibilities of a field or group and realize that such possibilities may be more rapidly brought to increased buying value through proper advertising. On the other hand, we did not hesitate, when the appropriation was shown to be too low, to increase it for those fields which returned a large percentage of the year's sales.

The next sales factor is that introduced by the correlation of the results of the sales manager's talks with his field men as to the value of the advertising in their respective districts. Such talks may be the result of field trips on the part of the sales manager, or at sales conventions which bring the field men into the home office annually or semi-annually. These men should be asked to give their personal opinion of the value of the space used and copy run.

MOST field men are vague as to the direct advertising value returns in their district; but when the point is driven home that they are, so to speak, being charged on their personal records several thousands of dollars for such advertising, they go out and determine what it means to them. The result is that the sales manager secures reliable reports on questions such as: "What trade papers do you see in customers' and prospects' offices?" "What trade papers seem to be read most intently by the men you solicit?" "What do these buyers say about the company's advertising?" "What do you recommend for changes in our advertising mediums or copy for the coming year to make it more valuable to you in your district?" The net result is a definite factor which the sales manager and his agency can use in guiding themselves as to the necessary changes in space or copy when they consider the new estimate for advertising appropriation.

The sales manager should find time while on business trips to visit certain trades and ask the buyers their opinion of his advertising copy and the medium or mediums through which it comes to

Portions of an address before the Technical Publicity Association, New York.

them. Most buyers have an opinion worth studying.

Still another means of checking advertising has been used by our company this year. Our objective in checking is to make it possible for the sales manager and agency to consider more reliably the biggest sales factor entered into the budget—namely, covering the field with the right kind of copy. There were some questions in our minds as to the value of advertising to the very small shop. In this classification we find the storage battery service station, the small automobile repair station, the blacksmith, the so-called general repair shop, the bicycle shop, etc. We assigned a man of known experience and ability to the task of visiting these small shops throughout northern New Jersey, middle New York State and central Virginia. He soon discovered that the average small shop did little reading of advertising of the type which we were doing. From this information we were in a better position to decide the extent of our advertising to small shops.

An important development in the application of our equipment to a new use immediately introduces a sales factor which affects the advertising budget long before actual sales are made in appreciable volume to the new field. Prompt action must be taken as to the field mediums to be used and copy to be presented therein. Such a case occurred recently. Extensive strides have been made in the welding of pipe in the oil and gas distribution fields. The advantages of the welded pipe joint make it apparent that in the not far distant future service piping for buildings, both industrial and residential, will be of welded joint construction. While the returns from the heating, ventilating and plumbing field are, as yet, comparatively small, our 1925 advertising estimate carries a very appreciable appropriation for trade papers covering this field.

A radical change in prices such as occurred in 1922 on many lines of mechanical specialties introduced a sales factor into the advertising budget for the primary reason that all trades being solicited or numbered among the possible prospects required immediate notice of such changes to encourage their prompt buying of equipment.

Another sales factor requiring thought and much study is introduced by the desire to increase local district results by the use of advertising in newspapers. A survey of the possibilities and a trial on a reasonable scale of this method of reaching prospects requires an item in the budget.

The sales factor introduced by competition must not be overlooked. While many competitors, especially small ones, are prone to let the big companies develop a field, some of them, sooner or later, do advertise. The mediums they use and the kind of copy they present are matters for the sales manager to analyze carefully, with his agency's help, so that he may determine whether he needs to cover their leads.



Courtesy of Mueser, Inc.

*Instilling Life Into Still Life
Through the Art of Photography*

Dana B. Merrill

TWENTY-FIVE WEST FORTY-FIFTH STREET, NEW YORK
Bryant 1207-8

Have you tuberculosis? Wait! Are you sure?

SCIENCE has discovered that the germs of tuberculosis enter the bodies of seven out of every ten people during childhood. You are probably already infected. You are in no danger from tuberculosis so long as you keep well and strong enough to resist the attack of the germs.

There is an organized war against tuberculosis, carried on by the Tuberculosis Associations. Its object is to keep you strong and well, and to stamp out the disease so that others will not be infected. This war is financed by the annual sale of Christmas Seals.

Christmas Seals save the lives of nearly 100,000 people every year. Indirectly they may have been the means of saving yours. Help in this work. Buy Christmas Seals. You not only protect yourself, but you help others not so fortunate. Buy Christmas Seals and buy as many as you can.



STAMP OUT
TUBERCULOSIS
WITH
CHRISTMAS
SEALS

The National, State, and Local Tuberculosis Associations of the United States

More
for
more Money

FOUR YEARS AGO National Petroleum News was giving its advertisers a circulation of 5,386 (A. B. C.) on a base rate (52-page contract) of \$100.00 a page. At a cost of \$18.67 per page per thousand readers, it was unquestionably making good for its advertisers, if the largest dollar volume of advertising carried by any oil publication is any evidence of that fact.

The June 30, 1924 A. B. C. report shows 12,528 net paid subscribers, not one a single day in arrears—an increase of 139%—and net newsstand sales of 328.

August 1 of this year National Petroleum News' advertising rates were moved up to a base-rate of \$130.00 (52-page contract)—an advance of only 30% in the face of a 139% increase in the audience delivered its advertisers. (The advance on small space was even less—only 25%.)

Today's rate, at \$10 per page per thousand readers, represents a *better buy* than that of four years ago.

Futhermore, it represents a better buy, measured by page-per-thousand readers, than is offered in many other basic industries.

GOOD COPY can't pull if it is hidden in a publication of low editorial interest. Unless readers *regularly* and *intensively* dig in between the covers of a publication, even the 100% technically-

NATIONAL PET

perfect advertisement itself must score a failure. A publication must furnish active readers if the advertising between its covers is to be read.

High editorial interest means liberal editorial expenditures. It means high grade editors. It means—in a business paper—continual traveling to the points where live news is breaking. High editorial interest can be measured by subscriptions.

13,110 individuals and companies are today paying \$2.50 a year **IN ADVANCE** for National Petroleum News—an increase of 582 from the June A. B. C. statement. *This is the largest single audience in oil publishing and not a single subscription is even 24 hours in arrears!* Over and above these mail subscribers are the 419 news-stand sales, making a total paid circulation of 13,529.

National Petroleum News has the largest audience—proof of *reader-interest*.

National Petroleum News carries the largest dollar-volume of advertising—proof of *results*.

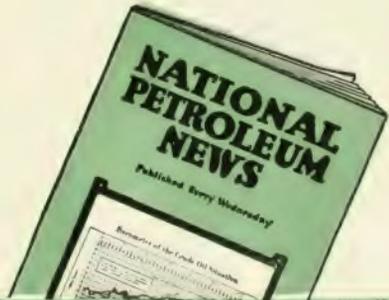
By every measure space in National Petroleum News represents the soundest, safest advertising approach to the great oil industry.

Any of our five service-offices can give you a complete picture of your market in the oil industry and sound counsel on how to reach it.

NATIONAL PETROLEUM NEWS
812 Huron Road CLEVELAND

District Offices:

- NEW YORK 342 Madison Avenue
 - CHICAGO 360 North Michigan Avenue
 - TULSA 608 Bank of Commerce Building
 - HOUSTON 608 West Building
- Member: A. B. C. Member: A. B. P.



ROLEUM NEWS

Wm. J. Freeman
Sales Representatives for
MURAY STUDIOS
38 East 50th Street, New York



PORTRAITS — FASHIONS — ADVERTISING

Murray

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

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

Thus, space reservations and copy for display advertisements to appear in the December 31st issue must reach us not later than December 22nd. Classified advertisements will be accepted up to Saturday noon, December 27th.

HOTEL ST. JAMES

109-113 West 45th Street, Times Square
NEW YORK, N. Y.

AN hotel of quiet dignity, having the atmosphere and appointments of a well conditioned home.

Much favored by women traveling without escort.



Rates and Booklet on application
W. JOHNSON QUINN

Topeka Daily Capital

The only Kansas daily with circulation throughout the state. Thoroughly covers Topeka, a widest primary market. Give real cooperation. An Arthur Capper publication.

Topeka, Kansas

PROVE IT! SHOW THE LETTER

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

Write for samples and prices.

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

Where Do Accounts Come From?

[CONTINUED FROM PAGE 22]

utilities and steel mills. It is applicable also to a long list of interests from which may be cited at random makers of automotive necessities, collars, paints, furniture, electric fixtures, and certain types of tools.

All these industries and commercial activities have sales costs. Usually they know this cost in percentage. If an agency man goes to a prospect whose present sales cost is, say, 20 per cent, and shows him, on some plausible ground, how he can cut that cost to 12 per cent, and pay for advertising out of that figure, has he not a very promising chance to make that man a steady advertiser?

THE small agencies, without a doubt, are doing the real pioneering. They are blazing the trail. They beat the bush for the game, big or little, and they get it. It is the small fellow who turns the obscure doorknob and shows the indifferent or recalcitrant manufacturer the possibilities of advertising. It is the small agency, more often than not, that takes in hand the one-horse advertiser, rejuvenates and recreates his stuff, and starts him on the road to pay dirt. And not infrequently it is the small agency, likewise, that picks off a fresh and very juicy account, right under the nose of bigger competition, and makes a real agency advertiser out of it. Neither will anyone deny that the average account which has seen agency service and merely wants to switch is vastly easier to sell than the one which is unfamiliar with and perhaps prejudiced against agencies. The lesser agency deserves real credit for the selling job it is doing.

If new accounts come into the agency fold principally through the minor agencies and the infant agencies, why do they?

They do, evidently, because these agencies possess, or at least exert, the necessary interest and ability to land them. The ability to do this is based on several indispensable qualifications. The job requires real exertion—the selling is an upstream pull. It requires a willingness to gamble, both on the permanence of the account and the profitableness of it, since there has been no chance to observe how it worked out in the hands of other agencies. It requires patience in educating the client to agency methods and viewpoint.

Above and beyond these things, however, the origination of accounts depends on another faculty. It depends on the agency man's imagination, his natural inclination to get off the beaten paths into the wilderness of un-staked claims and his capacity to select as accounts those which are rich in possibilities. These characteristics are often tagged with the word

"vision"—a word I hesitate to employ, because it has come to have so weak and impractical a connotation. The thing I have reference to is not in any sense weak or impractical. It merely differentiates two classes of men: the men who are content to work on the problems which present themselves, and the men who are continually extending their horizon and grasping at new problems. The latter type are the adventurers. Without the stimulus of the unknown quantity, without new worlds to conquer, they would not be in their element. They would go stale.

A great many of our small agency men, I think, are of this mold. They have the questing spirit, the restless desire to make trial of lance and shield on fresh fields. From the application of known advertising principles to new products, new markets, new sets of conditions, they derive a keen satisfaction. They devote their abilities and energies to the great laboratory of advertising.

I say a good proportion of our small agency executives are of this stamp. I believe, at the same time, that as good a proportion of our large agency men could show the same characteristic and would if they were not surrounded by some regrettable conditions, chief of which is the instability of existing agency accounts. Even in the face of this circumstance, which makes it so easy for this class of agencies to exist without actually creating accounts, it seems plain that it would react to the intrinsic benefit of all classes of agencies if account-pioneering were to become a custom more general and more honored in the observance than account-pirating.

Charles Gould

Formerly of the Maxwell Motor Company, has been appointed director of sales, service and advertising of the Gray Motor Corporation, succeeding L. R. Martell, resigned.

E. C. Young

Formerly treasurer of the *Toronto Globe*, has joined the staff of the *Chatham (Ont.) Daily News* as business manager and secretary-treasurer.

Dorrance, Sullivan & Company

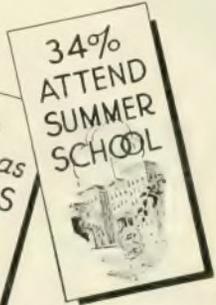
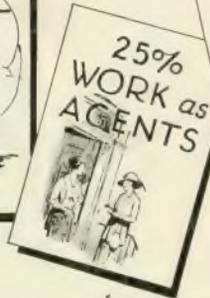
New York, has been appointed to direct advertising for L. T. Piver, Inc., American distributors for L. T. Piver, Paris perfumer.

John W. Millen

Sales manager of the Chester Lace Mills, Chester, Pa., with offices in New York, died suddenly December 2.

W. L. Agnew

Of the Mitchell-Faust Advertising Company, Chicago, died November 29. Mr. Agnew was at one time advertising director of the Great Northern Railway, advertising manager of the Hudson Motor Company, and had been associated with Lord & Thomas, Chicago advertising agency.



How Do Teachers Spend Their Summers?

Summer vacations are not long periods of enforced idleness for School Teachers. When the schools close next June, of the **160,000** teacher subscribers to Normal Instructor-Primary Plans approximately

- 54,400 will attend Summer Schools.**
- 40,000 will Travel.**
- 40,000 will work as Agents.**
- 25,600 will follow other pursuits.**

NOTE—These figures are based upon percentages determined from a questionnaire mailed to 10,000 Normal Instructor-Primary Plans subscribers scattered throughout all of the states.

Last school year Normal Instructor-Primary Plans carried:

- 4,461 lines of Summer School advertising.**
- 20,084 lines of Travel and Summer Resort advertising.**
- 8,330 lines of Agents Wanted advertising.**

Normal Instructor-Primary Plans is generally recognized by advertisers as the most effective and economical means of reaching the great educational field.

Write our nearest office for full information.

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. Romsge,
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

The Standard Advertising Register

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

National Register Publishing Co.

Incorporated
15 Moore St., New York City
R. W. FENNER, Manager



Vic Dwyer

Professional Letter Writer

Copy for Sales Letters
Minimum Charge \$25

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

Shoe and Leather Reporter

Boston

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

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.
630 W. JACKSON BLVD., CHICAGO

Advertising Individuality for Standard Products

[CONTINUED FROM PAGE 17]

AKRON

Win America's Fourteenth Industrial City

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

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

AKRON EVENING AND SUNDAY TIMES

"Akron's Ablest Newspaper"

National Advertising Representatives

CHAS. H. EDDY CO.

New York, Chicago, Boston

obtainable advertisements of other brands of cigars, he found an interesting similarity. Practically every one of these manufacturers used newspaper advertisements of the same proportions—a rectangle similar in proportions to those used in the shoe advertisements shown here. It made no difference whether the advertisements stretched across two columns, or three, or five. The proportions were almost identical.

THIS suggested as a further element in individuality the use of deep, narrow space—such as two full columns or one hundred and fifty lines, single column. With this point of departure the whole physical appearance of the advertising became different from that of competitors. (And that is a suggestion for our friends the shoe manufacturers!)

Physical layout alone can contribute substantially toward giving individuality to the advertising of standardized goods. The consistent employment of odd borders or an unusual disposition of the type and picture are almost sure to lend personality. Looking again at our five shoe advertisers, it is really a little difficult to understand why their layouts are so similar when there are dozens of chances to be different in details.

A campaign which achieved distinction in its standardized field did so entirely through a study of details. No way was found to give the message any marked individuality. But after the texts were written, a study was made of competing advertising. A deliberate effort was made to use type face, a type arrangement and borders entirely unlike those used by others in the field. Still life pictures were used because the common practice in that field was to use figure drawings. In every detail this advertiser attempted to get away from what the other fellow was doing. This is one formula that is often worth careful consideration.

One of the best known brands of men's socks started very modestly not so many years ago. Socks look much alike. While this one was a specialty in some respects, one of the most interesting points about it was that the dealer made less profit on it than on other socks of similar price. This fact was extensively advertised. It was so handled that it actually served to get added distribution. With the consumer its value was obvious.

When merchandise is highly standardized, it often pays to drop manufacturing points cold and put in the study

on other factors, "Trade Conditions" being one of them. The sock quoted is a case in point. And I can borrow an instance from the shoe field, too, though it has never been advertised.

A prominent New England shoe manufacturer has several of his own stores on Broadway. I discovered that his salesmen were particularly good at fitting me—and my foot offers a problem even to the Munson last. I commented to the salesman one day on this skill which seemed to be common in these particular stores. He replied: "Well, you see it's this way. When they want a salesman for one of our stores, they advertise for a man capable of acting as a store manager. Then they give him a manager's salary, but put him on as a salesman. That's why we know more about fitting shoes than most of the shoe salesmen you run into."

But this manufacturer never advertises that most appealing policy of his!

TRUST company service is about as highly standardized as any merchandise can be. And yet one of the men who did pioneer service in trust company advertising found that real individuality could be put into the advertisements for such an institution. As an opener he told in a series of brief texts having real editorial character, exactly what a trust company did. As this story became more common he secured from the matrons at Old Folks' Homes a number of stories about inmates whose once-sizeable fortunes had been dissipated through poor management. These experiences made a most readable series of advertisements—and so far from standardized!

The fact that copy can be written in many different styles is sometimes overlooked by advertisers in a field where high standardization is the rule. Evidently it was overlooked by the shoe men whose advertisements read so much alike. There are at least forty different forms which copy can take—from scare copy to humorous copy, and from personally signed statements to cold, impersonal statistical copy. Most of these forty-odd techniques lend themselves to standardized goods quite as well as they fit the specialties.

The mood in which the copy is cast is another factor. A brisk, progressive house can convey its character through brisk, progressive copy. The solid, ultra-conservative manufacturer can win a very substantial following by letting his advertising voice these qualities of his. The advertising of Douglas Shoes has come in for plenty of crit-



Color Harmony!
at your finger tips—

You're interested in color—every advertising man is.

But can you criticize color combinations intelligently—or can you suggest a color combination that is harmonious?

Honest—can you—right off the bat?

You won't have to guess with an Earhart Color Plan—you know.

It is a simple—yet authoritative—guide to the selection of harmonious color combinations. The work of a nationally known landscape painter—formerly a printer.

J. J. Earhart knows color. All phases of it.

Every advertising man can use the Earhart Color Plan.

For details write

The Feicke Printing Co.
424 Pioneer Street Cincinnati, O.

icism. Its typography would certainly never win any prizes. But through the Douglas advertisements there shines a certain kind of honesty and substantiality which no doubt are very appealing to a large part of the public.

And that suggests this point: In any line there may admittedly be one best general way to handle the copy. Big halftone shoes may be best for shoe advertisements. Husky athletes stretching in their underwear may be the one best means of attracting us to the underwear advertisers. But if five or more advertisers in the same field insist on using the same general types of pictures and texts, the collective effect of the advertising approaches that of institutional advertising. And if one advertiser takes much more space than any of the rest, the lesser advertisers may remind the consumer of the big fellow's goods almost as much as they impress him with their own brands.

* * *

THE type of customer may sometimes supply the perplexed manufacturer of standardized goods with a lead into individual copy. For example, one of the smaller tire companies found that for several years about 70 per cent of its product went to commercial users. This made an effective advertising appeal. The figure was constantly used. It was argued that such users were interested only in cost per mile, and that their interest in this particular make of tire was for that reason of real significance to any driver.

The manufacturer of an excellently built but inexpensive car discovered that his automobile was owned by large numbers of the socially elect. Lists of names of these users served, when advertised, to give the car a decided lift above competitors in its class.

For the standardized product there is often another potent appeal in the volume of business done each year with former customers. If unusually high it argues well for the character of the goods.

Distinguished art work is another weapon which may be used to individualize a product which is much the same as competitors. Coles Phillips' drawings, for instance, have added something—decidedly—to the value of a certain make of plated table ware and to a make of hosiery. If you doubt it, imagine yourself in the silverware company's boots and consider how you'd feel if Phillips suddenly swung over to some competitor!

* * *

The fact remains that many retailers are tremendously bored today by the same kind of salesmen who represent the same kind of manufacturers and bring in the same kind of product which they sell in the same general way.

The effect of the same kind of advertising on the same kind of product is equally in danger of putting the well-known consumer to sleep.

IS THIS FAITH— or just GOOD BUSINESS?



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

An Advertiser in Building Supply News invested \$1200 for space in 1921.

Without any urging on our part, more space has been used each year—1923 totaling \$2340.

Their contract for 1925 has just been received—and it totals \$7150!

Which proves our contention that it pays to cultivate the Building Supply Dealer—particularly those big merchants like the 5000 who are reading the "Dealers' Own Paper" every week.

Advertisers who know the facts don't need any urging.

BUILDING SUPPLY NEWS
407 S. Dearborn St., CHICAGO

"WHO IS THIS FELLOW?"

- He's a man of PERCEPTION—his intellect is keen; his sense of values, acute. He must be so, to be a leader in his line of industry.
- Check up the makes of motor cars that Rotarians own; the office equipment they buy, the motor trucks they use. Not a drone among them.
- And take this fact for example—one out of every two Rotarians you meet is carrying from two to ten times the average amount of life insurance.
- If you have anything of real value to offer a Rotarian, feel sure that he will be quick to sign on the dotted line.

He's a fellow worth talking to.

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

THE
ROTARIAN
The Magazine of Service

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

[Member Audit Bureau of Circulations]

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

For Statistics Covering All Branches of the Gas Industry

BROWN'S DIRECTORY OF AMERICAN GAS COMPANIES

A complete, up-to-date mailing list. Gives every gas company, the names of the officers, manager and purchasing agent, together with number of consumers, meters, etc. Also gives the capitalization of every gas company, amount of capital stock, bonds and dividends paid.

NOW READY FOR DISTRIBUTION

\$10.00 a Copy

\$7.50 to Gas Companies

ROBBINS PUBLISHING CO.

52 Vanderbilt Ave., New York

CRAM CUTS—

for booklets, house organs and advertising.

\$1.00 each

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



The Only Denne in Canadian Advertising
Advertising in CANADA
I want a business all I want are the best National Advertisers are being sent to Canada for their correspondence invited.

A. J. DENNE C. Company Ltd.
217 Bay Street, TORONTO.



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

**FREDERICK A. HANNAH
AND ASSOCIATES**

BUSINESS MANAGEMENT - FINANCING
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.

Designer, specification writer, engineer—they all favor **THE AMERICAN ARCHITECT** because of its editorial content.

It is as logical then that it should carry annually the largest volume of advertising and have more individual and exclusive advertisers than its contemporaries.

Send for: "Advertising and Selling to Architects."
243 West 39th St. New York

LUMBERMEN

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

American Lumberman

Est. 1873 CHICAGO, ILL.

BOOT AND SHOE RECORDER

BOSTON

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

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.

**BUILDING AGE and
THE BUILDERS' JOURNAL**

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years. Member A. B. C. and A. B. P.

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

Why Should I Complain?

At the very comfortable clubhouse in a certain Western city, which I visited recently, the house committee offered, as a "dual attraction" at luncheon one day, a speech by one of our Cabinet officers and the presence of one of the participants at the Atlantic City bathing-girl contest! The speech was easy to listen to; the bathing-beauty was easy to look at. So why should I complain?

**The Good Ship
"Paregoric"**

In prewar days, the good ship *Paregoric*, inbound from Hamburg, Southampton and Cherbourg, carried, we'll say, 275 first cabin, 322 second cabin and 1530 steerage passengers.

Nowadays the *Paregoric* steams into port with 562 "cabin" and perhaps 178 "third class" passengers. She's the same ship she was in 1912, but she carries more than twice as many cabin passengers as she did then—and about a tenth as many in the steerage, which, by the way, isn't called the steerage any more.

The second cabin, aboard the *Paregoric*—and aboard sixty other liners of about her size and speed—has been abolished; or rather, has been consolidated with the first cabin.

Our immigration laws have brought about these changes. Steerage traffic—at one time the backbone of transatlantic travel—has literally been shot to pieces.

Yet I am willing to go on record as of the belief that in two or three years, we shall see the *Paregoric* carrying nearly as many third-class passengers as she did in 1912. They won't be Europeans, coming to America to make new homes for themselves. They will be Americans—native-born or naturalized—who have gone to Europe "on the cheap."

Look At It Now!

During the course of a lifetime which is somewhat longer than that of the average man, I have passed through Washington, D. C., scores of times. But it was not until a couple of months ago that I actually visited the city—that is,

stayed there long enough to see what sort of place it is.

To say that I was profoundly impressed by it is to put things mildly. It is beautiful—beautiful!

I had the good fortune to have as my guide a man who knows the city from end to end. In a very few hours he showed me pretty nearly everything there was.

And take my word for it, it is worth seeing, Washington is.

But what "gets" me is this: Why cannot every American city be as beautiful as Washington? Why cannot every American city be "planned" as Washington is? Why do we have to face the prospect of living in cities which become uglier as they grow larger?

Washington's beauty is not due to location. In fact, if my memory does not fail me, the site of what is now Washington was originally a marsh—ugly beyond belief.

Look at it now!

Look at it!

What Price Salvation!

The cost of converting a person to the Church in this country last year was \$457, while in foreign lands it was \$263, according to the report of the Rev. C. J. Culip of New Brunswick, Chairman of the Foreign Missions Committee.—*New York Times*.

Agricultural Department

"Last spring," a New York advertising man told me recently, "I spent a month on a Long Island farm—not as a boarder but as a laborer. I'd get out of bed at 6:30, sit down to breakfast at 7:15 and begin work at 8. Except for an hour at noon, I'd keep at it until 5. The first three or four days were awful.

"Every bone in my body ached and I was so tired I could not sleep. But in less than a week I became hardened to the work. I planted lettuce, cut asparagus, cultivated strawberry plants, sprayed apple trees, clipped hedges. Never have I been happier. Never have I had such a sense of freedom.

"The experience benefited me in more ways than one, for not only did I get rid of three inches of fat 'round my waist, but I got a fairly good understanding of the viewpoint of the man who has to wrest a living from the soil.

"Furthermore, I have a respect for him that I could not have gained in any other way."
JAMOC.

Announcement

BEGINNING with the March issue, *Hearst's International* will be combined with *Cosmopolitan*. In bringing the two magazines together, we merge editorial resources of unprecedented strength. The result will be a periodical unique in publishing endeavor. It can truly be said that never before has there been published in a single magazine such a wealth of fiction, entertainment and inspiration, or such a presentation of the work of famous illustrators, and all with a mechanical beauty beyond anything heretofore seen in magazines of large circulation.

We do this at a time when both *Hearst's International* and *Cosmopolitan* have respectively reached the highest points in their circulation development. Thus we bring together in one vast audience the largest group of readers in this field of publishing. We intend and promise that the combination shall give to the public a greater magazine than has ever been printed, outstripping even our best efforts of the past. It at once becomes apparent what this will mean to the advertiser.

After a thorough canvass of our newsstand and selling outlets, the print order of the March issue has been made 1,700,000 copies. The present *Cosmopolitan* rate of \$7.00 a line and \$3,000.00 a page will be effective through the September, 1925, issue, and all schedules now booked in either *Hearst's International* or *Cosmopolitan* will be carried out in the combined magazine at the present *Cosmopolitan* rate. Effective with the October, 1925, issue, the line rate will be \$8.50 and \$3,500.00 a page. Rates for covers, color inserts, rotogravure pages, etc., will be forthcoming. It is expected that an announcement will shortly have to be made of a further advance in rate.

With the combination, Mr. A. C. G. Hammesfahr becomes General Manager and Mr. Robert P. Davidson Business Manager of the magazine.



INTERNATIONAL MAGAZINE COMPANY
INC.

119 WEST 40th STREET

NEW YORK

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 85 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, 148 State St., Boston, Mass.

REMOVAL
The Independent Studios
Respectfully inform the advertising agencies and those who have patronized their establishment and the public in general that they have changed their quarters to
22 West 49th Street
Bryant 1476

Advertise Knit Goods
in the only two papers that cover the knitting industry completely.
UNDERWEAR & HOSIERY REVIEW
SWEATER NEWS & KNITTED OUTERWEAR
321 Broadway, New York

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGGLESTROM COMPANY
Massillon, Ohio Good Salesmen Wanted

Strategy of Sampling in Industrial Marketing

[CONTINUED FROM PAGE 15]

SOME years ago one industrial concern built up a considerable business by reversing its entire sales policy in line with this idea. This concern sold the rights to and the equipment for a special process. Sales had come hard. The sales force had good arguments, but they seemed not quite sufficient to land orders.

"The trouble is," said the president one day, "people can't see arguments. We'll have to find a way to make our prospects see our process as applied to their own production."

He studied the problem thoughtfully for weeks, and then one day got an inspiration. The very next week the salesmen were sent out with instructions not to advance a single argument in favor of their process, but to devote all their time and efforts to securing from the concerns sample quantities of the materials they were using.

"Just tell them we want to do some experimenting," directed the president.

This was an easy way to get rid of the salesman, thought the prospects, and most of them cheerfully furnished the samples of their materials.

Ultimately the salesmen went back with these same samples, all carefully processed, and with complete records of time, cost and laboratory determinations applying thereto. Here was a process "sample" that could be seen, felt and read and it turned the trick.

What might be called "partial sampling" is employed to advantage by a number of industrial concerns whose products are too large or too heavy to sample in any ordinary way. Steam shovels, for example, cannot be shipped around promiscuously; and yet in some way the selling points must be made real to the prospective purchaser if he is to be convinced.

The Marion Steam Shovel Company, of Marion, Ohio, one of whose selling points is the exceptionally hard steel used in certain parts of its equipment, sends out a "partial sample" in the form of a small bar of manganese steel, about three inches long and one-quarter inch square, with which goes the suggestion that the recipient try to cut this steel as he would any other steel. If the prospect accepts the challenge of this suggestion he demonstrates for himself one of the company's chief sales points, for the steel will not yield to usual cutting methods. The sample is small but its sales-influencing potentialities are great. Wherever this self-demonstration idea can be tied up with sampling it is excellent strategy. No good salesman ever tries to sell a man if he can induce the man to sell himself.

Nor is the value of this strategy of inducing the prospect to sell himself confined to "partial" sampling. It can be applied in a variety of ways and to a variety of sampling problems. In one case, the chief engineer of a great construction enterprise was finally won over to a very costly piece of new equipment that had to be designed to meet the requirements of any particular job by the simple expedient of making up a faithful working model of this equipment in miniature at an expense of several hundred dollars. The sample was little larger than a paper weight and was left on the chief engineer's desk as such. Not only could he not refrain from "playing" with it—for it actually worked—but every man connected with the enterprise, and all the contractors and engineers who came to his office, had to be shown how it worked. After a few weeks of explaining its special features and operating advantages, this engineer completely "sold" himself and was ready to recommend the equipment.

When one gives a man something to "play with," or one challenges his curiosity or his strength or skill or credulity or sportsmanship, if one can get him busy demonstrating one's product for himself to himself, one will have gone a long way toward making a sale. That this can often be done by utilizing some sort of a sample has been demonstrated many times and in many ways.

YET there are almost as many more ways to do it as there are products needing to be demonstrated. It is a matter of studying not only the product but also the customer and his needs, his working methods and his habits of thought and action in connection with the product or equipment or commodity. Somewhere along the line one can discover a way to sample, no matter what it is one is selling.

Often it is the way a "sampling" proposition is "put up" to the prospect that counts more than the sample itself. Something about the sample or the plan behind it must "stick out," as it were, so that men's attention and imagination will have something on which to catch. Strategy presupposes the unusual or unexpected, whether in warfare or marketing. If one can but discover some unusual way of "sampling" or demonstrating, it may prove highly effective even though it is something that a competitor might do with his product or machine or service quite as effectually.

The sales manager of the silverware company who took his hotel and restaurant prospects to the basement instead

of the sample room to show his samples attracted their attention right away. And when he proceeded to bang silver-plated pitchers and turkeys and platters on the cement floor and kick them against the walls, to demonstrate the amount of abuse they would stand, he amazed them to such an extent that he soon built up a sizeable business and earned a reputation for durable hotel and restaurant silver. Yet I am credibly informed that his ware would stand this abuse no better than the average line of hotel silver. He worsted his competition by his strategy in showing his samples. The other manufacturers might have done the same thing, and perhaps they do now. But he *did* it, and at a time when it wasn't being done.

The face brick manufacturer who landed a big order in spite of intense competition, by the simple expedient of sending a whole truckload of his brick and laying a wall of them up against the side of the building in which the architect's office was located and then inviting the architect downstairs to see his "samples," landed the order, not on price but by strategy. All his competitors showed was the conventional small box or case of samples; he showed a whole wall and thereby attracted the prospect's attention, hooked his interest and made the sale.

NO attempt has been made in this brief article to catalog all the possible methods of sampling industrial products or equipment; indeed the more common methods, such as sending out samples of the work done by machines, or small quantities of commodities or raw materials, or small pieces of fabricated materials, or rendering sample bits of service, have not been touched on. But the concluding thought in connection with this whole problem of sampling applies just as forcibly to these ordinary methods as to the more unusual or spectacular methods. That thought can be boiled down to a sentence. *Whatever you sell, work out some effective way to "sample" it, for sampling is to selling what testing is to eating; and whatever method you devise, build it snugly into your sales and advertising plan.*

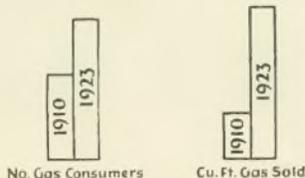
Miscellaneous sampling is wasteful. Carelessly worked out sampling methods that do not fit in with the whole selling scheme are generally ineffectual. Sampling that is not taken seriously enough to be followed up earnestly for possible sales represents inexcusable extravagance and slipshod sales administration. But a carefully worked out sampling scheme, dovetailed into the firm's advertising and followed through by the sales department, may be made one of the most effective and economical elements of an industrial marketing program.

Street & Finney, Inc.

New York, has been appointed advertising counsel to Cammeyer, same city, designer and retailer of shoes.

IMPRESSIVE GAS INDUSTRY STATISTICS

Baltimore Gas Company Reports Impressive Growth



IN 1910 the Consolidated Gas, Electric Light and Power Company sold 3,041,508,600 cu. ft. of gas to 99,423 consumers. In 1923 Baltimore consumers totaled 165,060 and purchased 10,015,893,500 cu. ft. of gas.

To keep pace with its growth, an expenditure of \$50,000,000 has been required since 1910 for expansion and improvements to the company's properties.

These figures are impressive proof of the steady expansion now taking place in the gas industry—a rate of expansion which is much greater than the rate of increase in population.

Never before has the gas industry been more wide-awake to its gigantic possibilities. And never before has the public so keenly appreciated the advantages of gas—or the amazing variety of uses to which it can be put.

This lively demand on the part of the public has caused unusual activity in the industry—activity which means a rapidly widening market of surprising proportions. Ask for data on this important market.

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"

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A. N. A. E. Formulating Convention Plans

PLANS now being formulated by the Association of Newspaper Advertising Executives are expected to bring a record attendance of that organization to Houston, Texas, May 10-14, to attend the next annual convention which is to be held in conjunction with the A. A. C. of W. international convention. An "On To Houston" committee has been appointed that is composed of one member from each state in the United States as well as a group of other prominent newspaper men who will serve as members at large of the "On To Houston" committee.

Each state committee-man will be responsible for getting a large attendance from his state while the members at large will contribute general promotional activities.

The members of the "On To Houston" committee of the A. of N. A. E. are:

MEMBERS AT LARGE

A. L. Shuman, advertising manager, *Fort Worth Star-Telegram*; Harvey R. Young, advertising manager, *Columbus Dispatch*; Joseph W. Simpson, national advertising department, *Philadelphia Bulletin*; E. L. Clark, advertising manager, *Neville-Glover*; A. J. McFaul, assistant publisher, *Chicago Herald and Examiner*; Carl P. Stone, publisher, *Peoria Journal-Transcript*; Frank T. Carroll, advertising manager, *Indianapolis News*; George M. Burbach, advertising manager, *St. Louis Post-Dispatch*.

Advisory Council

E. J. Slemmons, business manager, *Grand Rapids Press*; E. J. Treffinger, advertising manager, *Richmond Item*; H. A. Sprague, business manager, *St. Joseph News-Press*; A. G. Newmyer, general manager, *New Orleans Item*; J. K. Groom, manager of national advertising, *Northern Illinois Group, Aurora, Ill.*; E. A. Tuonquist, advertising manager, *Milwaukee Journal*; W. F. Johns, advertising manager, *Minneapolis Journal*; Emery E. Hardwick, advertising manager, *Wichita Eagle*; Harry T. Watts, business manager, *Des Moines Register-Tribune*; A. L. Poorman, advertising manager, *Providence Journal-Bulletin*; H. W. Roberts, advertising manager, *Cleveland Plain-Dealer*; W. McK. Harbour, advertising manager, *Minneapolis Tribune*; John Budd, president John Budd Company; F. J. Oexman, manager national advertising, *Cincinnati Times-Star*.

Speakers Bureau

W. E. Donahue, manager, local display advertising, *Chicago Tribune*; J. Thomas Lyons, general manager, *Baltimore News*.

STATE REPRESENTATIVES

Canada (Alberta)—George B. Cooper, advertising manager, *Edmonton Journal*.
Canada (Ontario)—R. K. Stocks, advertising manager, *Toronto Globe*.
Alabama—J. E. Campbell, business manager, *Birmingham News*.
Arizona—Wesley W. Knorr, business manager, *Phoenix Republic*.
Arkansas—Sam F. Gershart, manager, local advertising, *Fort Smith Times-Record*.
California—Irving R. Smith, advertising manager, *Los Angeles Times*.
Colorado—J. E. Crumpler, advertising manager, *Denver Post*.
Connecticut—I. B. Myers, business manager, *Waterbury Republican and American*.
District of Columbia—Col. LeRoy W. Herron, advertising manager, *Washington Star*.
Delaware—William F. Matten, publisher, *Wilmington Evening Evening*.
Florida—Charles S. Bates, advertising manager, *Miami Herald*.
Georgia—Clark Howell, general manager, *Atlanta Constitution*.
Illinois—W. J. Barnes, manager, national advertising, *Illinois State Register* (Springfield).

Indiana—Frank E. Westcott, advertising manager, *Gay Post-Tribune*.
Iowa—Robert E. Carlson, business manager, *Council Bluffs Nonpartisan*.
Kansas—Marco Morrow, general manager and advertising manager, *Topeka Capital*.
Kentucky—M. F. Aronheim, advertising manager, *Louisville Courier-Journal and Times*.
Louisiana—John P. Tims, Jr., advertising manager, *New Orleans Times-Picayune*.
Maine—Fred H. Drinkwater, advertising manager, *Portland Express and Telegram*.
Maryland—W. F. Schmieck, business manager, *Baltimore Sun*.
Massachusetts—William F. Rogers, advertising manager, *Boston Transcript*.
Michigan—A. J. Simpson, advertising manager, *Bay City Times-Tribune*.
Minnesota—William F. Henry, business and advertising manager, *Duluth Herald*.
Mississippi—W. G. Johnson, general manager, *Jackson Daily News*.
Missouri—D. B. Houser, advertising manager, *St. Louis Globe-Democrat*.
Montana—Joe L. Markham, business manager, *Anaconda Standard*.
Nebraska—James A. Austin, advertising manager, *Omaha Rev.*
Nevada—Joe F. McDonald, business manager, *Reno State Journal*.
New Jersey—H. E. Dreier, advertising manager and advertising manager, *Newark News*.
New Mexico—T. M. Pepperday, general manager, *Albuquerque Herald*.
New York—J. P. Melia, advertising manager, *Buffalo Evening News*.
North Carolina—E. B. Jeffress, publisher, *Greensboro Daily News*.
North Dakota—N. D. Black, publisher, *Fargo Forum*.
Ohio—Ralph F. Hirsch, advertising manager, *Cleveland State Journal*.
Oklahoma—H. E. Dreier, advertising manager, *Oklahoma City Oklahoman and Times*.
Oregon—W. J. Hofmann, advertising manager, *Portland Oregonian*.
Pennsylvania—Rowe Stewart, business manager, *Philadelphia Record*.
Rhode Island—Charles O. Black, general manager, *Providence Times*.
South Carolina—William P. Etchison, advertising manager, *Columbia State*.
South Dakota—Charles H. J. Mitchell, general manager, *Sioux Falls Press*.
Tennessee—G. W. Ritchie, advertising manager, *Memphis Commercial-Appal.*
Texas—Marcellus E. Foster, publisher, *Houston Chronicle*.
Utah—H. F. Robinson, business manager, *Salt Lake City Tribune*.
Vermont—Herbert R. Barney, general manager, *Rutland Herald*.
Virginia—R. J. Hess, advertising manager, *Richmond News-Leader*.
Washington—J. F. Young, business manager, *Spokane Spokesman-Review*.
West Virginia—Ralph B. Cushing, advertising manager, *Wheeling Intelligence and News*.
Wisconsin—H. Alarik, advertising manager, *Oauson Record Herald*.
Wyoming—John C. Fleming, general manager, *Wyoming State Tribune* (Cheyenne).



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. When larger type is used charge is based on 6 pt. line-space basis. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Position Wanted

IDEAS WANTED Manufacturer with sheet metal stamping, also wood working factory, wants new things to make, particularly something with springtime appeal, such as advertising novelties, etc. Box 209, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

RESEARCH ASSISTANT
 Young man, college graduate; majored in economics; experienced statistician; writes readable English; desires a position where these qualities would be in demand, preferably with advertising agency; moderate salary. Address: Box 218, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

TRADE PAPER EDITOR

Thorough practical experience, capable organizer and successful executive, seeks opening in publication or publicity field. Speaks, reads, writes French and German. Knows foreign trade, and will start at moderate figure. F. W. Kirk, 380 Highland Ave., Wood Ridge, N. J.

AUTOMOTIVE
 Copy writer, automotive accounts. Full or part time. Box 210, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

A DEPENDABLE ASSISTANT

For top-notch copy or production man. As stenographer he assisted patent attorney, engineering editor; last 2½ years with advertising manager doing detail work, some copy, layouts, typography; university evening training, Christian, 26, married; now earning \$2,100; available for more definite, forward-going job. Box 215, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

THIS ADVERTISEMENT HAS RUN ONCE BEFORE

OPPORTUNITY FOR EXPERIENCED AGENCY EXECUTIVE

A fully recognized Advertising Agency situated in New York City has an opening for an experienced Agency man capable of earning \$10,000 a year thru developing new business and acting as account executive. If interested write "S. C." Box 213, Adv. and Selling Fort., 52 Vanderbilt Ave., N. Y. C.

SALES PROMOTION

Paper trade executive, broad experience sales, thorough knowledge paper, also sources supply and buying; effective style in sales correspondence; services available January 1. Box 216, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Young advertising solicitor living in Boston wants a position representing a business paper in that territory. Will consider part time representation if reasonable income is assured. Box 214, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

A New York agency has an opening for an experienced copy writer. Salary is moderate to start, but there is an unexcelled opportunity for the right man. Give full details in first letter. Box 211, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Successful trade and technical journal advertising salesman desires a connection with a progressive publishing house where a real future awaits him after he makes good. Age 35, now employed, references given by all three firms for whom he has been selling during last 15 years. Capable of publishing and efficiently managing a magazine in the class or technical field. Owns home in New York and prefers a New York connection with traveling in Eastern territory. Box 217, Adv. and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

PART-TIME REPRESENTATIVE

The leading British advertising journal wants a salesman in the United States to represent it on a part time commission basis. Must be familiar with Newspaper, Magazine and Agency personnel. Headquarters in New York. Box 183, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

New York Editorial Circulation

At its noonday meeting held at the Hotel Astor, Dec. 5, members listened to a triangular discussion on the subject of "boiler-plate" material sent out by advertisers for publication in the editorial pages of business papers. Frank C. Wight, editor *Engineering News-Record*, presented the case for the editors. M. L. Wilson, vice-president of the Blackman Company, in presenting the side of the agency, developed the significant thought that space buyers were not so much interested in circulation *per se*, when contracting for space in class and trade papers, but in reader interest. "Representatives of business papers, instead of stressing the new circulation drive," said Mr. Wilson, "could be talking more to the point if they could point to a high percentage of renewals of old subscriptions." P. C. Gunion, advertising manager of the Hyatt Roller Bearing Company, who was to speak for the advertiser, was unable to be present. His paper was read by proxy.



is the folding coated paper preferred by big advertisers



THE evidence presented in this publication during the year proves that Foldwell is preferred by big national advertisers. All the splendid pieces pictured from month to month, including literature from Cheney Brothers, Underwood Typewriter Co., Fayette R. Plumb, Inc., Sundstrand Adding Machine Co., Addressograph Co., Acme White Lead & Paint Works, Illinois Central Railway, Miller Saw Trimmer Co., and The Wahl Co., were produced on Foldwell.

The preference of these, and hundreds of other national advertisers, is Foldwell's strongest testimonial.

Look where you will—in any line of selling—you will find that Foldwell carries the important printed messages of the leaders in each line. As testimonial evidence shows, Foldwell supplies the basis for much of the advertising literature where strength plus fine printing surface is necessary.

Profit by the experience of the country's foremost advertisers. Use Foldwell for *your* important printed pieces.

CHICAGO PAPER COMPANY, Manufacturers
801 SOUTH WELLS STREET CHICAGO
NATIONALLY DISTRIBUTED

Coated Book · Coated Cover · Coated Writing · Dull Coat · Split-Color

FACTS: There are many different brands of coated paper but there is only one Foldwell—the ORIGINAL. Do not be confused by similar sounding names.

HRISTMAS is the time for great rejoicing! We are happy for life—for love, health and success in our business pursuits. And, we're thankful for it all!

This thankfulness finds form in wishing the same good fortune to our friends, who have contributed much toward our progress



STANDARD RATE & DATA SERVICE

536 Lake Shore Drive
CHICAGO

New York

London

San Francisco

What a space buyer ought to know—

—about The Chicago Tribune and its market



1. The City

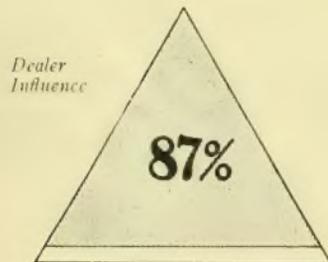
- (a) In Chicago and its immediate suburbs there are more people than in any one of the thirty-six states shown in black on the map opposite.
- (b) In this tremendous market The Chicago Tribune (with 40% more local circulation than the next paper) reaches practically 100% of the English reading families.

2. The Territory



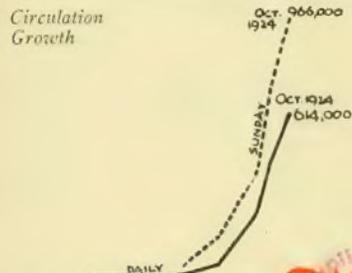
- (a) The Chicago Territory (Illinois, Indiana, Iowa, Michigan and Wisconsin) with one-eleventh of the area of the United States, has one-sixth of the population, who possess one-fifth of the national wealth.
- (b) In each of 1063 towns and cities of these five states (outside of Chicago) The Chicago Tribune reaches from one-fifth to four-fifths of the families. Of these towns 471 are shown by dots on the map opposite.

3. Dealer Influence



- (a) In Chicago 80% to 85% of the retailers read The Tribune. Outside the city, in a zone 400 miles in diameter, from 60% to 85% of the retailers read The Tribune.
- (b) Not only do they read it but from 63% to 87% of them state that Chicago Tribune advertising is a selling influence and moves goods from their shelves.

4. Cost



- (a) Chicago Tribune advertising space is economical because circulation increases make each contract a great bargain before it expires. The chart at the left shows the rate at which the paper has grown.
- (b) Compared with other media Chicago Tribune space is positively cheap. Based on circulation and rates of October 1924, National advertisers can buy space in The Tribune on week days for \$1.46 per milline and on Sundays for \$1.30 per milline. How much space are you buying at rates as low as these, Mr. Space Buyer?

The Tribune's BOOK OF FACTS on markets and merchandising will be mailed free if requested on business stationery.

The Chicago Tribune
The World's Greatest Newspaper