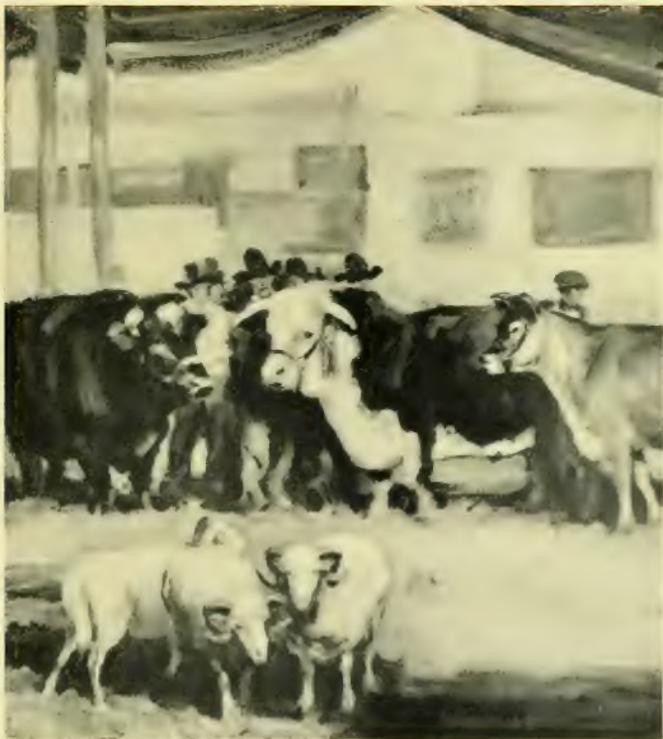


Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Frank B. Hoffman for the Burlington Railroad

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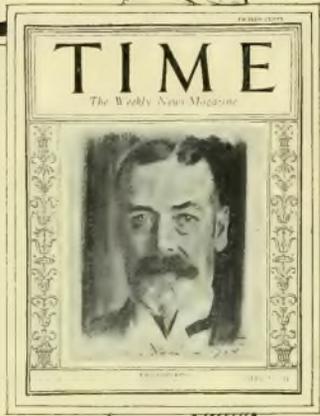
FEBRUARY 25, 1925

15 CENTS A COPY

In this issue:

“How Independent Retailers Meet Chain Store Competition” by F. ALLEN COMSTOCK; “Time to Count Losing Tricks” By ROBERT R. UPDEGRAFF; “Why Prices Are Not Listed in Industrial Advertising”; “My Dear Mr. Bok” By KENNETH M. GOODE; “What I Expect of My Advertising Manager”

BORN MARCH 3rd 1923



2 Years!

*Just Look at the
Husky Youngster NOW*

No other magazine in the quality field has ever equalled TIME'S circulation growth. No other magazine in the past two years has delivered 110% more circulation than was promised.

TIME sells on its personality alone, without premiums and without "stunts." TIME'S readers are the cream of the country's most astute readers.

Keyed advertisements show TIME'S readers unusually responsive. Every advertising dollar spent in TIME buys the maximum of reader interest in a clientele unsurpassed by any other weekly or monthly in the U. S.—and TIME offers

OVER 70,000

QUALITY CIRCULATION AT MASS RATES

AND 110,000

GUARANTEED BY JAN. 4th, 1926

From every standpoint by which QUALITY Circulation is measured, TIME rightfully deserves the earnest consideration of every buyer of advertising space.

ROBERT L. JOHNSON, Advertising Manager

TIME

The Weekly News-Magazine

236 East 39th Street New York City

Send for Our Booklet

REPRESENTATIVES

WESTERN

Powers and Stone,
38 South Dearborn Street,
Chicago, Ill.

NEW ENGLAND

Sweeney & Price,
127 Federal Street,
Boston, Mass.

SOUTHERN

F. J. Dusossoit,
1502 Land Title Building,
Philadelphia, Pa.



A cannon ball to hit a sparrow!

THE name of this manufacturer's product was a household word. People knew of his goods but the sales books didn't show it. He asked our help.

Our study disclosed this fact among others about his advertising: Almost 25% of the circulation of the publications he used was in towns of less than 2,500 people, yet his sales figures showed that from these communities *less than 3/10 of 1% of his business came*. A cannon ball to hit a sparrow!

Our research also disclosed the fact that cities of 100,000 and over were responsible for more than 75% of his total sales, yet to these cities went *only 34% of his advertising circulation*.

This situation is typical of the sort of thing which our investigations for clients have disclosed. It is because of the prevalence of such conditions that we emphasize the importance of getting the facts first before advertising.

When we start work for a manufacturer we reach hundreds, sometimes

thousands of jobbers, dealers and consumers. Their scattered knowledge and experience are focused in a book made to order for that manufacturer and called a Richards "Book of Facts."

With this book before him the manufacturer can build sales and advertising plans on the rock foundation of definite knowledge. *He now knows*—where his competitor must often guess.

We have published our experience with the principles of research and modern business in a new booklet: "Business Research." It indicates how business research, intelligently applied, may benefit your business.

Shall we send you a copy?

Joseph Richards Company, Inc., 253 Park Avenue, New York City.

RICHARDS "Facts first—then Advertising"

TRADE MARK REG.



IN the days when shoes were boots, women's ready to wear unknown and present national brands were only local favorites, Indianapolis merchants used The Indianapolis News to carry the messages of their offerings into the most and best Indianapolis homes.

Many of the one-room stores of 1877 have grown to be metropolitan department stores. The Indianapolis News, established in 1869, has grown from a four-page community daily to a three and four hundred column newspaper with the largest circulation in Indiana.

Today The News carries the unabridged advertising of local merchants, just as it did in 1877.

The INDIANAPOLIS NEWS

Dan A. Carroll,
110 E. 42nd St. NEW YORK

FRANK T. CARROLL
Advertising Manager

J. E. Lutz,
Tower Bldg., CHICAGO

Page 5—The News Digest

Dorrance, Sullivan & Company

New York, have been retained to direct advertising for the Permutit Company, same city, manufacturers of water softeners, filters and water conditioning apparatus.

Frank Galle

Of the advertising department of the *Wichita Eagle*, Wichita, Kan., was elected chairman of the Seventh District of the Associated Advertising Clubs of the World at the convention held in Wichita on February 16-18. The state vice-presidents elected were as follows: Missouri, L. E. Rudd, Kansas City; Oklahoma, E. A. Guise, Tulsa; Arkansas, Lee Fleming, Fort Smith; Kansas, R. D. Streeter, Hutchinson.

Frederick J. Gibson

Founder of the Sphinx Club, New York, former advertising manager of the *Evening Telegram*, who, in spite of blindness lasting fifteen years, was general manager of the *Bronx Home News*, died of heart disease February 23 at the age of 66.

Don M. Parker

Secretary of the Century Company, New York, and advertising director of its periodicals, *The Century*, *St. Nicholas* and the *American Golfer*, has resigned and will be succeeded by Dana H. Ferrin, manager of the educational book department, as secretary, and by E. K. McIlroy, as advertising director.

Harwood H. Fawcett

Formerly of the Fawcett Advertising Agency, Colorado Springs, has purchased an interest in the *Country Club Magazine*, Los Angeles, and will act as business and advertising manager of the paper.

Frank W. Harwood

Manager of the advertising department of the American Tobacco Company, New York City, has been elected a director of the Association of National Advertisers, Inc., to take the place of Carl J. Schumann, who was recently elected to the vice-presidency.

"International Grocer"

Chicago, has appointed Lloyd Chappell, 730 O'Farrell Street, San Francisco, as Pacific Coast representative, and H. W. Booth, 781 The Arcade, Cleveland, as representative for that city and northeastern Ohio.

Sweeney & James Company

Cleveland, has been appointed to direct advertising for the Lincoln Electric Company, manufacturers of motors, same city, and the Gilliam Manufacturing Company, manufacturers of roller bearings, Canton, Ohio.



The Thumbnail Business Review

WE are at a point in the business cycle where keen competition characterizes transactions. Quick sales, small profits and a strict adherence to sound trading principles will dictate whether an enterprise be conducted at a profit or the reverse. This must not be interpreted to mean that underlying conditions are unsound. In fact, there is every promise that the future will be one of steady business expansion, accompanied by an increasing degree of stability. Again it must be emphasized that there will be nothing approximating a "boom" period.

Steel output is close to the record figures for the industry. The railroads continue to transport a heavy volume of freight, indicating that there is no lull in miscellaneous industrial and distribution activity. The disparity between the prices of farm products and the prices of other commodities is gradually disappearing, which means that the farmer is in a better buying position than he has been for years.

The automotive industry is moving cautiously after its recent period of liquidation, with the leading manufacturers expressing confidence for the future. Cotton goods are beginning to move more freely, silk production is extremely active, while the woolen fabricators are experiencing dull times.

The ultimate consumer is not inclined to spend freely, which accounts in great measure for the hand-to-mouth policy that dictates present buying for retail distribution. The mail-order and chain stores continue to be the leaders in volume of retail business transacted. ALEX MOSS.

Young & Rubicam

Philadelphia, have been appointed to direct advertising for Grape-Nuts, Postum and Malted Grape-Nuts, manufactured by Postum Cereal Company.

C. Stuart Hemingway

New York City representative for *Life*, has resigned and will represent *Judge* for E. R. Crowe, Inc.

Ralph Starr Butler

Advertising manager of the United States Rubber Company, has resigned to become associated with the Barret Company, New York, and will be succeeded by William F. Earls, assistant advertising manager for the last four years. He has also resigned the vice-presidency of the Association of National Advertisers and a directorship in the Audit Bureau of Circulations. He will be succeeded in the A. N. A. by Carl J. Schumann, vice-president of the Hilo Varnish Corporation, who has also been elected to serve as chairman of the A. N. A. executive committee.

William Griffin

Formerly vice-president of the American Press Association, New York, and at one time associated with the *New York American*, has been appointed advertising manager of the *New York Graphic*.

Edward Penfield

Formerly president of the American Society of Illustrators and art editor of *Harper's Magazine* and *Harper's Bazar*, died February 8 at Beacon, N. Y.

Ralph H. Meade

Has become sales promotion and advertising manager of the Adler Manufacturing Company, New York, manufacturer of Royal phonographs and radio sets. Mr. Meade was at one time advertising manager of the Sonora Phonograph Company, Inc.

Lyman Publishing Corporation

Is the name of a new incorporated division of Edward Lyman Bill, Inc., New York. Edward Lyman Bill is president of the new corporation, and members of the board of directors are officials of the parent corporation. *Commissary*, with which has been merged *The Commissary Manager*, will be published by the new corporation, with Herbert Wyckoff, formerly of *House and Garden*, *Town and Country* and *Motion Picture News*, as business manager.

Barton, Durstine & Osborn, Inc.

New York, have been appointed advertising agents for the Atwater-Kent Manufacturing Company, manufacturers of radio sets and parts.

Chambers Agency, Inc.

New Orleans, has been appointed advertising agent for Soapstix, a laundry soap manufactured in the Louisville plant of the Van Camp Company, Indianapolis.

Ross-Gould Advertising Agency

St. Louis, has been retained as advertising agent for Absorene, made by the Absorene Manufacturing Company, same city.



Directors Room, New York Cotton Exchange
Courtesy, American Walnut Association.

Not Until The Final Authority Says "Yes"

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

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

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

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

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

More than 42,000 Presidents of Corporations read Nation's Business
More than 19,000 Vice-Presidents of Corporations read Nation's Business
More than 18,000 Secretaries of Corporations read Nation's Business
More than 9,000 Treasurers of Corporations read Nation's Business
More than 13,000 General Managers of Corporations read Nation's Business.
More than 133,000 Major Executives in 99,717 Corporations read Nation's Business.

You will find of interest a detailed analysis of 170,000 subscribers. Let us tell you how other advertisers are using this magazine to make their advertising expenditures more productive. Get an executive "yes" when the order hangs in the balance.

NATION'S BUSINESS



Washington

MORE THAN 170,000 CIRCULATION

MEMBER A. B. C.

The Story of Birmingham Is One of Constant Growth

BIRMINGHAM stepped to the front as one of the most active building centers in the country in 1924. The valuation of building permits jumped from \$12,166,946 in 1923 to the enormous total of \$20,247,707 in 1924.

The down-town section of Birmingham is changing rapidly. New buildings are being erected everywhere. A few of the larger ones now under construction are:

SOUTHERN RAILWAY SYSTEM, 10 stories.
ALABAMA POWER CO., 12 stories.
REDMONT HOTEL, 15 stories.
BANKERS BOND BUILDING, 10 stories.
BIRMINGHAM ATHLETIC CLUB, 10 stories.
PIZITZ DEPARTMENT STORE, 7 stories.

The Louis Pizitz Department Store building, now being erected, is the second unit of this enormous development. The first unit was completed over one year ago. The second unit will double the size of the store and make it one of the largest in the South.

The iron and steel business is booming. Even the Oxmoor Furnace of the U. S. Steel Corporation, which has not been operated since 1918, is active once more.

With an unlimited supply of coal, iron and limestone in the hills around Birmingham, you can readily understand the enormous and constant growth of this wonder city of the South.

The big industries that have centered their activities around Birmingham have unlimited faith in the future of the section and are constantly appropriating vast expenditures to develop their property.

This ever-growing market is at your feet. And the beauty of the situation is that you can cover it with one newspaper, The Birmingham News.

Net Paid Circulation Now In Excess of	
Daily	Sunday
79,000	90,000

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago

**ADVERTISING SPACE OF
JUDGE NOW CONTROL-
LED BY E. R. CROWE
& CO.**

**Mr. Sheldon Appointed
Advertising Manager**

A long-term contract has been concluded between the Leslie-Judge Company and E. R. Crowe & Co., Inc., under the terms of which E. R. Crowe & Co. now control the sale, printing, and billing and collecting of the advertising space of JUDGE.

Under the direction of Charles Lawrence Sheldon, formerly of "Time," and now Vice-President of E. R. Crowe & Co., a sales force of experienced advertising men has been organized.

* * *

JUDGE is American's oldest humorous weekly. It has been published, without intermission, for 44 years. Since the present owners took it over, four years ago, the entire editorial, circulation and business departments have been rebuilt; and the circulation has more than doubled.

Nothing reflects the current thought and interest of a nation more truly than its humorous papers. JUDGE reflects the character of America as truly as Punch reflects that of the British Empire

The
REMY
 Standard is
Excellence

and you may judge
 every Remy Product
 by this standard~

REMY

STARTING MOTORS LIGHTING GENERATORS IGNITION SYSTEMS
 AND KLAXON HORNS for MOTOR CARS

REMY ELECTRIC COMPANY, ANDERSON, INDIANA

*Advertising
 Well Directed*



Remy advertising seeks to acquaint the public with the rigid standard of excellence which governs every stage of Remy manufacture.

Further, it seeks to make manifest the sincerity of Remy's purpose always to build an excellent product.

Supplementing the excellent performance of Remy equipment upon millions of motor cars, Remy advertising has been a material factor in impressing upon public consciousness the outstanding fact of Remy excellence.

Remy has long been a client of the Campbell-Ewald Company.

The Campbell-Ewald organization of 160 people owned entirely by the men who operate it, with resources and facilities of the largest advertising organization between New York and Chicago, and a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you. There will be no obligation on either side.

CAMPBELL-EWALD COMPANY

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

Advertising

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

General Offices, Detroit, Michigan

New York

Chicago

Toronto

Los Angeles

San Francisco



This is a Delineator
House

Built by a Delineator
Reader

From a Delineator Plan
obtained from the Home
Building Department of

The
Delineator

Founder of BETTER HOMES IN AMERICA

Buffalo the Wonder City of America

Classified Advertising

—an index to Reader Influence



ASK any Buffalonian how to sell a house, an automobile, rent a flat, a house, a furnished room, sell used furniture, musical instruments, radio sets, find lost articles or people—and what do you suppose his answer will be?



“Put an ad in the NEWS!”



The NEWS is a habit among Buffalonians. Their confidence in it has caused them to make the NEWS the newspaper which serves them.



So it is that the Buffalo NEWS carries practically all of the classified ads in its field—each one testifying to reader interest and influence.



Of course these ads get results—amazing results sometimes. The wants and desires of readers and advertisers must be very generally satisfied to keep classified ads going and growing.



Many thousands of people, from the humblest to the highest, daily participate in reading and using NEWS classified ads. The NEWS is their medium and market place.

Surely there is no better index to reader influence—an influence which extends beyond the classified to all advertising on all pages.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A.B.C. Sept. 30, 1924
124.468

EDWARD H. BUTLER, Editor and Publisher
KELLY-SMITH COMPANY, National Representatives

Present Average
130.061

Marbridge Bldg., New York, N. Y.

Lytton Bldg., Chicago, Ill.

THE RESULTS OF A YEAR'S GROWTH

CURRENT OPINION

FOR MARCH

Print Order 135,000

Circulation (approaching) 125,000

80% or more in Occupational Group 1

Increased Advertising Revenue ap-
proximately 30% above March, 1924



Large and Growing
Quality Circulation
at Low Cost



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

Western Representative
B. R. FREER
1118 Peoples Gas Bldg.
Chicago, Ill.

Volume Four
Number Nine

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ADVERTISING AND SELLING
FORTNIGHTLY takes this opportunity to announce that it has moved to new and larger quarters at

9 EAST 38TH STREET
New York

Caledonia 9770

M. C. ROBBINS, PUBLISHER

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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
Mandeville, Louisiana

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

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

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

Copyright, 1925



The new Sign of an old Truth

For more than a half-century the Standard Oil Co. (New Jersey) has been setting standards of quality and service in the petroleum industry.

The word "Standard" is a trade-mark of this company, registered in the United States and many foreign countries. "Standard" Gasoline, "Standard" Polarine Motor Oils and Greases and a host of other products for farm, household and industrial use became solidly united and entrenched under this mark.

It was a recent privilege of The McCann Company, which has handled the advertising of these products since 1912, to suggest the circle-and-bar mark—registered separately—as an additional and even more distinctive safeguard.

The combined mark—efficient and widely accepted sign of the uniformly high quality which an exacting public associates with the name "Standard"—is in clear accord with the basic advertising policy expressed in The McCann Company's own trade-mark—"*Truth Well Told.*"



THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

FEBRUARY 25, 1925

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, *Managing Editor*

How Independent Retailers Meet Chain Store Competition

By F. Allen Comstock

CONTRARY to the common belief, independent retailers are not only successfully meeting the competition of the chain stores, but, in many instances, are beating the chains at their own game. As the statistics show, the independent retailers still hold 69 per cent of the business of the country, the chain stores doing about 8 per cent although they are the only type of distributor that is growing faster than the population. Furthermore, this proportion is not likely to undergo any great change, despite the prophecies of the easily persuaded and the formidable figures of the earnings and volume of the chains.

The independent store is coping with the "menace" of the chain store by playing the devil's own tune, that of centralized buying and even of centralized advertising.

An example of the methods being used is furnished by the experience of a friend of mine in a western town of no

great size. He noted on one dealer's shelves an exceptionally large amount of a certain nationally known article. Another store, no larger than the first, had an excep-

tionally meager amount—two or three packages. The same was true of several other stores in the town.

As one of the more confiding dealers explained to him, "We dealers in this town club our orders through Jones (the dealer who had a lot of the goods on his shelves) and get the quantity price."

This type of cooperative buying is growing rapidly, not in all cases in such a secret or surreptitious manner, but formally, in organized group buying methods. The dealer—like laboring men and farmers—is realizing that in his purely individual relationship to jobbers and manufacturers he has been at the disadvantage of disorganization in competition with organization. The chain store is a form of cooperation, at least in effect. It is a centralizing force. The individual dealer has had no similar force with which to combat it, just as the farmer had none until the formation of the growers' organizations.

Even the keener and more alert department stores have been swept



STIMULATED by the success of the chain stores, independent retail dealers are fighting the "menace" of the chains by resorting to the same methods as the latter—centralized buying, and, in some instances, cooperative advertising. Although the well known chain stores occupy choice sites in the cities in which they are located (the Woolworth store pictured above is opposite the Public Library on Fifth Avenue, New York) statistics show that they do but 8 per cent of the retail business of the country, independent retailers still retaining the bulk, accounting for 69 per cent

into the stream. They have been forming out-and-out chains, a movement which, as E. A. Filene says, is only in its infancy. Another group of large independent department stores has been buying cooperatively through the Retail Research Association.

In addition, there has been organized recently the Associated Retailers of America, composed of nine department stores doing an annual business of over one hundred million dollars a year. This last is not a chain; there is no financial consolidation of the stores. The purpose of the grouping is purely for quantity purchase and various "researches."

As the alignment is explained by Felix Vorenberg, of Gilchrist's, Boston, president of the association, "The nine stores which have formed the group have a combined purchasing power of \$100,000,000 annually. This tremendous buying force will be brought to bear as a unit to secure the most advantageous prices and terms from manufacturers who naturally will welcome the opportunity to compete for large volume commitments.

"The membership will be limited to fifteen firms. The nine stores now included in the group are all of the same general character and size. Any other members who are accepted necessarily will have to conform to the general characteristics of the rest of the organization. Our project can best accomplish its purpose if all our stores serve the same class of trade in approximately the same manner."

There are other groups in the department store field, and many more in the ordinary retail field, notably

in Philadelphia, where the chain store competition has been very keen.

Independent retailers are even learning how to advertise cooperatively. The Pennsylvania Retail Shoe Dealers' Association has been fostering the plan of local cooperative advertising to educate the public to wear more and better shoes. These campaigns have been in operation for some time now and are definitely pronounced a success. Thus we have a plan which ties up the competitive shoe retailers of a town into the semblance of a chain. The shoe field supports an amazing number of chains, but the independent shoe retailer is able to live and prosper because of his adaptation and use of such cooperative methods.

THE jobber, it is true, is being left hanging by his suspenders, but he, like everybody else, must conform to economic law. He must work out his salvation, which, in my opinion, lies in the direction of being exclusively a wholesale selling agent, a "service jobber," as he is sometimes called.

The important thing is that the retailer has found one of the keys to his own salvation, the one at the very base of his success: buying advantage. We will see a large development of this principle in the next ten or fifteen years, just as we will see the cooperative marketing principle develop greatly among farm-

ers, as the solution of the farm problem.

The chain stores, let it be remembered, have had to shift their policies also, for their original idea has "petered out." Mr. Fly, head of the National Chain Grocers' Association, has himself described this original idea—"cheap goods cheap." This has meant, on Mr. Fly's own confession, the sale of job lots of off-grade products at low prices which foster the impression with the public that they were selling quality goods cheaply. It is now recognized that this policy has harmed the chain stores.

The chain stores are now definitely trying to sell more standard advertised goods on a new motto, "Quality without extravagance." In other words, the chain store is beginning to resemble the independent retailer, while the independent retailer is growing to be more like the chain store!

A significant indicator of some of the changes which must follow is to be had in New York, where "buying exchanges" and their equivalent are very numerous. These retailers are now practically in the same situation as the chain store men, for they have become price cutters through the

[CONTINUED ON PAGE 70]



© Brown Bros.



THE chain store movement is growing faster than the population. The Woolworth organization is said to have a store in every town of 8,000 inhabitants or over. The Regal shoe chain is one example of the spread of the idea of manufacturer's outlets, although this particular company sells its products to independent dealers as well.

Road Salesmen as a Traveling Branch of Management

By Arthur T. Corbett

I DON'T know why it is, but for the past few months Devoe has handled his territory unusually well," remarked the sales manager of a large Eastern company, as he sat at luncheon with the president discussing which of the men on the sales force should be selected as manager of the company's new Southern sales office.

"What do you mean by that?" asked the president, interestedly. "That his selling has been improving—that he is exceeding his quota?"

"More than that," replied the sales manager. "He's selling more of the high-profit numbers than any man on the force, for one thing. He's always been a perfect whirlwind of a salesman, but he used to sell mostly the close-

margin stuff that was comparatively easy to sell because our price was a shade lower than the market. Now he all but ignores those numbers, seemingly, and tackles the harder stuff. Why, do you know, he's bothered me to death for the last ten or twelve months to know whether our Big-Six machine is running full time! Seems to have taken a notion that it's his responsibility to keep that white elephant running on those expensive double-sixes, when every other man on the force is scared almost to show the samples for fear the buyer will faint when they tell him the price."

As the sales manager talked a gratified smile spread over the president's face.

"I suppose you are at a loss to understand why Devoe has changed



“YOU fellows can think of it as ‘old stuff’ that the factory will get rid of in some way or other,” the president had said, “but when I walk through the stock rooms and see the piles of it, it worries me to death. It means so much capital—good, hard dollars of our stockholders’ money—tied up in products that may turn out to be ‘finished’ in two senses of the word”

so,” he said. “Well, I’ll tell you. I realized a year ago that we were going to have to open a Southern office before long, and I decided then that Devoe would be the most logical man for the managership—provided—”

“Provided what?” asked the sales manager, curious; for he too had foreseen the possible need of a Southern sales office, and he had decided in his own mind that Devoe was the man, though he hadn’t analyzed his reasons clearly.

“Provided he could learn to be a branch office of management on the road. That’s why I accepted your recommendation last April to sell Devoe and two others of the men in your department a block of stock in the company. And now I’m going to tell you something you may not

have known: I sold the stock to those three men—Meyers, Wendt and Devoe. But only one of them—Devoe—bought it, apparently.”

The sales manager looked blank. “Why I thought all three of them bought it?”

“All three of them did sign up for the stock,” replied the president, “and the money’s being taken out of their monthly checks as agreed; but only Devoe seems to have bought the idea that I tried to sell them along with the stock—the idea that I hammered into you when I hired you as sales manager of this company, and which you have learned fairly well yourself, but”—and the president smiled good-humoredly—“but which you haven’t seemed to think necessary to pass along to the sales

force in any very definite way. I mean the idea that it’s dividends and not mere sales that count in any business. I told Devoe and the other two men”—and the president went on to explain just what he had told them, which was in effect that until a salesman got over thinking of himself as being merely a traveling branch of the sales department, and thought of himself as a traveling branch of management, he’d never be a top-notch.

This whole incident, which occurred some three or four years ago, was brought to mind by the article by Fred W. Shibley, vice-president of the Bankers Trust Company, which appeared in a recent issue of ADVERTISING AND SELLING FORTNIGHTLY, under the title, “What a Great Bank Has Learned in Helping

ailing Businesses." One of the striking points brought out by Mr. Shibley was that there are two yardsticks by which a business must be measured: its percentage of return or profit on the invested capital, and its percentage of profit on sales. He made it clear that the business could not be a success, no matter what its volume of sales, or its percentage of profit on sales as such, unless it earned a satisfactory percentage of profit on the capital invested in the business.

And that brings us back to Devoe.

Of the three men the president had talked to, as one stockholder to another, only Devoe had caught the complete picture. He had listened when the president had told them of the \$28,000 invested in the Big-Six machine and pointed out that this \$28,000 was capital invested in the business that had to be kept working if the crisp stock certificates bearing their names and representing a modest number of shares were to mean what they might in the way of dividends.

The other two men had listened

also, but they hadn't taken it as anything in the nature of a personal responsibility. To them that was something for the president or the sales manager, or some vague force called management to look out for. To Devoe it meant a machine to work for so it would work for him—for his new "stake" in the company.

When the president had explained why the management had cut the profit on the staple numbers in the line in order to help the sales force to "get in" so they would have

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Stein-Bloch Advertising Departs from Tradition

By W. B. Powell

ONE of the criticisms aimed frequently at the advertising of standardized products is that the majority of such advertisements bear a striking resemblance to each other. Only the fact that the firm name and copy appeal are different enables the reader to recognize and set apart the messages of various manufacturers who merchandise the same general line of products. For example, ready-to-wear clothes follow well-worn precedent when extolling the qualities and virtues of their respective garments. Familiar are such quotations as "Cut on the most approved lines"; "Made of the best woolsens"; "English in design"; "The best type of men wear them," and so on.

In an endeavor to depart from tradition, the Stein-Bloch Company of Rochester, N. Y., has planned its current advertising campaign from a new perspective. Instead of attempting to compete for reader-interest with advertisements couched in the accepted stereotyped terms, and illustrated by conventional drawings of handsome fashion plates that serve as elusive ideals for the rest of mankind to emulate, Stein-Bloch advertising strikes the "quality and style" keynote by taking the readers to places that are

Valeting the Mauretania to the Mediterranean



WALKING through the narrow hallways of the Mauretania, you will find the finest valets in the world. They are the best of their kind, and they are the only ones who know the difference between a good suit and a bad one. They are the only ones who know the difference between a good valet and a bad one. They are the only ones who know the difference between a good valet and a bad one.

STEIN-BLOCH SMART CLOTHES

closely identified in the public mind with well-dressed men—the Yale Club and the Ambassador Hotel in New York, the Copley-Plaza in Boston, on board great transatlantic liners, such as the Mauretania, etc.

The "testimonial" idea has been ingeniously adapted for copy purposes, the subject for each advertisement being one of those persons who are presumed to know most about

the clothes men wear—the valets. As can be noted from the reproduction herewith, actual photographs rather than the customary drawings are used to obtain an atmosphere of reality.

In this advertisement Leslie Kellie, the steward on the Mauretania, is featured. Other advertisements in the series introduce such personages as Leo Stoddard, who presses the clothes of the passengers on the Twentieth Century Limited as it tears through the night; O'Shea, head valet at the Yale Club, New York; John Greczar, valet at the Ambassador Hotel, New York. Incidentally these men have proved to be a source of interesting information about clothes which the Stein-Bloch Company has been quick to turn to its advantage. Many of the observations made by the valets regarding style and manufacture of clothes have been turned into valuable copy and featured in the new series.

Advertising is undoubtedly made more effective when it is characterized by some individual touch that distinguishes it indelibly from the advertising of competing firms. Stein-Bloch has taken "old" ideas and presented them in such fashion as to convey an air of freshness and originality.

A Letter to the Editor

Why Prices Are Not Listed in All Industrial Advertising

By John Henry

MANUFACTURERS do not list prices for the simple reason that there are no prices to list.* Practically every machine, tool or piece of equipment representing an assemblage of component parts is sold nowadays as a "method of doing something" rather than an assembled unit. It follows then that it must be a flexible "method" in order to adapt itself to the problems of the industry or operation it is designed to serve. It is the cost of these adaptations, or the total cost of fitting the tool to the job, that determines the final price. How can this be quoted?

Of course, there is a base price, but it is seldom that this is used except as a starting point. For example, suppose we were selling a milling machine for production work as differentiated from one bought for all-around service in a tool- or machine-room. First of all we determine what machines fill our requirements as to power, capacity, facility, etc. We have already decided, or rather our engineers have decided for us, how the machine must be equipped to do the job for which it is required. Our next job therefore is to find out what the cost of the machine will be fully equipped to do this particular work. Up to this point price has meant nothing to us at all; in fact, the entire value of any machine, tool or piece of equipment must be measured by *what it will do*. What earthly good would an advertisement featuring "The Jones Milling Machine Now \$595" have done us? It is true that it might have excited our curiosity, but unless we knew or had some means of finding out whether this particular machine would meet our first set of requirements we doubt if we would even ask Jones what his

price would be for the machine fully equipped to do our job.

It is true that the base price might be quoted, but what would it mean? Nothing at all until we knew what the equipment would cost that would "gear the machine" to our work. Most manufacturers quote prices in catalogs and other literature—"The Machine with Standard Equipment...\$595"—and then list the "extras" that determine its range, versatility and productivity. What does "Standard Equipment" mean? Not a darn thing! It is merely an attempt to establish something to start with—something to shoot at on the road to the creation of a "method of doing something." Standard equipment generally consists of the bare machine plus a few extras selected according to the fancy of the designer—the ideas of the salesman or the items most generally called for on a machine of the same general class.

THERE is no reason why advertising of saws, hammers, files—complete units—cannot carry prices. In fact they should, particularly when they advertise to "ultimate consumers." The other day we went to "ultimately consume" a few carpenter tools. There wasn't a reason in the world why we should prefer a "Plumb" hammer or a "Stanley." We knew them both, but our friend the local hardware man didn't have either, so we bought a local production that was "a good hammer for the money." Saws brought more trouble. Having no idea of what we should pay we hesitated between a "Disston" and a "Simonds." The names were familiar, but we don't know yet what we should have paid. If this particular "consumer" advertising is directed to carpenters, all right; but the common garden variety of dub has an awful time.

Automobile advertising quotes prices, but what of it? Does it get it anywhere? All it gives is a base or

starting price from which to figure (or have them figure) the ultimate cost.

The only value of price quoting in automobile advertising is that it enables the purchaser to locate his class.

THE most helpful advertising we've seen, and which we believe is illustrative of the future, is found in Oldsmobile and Flint copy (some of it). The former gives base prices and list prices of a lot of extras while the latter quotes "fully equipped." However, we'll bet we can juggle the latter when we find out what we *don't want*, and the former will throw in some extras when he sees that we have no "trade in" and will pay cash. Again, where is price?

There are few cases where "take it or leave it" prices can be quoted in industrial advertising. Our prediction is that there will be more price advertising done in the future than in the past, but it takes courage under the present system of competition and distribution. If prices are quoted the advertisement must state clearly exactly what it covers, and the correspondence department must be prepared to write innumerable "no-that-does-not-include-motor-drive" letters. There is enough "sales expense" money going into unnecessary correspondence without increasing it by broadcasting (at best) *meaningless prices*—clay pigeons heaved into the air to be shattered by old man "Ultimate Consumer's" double barrelled shot gun filled with question marks.

As a final test of whether prices should be generally quoted in industrial advertising, pick up your favorite industrial paper, turn over the equipment advertising pages and see how many pieces of equipment could be priced so that you could understand what it was all about. There are exceptions, but we mean as a general rule.

*See article titled "Why Don't Manufacturers List Prices in Industrial Advertising" by Russell T. Gray, printed in *ADVERTISING AND SELLING FORTNIGHTLY*, December 31, 1924, page 15. Mr. Henry's article is from a letter sent in answer to Mr. Gray's question—EDITOR.

Time to Count Your Losing Tricks

By Robert R. Updegraff

THE president of a large corporation making a varied line of products was discovered by one of the company's directors one afternoon reading a certain technical journal. On the desk in front of him was a sheet of paper which bore the cryptic heading, "Losing Tricks—Confidential." On this sheet were five or six entries in the president's handwriting, with a date after each, the range of dates covering a period of four years.

"What is this, a new form of solitaire?" asked the director with a chuckle.

The president smiled. "You might call it that," he said. "It's what I always think of as 'business bridge,' and it's a rather serious pastime, followed for the purpose of protecting our stockholders."

"You'll have to elucidate a bit before I get the point," said the director.

"Well, you see, it's this way: the novice at bridge counts his winning tricks and hopes for the best as concerning the rest of his hand; whereas your hard-shelled bridge player who seems to take in tricks like a machine, and keeps control of the

game even when his opponents are taking their tricks, is very likely to look at his hand backward. He generally counts his *losing* tricks first, and discounts them in his mind, before he bids.

"I've found that a good principle in business as well as bridge," continued the president. "You recall that we were not taken by surprise when the Blank Company came out last year with that new model of 'X' device that made ours almost obsolete?"

The director nodded.

The president pointed to the third item on the sheet on his desk, bearing a 1921 date after it.

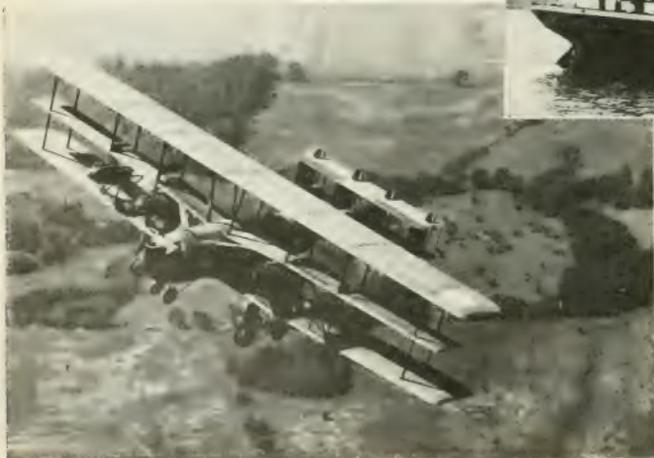
"I wrote our model down as a 'losing trick' on that date," he said.

"for that morning I saw the notice of a patent application by the Blank Company on a simplified action for their device. Up to then it had been one of our

best selling cards, but from that day on I figured that the Blank Company would sooner or later be able to gather it in with a trump. So we started to work and think along two lines: first, the redesigning of our device to simplify it if possible, without infringing on their patent; and, second, to lay plans to get along without it in our line if necessary. If we couldn't successfully simplify it, we'd have to have something else to sell in its place to keep up our sales volume and our dividends.

"The result in that case, as you know, was that we brought out a different type of device entirely, which, while it didn't do the same

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© Brown Bros.

EARLY airplane flights attracted only the curious. An important industry of the future will be that of airplane manufacture on a large scale. Steam supplanted sail; electricity is supplanting steam. Now comes the rotor ship that mechanically utilizes the wind as a means of propulsion for cargo carriers. Revolutionary changes in industrial and social life bring equally startling changes in manufacturing processes.

My Dear Mr. Bok

By Kenneth M. Goode

CONGRATULATIONS on the successful outcome of the first contest for the Harvard Advertising Awards. Your \$1,500 is a generous sum for any man to win. But no man knows better than yourself that the real prize is the publicity which accrues to the winners and their respective agencies.

All of us congratulate the winners. All of us are glad to concede them their prizes and publicity. And, far beyond the winners and their deserts, we recognize the far-reaching importance of the institution you and the Harvard Business School have founded.

But what about the effect on advertising of this annual canonization of its distinctly uncommercial aspects?

"There will never be much progress in dramatic art," some critic wrote about a new Winter Garden show, "until certain producers recognize that the female kneecap is a joint and not an amusement!"

Advertising, similarly, in my infinitely humble opinion, can never earn the solid economic esteem it so lacks today until it recognizes itself as serious business and declines to be exhibited as a form of artistic self-expression.

Take a delightful painting perfectly reproduced on a broad white page. Add a correctly elegant border. Touch it off with just a dash of inspired copy. It is an advertisement—everybody admires it, justly.

Now take J. William Jones, salesman, jumping to Peoria. He calls at Maiselbaum's, sells a dozen gross, arranges a natty display in the Main Street window. His grubby effort is most certainly not an advertisement—although it bristles with practical dealer influence and consumer appeal.

Yet the pocketbook of the average stockholder is too dull to perceive any difference between the dollar spent for Jones' trip and a dollar spent for the grandest institutional advertisement ever sold to a board of directors.

In the company's annual statement both dollars are lumped together under "Sales Expense."

And so, in the long run, unless

each creates, directly or indirectly, enough business to pay for itself, the advertisement must pay for J. William Jones or J. William Jones must pay for the advertisement.

Isn't it possible, therefore, to conceive within the next ten years a very distinct line of cleavage with regard to your prizes? The arrangements this year seem admirable; certainly the 1924 jury knew its business.

But suppose, as years crawl on and the first glow is over, the Harvard Award traditions take on a classic academic flavor, or the judges relax their vigilance, is there not grave danger of merely academically good advertisements being set before the business men of America as standards for them to follow?

SUPPOSE they follow them more or less blindly? Suppose—to reach the ad absurdum with the least possible delay—the mail order men, the department stores and the want advertisements decide suddenly to abandon their peculiar, profitable styles in favor of a uniform treatment, which they achieve by finding the common denominators in the several Harvard Awards and building them into a single synthetic advertisement.

If they made an extra good job of it, as some of them might, what is to prevent their winning a prize? On the other hand, if these three great established classes of advertising do not abandon the ugly duckling form that years of patient observation have demonstrated to be best, how will they ever get considered for your prize?

Shall we, as a result of a cleavage over the awards, actually establish what already exists tacitly among so many advertising men—a sporting distinction between "amateur" and "professional" advertisements?

If not, how can any practical, intelligent body sit up and say that any advertisement, reticent as to its intentions and quite calm as to its results, is better, as an advertisement, however ungainly, that sets out definitely on a known mission and

checks in a complete success after it has run its course?

"Hell, teacher, that's perfect!" was little Johnny's oft-quoted retort to the teacher's condescending acknowledgment of "Good" to Johnny's answer that three and two totalled five.

If a three line want advertisement brings a general houseworker, why isn't it perfect? If a \$40 "Send NO Money" mail-order electro brings in \$80 worth of orders, why isn't it perfect? If a 200 x 3 department store announcement sweeps the counters clean in a couple of hours, why isn't it perfect? If a flamboyant auction page sells all the real estate to happy home owners; if a "Why Did I Dine With a Shrimp" page sheds etiquette like dew over these United States to the vast profit of Oyster Bay; if a Harvard Award announcement secures \$100,000 worth of free newspaper space—why aren't all these perfect?

Your jury can say every year that it greatly admires certain advertisements; and can report that certain advertising compositions, more nearly than others, proximate admittedly desirable requirements. But unless results are a major consideration, what effect is your prize going to have on thousands of small business men who must get results from their advertisements or sell out to competitors too dull to waste money in advertising?

IAM by no means a hard-boiled pragmatist. Much as any man, I appreciate an attractive advertisement. Well-written copy has been a life interest. I don't suggest that every advertisement carry a coupon; I realize that some advertisements are very difficult to trace; and that indirect selling has advantages.

But, even so, I venture to suggest that the astounding unconcern of advertising men generally as to what really results—exactly what happens and how much of it—when any given advertisement is published, is America's most sublime spectacle.

Mr. Woolworth's men, Mr. Schulte's men, the real estate scouts of the United Cigar Stores and of the Liggett Company go out and spend days

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Copy Cub Wants a Kennel

[Being some reflections by the boss on advertising for a job. . . . interviews samples and the delicate art of knowing when to be a freshman again]

By Sara Hamilton Birchall

NOT a week passes in which I do not interview two or three applicants for copywriting jobs. Not a week passes without my looking over the "Positions Wanted" columns for promising new material. Now and again, I find a treasure. Now and again, undoubtedly, I pass a treasure by through the treasure's sheer inability to present itself adequately to me. I see the same mistakes made over and over again; it is to help young copywriters just starting out that I put down here a few fundamentals.

You, yourself, are the merchandise you have to sell.

Your intelligence in organizing a campaign, arresting attention, arousing interest, and closing the sale of your services is in itself earnest of your ability to do the same thing for your prospective employer's goods.

If you advertise for a position, do something unexpected with your space. Be straightforward and sincere. Don't claim too much if you're a beginner. In the slang of the moment, "be yourself."

Here is an example of the wrong kind of an advertisement:

YOUNG WOMAN with fashion, film, fiction and news editorial staff experience wishes to connect with advertising, publicity or editorial executive. College graduate; versatile.

This sounds altogether too good to the wily boss. Experience too varied; probably a shifter. Too general in tone; nothing original in the way it is put. If these claims are all really true, the so-gifted person would not be out of a job; or if some fate had brought bad luck, she could easily land another job among her business acquaintances. Pass that one by.

Here, on the contrary, is an example of an advertisement that landed its writer the job for which he applied:

COPY CUB WANTS A KENNEL
—A 23-year-old with a university degree. His special qualifications will interest you, so—R.S.V.P.

That struck me as being an unusual use of a quarter-inch of rag stock. It happened that I needed a junior copywriter with an amusing turn of phrase. It also happened that I had a drawing of a plaintive little puppy watching a surly mastiff gnawing a bone in the door of his kennel. I wrote across the draw-



ing, "If the Copy Cub has found that the market usually looks like this, will he please call on me," and shipped it off.

The first step had succeeded.

ON Monday there arrived by special delivery a neat précis of the Copy Cub's education, training and experience. He had a job, but wanted a better one. He could write clearly and amusingly. He couldn't spell accurately. On the whole, however, it was an excellent document. As I read it over, the hall desk girl brought in his card—a correct card, with a little sketch of a teddy-bearish cub beneath the name, and in trim lettering, "The Copy Cub." Very neat timing!

"Tell him to come in," I said.

He put up a good talk. I gave him a trial assignment. He came through with a passable piece of copy, clearly typed, on time, complete. I took him on.

Another man who landed a job invented a name for a brand of shirts, and wrote a line of copy for them; for a brand of cigarettes, and wrote copy for them; fresh, picturesque, real copy, unmistakably good advertising in its slant.

I myself landed my first advertising job some ten years ago with a trick application. Well I remember the cold snowy March Sunday in Cambridge when I wrote it! I was all alone in the boarding house and the only man I knew in town had gone to Lowell to call on another girl.

I had a copy of *Vanity Fair*, and in it was one of those trick circulation-getting contests called "How to Light Up *Vanity Fair*." So I made up a funny booklet on how to light up *Vanity Fair* by taking me on the staff. I used all the colored pencils I had. I cut out pictures for illustrations and made silly captions for them. The book-

let showed in itself that I knew something of type and layout, and I put in among the jokes a clear account of my qualifications. It brought me a note from Mr. Nast, asking me to come to New York for an interview. The samples I brought with me must have been passable, for I got the job.

Samples! That's the next important thing.

Time after time some sweet young thing full of hope comes in and says she wants to write advertising.

"Why?" I inquire.

"Oh, it must be so interesting!" says she.

"Did you ever sell anything to anybody?" I demanded.

"N-no," she admits.

"Can you write?" I pursue.

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Enthusiasm or Brain Fag?

Which Is the Real Explanation of the
"Varnished Truths" of Advertising

By *A. Raymond Hopper*

IT is my purpose here to try, with rule, compass and plumb, metaphorically, the structure of certain expressions to be found in recent advertisements. The scientist, seeking for truth in various fields, disdains not the micrometer, dynamometer and microscope, and other instruments of precision, and shall not we who profess to follow a banner emblazoned "Truth in Advertising" stop to examine to what extent we are marching under that banner, insofar as our common implement, written language, is concerned?

It may be doing violence to artistic impulse and fine imagination, to be too meticulous in regard to the figures of speech with which a poet gives rein to his exuberance of spirit, or to fire in a crucible the glowing passages of certain worthy authors. But advertising is not poetry and there are people good enough to believe that it is not fiction. It is exposition and argument, the main purpose of which is to inform and persuade by means of descriptions of things and their uses. The advertisement carries, by proxy, the article exploited, to the reader for close examination. That the reader may gain a proper view, that the article may be correctly represented by its proxy, too great care cannot be given to the choice of words and their use in painting a true picture.

This assumes a finer position on the subject of advertising than can be legislated about, or than falls within the province of any vigilance committee. It involves precision in writing, in description and, probably as a first cause, both sincerity and precision in thinking, without which, even from a purely literary standpoint, no writing really is worthwhile.

Copy should be examined, not only for what is written, but in what the reader is led or skillfully permitted to infer. Statements which induce the reader to assume what is not true, either by leading implica-

tions, exaggerations, or neglect to include what would keep the issue clear, have no proper part in ethical advertising.

We will pass up the moral issue and consider this solely on the point of expediency. A man bought a certain piece of merchandise in a large department store. The sales clerk told him it was worth \$85, but as the concern had bought up a large lot of the goods at an auction, they were able to let him have this piece for \$60. Those goods can be duplicated in lines of other manufacturers at any time for from \$55 to \$60. By no stretch of imagination could they have been worth \$85 ever. This was no case of fraud. A probable \$60 value was exchanged for \$60 and both store and purchaser were satisfied.

Now, the obvious thought will be concerning the ethics of fictitiously enhancing the value of an article in order to sell it at its proper price. But there is another side to the case. This man bought this piece of goods at \$60 with greater satisfaction when he thought it worth \$85 than he would have had he known its real value. In effect, though perhaps unconsciously, he was quite willing to obtain a "bargain" that seemed to be doing somebody out of \$25. Many people still are obsessed with the delusion that they can get something for nothing, and are deeply offended when they learn that they did not.

THERE is a law that, by whatever force a thing is obtained, by that force it must be maintained. That is why honesty of statement in advertising is expedient; the public conscience is derived from personal conscience, not only because the mass is the aggregate of the units, but also because the thoughts of one induce similar thoughts in the many.

The following from a recent advertisement on rugs, going to retail dealers, is illustrative. "The little strands that form the pile are three-

quarters of an inch long, giving the rug a good thick wearing surface." Several people to whom that was read at once assumed that the rug had a pile three-quarters of an inch deep. Perhaps it was the writer's intention that they should. If so, wouldn't the statement have been stronger if it had read that way? But that would not have been true; he wouldn't do that. The original form is "technically" correct.

NOT the pile, but the strands that form the pile, are so long. That those strands are inserted into the warp, bound in place, and then turned to the top again, may be known to those who are familiar with the manufacture of this kind of rug. In this way the height of the pile is reduced to about five-sixteenths of an inch. Evidently, in his enthusiasm for the product, the writer thought that sounded too insignificant, and so, without departing from strict truth in the words used, went far out of his way to "paint the lily." For no rug manufacturer or dealer ever describes the height of the pile of a rug by the length of the yarn used to form it.

Another advertisement, appearing in a reputable national weekly, includes an illustration of the back of a rug, to show the closeness of its weave. A caption says, "An actual reproduction of the back of a — rug. Note the close weave."

The number of rows to the inch has a great deal to do with the quality of a rug, so the point is important. The illustration portraying this rug has twenty-one rows to an inch. Yet, no such rug is ever made; the finest Wiltons have only thirteen and one-third rows, and the rug advertised has only seven to seven and a half. Evidently the photograph was reduced in making the half-tone, but no foot-note explains this. The question of course hinges on whether the words "actual reproduction" really mean what they imply to most people.

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Selling Into the New Home—II

A Call in Time Is Worth Nine

By Marsh K. Powers

IN a previous installment, in telling the story of a new home, occupied last October, I catalogued the five typical stages in the history of the house built to be occupied by a particular family. These stages were described as the Dream Period, the Decisive Period, the Initial Construction Period, the Completion Period and the Occupancy Period. In that installment, also, I pointed out how these various stages differed in their relative value in furnishing sales opportunities for the company producing material or equipment suitable for residence use.

The principal text of that install-

ment was that too great a portion of the sales activity directed at the home-builder is timed too late to be effective and hence is wasted. In this installment I purpose to support this claim with actual examples from life.

Those who read the previous installment will probably recall, too, that I explained that, in our case, the least possible publicity was given to the fact that a house was under contemplation until a definite bid was accepted and hence that the salesman whose commodity was such that it needed to be covered in the original specifications was given little opportunity in which to effect a sale.

The text for this installment may well be this—the time to break into the specifications is before they are written.

Looking back over the development of 3176 Falmouth out of thin air into a tangible aggregation of brick, wood, shingle and stucco filled with the accoutrements that go to make a modern home, it is fortunately still possible to trace back the "whys" be-

hind each selection and thus tabulate the relative influence of owner, architect, contractor and salesmen on materials and equipment.

The exterior materials and the basic factors governing interior treatment were largely decided by the style of architecture selected—in fact, the choice of the architect rested on his proven ability with this style. Other definitely matured requirements included the number and approximate size of rooms, tile or stone floored front hall, individualized front door, uneven floor levels and wide board floors downstairs, wall treatment upstairs and down, plumbing equipment (the amount and types but not the brand), built-in radiators (if feasible), style and preferred make of windows, the number and the placing of lighting fixture outlets in the more important rooms, double electrical outlets, roof insulation, electric refrigerator of specified make, incinerator, clothes chute and garage facilities.

These were the *sine qua nons* mentioned in the previous installment as being specified and particularized to our architect in the initial interview and thus made basic parts of the program. Note that neither the kind of heating nor the source of the heat was included in our preconceived desires, as this has a bearing upon a later lesson to be drawn from our



THERE is a psychological time in the planning of a home when salesmen are welcome. This is before the specifications are written. It was Mr. Powers' experience that no specification was changed nor any extra added after a contractor's bid was accepted.



experiences. The dozen-and-a-half points in the foregoing paragraph constitute the whole scope of our initiative influence upon the plans and specifications—on all others we exercised only our prerogative to approve or disapprove the suggestions or recommendations of the architect and contractor.

On the first of March, therefore, the house represented a combination of these eleven points of our selection, the ideas of the architect on all other items and the modifications suggested by the contractor as acceptable economies.

Now let us see how these stood the sales onslaught that followed.

On March 11 the mail bombardment began. (I suspect that, on or about the 7th, Dodge Reports broadcast the news to an enthralled manufacturing world.)

First to arrive was a letter from an incinerator manufacturer. His promptness, however, went unrewarded, since his competitor's product had been specified and remained favored. This, by the way, was a definite score for magazine advertising. Advertising wives will appreciate the fact that the particular

advertisement that won Mrs. Powers to this item showed a handful of magazines entering the incinerator's maw.

A built-in mail box was almost equally prompt in its approach and remained aggressive throughout. Unfortunately, I failed to note in time how low was the cost of this particular convenience and the effort proved unavailing—an illustration of an ever-present danger in a solicitation limited to direct mail.

From that time on, for five months, the flow of mail was con-

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Reflecting the Personality and Grace of Days Gone By

MOST manufacturers who issue advertising calendars are left in doubt as to the reception accorded their creations by the people to whom copies are sent. Not so the White & Wyckoff Manufacturing Company, which makes stationery at Holyoke, Mass. For the past seven years this company has been distributing a unique calendar in behalf of its Autocrat Linen Stationery. Copies are mailed annually to merchants in the United States who handle stationery—some 65,000 in all—including stationers, druggists, department stores, etc.

The 1925 calendar, which continues the "Famous Letters of History" series that was started in 1924, is a beautiful example of rotogravure, printed in a rich, dark brown. Each month is headed by an illustration which to all effects and purposes is a photographic reproduction of the personage whose letter is printed upon the back of the sheet. These individuals, many of them now long forgotten, loomed large in the events of their day.

The W. & W. calendar not only constitutes art, it conveys also some idea of the personal touch that went to make history. The letters chosen for publication have been picked for their human interest

rather than for their literary style, although each has a charm and grace that could well serve as an inspiration in these days of machine-made correspondence and stilted phraseology.

The sheet devoted to February (reproduced herewith) in its head-

piece depicts Dolly Madison, wife of the fourth President of the United States, writing to her sister Anne. It was during the War of 1812, when the British were marching toward the capital. Warned that she should leave immediately, Mrs. Madison is attracted by the portrait of General Washington hanging on the wall. She felt she could not leave it and, to save time, ordered the servants to break the outside edge with an axe, keeping the canvas, however, uninjured. The letter to her sister, printed on the back of the sheet, gives an insight into the feelings of Dolly Madison at this critical time. Incidentally, half a century later, when the White House was rebuilt, the picture was renovated and put back in its place on the wall.

Each of the letters and incidents portrayed are of the most absorbing interest. The thought is accented on the back of each sheet that there is no substitute for a letter, and that Autocrat stationery is fine stationery which to write fine letters. It speaks well for the prestige and goodwill created by the calendar, when it is known that 100,000 copies have been issued, and that the company has received 30,000 unfillable requests for copies.



THE · EDITORIAL · PAGE

"An Era of Space Using"

AT the dinner in Cambridge at which the Harvard Advertising Awards were announced, Harry Dwight Smith made an interesting observation as an extemporaneous interpolation in his address. "The period from 1916 to 1920 was an era of space buying," said he, "whereas in 1923 we entered an era of space using."

While an era of space using may not prove so immediately profitable to the publisher as an era such as the period between 1916 and 1920, certain it is that it represents a healthier condition of affairs and a sounder relation of advertising to business.



Putting Credit Up to the Salesmen

LATELY a well-known and normally conservative New England company selling through retail channels reversed a credit policy of many years' standing. Its salesmen have objected that often their work is nullified by the refusal of the company's credit department to honor the orders they send in from new customers.

This company decided to meet this old, old complaint by putting it up to the salesmen to pass on their own credits in selling new customers or reinstating old ones. Each salesman is supplied with sheets to fill out with such information as he can obtain about the dealer's financial condition. If it is his judgment that the dealer is "good" for the amount of the order he has obtained from him, he has but to write across the bottom of the credit report, "I recommend the filling of this first order," and it will be filled without the credit department even looking the merchant up in Bradstreet's. If the company is unable to collect the account subsequently, the salesman refunds his commission on the order and the house loses the merchandise.

This is a bold step, but is it not also a shrewd one, calculated to give the salesmen a very different attitude toward credits?



Trademarking Bulk Commodities

IN the statement to its stockholders issued recently by the American Sugar Refining Company, we find this statement:

Formerly, as is well known, household sugar was largely of bulk packing. We have described the sale of package sugar and table syrup under the trade names of "Domino" and "Franklin" with such success that the volume of trademark packages now constitutes roundly one-half of our production that goes into households.

This package development necessitated very large changes both in equipment and in refineries. The advantage of this business is its direct contact with the consumer.

There are two significant points in this brief statement. First, that the advertising and sales effort put behind this company's packaged sugars has resulted in selling approximately half of its volume in package form, whereas only a few years ago all sugar was sold in bulk. Second, that although the packaging operation involved a large outlay for equipment and changes

in plant, this has been compensated for by the greater control the company has over its business through direct contact with the users of its product.

These facts should be of vital interest to any executive who faces the problem of marketing a staple product that is hard to control because it is sold in bulk.

Twenty years ago the sale of sugar in cardboard cartons under a brand name would have been unthinkable. Ten years hence this kind of history will have repeated itself in connection with many other staple commodities now sold in bulk, both to the householder and to the industrial consumer.



"A Thing to Learn by Heart"

ONE of the best paragraphs written on the use of a market survey which has ever come to our attention is the following, from a paper read by W. E. Underwood at the Cleveland conference sponsored by R. O. Eastman:

It is so easy to have a survey made, and get the nice bound copy and tuck it away in your bookcase and let it gather dust; but it isn't worth a penny to you if it does that. A survey is not a thing for reference. It is not like the "Encyclopedia Britannica," something that you put away with the satisfied feeling that should you ever want to know something the facts are all there. *It is something to learn by heart.* Take your survey and con it over and over like a lesson until the facts of it are in your brain, because if it is any good at all it contains those things that you want from hour to hour, day to day, every day of your business life.



Where Does Advertising Stop?

WE were privileged to read the recommendations that accompanied the early proposals of the advertising for one of America's great railroads: "But this advertising will not be effective unless the advertising sense permeates the entire institution. The ticket clerks must possess it," etc.

Advertising in newspapers, publications, street cars, outdoor displays, and so on, is only the beginning of good advertising.

The entire business should be an advertisement—an *active selling advertisement.*



Service Also Is Part of Selling

THIS letter comes from the vice-president of a Cleveland bank: "Three years ago I purchased an advertised heating apparatus for my home. It works fine. But several times a small draft-control attachment has gone flooey. It has taken anywhere from one to three weeks to get it replaced—and the weeks seem longer in winter. The day before Christmas the grate lever broke. I have written to the branch office twice for a new one. Not a word so far. Yesterday a prospective neighbor—soon in the market for a heating device—asked me what make of furnace I would recommend. . . ."

How the I. C. S. Handles Inquiries

By Paul V. Barrett

Director of Advertising, International Correspondence Schools, Scranton, Pa.

ONE large concern, whose business transactions cover every civilized nation in the world, has a unique system for handling its inquiries. This system is so practical and complete that it is possible at a moment's notice to obtain a record for any medium covering a day, a week, a month or a year. This record may cover any phase of the business produced by a given advertisement. It might show the number of inquiries and sales produced to date,

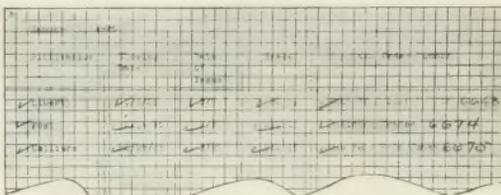


Figure 1—The closing dates of various media are tabulated in this manner, facilitating instructions to advertising agencies for insertion of advertisements and enabling the meeting of schedules

or to a given date; it might show the cost of inquiries and sales based on the cost of the advertisement and

the number of inquiries and sales needed to make it profitable; it might show the business produced by a given advertisement within thirty days of the date of issue of the publication, as compared with the results produced by another advertisement based on the same standards.

Orders for the insertion of advertisements are placed with the advertising agency according to closing dates of media used. These closing dates are arranged on a schedule

<p>To N. W. AYER & SON 308 Chestnut Street Philadelphia, Pa.</p> <p>Date _____ Number 6766 Schedule for _____</p> <p>Please publish the following described ICS advertising in the issue of _____</p> <p>in accordance with the contract you have made for us with this publication (or the most favorable price obtainable), and, unless otherwise specified herein, with the customary position request.</p> <p>Description or Title _____ Size _____ Coupon _____ Key _____</p> <p>A Please acknowledge receipt of this order on carbon copy form.</p>	<p>Advertising Department INTERNATIONAL CORRESPONDENCE SCHOOLS SCRANTON, PA.</p> <p>DO NOT WRITE HERE Listed Here for the Agency</p> <p>_____ Director of Advertising</p>	<p>To N. W. AYER & SON 308 Chestnut Street Philadelphia, Pa.</p> <p>Date _____ Number 6766 Schedule for _____</p> <p>Please publish the following described ICS advertising in the issue of _____</p> <p>in accordance with the contract you have made for us with this publication (or the most favorable price obtainable), and, unless otherwise specified herein, with the customary position request.</p> <p>Description or Title _____ Size _____ Coupon _____ Key _____</p> <p>B Please date and return promptly to the Advertising Department, I. C. S., Scranton, Pa.</p>	<p>Advertising Department INTERNATIONAL CORRESPONDENCE SCHOOLS SCRANTON, PA.</p> <p>RECEIVED</p> <p>_____ Director of Advertising</p>
<p>To N. W. AYER & SON 308 Chestnut Street Philadelphia, Pa.</p> <p>Date _____ Number 6766 Schedule for _____</p> <p>Please publish the following described ICS advertising in the issue of _____</p> <p>in accordance with the contract you have made for us with this publication (or the most favorable price obtainable), and, unless otherwise specified herein, with the customary position request.</p> <p>Description or Title _____ Size _____ Coupon _____ Key _____</p> <p>C RECORDING DIVISION COPY</p>	<p>Advertising Department INTERNATIONAL CORRESPONDENCE SCHOOLS SCRANTON, PA.</p> <p>RECORDING DIVISION ENTRIES</p> <p>Schedule _____ Date _____ By _____</p> <p>Signature _____</p> <p>_____ Director of Advertising</p>	<p>To N. W. AYER & SON 308 Chestnut Street Philadelphia, Pa.</p> <p>Date _____ Number 6766 Schedule for _____</p> <p>Please publish the following described ICS advertising in the issue of _____</p> <p>in accordance with the contract you have made for us with this publication (or the most favorable price obtainable), and, unless otherwise specified herein, with the customary position request.</p> <p>Description or Title _____ Size _____ Coupon _____ Key _____</p> <p>D NUMERICAL FILE COPY</p>	<p>Advertising Department INTERNATIONAL CORRESPONDENCE SCHOOLS SCRANTON, PA.</p> <p>ACKNOWLEDGMENT RECEIVED FROM AGENT</p> <p>_____ Director of Advertising</p>

Figure 2—The schedule sheets shown in Figure 1 are turned over to a typist who writes up the orders in quadruplicate on the forms here illustrated. The text describes the method in detail

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
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
Charles D. Kaiser
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
John C. Sterling
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

Case No.		Title of Advertisement and Order No.		Date	Agency	Publisher	Class	Rate
Case No.	Order No.	Headline (A Name)	Text (B Name)	Contract	Time Used	Class of Publication	Rate	Amount
	1	Per 2						
	2							
	3							
	4							
	5							
	6							
	7							
	8							
	9							
	10							
	11							
	12							
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	20							
	21							
	22							
	23							
	24							
	25							
	26							
	27							
	28							
	29							
	30							

Figure 3—On this card all of the inquiries and sales that result from a particular advertisement are entered. The card constitutes a day-to-day record of the business produced by the advertisement it covers

(Fig. 1), the first half of which covers the media closing from the first to the fifteenth of the month, and the second half media closing from the sixteenth to the thirteenth of the month. For instance, the schedule covering media closing from September 1 to September 15 is placed as soon as possible after August 1. All of the orders for media closing in the second half of September are placed as soon as possible after the 15th of August and not later than August 30. These instructions are given a month ahead of the closing date, to allow the agency ample time to make all arrangements for copy, cuts, etc.

WHEN the orders called for by the entire first or second half of the schedule are placed, the schedule sheets are turned over to a typist, who writes up orders in quadruplicate on the advertising agency. (See Fig. 2.) The first and fourth copies of this order form are white in color, while the second and third are blue. The blue copies are the advertising department's first record of the transaction, while the other two are sent to the agency. One of the two department copies is filed numerically according to serial number, while the other is filed alphabetically according to publication. This file is indexed according to month. The agency returns the white duplicate as an acknowledgment of the order. On this returned copy the agency's business department enters the key number of the

medium as well as any other data that should be brought to the advertising manager's attention. These key numbers have been previously assigned on a key sheet in blocks of 10, 25, 50, 100 or more, according to the frequency with which the various media are used. The company's representative in the agency usually adds his initials to this white duplicate, to indicate that he

has given the order his personal attention.

After the typist writes all the orders called for on the schedule, they are returned to the advertising manager for verification. Each order bears a serial number. As the orders are checked against the schedule, each item is marked in red and the serial number is entered opposite the name of the publication, for future reference. All subsequent correspondence relative to a given order bears this serial number.

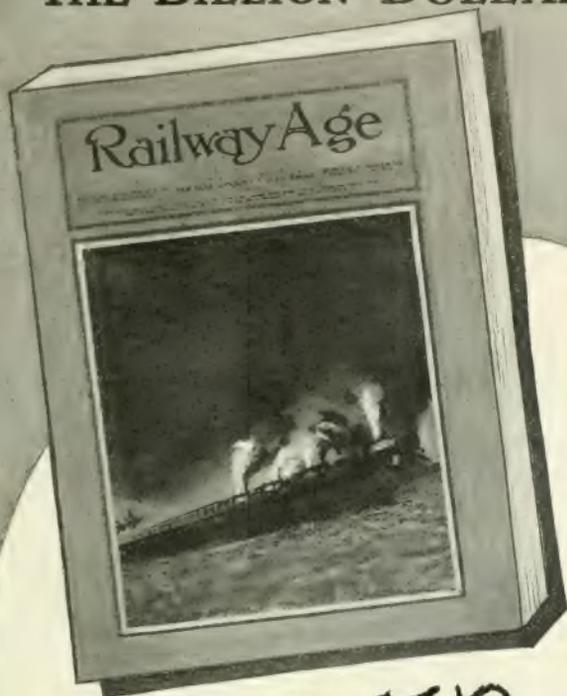
COPIES of the various media used are sent by the publishers to the advertising department for checking purposes. On receipt of these checking copies members of the recording division go over them carefully to make sure, first of all, that the instructions on the order have been carried out and that the medium has given the advertisement the proper key and good position. Certain standards of position have been established and publishers familiarized with them. If the checking clerk finds that these standards have not been lived up to, the defect is brought to the advertising manager's attention. He writes a letter to the agency requesting an explanation from the publisher and the assurance that there will not be a repetition of the offense.

When the agency returns the duplicate copy of the order with the [CONTINUED ON PAGE 54]

YEAR	PUBLICATION	COST		SALES		L. & C. FRONT OFFICE
		INQUIRIES	SALES	INQUIRIES	SALES	
1924	Pub. A	100	500	100	500	
1924	Pub. B	200	1000	200	1000	
1924	Pub. C	300	1500	300	1500	
1924	Pub. D	400	2000	400	2000	
1924	Pub. E	500	2500	500	2500	
1924	Pub. F	600	3000	600	3000	
1924	Pub. G	700	3500	700	3500	
1924	Pub. H	800	4000	800	4000	
1924	Pub. I	900	4500	900	4500	
1924	Pub. J	1000	5000	1000	5000	
1924	Pub. K	1100	5500	1100	5500	
1924	Pub. L	1200	6000	1200	6000	
1924	Pub. M	1300	6500	1300	6500	
1924	Pub. N	1400	7000	1400	7000	
1924	Pub. O	1500	7500	1500	7500	
1924	Pub. P	1600	8000	1600	8000	
1924	Pub. Q	1700	8500	1700	8500	
1924	Pub. R	1800	9000	1800	9000	
1924	Pub. S	1900	9500	1900	9500	
1924	Pub. T	2000	10000	2000	10000	
1924	Pub. U	2100	10500	2100	10500	
1924	Pub. V	2200	11000	2200	11000	
1924	Pub. W	2300	11500	2300	11500	
1924	Pub. X	2400	12000	2400	12000	
1924	Pub. Y	2500	12500	2500	12500	
1924	Pub. Z	2600	13000	2600	13000	
1924	Pub. AA	2700	13500	2700	13500	
1924	Pub. AB	2800	14000	2800	14000	
1924	Pub. AC	2900	14500	2900	14500	
1924	Pub. AD	3000	15000	3000	15000	
1924	Pub. AE	3100	15500	3100	15500	
1924	Pub. AF	3200	16000	3200	16000	
1924	Pub. AG	3300	16500	3300	16500	
1924	Pub. AH	3400	17000	3400	17000	
1924	Pub. AI	3500	17500	3500	17500	
1924	Pub. AJ	3600	18000	3600	18000	
1924	Pub. AK	3700	18500	3700	18500	
1924	Pub. AL	3800	19000	3800	19000	
1924	Pub. AM	3900	19500	3900	19500	
1924	Pub. AN	4000	20000	4000	20000	
1924	Pub. AO	4100	20500	4100	20500	
1924	Pub. AP	4200	21000	4200	21000	
1924	Pub. AQ	4300	21500	4300	21500	
1924	Pub. AR	4400	22000	4400	22000	
1924	Pub. AS	4500	22500	4500	22500	
1924	Pub. AT	4600	23000	4600	23000	
1924	Pub. AU	4700	23500	4700	23500	
1924	Pub. AV	4800	24000	4800	24000	
1924	Pub. AW	4900	24500	4900	24500	
1924	Pub. AX	5000	25000	5000	25000	
1924	Pub. AY	5100	25500	5100	25500	
1924	Pub. AZ	5200	26000	5200	26000	
1924	Pub. BA	5300	26500	5300	26500	
1924	Pub. BB	5400	27000	5400	27000	
1924	Pub. BC	5500	27500	5500	27500	
1924	Pub. BD	5600	28000	5600	28000	
1924	Pub. BE	5700	28500	5700	28500	
1924	Pub. BF	5800	29000	5800	29000	
1924	Pub. BG	5900	29500	5900	29500	
1924	Pub. BH	6000	30000	6000	30000	
1924	Pub. BI	6100	30500	6100	30500	
1924	Pub. BJ	6200	31000	6200	31000	
1924	Pub. BK	6300	31500	6300	31500	
1924	Pub. BL	6400	32000	6400	32000	
1924	Pub. BM	6500	32500	6500	32500	
1924	Pub. BN	6600	33000	6600	33000	
1924	Pub. BO	6700	33500	6700	33500	
1924	Pub. BP	6800	34000	6800	34000	
1924	Pub. BQ	6900	34500	6900	34500	
1924	Pub. BR	7000	35000	7000	35000	
1924	Pub. BS	7100	35500	7100	35500	
1924	Pub. BT	7200	36000	7200	36000	
1924	Pub. BU	7300	36500	7300	36500	
1924	Pub. BV	7400	37000	7400	37000	
1924	Pub. BW	7500	37500	7500	37500	
1924	Pub. BX	7600	38000	7600	38000	
1924	Pub. BY	7700	38500	7700	38500	
1924	Pub. BZ	7800	39000	7800	39000	
1924	Pub. CA	7900	39500	7900	39500	
1924	Pub. CB	8000	40000	8000	40000	
1924	Pub. CC	8100	40500	8100	40500	
1924	Pub. CD	8200	41000	8200	41000	
1924	Pub. CE	8300	41500	8300	41500	
1924	Pub. CF	8400	42000	8400	42000	
1924	Pub. CG	8500	42500	8500	42500	
1924	Pub. CH	8600	43000	8600	43000	
1924	Pub. CI	8700	43500	8700	43500	
1924	Pub. CJ	8800	44000	8800	44000	
1924	Pub. CK	8900	44500	8900	44500	
1924	Pub. CL	9000	45000	9000	45000	
1924	Pub. CM	9100	45500	9100	45500	
1924	Pub. CN	9200	46000	9200	46000	
1924	Pub. CO	9300	46500	9300	46500	
1924	Pub. CP	9400	47000	9400	47000	
1924	Pub. CQ	9500	47500	9500	47500	
1924	Pub. CR	9600	48000	9600	48000	
1924	Pub. CS	9700	48500	9700	48500	
1924	Pub. CT	9800	49000	9800	49000	
1924	Pub. CU	9900	49500	9900	49500	
1924	Pub. CV	10000	50000	10000	50000	

Figure 4—This card proves indispensable when compiling statements of past advertising. It shows the cumulative returns and gradually lessening cost of inquiries and sales from each advertisement in the publication used

THE BILLION DOLLAR MARKET



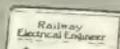
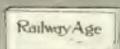
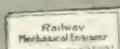
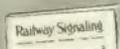
8099 expirations
 6817 renewals of
 mail subscribers
 for 12 months
 ending June 30,
 1924.

84.18% Renewals

is a real indication of the value
 of the *Railway Age* to its readers.

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

Chicago: 608 So. Dearborn St. San Francisco: 74 New Montgomery St.
 Cleveland: 6007 Euclid Avenue Washington: 17th & H Sts., N. W.
 Mandeville, Louisiana London: 34 Victoria St., S. W. 1.



SIMMONS-BOARDMAN PUBLICATIONS

ALL A.B.C.

ALL A.B.P.

Space-Buying vs. Space-Using

By Harry Dwight Smith

WE have known that if we wanted to make and use advertising successfully we must go at it with intelligence and in a proper, methodical manner. We have known advertising to be something more than paper, ink, words and pictures, even though these be the only visible results of our thinking and our method. Back of what can be seen we know are the market study, product study, organization study, coordination of selling effort and advertising effort, keen merchandising judgment, and no end of careful, painstaking plans to fit the advertising into the business. All of this, so far as our own advertising tasks were concerned, we knew and lived by.

But we also knew there was much advertising, more or less successful—mostly less—that had none of this in it. By looking at the paper, ink, words and pictures of advertising with which we had nothing to do, we could not truly judge its quality—yet we did, and we do, pass judgment. We say it is either good or bad advertising because it affects us personally that way—without knowing anything of what is back of it all, as we do in our own cases. When others, on the outside, condemn our paper, ink, words and pictures without knowledge of either cause or effect we resent it. When they praise, we love it.

It was because of these well-known reactions that some of us read the announcement of the Harvard Awards with fear and trepidation. We rather wished Mr. Bok hadn't started something it might be hard to finish, with credit and benefit to advertising. The school of abstract thinking and talking never seemed so large or so great a menace to the cause of sound advertising, in which the fortunes of all ten jurors are bound.

We now see, we believe, in the working of the awards, great potentialities for good in the acceleration of a more general adoption of sound practice in advertising, *provided* future contests present as many

worthy examples of right advertising, rightly planned and rightly executed, and provided also that the basis of each award can be as clearly placed before the advertising world to establish what, besides paper, ink, words and pictures, is required in the making of sound advertising, and what the words and pictures themselves must do to win success.

In the awards that have been made there are all the elements required to show what modern advertising should and must be—in the concrete. Cause, procedure, and effect are there—in the concrete. Fact-finding, straight-thinking, wise-planning, resourceful execution are there—in the concrete.

IT is not for the slavish imitation of details, but for the principles of practice, that these examples have value—principles that need to be observed today more than ever, if those who use advertising in their business, who sell the media through which it reaches the public, and who claim it as their profession, are properly to be accredited with honest minds and praiseworthy skill by a world that is growing more and more to think and act in terms of economics.

The awards come at the right time if they can be made to serve the purpose here indicated. We are just on the upturn of a business revival in which advertising can, if it will, play a better and truer part than it did during the last period of prosperity.

From 1916 to 1920 advertising expenditure climbed to a dizzy height, from which it tumbled when everything else was falling. It is now climbing back again. Nineteen hundred twenty-three to 1920—and something will represent another era of larger and larger expenditures. We devoutly hope it will also be, as it now promises to be, an era of wiser and wiser spending.

The years 1916 to 1920 can be characterized as a period of *space-buying*.

The years 1923 to 192— should be characterized as a period of *space-using*, and I confidently expect it will be if we—buyer, seller and coun-

selor—all do our part. It may thus reach even a higher peak of expenditure than in 1920, but it will reach it with safety and leave behind it a path of permanent accomplishment.

You know what 1916 to 1920 was like. In that era of space-buying—unintelligent and clumsy—you can think of many typical situations that illustrate what went on. Such examples as you might cite within advertising can be paralleled by many more in every other field of business operation—in buying, manufacturing and selling. All the bad judgment was not confined to advertising by any means, but it is the only field you and I, in our present capacities, are concerned with. It is your job and my job to see that there is no recurrence of this space-buying fever and that in its stead is brought about an era of intelligent space using. No worthy advertiser, no worthy publisher, no worthy advertising manager, and no worthy advertising agency has anything to fear if the use of space is made to take precedence over the purchase of space. It may mean less total advertising expenditure, but those who suffer a shrinkage will be those who make no genuine contribution to advertising effectiveness.

DOLLARS will no longer be the sole standard of measurement by which to judge the degree of advertising effectiveness, when advertising buyers accept the fact that some folk, like those who receive well-deserved awards tonight, have found ways of using brains to help out the dollars—when buyers and counselors both strive to learn the truth that the right balance between the factors of Time plus Brains plus Money will produce a proportionate advertising result, such as cannot be obtained when money is the only, or the principal factor, on the left-hand side of the equation.

The jurors congratulate Mr. Bok on his selection of Harvard to administer the awards. Contrary to our fears, the men connected with the Harvard School of Business Administration are not theorists, looking at advertising solely from the academic point of view.

Abstracted from the response for the jury made at the announcement dinner of the Harvard Advertising Awards, Cambridge, Mass.

Something New in Advertising



“Buy What You Can Use”

ADVERTISING OFFICES

- BOSTON
107 Falmouth St.
- NEW YORK
270 Madison Ave.
- LONDON
2 Adelphi Terrace
- PARIS
56, Faubourg St. Honore
- CHICAGO
1458 McCormick Bldg
- CLEVELAND
1458 Union Trust Bldg
- DETROIT
455 Book Bldg.
- KANSAS CITY
705 Commerce Bldg
- SAN FRANCISCO
635 Market St.
- LOS ANGELES
620 Van Nuys Bldg.
- SEATTLE
763 Empire Bldg

Beginning March 30, 1925, The Christian Science Monitor will publish in Boston three editions daily—Atlantic, Central and Pacific.

The Atlantic Edition will circulate in the Atlantic Seaboard States, Eastern Canada, Europe. Central Edition in Central United States and Canada. Pacific Edition in Pacific Coast and Mountain States, Western Canada, Alaska, Hawaii, etc. See map above, and edition schedule at right.

Manufacturers whose distribution is regional rather than national may now buy, at an adjusted rate, that portion of the Monitor's circulation which is of interest to them. This, we believe, marks a new departure—a forward step—in advertising practice.

Detailed information as to rates and regional circulation may be had from the Advertising Department in Boston, or from any Branch Office

DISTRIBUTION of EDITIONS

- ATLANTIC**
New England and Atlantic Seaboard States
Eastern Canada
Great Britain
Continental Europe
Africa
India
Central America
Eastern South America
- CENTRAL**
Central, Western and Southern States
Western Ontario
Saskatchewan
Manitoba
- PACIFIC**
Pacific Coast and Mountain States
British Columbia
Alberta
Alaska
Hawaii
Eastern Asia
Western South America
- Tukon
Philippines
Mexico

The Christian Science Monitor

An International Daily Newspaper

Published in Boston and Read Throughout the World

What I Expect of My Advertising Manager

I AM one of those men who are referred to as "executives"—that is, my regular job is to execute (carry out) policies. Once in a while, I have to execute men. I do not like to do that. When I tell a man, as I have to do once in a while, that his services are no longer required, I feel that perhaps I was just as much to blame for hiring him as he was in being hired. And that is not the sort of thing that adds to one's happiness.

The concern with which I am connected employs about 200 retail salesmen. I figure on losing some of these men every year. In a force as large as ours, there is always a certain number of men whom we cannot hold, either because they are too good or not good enough. In spite of that, the average duration of service of our retail salesmen is considerably longer than that of the occupant of the office, the door of which bears the words "Advertising Manager."

Since I read the article, "If I Were an Advertising Manager Again," which appeared in the February 11 issue of the FORTNIGHTLY, I have tried to figure out why the average advertising manager does not last as long with us as the average retail salesman. I have not found the answer. I don't suppose I ever shall. But it has occurred to me that it might be very much worth while to put down on paper my ideas as to what an advertising manager should be and do. By doing that, I shall clarify my own mind and, it may be, clarify the minds of other men whose experience has been like my own. Maybe, too, what I say will help more than one advertising manager to look at his job through different spectacles from those he generally wears.

Advertising managers, I have noticed, are of two kinds. One kind of advertising manager is apparently chiefly interested in having a title and living up to it. The other kind of advertising manager does not seem to care very much about a title, but does want to *manage* the advertising department of the company with which he is connected. I prefer the latter kind. But I am not

at all sure that either Advertising Manager or advertising *manager* properly expresses my idea of what the real function of an advertising manager is. My conception of a business enterprise is, I imagine, not the conventional one. It is that a business should be a living, breathing, thinking entity, with all the attributes, qualities and senses of any other living, breathing entity—a brain to direct, eyes to see, a tongue to talk with, hands to work with and legs to walk with.

THE advertising manager fits into this picture. He is the tongue of a business—its voice. Through him should go forth the messages of the enterprise with which he is identified, but *only as the brain directs*.

Let me carry this comparison a bit further and see where it lands us. Imagine, if you can, a human being from whose mouth issues messages which are not directed by that human being's brain! My point is that what the tongue (the advertising manager) of a business gives forth should be controlled by the brain (the management). Yet, all too often, advertising managers arrogate to themselves the privilege of expressing ideas which are their own, not the management's.

Let the advertising manager bring to his task of expressing all the ingenuity, all the originality, all the persuasiveness at his command. But he must not make the mistake of thinking of himself as apart from the business. He must be a part of it.

Advertising managers can again be divided into two groups—those who almost always agree with what the boss says ("Yes! Yes! Men," I call them) and those who almost never do so. These men usually start in by saying "All right! But have you considered"—

As between these two types of advertising managers, I greatly prefer the latter. But I wish they had a little more regard for my sensibilities than they have. I want my advertising manager to have opinions of his own. I want him to voice his opinions. But when he has done

that, I want him to shut up. I am responsible if things do not go right. And it has happened more than once that I have had my own reasons for wanting a certain thing done in a certain way—reasons which I did not wish to disclose to anyone.

I agree with the author of "If I Were an Advertising Manager Again" when he says that originality is the one quality which an advertising manager should have; but I differ with him when he intimates that, somehow or other, an advertising manager can "get by" if he lacks the ability to write clearly and convincingly or if he has little or no knowledge of mediums, is not a shrewd buyer of advertising or is deficient in organizing ability. These are the very things an advertising manager is hired to be and do. And if he has not got them, he has no right to call himself an advertising manager—he has no right to expect to hold an advertising manager's job.

I AM likewise in agreement with the author when he says that an advertising manager should know the business with which he is identified from the standpoints of the dealer and consumer as well as from that of the manufacturer. I feel very strongly on this subject. There are, to my certain knowledge, scores of manufacturers who have not the faintest idea whether or not the retailer makes a fair profit on their products. What is more, they don't care. They are the very men who ask retailers to "push our line." Why should the retailer do that? The more of it he sells, the more money he loses.

There is a profit-point below which the retailer cannot go. It is not the same with every retailer. The chain store which turns its stock thirty or forty times a year can make money at prices which spell disaster for the retailer whose turnover is only half as rapid. But the fact remains that no advertiser can hope to be permanently successful if he does not have the goodwill of the "trade." And, it seems to me that, in self-defense if for no other reason, the ad-

THE INTERRUPTING IDEA

NUMBER FIFTEEN

NEW YORK

FEBRUARY 1925



RALPH WALDO EMERSON

"We are the prisoners of our ideas"

"Tammany Hall's" Little Scheme

THE Tammany Halls of America have learned, better than the business man, how to make the public think their way.

Witness the strategy that keeps John F. Hylan mayor of New York. All the charges against his administration are damned by shouting: "The interests!" All the benefits of his policies are glorified by shouting: "The interests!"

Witness the campaign that put Woodrow Wilson in for his second term. Its backbone was one phrase: "He kept us out of war!"

§

EVERY political battle develops dozens of claims and accusations. The more that arise, the more befogged the public. The astute campaign manager therefore tries to get the public clear on *the* one big vital point.

This is how he does it:

1. By boiling down the party platform to a single popular issue.
2. By summing up that issue in a single popular idea.
3. By pounding that idea.

FROM politics to business may seem a jump. Yet—what do you sell? Dentifrice? Motor Cars? Paper? Hats? Your field has its dozen or so competitors. Each with its dozen reasons-why.

Of course, the public gets muddled. Naturally, it doesn't get the "straight" of each story.

As the politician works his vote-getting campaign, the business man must work his sale-getting campaign. He must set the public straight on one big point. This means—he must boil his advertising down to a single idea. The bigger that idea, the stronger its sell.

§

To give two specific examples:

"Paper is part of the picture." This idea stands out of an ocean of paper advertising, as one of the biggest influences in the printing industry.

"Wrought from Solid Silver." Starting with a public confused between silver plate and sterling, this idea brought a new brand of sterling silver to the front in less than 3 years.

§

BOTH are examples of what Federal calls the "Interrupting Idea."

Such Interrupting Idea, Federal develops in this way:

1. By digging out the vital point which distinguishes your product or service from all competition.
2. By giving that point life—in a phrase, a picture, or a style.
3. By impressing that phrase, picture, or style thru all advertising and sales work.

Of the success of campaigns built on Interrupting Ideas, Federal clients can offer the best testimony. And they do!

§

"THE INTERRUPTING IDEA" is also issued as an independent publication, printed on fine paper. Executives who wish to receive it regularly are invited to write to the FEDERAL ADVERTISING AGENCY, 6 East 39th St., N. Y.

Either or both on request—

26

REASONS

—a set of "success stories," bound in book form, from advertising agents who have worked to win the interest, confidence and cooperation of the dry goods and department store merchant. These suggest two truths—first, that the keen, progressive men and women of the country's leading stores are most powerful in building prosperity for the lines that they select and sell—second, that the Economist Group is an active and valued assistant to the leading stores of the land. There are plenty more successes where these came from.

SUM FAX

—a sixteen-page reference folder discussing the character and function of the dry goods and department store merchant and outlining the services of his accepted business papers. This folder also lists more than 10,000 key centers influenced by the Economist Group. It is of standard size and is arranged to contain further data on the retail market. "SUM FAX" is brief, interesting and useful.

TELL AND

and he'll

TELL AND

THE simple, logical and successful way to sell through the merchant is to sell to the merchant.

Just as your basic sale is merchandise merit—so his is selection of merit. The merchant welcomes buying information; he wants to know your business better because his success depends on knowing. Influence his selections by telling and selling him.

When he has ordered—your line or some other—what does he do for it?

The merchant tells and sells the millions! He shows them at the final purchase point. He is the world's largest advertiser. His promotion, paid for by him and fortified by his prestige, constantly and compellingly urges people to buy.

All to the profit of the manufacturer. When he sells to the merchant he hires a super sales-force having entrée everywhere and unexampled energy—a sales force asking no salary whatever—a sales force with a regular range of a hundred million buying customers!

The **ECONOMIST GROUP**

239 West 39th St., New York

SELL THE MERCHANT

SELL THE MILLIONS!

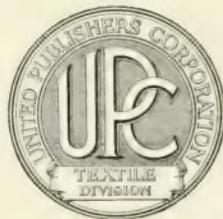
Research has shown that 97 per cent of all purchases in this market are direct returns on the stores' own personality and "pep." It is far easier for a thousand merchants to influence the buying habits of a million people than vice versa.

The ECONOMIST GROUP has grown naturally to complete, controlled coverage of this field, reaching 45,000 buyers and executives in the 35,000 foremost stores that do three-fourths of the total business done in the lines they sell. Its influence extends into more than 10,000 towns, about 68 per cent of the national total, with an average of 3.3 store-subscribers per town.

For years the ECONOMIST GROUP has stood alone as guide, counselor and friend to the American merchant, purchasing agent for the American people.

For any producer or distributor whose lines pass through dry goods and department stores—here is the most scientific, flexible and efficient advertising machine!

DRY GOODS ECONOMIST]
MERCHANT-ECONOMIST]



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

**UNITED PUBLISHERS
 CORPORATION—**

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

Humble Selling

In Which It Appears That a Wise Salesman, by Making Himself Small, Sometimes Can Make His Sales Large

By Willis Brindley

YOU know how it is sometimes—feel pretty rocky, nothing very pressing on, really need a holiday. It was that way with me, and I told the office that I was going home to cure a cold. Then I really did go home, and got onto a couch in our living room, and had a little party with Charles Dickens, Esquire.

I was reading "David Copperfield." Uriah Heep, in his fawning manner, explained the effectiveness of humility. His father, you will recall, had been 'umble before Uriah, had preached 'umbleness to Uriah's mother and to Uriah himself, and the family had prospered wonderfully.

The door bell rang. I was sick, much too sick, to answer. From my cozy retreat I heard my wife in conversation with an agent. She was doing the talking.

"I would really rather not take your time," she said in that frigidly courteous tone that every house-to-house man dreads. "I have no use for a vacuum cleaner, don't want one, never intend to buy one, and I don't care how much better your cleaner is than all the others."

Well, thought I, that ought to be enough for the young man. It would be for me, but I heard him saying: "I am very glad to hear you say that, madam, very glad, because it makes it possible for me to make an investigation under favorable auspices. I'm going to step inside for just a moment, so as to permit closing your door."

Well, he had gotten into the house. "You will understand, madam, that in order to make a success of selling anything, the salesman must

be thoroughly informed about what he has to sell. In the case of a vacuum cleaner, the question is: Will the cleaner do what the manufacturer claims it will do? Frankly, I don't know. I think that I ought to know. Whisking flour from a carpet onto which it has been spilled is evidently much easier than, for example, cleaning both the surface dirt and the imbedded dirt from a rug like this at the door, which gets the very hardest kind of service, with everybody tracking all the mud in from the outside."

To this my wife made no answer, but evidently the salesman got into action, because pretty soon I heard her exclaim in

surprise at the amount of dirt extracted from the rug. From bits of conversation, I judged that the testing of the machine was being carried on in the reception room, and finally they led it to the living room and proceeded to suck dirt right from under me, out of the upholstered couch and from the rug which covered my

chaste limbs. Now my wife spoke without warning, addressing her remarks to me.

"Well, what do you think? You've been after me and after me and after me, and here's a nice young man with one of the things, and it seems to do the work. It's sixty-seven dollars." "I happen to have sixty-seven dollars," I told her. "Why not buy it?—that is, if the young man is willing to sell. I gathered from fragments of conversation that drifted to me that he was not here to sell his cleaner, but merely to make some experiments that would enlarge his scanty knowledge of its merits."

The young man said nothing, but the look that he gave me

spoke aplenty. It was very eloquent. "Oh, you think you're awfully smart," said my wife. "If you want me to have this thing, quit fooling and sit up and make out a check for sixty-seven dollars."

It seemed to me, upon thinking it over, that the young man's system was good, and I set out to investigate his method, which I have called "humble selling." It seems to be a style that good salesmen use, declaring the while that they don't.

I live in a rented house, and my landlord, a veteran cracker and candy salesman, lives nearby. He spends his Sundays underneath his car, fixing it for the road. I asked Bill what he thought of humble selling. He didn't like it.

"You gotta make 'em believe that you know all about it," he said. "Your scheme's no good." And then, apropos of nothing in particular, Bill let loose on the failure of his own particular house to cooperate with salesmen.

"Yes, sir," he said, "it beats all how those fellers in the office don't know nothing and you can't teach 'em nothing. Here I was hollering



"... proceeded to suck the dirt from the rug which covered my chaste limbs"

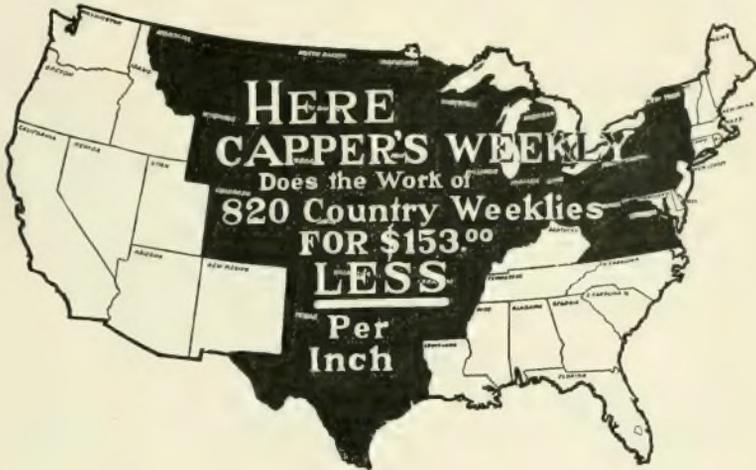


"... every morning she'd bust that candy up by running a hammer handle through it"

chaste limbs. Now my wife spoke without warning, addressing her remarks to me.

"Well, what do you think? You've been after me and after me and after me, and here's a nice young man

How *One* National Rural Weekly Replaces 820 Local Weekly Newspapers and Saves *Three-fourths* the Cost



IN twenty-two leading farming states (black states above), *CAPPER'S WEEKLY*, with 954,512 circulation costing \$45.55 per inch, replaces 820 average country weekly newspapers with 947,446 total circulation costing \$198.23 per inch.

In all the forty-eight states, *CAPPER'S WEEKLY*, with 1,051,630 circulation costing \$49.42 per inch, replaces 898 average country weekly newspapers with 1,043,472 total circulation costing \$214.17 per inch.

*Now, Advertise in One Publication Instead of 898—
Save \$12,000 On Every One Thousand Line Schedule!*

CAPPER'S WEEKLY

WASHINGTON, D. C.

TOPEKA, KANSAS

THE 8-pt PAGE

by
Odds Bodkins



MUCH gray matter is expended by advertisers in trying to make the public place their orders at once, but I doubt if any more convincing piece of copy has been written than this one which a Michigan subscriber to *Time* sent the editor of that publication recently:

TO THE PUBLIC

The reason why I have hitherto been able to do painting so much cheaper than anybody else is because I am a bachelor and do not need to make a profit for the maintenance of a wife and children.

This now my duty to inform the public that this advantage will shortly be withdrawn, as I am about to be married. You will therefore do well to send in your orders at once for the old rate.

—8pt—

John Clyde Oswald has stirred me up about Benjamin Franklin again and I've been re-reading Franklin's "Autobiography" for the fourth time. One spot in it amused me greatly and caused me to ponder on the subject of organization progress.

You will recall Franklin's discussion of the Dunkers. This sect experienced considerable embarrassment because they were charged with many "abominable principles and practices" which were not part of their religion. Franklin suggested as a remedy that they publish the articles of their belief. This the Dunkers objected to doing, explaining, "When we were first drawn together as a society it had pleased God to enlighten our minds so far as to see that some doctrines which

we once esteemed truths were errors, and that others which we had esteemed errors were real truths. From time to time He has been pleased to afford us further light, and our principles have been improving and our errors diminishing. Now we are not sure that we are arrived at the end of this progression and at the perfection of spiritual or theological knowledge; and we fear that, if we should once print our confession of faith, we should feel ourselves as if bound and confin'd by it, and perhaps be unwilling to receive farther improvements, and our successors still more so, as conceiving what we their elders and founders had done, to be something sacred never to be departed from."

I have heard organizations and associations voice equally naive explanations for not setting down their aims or principles; and I have observed

others holding tenaciously to a set of outgrown principles or standards. Should not an organization or an association grow and progress? Should not it turn its back every so often on the old tenets of its belief and look forward?

—8pt—

James H. Collins says that Mrs. Christine Frederick says that we Americans spend \$11 per capita yearly in advertising, and that we spend a like amount per capita for candy; whereas we content ourselves with paying our college professors eight cents per year.

Who will volunteer to editorialize on this quarter of a dozen assorted statistics?

—8pt—

From *The Magic Chef*, published by the American Stove Company, of Lorain, Ohio, we borrow this priceless advertising relic of bygone days,



NOTICE.

We are opposed to the recently adopted practice of peddling stoves; it is a good way to crowd off an inferior article, and it necessarily imposes a tax of \$5 to \$10 per stove on the purchaser. We will sell stoves at our store from \$5 to \$10 per stove less than Pedlars ask for them. We will put our stoves against any other Cooking Stove in the market for durability and economy.

when stove manufacturers were obliged to warn the public against stove peddlers. The picture of the stove salesman with his "portfolio" is a masterly stroke of satire. And satire is a good weapon for this kind of warfare.

—8pt—

I see by the papers that Dr. David S. Friday estimates that the average railroad fare for a commercial traveler is between \$300 and \$400 a year, and generally closer to the latter figure. This he estimates as 10 per cent of the average cost per year of keeping a salesman on the road, including salary, commissions and various other incidental expenses.

I should be glad to hear from any reader of this page as to how this estimate of Dr. Friday's checks up against his company's experience.

Well, at last I know now that this page is read. In the issue of February 11 appeared an item about the plan worked out by the Union Trust Company, of Cleveland, to "sell" \$1,000 on easy payments of \$4.45. What I wrote was that these were *monthly* payments, over a period of 48 months; whereas I should have written *weekly* payments of \$4.45 over this period.

Believe you me, as Nina Wilcox Putnam would put it, I've heard about this slip! I'm beginning to wonder if there aren't a large number of certified public accountants on the *FORTNIGHTLY'S* mailing list!

Well, I apologize for any false hopes I may have raised in the breast of any reader who had visions of getting rich quick on the easy payment plan.

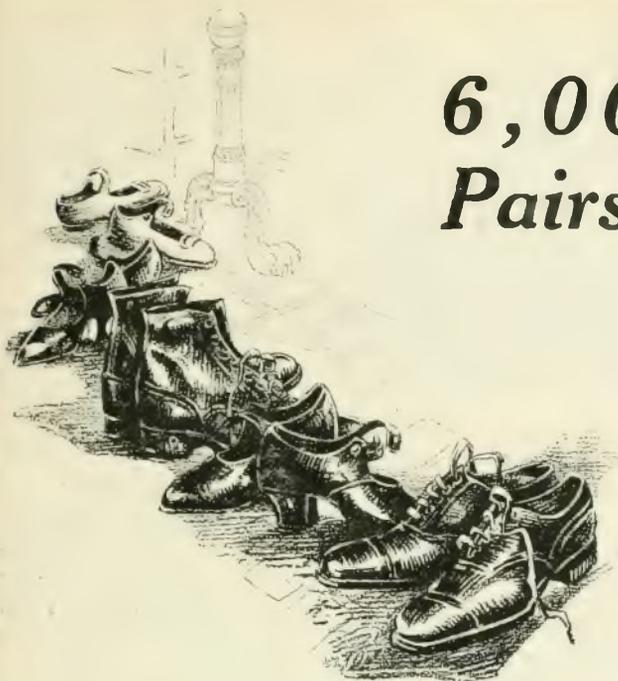
—8pt—

I can scarcely be expected to have read it through so soon, for it is just off the press and it boasts some 718 pages, but I have spent enough time with Robert E. Ramsay's newest book, "Constructive Merchandising," to have developed an active wonder as to where Ramsay got the time to compile such a comprehensive treatise on merchandising, and an impression that the book will prove a valuable addition to the library of marketing.

It is chockful of facts, figures and ideas, and they are made get-at-able by a very exhaustive index built on the principle of the instruction book that came with my first automobile, with its "symptom index" which referred me to page 5 if my trouble was in getting the brakes to brake, or to page 17 if the carburetor wouldn't carb.

—8pt—

Recently I attended a sales convention at which the program called for a series of five-minute talks. The audience seemed to be so thoroughly imbued with the idea that it applauded more vociferously for the merit of finishing within the allotted time than for the merit of a speaker's remarks!



6,000,000 Pairs of Feet

OF course there may be people who think rural folk don't wear shoes! But they do. And they wear them *out*. Farm people are harder on shoes than city people.

Just think, among The Farm Journal families there are 6,000,000 pairs of feet to be kept shod. Here alone is a market for hundreds of thousands of pairs of shoes each month—work shoes, street shoes, dress shoes; men's

shoes, women's shoes, children's shoes; high shoes, low shoes, slippers!

These shoes are being bought—at city stores, town stores, and country stores—*where* makes little difference. But *whose manufacture*—that makes all the difference in the world to the manufacturer of shoes. And he can influence the choice of The Farm Journal's 6,000,000 rural families at a cost of less than $\frac{1}{4}$ cent per page per family.

The Farm Journal

first in the farm field



A Call in Time

[CONTINUED FROM PAGE 26]

tinuous and heavy. Virtually every delivery brought something and, as a result, it was not long before only a small part of the total was receiving even a meager fraction of the attention desired for it by its senders. Much of this mail came to my business address, more to my home, but it made little difference—after the first few weeks that piece was lucky which was given a second glance. After we began to recognize the envelopes of the most persistent purchasers of stamps their particular epistles very often went absolutely unopened.

ON March 27, came a solicitation from the manufacturing concern whose make of furnace was already specified. I haven't yet taken time to discover whether this company was advocating the equipment specified or was endeavoring to sell something else in its place. All through this early period its competitors were similarly active, so far as mail effort went, but not until midsummer did anyone appear in person to broach the heating subject.

Mail work was similarly active in regard to plumbing fixtures but no direct attack accompanied or followed it. One of the most active of the mailing concerns, at one stage of its effort, submitted a questionnaire which did little to help its cause, inasmuch as it asked me for information as to whether I was building a residence, apartment, hotel, club or hospital. How it secured my name and address without acquiring the additional information as to what type of construction I was undertaking, I do not know. The puzzle is made more intricate by the fact that I have another letter from this company which begins "Re:—Your New Residence."

Mrs. Powers—(I only recently discovered this fact)—had been led to desire a certain make of plumbing fix-

ture through the illustrations and descriptions given in its magazine advertising. However, when the time came when it was necessary to make actual selections, delays were inadvisable, the favored manufacturer had not informed her where his goods could be seen in Cleveland and the architect's suggestion of another well-known make was, therefore, followed, after inspection had shown that similar items could be secured.

Metal lath—a particular brand was specified—was represented in the early mail activity by the favored manufacturer, who endeavored to have its use broadened. Somewhat more pressure from Bostwick—or perhaps if we had stayed in town through June—would have made the effort effective. Thus far this is my only regret in holding to original specifications.

THROUGH March, April and May the mail onslaught was at its height—a few salesmen deigned to use the telephone in an effort to make a sale, but only a bare handful approached me at my place of business or came in person to our home. We were away through June. In July the situation changed materially. I began at last to have a fairly consistent (and long-anticipated) stream of would-be interviewers calling at my office. The doorbell at our home also experienced a sudden accession of popularity. These midsummer callers, however, were with few exceptions compelled to meet a tiringly uniform answer—"No, we can't be interested—we are already using Suchando," in many cases supplemented by the information "in fact, it's already in" or "already done." Information I would have welcomed earlier now came too late to be useful.

One man stood conspicuously out of the throng—first, by being on the job in time, second, by showing sufficient initiative to visit the job itself when

Mrs. Powers was there to give him the information he needed in order to submit a price and, third, by sticking to the sale until it was closed in his favor. He was a metal weather strip representative. His one active competitor sacrificed his chance by giving to the architect what (apparently) was the only possible copy of his estimate and then being unable or unwilling or too lazy to furnish us a duplicate. Had he taken the trouble to discover that weather strips were not in the general contract in this instance, he could have submitted his price more intelligently and, perhaps, more successfully.

Another incident hard to explain was the call at the nearly finished house of a heat regulator salesman who launched vigorously into his sales talk, only to be told that his favorite product was already covered in the heating contract. Had this been in March, it would have been easy to understand—in August it was wholly time-waste.

Electric lighting fixtures—represented in the flow of direct mail—were strangely missing from the commodities represented by the file of salesmen. As late as the first week of September, when we finally visited a fixture display room—on our own initiative, by the way—we would have been ripe prospects for anyone taking the trouble to try to interview us.

AT no time were hardware salesmen interested in our house as a market. A water heater salesman waged a stubborn campaign upon me at my office—four or five visits. Only one point was missing in his sales strategy. He let me tell him that a similar article was already provided for. As a matter of fact, I was misinformed, as he could have discovered and proved had he taken two minutes to read the specifications at the architect's office. That two minutes would have won him the sale. The substitute now in use is, I am willing to admit, not the equal of his article and is there only because the contractor, when we stated our dislike of the coal heater we had unwittingly approved, volunteered to have a gas heater installed. Under such circumstances the high priced article had little show. In midsummer—when the salesman was active—I would have authorized as an extra the difference between the costs. By September cost-resistance had gripped me and I would not authorize the change.

Refrigerators—ice and electric—were active throughout, using mail, telephone and personal calls. The only direct evidence we ever had that stove manufacturers were alive was a cardboard hanger left in the kitchen.

Thus it went, right through to the finish, until finally we realized this surprising fact—that, *except for the single item of weather strips, not a single salesman out of the long line that talked to us has a dollar's worth of orders to show for his effort.*

Hundreds of dollars of sales time ex-

Please change
your records

CHEMICAL & METALLURGICAL ENGINEERING

Tenth Ave. at 36th St., New York

effective with the
March Issue
becomes a monthly
appearing on the
15th

Final forms close on the 5th day of each month. If proofs are to be submitted, copy and cuts should be in our hands three (3) weeks in advance of publishing date.



One Source of Results

DIRECT advertising is a definite advertising medium which in specific instances may be used to obtain definite results.

* 2 *

Where direct advertising is needed, there is no substitute for it; and, if it is worth doing, it is worth doing well.

* 3 *

For purposes of economy and as a guaranty of effectiveness, the cooperation of an organization that specializes in its execution is indispensable to the planning, preparation and production of direct advertising.

* 4 *

The Evans-Winter-Hebb organization confines its entire energies, abilities and facilities to the execution of direct advertising.

* 5 *

The significance of the Evans-Winter-Hebb experience to you, as an advertiser, lies in its breadth and in its solid foundation. It derives its quality from its association with eminent advertisers in many industries, and its authority from the results of its practice.

* 6 *

Do you know what Evans-Winter-Hebb can contribute to the effectiveness of your direct advertising plans?

EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis · Plan Copy · Design · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

pended, and not a cent so far as results were concerned.

The items we needed over and beyond the specifications we went out and dug up for ourselves, in each case unable to wait longer for their particular sellers to appear. In some cases the placing of the order seemed actually to be the signal for which that particular trade was waiting, so promptly thereafter did competitors' representatives appear. The single exception was the solicitation of one landscape architect who talked to me at my office—his visit still stands out clearly in my memory, because, of all that long line, he was the only salesman who was talking to me on an item which was called for by our plans but was still undecided. All others were seeking to change the specifications or add extras to the plans.

It wasn't that we were unwilling to listen to reason or that we held the original specifications needlessly sacred. It wasn't that we refused to give salesmen adequate time to present their claims. The outstanding and dominating reason why all this sales effort was so barren of results was *bad timing*.

So long as we were undecided on a matter, eager for information and receptive to suggestions, no one came. Once we had decided, the bombardment began.

Better no sales effort than a wasted one—it's less expensive.

[This is the second of three articles by Marsh K. Powers on the subject of "Selling Into the New Home." The first appeared in the issue of February 11, 1925, page 15. The last installment will be published in the issue of March 11.—Editor.]

Harry Meyer

Recently with the Dittmann Shoe Company and first president of the St. Louis Advertising Club, has joined the staff of the Ross-Gould Company, St. Louis advertising agency.

P. C. Gunion

Advertising manager of the Hyatt Roller Bearing Company, Harrison, N. J., has been appointed to a place on the sales board of that company. Mr. Gunion will head the market research department in addition to his advertising activities.

B. J. Parsons

For several years in the service department of the J. Walter Thompson Company, has been appointed director of merchandising service with the Standard Farm Paper Unit, with headquarters at Chicago.

Stoll & Thayer

Is the name of a new art service company formed by Charles T. Stoll and Walter Thayer with headquarters at 1482 Broadway, New York.

Hazard Advertising Corporation

New York, has been appointed advertising counsel to Scott & Williams, Inc., same city, manufacturers of knitting machines.

Time to Count Your Losing Tricks

[CONTINUED FROM PAGE 20]

work as the old one, or as the Blank Company's, did take its place in our selling scheme, and gave us another selling trick to make up for the one we'd lost. Which we probably wouldn't have had ready if I hadn't made that entry on this 'Losing Trick' sheet three years ago.

"This afternoon I've run across an editorial article in this journal which has convinced me that our whole 'WW' line will be obsolete in four or five years, due to a recent chemical discovery; and, as you see, I've just put it down on this sheet, which means that from now on it is to be considered a 'losing trick.'"

IT is no wonder that this president is known within the circle of his industry as a shrewd judge of markets and of public tastes, or that he is the despair of some of his competitors. Yet strangely enough he is not given proper credit for his success, for he is thought to be a good guesser, to be almost clairvoyant, whereas the truth is he works against a stark background of realities, simply recognizing these realities the minute they appear above the horizon and discounting them at once in planning for the future of the business.

With so many fundamental changes taking place in our social life and in the industrial and commercial world, this habit of counting the "losing tricks" promptly and starting to figure out a way of winning the game without them if necessary is to be highly commended.

With radio already a reality; with air travel more than a probability; with wireless transmission of energy at least a possibility; with chemistry promising new marvels for the near future; with social habits and tastes undergoing revolutionary changes; with the world shrinking to a point where men's and women's minds are beginning to bridge the oceans; with standardization (or simplification if you prefer) swiftly working its way into industry after industry, and establishing itself in such widely different fields as the motor car factory and the exclusive hotel dining-room*; with the growing congestion of population in large centers, with all the changes that it brings about in habits of thought and living—I say with all these things happening, he is a careless or thoughtless manager who is not studying the future and writing off the "losing tricks" in his business from time to time.

We have but to open our newspapers and our magazines, or to go to the

*Every operation of serving a meal, as well as the exact placing and spacing of silver, glassware and napery on the table, is now absolutely standardized in many of our best hosteleries.

Long Hair and Long Green

Long hair and long green somehow don't seem to go together.

Bert Leston Taylor, when asked why men of thought were so apt to want to change society all around, while men of action were so generally conservative, replied that it was because the men of action were the ones who had to do the work.

And the reason purchasing power and conservatism are so often associated is because the people with money are the ones who have to pay the cost, always.

The trusted friend of the substantial man is usually one who shares his fundamental views. The Cincinnati Enquirer is the great conservative newspaper of its community.

Naturally, then, its circulation parallels the buying power of the city. Naturally its recommendations carry weight with the "key buyers" who set Cincinnati's standards.

Its advertisers find the favor of those leaders their best introduction to the rich market of Southern Ohio. Your market strategy should include—

I. A. KLEIN
New York
Chicago

The

R. J. BIDWELL CO.
San Francisco
Los Angeles

CINCINNATI ENQUIRER

"Goes to the home—stays in the home"

The Small Town Goes Outdoors In Summer Time

The major OUTDOOR Purchases
are going to be

Automobiles	Poultry Feed
Tires	Building
Batteries	Materials
Accessories	Paints
Boyce-ite	Tools
Auto	Plumbing
Lubrication	Roofing
Seeds	Arms and
Nursery	Ammunition
Stock	Kodaks
Railroad and Steamship Travel	

To get your Outdoor story to the small town family—use the outstanding popular small town magazine

People's Popular Monthly

Des Moines, Iowa

Carl C. Proper
Editor

850,000
Circulation

Graham Stewart
Advertising Director

movies or listen in on the radio, to realize that things are happening fast; that important changes are upon us. Just what they are and how far they will go no one is qualified to predict; but as business men we can at least look over the hands we hold and ask ourselves, "Which of these cards represent probable 'losing tricks'?"

Having faced our gravest fears, we can, while continuing to play our hands as if nothing had happened, so far as the outside world is concerned, write these down as "losing tricks" on a confidential sheet upon which we depend for our bidding for business next week or next year or five years hence.

Nothing so effectively shocks the mind into activity, and stimulates invention or creation or even inspiration, as the actual writing down of cold entries such as these:

February 1, 1925—From this date on consider the _____ industry as a dead market for our product.

February 5, 1925—From this date regard the M-97 model as out of the line.

March 9, 1925—From this date count the business of John Smith & Co. as lost on account of new plant in which they will "make their own."

Not that such news should be circulated throughout the organization, any more than a card player shows his hand so that his "losing tricks" may be seen. The organization must carry on, and with confidence, often the confidence of blissful ignorance; but someone must be looking ahead and working ahead in every business against the day when the old selling cards shall fail to take tricks.

LET it not be thought that this responsibility is confined to the manufacturer, merchant or the producer; the advertising agent should have a lively sense of it, as should publishers and other sellers of sales and advertising space or service. Often these men can, due to their wider perspective, point out to the businesses they serve the "losing tricks" they are holding, often so confidently; and help them to develop ways of bolstering or playing their hands so that the future shall be secure.

The advertising business itself is not to be regarded as entirely free from the danger of "losing tricks." Changes are taking place; movements are slowly forming; occasional incidents are transpiring, which should suggest to every thoughtful advertising man the need for carefully studying the "game" he is sitting in (to use that objectionable word just this once), and his own "hand" in relation to it; lest some day he wake up to find that he is holding several cards he thought high, but which in reality represent "losing tricks," the loss of which will be a serious blow to him.

Street & Finney, Inc.

New York, have been retained to direct advertising for the Ucan Hair Cutter Company, same city.

All about direct-mail advertising!

The MAILBAG

If you have not seen a copy lately, write for sample of this lively, informative, practical, illustrated journal covering every branch of direct-mail advertising. Ideas, suggestion, criticism, by authorities in the direct-mail field. New features every month. New volume began with January—subscriptions can be dated back. If you want to include Volume 8 (April to December 1924) add 75c to your remittance.

\$1 a year

THE MAILBAG PUBLISHING CO., 601 Caxton Bldg., Cleveland

My Dear Mr. Bok

[CONTINUED FROM PAGE 21]

counting *before* they lease a store. Yet many concerns who hope ten years from now still to be doing business with these sharpshooters spend as much money on an advertisement without even bothering to count up *afterward*.

"Ah," says someone, "an argument for 'research' and 'merchandising.'" Not at all. I speak only of the advertisements themselves. The study of markets relates to the art of advertising about as surveying the railroad track relates to the power of the locomotive.

Some day every worthwhile advertising agency will maintain its own trained psychologist—a "behaviorist" familiar with the work of Dodge and Thorndyke—who will estimate the dynamic potentiality of every proposed advertisement. That he will ever rank with the man who "handles" the account is, perhaps, too much to suppose. He may, however, at least confer on equal terms with that present power behind the popular advertisement—the layout man.

In the meantime, Mr. Bok, might it not be a shrewd and enterprising move for you to add to your present admirable conditions the single simple requirement that all future contestants for the Harvard Awards, like pool players, must "call their shots"?

EVERYBODY can get facts about markets and buying power. The "World Almanac," the Census Reports, the Bureau of Statistics at Washington, service bureaus of great publications like Crowell and Curtis, newspaper analyses like that of the *New York American*, trade paper promotion bureaus and statistical agencies, broadcast more well digested, vital statistics in a year than the advertising field can intelligently absorb in ten.

Almost anybody intelligent enough to collect figures and neatly tabulate them in a black binder with your name on it can furnish very valuable information about where your advertisements ought to go. But when you ask what they are going to do when they get there, and how, and why—advertising authority far too often takes refuge either in feeble *a priori* reasoning or strong hold-em-Yale sales talk.

Why not, therefore, let each contestant in future contests explain as he submits his campaign:

1. Exactly what is the object of each advertisement.
2. People to be reached: (a) Total possible readers in circulation used; (b) number of them expected to read this advertisement—and why; (c) number of them expected to be influenced by this advertisement—and how.
3. Practical action brought about: (a) How many people will do something different as a result of reading this advertisement: 1, At once; 2, in

The Land of Milk and Money!

WISCONSIN, leading the nation in dairy production, must each year supply an increased national demand. Both the number of users and the amount used go steadily upward. Since 1920 the annual per capita consumption of milk has increased from 43 to 53 gallons. The continual increase in Wisconsin's uninterrupted dairy revenue raises the already high purchasing power every year. Here any good product can build an ever increasing volume of profitable sales, year in and year out. Get your share of Wisconsin's business in 1925!

The Milwaukee JOURNAL
FIRST - by Merit

Read by more Milwaukee and Wisconsin people than any other publication in the world.



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 Caxton Bldg. & :: Cleveland, Ohio

The American Traveler in the Far East



Art for Advertising
VICTOR BEALS
31 E. 30
New York
Madison Sq.
74th

Working of American Express Company

American Express Travel Department

Letters That Come In The Morning's Mail



C. K. WOODBRIDGE
PRESIDENT
DU-TAP-PHONE SALES
CORP.

"The Fortnightly enables me to rub elbows with men faced with similar marketing problems. I read it from cover to cover. Then again your articles embrace such a wide range of advertising and selling subjects that I find something helpful in each issue."

C. K. Woodbridge

Advertising and Selling FORTNIGHTLY

the future—how soon? (b) How many people will *think* something different as a result of reading this advertisement? 1. How and when will this thinking start flowing back in dollars to the advertiser?

4. Report on actual accomplishment—so far as ascertained—on the several lines outlined above in 1, 2 and 3.

Most people who have done us the honor to read thus far will laugh out loud at so fantastic a conception. And, a few years from now, when something of this sort is started by the Harvard Business School in connection with your prizes, the contestants will find it hard to qualify. As time goes on, however, a habit of practical advertising thought will be so firmly established that the same people will laugh again at the memory of their ever having so laughed.

A friend of mine runs the advertising of a great Chicago department store. "I was afraid to check my advertising by the actual sale of each separate item," he told me. "But when I once began to do it, the whole position of advertising in the store was changed. The merchandise buyers looked to me for help and counsel. The advertising manager became a sales director, not a clerk."

Within your prize awards, my dear Mr. Bok, is the power to forward magnificently the growth of the new advertising that comes so surely. Or, for the first time in an admirably active career, to sit complacently on the shirt-tail of progress, hallowed reminiscently in lavender and old lace.

Hugh G. Van Pelt

Formerly editor of the *Dairy Farmer*, has joined the copy and counselor staff of the E. T. Sadler Company, Chicago advertising agency.

Francis D. Crosby

Formerly of the Ronald Press, New York, has joined the staff of James F. Newcomb & Company.

El Paso News-Herald

Is the name of a new morning newspaper launched recently by the *El Paso Herald*, an evening newspaper. D. H. Stater is publisher and editor of the new paper; Henry H. Fris, sales director; Charles C. Gibson, service director.

Fifth District, A. A. C. of W.

At annual convention elected following to office: T. H. Sewell, advertising manager, Ohio Savings Bank & Trust Company, Toledo, chairman; R. T. Kline, president, Advertising Club of Cincinnati, vice-chairman; John O. Munn, ex-president, Advertising Club of Toledo, secretary-treasurer.

C. A. Swanlund

Formerly advertising manager of the Huttig Sash & Door Company, St. Louis, has joined the staff of the Simpson Advertising Company, same city, as account executive.

Advertising Calendar

FEBRUARY 27-28—Convention of the Eleventh District of Advertising Clubs of the World (the Rocky Mountain region) at Boulder, Col.

MARCH 1-3—Convention of the Fourth District of the Associated Advertising Clubs of the World (Georgia, the Carolinas, Florida, Alabama, Mississippi, Tennessee, Cuba, Porto Rico and the Canal Zone) at Jacksonville, Fla.

MARCH 12-13—Convention of the Screen Advertisers' Association at Cleveland, Ohio.

MARCH 24—Annual "Get-Together" of the Export Managers' Club of New York at the Hotel Pennsylvania.

MARCH 25-26—Convention of the Agricultural Publishers' Association at Chicago.

MAY 9-14—Associated Advertising Clubs of the World, Houston, Texas.

MAY 10-14—Annual convention Association of Newspaper Classified Advertising Managers, at Houston, Tex., in conjunction with general convention of A. A. C. of W.

MAY 10-15—Association of Newspaper Advertising Executives, Houston, Texas.

MAY 18—Convention of the Twelfth District of Advertising Clubs of the World at Briarcliff Lodge, N. Y.

JUNE 2—Advertising Managers' Conference, William Penn Hotel, Pittsburgh, Pa.

JULY 20-24—Convention of the Pacific Coast Advertising Clubs at Seattle, Wash.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association at Boston, Mass.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

A. M. Schulz

Has been appointed general sales manager of Seth Seiders, Inc., and Mather & Company, Chicago. Mr. Schulz has been identified with the corporations a number of years, first as salesman, then as division manager, and for the last three years as head of the creative departments. The latter work now will be in the hands of Otto G. Tague of Cleveland. The Seiders and Mather concerns are specialists in internal industrial advertising.

Cornelia P. Lathrop

Who since 1900 has published the Guild Program for the Theater Guild, at the Garrick Theater, New York, announces a combination of the special programs published for six New York theaters. The six programs are The Guild Program at the Garrick Theater and the Guild Program at the new Guild Theater on Fifty-second Street; the Stagers' Program at the Fifty-second Street Theater, and the three Playbills, distributed at the Greenwich Village Theater, the Provincetown Playhouse and the Neighborhood Playhouse. Stella Bloch Hanau will continue as literary and art editor of the Playbills. The combined circulation of the six publications approximates 90,000 monthly. Roy E. Barker, formerly with Condé Nast, is in charge of advertising. The program for each of these theaters will continue to be distinctive, but the advertising and circulation will be under the management of Cornelia P. Lathrop.

Confidence

Some months ago the first vice-president of a great textile manufacturing corporation asked us to pick out a general manager for him who could earn and justify a \$20,000 salary. We named four men for this situation, any one of whom could handle the job.

These four men are all on good jobs. None of them are actively soliciting a new job, but they are all open for advancement. Each one of them has asked us to be on the lookout for a better job for him. They have confidence in us, they know we can help them better than anyone else, that they can put their affairs in our hands and that their confidence will not be betrayed.

That is the position of regard and respect in which every important man in the textile industry holds the American Wool and Cotton Reporter. There is no other textile paper filling such a position.

Your advertising in the American Wool and Cotton Reporter reaches these men who have faith in the paper, men who personally know the American Wool and Cotton Reporter and know its publishers, men who want to be of service to the American Wool and Cotton Reporter, men who will patronize American Wool and Cotton Reporter Advertisers ahead of anyone else.

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
The Oldest Textile Paper of Continuous Publication in the United States
Largest Net Paid Circulation of any Textile Publication

530 Atlantic Ave.
Boston

229 E. Stone Ave.
Greenville, S. C.

American Lumberman

Published in CHICAGO

Member
A. B. C. **READ** wherever
Lumber
is cut or sold.

FREDERICK A. HANNAH
AND ASSOCIATES

BUSINESS MANAGEMENT - FINANCING
MARKETING COUNSEL

32 WEST 40th STREET : NEW YORK

May
our typography have
an opportunity
to talk for
you?

WIENES TYPOGRAPHIC
SERVICE-INC

203 W 40 St Lon 7034

Is Your House Organ a Nuisance to Edit?

VERY PROBABLY IT IS. Because it is a side issue with you, and side issues have a most annoying way of getting out onto the Main Line and interfering like the dickens with an executive's plans and progress.

You wouldn't stop the little magazine for anything, because it is doing good work. But if only someone would take it off your shoulders and edit it for you as you'd like to edit it if you had the time—what a big lift it would be!

If only someone could drop in for a talk with you once a month say, and you could unburden yourself of all the thoughts and ideas that had accumulated in your mind; and if that someone would gather them up and take them away, and add still other thoughts and ideas of his own, and turn them into stories and articles and editorials, and bring them back to you all set in type and illustrated, ready for you to O.K.—wouldn't that kind of editorial service appeal to you? Couldn't you use your own time more effectively? And couldn't you and that someone make your house magazine heaps more interesting and vital?

Then You May Be One of the Two—

I DO JUST THAT for four busy executives. I edit their house magazines for them from my own office, so that they don't even hear the wheels go round. Periodically I call on them, and upon the department heads of their businesses, and gather the "make-ups" for the next issues of their monthly publications. This material I turn into "copy"—fiction, illustrated articles, editorials—and submit it to them in manuscript form or in page proofs as they prefer, and then see the magazine through the printer's and ready for the mail. For this service I charge a monthly fee, payable as salary. They pay the printing, art work and engraving bills direct—and net.

I can fit just two more small monthly publications into my schedule and will entertain inquiries from that number of high-grade business houses for this editorial service.

By way of giving my background I may say that my experience includes fifteen years of advertising and sales work; editorial work on business publications; contributing to *S. E. P., Collier's System, Advertising and Selling Fortnightly, The Printer's Ink publications, Business, etc.* I like editorial work and have found my present method of working both pleasant and profitable—for me and for my clients.

If your house organ is a nuisance to edit, or if you think it might be more effective if it were more purposefully edited; or if you haven't any house magazine but have in mind starting one, there can be no harm in our talking the matter over. Mayhap my services will prove just what you have long needed or wanted, and your company may be one of the two I am seeking! How shall we know, without you write me and outline your problem?

Address me: House Magazine Editor, care *Advertising and Selling Fortnightly*, 9 East 38th Street, New York.



Going to Houston

Following is the complete personnel of the General Program Committee for the twenty-first annual convention of the Associated Advertising Clubs of the World, which is to be held in Houston, Texas, May 9, 14, 1925:

Chairman—C. K. Woodbridge, president of the Dictaphone Corporation, New York
Secretary—Earle Pearson, director Educational Department of the Associated Advertising Clubs, New York
Bruce Barton, Barton, Durstine & Osborn Co., New York; David M. Botsford, Botsford-Constantine, Inc., Portland, Ore.; Theodore C. Morgan, Henry Morgan Co., Ltd., Montreal; Jefferson Thomas, Thomas Advertising Agency, Jacksonville, Fla.; J. Logan Payne, The Washington Times, Washington, D. C.; Charles W. Hoyt, Charles W. Hoyt Company, New York; Gilbert T. Hodges, Frank Munsey Company, New York; Harry Tipper, Class Journal Company, New York; Marcellus Foster, The Houston Chronicle, Houston, Tex.; Bernard J. Mullaney, Peoples Gas, Light & Coke Company, Chicago; William F. Rogers, Boston Transcript, Boston; Charles R. Frederickson, American Art Works, Coshocton, Ohio; C. Harold Vernon, C. Vernon & Sons, Ltd., London, England; M. C. Robbins, Advertising and Selling Fortnightly, New York; H. P. Comstock, Comstock-Bolton Company, Kansas City, Mo.; Kerwin H. Fulton, Poster Advertising Company, New York.

Joseph Meadon, of the Franklin Press, Detroit, chairman of the General Ontario-Houston Committee, and John H. Logeman, of the Chicago Poster Advertising Company, Chicago, chairman of the International Exhibit Committee, are ex-officio members.

* * *

The convention will be formally opened with a Grand Ball, Saturday evening, May 9.

* * *

New York, St. Louis, Kansas City, St. Petersburg and Dallas have announced their intention of sending from 100 to 150 delegates each to the convention.

* * *

Delegates whose itinerary en route to the convention includes St. Louis have been invited to stop over. R. Fullerton Place, president of the Advertising Club of St. Louis, states that automobiles will be placed at the disposal of visitors. The club offices and lounge quarters are to be open for the convenience of guests, and if time permits

a luncheon or dinner will be arranged for the delegates. The St. Louis club is making no arrangement for a departure date to the convention until it learns of the plans of those who intend to attend. The members want to be on hand to greet visitors.

C. K. Woodbridge, New York, chairman of the General Program Committee, has announced that a feature of the convention will be a Pan-American Trade Development Conference. Delegates from twenty-two Pan-American countries have been invited, and it is expected that visitors will also come from a dozen countries of Europe, Africa and the Far East, in which there are Advertising Clubs affiliated with the Association. The Department of Commerce is cooperating with the program committee and will contribute speakers, exhibits and commercial development data.

President Calles of Mexico has officially promised to send a Mexican delegation to the convention, accompanied by the Mexican National Band.

Rates in eleven first-class hotels in Houston, May 9-14, will range from \$1.50 to \$2.50 per person for rooms without bath, and from \$2 to \$5 per person for rooms with bath, according to an announcement made by Robert H. Cornell, Houston, executive secretary of the Committee on Arrangements. All of the rates are on the basis of "double" rooms (single beds), with a minimum of two persons to a room. Rates for suites are proportionately higher. Four thousand rooms have already been reserved for the delegates.

* * *

The Advertising Club of Dallas, which is making arrangements to send at least 125 delegates to the convention in a special train, states that its members will sleep in their Pullmans so that the hotels will afford room to guests who come to the convention from more distant points.

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

FOUNTAIN PENS—An Ohio concern is required to discontinue assembling and selling fountain pens that simulate the appearance of a pen sold by a competing company, and of using slogans in its advertising that paralleled the slogans used by the competing concern.

SNAP DRESS FASTENER.—Selling a competitor's product for less than the regular prices charged by that competitor, for the purpose of getting rid of the competing product and demoralizing the competitor's market has been declared to be an unfair method of competition, in an order against a New York manufacturer of dress snap fasteners who was found to indulge in such practices.

SHOES.—A Chicago shoe manufacturing company has been required to desist from using a name for its company or for its shoes that is exactly identical with that of an older competitor, or from using that name in its letterheads, billheads or otherwise in connection with the sale of its shoes. It is also prohibited from either directly or indirectly suggesting by the use of any word, mark or label, or through its agents, that its goods are identical with those manufactured by its competitor.

CLOTHING.—A Louisville, Ky., clothing manufacturing company, which sells its goods through retail branch stores throughout the South, has been ordered to desist from advertising its product as passing "Direct from Weaver to Wearer" and from using as part of the firm name the words "Woolen Mills." Investigation had brought out the fact that the company did not own a mill in which raw wool was converted into cloth but that the company bought its cloth in the open market. The restraining order was issued on the grounds that the firm name and advertising deceived the consuming public.

TOOLS.—A Toledo concern, manufacturing pipe threading, boring and cutting tools, has been required to desist from several business practices tending toward the maintenance of price levels, that were found to be unfair methods of competition. Among these were the following: Requiring assurance from dealers that they would be governed by the suggested resale discounts in the disposal of stocks previously purchased as a condition to subsequent sales to them, and requiring assurance that commodities ordered would be resold at the suggested resale discounts as a condition precedent to the acceptance of orders. These assurances were exacted under the threat of the discontinuance of relations. The company was also ordered to refrain from seeking the cooperation of dealers in maintaining its price policy by consulting with them in regard to locating selling territorial division lines for the purpose of eliminating competition among dealers. A California corporation selling coffee was required to desist from similar practices.

First! again in Okla.

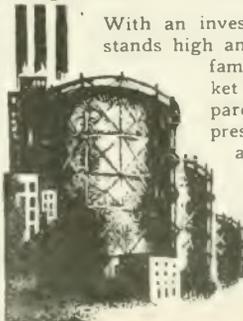
IN 1924, and for the third consecutive year, the Tulsa World led ALL newspapers in the state in advertising volume, publishing 9,496,536 lines of paid display and classified advertising (exclusive of legal notices.)

Tulsa IS a Morning
Newspaper City

TULSA  WORLD

Oklahoma's
Greatest
Newspaper

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
52 Vanderbilt Ave. New York

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**

Your Car

I HAVE been asked repeatedly what kind of a magazine The Macfadden Organization will publish to interest car owners. Those who have seen the editorial layout are highly enthusiastic about it.

E. C. W.

DANTE said—

“Give light and people will find their own way.”

We are holding a spotlight for you.

“Your Car” starts with the May issue, on sale April 20th.

These facts about “Your Car” are worthy of your earnest attention.

Editorially it will have a definite and *entirely different* appeal to the car owner.

Starting with at least 100,000 it is destined to grow and grow!

Macfadden Publications have 50,000 different retail outlets—newsstands.

We are getting in touch with a million car owners for subscriptions.

We are sending copies to 15,000 good dealers with a brand new plan to get them to subscribe in bulk for their car owner customers—and the best dealers will!

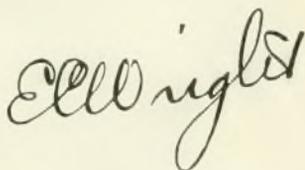
Alexander Johnston, for several years editor of Motor, is our Editor—he has done much for the automotive industry. With Macfadden he will do more—for he will interest and serve the car owner in a unique way. Many advertisers will take advantage of this service

My hat is off to Macfadden—six years ago he had one magazine with a circulation of 170,000—today he is distributing over five million magazines each month and “Your Car” will be his twelfth.

NO one can tell where “Your Car” will go in circulation. Advertisers in the May issue are sure to buy on a rising market. Right now we are accepting orders for one year at present rates—\$480 a page for twelve pages—\$600 for a single page and smaller space proportionately.

“Your Car” has personality. From the attractive four-color cover—through the romance, fact and fiction pages—the rotogravure section—the editorial dummy will appeal to you—a letter or wire will bring the dummy to your desk or reserve a page.

Advertising forms close March 10th.



Director of Advertising



Look for This
Emblem



"Dance of the Spaniards"



Look for This
Emblem

The World's Greatest Pageant

A Review By JAMES WALLEN

IN "days of old" the mighty stories of romance, fact and idealism were told in pageants. Impressive cavalcades and processions illustrated the themes that moved the hearts and minds of men.

Today the pageants are in the periodicals, on the billboards, on car cards. They pour through the mails in streams of wonderfully illustrated books and catalogs.

Never before has there been so beautiful, so vital and colorful a presentation of subjects of everyday interest to the men, women and children of this world.

The art of engraving has brought into reality this panoramic dream of the ages. Every advertiser today has a float in this majestic procession.

The American Photo-Engravers Association has organized the craft, a national guild working for the good of the people, business and industry alike.

"Your Story in Picture Leaves Nothing Untold." To understand the full significance of this phrase and to know the Association that created it, read the booklet "The Relighted Lamp of Paul Revere." A copy will be furnished by any member of the association or from headquarters, direct.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright 1924, American Photo-Engravers Association

Our N. Y. Office Moves

Oral Hygiene's New York office is now located at 53 Park Place. The new phone is Barclay 8547.

Mr. Stuart M. Stanley continues in charge.

Other district offices remain in their present locations, as listed below.

Oral Hygiene's district managers know dental merchandising. And you may freely consult them without fearing they may crowd the dotted line. We sell by showing rather than shoving.

Oral Hygiene A Journal for Dentists Pittsburgh, Pa.

Chicago: W. B. Conant, Peoples Gas Bldg., Harrison 8448.

New York: Stuart M. Stanley, 53 Park Place, Barclay 8547.

St. Louis: A. D. McKinney, Syndicate Trust Bldg., Olive 43.

Los Angeles: E. G. Leazner, Chapman Bldg., 829641.

(Fig. 5) made up for each size of advertisement of a given title. For instance, in the case of the advertisement, "Mary, I Owe it All to You," copy was prepared in the following sizes: 6 inches, 8 inches, 12 inches, 16 inches and 30 inches. A separate card was made up for each size, showing the names of the various publications in which each size was used as well as the date of issue and the key number. This card is valuable in locating plates that are needed for immediate use by some publication where the proximity of the closing date makes it impossible to prepare a new plate. A plate already used by one medium can be loaned to another, saving the cost of a new plate.

In addition to the card system for keeping track of inquiries and sales, a practical system is maintained for keeping an exact record of all advertisements in finished form.

This system is divided into four sections embracing a Cut Book, a Size Book, a file for file copies of every advertisement, and a file for advertisements clipped from the various media in which they appear.

PROOFS of illustrations as well as hand-lettered headings are pasted in the Cut Book, each having been previously assigned a cut number. These cut numbers are arranged in numerical order. The cuts themselves are similarly filed in the Printing Department, and whenever one is desired used it is identified by its cut number.

In the Size Book, advertisements are arranged by inches and by lines. For instance the 4-inch or 56-line advertisements come first under these respective headings. They are followed by separate pages for the 5-inch (70 lines), 6-inch (84 lines), 8-inch (112 lines) advertisements, etc., up to the largest sizes used. Underneath the 4-inch heading the title of all 4-inch advertisements are listed. The same procedure is followed with regard to all other sizes in inches as well as lines. The importance of this Size Book is most apparent. New master plates are expensive, and when the advertising manager has before him a complete list of the various plates available he specifies copy that will not necessitate the preparation of a new plate. The Size Book is also helpful in specifying copy when time does not allow of having a new plate made.

Each month, as checking copies of the various media are received, the page containing the advertisement is clipped and dated with a rubber stamp to indicate the date on which it was received. In addition to this, notation is made in a conspicuous place of the name of the medium and the date of issue. These clippings are filed in separate folders, which are indexed and arranged alphabetically according to the name of the medium. Each folder comprises a complete history of the advertisements used in the medium covered.

Fifteen file proofs of all advertisements are kept on hand. These adver-

Radio Manufacturers Can Advertise Locally

Where local conditions are such that advertising needs to be focussed, there more than any other place RADIO MERCHANDISING fills a real need for the manufacturer.

Where production is such that only a certain territory, or territories, is desired for dealer-jobber distribution, RADIO MERCHANDISING is the only publication which can serve.

Where jobber co-operation is to be reciprocated by local advertising reaching all the trade of a given zone, RADIO MERCHANDISING is the manufacturer's one sure answer.

Write for Zone Map and full details of the greater

RADIO

Merchandising

THE MAGAZINE OF THE RADIO TRADE

243 W. 39th St., New York City

March 2nd to 7th
at 130 East 15th Street
New York Edison Co.

EXHIBITION of the newest forms of ADVERTISING DISPLAY CREATIONS

Don't miss this opportunity of informing yourselves on the new ways of getting consumer attention to your Product.

YOU ARE INVITED
Admission Free

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

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

tisements are filed in separate folders, indexed and arranged alphabetically according to the name of the advertisement. All of the various sized advertisements are kept in their respective folders, but are separated by a tough tag board to prevent mutilation.

This proof file is especially valuable in determining the advisability of repeating certain pieces of copy in media that have changed in page size. Magazine columns vary in width and length. If a given medium in which a certain piece of copy has been used changed in page size since that piece of copy had been used previously, a new plate would be necessary if it were deemed expedient to repeat the advertisement. Before ordering a new plate the proof file is consulted to make sure the size used formerly does not conform to the present page size of the medium.

Hill Promotions

H. A. Barton has been elected vice-president of the Albert P. Hill Company, Inc., Pittsburgh. H. O. Reif becomes secretary of the organization.

Robert N. King

Formerly advertising director for Earl & Wilson, has resigned to take up a position with Barton, Durstine & Osborn, Inc., New York.

Correction

In the advertisement of the Lejaren à Hiller Studios, which appeared on page 61 of the February 11 issue of the FORTNIGHTLY, the address of Potts-Turnbull, Inc., in the credit for the illustration, was given as St. Louis. The firm is located in Chicago.

Cross-Word Puzzle Magazine

Will be the name of a new monthly published by Simon & Schuster, New York. The first issue of 85,000 is dated March and went on sale February 20 at 25 cents a copy. The size is 10 by 13 with two-color cover. L. Stanley Shuford is managing editor and Miss Marie C. O'Shaughnessy, associate editor.

William M. Horner

Display advertising manager of the *Brooklyn Daily Eagle*, has resigned to accept a position as advertising manager of the *Brooklyn Times*.

MacGibbon & Watson

Oakland, Cal., advertising agency, have opened a branch office in Sacramento, Cal., under the supervision of Miss Jean Watson.

Harvey R. Young

Advertising director of the *Columbus Dispatch*, has been elected a director of that paper. He is also a director in the Citizens' Trust and Savings Bank and the Central West Coal & Lumber Company.

Peirce Lewis

Has been appointed Michigan manager of *The Iron Age* to succeed A. L. Marsh, who resigned to enter his own business. Mr. Lewis will be located at 7338 Woodward Avenue, Detroit, Mich.

Increased Billing for Advertising Agencies

We can show you how you can increase your billing and your commissions proportionately, without increasing your production costs or adding a dollar to your clients' appropriations.

a.d.a. Does It!

Applied Direct Advertising (a. d. a.) is an advanced system of dealer-to-consumer direct mail advertising that is produced completely by us in conjunction with the agency. It is merchandised by the manufacturer to the dealer, and paid for by the dealer.

We will be glad to present facts that will convince you it is to your advantage to recommend a. d. a. to some of your clients.



THE CAXTON COMPANY
Cleveland, Ohio

Everybody
knows
CUSACK
because
everybody
sees
outdoor
advertising



Most of
the best
known
national
advertisers
use this
powerful
medium



Thos. Cusack Co.

CHICAGO

Harrison, Loomis and Congress Sts.

NEW YORK

Broadway and Fifth Ave. at 25th St.

BRANCHES IN 48 PRINCIPAL CITIES

In Sharper Focus

Milton Towne

By One of His Partners

WHY not let him tell it himself? The fact is that Milton Towne has a prescription for all tired advertising men, and other brain workers, about which he is enthusiastic. He calls it "Brain Wash." The picture below shows him in the act of taking a dose. He says:

"Take seven pairs of cotton socks with white feet, one mouth organ, one extra flannel shirt, adhesive tape and one needle (for blisters) talc, canned stuff, some George Washington coffee, a flat bottom cup, a knapsack, pipe and a good fellow. Hit the high road and some mountain trail,



proportion about fifty-fifty. One week out doors, all day, every day, under October skies—that's Brain Wash.

Get acquainted with your feet. If you do twenty-five to thirty miles a day and not have a blister, you will love your feet as I do mine; 8 a. m. to 5 p. m., with an hour off for lunch, walking fifty minutes and resting ten, army style. It's easy to do around twenty-five miles a day. Do less and you miss the trick. The idea is to get so doggedly tired that all you can think of is the next step ahead. I defy any man to remember the payroll or even a cancelled color page after the first day."

Milton Towne is an Albanian (that is to say he was born in Albany), a Chicagooan and a New Yorker in alphabetic order. His business experience began at an early age and has been varied and instructive. It wandered through hardware manufacturing, advertising specialty making, banking and advertising; and advertising, of course, takes him back into all the others, and more too.

New York City has been and is his university. No, he hasn't graduated yet, for a better university than New York City it would be hard to find for a mind as alert and discriminating as is that of Milton Towne. His personal electives in music have made him

a lover of it, and a critic too. His reading in literature and history have furnished him as few are furnished who take more restricted courses in the colleges. His knowledge of art and his artistic taste are tributes to the magnificent opportunities of this great city.

But out of doors, on two good feet—it is here Milt expands. No, his heart do not swell, thanks be, it's his heart and his imagination and, to some extent, his head. He has two perfectly good and friendly partners, Courtland Smith and Arthur Sullivan, with whom, on certain sacred days in the fall—sacred to hiking—he invites his soul, tramping over mountains and alongside rivers in the nearby United States and Canada. Perhaps that's Milton Towne at his best. He lives on a hill in Pleasantville, far from the blessings and blights of suburbanism. So does he keep close to nature all the year round.

Advertising has both honored him and chosen him to execute some of its more important tasks. He has successively been secretary-treasurer and chairman of the New York Council of the American Association of Advertising Agencies; he was a delegate to London and the special envoy of New York agents to their English brethren last summer, and he is now serving upon the National Board of Directors of the Agents' Association. Last, but not least, by any means, he is the treasurer of the Joseph Richards Advertising Agency.

Tim Thrift

By Himself

BORN in Michigan, some time before Ford made the highways unsafe for motorists. At Penrod age went to live with aunt and uncle (minister) in Ohio, where only escaped the "call" because of over-active conscience, since become passive.

While in 'teens became printer, publisher, editor and proprietor of *The Lucky Dog*, which achieved an unexpected popularity and nearly projected me into the publishing business. Later even took the "purr" to college with me, where it threatened to become a national magazine, to the detriment of my college course. Hence killed it off, thereby enabling some of the present-day magazines of large circulation to achieve that distinction.

Forgot to mention that learned printer's trade while going to high school (utilizing vacation months) and hence insured future ability to earn room and board.

Worked successively with and for the following, during and immediately after college years: Retail shoe store, agency and circulation departments of *The Woman's Home Companion*, *Cleveland Press*, wholesale grocery, The Sherwin-Williams Company, Finley chain of restaurants, own printing business, Wilson Dress-Hook Company. Finally arrived, when ripe, as adver-



Fifth large printing. 1008 clearly printed pages, with hundreds of charts and tabulations. Dark blue cloth with gold stamping



Indispensable to Executives and Advertising Men

HAVE you read Starch's "Principles of Advertising"? Have you a reference copy in your office or library?

Do you realize that the volume is in its fifth edition, and that executives of firms which advertise, advertising agents, advertising managers, those who sell space, leading university instructors teaching advertising, and all the ambitious younger men in the advertising profession have elected "Starch" as the one book that is indispensable for reading and reference?

If you are an advertising man, you have heard the book referred to many times. You know that Dr. Starch is associate professor of business psychology in the Harvard Graduate School of Business Administration, with a capacity and opportunity for studying advertising which few men can ever have.

Perhaps you know also that the book contains 1008 pages packed full of specific tabulations, questionnaire returns, tests and principles which will be of immense value to you in your daily work.

Consider the advertising appropriations your judgment influences. Think of the thousands of dollars—perhaps hundreds of thousands—with which you as an executive or advertising man are concerned. Consider how the selection of a new appeal for your advertising, as discussed in pages 235 to 252, may make some campaign of yours doubly effective.

If you are a space salesman, consider how the discussion of page and smaller space—or of the "pulling power of color" (pages 579 to 605) may enable you to sell larger schedules and build up clients faster.

If retail advertising is your immediate problem, consider the value of the consumer questionnaires and other material on your market (pages 887 to 924).

If you are an executive, a banker, a sales manager, consider the possibilities for economy and profit in chapters 3 and 4—"The Place of Advertising in Business," and chapters 5 to 10, showing how the most accurate analyses of markets for national, sectional and local enterprises have been made.

This book may easily save or make you hundreds or thousands of dollars. And the cost is only \$5. But send no money—mail this coupon and examine the book for five days. Then decide to return it at our expense—or remit. Clip and mail this coupon.

"Principles of Advertising"

by DANIEL STARCH, Ph.D.

Associate Professor of Business Psychology, Graduate School of Business Administration, Harvard University; Director, Department of Unofficial Research of the American Association of Advertising Agencies; Consultant in Advertising and Sales for a number of advertising agencies and private concerns.

Authoritatively Discusses:

- Problems, scope and development of advertising
- Place of advertising in business
- Market investigations
- Human nature—appeals and tests
- Presenting the appeal
- Mediums
- National, retail, foreign and financial advertising

Also 11 page index for ready reference.

Among the Star Business Books just from press are: *Advertising for Business*, *Business Fundamentals of Business*, *Business Planning*, *Investment Building*, *Finance*, *Personnel Management*, *Office Management*. Week by week new titles by leading authorities are being published on subjects of interest to executives, sales managers and advertising men. On request we will gladly add your name to our mailing list to receive our free bulletins on new Star Business Books.

A. W. SHAW COMPANY, Cass, Huron & Erie Streets, Chicago, Illinois

You may let me see Starch's "Principles of Advertising" Send it postpaid on approval and I'll return it at your expense in 5 days—or pay \$5 for it.

NAME (Please print plainly) POSITION

STREET AND NUMBER (Please print plainly) FIRM

CITY AND STATE (Please print plainly) Signature

(Canada \$5.00, duty prepaid, same terms; U. S. Territories and Colonies \$5.00, cash with order; all other countries \$5.50, cash with order.)

A. W. SHAW COMPANY

Publishers of System, Factors, Harvard Business Review, Journal of Law and Public Utility Economics, Shaw Business Books

Cass, Huron and Erie Streets CHICAGO

WORLD
CONVENTION
DATES

10,000 CONVENTIONS and EXPOSITIONS This Year

Exhibits are the starting point on a direct path-
way to increased sales.

Plan now to exhibit your product at the 1925
Conventions and Expositions that will draw an
attendance from the industries you serve.

You can easily select a good number of such
events from the monthly issues of "World Con-
vention Dates"—which gives the meeting place,
dates, secretary's address, and attendance for
10,000 annual Conventions, Expositions, Fairs
and Banquets.

**3,500 important coming events are
already scheduled for the current year**

Send \$15 for annual subscription (12 issues) or ask for descriptive leaflet No. 12

HENDRICKSON PUBLISHING CO., Inc.
1400 Broadway, New York City

tising manager of The American
Multigraph Sales Company, Cleveland,
Ohio, which position I have held for
nearly fifteen years and am beginning
to believe it may yet prove to be a
steady job.

Have never been entirely able to kill
the publishing instinct—or curse.
Founded *The Mailbag*, in April, 1917,
and edited and published this for a
period of six years. Have written two
books of philosophical essays on life
and business, "Tim Talks" and "Tim
Thoughts," which have contributed to
the waste in waste paper. Was re-
sponsible for the conception and pro-
duction of "Man to Man," the story of
industrial democracy by John Leitch,
which was widely sold and commented
upon several years ago. Am likely to
break out at any time with other pub-
lishing activities.

Through the misplaced confidence of
friends have held various offices in



advertising and other organizations.
Among these was president of the As-
sociation of National Advertisers.

As an advertising man probably am
a good cabinet maker. Have a com-
pletely equipped woodworking shop at
home and have manufactured practi-
cally all of the furniture in the house.
You can well imagine what the place
looks like and what my wife has to
put up with. However, have recently
taken up radio, with a superiodine set
that can tune out any instrument in
the orchestra or the alleged humor of
a misguided announcer. Hence am
slipping and ultimately we may get
some real furniture. Also, recently
tested the cutting surface of a power
rip saw with an inquisitive thumb,
greatly to the detriment of that digit,
which was not good shop practice, and
so may go back to advertising as a
safer trade.

Do not play golf, work crossword
puzzles or wear spats (except, of
course, when at an advertising con-
vention in London).

Use a Multigraphed letter (adv.) to
answer the frequent query—"Is that
your real name?"

A manufacturing
city of 100,000
people backed by
a rich agricultural
district

Business is good
in South Bend



South Bend News-Times
Daily and Sunday

Lorenzen & Thompson, Inc.
National Representatives

NEW YORK CHICAGO
19 West 44th St. 909 Peoples Cas Bldg

SOME printing house
wants more business
and I am the man to make
the orders come in—To
sell ideas—To solve your
customers' problems—To
eliminate competition —
To get the direct mail
going. My age 40 —
Christian—6 feet tall and
got a mustache—full of
pep and a thorough
knowledge of advertising
and business as it relates
to high class printing—
Let's get together for
mutual profit. Address
Box 243, Adv. and Selling
Fort., 9 E. 38th St.,
N. Y. C.

O where you will in the advertising field—in the spacebuyer's office, the agency president's office; as a matter of fact, on the desks of all agency executives; in the advertising manager's office—there you will find STANDARD RATE AND DATA SERVICE *always* in evidence.



STANDARD RATE & DATA SERVICE, 536 LAKE SHORE DRIVE, CHICAGO

Just Out!



Let us send you this fact-packed mail sales book for 10 days free

You will find every one of the thirty-two sections of this book 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.

Selling By Mail

By V. E. PRATT

President The Pratt & Lindsey Co., Inc., Advertising and Selling Consultants, Former Departmental Advertising Manager, Sears, Roebuck & Co., Organizer Drug Topics Syndicate, and Sales Promotion Manager American Druggists' Syndicate.

428 pages, 5 x 8, illustrated, \$4.00 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, campaign preparation, mailing lists, mail-order appeals, mail-order copy layout, illustration, booklet and catalog machine, sales letters, order blanks, follow-up, credit and collection practice—every element that enters into the successful capture of a mail market.

Mail Marketing Complete

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 application of mail-order principles—specialized practice to meet the requirements of specialized ventures.

The entire book is fact-packed with good, sound, mailed mail-order strategy. See it free.

Send only this coupon!

McGRAW-HILL BOOK CO., Inc.,
370 Seventh Ave., 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

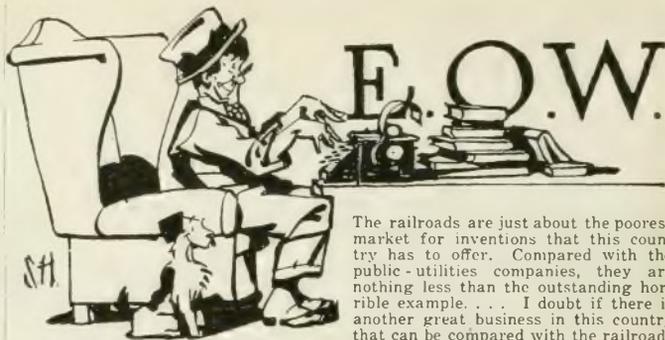
Address

Position

Company

(Books sent on approval to retail purchasers in U. S. and Canada only.)

A. P. 2-23-25



Another Book About Advertising

I have just finished "Lottery," by W. E. Woodward, who, I am told, was at one time connected with a Detroit advertising agency.

"Lottery," like Mr. Woodward's earlier novel, "Bunk," takes more than one "crack" at advertisers—not at all, but at that class which regards the American public as a "bunch of suckers"—to use the sort of phrase which Mr. Woodward's characters use.

With much that Mr. Woodward says about advertising and advertisers, every fair-minded advertising man will agree.

But what interested me most in "Lottery" is not what the author thinks about advertising, but what he says about life. He has developed an ability to generalize, which is unusual in the case of a man who has produced only two novels. Here are half a dozen examples:

"Six years of experience in an advertising agency had taught him that every man considers himself a good advertising writer."

"Great misfortune, like great prosperity, turns the soul into a moral porcupine."

"Beneath the apparent order and smoothness of modern civilization, there is a chaotic anarchy of muddled incompetence."

"A small business, especially in its early period, requires a sort of dull-witted perseverance."

"Lulu did not believe in luck. People who are merely intelligent seldom do."

"... the strange meanness which hovers around every kind of great success."

Not bad, eh?

Progress

I quote this from an article in a recent issue of the *Saturday Evening Post*:

Anybody who invents anything for railroad use is making trouble for himself. They don't want anything. They haven't wanted anything for years. If you have any ideas that would be valuable to a railroad company, just take them down to the nearest river and drop them in. You'll save money. . . .

The railroads are just about the poorest market for inventions that this country has to offer. Compared with the public-utilities companies, they are nothing less than the outstanding horrible example. . . . I doubt if there is another great business in this country that can be compared with the railroads for disregard of new ideas.

I read the article of which this is a part aboard a "Limited" train from Chicago to New York, which, to my certain knowledge, has been in operation for thirty years. In all that time, with the exception that it is now lighted by electricity, this train has not been improved one iota. In fact, it has retrograded, for thirty years ago it had an observation car, whereas now it has not. The schedule is not a minute faster than it was in 1895. The dining car service is not a bit better. Not in a generation has there been a single improvement worth mentioning.

A Test of Value

The banks and trust companies are doing a wholly commendable piece of work in trying to educate the everyday man and woman in regard to investments. Yet, it seems to me, the advertising they are doing would be even more effective than it is if some such paragraph as this were included:

Just say to persons who try to sell you stock in enterprises of which you know nothing: "Thank you! I'll ask my banker how much money he will lend me on this stock."

He Was a Buyer, So—

A few nights ago, as I was about to slip into bed, the 'phone rang. The man at the other end of the wire informed me that he was Mr. So-and-So of Philadelphia, and that he wanted to talk with me about some Florida land I own and wish to sell.

"When can I see you?" he asked.

"Any time tomorrow. Fix the time and place," I answered.

"Well," said Mr. So-and-So, "I am pretty well tied up all day. Can't I come out to your home tonight?"

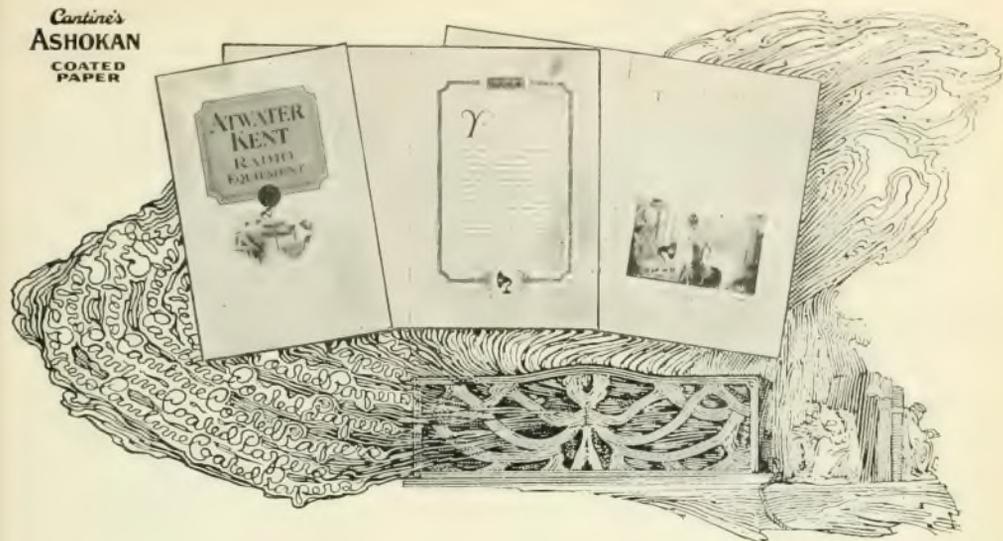
"Y-yes," I replied. Then I gave him detailed directions as to how to reach that part of New York where I live.

Forty minutes later, he arrived—and stayed until 12.45 a. m.

It did not occur to me until the next day that if Mr. So-and-So had wanted to sell instead of buy, I would not have been willing to let him rob me of an hour's sleep. But, being a buyer, he could do pretty much what he liked.

JAMOC.

Cantine's
ASHOKAN
COATED
PAPER



The December Martin Cantine Honor Prizes of \$100 each were both won by the Beck Engraving Co., of Philadelphia, for copy skill and printing excellence in this beautiful Atwater Kent booklet. Printed on Cantine's Ashokan. Put your next job on a Cantine paper and enter samples in these monthly contests. Similar prizes are awarded monthly and regularly announced in national advertising.

IN this day when large corporations and small retailers alike are fighting for the business that comes from "printed salesmanship," it is essential that all printed matter you produce be given the strength and beauty of modern illustration, harmonious typography, good presswork and Cantine's Coated Papers.

Leading jobbers in principal cities will furnish sample books and details of Martin Cantine monthly Prize-Honor Contests. Or write direct to the manufacturers, The Martin Cantine Co., Saugerties, N.Y. Dept. 172

Cantine's

**COATED
PAPERS**

CANFOLD

DESIGNED FOLDING
AND PRINTING QUALITY

ASHOKAN

NO. 1 BRAWL BOOK

ESOPUS

REGULAR
NO. 2 BRAWL BOOK

VELVETONE

SMOOTH - Easy to Print

LITHO C.I.S

COATED ONE SIDE

The Man with the Big Blue Pencil

SELLING the oil industry requires more than reaching the men who use the equipment. You must get to the man whose money is being spent . . . the man with the *Big Blue Pencil*.

These men are busy . . . too busy for frequent interruptions. OIL TRADE, the monthly, is written and edited for them.

The driller or the tank wagon driver shies at OIL TRADE like he does at the Atlantic Monthly.

But to the man with the *Big Blue Pencil* it's a part of his business.

Write if you want detailed facts on who buys in the oil business.



A. B. C.

The Oil Trade

A. B. P.

Including Oil Trade Journal and Oil News

350 Madison Ave., New York

Chicago

Tulsa

Houston

Also Publisher of Fuel Oil and The Petroleum Register

What I Expect of My Advertising Manager

[CONTINUED FROM PAGE 34]

vertising manager should take pains to satisfy himself that his company is playing fair with those who are expected to cooperate with it.

I have no comment to make on most of the other matters referred to in the article under discussion. The writer doubtless speaks from personal experience when he stresses the necessity of being openminded, of being a "company man first and an advertising man second" and of the importance of "salesmanship" on the part of the advertising manager, in dealing with his associates and superiors. This latter is one of the outstanding weaknesses of advertising managers. More than anything else, it is the cause of the severance of relationships which, otherwise, might be permanent.

THERE is, however, one matter which the author did not touch upon, and that is the matter of compensation. I should like to express myself in regard to it.

An honest, cheerful, tactful and entirely competent advertising manager is cheap at any price. But I do not favor the idea of paying large salaries to advertising managers. Oftener than not, they do more harm than good. But I do favor the idea of making such an arrangement with one's advertising manager—provided he proves he has the four qualifications listed above—as will ensure his getting a share of the profits of the business which employs him. This should, preferably, take the form of stock, rather than cash. Furthermore, it should be paid as earned and not, as is quite often the case, held in trust for a period of years.

The company with which I am connected has an arrangement of that kind. None of us is paid a salary which by any stretch of the imagination can be regarded as "enormous." But we have the satisfaction of knowing that, every year, something is added to what we already have. It is a reward for extra effort, extra economy, extra intelligence and extra industry. I do not see why advertising managers who are honest, cheerful, tactful and entirely competent should not be compensated in some such fashion. To pay them a whaling big salary, far out of line with other office-workers, is more than likely to give them an inflated sense of their value. To

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

Bakers Weekly A. B. C.—A. B. P.
New York Office—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

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

THE JOHN IGLSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted



The Only Denne in
Canadian Advertising

Canada, must be "just near the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO

make them sharers in the profits of the business is pretty sure to break down that feeling of "apartness" which the majority of advertising managers suffer from.

Honesty, cheerfulness, tact and competence—those are the things I expect of my advertising manager. He must have all four if he is to continue to hold his job. If he happens to have another qualification—a very strong desire to dig deep under the surface of this business and offer, not occasionally but continuously, suggestions as to new markets and new uses for our product, he can have my job when I am through with it.

Penton Publishing Company Changes

The Penton Publishing Company, Cleveland, has established a subsidiary company known as the Penton Publishing Company, Ltd., at 2-3 Caxton House, London, S. W. 1, under the management of Captain Vincent Delport, formerly of the U. S. Steel Products Corporation. Additional offices will be maintained in Birmingham, Paris and Berlin. Earl L. Shaner, formerly engineering editor of the *Iron Trade Review*, has been appointed managing editor, C. J. Stark retaining the position of editor-in-chief. A. H. Jansson, formerly associate editor of the *Marine Review*, has been appointed managing editor to fill the vacancy caused by the resignation of R. V. Sawhill. V. E. Dolan, of the advertising staff of the *Iron Trade Review* and the *Foundry and Daily Metal Trade*, has been appointed to the Michigan territory with headquarters in Detroit. E. W. Kreutzberg has been transferred from the circulation department of the *Iron Trade Review* to the advertising staff of the publishing company. The retiring officers of the company were unanimously reelected at the last meeting of the board of directors in Cleveland. These officers were John A. Penton, chairman of the board; A. O. Backert, president and treasurer; C. J. Stark, first vice-president; J. D. Pease, secretary; E. L. Werner, assistant treasurer. In addition, H. Cole Estep, formerly European manager, has been elected second vice-president with offices in Cleveland.

J. Hanford

Formerly with Frank Seaman, Inc., Winchester Repeating Arms Company and A. W. Shaw & Company, has joined the marketing department of the George Batten Company, New York.

"Your Car"

Will be the name of a new monthly magazine to be started by Macfadden Publications, Inc. The first number will be dated May and will appear April 20. The paper will be edited by Alexander Johnston, formerly editor of *Motor*. Edward C. Wright, formerly automobile advertising manager of the *New York American*, will be advertising director. The type page will be the regular 10¼ by 7¼ inches.

Extension Magazine

is a family magazine, published monthly since 1906. All money derived from its sale, less cost of operation, is given to charity—building of churches, etc. Likewise, all money from its by-products, such as advertising, calendars, books, donations, etc., is given to charity.

It contains 40 or 48 pages of illustrated fiction, articles of interest to Catholics, and special departments, such as Things to Eat, Savings and Investments, Pattern Page, Fancy Work Page, etc.

It exerts a great influence on the directors or executives of 3,316 large Catholic institutions (hospitals, institutions for the infirm, or the old, or blind, etc.); 7,404 educational institutions (parochial schools or colleges, convents, etc.), and is in close touch with 10,305 pastors in the United States.

Its circulation today is 330,000.

Each issue contains a two-page article relative to the purpose and hopes of Extension. No other appeal is made to the subscribers. Nevertheless in 1923 they mailed Extension \$721,787.26, and in 1924, \$757,750.46.

All records regarding our revenues and distribution of funds are open to inspection at our general offices.

ELWOOD TANSEY

Advertising Manager

General Offices, 180 N. Wabash Ave.

Chicago, Illinois

CAPS & lower case

When the units of the Alphabet must be depended upon to Convey your Advertising Thought,—or when you must give force and appeal to a particular phrase or word,—then our *Lettering Service* can give you the ALPHABET from "A" to "Z," treated with Distinction and with adaptive resource to your NEEDS

**J. ALBERT
CAVANAGH**
BRYANT-6505—2 W. 40th ST.

Humble Selling

[CONTINUED FROM PAGE 38]

and hollering for some of these glass containers for hard candies and the house simply won't buy 'em, and I says to 'em, 'All right,' I says, 'have it your own way, but the only way to keep hard candy dry in damp weather is to keep it in glass'; and finally they come to it and I sold every store but one.

"You wouldn't believe it, but there was a woman bought a little store and about all the candy she had in that store when she bought it was just plain junk—wet, stuck together, nobody would buy it. I hadn't been calling at the place 'cause I knew the feller that ran it wasn't no good, but when I see the change of management sign, naturally I dropped in, and I says to the lady, first thing—nice looking woman, she was—'Lady,'

I says, 'I sell candy, but I can see clear enough I ain't going to sell you none, not for quite some time,' and I says, 'What are you going to do with this junk?'

"Well, she was plenty discouraged, and I see a chance, only it won't do for me to let on that I'm trying to tell her nothing. You take these new people, and they're the ones that a salesman has to be carefulest about, so I put it over onto another feller, see?'

I didn't, and Bill explained.

"Well, you see, I knew how to salvage most of that junk candy, but if I let on to know it all myself, why, then she wouldn't believe me, and I naturally wanted to see her move that old candy so she can buy some more. So I says to her, 'Lady,' I says, 'there was a feller over Raymond way that had just about such a problem as you've got here—candy all wet and stuck together. And I tell you what he did: first thing, he had his wife take that stuff in the pails and set it up high on a shelf over the kitchen stove and every morning she'd bust it up by running a hammer handle through it and it wasn't but a few days till there was some of it that was salable, even if it didn't shine nice and pretty like when it was new; and that stuff he put in one of these here containers,' I showed her a picture of one in my book, 'and moved it quick, and was able to keep it in fine shape just by baking the cover every day or two.

"And I says to her, 'This feller at Raymond, he done another kinda slick thing. He had some stuff that was awful bad, and some nickel bars that was clean gone—all stuck to the paper and everything—and he put that bad stuff in a penny grab box, with a nickel bar to about every sixth bag, and he put the bags into a box with a hole in it that a kid could reach down in, and about the first kid that gets a nickel bar in a penny bag, he went and told the gang, and the kids cleaned up that bad old stuff in no time at all.'

"Of course, I had to blame all these things onto a feller at Raymond rather than let on it's me that knows about it; but, say, that woman did what I told her and, believe me, she was some grateful. Now she don't buy nothing, practically,

except from me. She's a good customer.

"No, you want to forget that humble selling idea. Nothing to it. You gotta show 'em that you know all about it or you can't sell 'em. Say, I gotta get cleaned up and go out to dinner."

I let it go at that. Doubtless Bill was right. He ought to know—he's been selling 'em thirty years.

I have a Hudson car which is nearly three years old and running sweet. A young man who sells Reos would like to sell me a Reo sedan. He stopped me on the street the other day to show me a new model, and he did not tell me that it was a better car than my Hudson, but asked my opinion, as a salesman, of the selling point involved in a new finish which the Reo people have developed—some plan for putting something in the paint so that dust and mud may be wiped off without scratching. I like to keep a car looking well, and had to admit that this was a good point, and probably I liked having my opinion asked—most of us do.

There are, of course, various gradations of humility. I manage a wood-working establishment on the Pacific Coast, and we have been trying to get automobile business, such as floorboards and running boards, from establishments which have coast assembly plants. The managers of these institutions are eastern men, with a prejudice in favor of wood from the Middle West or South, but we are



"... he let loose on the failure of his house to cooperate with the men on the sales force"

The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

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

geographically located to give us an advantage in price.

Some months ago we were asked to submit samples on running boards. We submitted several, to give the automobile man an idea of what was available, including a sample made of five-ply veneer, put together with waterproof glue, which we thought very good for the purpose, because it would not warp or shrink, and was stiffer than a solid board.

The automobile people threw out all our suggestions and decided upon vertical-grain fir, a material difficult to get in the width required. We managed to locate a supply, however, and were given an order for a carload of running boards. Before the job was half done, but ahead of the specific shipping date, we received a wire to hold up shipment pending specifications for a new board. When the blueprint finally reached us it called for a board three inches wider—an impossible specification in vertical-grain material. We wrote the manufacturer, expressing our regret that we could not handle the business, and attached to our letter a small piece of five-ply veneer, just to show what this was.

We got a short, curt letter, advising that the five-ply veneer would not do at all. We waited. Four days later the manufacturer telegraphed for a full-sized sample made of five-ply veneer. We submitted this with a quotation, and got the order.

I have a feeling that if we had insisted, right from the start, upon making the running boards of five-ply veneer, the automobile man, who clearly is of the type who wants what he wants, would have refused to investigate the merits of this material, and would have continued to ship his running boards to the Pacific Coast from the East or South. By being persistent, but not insistent, we made our point and got the business.

M. E. Wooley

Has been promoted to the Western management of *Hotel Management*, with offices at 20 East Erie Street, Chicago. He takes the place of R. D. Smith who resigned to accept a position with the *Hotel Review*.

George Batten Company, Inc.

New York, has been appointed to direct advertising for the Fruit Dispatch Company, Boston, Mass., which sells bananas grown by the United Fruit Company.

Edward L. Greene

Formerly manager of the Boston Better Business Commission, will join the headquarters staff of the Associated Advertising Clubs of the World on March 1.

O. S. Tyson & Company

New York, have been appointed to direct advertising for Lough Brothers, same city, electric table stoves.



THE firm that is contemplating the issue of securities of any kind should first see samples of "K.B." BLANKS. For, by the use of these steel engraved security papers, a great saving can be made with no loss of dignity. The reduction in cost is due to specialization on our part, not cheapening of quality.

"K.B." bonds, stocks, certificates, mortgage papers, etc., are steel engraved from copyrighted designs and come in six special colors. The subject matter can be type-printed or lithographed to preserve the individual style of the issuing organization. Thus a small and inexpensive issue may have the looks of the high cost issues of large corporations and United States bank notes.

We also make miscellaneous documentary blanks, letters of credit blanks, mortgage note blanks and short time blanks which can be purchased in small quantities and imprinted to suit special needs.

Before you order your next securities issue or commercial paper of any kind, write for samples and the name of the nearest printing establishment which keeps "K.B." BLANKS in stock.



KIHN BROTHERS BANK NOTE ENGRAVERS

205-209 WEST NINETEENTH STREET

NEW YORK CITY

Copy Cub Wants a Kennel

[CONTINUED FROM PAGE 23]

"Oh, yes; I was always awfully good in English," she says brightly.

"Did you ever write anything good enough for publication?... Good enough to get a letter from an editor?... Nothing but themes? Have you any with you?... Well, do you expect me to tell from the color of your eyes that you don't split infinitives?"

Overdrawn? Not a bit of it! Precisely that conversation occurs about three times out of five. It isn't always a girl. Sometimes it's a boy who has got tired of college. Or a teacher who wants to earn more money. Or a nervous failure of a fellow with wistful hope in his eyes and nothing on the ball. I give them a simple assignment and I never hear from them again.

The samples do not need to be advertising. Mine weren't. They were poetry and fiction and articles because I had been an editor. The man who landed his job with the shirt-advertising had never written an advertisement before in his life. One of my present junior copywriters submitted book reviews and translations from Spanish and French. One of the best copywriters I know had been a feature writer on a newspaper and had done publicity articles for a railway. But in each case the stuff was mounted up neatly and showed that its author could write correctly, picturesquely, and was not too superior to tackle a commercial job and work hard at it.

That brings me to another point: the art of being a freshman. So often young college graduates seem to think that a diploma from college is a diploma from life. Their bland, bored superiority often loses them their chance before they have stated their qualifications. If they get into the copyroom they take criticism badly, offer opinions unasked, and expect other and busier people to attend to all the tiresome details of their work. They want special stenographers assigned to them, and they tell us what's wrong with our magazines. They don't seem to realize that they are freshmen again. And they can't understand why they don't get on.

I took one such new hand to watch our art director making a full page newspaper layout. He is a master of his craft. It is an education to see him at work. If I offer a suggestion on his layout, I do it humbly, as a layman. If he offers one on my copy, he does it the same way.

But the youngster had no shynesses. He was interested, voluble, critical. He insisted that an early layout which the art director had discarded was better than his revised thought. The art director disagreed. The youngster argued the point energetically. Presently the art director looked at him quietly and suddenly remembered an engagement.... The boy never knew why he



Spirited Circulation

SPIRITED reader interest is a natural result of our own keen editorial interest in Radio. You will find the Radio Digest **FIRST** in reporting to its readers the varied and frequent changes in RADIO.

Subscriber interest in the Radio Digest is always at a high pitch. Radio is a live issue. The Radio Digest is the live medium that Radio fans read.

Radio Digest advertisers reap substantial harvests from Radio Digest columns.

Radio Digest
PROGRAMS
Illustrated
510 North Dearborn Street
CHICAGO

Our New York offices are now located in the Park-Lexington Bldg., 247 Park Avenue—under the direction of Mr. William A. Thompson.

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.

HOTEL ST. JAMES

109-13 West 45th Street, Times Square
NEW YORK, N. Y.

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



Rates and Booklet on application
W. JOHNSON QUINN

never got the lesson in layout for which he had cheerily asked.

Girls not infrequently feel that their social position should entitle them to business recognition. They may not be able to do a single thing except amuse a dancing partner, but somehow they vaguely feel that in business they should receive the emoluments that would enable them to live in the style to which they have been accustomed. Sometimes they advertise themselves so cleverly that it has taken me a month or two to make up my mind that they can't write, or they won't write, or anyhow they don't write, and aren't worth the money.

In short, before you look for a job, study the field. Find out what business wants and will pay for. Have clear in your own mind why you want to be an advertising copywriter, and know something of what the profession entails. If possible, know why you have chosen to apply to the particular firm in question, and what qualifications you possess to justify the management in spending thirty or forty dollars a week on you. Have something with you to prove that you can write good English, either penny plain or tuppence colored. Know what you can do, and say so with decent modesty. Nobody is going to employ you because you have a nice smile and a fine confidence that you can open the world's oyster with your pencil point. But everybody is looking for talent that will roll up its shirt sleeves and work intelligently at the job in hand.

[This is the first of a series of articles by Miss Birchall. The next will appear in an early issue.—EDITOR.]

Dorrance, Sullivan & Company

New York, have been appointed advertising agents for the Magnavox Company, Oakland, Cal., manufacturers of radio sets and electrical and radio appliances.

George L. Dyer Company

New York, has been retained as advertising counsel to Drakes Bakeries, Inc., same city.

C. B. Stenning

Formerly sales manager of the Benjamin Electric Manufacturing Company of Canada, Ltd., has joined the re-sale division of the Ronalds Company, Ltd., Montreal, Can.

World Wide Advertising Corporation Elections

Resulted in the selection of the following officers at the last stockholders' meeting in New York: Emil Maurice Scholz, president; S. H. Somerton, vice-president; Donaldson Douglas, treasurer; Miss K. M. Major, assistant treasurer and secretary. These officers were also elected directors together with E. M. Cameron and W. G. Fallon.

O. S. Tyson & Company, Inc.

New York, have been appointed advertising counsel to the George W. Dunham Corporation, Utica, N. Y., electrical labor saving machinery.



IN the past ten years the average sales increase in the manufactured gas industry was 148%. To-day, this rate is rapidly increasing due to the opening of the industrial field. Gas Age-Record, the only A. B. C. and A. B. P. gas industry paper, covers it 99.47%. Send for our booklet, "Impressive Facts about the Gas Industry."

Gas Age-Record
9 East 38th Street
New York

We also publish
Brown's Directory of
American Gas Com-
panies and the Gas
Engineering and Ap-
pliance Catalogue.

GAS AGE-RECORD

"Spokesman for the gas industry."



Are You Fighting Competition Or Meeting It?

THIS morning, coming in on the train, we were held up, so my window looked out on a track-side chicken yard.

All seemed serene within, each occupant was diligently scratching and pecking, each hen apparently getting hers.

Suddenly one unearthed a morsel.

Her neighbor immediately pitched in and tried to get it away. After much runnings about, and alternate possession, they finally dropped it, faced each other, and with ruffled necks, had it out.

While the fight was on, another hen calmly walked in, grabbed the morsel, and ate it.

Although very amusing, it was a parallel with the serious business of fighting competition.

While the fighters are cutting prices, slamming each other in their Ads. and such sundry destructives; along comes a diligent scratcher, and walks away with your business.

Fighting competition, means an endless fight.

Meeting it, means everything that is creative and soundly up-building.

For 19 years, we have been lending a hand at meeting our customers' competition.

You might like to know how we would meet yours.

TUTHILL ADVERTISING AGENCY

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

Meeting the Chain Store "Menace"

[CONTINUED FROM PAGE 16]

usual temptation of quantity price advantages. In a great city like New York, buying cooperation is rather easy and price cutting rather urgent, because of the close neighborhood competition with chains. The result is that, quite unlike the typical independent retailer, these New York retailers are against price protection.

THE organ of the New York retail grocers' association has come out, without equivocation, against price protection. It warns some of the national officers of grocers' associations, who appeared in Washington in January in favor of price protection, that the national association of grocers has not authorized sponsorship of price maintenance. This official organ declares:

"We are in favor of a liberal margin on all grocery specialties for the retail grocer, one that will adequately cover his overhead costs and yield him a legitimate profit on every commodity that he sells. We do not object to 'the quantity price' for purchases in bulk or carload lots, but we believe that such differentials should be put on an equal basis for every wholesale buyer, whether the buyer be an old line wholesale grocery firm, a chain system that actually does its own warehousing and distribution to its retail stores, or a retailer-owned wholesale house that warehouses its purchases and which is a corporate entity, financially reliable and responsible.

"We believe that the manufacturer who sincerely wishes to uphold a retail selling price at present has powers that enable him to effect this object. He is absolute in his right to choose his own customers, as witness the recent Colgate decision that was fully expounded in these columns.

"And we believe, furthermore, that even if retail price fixing legislation were enacted, it would not cure the evils of unjust price discrimination at the source (the prices the grocer has to pay for his goods). It is true that it would set a minimum price below which the retailer could not sell. But would it guarantee him his profit any more so than at present? We do not think so."

Not many people gasp the significance of all this. A count taken some six or ten years ago indicated that 97 per cent of the retailers were strongly for price maintenance. Doubtless the great majority still are for it, but, as this New York instance shows, the resort of independent retailers to the methods and policies of the chain stores is bringing about a change in their attitude on price maintenance. Doubtless the phenomenal prevalence of "hand-to-mouth buying" in recent times is, to a very considerable extent,

Advertising and Selling FORTNIGHTLY

Markets, Merchandising & Media



MADE IN U.S.A. LEOPOLD KADAN

"Second Priority" By Reason of Its Position in the Order of Mail Delivery to Postoffice. By Reason of Its Position in the Order of Mail Delivery to Postoffice. By Reason of Its Position in the Order of Mail Delivery to Postoffice.

If you don't receive the Fortnightly regularly

Advertising and Selling Fortnightly

9 East 38th St., New York City

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

Name

Address

Company

Position

a reflex from known chain store technique, which includes a very small stock of any one brand in each store.

I do not believe that the average manufacturer appreciates how cat-like has been the independent retailers' watchfulness of chain store operation in recent years. Out of this close watching has come an understanding of the mechanism of the chain and the consequent slackening of the fear of it.

As a matter of fact, it is little understood, generally, how many so-called independent retailers are really chain store owners. We conceive of a chain store as an A. & P. store, or some other familiar large-scale chain, but we forget that live retailers are making chains of their own, small, it is true, but still chains. In the grocery field alone there are about 1600 "chains"—that is, organizations having two or more stores—and only fifty-five out of that 1600 that have twenty-five or more stores.

In the drug field there are 300 chain organizations which have three or more stores.

I submit, therefore, that the "answer to the chain store" has already been found and applied by the independent retailer, and that the equilibrium between the two is establishing itself.

The chain store never did have a monopoly on anything; it merely applied the "big business" principle, which is as free to independent retailers as it is to chains.

FURTHERMORE, the independent retailer has things to offer which the chain store has not. It has service and variety, and the intensive personal interest of the owner.

After all the novelty once worn off, and the price disparity made less glaring, the housewife is not likely to find real satisfaction and service at a chain store, any more than we like to eat all our meals at a cafeteria. The chain store cannot satisfy the more fastidious, comfortably situated buyer. Its main strength has been in supplying certain ordinary staples to ordinary people at a price saving.

The chain store is no Moloch growing up to devour and destroy the independent store. Rather, the whole retail situation is realigning itself in temper and tone (as was so ruefully discovered in the hand-to-mouth buying encounter). The manufacturer will need to adjust his sales machinery to this situation—as even so old-time a house as Royal Baking Powder has already done to a considerable degree.

A. B. DeLacy

Of E. R. Crowe & Company, Inc., New York, has been elected a director of Popular Radio, Inc. Mr. DeLacy is advertising manager of *Popular Radio* for the Crowe company, which has sales and financial control of the advertising space of the paper.

Press-Tested Electrotypes

The Test Proof Tells

The Special Test Press is a modern invention designed especially for testing the printing quality of electrotypes under severe conditions.

All Reilly electros are thus tested.

The Test Proof Tells

REILLY Electrotype Co.

209 West 38th Street, New York

TELEPHONE FITZROY 0840



Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting
HESSE ENVELOPE AND LITHO. CO.
4161 North Kingshighway ST. LOUIS

THE DRAWING MASTER



All-Metal
Adjustable
Pantograph

Indispensable
for rough-outs,
layouts, enlargements,
reductions,
and wherever a
drawing board
is used.

Fully adjustable, with an extremely simple and almost instantaneous adjusting device. Made of the finest materials and absolutely guaranteed.

Sent postpaid for only \$3.00. Satisfaction guaranteed or your money refunded.

DRAWING-AIDE COMPANY
225 Caxton Bldg. Cleveland, Ohio

Telling It to the Boy Scouts



Winning the Praise of a Nation

Go north, south, east or west. Wherever you may be, you will find a troop of Boy Scouts, highly respected for their ideals and meritorious conduct. They are winning the praise of a nation.

Simultaneously, *Boys' Life* is winning the praise of the Boy Scouts, for the Boy Scout knows what he wants. He is the one who makes the final decision on his

reading matter, a new suit, a fountain pen or a radio set.

Just as *Boys' Life* has won the Boy Scout's praise, it has won the approbation of advertisers, because in selling and advertising to boys there is no more potent influence.

We will be glad to tell you of the splendid sales opportunity among the 542,355 boys who are members of the Boy Scouts of America.

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.

Enthusiasm or Brain Fag?

[CONTINUED FROM PAGE 24]

In a Belding Bros. advertisement, last September, the situation is presented rather nicely thus, "Suppose you walked into a store one day and found some silks placarded like this, 'These silks are heavily weighted with tin to give them the body of better silks for less money. They will crack or split and if you send them to the cleaners, they are likely to come home seriously damaged.'

"Every time you buy silk for a dress, a lining, or a bit of lingerie, you must make a 'choice more or less like this, except that there is no label to tell you which is the weighted silk.'"

I have italicized the last clause to emphasize my point. There's the rub. There is no label to tell you what disappointment and disillusionment is in store for you. We cannot all be experts on everything we buy. The only inducement to buy a glass diamond is that it looks like a real diamond, yet costs less. So much less, however, that the price alone proves it an imitation. All any lie has to say for itself is that it sounds like the truth. But either the difference between the prices of pure silk and "dynamited" silk is not so great as between diamonds and paste.

VOLTAIRE tells of a retort made by Edmund Waller to Charles II of England, in 1660. The king had approached the poet for not writing of him with so much energy and fire as when he had applauded Oliver Cromwell. "Sir," replied Waller, "we poets succeed better in fiction than in truth."

It occurs to me that perhaps it is the shade of Waller that is still haunting some advertising circles. For example, about 25 per cent of a certain product used in furnishing a large building was supplied by a manufacturer we will call "A." In an advertisement, later, this concern shouts, "Another home for 'A.'" Which was quite true, of course, but the meagerness of "A's" product used in this new home makes just this style of shout a trifle in bad taste, for the implication certainly is that the house was furnished with "A's" goods. Subsequently a competitor we'll call "B" brought out his announcement headed, "Seventy-five per cent of the furnishings used in this beautiful clubhouse were made by us." The first paragraph of the text goes on to state the precise amounts of the product used in various parts of the house, and the second paragraph makes frank admission of another's presence, "We furnished the entire house, with the exception of the lobby—and the halls."

It was not necessary for "B" to advertise "A's" goods, but "B's" advertising manager said, "I would not consider it ethical to leave out a specific statement that we did not have the

PROVE IT! SHOW THE LETTER

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

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

BOOT AND SHOE RECORDER

BOSTON

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

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A B. C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

THE WORLD IN PICTURES

A good photograph will say more than a thousand words. I have 150,000 subjects, including Ruyton Holmes negatives. On-appraisal service. Write me about your needs.

EWING GALLOWAY
15 E. 40th St. New York



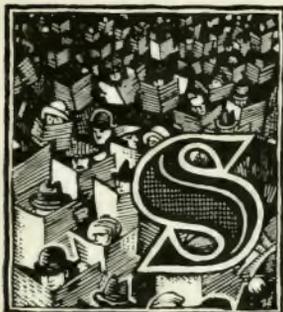
We Open Shop **



The First Issue Comes Out *



We Commence To Grow *



We Grow Still More *



We Overcrowd Our Offices *



Something Must Be Done!*



We Consult Realtors *



We Find a Place **



We Move

— in other words,
the Fortnightly has moved
its New York offices to
9 East 38th Street

Intensify Your Direct Mail

—and get more results for each dollar spent!

Success in direct mail advertising demands definite knowledge of markets, products and selling. We are advocates of "talking turkey" at the point of purchase—which is the weak link in the selling process in too many organizations.

We believe in traced result advertising! To no small degree the success of this organization in producing profitable results for its clients is due to our twenty years of experience in planning and applying the principle of selling and merchandising in direct mail advertising.

If this seasoned experience counts with you, Mr. Manufacturer, we would welcome an opportunity to discuss our service and its application to your business.



BUCKLEY, DEMENT & CO.

DIRECT MAIL ADVERTISING
PLANNED—PRINTED—MAILED

General Offices and Plant
1314 Jackson Blvd., CHICAGO

Eastern Sales Office
247 Park Ave., NEW YORK

Complete Departments in —
Merchandising, Surveys, Copy, Art and Plates, Printing, Imprinting, Mailing
Lists, Pen Addressing, Typewriting, Letter Reproduction, Mailing

whole contract, or let anyone have the slightest reason to believe we did." Perhaps you will think that "B," having the lion's share, could well afford to be the more generous. Isn't it truer that "A," having only one-quarter, could less afford not to be so?

Architects profess themselves to be troubled continually by this form of testimonial. A manufacturer will state that his product is used in a certain large and important structure. Upon checking up, the architect may find that only a few square feet contain these goods, and those in some insignificant location.

The investment for floor coverings in large hotels is enormous. Hence, an exclusive installation of one manufacturer's fabrics is properly a significant subject of his advertising. Where the one concern does not secure the entire order, the same effect can be gained by showing a picture of the building, followed by the words, "Carpetings manufactured by So-and-So," as was actually done quite recently. It is not necessary, of course, to say how much of the carpetings; let the reader infer what he will. In the case to which I refer, over 16,000 yards were furnished by another concern, and these in all the important places, lobbies, showrooms, etc., the advertiser's products being confined to the bedrooms.

W. E. Woodward, in his book, "Lottery," says, "These people do not hate truth; they have small faith in its power of conviction. Unsupported, they do not consider it strong enough to sustain the impact of dynamic skepticism; so they touch it up, put rouge on its cheeks, give it a dramatic attitude, and set it in an armored ring of fiction."

DEPARTMENT store advertising has its problems—I am not qualified to know. There seems to be a necessity to explain to department store audiences why merchandise is good, though offered at reduced prices. When the real reason appears to be not sufficiently enticing, or when expediency advises against proclaiming it aloud, why, any other reason will do as well. A large city department store ingeniously wrote: "For six months of fall and winter weather, unprotected from the elements, the manufacturers placed a _____ rug where, outside of their headquarters, everybody had to walk over it. Each night it was brought in and cleaned. At the end of six months it was hung in their showrooms beside a similar rug taken fresh from stock. The two could hardly be told apart."

Now, that would have been good advertising, with an element of news and of action, if it had actually happened to the rug being advertised. That rug would easily have endured such a test. But its manufacturer never did any such thing, and the store's buyer, though in Europe at the time, upon being questioned about the matter later, could not ascertain that one of these rugs had been subjected to this trial by the store.

"When in Paris," said the architect, "notice the old fellows who perpetually fish in the Seine and catch nothing. There are, I am informed, no fish in the Seine. The best fishing is where there are the most fish." And —may we add—the best architectural advertising in the journal with the most architect subscribers.

Ask us for the latest statistics on building activity—for a copy of our 56-page booklet, "Selling the Architect"—and for data on the circulation and service of *The Architectural Record*.

(Net Paid 6 months ending December, 1924—11702)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

This example contains a slight streak of humor, however, for, so far as can be learned, it was another manufacturer's rug that underwent this supposedly gruelling test.

Here is a case somewhat harder to classify. A wallpaper jobber, to show how economical are his papers, advertises, "When Jack saw the room he called me extravagant—but when he saw the bill he was amazed at my economy. Prices range from 20 cents to \$5 a roll. An average size room (12 ft. x 14 ft.) requires about ten rolls. Inexpensive, isn't it?"

SURE, if that were all! The obvious mathematical problem is to multiply 20 cents to \$5 by ten rolls. But the answer you get will not be the bill you will get from your paper-hanger, by from fifteen to twenty times the lowest figure, to double the highest. Wouldn't it have been possible, in some way, to have let it be known that the prices quoted were for the paper only, and not what "Jack's" bill was, especially when the advertiser sells the paper through the man who sends you the bill for hanging?

A certain bread manufacturer, in billboard space, says, "Puts more pep in the day's work," or words to that effect. I quoted this to a colleague, who replied, "O, that's so obviously exaggerated that no one is likely to be deceived." Perhaps and probably. But, if the statement is not meant to be believed, why make it? At the least, it takes the place of something that might be, and to that extent defrauds the advertiser of the effective return a stronger and more truthful statement might bring. Also, it induces the still too common retort, "That is only advertising," wherein it hurts the pulling power of every other advertiser's bona fide statements.

The advertising manager of a large company, himself scrupulous about these matters, and, fortunately, having to advertise a product that needs no "gilding," said to me regarding a competitor we both agreed was painting his wares in dangerously glowing tints. "I cannot imagine what you would do, if you had to write about them." Another man asks, "What can you say about this product, if you reject statements that are nothing worse, perhaps, than the effects of some writer's enthusiasm?"

Anyway, anything that is sold and bought has some virtues that cause its transfer of ownership. These exaggerated statements are not the real reasons why the products are purchased. Tell what is good about the goods. Tie up the imagination for awhile, and advertise, to people who want such goods, what they really want to know about them, and what will be the real inducement for the sale. If there are no real selling points, the goods ought not to be sold and won't be. If there are, it is the copywriter's business to find them, not to invent some, and to present those he finds, in the most effective way.



Announcing an advertising agency which will specialize in efficiently serving industrial clients in the plumbing, heating and engineering fields

"Putting the Cart before the Horse" is the title of our latest booklet. May we send it to you?

Arthur Henry Co. INC.

Industrial Advertising

1482 BROADWAY NEW YORK.

Consider This Market Every Day In the Year

Your church uses and buys—

- | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Addressing Machines
Addressing Machines
Automobiles
Cameras and Kodaks
Cement
Clocks
Coffee
Dishes
Envelopes
Files and Cabinets | Hardware and Plumb-
ing
Heating Equipment
Furniture
Fixtures
Kitchen Equipment
Letter Heads
Pianos
Pipe Organs
Paper | Radios
Rugs and Floor Cover-
ing
Roofing
Bulletins and Signs
Tires
Typewriters
Vacuum Cleaners
Victrolas
Window Glass |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|

Your Pastor recommends—

Will It Be Your Product ?

Place part of your appropriation for 1925 in the magazine best fitted to sell this field

The EXPOSITOR

The Preachers Trade Journal Since 1899

Out of 130 National Advertisers using church papers 70 of them use the Expositor exclusively

F. M. Barton Co., Caxton Bldg.
Cleveland, Ohio

Chicago: 34 S. Wabash New York: 17 W. 42d St.

F. M. BARTON CO., Cleveland, Ohio

Please send Simple Copy and Rate Card

Name _____

Address _____

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The Salesman as a Branch of Management

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a better opportunity to bid on the more profitable lines and numbers. Devoe had seen the point. Being a good salesman and a good sportsman as well, he had resolved to use this wedge as a wedge only and concentrate his real selling on the profitable items. Later he was surprised to discover how much easier it was to fill out the bottom lines of an order sheet with staple numbers at low prices, after selling some of the higher-priced numbers, than it was to worm out of a buyer an order for six or eight of the higher-priced numbers after the order sheet was fairly well filled with staples!

He had been particularly impressed with the president's talk on the problem of disposing of the stock of old numbers every year when the new line was brought out. "You fellows can think of it as 'old stuff' that the factory will get rid of some way or other," the president had said. "But when I walk through the stockrooms and see the piles of it, it worries me to death. It means so much capital—good, hard dollars of our stockholders' money—tied up in finished products that, unless we watch our step, will turn out to be 'finished' in two senses of the word."

DEVOE had thought at the time that if he ever got to be a president or general manager, he'd have photographs taken of these piles of old stock and send them out to the sales force with a letter that would make them sit up and see their responsibility toward this "old stuff" that they let fade out of their minds as they started out with the shiny new line. He'd have the value of each pile lettered in big figures on the pile in the picture—"This pile represents \$8,645 of our stockholders' money."

The president had talked of credits, too, and shown them the figures on the losses due to bad accounts. "When it comes to credits," the president had said, "you fellows are in a position to know better than the credit department, about seven times out of ten. But you make it hard for us and hard for yourselves by not taking the trouble to write what you do know.

"We furnish you with blanks which, if you fill out at all, you do so about as a draftsman puts down dimensions on a blueprint of a building. What we need is a word picture, comparable to an architect's sketch of a building, that would give our credit department a picture of the man and the business we are dealing with. With that our credit manager would know as much as you do about the man behind the order, and know whether to risk investing some of our stockholders' money in him in the form of the merchandise called for on your order."

Finally, the president had made an especially strong appeal for a manage-

ment viewpoint in making adjustments and straightening out difficulties with customers.

"There are two parties that should never be taken advantage of in making an adjustment or righting a wrong," he had said. "One is the customer and the other is the house. The customer should always be given the advantage of any real doubt. On the other hand, whenever you are tempted to make an overly generous settlement in favor of the customer, just because you want him to think you're a good fellow or because you're too lazy to sell the man on a fair and reasonable settlement (and that's a job for salesmanship just as much as selling goods is), just think of yourself as writing at the bottom of your daily report that night: 'I gave \$169.50 of our stockholders' money to J. K. Smith & Company today because I was too little or too lazy to give the house a square deal.'"

All this and much more the president of this company had talked over with the three stockholding salesmen, but of the three only Devoe had carried this management viewpoint out onto his territory with him and applied it.

And so Devoe was booked for the job of managing the new southern district office; and the rest of the fellows said, "Isn't Devoe the lucky dog?"

K. W. Vance

Formerly advertising manager of the Paige-Detroit Motor Company, has joined the copy staff of the Detroit office of the Campbell-Ewald Company. Mr. Vance was at one time with the Cadillac Motor Car Company and Evans-Winter-Hebb, Detroit.

Frank C. Burchard

Has joined the staff of the New York office of *Better Homes and Gardens* to fill the vacancy caused by the resignation of John V. Fallon.

George Batten Company

New York, has been appointed advertising counsel for the United States for Fruitatives, Ltd., Ottawa, Can., and Ogdensburg, N. Y.

John S. King Company

Cleveland, has been retained as advertising agent for the United States Air Compressor Company, same city, and the Cleveland Piston Pin & Bolt Company.

S. F. Leith

Has been appointed special representative in the East for *Holland's Magazine*, of Dallas, Tex. Mr. Leith recently resigned from the Eastern management of the Associated Farm Papers.

Ralph Wingate Knox

Formerly of the George Batten Company, Inc., New York, has been appointed New York manager of the Diamond State Fibre Company. Mr. Knox was formerly with the Fairbanks Scale Company, the Loose-Wiles Biscuit Company, the American Chicle Company, the Columbia Graphophone Company and the Hudson Motor Car Company.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

DIRECT TO HOME ADVERTISING
Catalogues, booklets, samples, etc., distributed carefully: Eastern and Central Pa. counties. Small town and farm homes' special package deliveries, sign tacking, etc. Write Victor Ehrenmeyer Adv. Agency, Quakertown, Bucks Co., Pa. Phone 743.

CROSS - WORDS !

Puzzles for advertising; special designs and wordings worked out. Popular Prize Winner. Arthur Basquill, 1035 Union St., Brooklyn, N. Y.

Help Wanted

ADVERTISING SOLICITORS—Men who can produce for quarterly publication; guaranteed circulation, indorsement of labor organizations; commission; permanent position and advancement. If able to assume charge of a district, write Box 244 Advertising and Selling Fortnightly, 9 East 38th St., New York City

BETWEEN JOBS

A man of good character, personality and address can find a profitable part-time occupation selling subscriptions to business men for high grade business publication. Box 234, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

IDEA MAN WANTED

by Montreal direct-by-mail firm to prepare plans for merchandising activities. Must have a thorough knowledge of merchandising and direct-by-mail advertising. He must also possess a good knowledge of Canadian conditions. Position to begin will be as a free lance with an opportunity to join the regular staff at a later date. State particulars to Box 246, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING SALESMAN for established successful weekly specialized business paper. Must be first a good salesman, second know something of retail distribution, and its relation to wholesale selling and sales promotion,—third must know and believe in the power of systematic advertising to the dealer,—fourth should have an agency acquaintance—fifth perhaps he'll know textiles and ready-to-wear, but this isn't essential if he is a resourceful, reliable and industrious salesman. Straight salary to commence—commission later. Every application for interview will be received in strict confidence. Give all details in full in first letter. Box 240, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Help Wanted

COPY ABILITY WANTED

A mature writer with at least 5 years' experience, and willing to prove his ability before contracting, will have exceptionally good opportunity in progressive Newark, N. J., agency. Should live within reasonable distance of Newark. State salary, age, experience and other essential details. Address Box No. 215, Advertising and Selling Fortnightly, 9 East 38th St., New York City.

Position Wanted

**TECHNICAL ADVERTISING MAN
AUTOMOTIVE EXPERIENCE**

Sold Automobiles. Sold Advertising. Specialized for past 3 years in planning and writing copy on automotive accessories and other technical products. Ready to handle copy for manufacturer of automotive accessories or similar products. Or to handle technical accounts for agency. 26 years old. Married. Steady. Dependable. Salary, \$55 to \$65 a week. Box 242, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Some printing house wants more business and I am the man to make the orders come in—To sell ideas—To solve your customers' problems—To eliminate competition—To get the direct mail going. My age 40—Christian—6 feet tall and got a mustache—full of pep and a thorough knowledge of advertising and business as it relates to high class printing—Let's get together for mutual profit. Address Box 243, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Capable, energetic young woman, thoroughly qualified to manage printing production in advertising agency and follow job thru. Estimating and printing cost experience, best methods of economical supervision in ordering. Familiar with paper sizes and grades, electrotyping and photo engraving. Box No. 241, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

ARTIST

Stenographer and solicitor, college education, agency experience; wants position in advertising company. Box 247, Adv. and Selling Fort., 9 East 38th St., New York City.

**A PRODUCER OF RESULTS
WANTS A JOB AS ADVERTISING MANAGER OR ASSISTANT.**

Now employed as branch advertising manager of a national advertiser selling to Industrials, Utilities, jobbers and dealers. Experienced in all phases of advertising copy, layouts, production. Direct mail, sales promotion, merchandising. Age 27, University education. Salary \$275 a month. Box No. 238, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

COPYWRITER

Versatile, have written copy on wide range of accounts for trade papers, newspapers, direct mail and in-house organs. Can assume responsibility for complete campaign. Now copy chief in N. Y. C. agency. Seek connection with greater possibilities. American, Christian, under 30, university education. Box 248, Advertising and Selling Fortnightly, 9 E. 38th St., New York City.



Honolulu Last Night - Hank!

"3800 miles, no static and clear as a bell. That's stepping out!"

"Your new set's a bird. How did you happen to get that make?"

"Well, I've studied radio, but we've never had a set. Dad and Mother thought it the bunk and a waste of time. But an ad in the Councilor before Christmas for —dyne, and an article about the future in radio for young men, evidently convinced them, for on Christmas morning there it was. Now, Dad runs it as much as I do."

Ambitious, forward-looking young men, aged 16 to 21, 135,000 strong, they think for themselves, buy for themselves and influence family purchases. The only concentrated audience of this age, DeMolays read their Councilor from cover to cover. Each page is full of vital interest to cover their activities.

They are forming buying habits which will be powerful influences in both your present and future market. They need you and your product. Can you afford to neglect them?

There's a DeMolay Survey for your product.

Write for it today!

The DeMolay Councilor

A Magazine for Young Men

EDWIN J. SEIFRIT
Advertising Manager

Twelfth Floor, Federal Reserve Bank Building
Kansas City, Mo.

New York
SAM J. PERRY
7 WEST 16TH ST.
Chelsea 4394

Chicago
E. F. LORENZEN
PEOPLES GAS BLDG.
Harrison 1099

A Harbinger of Prosperity

Textile World traces its ancestry back for fifty-seven years. The echos of the Civil War were still rumbling when the first business paper in the textile industry made its initial appearance. During all these years it has led the thought and followed the fortunes of the industry it chose to represent.

There have been eras of prosperity and periods of depression—"fat kine and lean"—yet the curve has tenaciously climbed upward until today textiles is the second among the industries of the world.

For twenty-eight years *Textile World* has published an Annual Review and Forecast Number. Looking back into the issue for 1897 the effort seems feeble and amateurish yet it was, like the glider at Kitty Hawk, the forerunner of remarkable achievement.

On February 7, 1925, there was issued what is unquestionably the best Annual Number ever published by

Textile World and what is probably one of business journalism's greatest accomplishments.

The 1925 "Annual" comprises 572 pages and carries the announcements of 836 advertisers.

* * * *

If this narrative needs a moral to adorn it, it is this: The "Annual," coming close to the year's beginning, is a harbinger of the industry's thought—of its confidence or lack of it. When

more than eight hundred business concerns use space to get business, business is in sight!

This great fundamental industry is in the market *now* for replacements and new equipment. Any manufacturer whose product "belongs" in textile mills, anywhere from boiler room to shipping platform, may use *Textile World* with full assurance that the market is there and that the paper reaches it.

"* * * * we can feel reasonably certain that textiles have started the upward swing of another cycle of thirty to thirty-six months duration whose price and volume peak should not be reached until well into 1926."

From the always conservative editorial page of the *Textile World* "Annual," and titled "On the Road to Prosperity."

Textile World

Largest net paid circulation in the textile field

Audit Bureau of Circulations



Associated Business Papers, Inc.

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

NATIONAL PETROLEUM NEWS

Published Every Wednesday

January 21, 1925

In the Spotlight, this Issue--

What of the Future
for Texas?

Lightning Protection
of Agitators

How to Operate a Skim-
ming Plant to Make
Money

Cure for Paraffin Troubles
in Oil Wells

Coming Features in Jan. 28th Issue--

First article in the series by Paul Wagner, staff writer, on coming areas for development for production for the Lone Star State. Wagner's articles on Oklahoma and Kansas aroused much comment among producers. His discussion on Texas will be even more interesting.

Elimination of blowing and equipping with gas tight roof as means for minimizing this fire hazard at a refinery.

A refiner who has kept his plant running continuously since 1909 has taken National Petroleum News into confidence and told just how the trick was turned in articles by Paul Truesdell, starting in the Jan. 14th issue. He will tell his methods, mostly based on common sense.

Big eastern producing company's staff writer, an exclusive article on the new method of rejuvenating old wells by which will probably be published in the Jan. 28th issue.

HOUSTON
608 West Building

IF YOU are ever in doubt as to what publication you ought to use to reach the oil industry, no elaborate research is necessary. Simply go out and call on a few representative customers and prospects

among the oil companies.

You can very quickly find out whether or not "N. P. N." is on the job ahead of you—the familiar green cover identifies it instantly on his desk

or table.

The Oil Industry is generally covered with 13,000 and more of these green markers—the largest paid-in-advance circulation ever attained by any oil publication.

CLEVELAND
812 Huron Road

TULSA, OKLA.
608 Bank of Commerce
Building

CHICAGO
360 N. Michigan Ave.

NEW YORK
342 Madison Ave.

HOUSTON, TEXAS
608 West Building

Members
A. B. C. — A. B. P.