

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Ernest Hamlin Baker for Underwood Typewriter Company

MARCH 25, 1925

15 CENTS A COPY

In this issue:

“When Is a Market Won?” By CHARLES P. PELHAM; “The Salesman Who Resorts to Tricky Selling” By H. J. MOUNTREY; “Our Dealers Use Our Sales Helps Because They Pay for Them” By MARSHALL B. CUTLER; “What If the Beauty Bug Gets Us?” By F. V. HENDRICKSON; “The Follow-Up in Direct Mail”

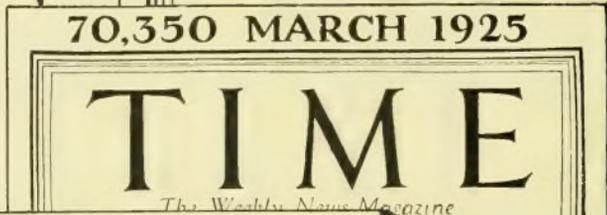
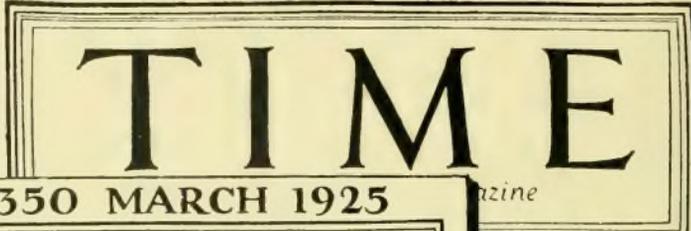
A Five Dollar Magazine

The
Fastest Growing
Non-Fiction
Magazine

TIME offers you 70,350 class circulation at mass rates and guarantees 110,000 by January 4, 1926. When you make up your next schedule, include TIME—a magazine that is constantly making new circulation records.

Last year TIME doubled its circulation out of current revenues, and still showed a profit for the year. Get the credit for picking a winner—put TIME on that next list.

110,000 GUARANTEED JAN. 4. 1926



Robert L. Johnson
Advertising Manager

TIME

The Weekly News Magazine

236 East 39th Street
New York City

REPRESENTATIVES

- Western**
Powers & Stone,
18 South Dearborn Street,
Chicago, Ill.
- New England**
Sweeney & Price,
127 Federal Street,
Boston, Mass.
- Southern**
F. J. Dusossait,
1502 Land Title Building,
Philadelphia, Pa.

TIME REACHES A RESPONSIVE AUDIENCE



An advisory board —that knows the facts

ON its way from maker to user every product is handled by several groups of people. Each group views the product from a different standpoint. Each acquires a specialized knowledge of the product. The combined knowledge and experience of all of these groups is essential to the sound marketing of the product.

When we start work for a manufacturer we go to these groups for information about the product and its competitors. We talk with hundreds—sometimes thousands—of jobbers, dealers and consumers. Their knowledge and experience become our knowledge and experience. The facts we learn are carefully collated and thoroughly analyzed. This first-hand information, together with our recommendations, is bound in a book. This is called a Richards' Book of Facts. With this book before him a manufacturer can build sales and advertising plans on the rock foundation of definite knowledge. He *knows*—where his competitor must often *guess*.

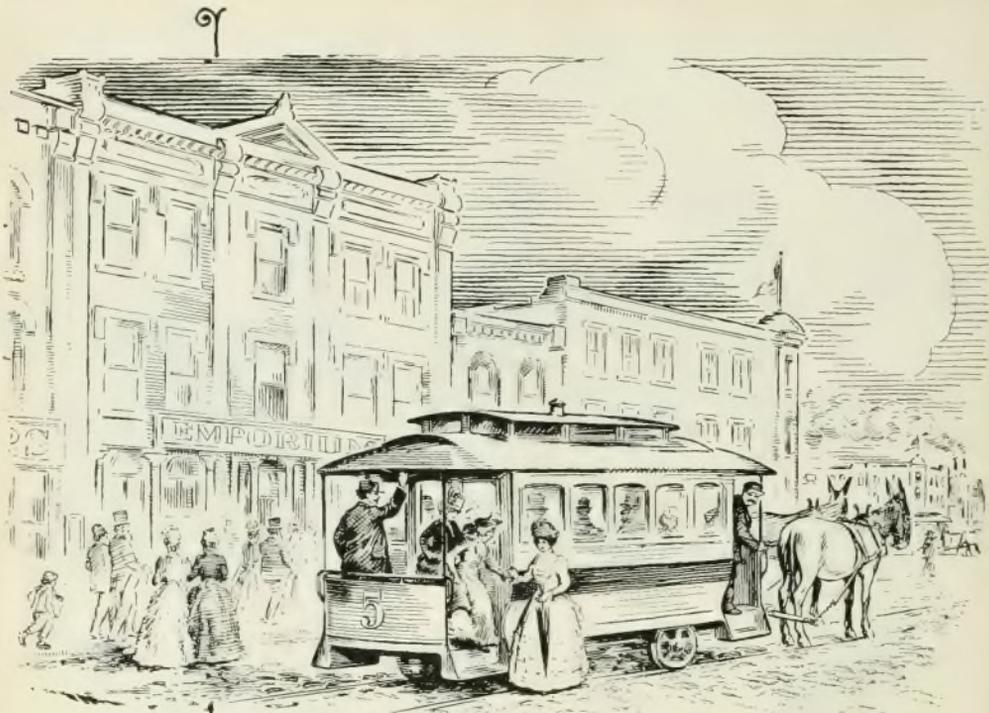
In a long experience, we have compiled many of these "Books of Facts." They cover many industries and many channels of trade: groceries, drugs, furniture, jewelry, motor-oils, gasoline, vacuum cleaners, gloves, shoes, hosiery and office appliances.

In compiling these books for different manufacturers we have acquired an unusually thorough knowledge of the principal channels of trade. This knowledge plus a special study of your business will enable us to render you the same brand of marketing and advertising counsel that is consistently increasing the sales of our clients.

You will be interested in a copy of our new book, "Business Research." It was written to give the practical business man an understanding of how business research, intelligently applied, can benefit his business.

Shall we send you a copy?
Joseph Richards Company, Inc., 253 Park Ave., New York, N. Y.

RICHARDS "Facts first—then Advertising"
TRADE MARK REG.



INDIANAPOLIS housewives in 1885 rode to "town" in mule cars. Today, their mode of travel is quite different. Their shopping habits, however, remain fundamentally unchanged. They still read the advertising in *The Indianapolis News* just as thoroughly as they did forty years ago.

Since *The News*' earliest edition in 1869, it has carried the unabridged advertising of Indianapolis merchants. Their daily sales convinced them long ago that appropriations are most profitably spent in *The Indianapolis News*.

In 1924, *The News* carried *more* advertising than all other Indianapolis newspapers *combined*—and did it with less than half as many issues.

The INDIANAPOLIS NEWS

CHICAGO
J. F. LITZ,
The Tower Bldg.

FRANK T. CARROLL
Advertising Manager

NEW YORK
DAN A. CARROLL,
110 E. 42nd St.

Page 5—The News Digest

Scripps-Howard

Newspaper group, announces the purchase of the *Akron Times* by the *Akron Press*, a member of the group. The two papers will be consolidated under the name of the *Akron Times-Press*. L. E. Herman, formerly business manager of the *Memphis Press*, will be business manager of the new paper and L. E. Judd, formerly editor of the *Akron Press*, will be its editor.

Norman B. Hickox

For several years assistant sales manager, has been made vice-president in charge of sales of the Curtis Lighting Company, Inc., of Chicago.

O. S. Tyson & Company, Inc.

Will direct advertising for the Pitney-Bowes Postage Meter and other mailing systems manufactured by the Postage Meter Company and Pitney-Bowes Company, Stamford, Conn.

The Biow Company, Inc.

New York, will direct advertising for Kaufman hats and the London Shoe Company, Inc., both of New York.

Manning, Warthen & Greene

Is the new name assumed by Manning & Warthen of Cleveland, advertising art. Arthur Greene, formerly with the *Cleveland Times*, has been made a member of the firm to act in charge of sales.

Midland Advertising Agency

Cincinnati, Ohio, announces the addition to its staff of Eugene S. Mittendorf, formerly publicity director of the United States Playing Card Company of the same city. The Midland Agency has removed its offices to the newly erected Atlas Bank Building.

Hutchins Advertising Company, Inc.

Rochester, N. Y., will act as advertising counsel for Brown Brothers, nurserymen, of the same city.

V. L. Kirkland

Is now representing *Industrial Digest* in the Pittsburgh territory.

Picard, Bradner & Brown, Inc.

New York, will direct advertising for Dunn Pen & Pencil, Inc., of the same city.

Carl R. Hansen

Formerly advertising manager of the Electric Appliance Company, and editor of *Electrical Trade*, both of Chicago, has joined the staff of George J. Kirk-gasser & Company, advertising agency, same city.



The Thumbnail Business Review

IRREGULARITY features industry and trade. Surpluses created in many lines must be worked off through distributive agencies before any great activity can be expected. For example, figures show that steel production has been running about 27 per cent above consumption since the first of the year. Curtailment in the industry is a possibility.

☐ The conservatism that has characterized automobile production in recent months has left the industry in favorable position to reap the benefits of any increased buying tendency.

☐ Agricultural conditions continue generally favorable. Farmers plan to devote considerably more acreage to wheat, which may have the effect of plunging the "condition of the farmer" back into politics. The wheat grower has always been a gambler. If he guesses right, it means prosperity for him; if not, well, there are always lobbyists.

☐ Car loadings are at great volume. The building industry seems to be slowing up, although it is yet too early to state this with any definiteness. Increased buying would do a great deal to stimulate the textile, knit goods and shoe businesses, among others. The coal industry seems to be in a hopeless state of inactivity.

☐ Retail trade is slightly less in volume than a year ago. Mail order and chain stores continue to register slight increases in sales over previous years. ALEX. MOSS.

K. B. Groser

Formerly with the Condé Nast Publications, Inc., and Rufus French, Inc., both of New York, has joined the rotogravure advertising staff of the *New York World*.

Kenneth M. Goode

Of Goode & Berrian, Inc., has undertaken the reorganization of the mail book trade and foreign selling for P. F. Collier & Son Company. Hereafter he will act only in an advisory capacity in his agency connections.

Edwin A. Machen

Formerly president and general manager of the Machen & Dowd Company, advertising agency, has severed his connection with that firm and has organized an advertising business under the name of Edwin A. Machen & Company. Associated with him will be Eben J. MacKenzie, formerly with Machen & Dowd Company, and Eugene F. Goldbach, formerly with the *Milwaukee Journal*. The new company will be located at 614 Ohio Building, Toledo, Ohio.

Franklin P. Shumway Company

Boston, has been named advertising counsel for the Hygenia Brush Company, Worcester, Mass.

J. H. Godfrey

Has been appointed advertising manager of the Creamery Package Manufacturing Company, Chicago.

Cecil, Barreto & Cecil

New York office, will direct advertising for the Ventilouvre Company of Bridgeport, Conn., manufacturer of transoms.

Motor World Wholesale

Is the new name to be adopted by *Motor World* with its issue of May 28.

E. D. Parent

Has resigned his connection with Glaser & Marks, Inc., Boston advertising agency, and will form a new company of Pragoff & Parent in association with Henry C. Pragoff, publishers' representative.

D. D. Sperry

Formerly with *Good Housekeeping*, has become manager of the Cleveland office of the Curtis Publishing Company.

Fred M. Randall Company

Detroit, has been appointed advertising counsel for the Nufuel Heating Corporation of the same city, manufacturers of the Nufuel oil burning heating system.

John E. Wiley

Has resigned his connection with Van Sant & Company, Baltimore, and announces the establishment of the firm of John E. Wiley, advertising. The new concern will be located in the Baker Building, 333 St. Paul Place, Baltimore, Md.

W. C. Babcock

Has resigned his connection with Ruthrauf & Ryan, New York, to take effect April 1.

[ADDITIONAL NEWS ON OTHER PAGES]

E.W. Howe Says —

E. W. HOWE'S MONTHLY, JANUARY, 1925.

A GOOD ADVERTISEMENT.

Is business preparing to defend itself against the malicious and unfair attacks which have long disgraced newspaper and magazine literature?

There is printed in Washington, by the Chamber of Commerce of the United States, a magazine called *The Nation's Business*. Five years ago it had a circulation of forty thousand. This has increased to two hundred thousand, and the magazine is now making an advertising campaign for still greater circulation. One of these advertisements was the best thing I saw in the newspaper containing it. Read the following extract:

"When wheat began to climb last August, false friends of the people told the farmers that it was all a trick of the interests—Wall Street manipulation—to get the farmers' vote; that after election prices would go down to the old level. Thousands and thousands of the farmers acted on the market forecasts of those political prophets and dumped their grain. They refused to listen to the voice of business; they spurned facts and figures of world conditions. As a result, on every bushel they sold, growers who followed the demagogues lost the advantage of a forty or fifty-cent advance. In the aggregate, they lost more than a hundred million dollars on wheat alone. . . . What a striking contrast between the record of the demagogue and the record of business! Business does not find the people poor and leave them poor. General Electric finds the people in darkness and leaves them in light; American Radiator finds them cold and leaves them warm; International Harvester finds them bending their backs over sickle and hoe, and leaves them riding triumphantly over their conquered fields; Standard Oil and Henry Ford finds them shackled to front porches, and makes them masters of time and space, citizens of a larger world."

The quotation is a fair reflex of the policy of *The Nation's Business*. The people should give it four or five million circulation, and opportunity to meet attacks on business that are not only untruthful, but very harmful to the country.

If you believe in common sense, subscribe for its magazine.

Join the fight against the irresponsible freebooters who are trying to sink the old ship every decent man has found the best means of pursuing his journey.

It has been attacked by pirates. Every considerable business institution should make an appropriation to help increase the circulation of *The Nation's Business*:

And *The Nation's Business*, on its part, should always be fair, tell the truth, and use its profits to enlarge the usefulness it has attempted;

"I see an estimate going around of the value of a college education at ten thousand dollars. The idea is to send his son through college, and ten thousand dollars, there is of sixty thousand. . . . The more of the modern foolishness to all men of real intelligence, the estimate can be placed on the college education. Sometimes injured by the years they go to college. It all depends on the college is like digging for gold is found. The college is to equip teach not a profitable profession it may be. Those who do not become teachers number of their best years ornamental rather than a man should have the education as early as possible into the hustle where the football prizes are obtained, knowledge a man acquires professors, but from experience fairly and vigorously I told me the other day that a child. One of them took college, and was the three after passing the Thousands of our most never been inside of a college education is not recall a really might as much time to college a vocate.

"We grumble at the end it is reasonably takes are made, in a readers early, but the

Take the case item in history: Russia as prize And what a story ing like it since story of great great brutality of value forever. into effect every ment; not one is upper classes have meant the slight for the lower. are two hundred government em and fourteen ninety-five work. So so name be filled with hatched and cease

ED HOWE—

Seventy years old and full of knowledge, known as "The Sage of Potato Hill," magazine contributor, writer for a hundred newspapers, and Editor of *E. W. Howe's Monthly*. His paper is read by statesman and scholar, business man and professional, patriot and bolshevik, conservative and radical all over the country. He read one of our advertisements and then published the editorial which we reprint above.

NATION'S BUSINESS

\$8,000,000

In next Five Years



—That's the Appropriation Set Aside by The Southern Bell Telephone and Telegraph Company to enlarge their system in order to keep pace with Birmingham—the fastest growing city in the South.

THE SOUTHERN BELL TELEPHONE AND TELEGRAPH COMPANY never races off at a tangent. Their estimate of a city's future growth is based on facts and figures compiled by a highly trained corps of engineers. They know how rapidly a city is developing and in what direction; they look into the future to see where exchanges should be located and where cables should be placed; it is all a cold-blooded business proposition in which they figure what kind of service will be required five or ten years from now.

This company figures on spending \$1,000,000 per year in developing their properties and facilities in the average city of 200,000 population. Yet in Birmingham, they have appropriated \$8,000,000 to be spent in the next five years for this purpose. Which is concrete evidence that Birmingham is growing faster than the average city of 200,000 people,—which means that The Southern Bell Telephone and Telegraph Company are expecting big things of Birmingham and want to be ready for the increased business as it develops.

Net Paid Circulation More Than	
Daily	Sunday
81,000	92,000

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.
New York

J. C. HARRIS, Jr.
Atlanta

KELLY-SMITH CO.
Chicago



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 606—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.

A. W. SHAW COMPANY

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

Cass, Huron and Erie Streets

CHICAGO

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

PRINCIPLES OF ADVERTISING

STARCH



"Principals of Advertising"

by DANIEL STARCH, Ph.D.

Associate Professor of Business Psychology, Graduate School of Business Administration, Harvard University; Director, Department of Organized 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 Shaw Business Books just from press are authoritative books on such fundamentals of business as merchandising, investment, auditing, finance, personnel management, office management. Week by week new titles by leading authorities are being published on subjects of vital import to executives, salesmen, and advertising men. On request we will gladly add your name to our mailing list to receive our free bulletins on new Shaw 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..... POSITION.....
(Please print plainly)

STREET AND NUMBER..... FIRM.....
(Please print plainly)

CITY AND STATE..... Signature.....

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



Advertising Well Directed

THE career of the Campbell-Ewald Company has been one of constant development. Its aggressive service in the interests of its clients has helped them grow, and it has grown with them. Its important contributions to advertising success have thoroughly established it as a powerful national factor.

Today the facilities of the Campbell-Ewald Company are again greatly increased, and its capacity to serve is still further magnified and broadened, by a notable expansion of its Eastern organization.

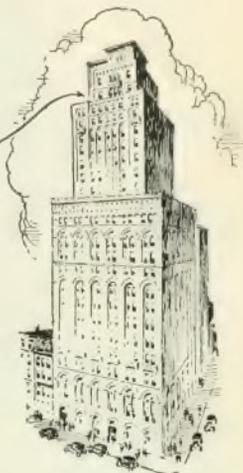
Three men of wide experience and known ability—Norman Craig, Alfred K. Higgins and H. Ledyard Towle—have come into our Eastern Department. They, with J. Kingsley Gould and other members of our Eastern staff, will form a New York advertising agency organization that is complete in every particular, with all facilities for rendering valuable service in every phase of advertising and marketing.

To further aid this purpose, the Eastern office of the Campbell-Ewald Company is, on February 18th, occupying the entire twenty-third floor of the Johns-Manville Building on Madison Avenue at 41st Street, New York City—a position of easy access from Grand Central Station, Pennsylvania Station and the New York subway lines.

The personnel of the new Eastern organization is eager and able to carry the Campbell-Ewald ideals of service to Eastern advertisers, and we are backing them with all the resources of our national organization.

Alfred K. Higgins
President

CAMPBELL-EWALD COMPANY
Detroit New York Chicago Toronto
Los Angeles San Francisco



Centrally Located

Our Eastern offices occupy the entire twenty-third floor of the Johns-Manville Building on Madison Avenue at 41st Street—conveniently reached by all lines of travel to and in New York City.

Norman Craig

who now becomes Eastern Manager for Campbell-Ewald, has enjoyed a successful advertising and sales experience covering fifteen years. He has served, in executive capacities, Armour & Company, Fuller & Smith and the Aluminum Castings Company. He organized, and is still a director of, the Light Alloys Company of Painesville, Ohio. Most recently he has been Vice President of Frank Seaman, Inc.

Alfred K. Higgins

the new Manager of Eastern Service for the Campbell-Ewald Company, has for fourteen years held positions of responsibility with Calkins & Holden, Martin V. Kelley Co., N. W. Ayer & Son, the United States Advertising Corporation, and Frank Seaman, Inc.

H. Ledyard Towle

brings to his new position as Eastern Art Director of the Campbell-Ewald Company a long and intimate association with fine art. He was an art instructor at Columbia University, and with the New York City and Newark, N. J., Boards of Education. He has been an executive of the H. K. McCann Company and Frank Seaman, Inc. His works hang in the permanent collection of the Museum of Fine Arts at San Francisco and the National Gallery at Washington.

J. Kingsley Gould

will continue to serve Eastern clients of the Campbell-Ewald Company as he has been doing so successfully for the past four and a half years. Mr. Gould's experience was obtained with the Detroit office of this company; with the Ford Motor Company of Canada, Ltd., and with Henry Ford & Son.



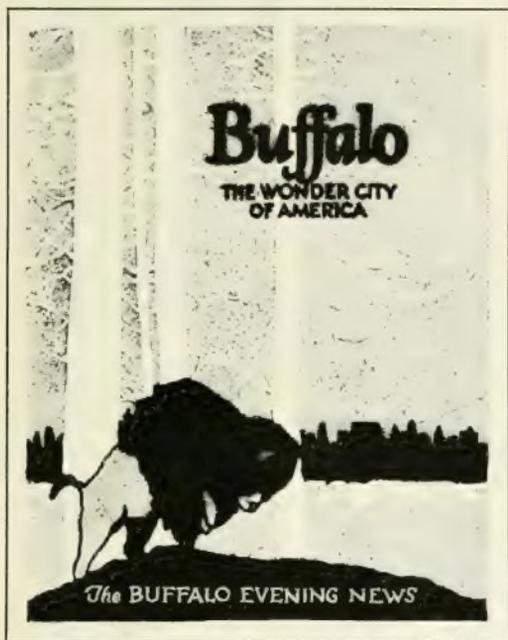
A Delineator house built by
A Delineator reader from
A Delineator house plan in
The DELINEATOR

Founder of BETTER HOMES IN AMERICA

The Butterick Combination [THE DELINEATOR
and THE DESIGNER]

Buffalo the Wonder City of America

This Book tells the Story of the Buffalo Market



THE second edition of *Market Facts About Buffalo*, now off the press, is a publication of great value to the advertiser considering additional sales and advertising activity. It features Buffalo for what it is—one of the ten best markets in America. The information presented is authentic and genuinely helpful—for example, a detailed list of wholesalers and buyers is shown for Buffalo and lists of retailers are included for every outside city, town, village and hamlet receiving 25 or more copies of the News. A territory map and much other data complete the market story of Buffalo in a concise, practical way.

This edition of *Market Facts About Buffalo* is being mailed to advertising principals and agencies. Copies will be sent to others interested, upon request.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

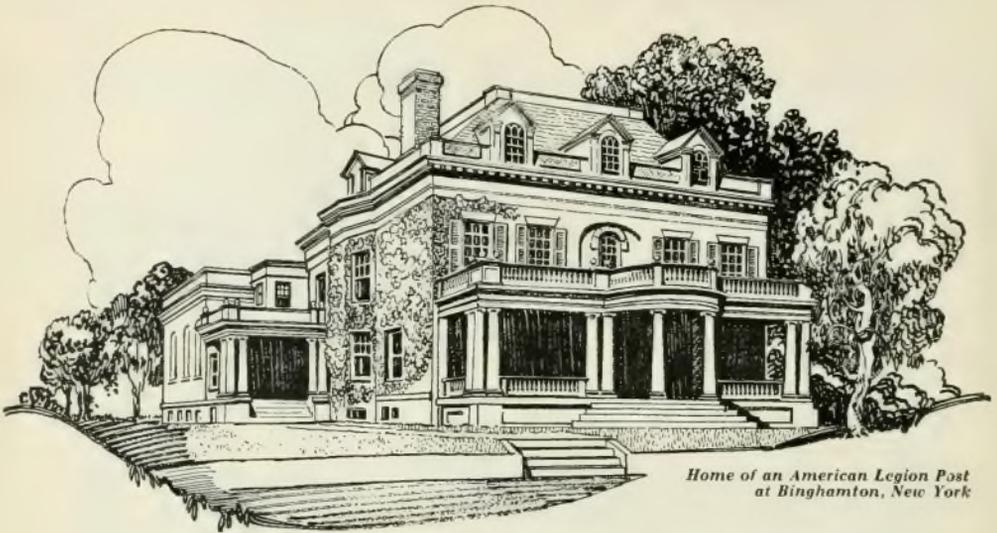
A.B.C. Sept. 30, 1924
124.468

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

Present Average
132.462

Marbridge Bldg., New York, N. Y.

Lytton Bldg., Chicago, Ill.



Home of an American Legion Post
at Binghamton, New York

How about Legion Clubhouses?

Nearly sixty-five per cent of the more than 11,000 Posts of the American Legion have permanent quarters.

22% have clubhouses 60% meet in rooms

Ten per cent have bought, six per cent have built, fifteen per cent have remodelled, twenty-five per cent rent, and twenty-four per cent have had their headquarters donated.

More than thirteen per cent have Post Exchanges, cigar counters, or canteens.

45% have pianos 10% are equipped with radio
35% have phonographs 35% have billiard tables

Ninety-one per cent of these Posts take an interest in civic activities, and sixty-seven per cent of them have helped to put over one or more city or town improvements.

A copy of our recent investigation, "How About LEGION Clubhouses?" is yours for the asking.



we'll help you do it

The
AMERICAN
LEGION Weekly

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN
Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

22 West Monroe Street
Chicago, Ill.

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media

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(© Brown Bros)

ARE all humans vacillating creatures? Does the buying public always seek change—the new? Can the average consumer be likened to a chameleon?

Charles P. Pelham, in the leading article in this issue, states that in this country precedent means little, that custom is momentary, convention a thing of a day.

"Whenever one is inclined to regard the market for his product as being a fixed stream of sales," writes Mr. Pelham, "let him take one human being, apply a few drops of 'friend's advice' and see him change his colors as quickly as a chameleon.

"Before the application he was part of your market, but 'friend's advice' switched him to your competitor's product."

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. HARBOUR
Peoples Gas Bldg: Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

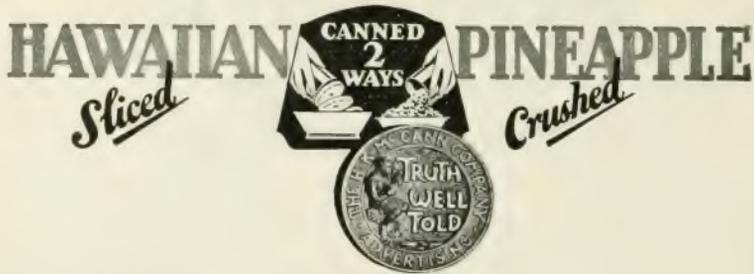
LONDON:
66 and 67 Shoe Lane, E. C. 4:
Telephone Holborn 1900

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

Through purchase of Advertising and Selling, this publication absorbed Profitable Advertising, Advertising News, Selling, The Business World, Trade Journal Advertiser and The Publishers Guide. Industrial Selling absorbed 1925

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

Copyright, 1925



WHEN a Thomas doubts the power of co-operative advertising today, some-one may generally be counted upon to say: "Look at Crushed Hawaiian Pineapple!"

Then there follows the story of this little known form of a nationally-popular product —of the advertising campaign undertaken by the packers to teach women how to use it—and of the truly remarkable results secured within a few short months.

It is a source of extreme gratification to us that we have had a part in this program of advertising which has helped to make Crushed Hawaiian Pineapple one of the most popular of canned fruits.

Another signal triumph for "Truth Well Told!"

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

MARCH 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*

When Is a Market Won?

By Charles P. Pelham

THE day the United States declared war I smoked ten cigars. The final decision of our Government to save the world for a bigger and better war had nothing to do with it. I was a cigar smoker. I liked cigars—liked them better than cigarettes, which I hated, or pipes which were, I thought then, smelly and inconvenient.

A few months later—in a training camp in Alabama, but not nearly so devoted to cigars. Conditions had made me a cigarette-cigar smoker. That is, I smoked cigarettes all day—a cigar or two at night. I was no longer a dependable part of the cigar market.

Another few months pass. Now projecting hunks of iron and steel on the equally hard head of the Boche. Still smoking—but, this time, only cigarettes. And I liked 'em better than cigars. I was now a definite part of the cigarette market.

Months later—war over. Surrounded by pipe-smoking advertising men. Enticing whiffs of "aged in the wood" float by. I succumb to the ancient briar and there is great rejoicing in the Dunhill offices. Velvet Joe and Blue Boar declare another dividend. I am a part of

the pipe and pipe tobacco market. From cigars to cigarettes—from cigarettes to pipe. In three markets in three years. And four million young men were similarly affected during the war years.

Where did they wind up? In whose market did they start? To which market do they now contrib-

ute their shekels? And which market or business will have their spendings next year, the next, and the next?

All of which brings up the question: Is there such a thing as a "fixed" market? Are markets ever won?

How often one hears claims about "Our position in the market"; "We don't have to worry about our future, we control — per cent of our market"; "We have the largest selling quality cigar, soup, soap or shoe horn on the market."

But how often does one hear: "How can we be sure of consolidating our gains, of protecting our attainments, as well as insuring our growth against the future and its odds?"

To go back to the tobacco industry for an illustration. It is said that La Palina enjoys the largest sale of any high-grade cigar on the market. By years of sound manufacturing methods, consistent sales promotion and advertising, La Palina has made a place for itself in a very competitive market. But what a vacillating thing is smoker's preference.

Here's what La Palina faces daily. Today—to-night — thousands of La



© Brown Bros

IS there such a thing as a fixed market? The question applies with equal force both to the market for the products of a specific industry and the market for the individual concern that operates competitively within that industry. Horse-drawn vehicles have given way to high-powered motor cars. The owner of one make of car today is in the market for a different make of car tomorrow. Markets, in the final analysis, are people and their needs. A new generation comes into being every twenty years. It by no means accepts the dictates which ruled the matured and the ancient

Palina smokers will attend banquets, dinners, smokers, clubs, societies, sales meetings, conventions, etc. Other thousands will be guests in friends' homes, guests at luncheons, parties, etc. And all these thousands of La Palina smokers will be offered many brands of cigars other than La Palina. What a temptation. Many will switch, many who have been steady La Palina smokers will become steady smokers of other brands.

La Palina may have several hundred thousand loyal members in its market this morning. How many will it have tomorrow morning?

Of late we have been confronted with a question from one of the great cigarette brands: "Is cigarette taste changing?—An average of 1000 smokers change to Chesterfields every day."

Yes, cigarette taste is changing, it is always changing. The Chesterfield market is never "fixed"—never won. Nor is any other market. Twenty-five years ago there were 23,000,000 adult men in this country. About 40 per cent or 50 per cent were smokers, and most of them were cigar smokers. They smoked 7,000,000,000 cigars and about three billion cigarettes a year. Today there are 34,000,000 adult men in the country, but now 30,000,000 of them smoke—88 per cent smokers as against 40 per cent a generation ago.

But they don't smoke any more cigars than they did twenty-five years ago. Instead they smoke 65,000,000,000 cigarettes a year—an increase of over 2000 per cent in twenty-five years—while the cigar business stood still.

What happened? Simply this: What seemed to be a "fixed" or won market for cigars a generation ago is today a fixed market for cigarettes. What will it be in the next twenty-five years?

Several years ago an able editorial pointed out that every seventy years or so the world changes its population. As far as people are concerned it is a new world, with new ideas, new thoughts, new desires, new minds.

Markets are people and their needs. Neither remains static for long. In fact, both change much more frequently than every seventy years. A new generation comes into being every twenty years, and it is the new generation which rules the matured and the ancient.

FATHER and mother may be staunch supporters of white bread, but a sixteen-year-old daughter can bring home an idea from a domestic science class that will switch a family to whole wheat, will change the carpets in the living room, the heating system, the lights; or the evening hour from one of reading to one of movies and radio.

As long as there are births and deaths, there will be change—change—change in our preferences, habits, wants and our ideas as to who makes the best canned soup, the smartest hat, the smoothest ice cream. Under such circumstances how can there be such a thing as a "won" market.

I swear by Johnson & Murphy shoes. Four years ago I got the good shoe idea, figured that they lasted longer, looked better, etc., and started paying \$14 a pair for shoes. I sold the idea to two men in the office. That's human you know. Most of

us want the other fellow to follow our advice. I also sold the idea to three friends. That makes six shoe customers switched to J. & M. as follows: Walkover lost one customer, Nettleton lost one customer, Hurley lost two customers. Two others were butterflies—bought here and there.

Then one day one of the friends walked in with a new pair of John Wards. They looked exactly like J. & M.'s, but they only cost half as much. The same day I lunched with one of my J. & M. converts. He was out a-shoe-buying. So I says to him, "Did you ever try John Ward? etc., etc., etc." And he says to me, "I think I'll buy a pair if they're all you say about them."

Again a market changed. This man had been in the Walkover market when he was switched to the J. & M. market, and now he is a steady John Ward booster and is probably doing his "bit" toward re-vamping markets.

Not only do people fail to stay put on one brand, but they also stop using the product entirely (all brands included) if certain influences are brought to bear. Which means that to count upon a fixed market for a product is as dangerous as counting the number of peo-

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(© Irving Gallows)

NOT so many years ago, washtubs and washboards were advertised and sold the country over. Today the electric washing machine holds first place in hardware men's displays of household conveniences. Through sound manufacturing methods and consistent sales promotion and advertising, washing machine manufacturers have made a place for their respective makes in the broad general market. But who can say that tomorrow a user's preference for one type of machine may not be transferred to another?

Bread and Butter Problems of a Sales Manager

The Salesman Who Resorts to Tricky Selling

By H. J. Mountrey

I HAVE just had to fire one of the best and most promising salesmen I have ever had. He was a hard-working volume-producer with lots of initiative, but had either through wrong habits or wrong training, perverted this ability into trick selling.

I don't suppose there is a sales manager in the country who does not have one or two of these black sheep creep into his sales force, whether it be large or small. Usually these men are oldtimers who have been selling for five or ten years and who have acquired these habits in the days when a salesman's ability was measured only by the orders he brought in.

Usually that man is a good producer, and with such a man we are prone to overlook slips from the straight and narrow path. After all, to most sales managers "A handful of orders covers a multitude of sins."

The particular chap I am speaking of came to us about a year ago and, true to type, stepped right out like a thoroughbred. For two or three months his volume climbed until he headed the list, and I began to vision him as a real and rare find. Then he made his first slip, nothing unusual or serious, but just the complaint of a retailer that the goods delivered to him had never been ordered. We called the man on the carpet, but he had the usual good explanation and promised to go out and get the matter fixed up right away with the retailer. This was one of the usual



THE salesman with a bagful of tricks exerts a demoralizing influence on the rest of the sales force. Particularly is this true where a young salesman is sent out with the so-called "star." The youngster watches the old-timer operate and instead of learning the principles that underlie good selling, he simply acquires, in a few weeks time, all the bad tricks and habits which the tricky salesman has perfected through years of practice. Such tricks are easier to learn than to forget

symptoms of the oldtime trick salesman, but like other sales managers I let myself believe that a little moral lecture would cure this man of habits which had taken him probably five or ten years to build up.

ABOUT two months later came the second slip. This time the offense looked more serious—the forging of the retailer's signature to an order which had never been placed. We called him in again and were all ready to fire him. But that man knew sales managers and their weaknesses, and when he took the wind out of our sails with a ready confession and the statement that he had learned his lesson, we gave him another chance.

Then we came into a period of slow sales when business was hard

to get, and this man who had steadily headed the list found himself crowded out of position. Right here is where he reverted back to type and early training. In a month's time he did more damage with trick sales than we can live down in six years.

There are two elements of real danger in the salesman with such inclinations. In the first place, to use the words of a wise old jobber, "A firm is known by the salesmen it keeps." The dealer and the jobber can only know and measure the firm by and through its men. When they are victimized, they rarely blame the salesman. They are unable and unwilling to see how any man can continue

shady operations without the knowledge of the house. So they naturally conclude that the firm is so hungry for business that it openly condones these malpractices.

I have in mind one of our leading competitors who was unfortunate in sending into a Middle West territory three men, one after the other, and each one a little worse than his predecessor. This firm prides itself on its policies of square and honest dealing, yet in this territory it has acquired just the opposite reputation. And it is a reputation that even the president himself cannot explain away. The best they can hope to do is to live it down over a period of years. A situation such as this, brought about solely through misrepresentation, is in every sense of the word a real danger to every

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Planning the Follow-Up in Direct-Mail Selling

By *Richard W. Freeman*

Advertising and Sales Manager, Frank E. Davis Fish Company, Gloucester, Mass.

MANY concerns, through lack of proper planning and attention to the incidental details of their follow-up, are not receiving the returns they should from their advertising. The time to plan the follow-up is when the advertising campaign is being built. Before a single piece of copy appears in a magazine or periodical, before the first direct-mail piece is sent out, the follow-up or subsequent pieces should be studied carefully from several angles.

The number of pieces that are to constitute the follow-up effort depends on the price of the article and the margin of profit. An advertiser can afford to spend more money in follow-up work if he is selling a \$750 piano, or even a \$100 washing machine, than if he were marketing an article with a \$5 selling price carrying only a small margin of profit. Yet even in the case of the low-priced unit the follow-up can be so planned as to yield profitable returns.

The sales appeal upon which the consecutive steps in the follow-up campaign are to be based should be definitely determined. Real thought is required in the study of the sales appeal of the article or articles to be marketed.

One successful direct-mail advertiser, a concern that sells food products direct to the consumer, in its first mail piece offers three special assortments which are representative of the line and have been selected as leaders. Having determined from sales records the comparative sales appeal of the various items, the second piece of follow-up mailed to those who do not respond to the first effort is an illustrated sales letter in colors, featuring a single item and inclosing a return card for easy ordering. The



HOW effective is the direct-mail matter you send to your prospects? Do you turn 30 to 40 per cent of all inquiries into sales, like the concern referred to by Mr. Freeman? The solution to better selling by direct mail is a carefully planned follow-up system. Each piece entrusted to the postman should be prepared as if it were the last in the series. If a concentrated sales appeal is built into every part of the follow-up campaign, sales are produced at a minimum of expense and a maximum of profit

third piece of follow-up is another but differently illustrated letter, extolling the virtues of the next popular item in the line, with a return card; the fourth is not in letter form, but is a single-page illustrated sheet offering another popular item. In this way a definite effort is made to arouse the prospect's desire for the foods he is most likely to want, judged by an analysis of sales to previous buyers.

This is a logical and scientific way

to go after sales. Working on the theory as outlined, the concern mentioned turns from 30 to 40 per cent of all inquiries received into orders.

In the planning of follow-up it is imperative to avoid any indication of dismay or ill-feeling because the prospect has not responded to letters. To let a prospect feel in the slightest degree that he is under obligation simply because he has answered an advertisement or inquired for a booklet or sales literature means in most cases to sacrifice all chances of making the sale. Take for example the following letter:

GENTLEMEN:

During the past year we addressed several letters to you, all of which apparently failed to receive your attention since replies were not received.

We wrote you in the belief that we have a very definite and valuable service to offer you in solving your printing problems, which it would be to your advantage to investigate. If this service does not, in your opinion, merit your consideration, do us the kindness to say so, as we have no desire to annoy you by our further solicitation, and failing to receive a favorable response shall discontinue our further efforts.

Before taking this action, however, we wish again to call attention to our exceptional facilities and to remind you that every facility which we possess is at your disposal.

It is easy to sense the frame of mind aroused in the reader of this letter, inasmuch as the tone is distinctly antagonistic and chiding. Whatever interest had been created by previous communications is at once destroyed by the evident unhappy spirit, to put it mildly, of this letter. Even to imply that the prospect is in duty bound to answer a follow-up is a mistake, for he is not; and nine chances to one, he knows it.

Whether letters, broadsides, booklets or folders should be used as

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Our Dealers Use Our Sales Helps Because They Pay for Them

By *Marshall B. Cutler*

Advertising Manager. J. P. Smith Shoe Company, Chicago, Ill.

WHEN we first started to build comprehensive dealers' campaigns nearly three years ago, we knew that to produce the best, to have our material used generally and thoroughly, and to avoid waste and lost traction, we would have to formulate a cooperative policy which would assume that every dealer was just as anxious to sell a volume of Dr. Reed Shoes as we were. We took it for granted that our trade was intelligent and could see the value of an advertising partnership with us. If a man is sold on advertising at all he knows it is not free, and that he certainly should expect to pay something for its power. If he knows anything at all he knows that better material can always be produced for less cost if it can be bought in large quantities. The dealer knows that the knowledge, the facilities, the system of the factory-maintained advertising department can make his advertising appropriation worth 100 per cent more than it would be were it spent individually.

We have made it a point to sell our dealers the truth: that our trade-name and trade-mark on their merchandise only adds to its value. The old objection, "We don't want to pay

for advertising the factory," has been relegated to the discard as far as our lists are concerned. Why does a merchant buy trade-marked shoes if he doesn't believe in their worth and in their more rapid acceptance by the consumer?

We took it for granted that our dealers were normally intelligent men, certainly not selfish where their own interests were so vitally concerned. With our first advertising we began to educate our dealer family to the fact that we were not going to *give* them anything, in the literal sense. Theoretically, we have given and always will give them more than they expect, and they have come to realize it.

Advertising that goes down in the basement, up in the attic or under the shelves is not advertising. It's just a mass of barnacles retarding the headway of the business.

Like the experiences of fond fathers, the training of our family to an understanding of the best methods of producing and distributing mutually helpful advertising was not easy. The factory advertising department has come in for many slurring remarks from dealers who thought they were being imposed upon. Our first samples of advertis-

ing were not well received when we quoted prices to dealers on them, even though these prices rarely represented more than one-third the actual cost. But little by little, as we progressed and expanded our efforts gained the approval of a few of the faithful who from the beginning had invested in our advertising features, the majority of our accounts began to see the light and come in for their share. From the unsolicited testimonials we have received we judge that our dealers are content with our policies.

Naturally, a manufacturer selling 5000 or more shoemen will find some who will never admit the advantages of spending a little and saving much. But without exception these men are non-advertisers, anyway. Even were they to receive all material free, they would probably tuck it away to exert its persuasiveness on the moths, the spiders and the flies.

Our set plan is to charge the dealer about one-third for such things as style books, special mailing features and the like. We would not blame any business man for refusing to subscribe to advertising that is written at the factory, by the factory and for the factory exclusively. To merchandise successfully

Neglecting the Small Orders for the "Quantity" Business

By *H. H. Shugart*

A. W. Cash Company, Deatur, Illinois

"I SUPPOSE your business is different?" To which the successful but perplexed manufacturer responded, "Well, it is, and it isn't," giving vent thereby to a time-honored and incontrovertible statement of facts. But leaving the question with its devotees, let this much be stated and affirmed. Your business is like our business, and your problems are like our problems, to the extent that we both step out of routine at times and sell extra-largely and extra-profitably to some consumers. Then we get the "gravy." Between times we both subsist as best we may on leaner fare.

Quantity business, the sale of our product in lots of one hundred, five hundred, or one thousand, always will be "gravy" for us. And while we will ladle out for ourselves helpings of this quantity business as largely and as frequently as we can, common sense warns us to be watchful of the more substantial stuff needed for ordinary existence.

Our plainer fare, our "meat and potatoes," consists of business secured from industrial plants, the plumber, the steamfitter, the butcher, the baker—the whole crowd of sundry and divers buyers. That is the stuff which furnishes backbone, flesh and muscle for any well-established business. In fact, without it there is no established business.

When we analyzed the 1924 sales of one of our representatives, whose total was quite creditable at that, we found that from one of his customers he had secured exactly 78 per cent of his year's business! Our mind instantly reverted to those four or five hundred good prospects. All we have to do is to sell them. There must be some way to turn the trick. We have only to find it, and prosecute it vigorously.

How can one foreknow whether a man will buy in lots of two or two thousand? For illustration, a recent sales-letter campaign attempting to sell a limited number of bottle-blowing machine manufacturers resulted

in a small sale to only one concern. But that concern, buying gingerly at the start, bought largely afterward and will continue to buy largely. All the competitors of this concern, manufacturers in the same line of business, may be prospects for us—or none of them. That can be discovered only by relentless effort and a very careful process of elimination. The man we may scratch off the list may be the biggest potential user.

One of our representatives assured us that there was no quantity business in his territory. We didn't believe him, but we couldn't point out the quantity buyer, so he had the best of the argument. We could, and did, however, put the proposition up to him this way. We wrote, "Before you conclude that there are no undiscovered quantity buyers in your territory, reflect that all our representatives think the same way. And that if this is true, then we are getting all the quantity business in the United States—which is nonsense."

As chance would have it, within ten days that man wrote, "Through D— (a competitor) who, as you know, does not make any equivalent, we have received a request for prices on 250 of our XYZ's. In strict confidence he told us the buyer's name. The buyer is a friend of ours, and only needs these XYZ's because of a new development, so we are taken by surprise. Otherwise we would have been after his business direct."

PERSONAL contact and never-ending letter-writing would have brought that inquiry direct to our representative. In which case we would have had the order. Too costly? Figure the cost, first against an order for 250 XYZ's, and then against a 250-XYZ-ordering customer. The fault of hunting quantity business lies in the fact that the smaller business in the territory is neglected. A taste of large volume business is a dangerous thing. The salesman gets hungry for the same kind of fare. The smaller orders no

longer intrigue him. As a result, while he may hold his own, he misses normal growth.

The confirmed seeker after "big" business may become very skeptical of his territory. He lands few large orders, he is above taking small ones, so he concludes that his hunting-ground is a poor one. The man is good but his point of view is warped. A friend of ours wrote such a salesman this way: "You are very skeptical of the sales possibilities in your territory. Do this for me. Set up before you on your desk a card reading: 'I believe that the potential sale of my product is negligible in my territory.' Beneath it print: 'None of my competitors do much either.' Sign your name. Then see how long you can believe it." It worked.

IT is maintained that a cold analysis of the sales records of any territory will disclose three things at least. It will segregate the few who are buying much. And this very segregation, this very classification of preferred accounts, will do much to secure for these accounts the systematic, unremitting, special attention which is due them.

Small businesses offer the greatest field for future development and expansion. Circularize them, call on them, keep in touch with their every need or possible need. Persistence may make buyers of them, even though they be small buyers at first. And a good thing to remember is that the small buyer does not always remain small.

It is quite probable that an analysis would not disclose a condition in any of your territories as extreme as our 78 per cent finding. Yet suppose you should prove to yourself that three or four prize customers yield 75 per cent of the business you secure in that territory, twenty or thirty customers 25 per cent and the remaining four or five hundred good prospects no business at all. What would it mean to you?



Two A. M. in the Supper Club



Rounding the Bend at 54th Street



Fisk Building Below Columbus Circle



A First Night at the Follies



On Brooklyn Bridge at Nightfall

THAT elusive "something" characteristic of sophisticated New York is happily suggested in these drawings by Oscar Howard, executed with a freedom of technique that lends itself admirably to newspaper reproduction. The sketches appeared as part of a full-page advertisement by Weber & Heilbroner, designed to sustain the atmospheric tradition that this company has built around its clothes for men—tailored in "the New York manner."

Four Successful Methods of Compensating Salesmen

METHODS of compensating salesmen should be designed to develop the best efforts of the men, to provide for their living and business expenses with something besides, all at an expense in keeping with the present day demand for lower costs of distribution. Conditions vary in different businesses, and authorities agree that there is no one method of compensation which can in all cases produce the most desirable results. To cover the entire field four general methods are in use today which, with their variations, deal successfully with all such problems as arise.

Briefly stated, these methods of compensation are: by salary, by commission, by the bonus and other additional rewards, and by the point system.

Salary is the obvious means of compensation in any line of work. It has persisted in the selling field although the present tendency is undeniably toward the so-called "incentive" methods. Salary has the authority of long usage and it is easy to compute. Furthermore, it secures adherence to the sales principles of the house, allows for the proper degree of development of missionary work and leaves the house free to transfer salesmen to other territories without injustice to them and to the benefit of the business as a whole. However, under this system salesmen tend to grow dissatisfied unless their salaries are raised frequently, and it has been further proved by the experiences of many concerns that the best in the salesmen is seldom brought out and that the business of the firms suffers in consequence.

The direct answer to the last named disadvantage would seem to lie in the plan of compensation by commission. Here compensation is measured directly by results. Risk and responsibility are placed upon the salesmen, and they are stimulated to harder work as a result. This compensation may take the form of straight commission—a fixed percentage paid on all sales;

sliding commission—commission percentages increased as definite sales totals are reached; or group commission—merchandise divided into groups, each of which carries a different rate of commission.

But here the pendulum swings to the opposite extreme. The relation of the salesmen to the house is apt to become distant as it is almost always difficult to determine the proper rate of commission. The best laid and best intentioned plans of a company and salesman entering into a commission arrangement invariably strike against this snag. Either the commission is too small, in which case the salesman is dissatisfied, or it is too large and he is dissatisfied when it is reduced, as reduced it must be in justice to the other salesmen in similar positions.

TO meet this condition two variations have been devised which combine the virtues of the salary and straight commission plans with an eye toward effective compromise. These variations consist of commission plus a drawing account, either guaranteed or applied against earnings, and straight salary with commission on all sales in excess of a certain quota which is fixed upon the volume of business which it has been estimated that the particular territory in question should yield. In this way the disadvantages of the straight commission are obviated and in addition the salesman is encouraged to pursue missionary work—calling on new prospects—which he is only too apt to neglect in favor of assured sales when it is upon these that his entire income depends. Furthermore, the salesman is assured of a steady income, not large enough to encourage loafing on his part, but sufficiently large to tide him over periods of depression. Where the quotas are fairly set, this plan has proved highly satisfactory to all concerned.

The bonus plan is not a compensation method, strictly speaking, but may be combined with any of the variations already referred to. A wide variety of performances may merit the bonus as a reward, the nature of these performances de-

pending upon the particular problems of the individual firm. It may be offered for the largest volume sold in dollars or quantity, for the largest increase in percentage of available business, for the best record of outstanding accounts or for the greatest number of new customers sold. A concern desiring to encourage new salesmen may give a bonus for the best record of the salesman employed by them for two years or less. Another form of bonus which has much to commend it is that which is granted for a saving in the percentage of selling expense or the increase in net profits by the pushing of the slow moving, higher profit products, orders for which are more difficult to place and which threaten to become dead weight on the hands of the producer.

Firms that have the interest of their salesmen uppermost in mind give a bonus for the greatest improvement in efficiency, which is determined by a consideration of all the factors which go to make up valuable salesman-productiveness. Cooperation may be fostered and, where the organization is large enough, an element of sport may be brought about by the bonus award to the branch which produces the best results. Thus a keen healthy rivalry is inspired and the contest becomes closely related to the lives and imaginations of the men.

THE point system of compensation can be applied only after a close analysis of the task to be accomplished. Obviously the ultimate object of the salesman is to sell goods, but there is much else he can do before and after receiving an order, for the salesman is the manufacturer's representative in the field. He can win back old customers and attract new ones; he can check up on the advertising activities of the dealers and materially aid them in these activities by intelligent advice; he can report upon the character of new accounts and any changes of status which may occur in old ones, and for the performance of these extra activities on his part he should receive proper encouragement.

Abstracted from "Methods of Compensating Salesmen," published by Metropolitan Life Insurance Company, New York.

What If the Beauty Bug Gets Us?

Toilet Goods Advertising: Where Is It Coming From? Where Is It Going? What Is It Doing to Advertising?

By Charles P. Pelham

ONLY a few years back advertising found it necessary to take a series of purity baths. It made free use of the truth-telling scrub brush and the honesty wash rag, and lathered well with fake-remover soap, all of which resulted in freeing advertising of one of its worst skin troubles so far—the patent medicine pimple.

It was an ugly pimple, the kind that locates on the end of your nose and loudly proclaims that you are not nearly so pure and healthy as you claim to be.

Such pimples don't last forever, to be sure. Eventually we throw them off, but while they are there they do us no good, they win us no new friends, they do nothing to add to our good standing, they do not strengthen confidence in us. Such was the effect of the patent medicine pimple on advertising.

Before it died it grew to such proportions that it did much harm to the good name of advertising. It destroyed the goodwill and confidence of many readers in advertising as a whole.

Pure lies, misleading statements and no end of impossible promises were to all appearances the code of patent medicine advertisements. The patent medicine people laid golden eggs as far as spending money for advertising went, but the eggs gave off an aroma that did advertising no good.

In 1923 about \$126,000,000 worth of patent medicines were sold to relieve or "cure" this and that. This was about 100 per cent more than the gullibles bought in 1914, which indicates that even today "one is born every minute."

But a comparison of patent medicines with the growth of other branches of the drug industry shows



THE answer to "What Price Beauty?" is the quarter of a billion dollars a year spent by the public on toilet preparations. In a period of ten years, stimulated by tons of advertising, the toilet goods business has increased 350 per cent. The drug industry as a whole, during the same length of time, has increased 131 per cent. "But," asks Mr. Pelham, "at what price to advertising?" and answers it by stating that it is at the expense of reader confidence. Does the toiletries industry need talking to about truth in advertising and its effect on goodwill?

that they are not holding their own. The drug industry as a whole, for instance, increased 131 per cent during the ten-year period 1914-23. But what did toilet preparations do? They stepped out in a stride which produced a 350 per cent increase in the same time. Whatever struck us that we should so suddenly desire to become beautiful, thin or fat, wrinkleless or chinless—to have our noses made over, our eyebrows lifted or

tilted, our skins loved to be touched?

A ton of advertising, then another ton, then tons and more tons. Some of it good. Some of it exquisite. Some just plain unadulterated bunk that reeks too familiarly of the golden advertising eggs laid by patent medicine advertisers a few years back.

Last year the toilet goods folks spent over eight millions in the so-called "36 leading national publications." This is only a drop in the sea of toilet goods advertising. It isn't saying anything about the many hundreds of weeklies, monthlies, farm papers, etc., not included in the "36" list. It doesn't include newspaper space, car-cards, posters, tons of display material and billions of leaflets, booklets and letters.

Yet only ten years ago toilet goods advertising in the "36 national publications" totaled about \$1,000,000. In these mediums alone it has shown during the past ten years an increase of 538 per cent. The total advertising of the automobile industry, including tires, cars, trucks, accessories, etc., has only increased during the same period 246 per cent and the food industry has only been able to show an advertising growth of about 257 per cent. And that's not all of the story. In 1914 the manufactured value of toilet goods and like preparations totaled about \$26,000,000. In the next five years it climbed \$82,000,000—an increase of 215 per cent. Then in 1921 it boosted itself up to \$91,000,000, while 1923 figures credit the industry with creating \$117,000,000 worth of powders, paints, lotions, creams, tooth preparations, fatteners, thinners and other toiletries—a manufacturing increase over 1914 of 350 per cent.

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THE · EDITORIAL · PAGE

A Problem for America

IN an address delivered before the National Metal Trades Association of New York and New Jersey, George E. MacIlwain of the Babson Statistical Service made this statement:

"I believe that we are headed toward a period of very intense competition, internally and internationally, in all lines. It will go far and cut deep. Internationally it is at its lowest point now, but after 1926 it will become intense. The thing at stake will be the American standard of living."

Mr. MacIlwain went on to say that it would be the task of the manufacturers to find means of increasing efficiency so that their plants can compete with foreign producers.

While there is no questioning the desirability of increasing plant or production efficiency, as recommended by Mr. MacIlwain, it seems to us that the largest opportunity for cutting costs lies in the marketing or distribution end of business. As pointed out by Fred. W. Shibley, of the Bankers Trust Company, in an interview that appeared recently in the *FORTNIGHTLY*, even those businesses to which the banks have to extend special help are generally quite efficiently organized as to production. It is to sales that the bankers have learned to turn when waste and inefficiency must be rooted out in order to earn a better return on the invested capital.

It has come to be common practice in manufacturing to set what amounts to an arbitrary price for producing a given article or unit, and then devise some way to manufacture at that figure. We cannot hope to equal production efficiency in the field of distribution until we apply something like this same philosophy to marketing. That is a problem worthy the attention of the biggest business executives in America.

More About "Slum Sections"

ON this page a fortnight since appeared an editorial titled the "Slum Sections of Advertising." It pointed out that certain newspapers still persist in creating "slums" in their advertising columns by publishing the consumptive-cure type of advertising. A prominent newspaper man writes us with reference to this editorial:

There is no question that every publication and every advertising medium should refuse to carry announcements of tuberculosis remedies, cancer treatments, kidney disease, diabetes and other so-called reliefs, since experience has shown that self-medication is extremely dangerous in these conditions. So far as the newspapers are concerned, I agree with you that the way to make all of them clean up is to show them that they are losing other business that they would be glad to accept and proud to show to other advertisers.

I find, however, that there are some newspaper men who feel that the organized advertising interests are using this anti-medical advertising propaganda to the disadvantage of the better newspapers of the country that are making some effort to clean up.

It is true that some of the propaganda is directed against the newspaper and very little against other forms of advertising media. For example, I noticed in street cars in my own city some medical advertising that our paper declined to carry on account of advice that we received from

our State Board of Health. Presumably some of these accounts get onto the billboards, and I know that a lot of advertising that we will not accept runs in the less scrupulous periodical publications.

Our correspondent has pointed out a truth that deserves recognition. The newspapers have not been alone in tolerating quackery.

Questionable advertising is being accepted, even in this enlightened day, by the less particular (or should we say shorter-sighted?) proprietors of mediums of practically every kind. The only difference is that in some mediums it can be dressed up with color and printed in such fine style that it has a greater air of respectability. It is nevertheless working much harm to the cause of legitimate advertising. It is easy to see through the respectability veneer, and more than one business man refrains from using those mediums that prostitute their space.

The Farm Is a Home and a Business

IN his address before the Cincinnati Advertising Club on the subject of cashing in on farm prosperity, Victor F. Hayden, executive secretary of the Agricultural Publishers' Association, made one point that we feel should be stressed, as it brings out a very important difference between selling the city man and the farmer.

Said Mr. Hayden: "Another thing to remember in writing your copy is the fact that the farm is at once a home and a business. The city business man does not consult his wife when he buys a desk or a filing cabinet. You sell him and the job is done. But on the farm the wife and adult children are all interested. The farm house and the farm business are inseparable. The wife is generally consulted on every important purchase and because of her close identification with the farm work she is competent to give a worthwhile opinion."

Shallow Judgment

ONE of the things that has hurt advertising has been the tendency to try to prove that where a business that has been well advertised has succeeded greatly, its success has been due entirely to its advertising. As a matter of fact, business success is generally due to a combination of factors, some of them major and some minor, but all influential in profit making. Frequent advertising, as one of the functions of selling, is an important factor; but to attempt to claim the whole credit is to reveal the shallowness of one's business judgment and experience.

"Selling" Prohibition

WE learn that the Prohibition Enforcement Bureau is considering outdoor advertising to educate the public to the value of prohibition. Certainly prohibition will never be made effective until some such step is taken to reach the masses and "sell" them on prohibition.

How the Penney Company Makes Partners of Its Employees

By Roy H. Ott

Assistant Sales Manager, J. C. Penney Company, New York

SUCCESS is generally a matter of design rather than accident. Behind every flourishing business one can find either a dominating personality from whom comes the activating force that gives the enterprise its momentum, or a fundamental idea that serves as the foundation upon which is erected the business edifice. Where the combination of dominating personality plus a worthwhile idea exists at the very inception of a venture, the conditions are ideal for success.

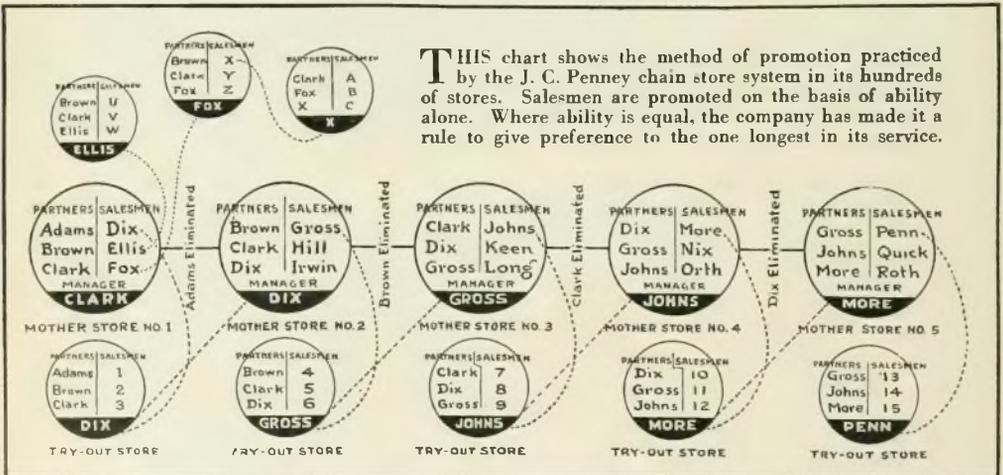
Just such an enviable combination furnished the impetus for the growth of the J. C. Penney Company, a retail chain organization that operates 571 retail stores in 41 states and has

a working personnel of about 5000 individuals. The dominating personality was (and still is) J. C. Penney, while the basic idea was (and still is) *cooperation*. This word "cooperation," like many other words used in our everyday contacts, may become merely a part of one's business vocabulary and mean different things at different times, or it may be made stable—an integral and inseparable part of one's business practice. In 1902, J. C. Penney, in the first little store he started at Kemmerer, Wyoming, made "cooperation" one of the working tools in the building of his organization.

In retail merchandising the chain

store has become recognized as a vital factor in distribution. Furthermore, the plan of multiple store outlets under control of one central organization is finding increasing favor, not only with out-and-out retail concerns, but with many manufacturers who find that personally controlled branches provide an excellent means of cutting down the cost of placing their products in the hands of the consumer.

Where the branch store idea has failed (and it has proved a costly innovation for more than one organization), disaster can be traced directly to a disregard of the human factor—the lack of the right kind of relationship between the organ-



THIS chart shows the method of promotion practiced by the J. C. Penney chain store system in its hundreds of stores. Salesmen are promoted on the basis of ability alone. Where ability is equal, the company has made it a rule to give preference to the one longest in its service.

EACH established or "mother" store of the J. C. Penney Company is supposed, out of its profits, to open a "try-out" store, in which its salesmen are tested for managerial ability. Having proved such

ability, which is passed on by the board of directors, the salesman is sold a one-third interest in another store under his own management, which becomes his "mother" store and from which he may expand.

In the diagram, Dix is the head salesman. The store in which he works having produced enough surplus to start another store, Dix is placed in charge, where he develops his own organization (salesmen 1, 2 and 3) training them as he has been trained.

Having made good as a manager of this "try-out" store, Dix is sold a one-third interest

in store No. 2 (his "mother" store) and made its manager. Here he again teaches and coaches his associates (Gross, Hill and Irwin), who are in turn placed in charge of other stores. Dix is a partner in these stores, as indicated in the chart.

In the same manner, Salesmen Ellis and Fox, after proving their fitness in the "try-out"

store of "mother" store No. 1, are made managers and partners in other stores.

The senior partner is eliminated in each new store started, in order to provide for the other men who are constantly being made partners. A man is not limited to partnerships in any definite number of stores, but he may become a partner in all stores founded by his "mother" store.

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

ization proper and the men upon whom it had to depend for success.

J. C. Penney early recognized that he could go ahead with his plans only upon a basis of complete cooperation with his employes, and that this meant not only a fair share in present profits, but an equal share in future opportunities. He formulated for himself the theory that remuneration based only upon the policy of paying higher wages would not give him that wholehearted interest on

the part of his employes that he felt was necessary to the growth of his business. He recognized a quarter of a century ago what many large organizations are only now commencing to understand—that earnest conscientious employes seek a place in the business world equal in dignity to that of their employers. So J. C. Penney conceived the idea of making his ambitious and capable employes partners in the business.

The soundness of the fundamental principle is attested to by the rapid growth of the company. From one store the organization has grown to 571 separate retail businesses. One hundred and fifteen of these stores were opened in 1920; 59 in 1922; 104 in 1923; 96 in 1924. Plans are now being consummated to open over 100 new stores in 1925. Sales have increased from \$29,000 in 1902 to about \$75,000,000 in 1924.

[CONTINUED ON PAGE 60]

Selling the Jobber to the Merchant Plumber

IN a current advertising campaign in the trade press, the Republic Brass Company of Cleveland is making clear to merchant plumbers the position occupied by the jobber in the distribution of the materials and supplies they use in their business. In many quarters the jobber is looked upon as a more or less necessary evil by both manufacturer and consumer. The trend to eliminate him has been growing, as is evidenced by the increase of factory controlled retail outlets in many lines. The Republic company, however, was organized with the direct intent of selling only to the jobber, and the growth of the concern's business would prove that in this particular instance the decision was warranted.

Officials of the company realized early that if the plan of selling their products to the merchant plumber through the jobber was to be successful, a great deal of educational work would have to be done. To that end Republic Brass resorted to an extensive advertising campaign in which the copy appeal was centered on selling the jobber to the trade. These advertisements emphasize that the jobber is the balance wheel in the plumbing industry, and that through the utilization of his services the cost of distributing plumbing supplies is less-

ened rather than increased. The company points out that when it comes to the matter of obtaining needed materials quickly, the local jobber is in better position to furnish immediate delivery than is the manufacturer, who may be in another city hundreds of miles away.

Not only does the company act as spokesman for the jobber, but it emphasizes the importance of the service rendered by the jobber's salesmen and the value of the jobber's catalog. "Utilize the information that

the salesman possesses," states one advertisement in effect, "for from him can come data on the latest price tendencies, new plans that might be used, advertising ideas that can increase sales, and so on." The value of the jobber's catalog is emphasized in another advertisement in these words: "Within its covers are presented the products of hundreds or thousands of different factories scattered throughout the country. Your jobber has saved you the necessity of hundreds of letters to hundreds of different manufacturers for their catalogs. You don't have to maintain cumbersome files of literature." An interesting viewpoint, when it is considered that most manufacturers are keenly desirous of placing their own catalogs in the hands of the consumer direct.

The Republic Brass Company states that it can measure the beneficial results of its policy. The factory sales staff and payroll have been cut considerably without any reduction of sales volume. It claims also the added advantage of protection against fluctuation in demand, the jobber acting as a stabilizing influence. It believes that its relationship with the jobber is in a measure insurance against top-heavy inventories and fluctuating prices in times of depression and expansion.



Your Jobber's Resources—Rely On Them and Thrive

...of the Republic Brass Company...
...of the Republic Brass Company...
...of the Republic Brass Company...



THE REPUBLIC BRASS COMPANY
CLEVELAND, OHIO

REPUBLIC

BRASS GOODS

The Railway Service Unit

Selling to the Railway Industry

The departmental organization of the railways necessitates intensive selling methods on your part—but the size of the industry (it's a three billion dollar market) makes the amount of business, once it is secured, worthwhile.

Of utmost importance to your intensive selling campaign are the five departmental publications which comprise *The Railway Service Unit*—they select the men who influence the purchase of your railway products and place your sales story before them.

Each publication, by devoting its pages exclusively to railway problems from the standpoint of one of the five branches of railway service, reaches a definite group of railway officers—intimately and effectively.

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

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

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

Chicago: 608 S. Dearborn St.
Mandeville, Louisiana

Cleveland: 4007 Euclid Ave.
San Francisco: 74 New Montgomery St.

New York, N. Y.

Washington: 17th and H Sts., N. W.
London: 34 Victoria St., S. W. 1

Written by Our Readers

The Fortnightly's Adopted Farm

THE PREMIER COMPANY
Cleveland

March 20, 1925.

TO THE EDITOR:

It is a treat to get facts from a trained merchandising observer such as you have supplied in Mr. Campbell's series on the Maurer farm. Reading the Maurer articles inspired me to question a farmer, whom I met a few weeks ago, about his reading habits. I asked Vic Coffman, who lives on a rural route out of Ligonier, Indiana, if he reads magazines and other advertising. He said: "During the winter months we read everything that comes to our mail box from cover to cover as soon after arrival as possible. During summer, when we're busier, we have to lay reading matter aside for a few days, but we always get to it, and read almost as thoroughly as we do in winter."

Wonder if city men and women read as religiously and interestedly? My guess would be that publication advertising that reaches the farm and is prepared with a distinct farm slant is fully twice as productive as advertising reaching the city person.

Mr. Campbell wisely suggests that manufacturers of articles which are sold at prices of \$50 and up should supplement what they are doing in periodicals by direct-mail advertising.

Articles like the Maurer series in ADVERTISING AND SELLING FORTNIGHTLY are real contributions to better merchandising.

J. W. O'MEARA,
Director of Sales.

Sealskins and Shawls

AMERICAN STOVE COMPANY,
Lorain, Ohio.

March 14, 1925.

TO THE EDITOR:

Jamoc, in your issue of February 11, page 66, in an interesting comment on the Woolworth stores, states that the company's advertising problem would be—"to determine just what kind of advertising is the right kind for them."

The goods sold by Woolworth and the cars made by Ford are in a like class. Both can advertise to lift their products to a plane of dignity where no one is ashamed to be seen in a Ford car or Woolworth store.

It must be admitted that Ford cars and Woolworth stores stand for cheapness, almost offensive to some thin-skinned people of quality. Very well. Then let advertising give the two a background of "best quality to be had for the convenience—for the purpose."

Ford is advertising in a way which will soon be an excellent antidote to the "Ford Joke." Woolworth should advertise in a way that will make the Pierce Arrow not ashamed to stop at the door. Also, make the regular patrons of Woolworth feel that they are not ashamed to be seen in the store.

No one is ashamed to go in a post office and buy a two-cent stamp, nor

is anyone ashamed to be caught using as low a value as a two-cent stamp on a letter. Therefore, if Woolworth sells a potato knife for ten cents that is equal if not superior in value to any other offering in town, why shouldn't sealskin rub elbows with shawls to get it?

Even if Woolworth doesn't get a nickel from sealskin, he ought, in decent defence of shawl, to make his store occupy a proud position in the community.

C. F. FARNHAM.

Advertising Copy from the Literary Standpoint

THE H. K. MCCANN COMPANY,
New York City.

March 8, 1925.

TO THE EDITOR:

I cannot refrain from extending to you my compliments for the recently completed series of articles by Henry Eckhardt. I have long felt, and apparently am not alone in the conviction, that advertising copy has reached a stage of development and significance where it deserves to be analyzed with the same seriousness of purpose and attention to detail that is accorded all of the other forms of creative literary effort.

The fact that advertising copy is, *a priori*, possessed of a materialistic motive has long stamped it as below the dignity and merit of other forms of writing. But unless I am mistaken much the same devices of technique which make for various kinds of effectiveness in the novel, short story, and even in the poem, can contribute much to the effectiveness of advertising copy if given the opportunity—by the writer and the advertiser.

Much the greater proportion of all advertising copy is of necessity brief. But, in writing, isn't form and, most certainly, mere length of secondary importance to substance? Brevity, enforced or otherwise, can never be a legitimate excuse for triteness or slipshod workmanship. The inhibiting limitations that many copywriters seem to feel when working are more often limitations of imagination and patience than of white space available.

GEORGE R. ARNOLD.

The Bok Awards

BARTON, DURSTINE & OSBORN,
New York.

March 12, 1925.

TO THE EDITOR:

Mr. Goode has written an entertaining article on a subject that is usually so far from entertaining as a prize contest. ["My Dear Mr. Bok," February 25, page 21.] How poetically he alludes to the slow process of time, when he says: "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?"

It seems to me the danger Mr. Goode foresees is visionary. Harvard can and does impose vigorous practical restrictions upon its present undergraduates. Happy, perhaps, are we who graduated these 15 or 20 years ago. We were not made to pass examinations; in fact, there was a cheerful conviction that examinations were made for us to pass. We were not confronted by modifications of the elective system. We were not required to group our courses. We were not required to live for one year in Freshman dormitories. And we were not, above all, required to prove, through a comprehensive final examination at the end of our residence, that we were worthy to graduate. Nothing learned in our Freshman year was allowed to jeopardize our happiness in our Senior year.

I think Mr. Goode can trust Harvard to distinguish accurately between the academic and the practical. I think he can trust the Harvard Business School to demand results as well as typography, and dollars as well as esthetics. I think he will find its awards going to advertisements that have done the business. However, I think he dipped the pen of whimsicality into the ink of satire when he demanded that in future Harvard contests the advertising writer should answer such a question as this:

"(a) How many people will do something different as a result of reading this advertisement: 1, At once; 2, in the future—how soon? (b) How many people will think something different as the result of reading this advertisement? 1, How and when will this thinking start flowing back in dollars to the advertiser?"

If we could ever answer that question, any of us, what a Utopia this workaday world would be. Tell us how many devils can dance on the point of a needle—dispute with me *num Adam umbilicum haberet*—but read me no riddle like that!

HARFORD POWEL, JR.

Selling Into the New Home

WARREN WEBSTER & COMPANY,
Camden, N. J.

March 13, 1925.

TO THE EDITOR:

Please accept my congratulations on your article, "Selling Into the New Home," in the February 11 issue. If the remaining installments are as good as this, Mr. Powers will have made a very important contribution to the promotion of sound advertising practice in selling the home-builder.

If it is your intention to reprint the entire series afterward, we will wait until they are available, as we want to put this story in the hands of every one of our fifty-odd branch office managers.

HAROLD F. MARSHALL,
Advertising Manager.

Jason Rogers

writes about the new Circulation and Advertising Plan of The Christian Science Monitor, which includes

Regional Advertising at Regional Rates

(Excerpts from an Article in Jason Rogers' Advertisers' Weekly)



"Long years of service in the newspaper and advertising business lead me to take serious interest in the great experiment in specialized national journalism that has been carried through to success by THE CHRISTIAN SCIENCE MONITOR and is now about to be pushed forward another step in its development.

"Its growth to 103,159 paid circulation. . . . completely justifies its new undertaking, the publication of three separate editions for different great sections of the country—Atlantic, Central and Pacific.

"That the Monitor has been able to build up a volume of advertising amounting to 4,163,159 lines for the year 1924, showing a growth from 3,488,362 in 1923 and 2,029,246 lines in 1922, abundantly demonstrates that its readers make advertising in its columns profitable to the advertiser.

"I am not a Christian Scientist, but read THE CHRISTIAN SCIENCE MONITOR because I know that it presents news of interest to decent people not presented as carefully anywhere else. . . . I study its advertising because it is interesting to me to watch the expressed increased appreciation of what it can be made to do.

"No ordinary newspaper has ever been able to develop the intensive reader interest, confidence, and responsiveness that the Monitor has. . . . Its rate is absolutely fair for the service it gives. The responsiveness of its readers is many times as great as from the ordinary general mediums.

"I am not writing these words to please anyone, but just because I am genuinely interested in watching the successful development of an idea which, in my opinion, possesses elements indicating a complete revolution of advertising for the future.

"The Monitor's new program of sectional editions will make for greater efficiency in production, give the reader more matter of interest to him and enable the Monitor to sell advertising to cover any separate section, any two sections, or its full international coverage, at proportionate rates.

"In my judgment advertising space in THE CHRISTIAN SCIENCE MONITOR is worth much more per line per thousand than is charged for it. It represents the acme of efficiency and responsiveness."

The Christian Science Monitor

An International Daily Newspaper

Published in Boston and Read Throughout the World

Copy Cub Wants a Kennel—III

Putting the Language on Paper

[Types of copy: reminder of known facts, appeal to reason, appeal to imagination . . . cute copy, lofty copy, flamboys . . . the boneheadedness of John Bonehead . . . taking out the grandeur . . . using no hooks]

By Sara Hamilton Birchall

WHEN the copy cub has got his facts, laid out his job, and determined on the kind of person his advertisement must reach, he proceeds to put down language on paper. What kind of language should he put down?

Advertisements fall into three broad classes: the reminder of known facts, the appeal to reason, the appeal to imagination.

The first class needs little discussion. It's usually a picture and about three kind words. Billboards, posters and advertisements giving merely a firm or trade name and a slogan about the product compose this class. Such advertisements are designed to combat what Mr. Calkins calls "the destructive force of silence." They can be used only about a product so long advertised and so well known that its properties do not need description. "It floats," "You just know she wears them," "I'd walk a mile for a Camel," are representative examples. Millions of dollars are spent every season in keeping a firm's product before the public eye in this way.

The appeal to reason requires sound analysis, logical presentation, the economical use of words, and the ability to make a piece of copy foolproof. One of the best examples of this type of copy is the advertisement of *Vogue* known in our office as "Old Faithful." It was evolved ten or twelve years ago by Kenneth Goode, Condé Nast and Harford Powel. I don't know which one of them actually had the germ of the idea. (See page 52.)

I remember that when I first came to *Vogue* in 1916 I thought "Old

WHO IS THIS?



*It is the
Tired
Business
Man*

He is chain-lightning in his office. He knows all about the bank-statement, the corn crop, the freight-car shortage, the liquidation of Smith-Jones, Inc., and the drop in Iceland Moss Preferred. He can quote you, instantly, the August production of his Grand Rapids branch factory to one-tenth of one percent.

But socially' great Beatrice Fairfax!

He is lost at a dance; stamped at a dinner; despised when confronted with business, bank, dog-eared, vintage French general, literary luncheon, Hindu musician, Japanese dancer, dumb at discussions of Eli Pfaelzner's sculpture, in golf, or airplane production, or peddled dogs.

Sometimes, in his secret soul, he wonders how other men get on so well with people who seem to him, as incomprehensible as the feds.

And yet it's so easy—so simple—so inexpensive to learn. All he needs is to stop at the nearest newsstand and spend thirty-five cents for the first-aid-reading magazine of modern America: life-size news, sports, drama, fashion, books, operas, parties, and humors.

The one magazine that will keep him informed on all the newest and most brilliant achievements in the intellectual, social, and artistic worlds, that will enable him to quote a dinner party at fifty yards, to negotiate and handle it; in short, to be a social asset, instead of a social liability.

VANITY FAIR

CONDÉ NAST, PUBLISHER
FRANK CHODWINSKI, JR., EDITOR
15 WEST 44th STREET
NEW YORK CITY

33 Cents a Copy \$1 a Year

Advertising that is an example of "cute" copy. It is designed to sell an amusing product to people who value "amusingness." Underlying the structure of the advertisement will be found direct statement and sound selling. This type of copy musn't be amusing too fast

"Faithful" was a perfectly terrible piece of copy. Hard-boiled, ugly, full of Winchell type. Without a suggestion of smartness, charm, delicacy or imagination. Just about as unrepresentative of *Vogue* itself as any advertisement could possibly be.

Fortunately I had sense enough to keep my opinions to myself. I watched it pulling through an entire season's campaign. I tested against it copy that was charmingly written and prettily illustrated—

copy that looked like *Vogue*. And I found that Mr. Goode and Mr. Nast and Mr. Powel were absolutely right in presenting the fundamental economic argument underlying *Vogue* as they had done. Nothing has ever pulled better than "Old Faithful," and it is as good today as it was in 1916.

If you study "Old Faithful" you will see how closely its structure follows the formula of most successful appeal-to-reason advertising: Attention-arrester (in this case the V-girl arrangement); interest-arouser (the headline and its proof); clear statement of just what you get for your money (list of issues); clear statement of what you must do to get it (sign the coupon talk); do it now feeling; easy way to do it (no money and convenient coupon).

"Old Faithful" is absolutely foolproof. Nobody could mistake its meaning at any point. It flows with such smoothness that a single misplaced word is as wrong as a false note in music—try for example substituting "slippers" for "shoes" in the first paragraph.

Making an advertisement foolproof is always difficult for young copywriters. The more imaginative and quick-minded they are, the less they are able to realize how unimaginative and slow-minded John Bonehead really is—John Bonehead being our office slang for the average advertisement reader; his wife is Jane. If you don't believe me, go to a movie and listen to the time you laugh and the time the audience laughs. If you think a movie audience is too lowbrow, try a Thea-

[CONTINUED ON PAGE 52]

THE INTERRUPTING IDEA

NUMBER SIXTEEN

NEW YORK

MARCH 1925



JEAN JACQUES ROUSSEAU

"The understanding cannot seize general ideas without the assistance of specific propositions."

"The Wide, Open Spaces"

ONE country, one language, one culture!

Yet—

Texas dotes on ornate silverware; New England on plain.

In the country districts, they are progressing from hooked rugs to linoleum; in the cities, from linoleum to hooked rugs.

In the Atlantic States, people are great foreign travelers; in the Middle Western States, great stay-at-homes.

§

DIFFERENCES such as these constitute the problem in regional advertising.

Differences such as these prevent national reputation from realizing a full quota of local sales.

Differences such as these introduce the joker into "canned" dealer campaigns.

§

NOTHING would seem to be more self-evident than the necessity for meeting these regional complexities.

But complexities are always simple to him who plans exclusively from a swivel-chair. In a recent

automobile dealer campaign, the factory prepared an advertisement on "the great, hill-climbing motor-car." They ran it in hill cities, such as Pittsburgh; splendid! They ran it in flat cities, such as Indianapolis; ridiculous! "Why not?" said the factory. But the flat-city folks are still joshing their local dealers.

Always, the consequences of such brilliant planning are one hundred per cent waste effort. Often, they are laughable. Sometimes, they are tragic.

§

THE ideal national advertising builds a national reputation in terms of broad, fundamental wants.

The ideal regional advertising dramatizes that reputation locally, in terms of particular, local wants.

Ideally, the two should interlock.

This interlock comes out of intimate study of territories, as well as broad study of markets. It takes regional planning, as well as national planning. It proceeds out of local experience plus national experience.

§

In the automobile field, particularly, is there now an awakening to the gaps between national effort and local tie-up. These gaps, one writer aptly names: "The wide, open spaces."

Federal has recently demonstrated, with an outstanding automotive example, Cadillac, how to approach the regional problem.

The advertisements dramatize Cadillac's national leadership in terms of New York business and social leadership. They run in rotogravure, the great medium for achieving regional dominance; and they make the most of this medium. They interlock with local direct-mail. The Uppercu-Cadillac Corporation is driving at New York with a message peculiarly New York.

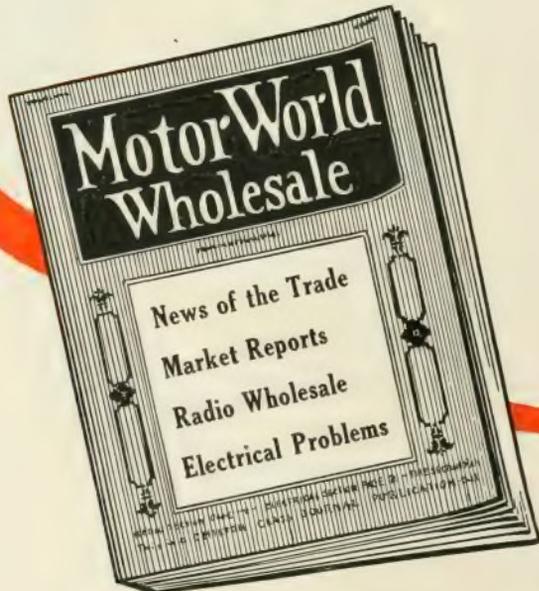
§

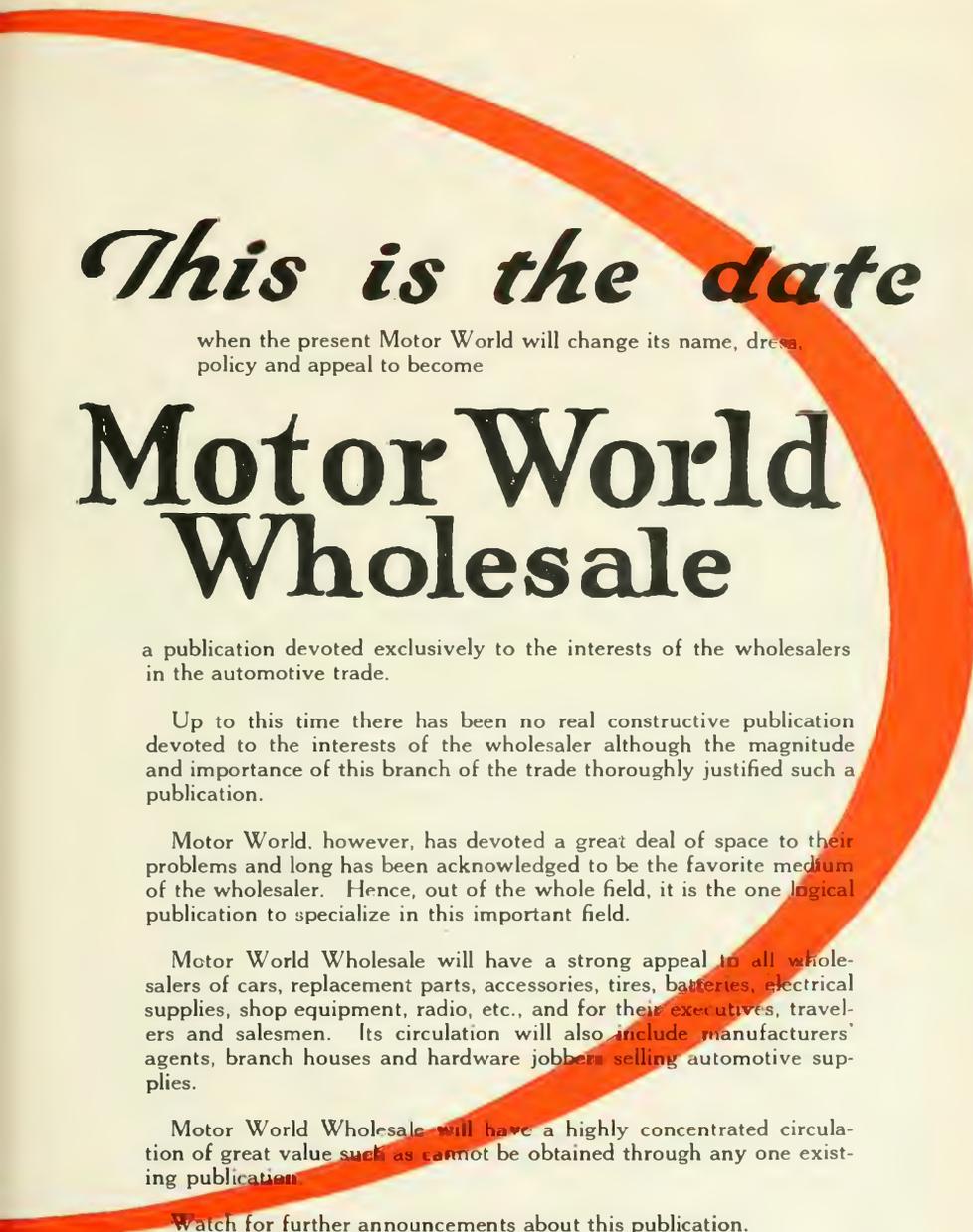
FEDERAL'S grasp of the regional problem is as thorough as its grasp of the national problem—for in both can it point to outstanding achievement.

§

"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.

May 28th





This is the date

when the present Motor World will change its name, dress, policy and appeal to become

Motor World Wholesale

a publication devoted exclusively to the interests of the wholesalers in the automotive trade.

Up to this time there has been no real constructive publication devoted to the interests of the wholesaler although the magnitude and importance of this branch of the trade thoroughly justified such a publication.

Motor World, however, has devoted a great deal of space to their problems and long has been acknowledged to be the favorite medium of the wholesaler. Hence, out of the whole field, it is the one logical publication to specialize in this important field.

Motor World Wholesale will have a strong appeal to all wholesalers of cars, replacement parts, accessories, tires, batteries, electrical supplies, shop equipment, radio, etc., and for their executives, travelers and salesmen. Its circulation will also include manufacturers' agents, branch houses and hardware jobbers selling automotive supplies.

Motor World Wholesale will have a highly concentrated circulation of great value such as cannot be obtained through any one existing publication.

Watch for further announcements about this publication.

The Class Journal Company
39 West 39th Street New York City

Why the Follow-the-Leader Trait in Industrial Advertising?

By Robert R. Updegraff

ONE of the troubles with advertising today is that, like a flock of sheep, we follow a leader without looking just where the leader is going. Some bright artist or some bright copywriter develops a new style of art or copy. It has sparkle and interest, and it wakes us all up. We say, "That is darn good," and we take it and show it to the fellow who writes our copy. "This is the kind of stuff we want," we tell him. "Something like this." The first thing we know we have a tendency in advertising copy or advertising art. But nobody has stopped to find out whether it has made any sales.

From that standpoint, at least, the study of tendencies proves valuable. A friend of mine had a dog that had been chastised so often for chasing automobiles, that every time he saw an automobile coming he would start to run in the opposite direction. We ought to pursue the same tactics in our thinking. If we start out against the tendency, and are thinking about it, we are pretty sure to check ourselves from doing this foolish "follow the leader" stunt so noticeable in all business today.

Recently in a letter I came across the statement that 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 as an assembled unit. If that is true—and it is to a considerable extent—apparently that is a very definite tendency; and I am going to challenge it.

At the present time I am in the market for a car. I have looked at a great many cars and I have had a great many salesmen come to me. I have studied advertisements, and I have studied booklets. All these try to sell me along the same line—a car is the method of doing something, or it is a nice thing to look at. Few of the advertisements or booklets have got down to brass tacks and shown me what is under the hood

and what mileage I can get on gasoline; few of them have elaborated on the factors that are going to count after I get the car.

We all know that an automobile will get you there, and that most of them will get you back. If they won't, there is a service station that will help you along and send you back. I think too much automobile advertising has a tendency to run to the pretty picture style and the setting forth of glittering generalities. Too much of it tries to sell a car as a means of getting there or doing something. Somebody is going to come along one of these days and show us how to sell automobiles in a different way and, incidentally, in the way they started to sell them originally. I believe we run in cycles in our advertising thinking and I believe we are likely to come back presently to the original cycle in industrial and technical advertising.

WHEN I get up against any advertising problem I go back to my mail order experience. In the mail order business you have to have actual figures or results to prove your practice before you can use your magazine a second time as a medium. Always I have found this: The copywriters that we would take on would start pretty much from the standpoint of my present theme—with a picture of what the thing will do—and then all of them would take a fling writing general copy. They like to gush about merchandise and all that sort of thing. They like to talk about what this will mean to you, and so on. Before long they get around to the fact that the things that sell merchandise by mail, as a rule, are two in number: First, an idea; second, information about the merchandise.

Information isn't always enough, and an idea added to sales information is a powerful sales appeal. In the case of a given piece of merchandise the idea may be low price, if the price is low; it may be the fact that it looks well. For instance, we may be advertising a silver tray. We

say, "On account of its design, this tray looks larger than a fifteen dollar tray." Perhaps it is a twelve dollar tray that we are advertising. A little statement like that, an idea that helps the reader see the thing, will sell it readily provided you back it up with the rest of the information. We always tried, after writing our description of an article, to pick out some one idea that we thought would represent that article and its advantages more clearly and more graphically than any other. We worked on the basis of information plus an idea, and we got away always from the general talk, down to the meat. We could tell from the number of dollars we received from a square foot of catalog space which copy pulled best.

We found that specific information copy was good. For instance, if we were describing a pocketbook we told what it looked like, what kind of leather it was made of, and stated the dimensions; we mentioned that it had gusseted pockets, that it had a card pocket, that it had space for an automobile license and that it had this, that and the other thing. We had a complete picture of it. The more complete we made the picture apparently the more desirous we made the article. This was because people could not only visualize the article, but knew the ways in which it could be used. In other words, we built *use* into the picture in the form of information so stated that the people could see themselves using it.

THERE is a difference between merely selling the thing as a method of doing something, so to speak, and selling it as information built into the consumer's need or, to put it another way, the consumer's need built into information.

We have to add something else to information and ideas in order to make advertising effective. The buyer gets bored to death with information; he gets bored to death with ideas—the same old ideas. We have to add something else to keep him interested. We have to add angles.

Editorial Influence

—means an
outstanding farm paper
endorsed by its readers



JOHN F. CASE, Editor
THE MISSOURI RURALIST

MEET JOHN CASE OF MISSOURI

NO one knows or loves Missouri folks quite as well as John Francis Case, editor of the Missouri Ruralist. He owns and operates Shady Lawn Farm near Wright City, Mo., where among farmers he makes editorial headquarters for the Missouri Ruralist. "John," as he is affectionately known by half the farmers of the state, now is serving them as Director of Agriculture for the Missouri State Fair, Farmer Member of the University Board of Visitors and President of the Missouri State Board of Agriculture. He has been honored with other important offices, among them the presidency of the Missouri Corn Growers' Association for four terms.

Arthur Capper
PUBLISHER
TOPEKA, KAN.

THE MISSOURI RURALIST
2206 Pine St.
St. Louis, Mo.

Member
STANDARD FARM
PAPER UNIT

From an editorial standpoint, and also from an advertising standpoint, I think the word "angle" is one of the most important in the language of our profession. You can take the oldest idea in the world and make it interesting—give it sparkle—by getting a fresh angle on it. A rough idea is just like a rough unpolished diamond. There is no particular brilliancy or sparkle to it, but there is latent sparkle and brilliancy. It takes fifty-two facets to bring out a diamond and make it sparkle, give it color and refraction and luster and beauty. It is the same way with an idea. You have to give it angles to correspond to facets so as to get sparkle and interest and color—something that attracts the eye. The trouble with most advertising—especially that concerned with workaday industrial products—is that we get so sick of seeing the same old ideas, the same old arguments, the same old pictures, the same old headings and all that. If the advertising could be given sparkle from fresh angles the same old information could be made vital and interesting. It would attract attention.

The tendency in advertising to sell the *method* of doing something is, in a certain sense, an evil tendency if it gets us away from this mail order idea of giving information. A purchasing agent buys, let us say, from an idea. If he is buying paint, the fact that fewer gallons of this particular paint will spread over more surface than other paints is important. There is the idea—fewer gallons go further. That idea, if it were true of a paint, would perhaps be the over-balancing idea that would sell that paint. Yet before the purchasing agent buys, he goes into the matter more deeply. He finds out more about the qualities of that paint; he finds out the chemical analysis to see whether it will stand up under sunshine and rain and oil and grease and acids and so on. He finds out the price, which is one of the pieces of information; he finds out how it comes packed, whether in barrels or cans or gallons or tank cars. In other words, he sets out to learn the bread and butter facts. He cannot work intelligently without them. So, whereas the tendency seems to be to sell a product as a method or a means of doing something, I think we ought to come back more to the idea of giving definite information.

A machine or a piece of equipment is built piece by piece or part by part or unit by unit or element by element. I'm not so sure that we shouldn't sell and advertise our tech-

nical products part by part and piece by piece; in other words, build up sales and advertising as we build up the product. It is what goes into the product that makes it useful to the consumer, to the user. It is what goes into the product that is bought in the final analysis. So I am rather of the opinion that we have swung too far away from the information type of advertising, that we are taking information too much for granted.

I don't think for a moment that a man is going to sit down and read all the information on a given subject; but when he becomes a prospect he wants that information, and he may want it at once. He can write for it, or he can call up a salesman

or wait until the salesman comes around; but after a great deal of experience I have come to the conclusion that a great deal of buying is done the minute or the hour after the decision is made to make that purchase. In other words, a great many decisions as to brand or make of machine or product are made quickly because the tendency of the mind is to try to crystallize immediately. If the advertising gives the necessary information for the consumer to base his judgment upon, I think there is a better chance of getting the order than if the consumer has to wait to get the information.

I know a very successful advertising man whose whole philosophy [CONTINUED ON PAGE 46]

Brevity as an Aid to Correspondence

Dictated by WRB/S

SOMETIMES I wonder if part of the dullness and wordiness of business correspondence isn't due to the 8 x 11-ness of business letterheads! The 8 x 11 sheet may be desirable from a filing standpoint, but from a correspondence standpoint it invites length, encourages wordiness and repetition of ideas, and wastes time for the writer and the reader.

The editor of one of America's most famous magazines, a man who knows how to say what he wants to say in a few words, has succeeded in curing his editorial department assistants of the habit of drooling wordily over their dictation by insisting that all but necessarily long letters be written on letterheads measuring just 6 x 8½ in. The whole editorial force has grown accustomed to thinking and composing its letters in 6 x 8½ compass, and that magazine's correspondence has acquired a refreshing terseness and directness. Nor is it lacking in interest or inspiration. An author recently showed me a letter he had just received from this editor. It read:

It is too bad that anyone who can write as good a short story as "The Last Four Hours" doesn't do it oftener. I'll see that a check is mailed you promptly.

In two sentences this letter conveys the information that the editor

has accepted the author's manuscript and that a check will be mailed soon. In addition the editor has succeeded in giving the author an injection of inspiration and hope and encouragement such as would hardly have been done so well by most correspondents short of a long, gushy letter; yet this editor turned the trick in a single sentence without committing himself in a way that might lead to his own future embarrassment.

This sort of brevity can be cultivated, and it is decidedly worth cultivating. It is a matter of thinking in *ideas* instead of in outworn correspondence phrases.

As an exercise in brevity, take carbons of a dozen of your recent full-page letters and read them over paragraph by paragraph, jotting down in the margin beside each paragraph in four or five words the *idea* you were intent on conveying in that paragraph. Then take a lead pencil and a sheet of blank paper and see how much more briefly you can express those same ideas, bearing in mind that they must not lack in graciousness or force or originality or information.

Unless you are by nature a very terse talker, you will be amazed to discover to what an extent your letters can be boiled down, and greatly to their advantage in interest, directness and forcefulness.

1056 radio dealers, jobbers and manufacturers say...

"The January copy of *Radio Retailing* has been received and I want to congratulate you on the excellence of its material. It is the only radio publication I have seen that I would recommend to radio dealers."

GLORE ELECTRIC COMPANY,
Milwaukee, Wis.

"I am exceptionally pleased with the first issue of *Radio Retailing*. My subscription follows."

THEO. S. BROWN,
Albany, N. Y.

"*Radio Retailing* is so good that I am sending you my subscription today."

GEORGE D. GABRIEL,
Owosso, Mich.

"I have just spent two hours reading your splendid issue of *Radio Retailing*—12 to 2 a.m. I expected when I started to spend about five minutes but I didn't know then what valuable information was contained between its covers."

F. D. PICKENS,
Janesville, Wis.

"We think *Radio Retailing* is one of the cleverest gotten up publications that we have ever seen and we are very anxious to put copies before our twenty-five salesmen, particularly to show them who is selling radio and how."

S. V. ALTHOFF,
Brown Camp Hardware Company,
Des Moines, Iowa.

"Allow me to compliment the editorial department of *Radio Retailing* on their first issue. This is exactly what the radio industry has needed."

L. W. STAUNTON,
C. Brandes, Inc.,
New York City.

"*Radio Retailing* is a dandy. It should prove another winner for the McGraw-Hill Company. I hope that its helpful call will be constant through the years of its life so that we may profit by it."

FREDERIC P. VOSE,
National Electrical Credit Association,
Chicago.

"Your first issue of *Radio Retailing* was a whale. Keep up the good work. Enclosed find our subscription."

JOHN K. COOPER,
United Electrical Shop,
White Plains, N. Y.

"We like *Radio Retailing* because it treats of the sales end of radio. The first issue was great."

THEO. J. MULLER & SONS,
Dixon, Ill.

"Congratulations. At last there is a real magazine for radio dealers. Without question *Radio Retailing* is by far the best in the field."

S. L. GOODWIN,
Portland, Ore.

"We are sending our check this morning for your valuable paper. It is the best that has come to my desk."

RADIO SERVICE COMPANY,
Stromsburg, Neb.

"The radio dealers have long needed such a magazine as *Radio Retailing*. It's the best yet."

RICHARD G. DEVANEY,
Sharpsburg, Pa.

"A truly great magazine greatly needed. I have been dealing with McGraw-Hill for years and when they do something it's the best in the field."

J. C. HALVEY,
Cooperstown, N. Y.

"Permit me to extend my hearty congratulations on your January issue of *Radio Retailing*, which to my way of thinking is a much needed contribution to radio. I read every page of it with a great deal of interest and shall look forward to forthcoming issues with anticipation."

G. W. WESTON,
Kansas City, Mo.

"Keep up the good work. More power to you. My subscription to *Radio Retailing* follows."

S. M. METZ,
Pontiac Radio Sales,
Pontiac, Mich.

"Please accept our compliments on the first issue of *Radio Retailing*. Facts regarding retailing methods are certainly described pictorially, so that he who runs may read."

ERIC PALMER,
Freed-Biscemann Radio Corp.,
Brooklyn, N. Y.

"I have just received the first copy of *Radio Retailing* and want to give this opportunity to congratulate the McGraw-Hill Company on this publication. It is most attractive and should be made to fill a very important position in the radio industry."

ADAMS MORGAN COMPANY,
Upper Montclair, N. J.

"The first issue of *Radio Retailing* is very good. The articles are some we have been waiting for."

ARNOLD F. WILLIAMS,
Fall River, Mass.

"Without a doubt *Radio Retailing* is the best radio paper for the radio dealer we have ever read."

KEATING ELECTRIC COMPANY,
Toledo, Ohio.

"*Radio Retailing* is worth many times the subscription price. No radio dealer should be without it."

C. C. GERBER,
Atchison, Kan.

"The first issue of *Radio Retailing* is fine. Keep it going and we of the radio field will be much benefited."

W. HALL MOSS,
Dayton, Tenn.

"We like *Radio Retailing*. It is just what the dealer needs."

A. E. SOISSON,
Connellsville, Pa.

"*Radio Retailing* fills a want of radio dealers. I appreciate the first number very much. The articles are interesting and helpful."

B. FLOYD FLICKINGER,
Shepherdstown, W. Va.

Radio Retailing

Tenth Ave. at 36th St., New York

The McGraw-Hill Business Magazine of the Radio Industry

THE 8-pt PAGE

by
Odds Bodkins



SOMEbody sent me a copy of the *Report of the Chemist* issued by the United States Department of Agriculture. It is one of those monotonous looking reports set in 8-pt. solid and printed on that deadly dull government paper.

"How could anyone get interested in this?" I said to myself, leafing the pages. Whereupon my eye lighted upon this interesting paragraph:

The volume and the variety of foods and drugs that are shipped into interstate and foreign commerce increase steadily from year to year. The value of all foods manufactured annually is four times greater than the value of all men's and women's clothing manufactured each year; it is six times greater than the value of the yearly production of automobiles; it is ten times greater than the value of all boots and shoes manufactured annually; and it is more than four times the value of the output of all iron and steel mills. These comparisons are based on the value of manufactured foods and do not take into consideration the enormous traffic in unmanufactured foods, such as eggs, milk, nuts, fruits, vegetables, grains and the like.

"Who would have supposed that this document would contain matter of such interest? Mayhap I shall find other items worthy of perusal," said I, continuing my browsing, and I came upon this:

The use of paper to protect fruits and vegetables from the time they leave the producers' hands until they reach the consumer is increasing at a rapid rate. Suitable paper wrappers afford not only an effective means for advertising but several other distinct advantages. They retard evaporation of moisture and thus tend to keep fruits and vegetables in a fresh condition; they reduce the damage in shipment from rubbing or jarring; they form a barrier to outside bacterial and mold infections that cause decay; they retard final ripening until removed by the retailer; they keep out dust and dirt; and they tend to equalize the temperature, protecting from frost when the temperature is near freezing.

This is interesting on two counts: it is a fine brief for wrapping certain kinds of products, and the second sentence is significant as revealing a growing appreciation on the part of governmental agencies of the nature and value of advertising.

—8-pt—

I ran across this paragraph in Norman Douglas' *South Wind*, which struck me as being quite pat:

"You can tell the ideals of a nation by its advertisements. Frenchman's aspiration is woman: Paris hoardings will tell you that. England is a land of industrial troglodytes where every man's cavern is his castle. Its advertisements depict either gross masses of food such as cavedwellers naturally relish, or else quiet country scenes—

green lanes, and sunsets, and peaceful dwellings in the country."

—8-pt—

Philip Hale, the Boston newspaper man, gave a talk here the other evening and I was particularly interested in one point he made. He was speaking of the power of propaganda, and he asked: "Have you stopped to realize that the three most unpopular reforms of fifteen years ago, that most people said never could be brought about, are today accomplished facts: Women's Rights, Irish Independence, and the Prohibition Amendment?"

—8-pt—

General Motors is going the limit in carrying out the theory of the effectiveness of presenting a single fact in an advertisement. The advertisement reproduced below appears in March



business and financial publications and is one of a new graphic series, each telling just one fact and picturing that fact interestingly. In my very humble opinion this first advertisement is exceedingly well handled.

—8-pt—

The working method of Houdini, the magician, interests me greatly. Instead of resting content to think up some tricks that might be calculated to interest the public, Houdini tackles the problem backward. "What trick would

the public like to see?" he asks himself. "What impossible situation would people like to see me get out of, or what impossible thing would they like to see me do?" Answering which, he proceeds to find a way to do those tricks if it is humanly or magically possible.

More businesses would prosper if the men who direct them would apply this Houdini philosophy, and work back from the public rather than out from the plant.

—8-pt—

E. B. is worried and writes me as follows:

I think the FORTNIGHTLY ought to do something about the advertising of "brands." I read U. S. Raynster advertisements until I was thoroughly sold on a Raynster, though I've never seen one to my knowledge. But when I started to look for a Raynster, no one seemed to know what I was talking about.

I phoned the U. S. Rubber Company in New York and asked where I could purchase one. I talked to three people before I was told that Gimbel and Wanamaker carried them, and Stern Brothers had a few. Then I asked the range of prices and the reply was, "I haven't the slightest idea." I began to wonder whether I was looking for a \$45 raincoat or a \$10 one!

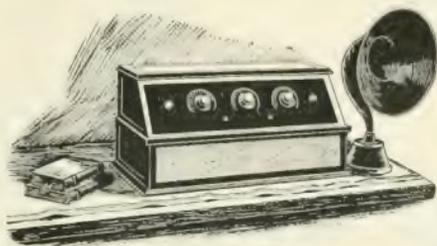
And so far I haven't found out. I have visited Gimbel's, but no one there whose ear I could get ever heard of a Raynster. But I shall persist; I am determined to purchase a Raynster. Only what puzzles me is, how can advertising be expected to pay when one must organize a crusade in order to find and purchase the product advertised?

I've bumped into this same buying wall many times myself in connection with other products. It is one of the big things that block the path to market. What is to be done about it?

—8-pt—

The general tendency in the average size of national newspaper advertisements, says the bulletin published by the Association of Newspaper Advertising Executives, is indicated in the following figures, which apply to newspapers in a city of approximately 350,000. The average size is specified in agate lines:

Year	Evening	Morning	Sunday	Evening
1917.....	141	115	169	84
1918.....	163	102	187	90
1919.....	144	114	213	118
1920.....	266	148	215	113
1921.....	213	124	212	83
1922.....	206	134	193	102
1923.....	216	139	227	119
1924.....	214	140	228	110



Over 1,200,000 Prospects

TO whom does the radio mean the most? Those of us who come from the farm know. It is the farm family.

Radio sets and accessories are going to the farms by the thousands. But whose sets are they? That's the important thing to the radio manufacturer. He needs care little about how they get there—through the city dealer or through the country dealer. Farmers buy from both.

The most economical means of securing the biggest farm sales is by advertising in *The Farm Journal*. Through it, alone, the radio manufacturer can influence the purchases of more than 1,200,000 rural people—regardless of where they buy—at a cost of less than $\frac{1}{4}$ cent per page per family.

The Farm Journal

first in the farm field

"I've bought Property Life Insurance— and spreading the cost in easy terms"

With its unique plan of spreading the cost in easy terms, Property Life Insurance is the only insurance plan that allows you to spread the cost of your insurance over a period of 10 years. This means you can get the full benefit of your insurance without having to pay a large sum of money at once.

Learn about this Property Life Insurance plan today. It's the only plan that allows you to spread the cost of your insurance over a period of 10 years. This means you can get the full benefit of your insurance without having to pay a large sum of money at once.

Paint now!

It's down—

in 10 months

for the rest

With its unique plan of spreading the cost in easy terms, Property Life Insurance is the only insurance plan that allows you to spread the cost of your insurance over a period of 10 years. This means you can get the full benefit of your insurance without having to pay a large sum of money at once.

The old home is 40 years young. Mother

Paint and varnish have kept it in the best of health. The old home is 40 years young. Mother has kept it in the best of health. The old home is 40 years young. Mother has kept it in the best of health.

Now we can always keep it new—

—and can pay for painting the easy way through the home

Paint and varnish have kept it in the best of health. The old home is 40 years young. Mother has kept it in the best of health.

Paint now— and pay later—

Paint and varnish save your property and make life easier, happier, healthier

With its unique plan of spreading the cost in easy terms, Property Life Insurance is the only insurance plan that allows you to spread the cost of your insurance over a period of 10 years. This means you can get the full benefit of your insurance without having to pay a large sum of money at once.

THESE co-operative newspaper advertisements will help you put across and cash in on the partial payment plan in your town. Mats furnished free to newspapers; proofs sent gratis by us. Order by number.

Actual size is 4 columns wide by 12 inches deep. They can be expanded to make room for any number of individual painters and dealers by cutting at the point indicated for signatures of those co-operating in the advertising.

SAVE THE SURFACE CAMPAIGN
507 THE BOURSE PHILADELPHIA, PA.

Paint now— 10 months to pay

With its unique plan of spreading the cost in easy terms, Property Life Insurance is the only insurance plan that allows you to spread the cost of your insurance over a period of 10 years. This means you can get the full benefit of your insurance without having to pay a large sum of money at once.

The Paint Industry Sponsors a Partial Payment Plan

THE mortgage is the progenitor of all partial payment plans. It has been, and still is, directly responsible for the building of thousands of homes. Its offshoot, installment method of paying for commodities, has furnished these homes, supplied them with the necessities of life and, in many instances, made possible the enjoyment of luxuries which could not have been procured otherwise. Investigation has disclosed that only 10 per cent of the people in any community buy for cash, while a bare 30 per cent are able to purchase on charge accounts. In other words, fully 60 per cent of all present day buying is done along easy payment lines, despite the fact that many manufacturers and dealers shun the method as dangerous and unstable.

The experiences of various industries with the deferred payment plan of financing sales has brought the method to the attention of large trade groups. These have investigated its merits with the idea of applying it

as a medium for the promotion of sales. Among these groups is the "Save the Surface" campaign, which represents the paint, varnish and allied interests of the United States. After a careful analysis of the situation, the "Save the Surface" campaign worked out a partial payment plan for house painting that it believes will benefit all the factors in the paint industry. Through the operation of the plan the property owner can have his property painted when it needs painting and pay for the work on easy terms; the painter is enabled to take on more painting contracts without risk, as he receives cash in full for each job without any delay; the dealer is enabled to make more paint and varnish sales, also with prompt payment assured and no risk; the manufacturer reaps the benefit of greater sales, assumes no delay or obligations, and suffers no risk in payment.

The necessary liquid credit for the operation of the plan is furnished by two reputable financing or credit

companies, one located in Philadelphia and the other in Baltimore. Each concern has a system of branch offices throughout the country, thus making it possible for painters in every section of the United States to avail themselves of the facilities.

Once the customer's credit application has been accepted by the finance company, the job can commence. Twenty per cent of the total contract price is paid to the painter immediately or before the work is completed, and the customer agrees to pay the remainder in ten equal monthly installments. These installments are paid to the credit company which, in turn, pays the painter the full amount due him on the total immediately upon receipt of the approved bill. Neither the painter nor any agency of the paint and varnish industry is in any way contingently liable for payment of the amount due the finance company, which derives its profit from the interest due upon the money loaned.

Not only has the "Save the Sur-

REMEMBER THOSE MONSTROSITIES OF THE EARLY NINETIES



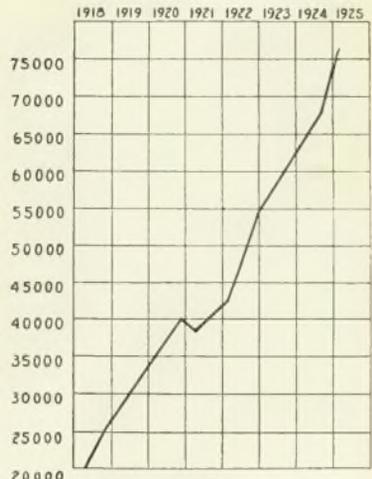
What terrific atrocities they were, with their gingerbread porches, bulging-forehead gables and bleak, gaunt windows. That was before a "living" room was known, but oh, you stiff parlor and stuffed sitting room, divided by sliding doors that wouldn't slide!

It was at this period, 1896 to be exact, that *The House Beautiful* came on the scene and began pointing the way to better things in homes of the great middle class. Stressing the simple charm and beauty of the dignified Colonial and other attractive types, it soon gripped the imagination of its readers and developed a loyal following which has steadily grown and expanded as the magazine itself developed ways in which greater comfort and beauty could be had in modern living.

Today *The House Beautiful* is friend and counselor to more than 75,000 families, welcomed on its regular monthly visits not only by the mistress of the house looking for new ideas in decoration or garden planning, but, too, by the owner himself, interested in new angles to building, equipment, plan and arrangement.

Editorially *The House Beautiful* includes the entire house, its environs and all that go with them. Its twelve yearly issues cover every subject of seasonal interest as related to daily living and afford a liberal education in how to live well without excessive cost.

Here then is a medium and market place for the wares of every manufacturer and ad-



Growth of The HOUSE BEAUTIFUL

vertiser of building materials, decoration, furnishings and household utility. Here is advertising space priced on the basis of a net paid, rebate-backed guaranteed circulation of 70,000 (A. B. C. figures), yet giving an actual excess circulation. May we send you sample copy, rates and full particulars?

The HOUSE BEAUTIFUL

8 ARLINGTON STREET

BOSTON, MASSACHUSETTS



Live prospects, inquiries or orders

Overlook these points, if you wish: the seasoned staff of practical advertising men, the trained personnel of craftsmen, the complete facilities and the cumulative experience of this direct advertising organization. Even disregard the character and the standing of Evans-Winter-Hebb clients.

Still, one thing remains. And that is the one thing most vital to advertisers: the results of Evans-Winter-Hebb direct advertising.

Direct advertising, as planned and produced by this organization, helped one Ohio manufacturer to exceed his quota of 75 carloads by 150 per cent.

The first piece for another client produced enough business to pay for the entire effort.

The builder of machinery that sells for \$8000 to \$150,000 writes: "The outcome (of the direct advertising), both in inquiries and orders, has been decidedly good."

In helping a manufacturer to introduce a new product to the trade, Evans-Winter-Hebb direct advertising built up retail connections and by its results "sold" wholesalers. The first piece produced 3600 orders and inquiries; the second piece, 1500 replies.

Another campaign found and prepared 1900 live prospects for a rather costly piece of equipment. The prospects were prepared for salesmen.

The important story of results is developed in *The Three Circles* magazine. A copy will be mailed gladly to executives upon request.

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 - Photo-Engraving - Letterpress and Offset Printing - Binding - Mailing

face" campaign worked out every detail of the plan in conjunction with the finance companies interested, but it has set to work to sell the idea to the paint industry. The master painters and retailers have been urged to get together and push the idea with the home owner. Prospects may be approached by solicitation, by direct-mail and through newspaper advertising. The "Save the Surface" campaign has prepared a series of six cooperative advertisements for insertion in newspapers which is furnished free to any group that will agree to use them. The expense for the advertising is to be borne by the master painters and retailers, who obviously benefit more directly from the plan than do the manufacturers.

In addition to the cooperative newspaper advertising the "Save the Surface" campaign is conducting a broad publicity scheme to acquaint the general public with the plan. Further than that, a set of four bulletins have been prepared addressed to the manufacturer, the retailer, the salesman and the master painter, these to be distributed gratis upon request for the purpose of clearing up all possible points of contention.

United States Shipping Board Advertising

Admiral L. C. Palmer, president of the Emergency Fleet Corporation, has announced the appointment of Dorrance, Sullivan & Company, Inc., and Barton, Durstine & Osborn, Inc., both New York advertising agencies, to handle all advertising of the United States Shipping Board, Fleet Corporation Lines.

Dorrance, Sullivan & Company, Inc., will assume responsibility for the passenger and freight advertising of the Pan-American Line to South American ports, managing operators Munson S. S. Line; American Oriental Mail Line to the Orient, via Seattle, managing operators Admiral Oriental S. S. Line; California Orient Line to the Orient from San Francisco, managing operators Pacific Mail S. S. Company. It will also handle freight traffic advertising for all United States Government freight services.

Barton, Durstine & Osborn, Inc., will handle the passenger traffic advertising of the United States Lines, and also the special advertising for the sale of ships, materials, asking for bids, etc.

The new appointments are effective on April 1. New plans and new advertising will start as of July 1. J. W. Boring will continue as advertising manager of the United States Shipping Board, with headquarters at 45 Broadway, New York City.

Arthur Rosenberg Company, Inc.

New York, will act as advertising counsel for the Karlin Laboratories, Inc., of the same city, makers of Amegin, a liquid dentifrice.

Advertising Calendar

APRIL 24-MAY 17—Annual exhibition of the Art Directors' Club, New York.

MAY 6-8 Semi-annual meeting of the Association of National Advertisers, Edgewater Beach Hotel, Chicago, Ill.

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 15-16—Meeting of the Advertising Affiliation, Hamilton, Canada.

MAY 18—National Association Employing Lithographers, Briarcliff Lodge, N. Y.

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

JUNE 8-10—Summer Convention of the Insurance Advertising Conference, Briarcliff Lodge, New York.

JULY 17-18—Conference Better Business Bureaus of Pacific Coast, Seattle, Wash.

JULY 20-22—Convention of the Pacific Coast Advertising Clubs (Twelfth District) at Seattle, Wash.

OCTOBER 14-15—Financial Advertisers Association, Columbus, Ohio.

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.

Harvard Advertising Awards for 1925

Announcement of the terms under which the Harvard Advertising Awards for 1925, founded by Edward W. Bok, will be administered, have been issued by the Harvard Business School. The classification of the Awards is similar to that adopted by the Jury in administering the 1924 Awards, with the exception that the Jury will consider individual advertisements and make awards under the following classification: (1) For the advertisement most effective in its use of text as the chief means of delivering its message. (2) For the advertisement most effective in its use of pictorial illustration as the chief means of delivering its message. (3) For the advertisement most effective in its combination of text and illustration as the means of delivering its message.

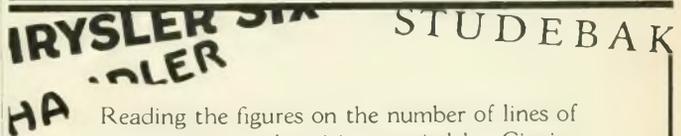
In its consideration of advertisements the Jury will give attention to the excellence of typography. Likewise, correct and effective use of English will be deemed of first importance. No advertisement shall be awarded more than one prize under the awards for Distinguished Individual Advertisements.

For 1925 the awards will cover the period October 1, 1924, to December 31, 1925, and are limited to newspaper and periodical advertising in the United States and Canada. The Jury of Award will be selected by Dean Wallace B. Donham of the Harvard Business School, Cambridge, Mass.

Announcements of the awards may be secured by addressing the Secretary of the Harvard Business School, Cambridge, Mass.



Between the Lines...



Reading the figures on the number of lines of passenger car advertising carried by Cincinnati newspapers, it is easy enough to read "between the lines" the story of the superior prestige and pulling power of The Enquirer.

During January and February of 1925, The Enquirer carried 129,500 lines of passenger car advertising—more than twice the number of lines carried by any other Cincinnati paper for the corresponding months.

The Enquirer's lineage showed a gain of 6,720 lines over the first two months of 1924. The other three Cincinnati papers showed individual and collective losses, the combined loss being 27,300 lines.

During 1924, The Enquirer carried two and one half times as many lines of passenger car advertising as were carried by any other Cincinnati paper.

"Enquirer" lineage tells the story of "Enquirer" leadership.

I. A. KLEIN
New York
Chicago

R. J. BIDWELL CO.
San Francisco
Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home—stays in the home"

Faithful Readers

Each month Extension Magazine contains a 2-page article, "Between Friends," picturing works of charity or missionary effort requiring donations of money. No other appeal is made to our subscribers in any way.

Nevertheless, as the result of this 2-page article each month our subscribers mailed us in

1922	\$485,654.35
1923	\$721,787.26
1924	\$757,750.46

Do you know of any other magazine to which the subscribers contributed more than half a million dollars last year?

Extension Magazine

ELLWOOD TANSEY

Advertising Manager

General Offices, 180 N. Wabash Ave.
Chicago, Illinois

Why This Follow-the-Leader Trait?

[CONTINUED FROM PAGE 38]

of writing advertising is to take a product or a machine or a device and live with it for a week or two. Then he goes right out on the road and tries to sell it. In this way he learns why people buy it or why they won't buy it. Then he sits down and writes about a page advertisement, as though he were writing an advertisement for a newspaper. He writes everything he can think of about that product or device. In other words, he writes a complete sales canvass containing all the information on that product and all the reasons he can think of why that product should be purchased by the prospect. Then he weighs the various reasons and picks out the one that he believes will be most effective. He then goes out again and starts trying to sell it on that basis. If he finds that it works, he says to himself: "This is my idea; this is the big idea." Then he goes through his copy and says: "This and this and this are the angles that I am going to work from. The rest is my information." This advertising man then has his idea—a sales idea. He has angles and information. He needs nothing else for his selling, we will say, for the next year, or until he has found definitely that his sales idea is beginning to lose out. He then proceeds to write that idea fresh from every angle that he can think of, and he turns the advertisement inside out and upside down and any old way, but always getting a complete sales canvass in it. I think this is particularly effective in advertising industrial products, because these are often sold in large quantities or large units, and these sales should be and generally are based on definite and complete information.

What other advertisers are doing—in other words, what the general trend or tendency is in industrial or any other kind of advertising—is a pretty good thing to challenge rather than to follow.

David C. Thomas Company

Chicago, will direct advertising for the Pressed Steel Tank Company of Milwaukee, manufacturer of barrels, drums, steel tanks and other steel plate construction. George L. Sawyer, recently New York manager for the Barber-Greene Company, has joined the Thomas company as vice-president.

Fred M. Randall Company

Detroit, will direct national advertising for the Irwin Auger Bit Company, of Wilmington, Ohio.

L. W. Thomas

Formerly with Lord & Thomas, has become associated with the Dorland Agency, Inc., New York.



Philip C. Gunion has been for a number of years advertising manager of the Hyatt Roller Bearing Co. He is a well known figure in industrial advertising, a past president of the National Industrial Advertisers' Assn., and a past president of the Technical Publicity Assn.

Mr. Gunion says

“—much of the rapid but healthy growth of our company...credited to our advertising in the business papers”

Mr. Gunion is in a position to know. His experience as advertising manager of Hyatt makes his interesting ideas all the more valuable.

We quote from his address to the London Convention of the National Industrial Advertisers' Association.

“Our advertising closely parallels our sales work, and to reach the general managers, the

engineers, and the designers of companies manufacturing machinery we use the business papers.

“The advantages of business papers for a technical product such as ours are briefly:

He gives 7 reasons

“1. Flexibility. By the use of publications specifically prepared for definite fields, we can exert the most pressure on the fields where our need is greatest, and we can therefore closely parallel our advertising and our sales effort at all times.

“2. Direct appeal. Steel mill advertisements are written and presented to steel mill engineers, textile mill executives, and so forth, in each field.

“3. Elimination of waste circulation.

“4. Close tie-up between editorial and advertising appeals.

“5. Close tie-up between the advertising of the companies that use our bearings and our own advertising.

“6. Use of dominant space is made possible by the relatively small cost of space in papers covering definite, concentrated fields.

“7. Economy resulting from flexibility, from direct appeal, and from elimination of waste circulation.

“I can truthfully state that *much of the rapid but healthy growth* of our company in the past thirty years, from the production of a few hundred bearings a week to many thousand a day, can be credited to our advertising in the business papers, and I can safely forecast that the major portion of our advertising appropriations will always be expended in business papers.”

Mr. Gunion believes in selecting business papers on a qualification basis. It is significant that a high percentage of papers on the Hyatt list are members of the Associated Business Papers, Inc.

Consult us freely, without obligation, about publications or the fields they cover.



A.B.P.

THE ASSOCIATED BUSINESS PAPERS, INC.

Over 120 Papers Reaching 54 Fields of Trade and Industry

HEADQUARTERS, 220 WEST 42nd STREET

NEW YORK

2¹/₂

times as many want ads

Month after Month, The Tulsa World carries nearly two and a half times as many individual want ads as any other newspaper in eastern Oklahoma.

Isn't it reasonable to believe that readers put their own advertising—want ads—in the newspaper of their first choice?

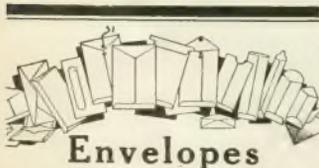
Want ad volume is recognized as a reliable index to the reader interest, prestige and pulling power of any newspaper in its community.

And The World is first by every other standard of measure—circulation, news, features, local and national advertising of ALL classes.

Net Paid Circulation Now
45,630 Daily—50,764 Sunday

TULSA DAILY WORLD

*Oklahoma's
Greatest
Newspaper*



Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting

HESSÉ ENVELOPE AND LITHO. CO.

4161 North Kingshighway

ST. LOUIS



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
606 Caxton Building :: Cleveland, Ohio

Expenditures of Newspaper Advertisers

THE Bureau of Advertising of the American Newspaper Publishers Association, under the direction of William A. Thomson, has published its compilation of the expenditures for newspaper space which it is estimated was made by national advertisers during 1924.

This service of estimating yearly expenditures was undertaken last year in response to the repeated demands of advertisers and agencies. While magazine statistics on the subject have been published for years, the newspaper field has remained more or less of a mystery. The success of their initial effort—the list for 1923 which appeared in November, 1924—encouraged the Bureau to greater efforts, and the estimate for 1924 has been brought out on a more elaborate scale.

The names of one hundred advertisers appear on this new list, and it is expected that more will be added as additional statistics become available. It is interesting to note that the highest expenditure for 1924—that of the Ford Motor Company—exceeds the 1923 record of the American Tobacco Company, last year's leader, by \$300,000. Ten concerns top the million-dollar mark, four of which deal in motor cars. Thirteen of the names which appeared in last year's tabulation are missing from the latest one, although all but one of these concerns have continued their programs of newspaper advertising. It is expected that some of them will appear upon the 1924 list at a later date when more thorough investigations have been made, as only four so far have dropped below the minimum \$100,000 mark.

The accompanying list shows only a small portion of all the great national advertisers who utilize newspaper space. It is not practical to enumerate those who spent less than \$100,000 even though this list would include hundreds whose products have become household words despite their more modest appropriations.

Following are the Bureau's estimates:

Ford Motor Company.....	\$2,000,000
Victor Talking Machine Company.....	1,500,000
Chevrolet Motor Car Company.....	1,500,000
American Tobacco Company.....	1,600,000
Liggett & Myers Tobacco Company.....	1,500,000
Standard Oil Co. of Indiana.....	1,500,000
Calumet Baking Powder Company.....	1,400,000
Wm. Wrigley, Jr., Company.....	1,250,000
Dodge Brothers.....	1,200,000
Faig-Detroit Motor Car Company.....	1,000,000
Postum Cereal Company.....	1,000,000
Corn Products Refining Company.....	800,000
Pepsodent Company.....	800,000
United States Rubber Company.....	750,000
Hupp Motor Car Corporation.....	750,000
Oakland Motor Car Company.....	700,000
B. F. Goodrich Company.....	700,000
Cliequot Club Company.....	650,000
Buick Motor Company.....	635,000
H. J. Heinz Company.....	600,000
General Cigar Company.....	600,000
Union Pacific System.....	570,000
Rickenbacker Motor Company.....	560,000
Macfadden Publications.....	510,000
Proctor & Gamble Company.....	510,000
Hart, Schaffner & Marx.....	500,000
Atchison, Topeka & Santa Fe R. R.....	500,000
Willis-Overland Company.....	500,000

*Includes dealers' advertising.

Standard Oil Company of California	500,000
Literary Digest	500,000
Sun-Maid Raisin Growers Association	465,000
Canada Dry Ginger Ale, Inc.	450,000
Coca-Cola Company	450,000
Brunswick-Balke Colender Company	400,000
Conglobule Company	400,000
Edwin Wallace Hopper	400,000
Armstrong Cork Company	400,000
Quaker Oats Company	400,000
Borden Sales Company, Inc.	350,000
Schmidt Tea Company	350,000
Shredded Wheat Company	350,000
National Carbon Company	340,000
Autostrip Safety Razor Company	300,000
Cheek-Neal Coffee Company	300,000
Portland Cement Association	300,000
The Palmolive Company	300,000
Union Oil Company (Los Angeles)	300,000
Arheuser-Rusch, Inc.	300,000
Hurley Machine Company	300,000
Nordylke & Marmon Company	280,000
International Magazine Company	275,000
New York Central Lines	250,000
Eastman Kodak Company	250,000
National Biscuit Company	250,000
Parker Pen Company	250,000
Aluminum Cooking Utensil Company	250,000
Barrett Company	250,000
C. F. Mueller Company	250,000
Radio Corporation of America	250,000
The Maytag Company	225,000
Boyce & Vreder Company	220,000
Simmons Company	210,000
Certain-iced Products Corporation	200,000
Phoenix Cheese Company	200,000
Williamson Candy Company	200,000
Royal Typewriter Company	200,000
Alfred H. Smith Company (Djer-Kiss)	200,000
Associated Oil Co. (San Francisco)	200,000
Pond's Extract Company	200,000
Vick Chemical Company	200,000
Johns-Manville Company	200,000
A. Stein & Company	180,000
California Fruit Growers Exchange	180,000
California Prune & Apricot Growers	180,000
Southern Cotton Oil Trading Company	175,000
Royal Baking Powder Company	175,000
Coca-Cola Company	170,000
W. & J. Sloan	170,000
Holland Furnace Company	165,000
Northern Pacific Railway Company	160,000
Cunard Line	160,000
W. L. Douglas Shoe Company	160,000
Andrew Jergens Company	150,000
Famous Player-Lasky Corporation	150,000
W. A. Sheaffer Pen Company	150,000
Lambert Pharmaceutical Company	150,000
Dairymen's League Co-operative Association, Inc.	150,000
Bauer & Black	150,000
American Express Company	125,000
Metropolitan Life Insurance Company	125,000
Vacuum Oil Company	125,000
French Lick Springs Hotel Company	125,000
The Western Company	125,000
Phoenix Hosiery Company	125,000
Florida Citrus Exchange	100,000
Lalanc & Grosjean Manufacturing Company	100,000
Indian Refining Company	100,000
Shell Oil Company (Los Angeles)	100,000
C. Brandes, Inc.	100,000
McCall's Magazine	100,000

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IN ANY MARKET the paper with the want ads brings best results for all classes of advertisers—in Milwaukee it is The Journal. The Sunday Milwaukee Journal prints the only complete classified advertising section in any newspaper for Wisconsin people.

BUSINESS OPPORTUNITIES

NATIONAL ADVERTISERS

During 1924 The Milwaukee Journal printed nearly SEVEN times as many want ads as either of the other two Milwaukee papers. By the way in which classified advertisers – the shrewdest and most careful space-buyers – invest their dollars, you can best gauge the relative selling power of Milwaukee newspapers. For maximum 1925 sales in the rich Milwaukee - Wisconsin market at one low advertising rate, you must concentrate in

THE MILWAUKEE JOURNAL

PRACTICALLY EVERY ONE of the small number of want ads which appear in the other Milwaukee papers appears also in The Journal, in addition to hundreds which are printed exclusively in this newspaper. During 1924, The Milwaukee Journal printed an average of nearly 2,000 want ads. daily and Sunday.

2-UTTY 321 ne \$3,800 (terms) OVERRI car e like ne et. a t Inc. 5 2023 OVERI overh new, extras Broadw WILLY passen stand cord 518 II WILLY series in sta excell 24. TOK side du god t 2023 S ONE HA cery of Broadw 2 MOT Linus-s LARG cars; com AMIC FORI inven winds trol, ror: A PANY FORD as rol \$175 way. FORD real v E FORD Grand FORD whee A-1 str FORD new mo fresh 3

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

The Milwaukee Journal
FIRST - by Merit

"The Hostess"
Fisk Building, New York, has appointed the following special representatives: Chicago—Burton R. Freer, Peoples Gas Building, and Boston—Henry C. Pragoff, Little Building.

Miller, Black & Vanderbilt, Inc.
New York advertising agency, will direct advertising for Klein's Rapid Shoe Repairing Company, Inc.

Allied Newspapers, Inc.
Has expanded its sales force by the recent addition of the following Manning Wakefield, for a number of years Eastern manager for the Farm Press Publishing Company; J. Albert O'Brien, formerly with the Baltimore Post and the Baltimore Sun; and Leslie Rood, lately of the Cleveland Press.

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.

All-Metal Adjustable Pantograph



Indispensable wherever a draughting board is used. Quickly enlarges or reduces.
Sent postpaid on receipt of \$3.00. Money refunded if not satisfactory.

DRAWING AIDE CO.
225 Caxton Bldg. Cleveland, Ohio



The "Mechanics" of Direct Mail

HOW many readers have any conception of what goes into a good advertisement? Or into a planned, organized, resultful, direct-mail campaign?

Back of Premier Direct Mail is a wealth of assets in men, experience and facilities.

Creative, planning and merchandising experts with years of practical advertising and selling experience.

Art staff headed by a man schooled in French and Italian art academies, his maturer years spent in practical advertising agency and magazine art expression in this country.

A copy chief trained through years of newspaper experience in New York, Chicago and San Francisco. Specialized staff writers, including a former McGraw-Hill man and others with broad experience gained in the advertising departments of big corporations.

Production supervised by a former Curtis Publishing Company production man.

Mailing experts who are masters of the intricate, infinite details of organized distribution.

Premier personnel is the correlation of years of intensive individual experience and practice. Not one, but many trained minds help you to solve your merchandising problems by welding your advertising and sales efforts.

The PREMIER Co.

Direct Mail Merchandising

Premier Building
CLEVELAND

In Sharper Focus

Condé Nast

By A. L.

CONDÉ NAST was born in New York, March 26, 1874, but his boyhood and youth were spent in St. Louis, Missouri. He attended Georgetown University, where he was awarded the degrees of A. B. and A. M. in 1895, later acquiring an LL.B. from the University of St. Louis in 1897.

While he was at Georgetown, Mr. Nast's flair for organization expressed itself in the development of his college athletic teams. He put Georgetown on the intercollegiate baseball map, where it has remained ever since. He did



not play on the team himself, but he built teams. He has followed that principle in the publishing of magazines: he does not edit; he creates editors. He studied law and was admitted to the bar, but he had hardly hung out his shingle when Robert Collier, a Georgetown classmate, invited him to become advertising manager of *Collier's Weekly*, thus robbing jurisprudence of a potential Blackstone.

Mr. Nast remained with *Collier's* until 1907. As business manager he built that weekly up into a strong and successful property. He then became interested in the Home Pattern Company, which he likewise helped to develop. But he wanted something of his own. In 1909 came the opportunity to buy *Vogue*, then a twenty-four page weekly which had been founded some years before by a group of young New Yorkers who believed there was a field for a high-class periodical devoted exclusively to fashion and society. Mr. Nast recognized the accuracy of their vision and put his experience and ability to work for the promotion of the magazine.

In addition to *Vogue*, which now boasts three foreign editions, Mr. Nast is the publisher of *House and Garden*, *Vanity Fair*, *Royal*, *Children's Vogue*

and *The Vogue Pattern Book*, of which there is also a London edition.

These magazines are now all included under the general designation of "The Condé Nast Publications." They are set up and printed at the Condé Nast Press, at Greenwich, Conn., which is the latest development in Mr. Nast's publishing enterprises.

* * *

E. T. Hall

ED. HALL is a transplanted New Englander flourishing in the Middle West. Born in Connecticut, he has taken root pretty firmly in St. Louis, where he is vice-president of the Ralston Purina Company. He came into the world in Meriden, Conn., "the Silver City," but denies that he did so with a silver spoon in his mouth.

His father, a Congregational minister, died when the boy was eight, and the family, like true New Englanders, moved to Andover, Mass., to take advantage of the excellent educational facilities there offered.

Hall was graduated from Phillips Andover Academy in 1903, and went on to Amherst. Here he put in four industrious years, for he had to work much of his way himself. To this end he ran a laundry agency, published calendars,



and during his vacations taught manual training. Yet he found time to be manager of the track team and to twang a mean guitar on the musical clubs. Surprisingly enough, he also found time for his studies, and graduated with an A. B. in 1907.

Cyrus H. K. Curtis became Hall's first full-time employer in June, 1907, and lived up to his reputation as a fairly discriminating publisher, for the end of two years found Hall at the head of the Subscription Agents' De-

partment. He stuck there until, in 1910, he followed Horace Greeley's well-known advice and went West. The immediate inducement was a job as promotion manager of the Ralston Purina Company. Here he applied himself to such good effect that in January, 1918, he was elected a member of the executive committee of that company. In January, 1919, he became secretary, and in January, 1923, vice-president.

He has for years been a director of the Association of National Advertisers, and since November, 1922, its Western vice-president.

His hobbies are fly fishing and sailing, which occupy him when he is not engaged in the tilling of his suburban farm. He is fond of art and of music. I say "and of music" advisedly, for rumor has it that he has recently bought a cello, and the neighbors are unanimous that Ed's cello cannot by any stretch of the imagination be classed as art.

Barthe & Huth

Syracuse, N. Y., will direct advertising for the J. T. Robertson Company, Inc., soap manufacturers, and C. Goodwin Bradley, Inc., automobile accessory manufacturer. Both concerns are located in Syracuse.

United Electric Company

Of Canton, Ohio, manufacturers of portable and stationary electric cleaners, have announced the appointment of Kenneth E. Clarke, formerly general manager of Altorfer Brothers of Peoria, Ill., as vice-president and general manager. E. H. Hesslink has become a special field sales representative, and H. G. Phister has been appointed to an executive sales capacity in the Ohio Portable division of the company. In the same division the following district managers have been appointed: P. V. Neuenschwander, Cleveland, Ohio; W. C. Ahrens, South-eastern district; G. R. Graham, eastern Ohio-northwestern Pennsylvania district; James J. Buckman, Michigan-northwest Ohio district. In the Tuec division of the company W. C. Wicker has been appointed to an executive sales capacity.

Annual Exhibition of Advertising Art

Will be held under the auspices of the Art Directors Club in the Art Center, 65 East 56th Street, New York City, from April 27 to May 14, 1925. All material submitted must have been used for advertising purposes and have appeared prior to January 1, 1925. Material and communications should be addressed to the Art Center in care of the Exhibition Committee of the Art Directors Club.

Artemas Ward

Pioneer in the field of modern advertising, and veteran publisher, died on the morning of March 14 in his home at 6 East 78th Street, New York City. He was seventy-six years of age. Mr. Ward was head of the advertising and publishing firm of Artemas Ward, Inc., formerly Ward & Gow, the concern which developed the advertising on the subway and elevated lines in New York. He was the great-grandson of General Artemas Ward, first Commander-in-Chief of the Revolutionary Army.

The Man Behind

Many an order is lost because the man your salesman saw cannot resell the proposition to the man behind.

Bennett Service gets you to the man behind.

Standard 7 x 10 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 Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

**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

The Only Donee in Canadian Advertising

The Canadian Market demands specialized advertising, financial and service—which is our job. Let us tell you how we can help.

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

In the Lumber Field

↓

It's the American Lumberman

Established 1873
Published Weekly CHICAGO, ILL.

Setting the Story Down

[CONTINUED FROM PAGE 32]



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

Know advertising as experts know it

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

S. ROLAND HALL'S LIBRARY OF ADVERTISING AND SELLING

Four Volumes, 3323 Pages, 532a9, Flexible Binding, 1000 Illustrations, \$1.50 in Ten Days and \$2.00 Monthly for Eight Months.

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

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

Special Price of \$17.50

NO MONEY DOWN—\$1.50 MONTHLY PAYMENTS EXAMINE THE LIBRARY FOR 10 DAYS—FREE

McGraw-Hill FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc. 370 Seventh Avenue, New York.

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

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

Signed _____
Address _____
City _____
State _____
Country _____

ter Guild audience. Also get a somebody or two to read a piece of your advertising copy aloud and listen to the way they stumble over what seems crystal clear to you. It's an education, I assure you!

Because of the slow-mindedness and unimaginativeness of the general public, the foolproof appeal-to-reason copy reaches a larger audience than the imaginative type, I think. Certainly there seems to be a great deal more of it in the public prints.

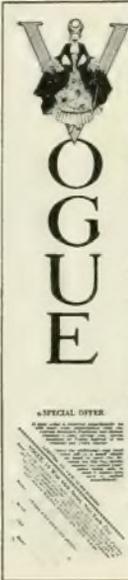
Appeal-to-imagination copy, however, is by far the most interesting and varied. It is indispensable for many products. Nobody would try to advertise a perfume with appeal-to-reason copy, for example. Luxuries in general require imaginative handling. Again speaking in our office slang, there is "cute copy" and "lofty copy" and "flamboys."

Vanity Fair's advertising is an example of "cute copy." It sells an amusing product to people who value amusingness. To prove that the product is amusing, the advertising itself must amuse. But it mustn't be amusing too fast. My best copy-writer failed in writing *Vanity Fair* copy because her amusing ideas and phrases followed each other so rapidly and required such flexibility of mind on the part of the reader that he couldn't keep the pace. Ask any actor how easy it is to lose a laugh by bad timing. Along with the witticisms there must be direct statement and sound selling.

I sell *Vanity Fair* on two appeals. To the really intelligent person I state the simple truth that reading *Vanity Fair* is a pleasant, amusing, intelligent way of keeping up with all the new movements in the world of ideas, the arts and sports. To the Vanity Fairy in Kankakee and points west who has

to mug-up his dinner conversation in advance, I intimate that reading an amusing modern magazine will make him an amusing modern person—may the saints intercede for me in heaven! To prove that *Vanity Fair* is really ahead of the rest of the world, I always add to my copy some little thing that I'm quite sure the reader won't yet know. If I can't find anything

\$2 Invested in Vogue Will Save You \$200



The girls you love and admire wear in the really suggestive poses. Close alone, hats that don't really suit you want are the ones that suit you best. That you wear. What they take pleasure again this year when by simply reading in the magazine and at your own convenience paying \$2 you can insure the convenience and economy of renting a whole year's wardrobe.

10 NUMBERS OF VOGUE \$2

Number	Issue	Price
1	February	25c
2	March	25c
3	April	25c
4	May	25c
5	June	25c
6	July	25c
7	August	25c
8	September	25c
9	October	25c
10	November	25c

By the next few months, during the year period in which Vogue's special Fashion Numbers are published, you will have received 10 numbers for the money. Vogue and Vogue's special Fashion Numbers are published 10 times a year. The money you pay now will save you \$200 in the long run. (The money you pay now will save you \$200 in the long run.)

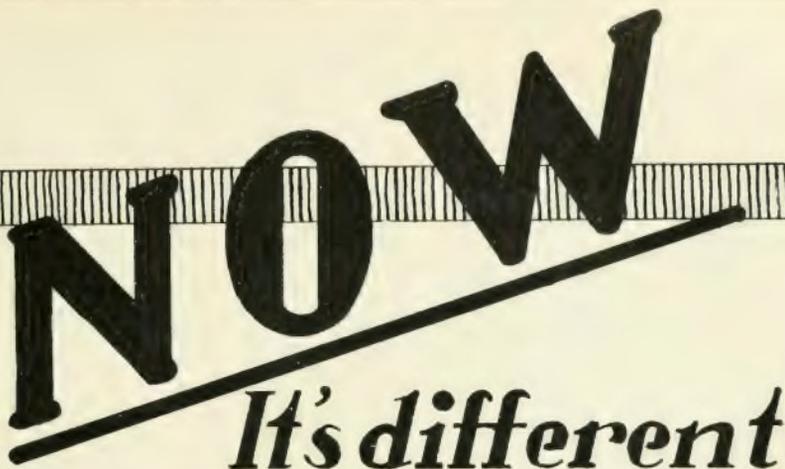
Sign the Coupon
I enclose \$2.00 to order 10 numbers of Vogue for the next few months. Please send me 10 numbers of Vogue for the next few months. Please send me 10 numbers of Vogue for the next few months.

"Old Faithful"—first written in 1916—has withstood tests against copy that was charmingly written and prettily illustrated. It is still pulling, because it follows the formula of appeal-to-reason advertising. Nobody mistakes its meaning

sufficiently advanced to be yet unknown, I invent something I don't know myself. But it's always a little thing. It's the garlic rubbed on the salad bowl, the rouge on the lobe of the ear, the organ-note too deep to be heard which nevertheless completes the chord.

"Lofty copy" is occasionally good. The idea of rarity, of exclusiveness, of hard-to-get-ness makes certain types of people want the product. Tecla Pearls is a good example of lofty copy. So is Rolls-Royce. But the product must be genuinely fine, or lofty copy becomes merely foolish. It is a task for a master of delicate insult. Cubs had better leave it alone.

"Flamboys" are something else again. Certain people—usually ignorant and ostentatious people—are impressed by the flamboyant statement, and by nothing else. The circus poster is the classic example. Movie advertising is another. A good deal of the garment trade advertising is of this type. Superlatives splash! Exclamation points bristle! Ornate and luscious words abound! Copy of this sort is as magnificent as a high yaller on a Saturday night. It wears a plush vest, a check suit, yellow shoes, and half a pound of elk's tooth on its watch-chain. Heaven help you if you have to write it. But if your audience requires it, disconnect your conscience, put your artistic taste in the safety deposit box, get right down and wallow. You can't possibly



NOW

*It's different
in Houston*

When the *Houston Dispatch*, a lusty youth with a world of energy, joined forces with the 40 year old *Houston Post* with its years of valuable prestige, interwoven with the history of Houston and South Texas, . . .

. The combined resources and energies of the two organizations **CHANGED THE NEWSPAPER SITUATION IN HOUSTON.**

NOW! *The Houston Post-Dispatch* has not only the greatest daily Houston circulation but the greatest Home Delivered circulation of any paper in Texas.

ASK OUR
National
Representatives
The
S. C. BECKWITH
Special Agency
New York City
and Branch Offices

The Houston Post-Dispatch
HOUSTON, TEXAS





CAXTON

DIRECT ADVERTISING

A MEDIUM

Most Important Least Expensive

MOST IMPORTANT because it forms the immediate contact between dealer and consumer. *Least Expensive* to the manufacturer because it is paid for by the dealer—also the price is very low to the dealer because of the cooperative buying power of an entire dealer organization.

Usually handled complete by Caxton in conjunction with the agency in order to tie up with national advertising—and *this is what counts.*

We will be glad to explain a. d. a. to either agencies or manufacturers.

THE CAXTON COMPANY
Caxton Building, *Cleveland*



make a flamboy too flamboyant no matter what you do.

There was the case of what we'll call the Lusciosa line of perfumes. A brilliant copywriter was asked to submit copy. She did. The copy chief said it wouldn't do. Wouldn't hit 'em. Too restrained.

"Too restrained?" said the copywriter. "Why, I thought it was positively lavish! To whom do you sell the stuff?"

The copy chief grinned. "Kikes and coons," he said succinctly. "I went to Coney to size up my prospects on this account. I saw a fellow in a candy-striped shirt with a girl on each arm. One of 'em pulled out her handkerchief and shoved it under his nose. 'Smell my new perfume!' she giggled. The other one did the same thing. Then he pulled out his handkerchief and had 'em both smell that. Every time I think Lusciosa, those three flash up in my mind. Do you see?"

"Yes," said the brilliant copywriter thoughtfully. "You're right. It is too restrained. You'd better have some one else do it."

He did. The Billion Dollar Bottle campaign was a huge success. It was keyed exactly to the taste of the only group of people who would buy the cheap violent odor itself.

SO much for styles of copy. Now a few don'ts on the English. Don't use erudite or fancy four-syllabled words. Don't use long sentences. Don't make long paragraphs. Don't use trite words, phrases, metaphors. Make your copy easy for the eye to pick up. Make it pleasant to read. Be simple, direct, human; if possible, almost conversational in tone. Don't copy the styles of other writers; or if you do, do it merely for practice, and don't keep at it too long. Except in the case of flamboyants, don't allow yourself to be literary or bombastic. Take out the grandeur.

When you've written your copy, no matter whether it is appeal-to-reason or appeal-to-imagination, type it complete, with every bit of the advertisement appearing on the sheet. Then look at it with a chill impersonal eye and see if you've put in the selling, the hook that hauls in the prospect and makes him sign the coupon or go to the store. You'd think that would be self-evident. But it is only too easy to become interested in turning out a well-presented argument, or a flowing piece of writing, and forget the very point of the advertisement. I sometimes have cubs, and clever ones, too, whose motto seems to be "Use no hooks!" They give me charming pieces of English, delightfully arranged, but quite without definite statement of what they are selling, why the prospect should buy it, and what he should do to get it now.

The reason for this is that the cub imagines his audience as reading his advertisements serially. He feels that he can make one point at a time and put his hook at the end of the series.

No such luck! Readers aren't thrilled to that extent. The cub must

assume always that each advertisement is his one chance to sell the reader; that the reader has never read an advertisement about the cub's product before and never will read one again; and that if he is ever to be hooked, now is the time.

Some cubs see this at once, and put in the selling ever after. Some don't. Particularly girls. Their minds seem to revolt instinctively against the selling idea. Here is where I separate the sheep from the goats—the sheep who can write, from the goats who can write advertising.

If you have that kink in your mind which makes selling distasteful to you, you don't belong in the copyroom. If you can write well enough, go in for the editorial end. If you can't, accept John and set the day at once. You might just as well.

[This is the third of a series of articles by Miss Birchall on breaking in the copy cub. The fourth will appear in an early issue.—EDITOR.]

Edward Foley

Formerly of the display advertising staff of the *St. Paul Dispatch & Pioneer Press*, has joined the David Company, same city, as account executive.

C. P. Mayfield

For several years in charge of the copy and space departments of the W. B. MacKenny Advertising Agency, Philadelphia, Pa., has been appointed manager of publicity of the Fidelity Life Insurance Company, same city.

Albert Kral

Recently with the Boyles' Candy Publications, Chicago, has joined the Clark Collard Company, Inc., advertising agency, of the same city.

Clyde S. Thompson

On March 18 resigned as director and eastern sales manager of the General Outdoor Advertising Company.

Mid-West Advertising Managers' Association

Held their midwinter meeting recent in Kansas City, Mo. Al Shuman of the *Fort Worth (Tex.) Star-Telegram* was elected president; Al De Teau, *Lincoln (Neb.) State Journal*, vice-president, and James McClellan, *Joplin (Mo.) Globe*, secretary and treasurer.

Ray D. MacLean

Formerly with the Macfadden Publishing Company of New York, has joined the staff of the Photocraft Company, Cleveland. He will be in charge of the photographic illustrating department.

O. S. Tyson & Company, Inc.

Advertising agency, have removed their offices from the Hudson Terminal Building to 16 East 41st Street, New York City.

Sherman & Lehair, Inc.

New York, will direct advertising for the Puro Filter Corporation and Heidelberg, Wolf & Company, men's clothing.



THE smallest corporation issuing a limited edition of securities can present its issue in a highly attractive form most economically by the use of "K.B." steel engraved blanks. The dignified and rich appearance of the stock and bond certificates is equal to that of United States bank notes and large issues of steel-engraved securities. Yet, through specialization, we are able to offer them for considerably less than the price of all steel engraved securities.

These bonds, stocks, certificates, mortgage papers, etc., come in blank form in copyright designs, and are furnished in six attractive colors. The text may be lithographed or type printed. Thus all the richness can be brought out and the individual style of the organization preserved.

We also make miscellaneous documentary blanks, letters of credit blanks, mortgage note blanks and short time note blanks which can be furnished by you stationer or can be imprinted in any quantity to fit your special needs.

Write for samples and the name of the nearest establishment in your vicinity which sells "K.B." BLANKS.



**KIHN BROTHERS
BANK NOTE ENGRAVERS**

205-209 WEST NINETEENTH STREET
NEW YORK CITY

100,000 Free Circulation

For four months we have given an average of more than 100,000 circulation in excess of our guarantee.

We will easily reach our new million circulation guarantee months in advance of January 1926 when the new rate takes effect.

Better take advantage of this circulation bargain. At least 950,000 circulation this Fall for \$4.50 a line.

This is the time to win the small town market.

This is the way to do it.

People's Popular Monthly

Des Moines, Iowa

Carl C. Proper
Editor and Publisher

Graham Stewart
Advertising Director

SELL BY DIRECT-MAIL ADVERTISING

"Anything that can be sold can be sold by mail!" Back up your salesman. Sell small, isolated items without salesman. With one letter a merchant sold \$63,353.00 in 10 days; a retailer sold \$20,896.20 in 30 days. Send 25c for a copy of POSTAGE Magazine and actual copies of these two letters. If you sell, you need POSTAGE. Tells how to write result getting letters, folders, booklets, house magazines. \$2 a year for 12 numbers full of usable profitable selling ideas.

POSTAGE, 18 E. 18th St., New York City

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 Bozoo paper of distinction. A result producer of undoubted merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

Mail-Order Advertising

If your ads, catalogs or letters are not pulling, perhaps with my twenty years experience in planning and writing mail-order ads of all kinds I can serve the reason why.

Send ads for free criticism
Jaques - 111 Empire St., Providence

National Miller

Established 1893

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.
637 W. JACKSON BLVD. CHICAGO

The Salesman Who Uses Tricks

[CONTINUED FROM PAGE 17]

sales manager, simply because an attitude of this kind on the part of the trade will completely nullify the best sales and advertising program ever formulated.

The other danger, perhaps even more alarming than the first, is the effect on the rest of the sales force. When we get a youngster on the sales force, about the first thing we do is to send him out with this so-called "star." The youngster watches the oldtimer operate and instead of learning what we hoped he would, he simply acquires, in a few weeks' time, all the bad tricks and habits which the older man has perfected with years of practice. Watch your men the next time you call your sales meeting. Notice how the lesser lights flock around the top-notch and listen to him tell the rest of the world how he gets the business. Right under your nose there is being conducted a school for trick selling. And just as one rotten apple will eventually spoil every other apple in the barrel, just so surely will that one misguided salesman contaminate every other man on your force.

It is a blow to fire your best producer deliberately just because he makes one or two little slips which are easily and smoothly explained away. Yet that man and those same little slips have certain very definite earmarks of set habits which we all easily recognize. But one well-known weakness sales managers themselves have is their desire to have their sales force always adorned by one or two star producers. There are many men, of course, who justly earn and are entitled to that position, but the ones I refer to are those whom we know, deep down in our hearts, are not legitimately earning their positions. We keep the truth and our misgivings to ourselves and hope against hope that we can perform a miracle and effect a cure. As a sop to our consciences we call these men "pace-makers." They are in truth real pace-makers, for they set a pace that will eventually kill not only themselves, but the firm they represent.

Benjamin D. Waldie

Recently connected with *The Farm Journal* and the U. S. Department of Agriculture, Bureau of Agricultural Economics, has joined Irvin F. Paschall, Inc., Chicago advertising agency.

Radio Magazine Publishers Association, Inc.

Has opened offices at 98 Park Place, New York City. The association membership is composed of the following publications: *Radio News*, *Radio Broadcast*, *Radio*, *Wireless Age*, *Popular Radio*, *Radio World*, *Radio Digest*, *Radio Age*, *Radio Dealer*, *Q. S. T.*, and *Amateur Radio*.

Cantine's
ESOPUS
COATED PAPER



The Martin Cantine Company awards two prizes totaling \$200.00 in cash, every month, for skill in advertising and in printing. The January contest was won by the Franklin Printing Co., of Philadelphia, for the above process preprint of Whitman Candy advertising in *The Saturday Evening Post*. Printed on Cantine's Esopus. Enter samples of your own work on Cantine's Papers in these contests.

OCCASIONALLY, even the shrewdest business men need to be reminded that they can make more sales calls at less expense through printed matter than through personal contacts.

Some men have yet to learn that it pays to put enough money into their printed matter to get modern illustration, harmonious typography, good presswork and Cantine's Coated Papers.

Jobbers in principal cities will supply sample books Showing Cantine's Coated Papers for all printing requirements, together with particulars of monthly Prize-Honor Contests. The Martin Cantine Co., Saugerties, N. Y. Dept. 173.

Cantine's

**COATED
PAPERS**

CANFOLD
SPECIALTY PULP
WITH IMPROVED QUALITY

ASHOKAN
NO. 1 FRANKEL BOOK

ESOPUS
NO. 3 FRANKEL BOOK

VELVETONE
SEMI-DULL *Good for Post*

LITHO C.I.S
COATED ONE SIDE

COLUMBIA Meets the Test of Reader-Interest

COLUMBIA, measured by the accepted standards, is primarily a national magazine of conspicuous editorial merit.

As an illustration of this, just note the famous writers who comprise the following partial list of recent Contributors:

Gilbert K. Chesterton
Irvin S. Cobb
Cosmo Hamilton
James B. Connolly
James J. Walsh, M. D.,
Ph. D.
George Ade
Admiral W. S. Benson

T. A. Daly
Cardinal Mercier
Hilaire Belloc
Will Payne
Herbert Hoover
Neal O'Hara
Ida M. Evans
Peter B. Kyne
F. Britten Austin

This clearly shows why **COLUMBIA** Magazine is so thoroughly read and enjoyed by three-quarters of a million men and their families into whose homes it is delivered each month.

COLUMBIA

The Largest Catholic Magazine in the World

A National Monthly Published, Printed and
Circulated by the Knights of Columbus

Net
Circulation

763,978

Member of
A. B. C.

D. J. GILLESPIE, Adv. Director
25 West 43rd Street,
New York City.

J. F. JENKINS, Western Manager
202 South State Street,
Chicago, Ill.

What If the Beauty Bug Gets Us?

[CONTINUED FROM PAGE 24]

About \$117,000,000! Add to this the raft of imported cosmetics, perfumes and other toilet preparations that sail over from Europe each year, then add an "illegitimate" profit for wholesalers and another "illegitimate" one or two for retailers, and we begin to realize the cost of what price beauty. It's a poor guess that would put it less than \$250,000,000; a better one perhaps would be \$300,000,000.

A fat quarter of a billion dollar industry! What a very lovely goose is this toilet goods business that lays each year for advertising a large golden egg worth, in space alone, from \$10,000,000 to \$15,000,000!

Who would think of killing this golden-egg laying goose?

What a question to ask! Who would dare think of shooting this bird which gives so much money to advertising, so much beauty to women? Instead, let us feed her well with large appropriations, that she may grow fatter and fatter and lay larger and larger advertising eggs.

Fine! But at what price to advertising? At what price to the very principles advertising has strenuously fought to establish? At what price to reader confidence, slowly and expensively built by the oldest and most constructive advertisers?

SELECT at random a group of ten or fifteen publications appealing to women—more if you have time. Gather up a raft of women's pages clipped from newspapers or Sunday Magazine sections. Take them home with you. Enjoy a good dinner. Light a good cigar and settle yourself comfortably. Smile pleasantly, determine to be tolerant, patient, uncritical.

Now go over each of the publications and newspaper pages. Read only advertisements promoting toilet preparations, beautifiers, powders, lotions, creams, skin improvers, hair removers, shampoos, etc., etc.

When you are all through you will have something like this in headings which may or may not convince you that a good part of the toilet industry needs talking to about *truth in advertising*.

"Fame and glory came to me through these beauty aids."

"Amazing new method improves the skin beauty overnight."

"Youth blooms again at ——'s touch."

"She never washed her face again."

"Mold your figure as you wish it."

"This chart eliminates the guess from beauty."

"Beauty for every woman—once a dream, now a living reality through the science of ——."

"Everlasting beauty—yours."

"Each day your skin is changing—

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

THE WORLD IN PICTURES

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

EWING GALLOWAY

15 E. 40th St. New York

BOOT AND SHOE RECORDER

BOSTON

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

**Folded Edge Duckline and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays**

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

you can make the new skin whatever you will."

"Will thicken your hair and make it stylishly fluffy in thirty days—or quickly grow it back to normal."

"Yesterday—commonplace. Today—a beauty!"

"How to get thin without drugs, diets, absurd creams, exercises or appliances."

"You must be slender to have bobbed hair—just use _____ tablets."

"Miss G. F. left home an ugly duckling. Now New York artists pay to paint her likeness—her new beauty was won in three months."

"Wash away years of age with _____ reducing soap."

"Beautiful complexion in fifteen days."

"Grey hair banished in fifteen minutes."

"Anybody can reduce by this method."

"Why some women now look so youthful—they use _____ Beautifier."

"Your hair is twice as beautiful shampooed this way."

"Though your eyes be pale, they become deep dark pools of loveliness, with _____."

"I will make your skin soft and white and lovely as a baby's."

"The real secret of the 'mysteriously beautiful' complexion of many noted women of society and of the state."

THE foregoing selection was not limited to the newer emotional type publications, nor does it apply only to the "fly-by-night" type of advertiser. The quotations are representative of the average "claim" that is so generously being made in toilet goods advertising today.

Whether the writer leans over backward or not on what can be claimed by any toilet preparation is for the reader to decide. But when the readers of advertising are told by four, five, six or ten advertisers in the same publication that the *only* road to beauty is their preparation, something will sooner or later pop.

Won't it be the confidence of readers in advertising?

One doesn't have to be a beauty expert to know that most people are hopelessly homely and that they always will be.

One doesn't have to be a judge to decide whether beauty can be attained overnight, whether soap can wash away fat, whether a cream can make you ravishingly charming; whether eyes can be made "deep dark pools of loveliness" with three drops of a beauty liquid.

Yet claims thrice as wild as these fill much of the space bought by toilet goods advertisers and paraded before a more or less gullible public.

"It pays!" someone says. "Look, you say yourself that the industry has grown by leaps and bounds. Such advertising does it."

But does it pay? And will it keep on paying? If so, at what price to advertising?

Let Direct Mail Advertising Make Calls—Your Salesmen Make Sales!

"Sixty per cent of our merchandise is bought on or after the salesman's fifth call," said 1,000 retailers in a recent investigation. But only 12.7 per cent of the salesmen make a fifth call, the report concludes.

Salesmen, as a rule, can not make five calls on a prospect, but they can and do make an enthusiastic fifth call if the way has been paved for them to get an order.

Literature sent to prospects in advance of a call by your salesmen will save their time and cut selling costs.

In order that you may get the greatest returns from each dollar spent for your direct mail advertising, you should have it planned, produced and mailed by an organization offering you undivided responsibility for its success.

Buckley, Dement & Company can help you make sales easier.

May we suggest that you talk it over with us.



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

"The Record," said the architect, "attained its majority long ago. It's 34 now, but still growing. It's a fine figure of a journal—both text and illustrations." To which we may add that in 1924, despite its advanced years, it further increased its lead in architect subscribers. And advertising continues to grow.

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—11648)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.



What Therefore Is Big Space?

UNCLE JIM is 6 feet 2 inches in his Holeproofs, and weighs 225 pounds with straw hat and belt.

His voice is big and sonorous. He has a way when talking, of pounding the table, if one is neat. If not, he chiropractors your lame shoulder.

If what he says doesn't particularly impress you, his laying on of hands, he figures will.

He is a "good-looker" and a "loud-sayer" and has all the earmarks of being a double page spread in colors. But when you come to add him up, he is just a space eater.

His wife, Aunt Sylvia, in contrast is but 5 feet tall, weighs only 95 pounds, and has a sweet clear, convincing voice, that makes you think of a vesper bell. She never raises it, but you always seem to hear what she says. She never clears her throat when she comes in a room, but you always feel and welcome her presence.

With advertisements as with folks, it has always seemed to us that it is quality that counts.

The Message is the thing.

That's why we believe copy is paramount.

The size of the Ad. should be dictated by the size of the message, and not by the size of the appropriation.

If you agree, you will doubtless find we have other things in common.

TUTHILL ADVERTISING AGENCY

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

The Penney Company Makes Partners

[CONTINUED FROM PAGE 28]

With the J. C. Penney Company, as with other organizations, progress is not a question of financing, but of men. All of the company's managers are selected from the sales force, and each qualifies for managership in accordance with standards that have been established.

The first qualification is that applicants for positions must be between 21 and 35 years of age. The endeavor is to obtain young and vigorous men, of good habits and with unquestioned references. The applicant must have had retail experience as a salesman in one or more of the lines sold by the stores—dry goods, shoes, clothing for men, women and children, etc. Familiarity with window trimming and card writing affords an advantage.

Let us say that Brown enters the selling organization as a salesman in one of the company's stores. After he has proved his ability, he becomes what is termed "head man," or assistant to the manager. Later he is placed in charge of a "try-out" store.

If he makes good as manager of the try-out store, the next step upward is as manager of a new store, with the privilege of buying a one-third interest in it with money loaned him by the J. C. Penney Company, this money to be repaid out of future profits. Having thus become one of the partners in the business, Brown can begin to build future partnerships in other stores. As manager, he is relied upon to train a head man in his own store, and in time to recommend him for a membership in another store which Brown will open.

THUS the cycle is started. The newly made manager in turn is placed in a try-out store. When he has proved his ability, he too is sold a one-third interest in a new store in which he becomes manager and partner, and in which Brown also acquires a one-third interest. The new partner, we'll call him Smith for the sake of clarity, begins his part of the chain by training new men in exactly the same way he was trained by Brown.

In the meantime Brown has promoted another salesman to the position of head man, or assistant manager, and the latter in turn is passing through the succeeding steps to partnership. Brown also gains a one-third interest in the new store that is opened. (See the diagram, page 26).

This, in essence, constitutes the manner in which new stores are opened by the J. C. Penney Company. The company is unique in that, while it is a corporation, its legal status permits it to exercise the privileges of partnership operation. There are as many classifications of J. C. Penney Company common stock as there are stores.

Advertising and Selling FORTNIGHTLY

Markets, Merchandising & Media



W. E. J. CO. SEBERT & CO.

In this Issue
"Standard Method" by Robert H. C. Jones, "What Does it Cost?"
By Kenneth G. Dean, "Advertiser's Guide to Advertising" by John W. Sturges
"What's Ahead in February" by F. W. P. Foster

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

Each certificate of common stock specifies against what particular store the stock is issued and, consequently, it specifies in the profit or loss of which store the owner of the stock participates.

It can be seen, therefore, that the common stock capitalization of the J. C. Penney Company equals the sum total of the classifications of common stock issued against each and every individual store.

All the classifications of common stock contribute to the expenses of the central organization, each in the proportion that its individual gross sales bear to the gross sales of the company as a whole.

Holder's of the common stock elect the directors, who are invested with absolute authority in shaping the policies of the company and directing its affairs.

The belief is prevalent in Mr. Penney's mind that every man is the result of his ideals. In training men the company starts them on a moderate salary, partly because it wants to see how the men will manage it. Estimates have been made of what it will cost a man to live reasonably well in small towns, where most of the company's stores are located, and salaries are based on that figure and what the volume of business justifies.

UNLIKE other organizations, the J. C. Penney Company takes an interest in what a man does after he leaves the store. The managers of the stores are encouraged to practise economy and thrift in their home affairs as well as in business. Instead of drawing on their profits for the first year or two in business, managers are expected to take their profits and open new stores in which they place their head men. And in this connection it should be emphasized that new stores can be started only out of profits made in a mother store, and not out of accumulations from other sources. This has the double effect of enlarging partnership activities and eliminating jealousies and envy. Managers do not fear subordinates, and vice versa. The more quickly a manager develops an efficiently trained man, the more quickly he can open a new store and advance the man he has trained to a managership.

No employe of the J. C. Penney Company is placed under a bond. If any employe's loyalty has to be bought, the company feels it is better off without him.

The newcomer is, of course, interested in knowing how long it will take before he successfully passes through the different steps to a partnership. The company makes no promises. In the main success depends upon the initiative of the individual himself. Promotions come as a reward for ability alone.

Given two salesmen with equal ability, the practice of the company is to give preferment to the one longest in its service.

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. He reads OIL TRADE, "The monthly profit-book of the oil business". Get the facts from any agency.

The
Oil Trade
 Including Oil Trade Journal and Oil News
 350 Madison Ave., New York
 CHICAGO TULSA HOUSTON

KEEP YOUR COPIES

AT the conclusion of each volume of the Fortnightly an index will be published and mailed to you. By doing so you will acquire an invaluable reference book on advertising and selling.





20,827,721 Lines
COLUMBUS DISPATCH
1924 RECORD

The Dispatch exceeded the next largest Ohio newspaper by 2,500,909 lines—and all other Columbus newspapers combined by 3,406,172 lines

NET PAID CIRCULATION	
CITY	52,891
SUBURBAN	23,639
COUNTRY	21,928
TOTAL	98,458

490
exclusive
national
advertisers
in 1924

448
exclusive
local display
advertisers
in 1924

Columbus Dispatch
A OHIO'S GREATEST HOME DAILY

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 MEDIUM OF THE RADIO TRADE

243 W. 39th St., New York City



Things That Die A-Borning

In the private office of the head of a large commercial art establishment. On a table, in the corner, a pile of half-finished drawings. "What are those?" I asked. "Things that died a-borning—sketches that were never finished, layouts that were never used," was the answer.

"They must run into a sizable sum of money," I commented. "They certainly do—just how much I am trying to figure out. That," he continued, "is one of the hardships of this business. We will not, knowingly, do any work on speculation. Yet not a week passes without some client, whose friendship we value, asking us if we won't 'please work this idea out—very roughly, of course.' He does not realize it, but it is a fact that it takes as much time and thought to compose a drawing that is never completed as one that is. If we could only break even on work of this kind, I should not complain. But we can't."

The Door Was Not Locked

People who know, tell me that it is as difficult to get inside the private office of a certain theatrical manager as it is to have an interview with President Coolidge—rather more difficult, in fact. Which circumstance makes this little story all the more interesting.

Came to New York, some months ago, from a city in the South, an exceptionally pretty girl of about nineteen. She wanted to "express herself," to "lead her own life." So she put herself in the hands of a well known teacher of dancing. She had talent—so much so that in a few weeks her instructor told her she was "good enough for the ———." That afternoon, without saying a word to anybody, she went to the building in which the aforesaid theatrical manager has his offices. When the elevator reached the ninth floor, she asked the elevator man where Mr. Blank's office was. "Just 'round the corner," he told her. Just round the corner was a door. The little lady from the South opened it, walked in and found herself in Mr. Blank's private office—a large and splendidly furnished room. "Ahr you

Mistah Blank?" she asked of a man seated at a desk. He glared at her, choked and finally blurted, "How in hell did you get in here?"

"Why, suh, I just walked in."

"What do you want?"

"A position!"

Mr. Blank looked her up and down. "Can you dance?" he asked.

"Of course!"

"Darned if I don't take you on," he said.

And he did. But, if that door leading to Blank's private office had been locked, as it almost always is, the chances are about ninety-nine in a hundred that the little lady from the South would still be "looking."

Market News

In a land such as this, where business is King, provision must be made for the purchase and sale of securities which represent part ownership in industrial enterprises. And there must be a place where these transactions can be effected.

Granting both these "musts," and also that the Stock Exchange serves a very useful purpose by discounting what is coming, the fact remains that at times its activities are not wholly beneficial.

Let me explain what I mean.

I own stock—preferred stock—in a score or more different enterprises. I buy or sell stocks six or eight times a year.

Not in years have I bought a share of stock on margin. Furthermore, I never shall.

Yet it is my daily custom to drop in for two or three minutes at a time at the office of this, that or the other stockbroker.

I "look them over" and then go on my way.

In some of these brokers' offices I find only a few men—very evidently men of means who seem to know what they are doing. In other places, the customers' room is filled with men who, equally evidently, have no business to be where they are. They are salesmen or storekeepers or doctors who should be on their jobs.

I have an idea that if someone who has a greater fondness for figures than I would go into things, he might be able to prove that if all the men who now spend their days in brokers' offices would go to work, they would earn enough extra money to pay off the national debt in a few years—and have something left over, at that.

JAMOC.

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



YOU pick your artist with the greatest care and allow him plenty of time to perform his task. He works for a number of days to produce the drawing that is to illustrate your advertising matter.

At the engraver's plant, not one, but many men work on your illustration in the few short hours that it takes to go thru

the progressive stages from drawing to plate.

At any point, a mistake may prove ruinous. But, at the same time, it is at these points that true craftsmen will recognize and take advantage of opportunities to improve the finished plate.

Let us put ourselves and the ability of our artist-engravers on trial with you.

The **EMPIRE STATE ENGRAVING COMPANY**
 ~ 165-167 William Street. New York ~

The cost of advertising to

DENTISTS

Oral Hygiene's page rate, per thousand dentists reached, is \$1.67.

The average for the four other nationally circulated dental papers is \$3.43.

Advertisers and agencies intent on reaching dentists should head schedules with Oral Hygiene—most of them are doing so. See any recent issue!

Oral Hygiene

A Journal for Dentists
Pittsburgh, Pa.

Chicago: W. B. Conant, Peoples Gas Bldg., Harrison #448.
New York: Stuart M. Stanley, 53 Park Place, Barclay #547.
St. Louis: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
Los Angeles: F. G. Lenzner, Chapman Bldg., 826041.

Planning the Follow-Up System

[CONTINUED FROM PAGE 18]

follow-ups depends entirely upon the nature of the proposition itself. It is well, however, to avoid monotony and to have each piece so built that it will rekindle the flame of interest aroused originally. Sometimes the sale can be consummated by the offer of a discount or a premium for prompt action. Such inducements should be offered only after careful consideration, lest the prospect be given the impression that he would have paid too much if he had bought earlier.

The most that any follow-up can do is to remind the prospect that at one time he was interested in your goods or service, and to impress upon him forcibly the benefits to be derived from such a purchase as you suggest. Each piece should be planned as if it were the last piece in the series, and no thought should be conveyed to the prospect that would lead him to believe that anything is to be gained by waiting, or that there is any doubt as to the actual price, terms of sale, time or method of delivery. Action is what is desired, and all the concentrated sales appeal that can be devised should be built into the follow-up system to the end that sales may be produced with the minimum of expense and at a maximum of profit.

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

"What do you mean—
a 24 hour paper?"

Just this—

Morning10,138
Evening12,902

Total Circulation...23,040

—Same ads
Same features
Same editorials

in both editions

Subscribers would no more think of buying BOTH the morning and evening NEWS-TIMES than they would of buying two of our Sunday issues.

6 cents a line for
all day insertion

SOUTH BEND NEWS-TIMES

Daily and Sunday

No duplication guaranteed.

M. F. Węgrzynek

For the last five years general manager of *Nowy Swiat*, the Polish daily of New York, and executive secretary of the Association of Foreign Language A. B. C. Publishers, has resigned these positions to become president of the American Association of Foreign Language Newspapers, Inc., New York. M. J. Pessin becomes treasurer and manager of the media department. Joseph Ellner remains secretary and manager of the research and copy department.

Jack Berkowitz

Until recently with the Multicolor Sales Company in the New York City territory, has joined the New York Sales organization of the Ludlow Typograph Company of Chicago. He has been assigned the Brooklyn and Long Island territory.

Progressive Merchants' Bureau, Inc.

New York, announces a contest for the originating of trade characters for the following industries: mason's materials, electrical supplies, ice, hardware, plumbing and heating, and automobile accessories. The trade characters desired are those which present dramatically the use of the product advertised, with especial emphasis on human interest expressed in action. Cash prizes ranging from ten to fifty dollars are offered in each group.

The Advertiser's Weekly

The Organ of British Advertising

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

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

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

Subscriptions \$5 annually, post free.
Advertisement rates on application to
New York Office
9 E. 38th St. N. Y. City

or
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

Four Methods of Compensation

[CONTINUED FROM PAGE 23]

To this end has been devised the point system. Usually the sale of the product requiring the least resistance furnishes the unit of measure and a point is given for every dollar sale of such product. From this foundation a table of values is established for every kind of sales service rendered, from intensive missionary work on new prospects to increasing the net profits by the sale of products which are especially hard to sell or products which are being closed out.

Vice versa, a salesman may be penalized for actions which do not reflect credit on the house, such as misrepresentation of wares, excessive returns of merchandise, loss of customers and, in part, for losses from bad debts. Each point has a certain fixed monetary value, and when these are added up the salesman's minimum salary is subtracted from the total and the difference reverts to him as commission, not on actual volume of sales alone but for the total value of service that he has performed in the interests of the company. Thus the firm is assured of every opportunity of broadening its plans to keep in touch with the broadening requirements of its field of action.

There is no single plan of compensation that will work equally well for all types of salesmen, all types of business, or under the varying conditions of selling. Gradually, however, certain ideas relative to this problem have been gaining ground, among which may be summarized the following elements: (1) A subsistence salary, based generally on personality, knowledge, sales accomplishment and probable future value to the company; (2) a commission for sales above a set quota, such commission to be graded by the net profits to be realized; (3) bonuses for unusually good performances, the bonus for reductions in selling price being of timely importance; (4) penalties for slovenly performance; (5) a money equivalent for all services the salesman renders.

By the use of this general plan compensation becomes less a matter of expediency and more a matter of suitably rewarding the worker. The unrest of the individual is obviated by the knowledge of thorough compensation of his efforts, and the company profits, not only by the harmony and cooperation which result from this state of mind, but from the increased activities in lines other than the actual selling which is fostered by this new attitude.

H. W. Beals

Advertising manager of the Methodist Book Concern, has resigned to become vice-president and treasurer of the A. W. Stevens Printing Company, Inc., Brooklyn. He will be succeeded by B. F. Wolfinger, eastern representative.

again in February—

The Times was the Only Newspaper in Detroit to Gain in Local Advertising

News	Free Press
56,028 Lines	48,230 Lines
LOSS	LOSS

Times Gained 37,058

Lines While the Other Two Detroit Newspapers Showed Losses

The local display advertising figures for the first 2 months of 1925, compared with the same period of 1924, shows the Times GAINED 103,068 lines, while the other two Detroit newspapers showed losses of—News 90,776 lines, Free Press 86,898 lines.

Detroit Times

The Newspaper of the Buying Population

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

Press-Tested Electrotypes

The Test Proof Tells

When you buy electros under the old method you can't tell how they'll print until they're printed.

We pull a Test Proof of every Reilly plate, on a Special Test Press, which shows up every defect and enables us to make a plate as nearly perfect as it's humanly and mechanically possible to produce.

The Test Proof Tells

REILLY

Electrotype Co.

209 West 38th Street, New York
TELEPHONE FITZROY 0840

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

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

Thus, space reservations and copy for display advertisements to appear in the April 8th issue must reach us not later than March 30th. Classified advertisements will be accepted up to Saturday, April 4th.

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

CORRESPONDENCE SCHOOL.—The conductor of a Chicago correspondence school of mechanical drafting has been found guilty of misrepresentation in his advertising regarding his own position and the positions and salaries, etc., which are obtainable by his pupils. The Commission has ordered that he discontinue this practice until such time as his claims are justified by actual conditions.

PAINT.—A Chicago concern of paint distributors doing a national business is required to discontinue its practice of misrepresenting actual facts in its advertising. The Commission finds that the firm represents that (1) the pigment content of its paint is composed principally of white lead and zinc oxide; (2) that paint which contains not more than 50 per cent white lead and zinc oxide pigment is the best quality, grade and standard for outside use; (3) that paint which contains as much as 35 per cent volatile matter is the best quality, grade and standard for such use.

Another concern in the same city has been similarly charged, and it has further been specified that a certain brand of paint which they have advertised extensively as "the best paint that can be made" is actually of inferior quality due to large quantities of calcium arsenate and siliceous matter used in its composition.

COOKING OILS.—A Chicago packing company was ordered to discontinue the practice of simulating a competitor's product in a manner that was found to be an unfair method of competition. The company sells various food products, including cooking and salad oils, to dealers throughout the United States. It was found that the name of the oil and the design and color of its package closely resembled that of the competitor's oil and that the packing company's salesmen, in making sales to retailers, suggested to their prospective customers that the oil might be passed off to the consuming public as the oil manufactured by the competitor. The packing company was restrained from using a name and package simulating that of its competitor and from causing its salesmen to suggest the substitution to the consuming public.

PRINTING.—At a trade practice submittal held recently in New York, the commission announced that it disapproved of the use of the names "Engraved or Embossed Effects" or "Engraved or Embossed" in any form as applied to a product not made from copper plates or steel disks. The form of printing under consideration is done on a regular printing press with slow drying ink and sprinkled with resin or shellac base powder. The work is then subjected to a heating process which fuses the powder and ink which harden when cooled. This produces a raised surface which may be either a bright or a dull finish.

Keeping the "Silence Room" Silent

WITH the growing difficulty of preserving the sanctity and seclusion even of "private" offices, and the practical impossibility of doing creative work or work requiring intense concentration in the ordinary office with its telephone and its accessibility to one's own business associates at least, if not to outsiders, various advertising agencies and some large advertising departments are establishing Silence Rooms, where members of the organization may go into seclusion when their work requires.

The chief problem of the Silence Room is to keep it silent. The idea of having such a room always appeals to the organization, but unless a set of rules are formulated and rigidly enforced, the Silence Room is apt to become a joke, or a social room where there is more talking than working.

One of the advertising agencies first to establish a Silence Room, and to so name it, was the Ray D. Lillibridge agency, New York. From the first it has been successful, and it has been successful because the agency has succeeded in keeping it silent. Other agencies and organizations which maintain a Silence Room or contemplate establishing one will be interested in the eight rules worked out and enforced by this agency which have been responsible for preserving the sanctity of the room.

The Silence Room

1. The Silence Room is maintained at considerable expense to provide a place where we can go when we have work that demands intense and continuous application. The sanctity of this room must be strictly observed if it is to serve the purpose for which it is intended.

2. Before the advent of the Silence Room often it was necessary for those of us who have work of a nature requiring intensive and protracted application to go home, or to a library, or elsewhere outside and away from the office to concentrate. If we will all view the withdrawal of anyone to the Silence Room just as though they had left the office and the building, the desired atmosphere and result will be achieved.

3. If a call (either in person or on the telephone) is received for a member of the staff who has withdrawn to the Silence Room, one of two definite procedures should be followed, depending upon the importance of the person calling, or of the nature of the message.

If the call is not important or urgent, it should be handled just as though the person called was actually out of the office; i.e., a written memorandum of the call placed upon his or her desk.

If the call is urgent or one that is expected (in case of doubt the telephone operator is to consult the secretary of the person called or an officer of the corporation), a written memorandum of the situation, stating that so-and-so is in the office, or on the wire, should be taken into the Silence Room

FORESIGHT in RADIO ADVERTISING

Various estimates indicate there are now from 45,000 to 55,000 retail outlets for radio. This is as large as is found in such fields as groceries and drugs, where there is a tremendous daily turnover of merchandise that is promptly consumed. As soon as the radio industry becomes stable and normal, it cannot profitably support more than 10,000 to 15,000 retail dealers.

WHO WILL THE SURVIVORS BE?

Since the first big rush on radio it has been made increasingly manifest that the retail dealers who are doing the biggest volume of radio business and handling their radio business most effectively are the retail phonograph dealers. It is therefore certain that the large majority who will compose the 10,000 to 15,000 radio retailers of the permanent future will be the phonograph dealers.

They are best reached and best served by



the "Big Book with the Orange Cover," which is the oldest, largest, most influential, and dominant business paper of the talking machine and phonograph industry. It has consistently lead in volume of radio set advertising.

Paid Circulation for over twenty years

Write for a free copy of "Twenty Years," the booklet which describes the history of this industry

THE TALKING MACHINE WORLD
383 Madison Avenue, New York

"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.
9 East 38th Street New York

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**

Spring Fashions



Almost every man, woman and child is interested in the buying of new clothes at this season. And the buying inspiration depends most often on what is offered in the advertising columns of the daily newspaper.

Along the Mississippi Gulf Coast *everybody* reads the Daily Herald. It goes regularly into 4,486 homes and is a favorite of resort visitors. Its readers are well able to buy what you have to offer.

National Advertisers—of Spring Fashions and other things—you'll find the columns of the Daily Herald productive of results for you.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers

We've a New Cross-Word
Puzzle we'd like you to
have.

Send a stamped envelope
for your copy

THE BROOKLYN DAILY EAGLE

Brooklyn, N. Y.

The Fortnightly "Adopts" a Department Store

Last Fall the Fortnightly sent James M. Campbell to Illinois to describe exactly what happened on the farm of J. H. Maurer; what Mr. Maurer—a typical farmer—bought, how he bought, and why he bought certain manufacturer's products.

The idea was so successful that we now extend it to the field of retailing. Mr. Campbell has just returned from Washington, Penna., where he studied and observed everything that went on in a typical medium-sized department store. The first of these articles appears in our issue of April 8.

on tip-toe, so to speak, and handed to the party sought in a quiet manner, without oral comment or noise or action of any character that would distract the attention of any other person or persons in the Silence Room.

4. Whoever goes into the Silence Room should leave word with the telephone operator, just as though he was leaving the office. He should say when he expects to be back and leave special instructions for any calls he may expect to receive.

5. No one shall be summoned from the Silence Room nor consulted there except through the secretary or stenographer of the person sought, and then the same procedure as in the instance of a call from outside is to be followed—a written note presented in the manner explained.

6. The Silence Room is not intended for dictation nor for informal conferences, but when not otherwise occupied it may be put to either of these uses. It may be used for formal conferences when so determined by an officer of the corporation. When used for dictation or for informal conferences, study is to have precedence. If an informal conference, or dictation, is in progress and a person enters for the purpose of study or concentration, the conferees or the person dictating and stenographer shall go elsewhere.

7. More than one can use the Silence Room simultaneously, but there must be no conversation, except in conference, as hereinbefore mentioned. The mere fact that a person is in the Silence Room indicates plainly that that person wishes to concentrate and does not want to be disturbed.

8. Like everything of the kind, judgment and discretion will have to be exercised on occasions to make the foregoing effective and not bring about anomalous or even ridiculous situations. Cooperation from all members of the staff to accomplish the spirit of the foregoing will be greatly appreciated.

Some such set of rules as this, framed and hung in the Silence Room, and actually enforced, as they are in this agency, is an excellent form of silence insurance, and admittedly silence is one of the most valuable yet difficult conditions to secure in a modern business organization.

Advertising Club of Schenectady

Recently launched, and now affiliated with the A. A. C. of W., has elected the following to office for the coming year: Walter A. Bowe, General Electric Company, president; Chester J. Woodin, Arrow Service, vice-president; Carl J. Bishop, H. S. Barney Company, secretary; Miles R. Frisbee, Arrow Service, treasurer.

Ralph E. Briggs

For four years president of the Richardson-Briggs Company, Cleveland advertising agency, has resigned to become sales and advertising manager of the Aunt Mary's Products Company, Evanston, Ill., manufacturers of a prepared pie crust.

J. Edgar Pool

Former automobile advertising representative on the *New York Evening World*, has joined the staff of *Journeys Beautiful*, the new travel magazine.

Recently Published

BY THE NEW YORK SUN, New York—"The Shopping Place of Millions." A unique treatise of advertising research and data embodied in a map which visualizes the locations and establishments of retail merchants who advertise in the Sun. The color-scheme of the map is carried out in twelve shadings, one for each type of store shown. It represents the busiest shopping districts of the city including such famous business arteries as Fifth Avenue, Madison Avenue, Broadway, Fourteenth, Thirty-fourth and Forty-second streets.

BY THE ENGINEERING ADVERTISERS ASSOCIATION.—"Bulletin" of the November 10, 1924, meeting at the Great Northern Hotel, Chicago. A complete report of the proceedings of the meeting and stenotype reports of speeches on the general subject of "Market Analysis," made by J. R. Hopkins, advertising manager, Chicago Belting Company; A. A. Ackley, Advertising Producers Associated, and R. O. Eastman, president, R. O. Eastman, Inc. Includes a census of the judgment of plant owners on the expected volume of production for 1925.

BY THE TIMES-PICAYUNE PUBLISHING COMPANY, New Orleans, La.—"First Market of the Prosperous South." Includes a short history of the Times-Picayune and of New Orleans, a description of the industrial, commercial and shipping activities of the city, an analysis of the Picayune circulation and lineage, and of the purchasing power of the district served by the paper.

BY CANNING AGE, New York.—"Canning Age Food Packers Directory." A listing of the packers of preserved foods in the United States, Canada, Hawaii and Porto Rico, including name of packing company, names of company officials, address of main office, location of factories, products packed and quantities packed. Divided into packers in tins and packers in glass. Price \$5.

BY THE CANADIAN DAILY NEWS-PAPERS ASSOCIATION, Toronto, Can.—"Reaching the Canadian Market." Addressed to British manufacturers and distributors who are interested in the Canadian market. A presentation of the existing and future markets for British goods in Canada with analytical statistics of wealth and buying power. Also a delineation of merchandising methods that have proved effective in the past, recommendations for manufacturers contemplating a marketing campaign, a resume of the import laws and a description of the marketing channels and advertising mediums.

BY THE NATIONAL CASH REGISTER COMPANY, Dayton, Ohio.—"Better Retailing." A brief outline of a number of things that have helped retail stores to become successful. Includes chapters on store organization, store records and systems, buying, figuring mark-up and rate of profit, advertising, window displays, etc. Illustrated with views of model stores.



Reaching THE BOARD OF DIRECTORS

clinches the order for your salesmen. As you well know, "The Board" decides finally! Selling the purchasing agent is only half the job!

The Magazine of Wall Street is read regularly by fifty thousand business men who serve on one or more Boards of Directorate

*More than 25% of these are also directors of banks.

Your advertisement in our pages is certain to be read by them. Each issue must be read carefully because the magazine is a necessary adjunct to their business and personal financial problems.

The Magazine of Wall Street is a business publication and the "Wall Street" on its cover is merely a guarantee to you that its readers are successful financially.

It offers you the most economical method of clinching your sales!

The MAGAZINE of WALL STREET

42 BROADWAY Member A. B. C. NEW YORK

*Write today for circulation analysis and rate card

Photographic Illustrations

Your story can be told most effectively and economically by photographic illustration.

We will welcome the opportunity of showing you what our organization can do.

Among the leading advertising agencies in Cleveland who use our services are Fuller & Smith Co., Powers-House Co., Sweeney & James Co., Richardson-Briggs Co., Dunlap-Ward Adv. Co.



Goddette Blossoms by Walter H. Goldsmith Co. Photographic Illustration by Photocraft

The Photocraft Company

Card Building,

Cleveland, Ohio

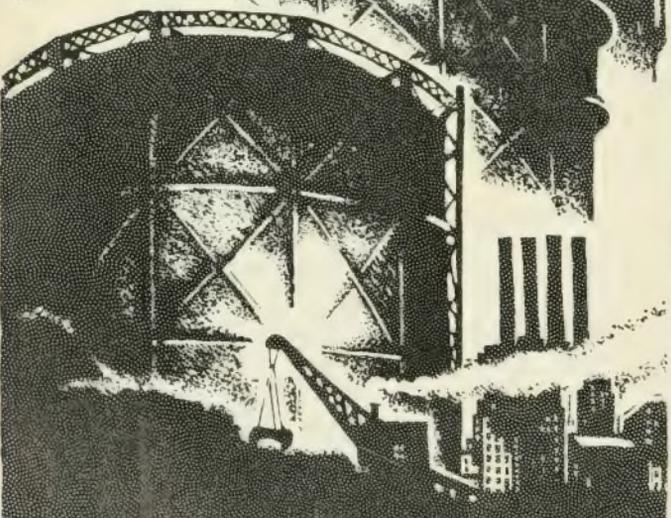
THE gas industry is growing! Revenues from gas sales in 1923 showed a \$50,000,000 increase over the previous year. This indicates a vast market for all sorts of equipment which is covered 99.47% by Gas Age-Record, the only A. B. P. paper in the field.

Write for a copy of 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 Companies and the Gas Engineering and Appliance Catalogue.

1825



GAS AGE-RECORD
"Spokesman for the gas industry."

When Is a Market Won?

[CONTINUED FROM PAGE 16]

ple who use a brand and saying, "These belong to me."

Only a few years ago the corset industry learned this lesson. It was rather a severe dose that Dame Fashion handed them, and they have suffered rather nobly. Apparently nothing can stop this lady when she decides to decree.

With a little sweep of the hand she introduced the bob and nearly wiped out the hair net business, played havoc with the sale of hair brushes and so lifted the status and wealth of the tonsorial artist that he can now afford to serve afternoon tea with a bob or a shave.

Marconi fooled with sending sounds through the air. In those days the talking-machine people probably never thought of wireless as a terrible competitor in only a few years. Today they are face to face with it, in the form of radio. It has wrought a big change in their market. It may play the very deuce with the sale of records, in spite of the theory that broadcasting encourages the purchase of permanent records. Anyhow, a "fixed" market for records and machines is receiving some hard licks today.

NOT many days ago Johns Hopkins announced a new discovery—a germicide that will kill everything in one's body. Today it is new. Next year it may be annihilating competition for all present-day popular antiseptic germicides and disinfectants.

Whenever one is inclined to regard the total market for his product, or that part of the market which he has won for his brand, as being a fixed stream of sales, let him take one human being and place this wiggling unit of potentiality under the scrutinizing glass.

Now apply a few drops of "friend's advice" and see him change his colors as quickly as a chameleon. Before the application he was part of your market but "friends' advice" switched him to your competitor's product.

What vacillating creatures all humans are. Especially is this so in a young and growing country. Precedent means little, custom is but momentary, convention a thing of a day. We seek change—the new.

What chance has your "fixed" market with such folk? By what method of reasoning can we ever conclude we have "won" our market against such influence as these: Births and deaths; marriages and divorces; war, peace, politics; other people's opinions; friend's advice, counsel and suggestions; changing styles, customs, conventions; new inventions, discoveries, developments; activities of competitive products; activities of competitive brands.

When, if ever, does a market become

"fixed?" When, if ever, can one say, "We have won that market—it belongs to us!"

Isn't it safer to follow the course laid down by Christopher Columbus and pursue it with the same determination as the log of the good ship *Santa Maria* records?

- Sept. 6, 1492—Set sail from the harbor of Gomera and shaped course West
- Sept. 9, 1492—Sailed this day 19 leagues..... West
- Sept. 10, 1492—This day and night sailed 60 leagues West
- Sept. 17, 1492—Steered West
- Sept. 19, 1492—Continued on and sailed West
- Oct. 5, 1492—Continued day and night 57 leagues West
- Oct. 12, 1492—At two o'clock in the morning. Land

Advisory Board for Charles Morris Price School

Jarvis A. Wood, president of the Poor Richard Club, Philadelphia, Pa., has appointed, with the approval of the Board, the following men to constitute an Advisory Board to act with the Educational Committee in the development and expansion of the Charles Morris Price School of Advertising and Journalism of the Poor Richard Club: F. Wallis Armstrong, of F. Wallis Armstrong Advertising Agency; Bartley J. Doyle, president Keystone Publishing Company; H. H. Kynnett, of Aitken-Kynnett Advertising Agency; Rowe Stewart, vice-president and general manager of the Philadelphia Record; Charles Paist, Jr., president of the Charles Paist Company; Robert H. Durbin, general manager of Strawbridge & Clothier.

Personal Efficiency

Monthly business magazine published by the LaSalle Extension University, has recently reorganized its business staff. R. G. Cole has been promoted to advertising manager, and John D. Werkman, formerly of the American Seating Company, has been made circulation manager. Sam J. Perry and R. F. Farnham will act as Eastern and Mid-Western representatives respectively.

Star Rubber Company, Inc.

Akron, Ohio, has engaged the Maxton R. Davies Company, of Cleveland, to act as its advertising counsel.

Irvin F. Paschall, Inc.

Chicago, has been retained as advertising counsel by the First National Hosiery Stores of St. Louis.

Frank E. Fohlman

Recently vice-president of Lord & Thomas, president of Churchill-Hall, Inc., and vice-president of the H. W. Gossard Company of Chicago, has joined the Dorland Agency, Inc., New York, as vice-president.



The activities of this organization are devoted exclusively to industrial clients in the plumbing, heating, and engineering fields. The same principles which make specialization effective in other lines of business apply to advertising agency service.

We have just published a booklet called "Putting the Cart before the Horse. Let us send you a copy.

Arthur Henry Co. INC.

Industrial Advertising

1482 BROADWAY NEW YORK.

Consider This Market Every Day In the Year

Your church uses and buys—

- | | | |
|--|--|---|
| Adding Machines
Addressing Machines
Automobiles
Cameras and Kodaks
Cement
Clocks
Coffee
Dishes
Envelopes
Files and Cabinets | Hardware and Plumbing
Heating Equipment
Furniture
Fixtures
Kitchen Equipment
Letter Heads
Pianos
Pipe Organs
Paper | Rugs and Floor Covering
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 Sample Copy and Rate Card
 Name _____
 Address _____

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Our Dealers Use Our Sales Helps

[CONTINUED FROM PAGE 20]

own for his money. So, instead of merely designing a sign to read "Smith Smart Shoes," we included a special decorative panel wherein the dealer's name is lettered in display. He gladly pays his share for the sign. Without his name on it we could never hope to gain his cooperation.

We maintain that cooperation is two-sided always. Cooperation is a snare and a delusion unless it means share and share alike. Manufacturers who distribute dealer advertising promiscuously and without check-up or recompense are not working on a cooperative basis.

When you have confidence and faith in your merchandise and your advertising; when you know that they both are good for business, then you can sell both with the assurance that the sale will make friends, not disgruntled draggers.

We sell more shoes every year because they make profit and customers for our agencies; we sell our shoe advertising — more every year — because it moves merchandise for the dealer and establishes for him a local reputation for reliable goods and service, and in so doing increases his volume and profit.

Here are a few actual cost figures that may be useful to others in establishing a basis on which to start:

Advertising of Piece	Total Cost of Produc- tion, Each	Price to Dealers, Each	Quantity Sold to Dealers
Smith Smart Shoe Style Books (Spring 1925)	\$0.0514	\$0.024	69,500
Smith Smart Shoe Mailing Cards	0.012	0.007	50,000
Dr. Reed Cross-Section Mailing Piece	0.062	0.02	130,000

These are but three of our best features. There are many more for which the dealer pays his portion with alacrity.

We increased the distribution of 24-sheet posters 10 per cent in one year. For posters the dealer pays the full cost of locations; we furnish the lithographed paper, imprinted, and maintain the boards through our agents.

We are successful in merchandising our advertising because: (1) We plan through retail — not manufacturing — eyes; (2) our salesmen are sold on it and on our policy of cost division with the dealer; (3) we never cease to follow up the advertising we present to our trade, just as prospects and customers for merchandise must be reminded, persuaded and convinced, over and over, so customers and prospects for advertising must be sold and resold; (4) we make it worth while for dealers to use our advertising and pay for it by the care we take in producing it and the high standards we maintain in stock, printing, plates and art work; (5) we often offer dealers who use all our advertising a special cooperative

proposition on newspaper advertising. We build our newspaper campaigns carefully and then we start out definitely and specifically, not just to show them, but to sell them. We write periodical letters on newspaper advertising, giving facts and figures on what it is doing for others. Our detailed advertising records show us always just what dealers are using newspaper advertising. Those who do not order plates are kept after until they do, and if plates are ordered and not used we find out why.

Persistence—that's the secret. And it's no secret, either, to advertisers who know the fundamental success-principle of getting results.

Now that the continuous selling of our advertising has run over a period of two years, the accumulative results are beginning to show and our work is getting easier and simpler. With more than 750 dealers using our newspaper campaigns with benefit, we can use their names and their experiences as levers to pry the undecided or the procrastinating into line. Our new Ad-books demonstrate our present method very clearly, and we are looking forward to a year of unprecedented demand for the advertising we prepare.

Ordinarily the dealer pays the entire cost of inserting our newspaper advertisements. We furnish plates or mats free.

However, as a reward to the deserving and an incentive to the backward we sometimes share the cost of a newspaper campaign. This is the exception, not the rule, but its rarity makes it more alluring to dealers and makes them work all the harder to be admitted to the select circle.

Winthrop C. Hoyt

Formerly with *Harper's Bazar* and *American Agriculturist*, is visiting this country as special representative of W. S. Crawford, Ltd., of London, with which he has been connected for the past year. Mr. Hoyt is the son of Charles W. Hoyt of the Charles W. Hoyt Company, Inc.

The Lebensburger Advertising Counselors

Are now located at Suite 419-20, City National Bank Building, Dayton, Ohio.

I. W. Baum Company

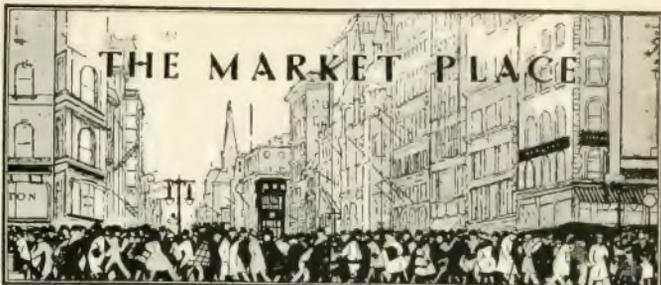
Advertising. Pittsburgh, Pa., will move on April 1 from 345 Fourth Avenue to the Park Building, Fifth Avenue at Smithfield Street.

Barnet Leather Company, Inc.

New York, has added to its advertising and sales promotion organization James Mackie, formerly with Pohl Products and the Brender Rubber Company, and Miss Rose Froman, formerly with the Ingersoll Watch Company and the Hersey Advertising Agency.

Association of Young Advertising Men

Has been officially adopted as the new name of the Junior Advertising Club of New York.



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

Ask for your copy of our Bulletin at your home address. It lists publishing properties for sale.
HARRIS DIRBLE COMPANY
345 MADISON AVE., NEW YORK CITY

PROFITABLE AGENCY CONNECTION FOR ADVERTISING MAN CONTROLLING ACCOUNTS

Some clean-cut advertising man controlling his own accounts has an exceptionally attractive proposition awaiting him with one of the smaller high-class advertising agencies located in the Grand Central district (Congenial Christian organization)—recognized and well financed. Replies kept in strict confidence. Address: Box—257, Adv. and Selling Fort., 9 East 38th Street, New York City.

Position Wanted

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.

I'VE SERVED MY APPRENTICESHIP

Four years' experience advertising (technical) and editorial department detail; ready for some constructive work in sales letters, copy layout, typography. Box 256, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MANAGERS

Assistant, experienced buying, printing, photo-engraving, electrotyping, art layouts, catalogues, booklets, circulars, desires position. Box 251, Adv. and Selling Fort., 9 East 38th St., New York City.

ADVERTISING MAN AVAILABLE

Eight years' practical experience leading trade publications—make-up, editing, copy writing, production and advertising details. Skilled in mechanical details of printing, art work, engravings. Forceful correspondent—merchandising and sales ability. Good printing supervisor and advertising man for trade paper or house organ. Now employed in New York. Age 30, married, college trained. Salary \$250-\$300 per month. Box 255, Adv. and Selling Fort., 9 East 38th St., New York City.

NEW YORK

An experienced advertising salesman, whose work is both constructive and productive, is going to add another trade paper to the one now represented by him. This salesman wants to represent a paper that has the two prime requisites. First, that the paper is one that gives full value to the advertiser; second, that the paper is one that gives the representative a good fighting chance to earn from five hundred to a thousand dollars a month. If you want earnest representation, let's talk it over. Box 254, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

AGENCY PRODUCTION MAN

with five years of sound experience in buying, engraving, printing, electrotyping, art work, etc. Knows how to work with mechanical layout (I am not an artist) and type. I want to work for a man or organization whose standards of perfection in the graphic arts are high. Box 249, Adv. and Selling Fort., 9 East 38th St., New York City.

Who can use an "Advertising Friday"—a well-trained, thoroughly dependable executive? Began in retail stores, several years on the road and several years in advertising and sales promotion. Writer of copy, plans, business stories, industrial impressions, correspondent, investigator and salesman. Very broad knowledge of merchandise including semi-technical products. Age 45, married, Christian, in good health, splendid personality and immediately available. Address: Apartment D9, 1192 Walton Avenue, New York City.

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 Fort., 9 East 38th St., 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 Arts & Crafts has an opening for a salesman, a man of taste and some knowledge of advertising art, can build a very big future for himself. Please write fully, include photograph if possible, and state if you are now selling space, the length of your experience, age, etc. Address Lee & Kirley, Inc., 28 West 44th St., New York City.

SOLICITOR

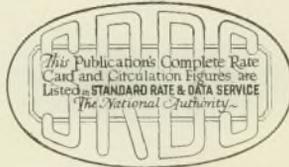
Wanted—a high grade industrious solicitor for a leading daily newspaper in a large eastern city to solicit local advertising. Please write stating age, experience, salary expected, and give references. Box 258, Adv. and Selling Fort., 9 East 38th St., New York City.

“It is hardly necessary for me to say that STANDARD RATE & DATA SERVICE is indispensable in agency procedure. Looking back years ago to the time when we consulted rate cards and transcribed short-hand interrogations concerning publications and their trade territory, and comparing that method to your splendid service, it simply marks the wonderful progress that has been made. Everyone here is delighted with the business relationship that exists with you.”

C. J. Egan

*Fisher-Brown Advertising Agency
St. Louis*

✓205X



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letter-heads, etc. It's a business-producing tie-up links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

✓505X

STANDARD RATE & DATA SERVICE

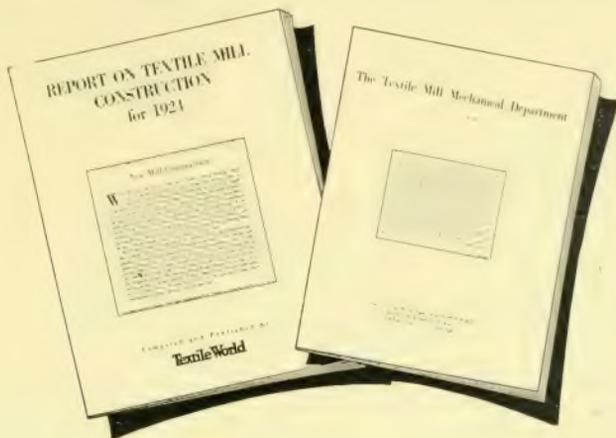
536 LAKE SHORE DRIVE

CHICAGO

New York

San Francisco

London



Are You Looking for Sales Outlets or Ideas?

You May Discover Some in These Reports

MILL CONSTRUCTION

This is a report of mill buildings erected during 1924. It gives details about design, construction materials, and equipment.

This report tells you not what may or should be used but what *has* been used in the very latest buildings erected.

Is your product or service involved in the erection of new buildings? Then this report may give you some ideas.

MILL MECHANICAL DEPARTMENT

The Industry that leads all others in the number of large establishments requires a tremendous amount of mechanical work.

Power requirements, building up-keep, machinery repairs—these are a few of the activities of the Mill Mechanical Department.

This booklet outlines the general work of the Mechanical Department. It was written for mill men but it may suggest a new outlet for your product.

Sent on request—no obligation, of course

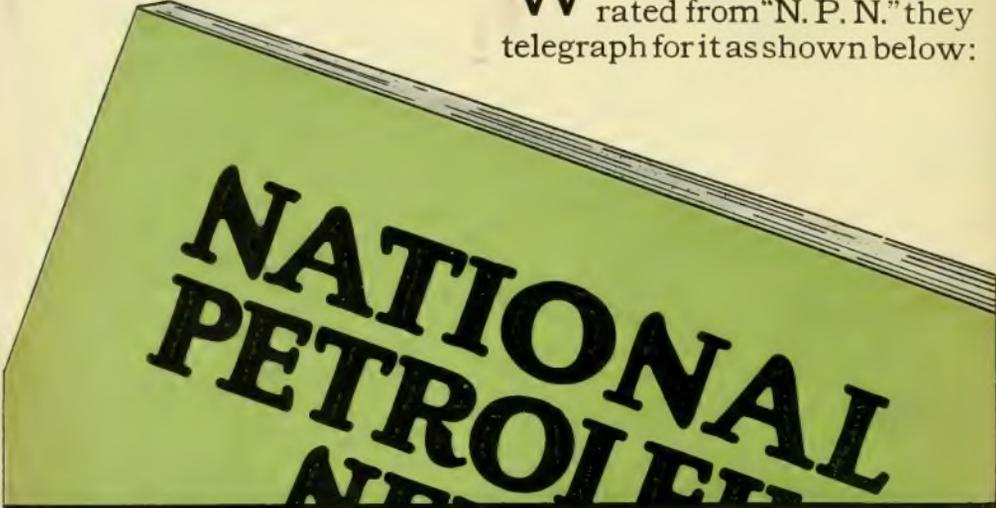
Textile World

*Audit Bureau of Circulations
Associated Business Papers, Inc.*

334 Fourth Ave., New York

The Mail is too Slow!

WHEN oil men get separated from "N. P. N." they telegraph for it as shown below:



**NATIONAL
PETROLEUM
NEWS**

National Petroleum News

Columbus, Ohio, Jan. 12

Have not received National Petroleum News for week of January fifth. Please rush copy.
THE PURE OIL COMPANY



National Petroleum News

Kansas City, Jan. 30

We had total plant loss today and want you to send us complete the articles, sketches and specifications you ran some time back in your paper on oil jobbing warehouse and compounding plant construction. If at all possible get this out special mail Wednesday sure. Thank you.
INTERSTATE OIL PACKERS STATION

National Petroleum News

Texon, Tex., Feb. 7

Enter my subscription your magazine effective first issue this year forwarding all back copies to me post office Drawer Three Seven, Best, Texas. Mailing check today.

G. R. MARLAND

National Petroleum News

Des Moines, Iowa, March 10

Please enter our subscription for National Petroleum News starting immediately for one year and mail bill for same.

KEOSAUQUA OIL SERVICE COMPANY

National Petroleum News

Schenectady, Jan. 31

Send back numbers Petroleum News since expiration. Check in mail.

O. REDMOND

NATIONAL PETROLEUM NEWS

812 HURON ROAD

CLEVELAND, OHIO

District Offices | Tulsa, Okla.: 608 Bank of Commerce Bldg.
New York: 342 Madison Avenue

Chicago: 360 North Michigan Ave.
Houston, Texas: 608 West Building

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