

Public Library,
Harrisburg, Pa., Mo.

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



From an advertisement by Swift & Company

APRIL 8, 1925

15 CENTS A COPY

In this issue:

Public Library,
Harrisburg, Pa., Mo.

“The Fortnightly Adopts a Small City Department Store” By JAMES M. CAMPBELL; “What Do We Mean When We Talk About Quality Circulation?” By CHARLES AUSTIN BATES; “The Salesman Who Is Infected by the Business Cycle Virus”; “Some of the Fundamentals in Sales Management”

Careless Readers Hurried Readers Careful Readers—

There are newspapers for all of them, but the paper that neglects none and makes doubly sure of the careful readers—who constitute the “advertisers’ market”—is a “best bet” among advertising mediums.

Chicago merchants advertise most in The Chicago Daily News because it reaches the careful, thoughtful readers who give business its vitality in Chicago.

Homeward bound, for unhurried, careful reading, The Chicago Daily News circulation of 400,000 is concentrated 94% in Chicago and its suburbs—as nearly 100% effective for advertisers as the readers of advertising can make it.

THE CHICAGO DAILY NEWS

First in Chicago

To a Manufacturer of Radio Receiving-sets who wants to stay on top



RIGHT now most radio-set manufacturers are in a difficult position. They hesitate to attempt any very aggressive action because of possible radical developments in the industry. A radio product that is doing well today may be out of date tomorrow.

This fact is clear: *If any manufacturer can benefit by competent advertising and sales counsel today, it is the radio manufacturer.* To keep on top of the heap, he must have competent guidance as to the immediate conditions and future trend of this wonderful new industry. He must work with facts and not with rumors.

❧

Since 1921 this agency has been in close touch with radio. Some of the first advertisements ever run in the New York newspapers on radio were prepared by us for our client The Manhattan Electrical Supply Company, makers of Red Seal Dry Batteries and one of the largest wholesale distributors of radio products.

To you, a radio manufacturer who wants to stay on top, we say this: We know radio. We believe in facts *first*, then advertising. We have the research facilities that you need to keep you constantly informed of ever-changing conditions.

Because we have this definite knowledge and equipment, we invite your further inquiry.

—Joseph Richards Company, Inc. *An Advertising Agency Established 1874.* 251 Park Avenue, New York City.

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

**THE
ERICKSON COMPANY**

Advertising

381 FOURTH AVENUE, NEW YORK



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

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
L & G AGATE WARE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

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

Page 5—The News Digest

Morse International Agency

Will act as advertising counsel for the Estate of Henry C. Miner, Inc., makers of Carrot Rouge, and for Firma Chloro, manufactured by the Chloro Chemical Corporation of Mount Vernon, N. Y.

Industrial Public Relations Service

Has recently been organized as an advertising agency for the petroleum industry with offices in the Central National Bank Building, Tulsa, Okla.

Oliver M. Byerly

Cleveland advertising agency, will act as advertising counsel for the Britton T. & S. P. Day Company, manufacturers of a new household cleanser, and the Dall Motor Parts Company.

Paul Seidenstricker

Has joined the staff of art directors at the Detroit office of Campbell-Ewald Company.

Underwood & Underwood, Inc.

Photographers, have been merged with the Elliot Service Company, display advertising, New York. James Elliot will act as president of both companies. Bert E. and Elmer Underwood will retire but retain an interest in Underwood & Underwood, which will continue as a separate company. E. R. and C. T. Underwood, their sons, will continue as officers and directors.

J. E. Doyle

Previously with *The Forum* and the New York office of A. W. Shaw Company, has been appointed Eastern representative of *The American Boy*.

Gordon Simpson

Charles C. Chapman Building, Los Angeles, has been appointed Pacific Coast representative of *The Youth's Companion*.

John Budd Company

Newspaper publishers, representatives, have moved their Pacific Coast offices to 55 New Montgomery Street, San Francisco, Cal. Walter L. Doty is in charge and associated with him is C. Gabriel Payne.

Manly Marcus Gillam

Widely known advertising specialist and one of the founders of the Sphinx Club, died March 23 at his home in Flushing, N. Y., in his seventy-ninth year. Mr. Gillam has been called the "father of department store advertising," and served as advertising manager for John Wanamaker for a number of years. He served numerous other companies in the same capacity and in 1912 established the Gillam Service, in which business he was actively engaged until the recent illness that preceded his death.



The Thumbnail Business Review

CONDITIONS in commerce, trade and industry show that the country is in a sound state. Production in basic industries is at levels general above the average for 1924. Steel output is decreasing slightly.

Prices are generally stable, advances in raw cotton, grain and live stock being offset by declines in metals, woolen fabrics, leather and coal.

A large volume of finished products is moving into consumption, evidenced by the high aggregate of car loadings on the nation's railroads. Buying, however, is characterized as hesitant in many circles.

Mail-order houses are profiting from the situation in the rural sections, where there is more ready cash available at this time than has been the case in years. Chain stores are not only doing a large business, but their number is increasing at a great rate.

Labor is well employed, and at high wages. Business transactions are characterized by keen competition, with the net profits small. Manufacturers in all lines are gradually adjusting themselves to the enforced change in marketing methods. Commodity prices are tending downward.

ALEX. MOSS.

"National Advertising Records"

Published monthly by the Denney Publishing Company, 1 Madison Avenue, New York, gives records of the size and cost of space used by national advertisers in the leading weekly and monthly magazines of the country. These are arranged in condensed tables. The periodicals are subdivided into groups of publications according to type, size, number of issues and general appeal, while the advertisers are listed alphabetically.

Hazard Advertising Corporation

New York, will direct advertising for Toch Brothers, Inc., of the same city, manufacturers of R. I. W. protective products.

George S. Fowler

Formerly advertising manager for Colgate & Company, has resigned to become associated with the J. Walter Thompson Company, New York.

Mark J. Lacey

Has been appointed manager of the Pyrex sales division of the Corning Glass Works upon the resignation of Will T. Hedges.

Advertising Club of New York

Elected President Calvin Coolidge to honorary membership at a special meeting on the evening of March 30. The Prince of Wales was unanimously invited to accept an honorary membership. Four other men, distinguished internationally in advertising and publishing, were also elected honorary members. They are: John Cheshire, ex-president of the Thirty Club of London; Harold C. Vernon, chairman of the International Advertising Convention last July; Senator Paul Dupuy, proprietor of *Le Petit Parisien*, Paris; and Marcel Knecht, one of the directors of *Le Matin*, Paris. The club also unanimously endorsed the candidacy of C. K. Woodbridge, president of the Dictaphone Corporation and former president of the Advertising Club of New York, for next president of the Associated Advertising Clubs of the World, to be elected at the Houston Convention in May.

C. N. Palmer

Formerly advertising and sales promotion director of the Western Fruit Jobbers' Association of America, is now associated with the Mitchell-Faust Advertising Company, Chicago.

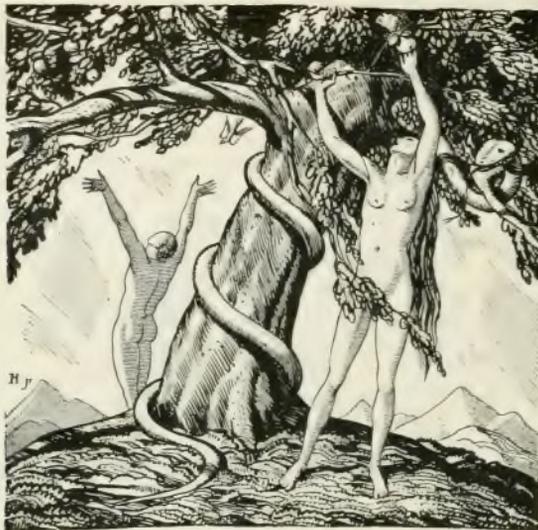
"Buyers Yardgoods Review"

Is the name of a new publication issued quarterly by the McCall Company, publishers, of New York. It contains surveys of the various trends in textile markets and designs, and reviews of styles both domestic and imported. It is being sent gratis to the leading silk, cotton and dress goods buyers and to the merchandise managers of all the important stores throughout the country, regardless of their pattern affiliations.

Joint Meeting of Four A's and A. B. P.

Hotel Astor, New York, on April 2. M. L. Wilson, vice-president of the Blackman Company, presided and introductory remarks were made by Malcolm Muir, vice-president of McGraw-Hill Company. "How business publications and advertising agents can work together for the better advantage of advertising" was discussed by Robert Tinsman, president of the Federal Advertising Agency, on behalf of the agents, while M. C. Robbins, president of the Robbins Publishing Company, discussed the same subject from the point of view of the publishers.

[ADDITIONAL NEWS ON OTHER PAGES]



WHY DID EVE EAT THE APPLE?

Eve had every other fruit in the Garden of Eden . . . yet she picked the apple.

Why?

Because she was told "to be content with what she had" and womanlike she wouldn't.

Ever since then the daughters of Eve have been reaching out for things that were considered to be outside of Women's sphere. Politics, public life, higher education, the habit of thinking for themselves, all the interests and responsibilities once labeled "Not for Women"—they have tasted and found them good.

That is why The Literary Digest has many readers among the more intelligent women of the country. Only The Digest can keep them properly informed and give them the vital facts of government, religion, business,

social service, letters and art. Women trust to The Digest for this sort of information just as their men folks do.

Our circulation, as shown in our analysis, includes

1,919,592	women
1,846,052	men
469,333	girls under 17 years
474,316	boys under 17 years

The total of our readers is 4,709,293, and more than half of them are women.

And these women PREFER The Digest to any of the strictly "women's publications" they read.

These women are well worth the consideration of advertisers. They are alert, progressive and intelligent because that is the only sort of reader The Digest attracts.

Those families who can afford the better things of life and have the habit of reaching out for them read

The Literary Digest



"THE END OF THE AUCTION SALE"

Humor—and Sanity

"The End of the Auction Sale"—forlorn age deprived of its last cherished possessions—careless and carefree youth carting them away. How skillfully and sanely this picture depicts the thoughtlessness by which those starting out on life's road bring pain to those at its end.

Surrounded by humor, the power of this illustration is dynamic in driving home its point. And *Life's* readers like it, for they are of the type that is averse neither to humor nor to sanity—real, intelligent, substantial Americans. It is doubtful if advertisers desiring to reach this class could use a better medium than *Life*.

PARTIAL LIST OF

National Advertisers
Using Life in 1925
with Comprehensive
Schedules

&

Color

American Tobacco Company
Lucky Strike
Pail Mail
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Flek Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
E. F. Goodrich Rubber Co.
Holeproof Hosiery
Lambert Pharmaceutical Company
Parker Pen Company
Pierce Arrow Motor Car Company
W. A. Sheaffer Pen Company
The Coca Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apollinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Cuy, Inc.
Crichton & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hamilton Watch Company
Hart, Schaffner & Marx
Hotels Statler Company
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Folima)
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marmou Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reel Tobacco Company
Rubberst Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhaeuser Forest Products
Wm. Wrigley Co.
W. F. Young, Inc. (Absorbinc. Jr.)

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.



2,000 *Beauty Letters* *Have a Message for You!*

IF you are an advertiser of toilet goods or of beauty products, be sure to read "An Advertising Manager Interviews a Beauty Editor"—just off the press.

It contains an analysis of 2,000 letters written by Delineator readers to Celia Caroline Cole—Beauty Editor of The Delineator,—as brought out in an interview with George S. Fowler, Advertising Manager of Colgate & Co.

When are women most anxious for beauty helps?

Why do they buy *this* face powder, instead of *that*?

What is the "Note of anxiety"?

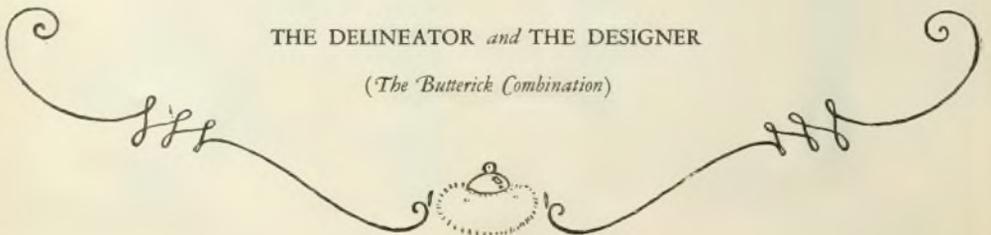
The beauty problems of women, their needs and fears, are all in this fascinating summary. It tells what they look for in your goods—and how you can appeal to them successfully.

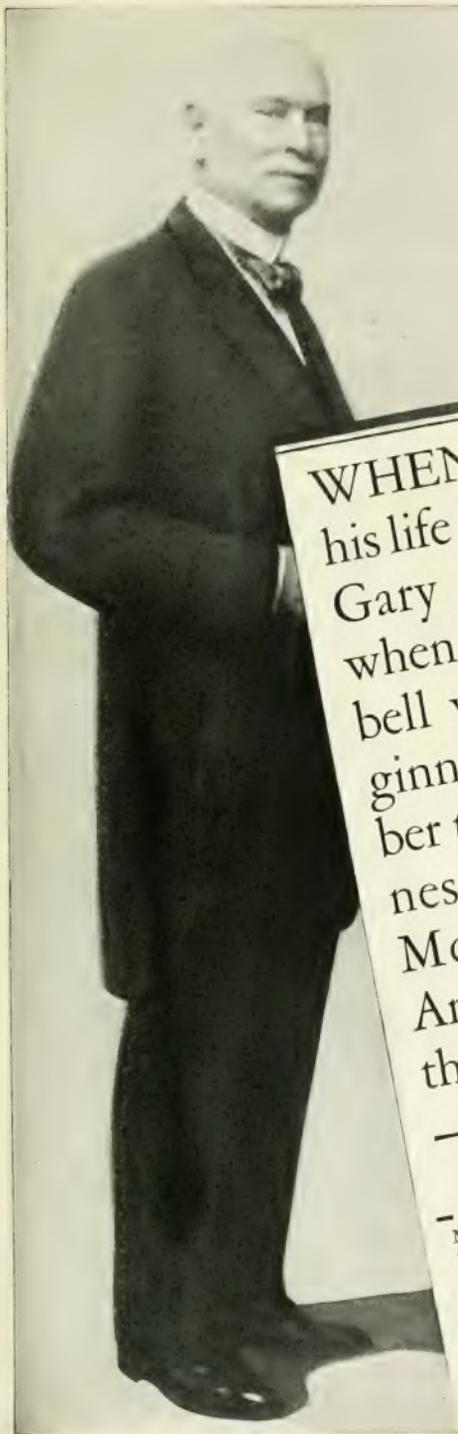
A copy of this booklet will be sent, free, to executives. Please address:—H. S. Lines, Butterick Building, New York City.

THE DELINEATOR

THE DELINEATOR *and* THE DESIGNER

(The Butterick Combination)





WHEN asked if the story of his life might be written Judge Gary gave his consent only when assured that Ida M. Tarbell would do the work. Beginning with the May number this epic of Steel and Business will appear serially in McClure's Magazine. No American will want to miss the "Life of Elbert H. Gary"—the biggest story in years.

Use the coupon

McCLURE'S MAGAZINE,
250 Park Avenue, New York City

One dollar enclosed for four month's trial of McClure's,
beginning with first installment of the "Life of Elbert H. Gary"
(Full year—\$3.00.)

Name

Street.....

City.....

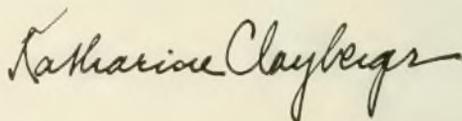
“On What Can She Base Her Judgment?”

“Conservative estimates indicate that over eighty per cent of all merchandise sold at retail is bought by women. . . . Her problem is not a simple one. Though less laborious, her responsibility to the family budget involves much sharper attention than did her mother's. It demands a constant exercise of judgment for which she often has a most inadequate background of facts. She must first of all buy food, household equipment, clothing and shelter. What shall she spend for each and what can she manage to have left over when the fundamental needs are met? *On what can she base her judgment?* The modern woman is spending more time in studying her problem and less in actual manual labor.”

From the January (1925) News Bulletin of a prominent Advertising Agency.

On What Does She Base Her Judgment?

In solving their household problems the readers of PEOPLE'S HOME JOURNAL receive the benefit of the years of experience of the School of Household Science and Arts of Pratt Institute. The message of each department is expressed in terms of her everyday experience, in terms which she can understand and put into immediate use.



SERVICE EDITOR.



Airplane View of DeLaval Steam Turbine Co's Plant

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Supplies Ocean Steamships, North and South American Industries with

Steam Turbines and Centrifugal Pumps

LEADING American cities have adopted De Laval steam turbines and motor driven centrifugal pumps as the most economical means for handling water. These pumps supply 5,000,000,000 gallons daily, or enough water for a quarter of the population of the United States.

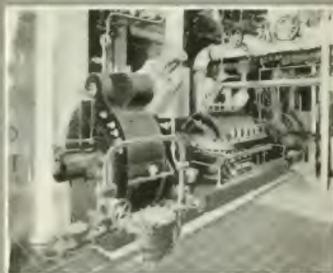
De Laval products—steam turbines, centrifugal pumps, blowers, compressors, worm reduction gears and flexible couplings are used in gas works, coke oven plants, steel mills, blast furnaces and other industrial plants for a great variety of uses.

All production is by modern precision methods, using limit gauges on an interchangeable basis, insuring renewal parts that do not require special fitting. The best of materials in the hands of highly skilled mechanics guarantees production as to capacity, efficiency and other characteristics.

This is number ten of a series showing the industries of Trenton. For reprints of other advertisements, request envelope "P."



De Laval Municipal Water Works Installation



Turbine and Centrifugal Boiler Feed Pumps



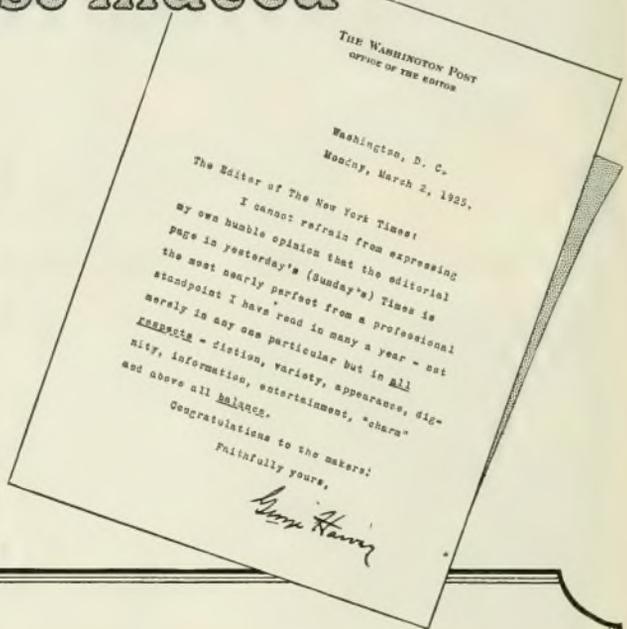
Turbine for Driving D.C. Generators



Turbine for Production of Ocean Liners

Trenton Times
 TRENTON, NEW JERSEY
 Kelly-Smith Co.
 NATIONAL REPRESENTATIVES
 Marble Block Bldg. | Lytton Bldg.
 New York | Chicago

"Approbation from Sir Hubert is praise indeed"--



Strictly a Newspaper—for Intelligent, Thoughtful People

The New York Times

"All the News That's Fit to Print"

Without Comics

Without Puzzles

Without Equal in Completeness and Quality of News

DAILY, OVER 350,000

SUNDAY, OVER 600,000

Net paid sale — No returns of unsold copies

Its advertising columns are: Informative—Clean—Trustworthy

Advertising and Selling FORTNIGHTLY Markets, Merchandising & Media

The Fortnightly "Adopts" a Small City Department Store	15
JAMES M. CAMPBELL	
What Do We Mean When We Talk About Quality Circulation?	17
CHARLES AUSTIN BATES	
5—Bombastic Boomerangs—5	18
KENNETH M. GOODE	
The Salesman Who Is Infected by the Business Cycle Virus	19
ROBERT ENGEL	
This Cutout Makes a Closed Can Appear Open	20
Some Fundamentals in Sales Management	21
B. J. WILLIAMS	
Are We Developing Sounder Ways of Getting Distribution?	23
C. A. RHEINSTROM	
—And Now Concerning Copy	24
The Editorial Page	25
The Federal Trade Commission As a Business Force	26
ROGER F. DAVIDSON	
The Mirage of Mere Quality	28
HENRY ECKHARDT	
On the Art of Making Layouts	30
SARA HAMILTON BIRCHALL	
Cooperation Between Publisher and Advertising Agency	32
Early Beginnings of Munsingwear National Advertising	36
JOHN LEE MAHIN	
What Is the True Function of the Advertising Agency?	38
ALBERT D. LASKER	
The 8-Pt. Page by ODDS BODKINS	40
In Sharper Focus	62
C. K. WOODBRIDGE	
CHARLES COOLIDGE PARLIN	
How Good Is Outdoor Advertising?	66
KENNETH GROESBECK	
E. O. W.	68



THE what, when, how, where, and from whom of small-city department store buying is answered in a new series of articles by James M. Campbell, the first installment of which appears in this issue. Mr. Campbell's investigations were conducted at the Caldwell Store, in Washington, Pa., a city of about 24,000 population. His findings will prove of the utmost value to manufacturers and wholesalers who reach the consumer through the medium of the department store.

Various phases of department store operation are discussed in such manner as to afford manufacturers a better understanding of the province of the retailer. The factors that dictate buying preference are clearly disclosed, the tenor of the series being in keeping with the FORTNIGHTLY policy of presenting and interpreting facts gathered at first hand.

M. C. ROBBINS, PUBLISHER

J. H. MOORE, *General Manager*

OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

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

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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

A "NATIONAL" ADVERTISING AGENCY



LOCAL contact with clients' branch houses and distributors—an intimate understanding of sectional markets and sectional media—these are important advantages of a *national* advertising agency's services.

Offices in eight great marketing centers across the continent equip The McCann Company to render a perfectly correlated inter-office service on a truly national scale.

THE H. K. McCANN COMPANY
Advertising

APRIL 8, 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*

The Fortnightly "Adopts" a Small City Department Store

By James M. Campbell

WHAT do small city department stores buy? When do they buy? How? Where? And from whom?

When—and how—and to whom do they sell?

Are they managed with as much intelligence as larger stores in larger cities?

What is their attitude toward advertisers and advertised goods?

Do they look to the future with fear or with confidence?

In this article and those that follow an effort is made to answer these questions—not absolutely, of course, but in a way that will be helpful to every manufacturer whose product reaches the consumer through department stores.

There are about 225 "small" cities in the United States—that is, cities which have a population of more than 20,000 but less than 50,000.

Seven states—Minnesota, Nebraska, Nevada, New Mexico, Oregon, Tennessee and Wyoming—have no cities of that

size. Certain other States have one or two or three. Others, again, have as many as ten or twelve. But Pennsylvania is the only State in the Union which has more than twenty. It has, to be exact, twenty-

one 20,000-50,000 cities. That is why Pennsylvania is the State to which you would probably turn if you were asked to study small-city department store methods.

But which of Pennsylvania's twenty-one small cities would you select? Would it be Braddock or Easton or Hazleton or Lebanon or McKeesport or Shamokin or Washington or York?

I selected Washington; or rather it was selected for me.

"Washington by all means," said a man who knows half the cities in the country well enough to call them by their first names. "It isn't an oil town or a coal-mining town or a steel town or a factory town. It is a home town. Moreover, it happens to have one of the oldest and solidest department stores west of the Alleghanias. 'Finally'—as if he thought more reasons were needed—"the head of that store is one of the best-informed department store managers in the United States. Washington's the



THIS article, by way of "background," paints a picture of Washington, Pa., in which is located the Caldwell Store, where Mr. Campbell conducted his investigations. The details are typical of residential cities the country over of from 20,000 to 50,000 population. As a basis upon which to make comparisons, the complete series of articles should prove invaluable to manufacturers and wholesalers who get their product to the consumer through the medium of the department store.

place that has everything you want."

I went to Washington, spent the greater part of a week there and found that it is exactly as represented.

It is not an oil town—though much of the city's wealth came—and still comes—from oil. It is not a coal-mining town—though there are many coal mines nearby. It is not a steel town—though it has more than one plant in which steel is fabricated. Nor is it a factory town—though it has six or seven large and more than twice that many small manufacturing establishments. "A residential city" is the phrase which describes Washington best, though forces are at work which in the course of the next ten or fifteen years are likely to transform it into an industrial center.

As American cities go, Washington is old. It dates back to 1768. The *Reporter*—published daily since August 4, 1876—was founded August 15, 1808, as a weekly; and the building it occupies at 122 South Main Street makes most newspaper offices in cities five times as large as Washington look like shacks.

The city's population is in the neighborhood of 24,000. If to that you add, as you should, the populations of two adjoining municipalities which are actually, though not legally, part and parcel of Washington, you have for present purposes a population of about 28,000, which does the great bulk of its buying in Washington's stores. Forty thousand—possibly 50,000—more people do much of their buying in those same stores.

It is safe to say, then, that the retail establishments of Washington have pretty solid ground for their belief that they serve, not entirely of course, but to a very large extent, communities whose combined population is about 75,000.

One-third of this population—that which lives inside the city limits of Washington—is almost entirely American-born. Only 8 per cent of the city's population is foreign-born. Nine per cent is colored. Of the 83 per cent of Washington's population

which is "native white"—to use a phrase coined by the Census Bureau—an overwhelming proportion is of British origin, Scotch and Scotch-Irish predominating. But when you get out into the country a few miles, you find very different conditions. There the foreign-born and the descendants of foreign-born greatly outnumber the native whites. Never-

tired farmer on whose land "they" struck oil.

Three or four such experiences in the course of a morning might lead one to think that nearly every man in Washington who occupies a nine- or ten-room house is an ex-farmer made rich, overnight, by oil. Which, of course, is not the case. Yet beyond question there are scores of families living in Washington who would not be living there if an oil well had not been sunk in the land they once tilled. Coal is likewise responsible for the rather enviable financial condition of many a Washington family. All this means that there is in Washington a considerable number of families whose wants are provided for, not by what they earn but by incomes from investments. These people, you understand, are not rich. Few of them have as much as \$5,000 a year. Many of them—perhaps most of them—have less than half that much.

In certain other respects Washington differs somewhat from most cities of its size. It is on the National Highway which, as every automobilist knows, extends from Baltimore and Washington, D. C., to St. Louis. During the spring, summer and fall months thousands of motor cars pass through the city daily. That fact probably explains why Washington has a hotel—the George Washington Hotel—which impresses one as altogether too large and too sumptuously furnished for a city of 24,000. It is

ten stories high, has 210 sleeping rooms, a spacious and splendid lobby, a magnificent ballroom, three dining-rooms and is as thoroughly up-to-date as any hotel I have ever stopped at—far more so than one finds in most cities with twenty times Washington's population. It cost \$2,000,000!

Washington is likewise the location of Washington and Jefferson College, founded in 1787 and having a student body of about 500, a respectable number but not large enough to give an academic atmosphere to the city or to cut very much figure in its business life. This does not mean that Washington is not



THE Caldwell Store was established in 1860. It now has a total floor space of about 28,000 square feet, and is located in the heart of things in Washington, Pa. Gross sales are about a million dollars a year, with an average turnover two and a half times during the period. Sixty per cent of the business is done on credit, while the average cost of doing business is a fraction over 24 per cent, or about 6 to 10 per cent lower than the cost of doing business in larger cities

theless, the fact remains that Washington itself is as nearly "100 per cent American" as you will encounter anywhere north of the Mason and Dixon line.

As has been said, much of Washington's wealth came and still comes from oil. You see a pretty house on the side of a hill. You comment on it to the Washingtonian who acts as your guide. He smiles and says, "That belongs to Mr. Blank, a retired farmer. They struck oil on his land." A few minutes later you see another pretty home. Again you comment on it. Again the Washingtonian smiles and again he tells you that the man who lives in it is a re-

What Do We Mean When We Talk About Quality Circulation?

By Charles Austin Bates

JUST what do we mean when we talk about quality circulation? Is the quality to be determined by the intellectual or by the financial standing of the readers? Just what is it the advertiser gets when he buys quality circulation? How is he to determine whether or not he gets it and how much more, if anything, it may be worth than regular run-of-mill circulation?

Theoretically, an advertiser wants to reach, at the lowest possible cost, the largest possible number of people who have use for his product and the means to pay for it. Sometimes the subscription price of a publication is held to indicate the financial standing of its readers. If we accept this as the true measure, then the 1,300,000 of buyers of the *Cosmopolitan Magazine* at 35 cents per copy represent a circulation superior in quality to that of the *Saturday Evening Post* at 5 cents per copy, or the *Literary Digest* at \$4 per year (8 cents per copy).

If the price paid for the publication decides the quality of its readers, then the circulation of the *New York Sunday American* at 10 cents per copy is of higher quality than that of the *New York Sunday Times* at 5 cents per copy, which, however logical, is not probable.

By some very reasonable people it is held that the character of the literary and editorial contents of a publication measures the quality of its circulation; but this, it would seem, applies to intellectual rather than financial standing. It is a fact that highly intellectual people do not always have the most money, and it is fair to assume that when intellectuals do have plenty of money

Editor's Note

HERE is another article of the type readers have come to look for in *ADVERTISING AND SELLING FORTNIGHTLY*. It has point: it expresses the writer's honest conviction: it is controversial—not for the sake of controversy, but for the sake of forcing us all to clarify our thinking and revise or defend the ideas we may have been living with so comfortably all these years.

Mr. Bates challenges the traditional acceptance of the term "quality" as applied to circulation, and he gets down to bedrock in his determination to make a practical application of his thesis. The mediums he refers to are mentioned not as individual periodicals, but as representative of their class. While his treatment is unquestionably iconoclastic, the article is constructive in its underlying purpose. Because of its freshness, it should be a valuable contribution to the all-too-limited literature of space-buying.

As is true of other contributions of a controversial nature which have appeared in these columns, it is not to be construed that in publishing this article the *FORTNIGHTLY* subscribes to Mr. Bates' theories; nor will the *FORTNIGHTLY* countenance the republication of the article in whole or in part as an editorial expression or viewpoint.

Mr. Bates' article is in the nature of an honest examination of one of the fundamental considerations of advertising, and as such deserves to be published. We will be glad to publish articles equally candid and constructive by way of refutation.

they are less likely than ordinary people to part with it in a buoyant and carefree manner. Therefore, it may be a moot question in the advertiser's mind as to whether the quality of such readers is worth an extra price, for as a rule the circulations for which *quality* is claimed are usually charged for at a high rate per 1000.

THERE is one other element that is believed to have bearing on the question of the quality of circulation—that is, the mechanical excellence of a publication. A superlative kind of typography, paper and press work is presumed to attract subscribers who demand the best of everything and have the money to pay for it. The reasoning may be correct, but

the circulation of such publications usually comes in very small packages indeed. There is not enough of it in the aggregate of all the publications of this class to make it interesting by itself to any advertiser who has a considerable product to market.

As a matter of fact, and broadly speaking from a general advertiser's point of view, is there any such thing in the United States as *quality* circulation? There is class circulation. That is, if an advertiser has something to sell that is particularly appealing to Democrats or Jews or farmers or Catholics, he can buy circulation in class publications that will reach just these people; but the differences in intellectual and financial standing in any one of these groups are as great as they are in any other.

Isn't it true that for practical purposes the advertiser is wholly interested in the *financial* ability of the people to whom he presents his message? Cash is concrete. It is definite. You either have it or you don't have it. There is no question about it.

When it comes to brains or lack of them, the field for discussion and the variance of opinion is as wide as the world. You and I know quite a number of offensively well-to-do people who have so little sense that we wonder how they ever avoid being run over in the street, and yet they buy high priced automobiles, fur coats, furniture, jewelry and practically everything else that advertisers have to sell. They read nothing but the newspapers and these are not always the so-called quality newspapers.

A study of the literary and editorial contents of a magazine will

reveal the literary tastes of its readers and the probable lines of their intellectual activities. They may constitute a class to whom a limited number of products might be particularly attractive, but there is no way of telling whether they are good or bad prospects for the advertiser or any particular kind of general merchandise, whether it be can-openers or grand pianos.

When it comes to daily newspapers, the decision of what constitutes quality circulation from an advertiser's standpoint is even more difficult. If you take the circulation of any successful newspaper in any community in the United States and analyze it, you will have a fairly accurate cross-section of the population of that community. Taking the country as a whole, it is probable

that the readers of Republican newspapers have more money than the readers of Democratic newspapers. The Republican Party has attracted the more conservative element of the population. The conservative element being that which is satisfied with conditions as they are—this satisfaction being instilled by a fair degree of prosperity and more particularly by the ownership of some tangible evidences of wealth. In opposition, the Democratic Party is more likely to find adherents among those who are not satisfied with their incomes and condition. But, as a healthy dissatisfaction is the first step toward progress, these same people may tomorrow acquire cash and conservatism, and hence may be excellent advertising prospects today. We should always look ahead.

Conditions shift so rapidly in the United States that yesterday's congestion of wealth may tomorrow be scattered by the winds, while yesterday's junk dealer may be riding around in a Rolls-Royce. The old saying that "there are only three generations between shirt sleeves and shirt sleeves" is just as true today as it ever was, so this thing that we call quality circulation is, and must be, continuously elusive; and it may be completely illusive as well.

The question as to the extent to which alleged quality of circulation should weigh with the buyer of space, has come to me with renewed force and interest in the course of a recent study of the Greater New York market.

[CONTINUED ON PAGE 48]

5—Bombastic Boomerangs—5

By Kenneth M. Goode

MY old and eminently successful friend, E. R. Crowe, sent me the other day a well arranged piece of literature which he has subsequently assured me was "a mass of testimonials from mail-order advertisers" about some of his magazines. Following the regular modest practice among publishers, the compositor had set in capitals "Newstand Group." The name occurred some fifteen times, each time sticking out like the proverbial sore thumb. My attempt to read the page was like a friendly approach to a pair of oyster tongs. So I gave it up unread, as would any intelligent man with regard for time and his eyesight.

On account of the long title, this happens to be an extreme case.

But the practice is more or less universal. I know modest men who would hesitate to lift an adoring hat every time they mention their own name, who, nevertheless, have their typewriters pound the publication name in CAPITALS every time it is mentioned. It is a strange habit, based, I should think, on utterly false psychology and reasonably questionable taste.

The very same men, or lots of them, who emphasize the mere name at the expense of whatever important thing there may be to say about it, will shyly dictate in a letter "the writer," when obviously they can

mean nobody but "I." The naked I is a perfect case of *honi soit qui mal y pense*; modestly used, the first person singular is a most unanimously interesting word. But, at best, "the writer" is scarcely a perfect synonym.

From quite a different motive, yet with a remarkably similar result, we encounter the addition of nothing to make something look larger!

"\$250.00 in Prizes" certainly looks larger at first glance than "\$250 in Prizes." Yet anyone who hasn't sense enough immediately to strip off the two zeros to find the real amount offered can't be much worth attracting. So, apparently, the only object of printing the extra naughts is to impress on the reader that the prize is as a matter of fact really a hundred times smaller than it seemed at first glance.

AKIN to these other boomerangs, A but infinitely more complicated and more ingeniously exploited, is the old and still popular habit of counting five members, more or less, to the family; then putting the whole family to work reading a single magazine, and claiming them all as "circulation."

Taking first merely the accuracy of the figures: the average family of the whole United States is today considerably nearer four than the old-fashioned five. And where, on the

average, the family runs larger, the wealth and reading power diminishes very rapidly.

Next, the larger part of even a mathematical family is always very young children. Any statistically minded person can consult the "World Almanac." I happen to have before my eyes an analysis of a typical New York district in which the children from one to fourteen years of age constitute one-third of the family.

But casting resolutely aside the touching picture of the babe in arms reading dimly through the translucent patriarchal whiskers, think of the boomerang effect such a multiplication of actual figures must have when the returns from any given advertisement come up for cold analysis.

Having accepted the publisher's proclamation that his circulation is, say, five times as big as it really is, a count of returns on that inflated basis will necessarily show it five times as feeble in responsive buying powers as it really is. Which is a boomerang with a real kick.

All of us make enough mistakes by accident to keep business in a fair state of confusion. With a reasonable attention to the mental processes of the average man, however, we can at least avoid the long list of old familiar snag-toothed, moth-eaten Boomerangs of Bombast.

Bread and Butter Problems of a Sales Manager

The Salesman Who Is Infected by the Business Cycle Virus

By Robert Engel

LOOSE thinking and loose talking ruin a vast amount of business every year. I know more than a baker's dozen of salesmen who have been unfit for constructive selling because they fell victims to the exposition of some business forecaster. Before Babson, Isaac Newton—or whoever it was discovered that whatever goes up must come down—started to get so much publicity, these men plugged away in good times and bad, fighting for orders. Of course, they got less business in dull times than in good, but the fact remains that they did get their due share of business—and all the time. Now they are losing out to salesmen who couldn't tell a car loading curve from a pie chart, and whose mental attitude is not the slave of that thick black line that claims to foretell the way business is heading.

Before he started to become a chart hound, Dave Johnson would not accept a lugubrious story of bad times in the not distant future in lieu of an order. Though he had a vague idea that sometimes sales were harder to make than at other times, he believed that in this country, at least, business could never come close to absolute stagnation. He felt that people would always buy if they were sold, and he took it that the prospect's cry of approaching dull times was



BEFORE he became a chart hound, Dave Johnson would not accept a story of bad times in the offing in lieu of an order. But now his mind is filled with a jumble of assorted solid black and dotted curve lines. He is beaten before he starts by his ever present statistical hangover. With a vivid image of the inevitability of hard times to come, how can he answer the man who begs off ordering goods on the grounds of slackening demand?

more a request to be convinced to the contrary than an excuse for not ordering.

But picture him now. His mind is filled with a jumble of jagged and assorted solid black and dotted curves relating to bank clearings, gold imports, commodity costs and so on. He is influenced by reports that business is on the downgrade, offered by investment houses and economic services, and swallowed without reasoning by that class that pre-

fers to have its opinions come ready made from without rather than emanate from within as a result of their own cerebral functioning.

Picture Dave trying to get business from a customer who is just as much a believer in the pessimistic outpourings as himself! A half per cent rise in interest rates gives such a dealer insomnia for a week. When Dave gets around to see him, he is psychologically unfit to talk constructively. Between them, consciously or unconsciously, they have registered their submission to the dictates of some forecaster, and have even gone him one better, because instead of analyzing the matter for themselves they find it easier to multiply the valleys and the peaks. When the modern Delphic oracle says "Down," they speed the toboggan.

About the most pernicious thing that has affected business is the practice of certain individuals of placing too much credence in the futuristic utterances of others. This applies whether the prognostications are made by optimists or pessimists. During all depressions financial writers show a tendency to attribute most of the difficulties to minor causes of a superficial nature rather than to deep-lying ills of a more permanent character, but this fact is not evident to those who follow the

preachments. What they get is a surface picture that has the effect of making them despondent and that serves as a deterrent so far as constructive business planning is concerned.

One salesman of my acquaintance fell heir to a pamphlet that convincingly proved to him that business can be on the uptrend only half the time. The other half it must inescapably decline. He was particularly receptive to the idea, for orders had been extremely hard to get. With a vivid impression that he had stumbled upon an enlightening truth, this salesman was in no position to answer the man who begged off ordering on the grounds of slackening demand and worse to come. Such a salesman is beaten before he starts.

It should not be difficult, however, to indicate to a salesman of this type that he is swallowing undigested a lot of information that should rather be mentally chewed

before being permitted to work its way into his system. The very fact that he can be interested and influenced by statistics and charts points a cure. In the case of the salesman who became infected by the business cycle theory the cure was effected in the following manner:

His sales manager early awoke to the fact that he was not producing, and soon learned the reason why. Fortunately, the requisite knowledge to combat the problem was possessed by the sales manager. He invited the salesman out to dinner one evening and, over the cigars, turned the discussion to the trend of business. His salesman, feeling at ease, began to deliver himself of the stereotyped reasons for his belief that the going would be hard for some time to come because of the fact that "statistics show that we are now entering upon a period of decline." Here was the very opportunity the manager had been awaiting.

"Where do you get your facts?" he asked.

"Why, from so-and-so," was the reply.

"And you're sure his theory is 100 per cent right?"

"Well, it strikes me as being logical; besides, the facts and figures for a number of years are given in black and white. I can't refute them."

"If you can't refute them, perhaps I can," remarked the sales manager. He reached for his portfolio, opened it, and extracted a sheaf of papers.

"Here's a lot of dope I cut from a leading financial paper at the end of the first year of the war," he said, handing a printed article to the salesman. "It makes the prediction that at the end of the war there would be a fall in prices, due to the fact that the people of Europe would have to work harder than ever and that manufacturers would compete more zealously than ever before for

[CONTINUED ON PAGE 72]

This Cutout Makes a Closed Can Appear Open

MANY manufacturers spend thousands of dollars every year on display material and sales helps that miss fire. The chief fault to be found with them is that they do not embody any idea or motive that will help the dealer make sales. This thought is prompted by the unusual interest that has been manifested in an ingenious cutout, printed in four colors, originated by Hills Brothers Company for use in connection with its cans of Dromedary Smyrna Figs. The device, made of heavy cardboard, is designed to be affixed to the top of a closed can. When placed in position, the cutout fits snugly. The impression conveyed to the beholder is that of a can that has been opened and the lid forced up, disclosing to view what is apparently a luscious layer of golden-ripe figs. With such fidelity has the natural coloring of the tin and the figs been reproduced, that the effect is one of reality, even when viewed from close quarters. The company's salesmen state that dealers who see a can with the cut-



out in place, if not disillusioned beforehand, invariably make an effort to respond to the gracious invitation to "Taste one of these"—a concrete demonstration of the effectiveness and practical worth of the idea.

Letters and comments received from dealers testify to the sales-building value of the cutout. One retailer, who never knew what it was to sell more than half a dozen cans of figs in a week, installed a window display of canned figs with the cutouts in place. The interest aroused in the passers-by resulted in the sales of two cases of canned figs, his entire stock, in less than a week.

The idea is capable of wide application and adaptation. So far as canned goods are concerned, the display top undoubtedly invests the ordinarily static tin can with dynamic vitality. Appeal is made not only to the vision, but to that sense which the psychologists are pleased to refer to as the "hunger-appeal." The cutout demonstrates that dealers will use rather than discard any idea that boosts business. In addition, the fact is clearly proved that an ingenious and clever idea sells itself. It does not require lengthy harangues to enlist the cooperation of salesmen and dealers for its use.

Some of the Fundamentals in Sales Management

By *B. J. Williams*

Director of Sales, The Paraffine Companies, Inc., San Francisco, Cal.

SALES management is a problem in human relations. It is more difficult, perhaps, to manage a crew of salesmen than it is to handle a group of men in almost any other line of work. A factory foreman has his men right at hand; he is in close personal contact with them. He knows the circumstances surrounding each man at a particular time. If I am a factory manager and I come up to you and say: "George, what are you doing? This is all wrong"—I know the mood you are in, and I can put something into my voice that tones down the severity of that statement. The sales manager's man is away off in Wyoming, or Texas. He gets a letter, after he has been buffeted about or perhaps has driven seventy-five or a hundred miles



B. J. Williams

through the rain, and this is what greets him. Maybe it isn't a harsh letter at all, but in his condition it hurts. Or maybe he gets it in the morning after a good night's rest and a good breakfast. He is feeling fine and starts out to "make her snow." He says: "Bill, let me have the mail." He gets the letter, reads it over, and then *swears* a blue streak. And I have seen them take letters like that and pass them over to a fellow salesman and say: "How'd you like to have a lobster like that for a sales manager?"

We all have to write our salesmen. They all have to be jacked-up once in a while, just as we have to be jacked-up once in a while by the men higher up. But when I have to jack a man up, I try to have the letter reach him on Saturday night, so that he will have time to get over it by Monday morning, and thus save a day.

The average salesman is honest and sincere, and he wants to do what is right. If you have any other kind in your organization it is your own fault for hiring such men. You are going to get caught once in a while, of course, but if you have an entire organization of such men, or any considerable number of men of that sort, then blame yourself, for you have hired the wrong kind of men. Or maybe after hiring them you haven't trained them right.

Salesmen are willing to take criticism when they have it coming, if you give them praise when they deserve it. This the average sales manager is seldom willing to do. He is afraid the salesman will get a swelled head and ask for more money. If you are paying your man fairly and he doesn't receive your criticism in the right spirit (when it is deserved), and if he doesn't when you praise him, take it and keep his feet

on the ground, that is because you haven't educated him properly.

That brings me to another factor that is fundamental in sales management. You should treat your men fairly in the matter of remuneration. I don't believe in "trading" with men as to salaries any more than I believe in "trading" with a dealer on the price of merchandise. Every fellow thinks he is worth just a little more than you pay him, and the average employer thinks he is worth a little less. Now the thing I am arguing for is this: determine a man's worth as nearly as possible and then pay him a little more than that. Yes, a little more than that; then you will have a happy, contented, efficient salesman. But if you pay him a little less, if it is only a

nickel a week, he will be dissatisfied. If, on the other hand, he isn't worth more, you should be able to convince him of that fact, and if you can't sell him your proposition, then he shouldn't be working for you any more than if he didn't believe in your goods. He can't produce satisfactory results for your firm unless he believes he is getting a square deal. He can't make the customers believe you are a reputable concern—the squarest bunch of men he ever had contact with—unless he believes that himself.

We have in our organization a certain point at which we start a man whom we have reason to believe is a successful salesman, and whose experience would seem to qualify him for the line for which we are going to engage him. No man will be started higher than that, no matter how good he is. After that it is up to him. If in a short space of time he demon-

[CONTINUED ON PAGE 52]



12 de
Octubre



AFAMADO



premio
gordo.



CANTO
CLARO



EL LAGO
NO MTS YDS



EL PROGRESO
NO MTS YDS



MURCIELAGO
NO MTS YDS



bodas de
oro.



LA PLAYA
NO MTS YDS

THESE labels, by Kauffer, go on cotton prints made in Manchester (England) and sold throughout South America. The originals are brilliant in coloring and show more thought in design than is true of most labels used either in Great Britain or the United States. The appreciation of design which these have aroused is shown by the fact that English board and preparatory schools use them in design classes

Are We Developing Sounder Ways of Getting Distribution?

By C. A. Rheinstrom

YOUNG as modern advertising is reputed to be, who among us cannot recall the days when the advertising man was but a step removed from the medicine show man in appearance and in methods? Ponderous in aggressive vest, talking necktie and boastful spats, his manner performed the promise of his costume. And if he was plebeian in his approach, certain it is that he was most patrician in his attack.

The brilliant prospects he flouted before his victims were buoyed up by numberless cipherish balloons. Advertising, as he preached it, was a matter where dollars ran into the thousands, the tens of thousands, the hundreds of thousands. Advertising was a mighty force. Properly financed, he chanted, it could force every dealer in the land to beg a carload of your product.

The gorgeous advertising campaigns were thrown into the promised land like a cloudburst on a desert—to force distribution! By sheer inexhaustibility of dollars and doggedness of temperament, some succeeded.

But the losses! That fantastic splurge of not-so-long ago left the business road a milky way of bleaching bones. The orgy was almost fatal to advertising. Almost. But not quite.

Although a great professor in a great university still cites this skeleton-in-the-closet as an example of the economic waste of advertising, advertising is actually too real an economic factor ever to suffer complete annihilation. A new generation of advertising men took hold of the helm. They were a more conservative crew, individually. They were business men, primarily. And they had a horrible example to croak effectively from above their roll-tops. "Nevermore."

So gradually dawned the day of "sectional distribution." Where the old advertising generals had marshaled a huge howitzer to bombard an aviary, the new leaders chose the less expensive rifle and brought down their targets with deftness rather

than dollars. The market was strategically divided into geographical classifications. With the key city of each territory as headquarters, a flood of salesmen was released to saturate every corner. Simultaneously, local newspaper advertising was placed. The plan was repeated in each territory. All territories covered, national advertising was initiated. Thus the product was distributed and a consumer demand aroused at once. Fair enough. Some of America's biggest successes of today "arrived" by just this method.

The advent of the new movement was forecasted about two years ago. It made itself known in the increasingly heated arguments between "mail-order" advertising men and "publicity" advertising men. Claude Hopkins, then president of Lord & Thomas, wrote a book called "Scientific Advertising." Intended as advertising literature for his agency, Hopkins' "Scientific Advertising" created a greater sensation than any advertising textbook has ever aroused. It is generally acknowledged that "Scientific Advertising" has probably had a greater effect upon modern advertising methods than any other single force.

BRIEFLY, "Scientific Advertising" preached the plan of "mail-order" advertising. It held that copy which could sell goods direct from the manufacturer, which could sell enough merchandise to make a profit on every advertisement, was logical advertising, effective advertising; that "mail-order" copy methods were most reasonable even for products having dealer distribution. And though frequently and irritatingly dogmatic, Hopkins was right.

Almost simultaneously, almost in the nature of an answer, came Glen Buck's equally famous book. As violently as Hopkins had praised the "mail-order" method identified with Pepsodent's success, so did Glen Buck eulogize the "publicity" method identified with Phoenix Hosiery's success.

Arguments of obvious merit may be advanced for both sides. The answer to the question seems, however, to have evolved from actual practice. Witness Cream of Wheat using white space to tell a story. Note Postum Cereal discarding artistic display lines for artistic type arrangement. Observe Lifebuoy Soap displacing its shouting mariner with a persuasive mother. All contain keys or coupons for detailed literature. All are checked for immediate and actual results. All are achieving such rapid and satisfactory success for their products that they are the sensations of present-day advertising.

HAS it never occurred to our "melancholy merchandising men" that here might be the key of the current merchandising problem? *That mail-order advertising, both in form and in practice, might be tomorrow's method of economically winning distribution—here, today?*

There are few products upon the dealers' shelves that could not be sold by mail, direct from the manufacturer. Cakes and corsets as well as correspondence courses are making fortunes now from mail-order advertising!

The coming method of securing distribution is clear enough. The manufacturer who has faith enough in his product to put it upon the market, will vindicate that faith, will prove the expected demand, before he asks the dealer to become his partner.

The manufacturer will offer his product nationally, or locally, as the case may be, direct from himself, *with mail-order advertising*. As he fills orders, he will correlate his customers according to dealers' or jobbers' territories. Once a reasonable number of customers has been made in each territory, he will approach the jobber or dealer in each case by means of a salesman or letters. He will cite the actual advertising upon which he is *already* embarked. He will discuss the "name publicity" that is *already* being established.

[CONTINUED ON PAGE 51]

—And Now Concerning Copy

EVERYBODY these days takes a whack at automobile copy. It's the thing to do—unless you write it yourself. I have even seen, as one problem in a standard employment questionnaire used by an agency, this query: "What is wrong with automobile advertising today, and why?" One brave attempt was made two or three years ago by the advertising man for Packard out on the Coast. He made a grand bonfire of all the ancient, time-worn automotive phrases and folderols, and ran an advertisement in which he said he was going to sell cars without their kind and elegant assistance. Every advertising man in the country yelled "Attaboy!" but his local advertising club almost lynched him. So he went back, a much chastened man, to his old textbooks, "Twenty-three Years of Craftsmanship" and "The Dignity That Is Inherently Packard." And thus ended one rebellion.

§

Heads that tower: "Batting Your Way Into Town"—(Concrete Highway—Portland Cement Association).

"Is Your Brush Hitting on all 32?"—(Pro-phy-lac-tic Toothbrush).

"The Etiquette of Bumping."—(Weed Bumpers).

"A Brass-Knuckled Call for Six-Thirty."—(Tom-Tom Alarm—New Haven Clock Company).

§

"By its white dot you shall know it as the aristocrat of pedom." admonishes Sheaffer with a graceful behind-the-curtain bow to Dunhill. For all I know, the idea may have come out of the factory suggestion box or half a dozen heavy conferences. But I prefer to picture its nativity thus:

A long-legged copyman seeks lazy inspiration in the depths of a Dunhill. His mind in a hypnotic trance, he gazes idly at the little white dot that marks the aristocrat of pipedom. Suddenly, clear out of his chair he leaps, as the *Big Idea* streaks through his hazy thought-clouds, setting his brain a-tingle with the wine of discovery and

his pencil a-quiver with the psychic impulse of a brand-new angle. But what can a poor mortal know of this fine frenzy that animates a copyman who has captured single-handed a live, new idea!

§

"Why Wasn't This Thought of Before?" asks a flabbergasted copyman writing the head for an advertisement announcing "a wonderful raw rubber called Natural Crepe, for the soles of your shoes." Buried inconspicuously in his thesis I find the phrase "pave the streets with velvet for every step you take." Which, in my opinion, is the right foot to hop off on.

§

Franklin's recent announcements of new models are notable for sim-

GRASS—A Motion Picture of a Happening—From a Story Written by an Angry God—Scenario from the Hand of Destiny—Enacted by 50,000 Human Beings and Half a Million Beasts—Under a Cynical Sky Dotted with Doubting Stars—Staged in a World Withered by the Crimson Thumbprint of Catastrophe—A Tale the Eyes of Man Have Never Seen and the Hand of Man Not Written.

Tall talk for a roll of celluloid. But then, Barnum's elephants are at the Garden and Conan Doyle's dinosauri play twice daily at the Astor, so what's a hard-pressed press agent to do? By the way, wouldn't that "crimson thumbprint of catastrophe" make a dandy Hartford Fire Insurance advertisement?

§

Nothing so exactly defines the "indefinable air," nothing so surely conveys the "inimitable charm," as a "couple of French words in italics."

We copymen need an "Advertising Guide to French." We're weary of scratching our heads over *tailleur* or *coutourier*, and finally abiding by the high school French of our stenographer. *Voilà!* In two or three pages of the *Times* I find *les Americaines*, *les Parisiennes*, *modes de rigueur*, *comme il faut*, *passé* and a dozen *chics*. Tell us, in the same book, how to spell the Riviera, Cannes, Nice, Biarritz and the other swell places. Give us a list of hotels like the Ritz, the Crillon, the Adlon, where the elite (*how does that accent dip?*) hang out. Yes, indeed, we need this Advertising Baedeker. When once a copyman begins to suspect a French word—even an old friend like *mademoiselle*—he needs the ocular proof before he is ready to okay for plates.

§

The Man in the Silver Mask, who broadcasts the harmonies of a big tire company over radio, proves that anonymity is the true test of merit. The public in the mass likes an element of mystery. I've heard more talk of this masked singer than I have about the tires the company makes. Why not make the entire program anonymous?

PRESENTING
THE NEW TOURING
Styled by de Gouvion

FRANKLIN

FRANKLIN AUTOMOBILE COMPANY STRATFORD, N. Y.

ple and effective treatment of background. Great sweeping, rainbow-like arches, one taller than the other, and massive columns. No detail, but the shadows solid, graceful, heroic, suggestive of the interior and exterior of a cathedral. At least that was the effect on me.

THE · EDITORIAL · PAGE

One Thousand Dollars for Charity

WE are witnessing an amazing trend in the technique of "testimonial" advertising. No longer is the testimonial garbed in homespun, such as was worn by the patent medicine reading notice of old. In this year of grace testimonials are embellished by all the arts and graces at the disposal of modern advertising; they are no longer written by Mrs. X, or some unknown on the fringes of a country town. Instead, leaders in society, artists, stage celebrities and others contribute their personal endorsement of this or that lotion, perfume or beauty cream.

Some of these testimonials undoubtedly are genuine. It is common knowledge in advertising circles, however, that many of the "personal endorsements" are obtained by the lavish donation of perfumes, beauty preparations or apparel, or a monetary contribution to some social celebrity's "favorite charity." In many of these instances the celebrity endorses the product without even using it.

If advertising is to raise itself to higher levels it must not only keep itself free from the taint that stigmatizes quack consumption cures, but it must also guard against sophisticated lying that stretches public credulity to the breaking point.

Higher Subscription Rates?

RECENTLY, R. L. McLean, of the Philadelphia *Bulletin*, in addressing a meeting of the Interstate Circulation Managers' Association at Altoona, Pa., stated that the cost of publishing a twelve-page paper, including paper, ink and postage, for 312 issues, is \$3.37 in the first and second zones, \$4.76 in the next four zones, and \$5.81 in the seventh and eighth zones, with the increased postal rates. He declared that the only relief for the publisher was to charge higher subscription rates.

We believe the time has come when the public should be asked to meet a larger share of the cost of the periodicals it reads. To raise subscription rates may cut down circulations to some extent, but in doing so it will tend to eliminate over-duplication; and the circulation that is paid for more nearly on a basis of the cost of publication will be more valuable circulation to the advertiser.

Necessities on Deferred Payments

ONE of the significant trends of the day, and one that promises to have an important influence on many lines of business, is the new application of the deferred payment plan to the necessities of life.

Approximately 75 per cent of the automobiles sold today are sold on some form of deferred payment, generally with the aid of a centralized financial agency which takes the responsibility from the dealer and the manufacturer and gives them their capital to work with. This same plan has been applied to various other lines of semi-luxuries.

So successfully has it worked that the paint industry recently applied it to the painting of houses. And now comes word of a deferred payment plan that has been inaugurated by the Beaver Products Company which, to quote from the company's letter to the trade, provides that:

Without a cent of credit cost or a bit of credit risk to you or the contractor, without indorsements of any kind, you can offer home owners the opportunity to re-roof, remodel, or repair now and have ten months to pay. Yet you and the contractor get your money in full on the completion of the job.

The application of deferred payments to such elemental needs as painting and roofing will inevitably cause the leaders in other industries to turn to this device to stimulate sales in their own lines. This will have two effects: It will make it easier for people to buy the things they need, which will put necessities in keener competition with luxuries, and it will remove the risk and costs of financing from the retailer and manufacturer and place it on the banker, where it belongs.

We May Learn From Radio

PERHAPS in overcoming the limitations imposed on advertisers who would use radio as an advertising medium we shall learn greater subtlety in utilizing the other mediums of advertising. Who knows but that a new copy form will evolve that will be as entertaining and as unobjectionably "advertisy" as the music of the Silvertown Cord Orchestra or the entertainment put on by the Happiness Boys?

What Does the Customer Want?

IN an address before the Retail Advertisers Group of the Advertising Club of New York recently, Samuel W. Reyburn, president of Lord & Taylor's, brought out clearly the problem of the advertiser—whether manufacturer, wholesaler or retailer.

Mr. Reyburn said: "The main difference between the retailer and the wholesaler is that the retailer is closer to the consumer. That's all. We know better than any others the great content of work done in selling anything.

"What does the customer want? His wants are made up of two general conditions: (1) Desire; (2) Demand. Demand is easily coped with. We have our past experience in that line to help us, but desire is a much bigger field, and creating the desire is the copywriter's and the advertising manager's job."

Broadly speaking, that is the difference, if there is a difference, between selling as a marketing function and advertising as a business builder. The sales department's responsibility is to put the goods where the public can get them; advertising's task, frequently, is to create the desire that makes the public want to buy them.

And, as Mr. Reyburn points out, it is a much bigger field of opportunity.



This building houses the Federal Trade Commission, in Washington, D. C.

© Underwood & Underwood

The Federal Trade Commission as a Business Force

By Roger F. Davidson

ONE hundred manufacturers, most of them well-known advertisers, met in Washington a few weeks ago to discuss the Federal Trade Commission and its activities. A decided feeling of antagonism has manifested itself toward the Commission in recent months. In fact, the feeling is rife in many quarters that the Commission has been more or less of a drag on business, and that not a few of its citations have been dictated more by politics than by sound business judgment. This feeling on the part of reputable concerns is clearly reflected in the recent action of Hills Brothers of San Francisco, who, upon receiving one of the Commission's familiar "cease and desist" orders, publicly announced that it intended to take no notice of the order and that it would carry the case to the Supreme Court if necessary. The Commission's record of similar cases is regarded by many as a scandal, so seldom has the Federal body been upheld in the courts. The defiance of the Commission's edicts is becoming more common as time goes by.

However blundering and inefficient the Commission may seem to be at first glance, it should be re-

membered that this Government body is a comparatively young organization. It is blazing a new trail in the world of business, and its blunders are the natural result of its

inexperience, which time and a few changes should correct. It should not be lost to sight in the storm of protest that has been aroused by the Commission's "cease and desist" or-



© Underwood & Underwood

The Federal Trade Commission, as it is now constituted, consists of (left to right): Huston Thompson, John F. Nugent, Vernon W. Van Fleet, Charles W. Hunt, and William E. Humphrey. Its future usefulness, in the opinion of business men, lies in the further application of the "trade submittal plan" which it has sponsored

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

dens that there is another phase of its activities that has worked out well in practically every instance in which it has figured. That is the plan of "trade practice submittals."

Briefly, the trade submittal plan is an open invitation to all those engaged in any one line of trade to get together, discuss the controversial practices of the individual firms, and agree unanimously or as a majority as to what constitutes a fair code of ethical practice. This code is submitted to the Commission, which, unless it has some suggestions for revision, accepts this as a tentative but official definition of what constitutes fair and unfair methods of competition in that particular line of trade. The trade benefits by securing official sanction and backing for its code, thus making breaches of it more serious, while the Commis-

sion has a tangible standard with which to work, as well as the assured support of the trade as a whole.

An example of the usefulness of this plan is provided by the macaroni manufacturers who, like those in scores of other lines of trade, were subject to the "free goods deal" in their selling operations. These manufacturers assembled and with but one dissenting vote agreed that free goods deals or premiums comprised "an artificial practice of selling, unfair and undesirable, constituting a reduction in price." Now if anyone operates such a plan in this field, the Federal Trade Commission may file a complaint which has behind it the weight of the majority of the trade and hence is less liable to dispute and court proceedings.

While legislative measures will correct the present defects of the

Commission to some extent, its truly constructive work and greatest future usefulness, in the opinion of many broadminded people, lies in the further application of the trade practice submittal plan. Already quite a few industries have availed themselves of its benefits, among them being knit goods, hosiery, silverware, watch cases, sheet music, subscription books, celluloid specialties, paper, oil and rebuilt typewriters.

The Federal Trade Commission will eventually come to function in its field almost as the U. S. Bureau of Standards functions in regard to mechanical standards; it will be the authoritative place of resort where business may deposit and certify its standards of practice and secure correction when departures from such standards crop up.

[CONTINUED ON PAGE 61]

The Mirage of Mere Quality

By Henry Eckhardt

THE most overestimated selling force in advertising is Quality. The next is Atmosphere.

This will come, to the Quality-worshippers, as a rank heresy; to the Atmosphere magicians, as a frank shock.

Yet, what else is one to conclude?

* * *

Four years ago any motor car which even limited price was considered declassé. Quality-ultra-ultra quality—was deemed all a motor car need urge.

Today, most motor cars are headlining price. Those which do not are worse than declassé; they are defunct. Witness Cadillac, Marmon, Packard, even staid Pierce-Arrow. Chrysler, the outstanding feature of the year, has had advertising which violates every law of the quality canons.

* * *

Three years ago sterling silver was using, exclusively, those rarified appeals which cluster round its ancient history. Last Christmas, the two largest factors stepped forth with merchandise pages—pictures, descriptions, prices. The rush of business took their breath away.

* * *

To give an even more striking contrast: Every advertising man remembers that series run by a certain residence organ. Remarkable por-

trays of the pleasure of music. Never did advertising seem more in the spirit of subject. Its very scorn of practical details was considered "good psychology." . . . This advertiser has stopped. He says his advertising produced only a handful of sales in three years.

In the same publication today is another series. The product is equally a luxury—a motor boat. Not even a pretense to quality in these advertisements—just models, facts, prices. . . . This advertiser is increasing. He says the return has been more than satisfactory.

* * *

A New York custom tailor had advertised himself into splendid volume. He was keenly conscious, however, of a lack of quality in his advertising. So, the story was "dressed up," "refined." Immediately, the pull slacked off. After a month, back went the advertiser to his original style. Immediately, the pull was restored.

Meanwhile, many large ready-to-wear manufacturers continue to hitch their wagons to quality. This last season came to an end with larger quantities of higher priced lines left on the racks than ever before. Retailers with \$45-up scales, slashed below \$30. The manufacturers complain that consumers no longer want quality. Perhaps!

Instances multiply.

What is the answer?

Is quality to be discarded?

Is price the only appeal?

Deeper than either would the solution seem to lie.

Consumers look suspiciously as ever at mere cheapness. They still appreciate that quality is the basis of satisfaction.

Quality is and always will be the great permanent selling point.

But these happenings and this discussion concern quality—not as a selling point, but as a *selling force*.

There is a difference.

In a competitive field, mere Quality never did and never will stimulate sales or bring inquiries.

And now the lesson seems to have been learned.

* * *

What consumers seek is a two-part thing—a sort of ideal balance between quality and price. They weigh the amount of satisfaction against the cost.

This two-part thing is *Value*.

Quality plays the silent role of assurance; *Value* plays the aggressive role of sale closing. Quality is the dress; *Value* does the speaking. Quality builds the setting of confidence; *Value* induces the action of buying.

And just that is the true place of quality as a selling force.



Freight Traffic Sets Season's Record

The railways of this country, during the first eleven weeks of this year, handled successfully the greatest volume of freight ever carried by them at this season of the year. From January 1 to March 14 inclusive—eleven weeks—9,924,477 cars were loaded as compared with 9,722,232 for the same period in 1924 and 9,463,648 in the first eleven weeks of 1923.

In selling to the railway industry—it's a three billion dollar market—the five departmental publications which constitute *The Railway Service Unit* offer the most effective means of placing your sales story before the particular railway officials who influence the purchase of your products.

Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officials who influence the purchases of your products.

The Railway Service Unit



A.B.C.

A.B.P.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York

Chicago: 608 S. Dearborn Street

Cleveland: 6007 Euclid Avenue

Mandeville: Louisiana

Washington: 17th and H Streets, N. W.

San Francisco: 74 New Montgomery Street

London: 34 Victoria Street, S. W. 1

Copy Cub Wants a Kennel—IV

On the Art of Making Layouts

[Can-dos and can't-dos . . . sticking to simplicity . . . beginners' tricks . . . selecting illustrations . . . dealing with artists . . . common errors in instructions to printers and engraver . . . simple rules in selecting type faces]

By Sara Hamilton Birchall

A REAL layout man is a real artist. Goudy, Jaquish, Cleland, Bradley and their like are nothing less than men of genius. The delicacy of their perception of space relations, the imaginative quality of their arrangements, their ability to assemble diverse elements into one harmonious whole, and the high perfection of their technique must remain forever unattainable to the ordinary advertising man.

Yet nearly all advertising men are called on to do more or less layout. Many unimportant jobs—especially the type of job usually given to a cub—are not worth the attention of a highly paid specialist. Frequently it helps the copywriter in the preparation of his copy if he can visualize to himself, even roughly, the physical appearance of his advertisement. Even when he has a layout man at his command, it is very convenient to be able to visualize for him the salient points of the advertisement you have in mind.

How, then, can the cub learn what to attempt, and what to leave to the genius whose only use for rules is to show that he is clever enough to break them?

The cub should be able to letter roughly, to make a pencil sketch of his body matter and display lines which the compositor can use as a guide, to mark his copy for type, to select his illustrations with intelligence, and to order his cuts clearly, and accurately.

Full discussion of any one of these subjects would occupy a book. Here I can only touch on the high spots and forestall the more ordinary errors.

The first thing a cub should do is to refresh his memory of the shapes of letters by drawing an alphabet or two on squared paper. Goudy's "The Alphabet" is a fine accurate study with fifteen drawn alphabets as illustrations. Frank Chouteau

Brown's "Letters and Lettering" is less expensive and contains a good plain Roman alphabet easy to copy. You will be surprised to find how often you need to refer to the book to learn which side of a V is heavy and which light; which way the tail on the top of the g turns, etc. You will also be surprised to find how round letters are. Beginners nearly always make tall, skinny, ugly letters like condensed type. Sketch actual type faces now and again. Avoid curly swash-tailed lettering. Don't be afraid to use a heavy hand on the pencil. Beginners usually make their layouts too timidly light. A printer, following such a layout, would set the whole advertisement in oldstyle. Copying an entire alphabet through twice will improve your layout lettering amazingly.

Outfit yourself with a layout pad of soft-surfaced creamy paper, an ordinary No. 2 pencil, a heavy black crayon pencil for display lines, an architect's "H" rubber, a ruler, scissors, and a jar of library paste. A compass is occasionally convenient. A few colored pencils are sometimes useful. Now you are ready to make a layout.

FIRST rule lightly the exact space to be filled. Do not try to use a fancy border. Borders are a beginner's trick. Stick to a hair line rule, a three point rule, and a Hansen gray rule at first. Pleasant arrangements are achievable with rules on hand in every print shop.

Then rule off lightly your main guide lines, your margin for body matter, your space for your headline, and your subheads. Have as few margins as possible within the borders of your advertisement; otherwise it will look ragged. Line up your main head with your signature, for instance; or your subhead with your center heads in your body matter, etc.

If you have a standard form of name and address, clip it from an old proof and paste it at the bottom of your advertisement, creating a base on which to erect the structure of your body matter and display. Otherwise, begin at the top. Letter in your display lines. These lines should give the salient points of your advertisement to the eye of the reader. Indicate your body matter, with either a rectangle of grey pencil, or with a piece of the correct size and face of type cut out and pasted down.

NOW check up your layout with your piece of typewritten copy. Have you got everything in? Have you left anything to your compositor's imagination? If you have, I assure you that you will regret it when the proofs come back. Have you slugged your copy at the top corner with the name of the magazine or newspaper in which it is going to appear, the date, and the size of the advertisement in lines?

It is now ready for you to mark your typewritten copy for faces and sizes of type—8-pt. Bodoni Bold, 12-pt. Caslon No. 471, etc. Study your own printer's typebook of faces in his cases and learn to mark your copy exactly as soon as possible. Don't use fancy types. Don't use three or four faces of type in a single advertisement. Count your words carefully and specify a size of type that will accommodate them in the space required; type isn't rubber and it won't stretch. Don't try to get a six-word headline into a two-inch space in fourteen-point type. If you've too much copy to get into 10-pt. body matter, cut down your copy; seven times out of ten people won't read 8-pt. If you compose on the typewriter, pick out in advance the type you wish to use for your body matter, measure the width of one line of body matter in your adver-

[CONTINUED ON PAGE 70]



IN ATLANTIC CITY

Visitors to America's Playground Must Have Their Motion Pictures

THE boardwalk at Atlantic City—symbol of gaiety—life—pleasure. Step out upon it at any point, and see above Keith's Theatre the blazing electric sign with its announcement of the picture of the week. Step up to the theatre and see the throngs that, night after night, crowd this showhouse to capacity.

In fact, go anywhere in America—in factory town or shore resort, in farm territory or in the city and you will find the motion picture the center of attraction for those seeking wholesome entertainment and diversion. Recall that 50,000,000 people visit the

movies weekly, and you will realize that the cinema is, perhaps, now more of an American institution than the newspaper.

This constant contact with the screen causes its patrons to desire to know more of it—to become acquainted with the personalities and lives of stars and directors, to keep abreast of happenings at the studio, and to know the stories from which the pictures are made. The fans who want the authoritative and most interesting information on these topics get it from *Motion Picture*, "The Quality Magazine of the Screen."

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

Cooperation Between Publisher and Advertising Agency

"TODAY cooperation between publishers and advertising agents is less a weasel word than an accomplished fact," stated Robert W. Tinsman before a joint luncheon meeting of the American Association of Advertising Agencies and The Associated Business Papers, Inc., held at the Hotel Astor on April 2. Mr. Tinsman based this happy conclusion upon a comparison of the correspondence in his files of twenty years ago with answers received to a confidential letter of inquiry sent recently to a number of publishers and agencies, asking them to cite the best and worst examples of cooperation which they could recall in recent transactions. The answers received were illuminating. Mr. Tinsman read a number of these at the meeting and some of the more typical instances are quoted below.

A great hardware paper wrote:

Perhaps the most outstanding specific case of successful cooperation between an agency and a publisher is that of the campaign of the _____ Association. The agency handling this major account came to us a year or so ago for information regarding the industrial market on copper and brass.

We painstakingly surveyed the entire industrial market; pointed out the most accessible field; suggested a plan of action based on manufacturers' buying seasons; furnished an advertising schedule; wrote all the copy; attended to all details of elaborate drawings and plates; handled all printing, which was in four colors.

Of course, the agency supplied us with some basic information and was ready to cooperate with suggestions and help at all times. The point is that through effective agency and publisher cooperation, the said Association benefited.

A large Western agency answered:

Our construction material client is using the official organ of the _____ Union to tell these men about the proper application of _____ and its many uses in both new construction and remodeling work. Ten pages of this material is worked into a 48-page Time Book containing memorandum pages and a lot of up-to-date construction data.

Although we have been inserting advertisements like the one included for more than three years, they are still pulling from 800 to 1000 inquiries a month.

When Tom Jones, carpenter or builder, is mailed a Time Book, a sample of the material is sent with it. Then the dealer in his town is notified

that Tom Jones has been given this material and that a call should be made promptly. A return postcard addressed to our client indicates the result of the call.

Because a tremendous quantity of this material is sold each year through following up these Time Book mailings and because it helps the dealer move his stock quickly and profitably this trade paper advertising is helping our client better their marketing methods.

In a reverse key is the following response:

I regret that I cannot recall any specific case in the jewelry trade where proper cooperation between an advertising agency and our paper has resulted in a big success, for the simple reason that nearly all advertising agencies do not appreciate the importance of a leading trade paper.

We have no service department. We do not write advertisements for any of our advertisers, so there can be no jealousy of the advertising agencies; in fact, we repeatedly refer our advertisers to agencies for service, but in practically every case where we have referred advertisers for such service we have lost out as the agency has cut down the amount of advertising which the advertiser previously did with us.

The whole thought of the advertising agency is of advertising to the public. A little instance will suffice. The writer worked up an account of a manufacturer whose name I do not wish to mention here. He was really responsible for inducing this manufacturer to advertise. As we have no service department, I told him to go to some concern for service. He placed the account in the hands of an advertising agent, the account amounting to about \$25,000 a year, and the agent gave us two pages a year.

Imagine two pages out of fifty-two issues in the leading dealers' paper. He also put two pages in three other small jewelry publications. This was the agent's idea of cooperation and he actually had the effrontery to claim that he was devoting more of the appropriation to the dealer than he should, whereas the whole problem of this advertiser was a dealers' problem exclusively.

In another journal which we also publish we had a very striking example of cooperation between agent and publisher. A number of years ago a big New York agency, together with our journal, made a survey of the whole trade, examined and studied all the problems, and after digesting this the agency gave our publication a contract for two pages every week and have been running these two pages for all the years since. The advertiser's business grew tremendously and they secured a position in the industry that was of the greatest advantage to them.

In commenting on this letter Mr. Tinsman asked, "Who is to blame?" He ventured the opinion that it was the publisher equally with the agent, as the client could have been sent to the "good" agent referred to in the last part of the letter.

An agency placing many millions annually replied as follows:

The inclosed advertisements show how the pages of the trade papers are used to instruct retail merchants on ways to increase their sales by attractive window displays, local advertisements, and so forth. Advertisement No. 3 shows how the trade papers are used in explaining how to sell _____ materials.

The _____ trade paper advertising was first adopted to get distribution at low cost on this trademarked article. Commanding space was used in trade papers to put this idea over with the retail trade and thus help in getting a splendid national distribution and a large enough volume of sales to justify the national advertising which is now being conducted.

A very interesting example of what this campaign has accomplished and how the trade papers are being used to further the selling by name objective of this concern is shown on advertisement No. 1. A few years ago this product belonged to the class of "no-name staples."

Today their brand leads the list of department store advertising.

Another agency placing a large volume of business stated about a radio campaign it was conducting with signal success:

The results from our full-page advertising of this type have been very satisfactory. Radio dealers have responded to the invitation to order this speaker and "hook it up for a trial." Excellent display has been secured.

Just as much time and care has been put into these trade advertisements as would be devoted to consumer advertising at ten or twenty times the space cost.

An agency of large influence referred to the trade advertising of one of the nation's greatest firms as follows:

In the paper which is the production publication of the industry, a consistent campaign has been conducted selling the manufacturer on the obvious advantages of an automobile finish, both from a manufacturing and sales standpoint—and in the dealer publication of the automotive industry, the copy has stressed the fact that a car thus finished is an easy selling car.

The national advertising campaign has, of course, been the spectacular

[CONTINUED ON PAGE 73]

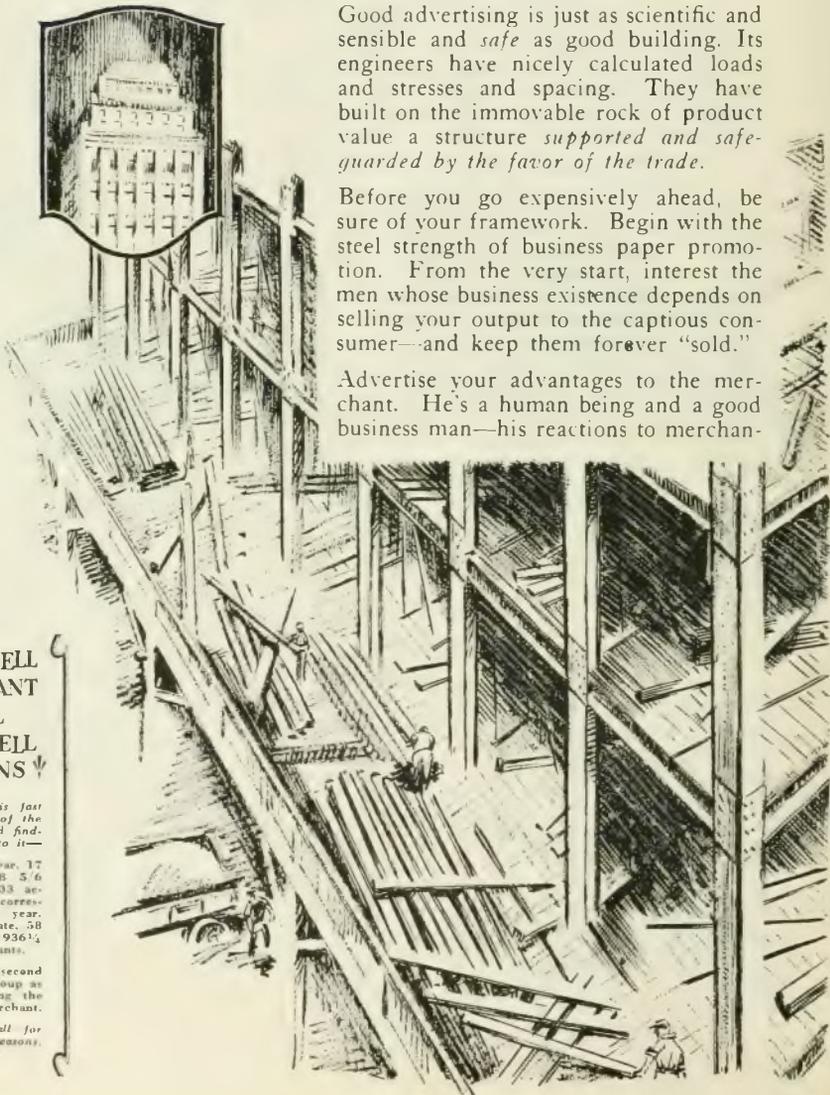
Build with Beams

CONSTRUCTION always draws a crowd: vice-presidents and violin players, artists' models and advertising men—all of us linger to look as a lazy eight-ton girder of steel floats into place and is clamped there for the ages.

Good advertising is just as scientific and sensible and *safe* as good building. Its engineers have nicely calculated loads and stresses and spacing. They have built on the immovable rock of product value a structure *supported and safeguarded by the favor of the trade.*

Before you go expensively ahead, be sure of your framework. Begin with the steel strength of business paper promotion. From the very start, interest the men whose business existence depends on selling your output to the captious consumer—and keep them forever "sold."

Advertise your advantages to the merchant. He's a human being and a good business man—his reactions to merchant-



**TELL AND SELL
THE MERCHANT
AND HELL
TELL AND SELL
THE MILLIONS**

The agency world is fast learning the power of the merchant's favor and finding the direct path to it—

In January of last year, 17 agencies signed 418 5/6 pages with us for 33 accounts. In the corresponding month this year, at the same space rate, 58 agencies signed 1936 1/4 pages for 103 accounts.

There is no close second to the Economist Group as a means for winning the United States merchant.

Write, phone or call for further facts and reasons.

of Eternal Steel

[A CHALLENGE TO MINDS THAT PLAN BUILT-IN ADVERTISING]

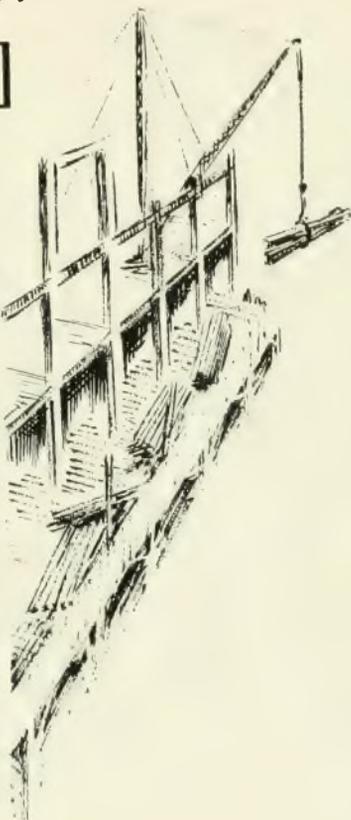
dise merit are normal. His success (and yours) depends on the wisdom of his selection and on the vigor of his selling.

The Economist Group is an inner part of the market structure. Its advertising function is to support and safeguard the business building activities of those who sell to and through department and dry goods stores.

We offer to all what is our exclusive property, weekly coverage of the world's biggest buyers—"national coverage," extensive and intensive, of the men who select your merchandise in bulk and sell it by their own prestige and promotion—majority coverage of the busiest merchants in metropolis and sectional center and wherever stores exist! But we offer these things most earnestly to those who plan their promotion and their selling on an engineering basis.

Whenever you plan advertising, plan business. Make the product exceptional in the mind and in the activity of the market. Build with beams of eternal steel—and the structure will endure.

Of course your work is never done. You must add floors and walls and countless other essentials. You may well spend many thousands for embellishment alone. Why not? Prosperity is its own best press-agent. When you know your work is secure, let the whole world watch it shine in the sun!



UPC PUBLICATIONS



The ECONOMIST GROUP

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

NEW YORK (239 West 39th Street)—BOSTON—PHILADELPHIA—GREENVILLE, S. C.
 (CLEVELAND)—CHICAGO—ST. LOUIS—SAN FRANCISCO—LONDON—BRUSSELS—PARIS

PART of the business lives of 45,000 buyers and executives of 35,000 foremost stores, located in more than 10,000 cities and towns and doing 75% of the total business done in dry goods and department store lines.

"Breaking In"—an Advertising Man's Autobiography

Early Beginnings of Munsingwear National Advertising

By John Lee Mahin

A FEW months ago I lunched with Walter J. Keith in his beautiful apartment in the Plaza Building in Minneapolis. We recalled the time I first met him in 1897 when he was an ambitious young architect.

He had on his own initiative contributed two articles to the *Ladies' Home Journal* describing his ideas of attractive small homes. The letters from subscribers were so numerous that other architects were enlisted to continue this feature.

Mr. Keith took an inch advertisement in the *Ladies' Home Journal* to get the names of people who were interested in building homes with the idea of selling them blueprints and specifications for houses he had already completed and also new plans embodying the owners' ideas.

This space cost \$140. Mr. Keith gave me a check with the order and called my attention to the fact that his bank balance that day was \$168. Within a year he had collected over \$1,200 in fees from that particular advertisement and launched a very successful mail order business which he conducted for many years. Later he sold his plan business to his brother and engaged in real estate operations on his own account. In his Plaza property alone he possesses today an income earning achievement which places him high in the list of income tax payers in Minneapolis.

In 1896 I had the pleasure of starting the national advertising for the Northwestern Knitting Company



Reproduced from the first issue of the "Munsingwear Underwear Magazine," which appeared in 1906. The magazine contained all the fundamentals of the modern "broadside" which seeks to sell the manufacturer's national advertising campaign to the many retailers

—now the Munsingwear Company—with an appropriation of just \$600. We used small space in three issues of the *Ladies' Home Journal*. Our purpose was to get as large a number of inquiries as possible so that E. J. Couper, who was then the only sales representative the company had, could use these inquiries in impressing desirable dealers to take on the exclusive agency of Munsing Underwear.

It was Mr. Couper's method when he went into a new town to ask the hotel clerk to tell him about the people whose letters had been received in answer to the advertise-

ments. If they were prominent people he casually mentioned that fact when he talked to the merchants whose accounts he desired.

As our first advertisements featured a catalog with "illustrations photographed on living models," we had too many inquiries from people whom we felt were more interested in "the human form divine" than in underwear — although our only source of inquiries was the staid, respectable and carefully censored pages of the *Ladies' Home Journal*.

In our desire to get more inquiries and yet to limit the inquiries to people we knew to be genuinely interested in underwear as such, we had many conferences. My own contention was for a booklet. I argued that if a man and woman asked for booklets they were in a state of mind where they would read more about what we wanted them to know.

Mr. Couper argued against booklets because "everybody used them," and advocated some novelties. At these discussions F. M. Stowell, who was superintendent of the factory, and W. B. Morris, then in charge of the books and credits—later advertising manager—were participants.

Mr. Couper and I did practically all the talking. One day Mr. Stowell pulled out of his pocket a small doll's vest and held it up so all could see it, but said nothing. I realized immediately it was what we were all looking for. It was what J. J. Geisinger later described as "an interrupting idea." I immediately out-

[CONTINUED ON PAGE 46]



*The Most
Widely Read
Medium in
The New York
Market ~*

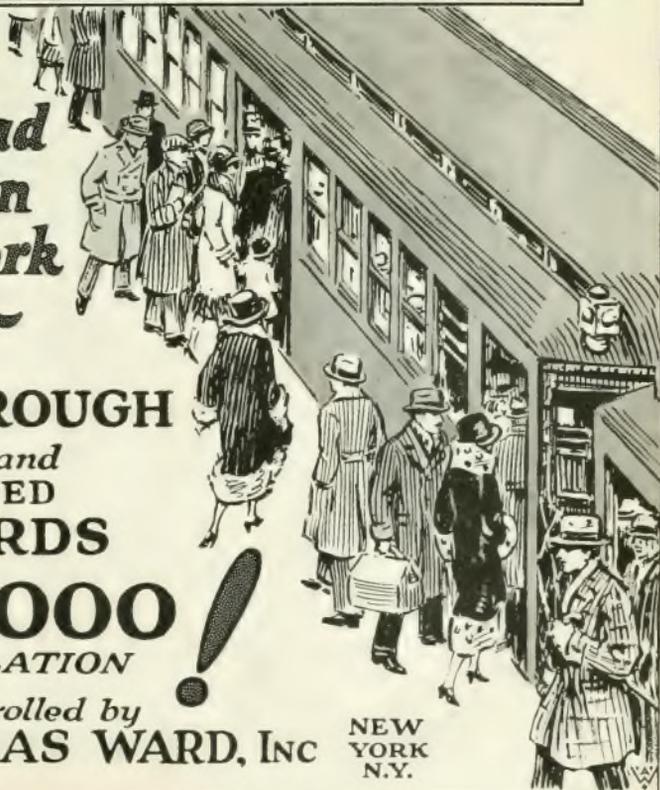
**INTERBOROUGH
SUBWAY and
ELEVATED
CAR CARDS**

3,000,000
DAILY CIRCULATION

Controlled by
ARTEMAS WARD, INC

50
UNION
SQUARE

NEW
YORK
N.Y.



What Is the True Function of the Advertising Agency?

By *Albert D. Lasker*

President, Lord & Thomas, Chicago, Illinois

NO advertising agent can make an advertiser a great success who would not have been successful if he had not advertised. It has come to pass that many manufacturers, successful within themselves, see other great successes built by advertising and begin to look upon their advertising agent as a cure for every ill their own business has. While it is true that no manufacturer can succeed as well or as quickly without a competent agent as he can with him, too much is expected of the advertising agent by the average manufacturer, and in consequence the advertising agency of today is in serious danger of trying to do too much for its clients.

In 1898, if a man went to a banker to get money for his business, he almost had to hide the fact that he was advertising. The banker had this prejudice for two reasons. One, advertising at that time was not understood, it had not been defined; and, two, much of the advertising of that day was not sound and in many cases its honesty was open to question.

As advertising was not defined and its force was not understood, it became the tool of the fraud and the fake. The patent medicine man could say what he wanted to, without fear of being checked up. Testimonial advertising became the rule. Oddly enough, we find today that the patent medicine man defined advertising for others, for testimonial advertising has come back. Cologned and refined by the leading ladies of the land, this kind of copy is today in use by many of our best advertisers, revised to fit the facts.

Just as we formerly did not understand advertising and underesti-



Albert D. Lasker

mated its power, so today I see the danger of expecting too much. We have seen so many successes that in our youthful enthusiasm in some quarters we overestimate the power of advertising. If a man grows to expect a maximum and you, as an advertising agent, give him a little less than a maximum, he thinks it is a minimum and is not satisfied with results.

WITH the unbelievable strides that advertising has been making in the past fifteen years, a change has come over the attitude of the agent toward it. He has begun to fear that perhaps good art and good copy are not enough. So he undertakes vast investigations. He makes extensive researches into his client's line of business with the idea of discovering more about it than his client himself knows. If he can really do all this, he should

go into the business himself, because he can make a great deal more out of it as a principal than he can as an agent. Where an advertising or sales manager of a concern is practically governed by an agency through the investigations and trade researches, that advertising or sales manager should be fired.

Advertising agents seldom know more than art and copy and the public pulse. And it is there that their true field lies. The true research, as far as advertising is concerned, is laboratory testing of copy and art already prepared. In other words, every advertisement should be tested in a small way before it is decided upon as the correct way to spend a large amount of money.

Above all, the agent must maintain the outside point of view in order to render the highest service to the manufacturer. He must be the sounding board for the public. Take the example of the copywriter for Schlitz Beer a few years ago. This man was an outsider in the beer business, but while going through the Schlitz plant he discovered the steam room where the bottles were being sterilized. That copyman saw the appeal to the public mind in the idea of individually sterilized beer bottles and emphasized this feature in a national advertising campaign. The idea, while not new to the beer-makers, was new and attractive to the public. The man had the outside point of view.

Let the agent remember that it is his function to act as the sounding board between the manufacturer and the public, and let the publisher remember that it is his function to present the manufacturer's story to the readers. Let each of these agencies keep within its own province and not attempt to invade alien fields.



All typewriters are made in plants where equipment and operations are kept in order by the kind of men who read *Industrial Engineer*.

Corona is no different

C. D. CORWIN is the Works Engineer of the Corona Typewriter Co., Inc. He subscribes for *Industrial Engineer*. He also writes articles for *Industrial Engineer*.

In his February article, entitled *What Maintenance Includes and How It Is Handled*, he shows the potential buying power of the Corona maintenance organization. This organization is responsible for:

- (1) All repairs to buildings and building equipment, including floors, roofs, heating and ventilating systems, plumbing systems, water system, gas system, compressed air system, sprinkler system.
- (2) All transmission equipment, such as shafting, countershafts, belting, bearings, etc.
- (3) All water systems, gas, steam and

compressed air systems, with the various equipment operated in connection with these systems.

- (4) All electrical equipment including motors, switches, electric ovens, electric heat-treating ovens, etc.
- (5) All sheet-metal work, carpenter work and painting work.

Quite an imposing list of responsibilities? Yet the Works Manager in the Corona plant is no different than works managers in hundreds of other plants that turn out typewriters, textiles, steel, guns, electrical appliances, tools, sewing-machines, motor cars and what not.

The Works Manager is a buyer—*your* buyer if you sell industrial equipment or materials.

13,500 of these buyers subscribe to *Industrial Engineer*. Establish contact with them!

INDUSTRIAL ENGINEER

THE 8-pt PAGE

by
Odds Bodkins



I AM in receipt of a letter from one F. C. Crofts of Niagara Falls, N. Y., which commends to my attention an article entitled "The Syrens of Discord," published in that erudite English publication *The Nineteenth Century and After*. Now I know the worst about our calling! Read, and learn for yourself to what depths we advertising men have sunk:

The worst of modern methods of advertising is their efficiency; we are affected by their stimuli whether we like it or not. We are flung against our will with terror and excitement. *Avantquodam*, starting at us from a hoarding, gives us a curious sensation at the pit of the stomach. *The Girl who took the Wrong Turnion* excites our morbid curiosity. Then there are the sky-signs; the night is made full of flaming words urging us to drink various kinds of wine, to smoke certain kinds of tobacco, to inhale ourselves with brands of soap. Sooner or later our morals is bound to give way, we shall fall, and the advertisement kings will triumph over us. "Somebody in a punch" is demanded by the men who live by luring, cajoling, or threatening the public. The punch is forthcoming; we receive many punches every day of our lives, with the result that our delicately balanced aesthetic and appetitive faculties are knocked flat and stamped on a hundred times an hour.

This is not to imply that all advertisement is of the devil. Advertisement is a legitimate and indeed essential branch of business. In order that any transaction may take place, the producer must announce the nature and price of his wares to the consumer, and, provided he keep within the limits of truth, it is perfectly fair for him to make that which he has to sell appear as desirable as he can. But the moment the line is crossed and, either by direct statement or implication, the goods are made to appear other than they are, or the buyer is startled into buying something which he does not really desire, then the advertisement becomes evil. All those advertisers whose chief aim is "punch" are striving to gain, by means of shock tactics, an unfair advantage over the consumer; these only and not the sane and often beautiful advertisements of self-respecting firms are to be deprecated.

It is fortunate, indeed, that this article was not published prior to the London Convention, for assuredly no Englishman would have had the temerity to provoke such a gathering after this verbal volley of vituperation! The editor must have had that manuscript in his desk drawer ever since the Nineteenth Century, and only just got around to getting it to the printers!

—8-pt—

According to *Toilette Goods*, a prominent New York department store which made a survey of the toilet goods it stocked found that 1675 kinds of powder—face, talcum, loose, compact and liquid—were on sale, and 1396 kinds of perfume, 752 toilet waters and 204 sachets. Stacks and rows of jars and tubes of creams told of every purpose to which a cream could be put. There were 600 beauty creams, cleans-

ing creams, massage creams, reducing creams, vanishing creams, cold creams, freckle creams, theatrical creams, lemon creams and so on, not counting 100 lotions and about as many special skin foods, each carrying a message of promised beauty.

Hair preparations were almost as numerous as skin remedies. There were 400 bandolines, brilliantines, dyes, restorers, shampoos and tonics. There were almost as many kinds of rouge, exclusive of 113 double compacts of powder and rouge combined. Soaps numbered 452, and bath preparations more than 200. Lipsticks could be had by 251 names, and eyebrow and eyelash applications in 110 styles.

—8-pt—

In England they advertise the artist, and then let the artist advertise the product. At least they do sometimes, as is evidenced by this Comfort Soap newspaper advertisement.



J. A. Shepherd's idea of comfort

And see how you can get it! It's the only soap that's so good for you! It's the only soap that's so good for you! It's the only soap that's so good for you!

2 big cakes for 6¢

COMFORT SOAP
PALM AND OLIVE OIL SOAP

I wonder if it isn't true that an Englishman takes all advertising humorously first and seriously afterward?

—8-pt—

If the Harvard Advertising Awards had a classification for Classified Advertisements I should submit this one from my local paper:

FOR ADOPTION—One very small, very black male kitten, perfect manner. Address Laura Adair, Gift Shop

Picture of an automobile full of terrified people; racing out of a wood; forest fire rolling up in the distance.

Verse:

An auto took them riding
Through a splendid wood;
A luncheon set them eating
Around a fire good.
They left it burning freely
When they went away.
"CITY SIMPS BURN FOREST."
The papers said next day

Thus does the American Forestry Association, in a copyright leaflet, present a complete "sales canvass" in popular form on its program to prevent forest fires. It strikes me that people will remember this sort of a back-hand warning much longer than some solemn admonition, no matter how strongly fortified with statistics.

—8-pt—

Clare A. Graeffe, who runs a gift shop in Brooklyn, sends me proofs of some of the advertisements she has been running in a Brooklyn theater program, and they are about the first gift shop advertisements I have seen that manage to convey the gift shop atmosphere in the printed word. I quote from two of them:

"Eugenie, the last Empress of France, once came to a party with her pockets full of hair silk, which she peddled the guests in a typical fit of playfulness.

"For purposes of general satisfaction effect on the temper and the business of cleaning up, we recommend Dennison's confetti instead!"

There was no gift which pleased Gladstone, the great English Prime Minister, more than an axe. He had over thirty in his cellar. Some of your friends may have equally odd tastes, but the chances are we can fit an unusual favor to the case for your next party.

Of this kind of copy Miss Graeffe writes: "It strikes me as being the best way to get your money's worth out of a little bit of space. The advertisements appear weekly in the program of Keith's Riviera Theater around on St. John's Place. Don't you think it significant that a theater which lost money for two years has been making a real profit since we've been running this kind of copy in their program?"

This delightful backhanded question reminds me of the classic example of effect before cause: A man trundling a wheelbarrow!



**In Rural Districts
and Towns of 10,000 or Less—402,425 Readers**

This small-town circulation offers dazzling possibilities, and represents an immense market for a wide variety of commodities.

These readers are eager to acquire the best, and are sensitive to the sales story represented by your advertising copy.

Sow your advertising seeds in this fertile field, and reap a sales harvest from your well-planted merchandising campaign.

The
AMERICAN
LEGION *Weekly*

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN
Parks, Conn. Representatives
BLANCHARD NICHOLS COLEMAN

22 West Monroe Street
Chicago, Ill.



*we'll
help you
do it*

The Fortnightly "Adopts" a Small City Department Store

[CONTINUED FROM PAGE 16]

proud of "W. & J."—merely that the merchants of Washington look to the "home-folks" for patronage rather than to the several hundred young men who attend Washington and Jefferson College.

Thirty-two miles southwest of Pittsburgh, Washington is connected with that city by two steam railroads—the Baltimore & Ohio and Pennsylvania—and by an interurban line of the Pittsburgh street railway. Fifteen railroad and thirty-seven trolley trains bring the two cities together. From 1500 to 2000 people a day, it is said, go from Washington to Pittsburgh. Two hundred of them are commuters—men and women whose homes are in Washington but who are employed in Pittsburgh. Motor buses make several trips a day from Washington to Monongahela (19 miles), Brownsville (24 miles), Waynesburg (27 miles), Wheeling (32 miles) and Morgantown (57 miles). The statement is made by the Secretary of the Washington Chamber of Commerce that a million people live within an hour's ride by rail, trolley and bus. It is only fair to say, however, that most of them—perhaps three-fourths—live in the Greater Pittsburgh district.

I have purposely gone into considerable detail as to Washington, the city, as well as to the sort of people who constitute its population; for if my study of the city's largest department store is to be of value to the reader, he must have a fairly complete "picture" of the community in which the store is located. If he has such a picture before him, he can say to himself, if he is a manufacturer or wholesaler, "What is true of the Caldwell Store in Washington, Pa., is true of stores in other cities of the size of

Washington"—with such modifications as should be made on account of character of population, wealth, number and type of industries, location, etc.

Of two things I am sure. One is



THE population of the City of Washington, Pa., is almost entirely American-born. Much of its wealth came and still comes from oil, and also from coal. Though a city of pretty homes, the people are not rich. Few of the population have as much as \$5,000 a year. Most of them, perhaps, have less than half that much. In many respects Washington, Pa., differs from most cities of its size, but it can be taken as representative of the average residential city of less than 50,000 population.

that Washington is fairly representative of that considerable number of cities whose populations are anywhere from 20,000 to 50,000. The other is that the Caldwell Store is managed with much greater intelligence than one expects to find in a city of its size. The mere fact that no other department store has succeeded in gaining a foothold there proves that this is true. More than one would-be competitor has tried to "break in." None has done so.

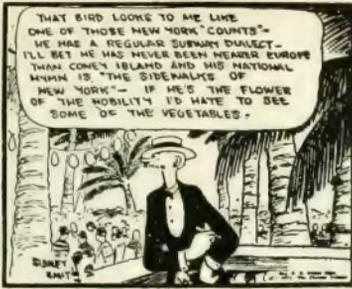
The Caldwell Store was established in 1860, as a one-man enterprise, by A. B. Caldwell, who had been a farmer. Caldwell, I am told,

had had little or no business experience, but, judging by an oil painting of him which I have seen, he was shrewd, clear-headed and hard-working. In 1873—thirteen years after the

business was launched—the foundation of the building which the Caldwell Store occupies was laid; and in 1900 the building was enlarged to its present proportions. Its frontage is about 35 feet and, not counting the "bargain basement," it is three stories high.

The growth of the business in recent years has made it necessary to seek additional space and this has been obtained by renting the two upper floors of an adjoining building and also by making an arrangement with Frank H. Berthel, a next-door neighbor, whereby the latter's shoe business is operated as if it were—which, for all I know, it may be—a department of the Caldwell Store. The total floor space of the Caldwell Store is about 28,000 square feet. The location is the best in Washington—as near the heart of things as the corner of Broadway and Forty-second Street is in New York. The store is well lighted, has unusually high ceilings, an elegant floor plan, and the stock on the various floors is arranged in a way which, it seems to me, could hardly be improved upon.

The "Berthel Store" is a men's furnishing store—haberdashery, shoes and clothes. The first floor of the Caldwell Store carries, nearest the main entrance, a varied stock of toilet goods. Just back of this is the piece goods department and, back of that, the ladies' shoe department. On the second floor of the main building is the women's wear department. It occupies about half the space available. The third floor is devoted largely to house-furnish-



Andy at Palm Beach

TELL IT TO SWEENEY! —serious thinker

A CERTAIN merchant of this town broke out into print a while ago with some unusual advertising. He called attention to the fact that like every tradesman, he liked to show his best and highest priced stock in his windows—but had lower priced goods inside he liked to sell as well. The baker, he said, fills his window with cake, but makes his living by selling bread. This business, he reminded, has been built on small sales, and small customers were still welcome. And to give point to such utterances, he closed them with exclamatory captions about suits and overcoats at \$35.

One of our men, who has nursed a few men's wear accounts to new business health in the columns of THE NEWS, read these unusual advertisements. Here, he thought, is a man who is cultivating the Sweeneys—whose advertising would make more customers in THE NEWS.

THE MERCHANT gave him an audience and his story reception, courteous, cool, and non-committal. At last he leaved through an issue of THE NEWS, stopped opposite the editorial page, and frowned. That, he said, is what I don't like about

your paper. I want my advertising to reach serious thinkers, and not the type of people who read that stuff.

"That stuff" was the Gump strip. Andy Gump, it is unnecessary to tell anybody in the advertising business, is the caricatural character, synthetic of all human weaknesses and wise cracks, who dominates the best known comic strip in the world.



Andy is circulated in about six million copies of more than two hundred daily newspapers. It is known among publishers as a sure fire feature. It brings the highest prices ever paid for such a feature, and earns its creator, Sidney Smith, a guaranteed minimum (by contract) of a hundred thousand dollars a year. It has never had a failure—never failed to gain and hold circulation, to make interest and friends. Every publisher who buys it knows that on any blue news Monday, when the world and his copy desk are as devoid of excitement and cheer as an empty slab in the city morgue—that Andrew Gump, Esq. will give the reader his money's worth, will furnish a reason for conning static pages of routine news and advertisements.

For any advertiser to disregard this feature is folly; and to disregard

the people who read it is (harsh word) snobbery.

ANCIENT GREECE was perhaps the best known hangout for assorted all around serious thinkers. The Greeks hung up new records for philosophy, politics, painting, feasting and fighting; for jurisprudence, ethics, running, democracy, doubting, drama, music, sculpture, speech-making, scoffing, civic conduct and bathing. They advanced every known form of art but one—dress.

Sartorially, they were a total loss.

Socrates, one of their most eminent serious thinkers, spent his whole life in the moral equivalent of a sheet. Diogenes lived in a barrel, but didn't even wear one. All of Greece didn't mean as much to the clothing industry as the Ku Klux Klan. And today, what serious thinker that you know will give a whoop about thirty-five-dollar suits and overcoats—if he isn't too discouraged to think of clothes at all?

THE ONLY "serious thinkers" who count for anything to any advertiser are those who take your advertising seriously—who take a serious interest in your business, your merchandise, your promises—who think seriously of their own comfort and conveniences and savings and general advancement.



Tell It to Sweeney—serious thinker—the average man and the average family of New York. Tell It to Sweeney who is not too preoccupied or too blasé or too prosperous not to want and be interested in most everything, including what you have to offer. And Tell It to Sweeney in THE NEWS. The largest daily circulation in America now exceeds 800,000; reaches a majority of every type of consumer in every part of New York City; has highest attention value because of its small page; and costs far less than any other medium. Get the facts.

This is Number Twenty-two of the Sweeney Series. If you haven't read the others, write for them.

March Averages
Daily—859,679
(The largest daily circulation in America)
Sunday—1,099,106

THE  NEWS
New York's Picture Newspaper
TRIBUNE TOWER, Chicago 25 Park Place, NEW YORK

Never a Glance at the Heating Plant for Weeks at a Stretch!

BRYANT HEATING
for Hot Water Steam or Vapor

Prepared by The Powers-House Co.

RESPECT for the dollar—a homely and unspectacular virtue—is self-evident in every Powers-House recommendation.

The
Powers & House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers President Frank E. House, Jr. V. Pres. & Gen. Mgr. Gordon Rieley Secretary

ings—rugs, curtains, carpet sweepers, vacuum cleaners, washing machines, etc.

The floors of the building adjoining are utilized for furniture. In the basement is, in addition to a stock of hardware and kitchen utensils, a varied stock—cheaper in price and, as a rule, not so high in quality—of pretty much the same articles as are on sale in other parts of the store. Here, prices go "up to" such and such a figure. On the upper floors prices begin "at" a little higher figure.

In the basement, price rather than style is the factor. The things offered there are, I imagine, as well made as those on the first, second and third floors, but they are not as "up to the minute" in the matter of fashion. Nevertheless, here, as in every other department, the intent is to give the customer full value for her money. No "seconds" are handled. The woman who buys a dress in the bargain basement, paying, say, \$10.95 for it, gets just as good value—for the price she pays—as she would if she bought one on the second floor and paid twice as much. But—it will not be "so stylish." Same way with shoes and children's clothing and hosiery and piece-goods—customers get what they pay for.

There are, altogether, thirty-six departments in the Caldwell Store. Gross sales are about a million dollars a year—less rather than more. Turnover averages two and a half times a year. The cost of doing business is a fraction over 24 per cent—from 6 to 10 per cent less than in the larger cities. Sixty per cent of the business is done on credit. The loss through non-payment of bills is negligible.

The Caldwell Store has no grocery department and no present intention of having one—"Washington already has as many grocery stores as are needed." The Caldwell Store does not sell pianos—"there's a mighty good music store in town. Another one is not needed." The Caldwell Store does not sell radios—"selling goods on the installment plan is being carried to extremes. Besides, there's no telling what it costs to 'give service' to radio buyers." The Caldwell Store does not sell tires or automobile accessories—"why should we? There are any number of garages in town. They are better equipped than we are to sell tires and spark-plugs." The Caldwell Store has no book department. Later on, it may.

The Caldwell Store is open from 8 a. m. to 5 p. m. It has about a hundred men and women in its em-

ploy. Many of the women—and some of the men—are no longer young. They have spent the greater part of their lives on the first or second or third floor of the Caldwell building. They regard the store as a second home. Every woman in Washington knows them—knows where they live, how many children they have and what their husbands—if they have husbands—do. In the Caldwell Store, “buying” is not, as in a great store in Pittsburgh, Chicago or New York, a clash between saleswoman and customer. It is a social affair—leisurely, good-natured, intimate.

In a little office on the third floor of the Caldwell Store sits—when he is not on the first, second or third floor or in the basement—the man who “runs” the store. His name is Ernest C. Hastings. He is what is called a “practical department store man.” But he is more than that. He is a *thinker!* He is very well worth knowing, for he has ideas about buying and selling and managing which are not ready-made.

[This is the first of three articles on merchandising into and out of a small city department store. The second installment will appear in the next issue.—EDITOR.]

Phillip P. Barron

Formerly publicity manager of the Buffalo office of the Westinghouse Electrical Manufacturing Company, has been appointed advertising manager of J. & T. Cousins Company, Brooklyn, makers of shoes.

Groesbeck-Hearn, Inc.

New York, is new name of Groesbeck, Hearn & Hindle, Inc. The firm will move into new quarters in the Central Terminal Building, 43d Street and Lexington Avenue, April 15. The personnel will remain the same. The company will direct advertising for the following: Dayton Fan & Motor Company, manufacturers of radios; Emigrant Industrial Savings Bank, New York; Durand & Company, manufacturing jewelers, Newark, N. J.; Colle & Van Doorn, Ltd., New York and Montreal, distributors of radio tubes; Lee, Finish Corporation, New York, manufacturers of automobile body finish; Verdure Company, Inc., manufacturers and distributors of odorless fertilizer; and La-May, Inc., New York, manufacturers and distributors of La-May face powder.

Dorrance, Sullivan & Company

New York, has been appointed to direct the advertising campaign of the George W. Childs Cigar, by the American Cigar Company of the same city.

“Chain Store Age”

A monthly business paper for chain store executives, has been established by the Chain Store Publishing Corporation, New York, a company affiliated with the Knit Goods Publishing Corporation.

[N.B.

This advertisement is one of a series appearing in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of this suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.



Mrs. Norwood... her home is her castle

Some might call her “mid-Victorian”; others “ultra-modern.” As a matter of fact she is neither, but a charming combination of both—a woman who has kept the best of the age that’s gone; who has added the best of the age that’s here!

Musical and literary clubs, Red Cross and Community Chest drives know her well. But while Mrs. Norwood lends herself unselfishly to these activities, her heart remains in her home. Mr. Norwood says she is a “wonderful little manager”—and she proves it every day in her buying.

It is as a help in this latter duty that the Daily Enquirer enters Mrs. Norwood’s life. In the hour after the children leave for school she plans her shopping and reads her paper. A few hours later, with shopping information fresh in her mind, she does her day’s buying.

How many Mrs. Norwoods are there? For example, in the district shown in the map are 869 homes. Here 619 Enquirers are delivered every morning.

Combined with such coverage is real purchasing power. Out of Norwood’s 5,500 families, 3,210 pay income taxes—a market as fertile as any advertiser could wish. Cultivate it with the home paper of this market—The Daily Enquirer.



8 A.M.



J. A. KLEIN
New York
Chicago

H. J. RIDWELL CO.
San Francisco
Los Angeles

The CINCINNATI ENQUIRER

“Goes to the home, stays in the home”

The greatest advertising agency association in the world

now recognizes that circulation **QUANTITY** is only part of what you buy and pay for.

Circulation **QUALITY** is receiving greater respect and consideration today than at any time in the history of advertising.

There is no duplication in

Extension Magazine

even though you buy ten million mass circulation, because it is an entertaining, religious magazine, read by 320,000 families, and your message will be read in an earnest and respectful mood.

ELLWOOD TANSEY

Advertising Manager

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

Early Munsingwear Advertising

[CONTINUED FROM PAGE 36]

lined an advertisement offering the doll's vest for six cents in stamps to all mothers who would write for it and tell us the number of children for whom she purchased underwear.

Mr. Couper immediately saw how much more valuable these inquiries would be if the number of children was mentioned because the dealers he called on usually knew the women whose letters of inquiry he had. If these women mentioned in their letters such details as the number of children, dealers could not be otherwise than deeply impressed with the fact that here was something unusual in the character of the Munsing advertising in the national magazines.

These advertisements certainly pulled inquiries of the most desirable kind. One day Mr. Morris showed me a letter written on beautiful stationery by a woman of evident culture and refinement who conscientiously explained that, in addition to buying underwear for her two little daughters, she performed the same service for her brother's two small sons, as their mother had died two years previous.

THEN Mr. Morris took this creative idea of Mr. Stowell's, which was the realization of what both Mr. Couper and I were blindly trying to discover, and made it one of the most prolific means of increasing underwear business for each one of the Munsing dealers.

He sold the dealers a sales plan in which the doll's vest was an integral point. We prepared newspaper announcements and store advertising material announcing that at a definite hour on a certain day every little girl who brought her doll with her mama or some other grown person would get one of these doll's vests free at the underwear counter.

In a number of cities the police were called out to take care of the people who blocked the sidewalks.

During my connection with the Munsingwear Corporation account its advertising development was hampered only by manufacturing facilities. At all times we felt we could sell more underwear by the splendidly worked-out system of cooperation between personal salesmanship and advertising if we could only produce the merchandise. Every year we increased the advertising appropriation but only after we knew we would have an increased output to sell.

Mr. Morris and I developed a plan of selling by mail \$50 assortments to dealers in towns that seemed too small to justify the call of a personal salesman. We were never able to fully develop it. We never had enough underwear to supply the demand.

One dealer in Red Oak, Iowa, started

with one of these \$50 assortments and reordered so frequently that a salesman was sent to see him. Within three years this dealer was selling more Munsingwear per capita in his territory than any other dealer anywhere.

One incident that I recall in connection with the Munsingwear advertising seems to me worthy of emphasis. Mr. Couper, Mr. Stowell and Mr. Morris made the most careful budgets for all expenditures. Future sales were carefully calculated and the amount necessary to produce the business was fixed and there was no overspending of an advertising appropriation.

Thomas Balmer, Western Manager of the Curtis Publishing Company, several times brought me to task for not fighting for larger Munsingwear appropriations. I finally asked Mr. Morris to arrange for an appointment for Mr. Balmer to express his views to all the Munsingwear executives. We had a dinner at the West Hotel, Minneapolis. Mr. Balmer carefully outlined his plans, and when he was asked to say how much they would cost for a year's campaign he named a figure which happened to be just \$5,000 more than the total Munsingwear business for the previous year.

Mr. Balmer's zeal was so sincere, the vitality of his sales ideas was so intense, his optimism and his courage were so uplifting that all of us felt keenly helped and none of us were capable of hurting his feelings by telling him how inadequately he had appraised the capacity of the Munsingwear business at that time to carry such a load.

Harry E. Andersen

For several years manager of national advertising for the Lincoln Star, has joined the advertising department of *The Nebraska Farmer*.

Mau-Ian Pieterson-Dunlap-Younggreen, Inc.

Milwaukee agency, will act as advertising counsel for the Western Metal Specialty Company of the same city.

William H. Rankin Company

Announces the removal of its New York office to the Canadian Pacific Building. The Chicago office moves April 15 to the Tribune Building.

Port & Terminal Publishing Company, Inc.

Whitestone, N. Y., has acquired the *Flushing Home News*, a weekly community newspaper of Flushing, L. I.

The Youth's Companion

Announces that the Atlantic Monthly Company has acquired an interest in its business and will become actively associated in its management. The policy will not be altered. Charles E. Kelsey remains as president of Perry, Mason & Company and William McGregor Jenkins as treasurer.

NEEDLECRAFT MAGAZINE

will do a jam-up selling job for you in small towns.

It is strongest in this great market where all other high-grade magazines are *weakest*.

1,000,000 net paid each issue.

Robert B. Johnston
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston



Member A. B. C.



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

THE BUYERS MASTER KEY
TO ALL AMERICAN SOURCES OF SUPPLY

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

\$15.00

Thomas Publishing Company, 461 Eighth Ave., New York

Quality Circulation

[CONTINUED FROM PAGE 18]

As far back as I can remember there have been newspapers in New York whose strongest claim for advertising consideration was the high quality of their circulations. Some of these have passed out of existence either definitely, or by way of consolidation, but there are still two distinct arguments put forward by the newspapers of the city: (1) quantity of circulation, (2) quality of circulation.

THE *Daily News* has thrown overboard all claims for what is usually called quality circulation and in its series of "Tell it to Sweeney" advertisements has boldly taken the ground that the best field for advertising is among the wage-earners and the moderately well-to-do.

The *New York Sunday American*, on the other hand, with 1,200,000 total circulation of which about 800,000 is in Greater New York, is inclined to claim both quantity and quality—that is, more quantity than any other paper and, as a part of that quantity, a number of financially qualified readers as great as that reached by any other paper.

In one paragraph in a recent advertisement the *New York World* says: "By using the all-day service of The World Group, these farsighted merchants buy 650,000 circulation covering the most alert and responsive homes in Greater New York. In the *World* they buy the only outstanding 3 cent quality circulation of the morning field." (The italics are the *World's*, not mine.) I am not sure whether this means quality circulation irrespective of price, or that the selling price of 3 cents per copy is proof that the *World* has a higher quality of circulation than the *Times*, the *American* and the *Herald Tribune*, which sell for only 2 cents a copy. At any rate, the figure of 650,000 is somewhat confusing because not half that many copies of the morning *World* are printed.

If the 50 per cent greater price of the morning *World* proves quality circulation, what becomes of this distinction on Sunday when the *World*, *Herald Tribune* and *Times* sell for 5 cents and the *American* for 10 cents? Are the readers of the *World* on Sunday less desirable prospects for the advertiser than they are on weekdays? And is the *Sunday American* circulation twice as good quality as the *Sunday World* circulation?

For the sake of simplifying the question and not with the idea of disregarding the claims of any of the other newspapers, I have concentrated my attention on the Sunday editions of the *American* and the *Times* as representing two distinct types—the *American* with about 800,000 circulation in Greater New York, and the

Times about 275,000. (Circulation outside Greater New York, *American* 400,000; *Times*, 325,000.)

In a recent letter the *Times* says: "This market . . . is one possessing a buying power not exceeded by any market represented by the readers of any other newspaper in the world. It is composed of people above the average in intelligence, accustomed not only to comforts but to most luxuries, and having the means to gratify nearly every material desire. . . . Whatever difference (in rates) there may be is more than equalized by the quality of the circulation of the *Times*. However, the readers of the *New York Times* are not exclusively purchasers of high priced merchandise. A large percentage of the families in which the *Times* is read are people of education and culture but of small incomes, to whom merchandise at moderate or low prices is most attractive."

Here again the question of just what constitutes quality circulation seems a little bit difficult to answer. Is it among readers (1) "having the means to gratify nearly every material desire," or among (2) "people of education and culture but of small incomes"? If the publishers owning quality circulations are not quite certain whether quality means culture or buying power, how are we going to know what they mean when they use the phrase, and how are we going to determine the worth of quality circulation, if indeed there is such a thing from the advertiser's standpoint?

THE *New York American*, in support of its contention that it has as much quality circulation as any other newspaper, with a tremendous additional quantity, perhaps not quite 100 per cent quality, has recently issued three very beautiful brochures containing the pictures of nineteen apartment houses of the highest class in the Riverside Drive district, thirteen on or near Fifth Avenue, and nineteen in the Park Avenue section. For each building there is given the rental range, the number of families and the circulation of the *Sunday American*, which it seems, is bought regularly by more than 50 per cent of these families. The rentals are as high as \$28,000 per year and there are very few lower than \$3,000 a year.

All of this is presented presumably to prove financial quality, but in one of the brochures, followed by a list of special writers for the *American*, is the following: "Good buildings attract good tenants. Good shops attract good patrons. The best writers attract the best readers." Thus is the claim put forward for intellectual quality. The truly highbrow may sniff at the names of George Ade, Ring Lardner and H.

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

You will find every one of the thirty-two sections of this book filled with definite, usable material which can be applied to your own needs. You will get from the book hundreds of profitable possibilities—new suggestions—new avenues of approach—the best ways of getting the most out of multi-steps work.

Selling By Mail

By V. E. PRATT

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

428 pages, 5 x 8, illustrated, \$4.00 net, postpaid

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

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

Mail Marketing Complete

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

Another section gives the soundest kind of information on specific application of mail-order principles—specialized practice to meet the requirements of specialized ventures.

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

Send only this coupon!

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

Send me for 10 days' free examination Pratt's *Selling by Mail*, \$4.00 net, postpaid. I agree to permit for the book or to return it, postpaid, within 10 days of receipt.

Name

Address

Posttown

Company

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

A. P. 4-425



An illustration made for the Greeting Card Association, through their Agents, the George Batten Company.

What an extraordinary difference there is between an illustration and the average commercial photograph!

Back of every subject is an indefinitely subtle idea that, once captured, will last long after the copy and the medium have been forgotten. The ability to bring these ideas to life is the distinguishing mark of "a Hiller illustration."

LEJAREN à HILLER STUDIOS, Inc.

**461 Eighth Avenue
New York City**

Chickering 6373

Telling It to the Boy Scouts



Every Eye Is On Boys' Life!

No keener reader interest can be found, for **Boys' Life** compels the attention of every boy who sees it.

It appeals to the boy mind. Each issue carries only the most vital and interesting stories of adventure and achievement—the type that boys want and that causes them to read **Boys' Life** from cover to cover.

The powerful reader interest is backed by a tremendous purchasing power. And, as every Scout is influenced by what he sees in **Boys' Life**, when he buys tooth paste, radio sets, or clothes, he knows what he wants—for he has seen it advertised in his own magazine.

We can show you a splendid sales opportunity among the 542,355 Boy Scouts.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

C. Witwer, but we must all admit some intellectuality in the writings of Arthur Brisbane, Booth Tarkington and David Lloyd George.

Apparently the editorial theory on which the *American* is built is that enough well known, and more or less high-minded, writers should be employed to please those who take their newspapers seriously, and at the same time to provide the Katzenjammer Kids and Happy Hooligan for those who like that sort of thing—to say nothing about the records of the extremely décolleté adventures of the Persian Shah in Paris and the amazing experiences of Mrs. Jean Nash in the process of annexing and losing husbands, and the acquisition of jewels, gowns and notoriety. This produces a confusing sort of journalistic *pot-pourri*, but it has the advantage of providing something for everybody. The expectation, which is seemingly justified, is that it will "catch them coming and going."

All of this brings me back to where we started. Just what do we mean when we talk about quality circulation? If there really is any such thing—What is it? How do we find it? And what is it worth if we do find it?

Perhaps the new Department of Organized Research recently formed by the American Association of Advertising Agencies, under the able direction of Dr. Daniel Starch, will within a reasonable time supply the answers to all of these questions in a satisfactory and definitive manner. Meanwhile, I am inclined to believe that generally speaking, quality in circulation may be pretty well described in a paraphrase of the late Senator John J. Ingalls's remark: "Purity in politics is a damn barren idealty."

I am led to this opinion by the belief that no advertising is done for any other purpose than that of selling merchandise or services. The method may be direct or subtle, quick or long drawn out, but the ultimate and inevitable object of all advertising is to sell something. With the exception, therefore, of the very limited number of things, the appreciation of and desire for which must be pre-induced by highly intellectual and cultural development, buying power combined with an ability to read the English language is all that the advertiser need consider in deciding upon the vehicle for the distribution of his business message.

DON'T GIVE UP When Words Fail You—



Get out your Cram Cut proof-sheets. There you will find loads of good ideas that will help you give an eye for eye on your booklets, house organs, and sales letters.

Cram Cut sheets are One Dollar each, cheaper in quantities.

Get a set of our latest proof-sheets now from Dept. B 103.

The CRAM STUDIOS
Muskegon, Michigan

EARL B SHIELDS Advertising

To supplement their space programs, we edit dealer House Organs for two of our clients—not of the "scissors and paste" variety, but helpful, timely, humanly interesting little magazines that enlist the co-operation of the dealer and make him a better merchant. They have produced rather remarkable results. If you are interested we should be glad to send you sample copies.

1023 HARRIS TRUST BLDG.
CHICAGO

Norman F. D'Evelyn

San Francisco, will act as advertising counsel for Bond & Goodwin & Tucker, Inc., investment banking house of the same city, with branch offices in Los Angeles, Seattle, Portland and Oakland.

George J. Kirkgasser & Company

Chicago, will direct advertising for the Davenport Locomotive Works of Davenport, Iowa.



Advertising Where the Crowds Are

ONE important function of Outdoor Advertising is its power to dominate points of intense circulation. Whether it be Atlantic City, New York, Chicago, or any other metropolitan center, we can show you how very effectively your advertising can be made to capture crowd attention, at a cost amazingly low per capita.

General Outdoor Advertising Co.

Outdoor Advertising Everywhere

550 WEST 57th STREET, NEW YORK

Atlanta, Baltimore, Chicago, Cincinnati, Cleveland, Denver, Detroit, Milwaukee, Minneapolis, Pittsburgh, Philadelphia, San Francisco, St. Louis, London, England and thirty-eight other cities.



Photo by J. Horace McFarland Co., Harrisburg, Pa.

PHOTO-ENGRAVING

Makes American Gardens Bloom Anew

Being a comment by James Wallen on
the rapid distribution of improved
flowers, fruits and vegetables.

"THE GOLDEN ROSE OF CHINA", once the guarded secret pride of a mandarin's garden, is now the glory of thousands of American lawns.

This lovely shrub, with its blossoms like rosettes of yellow satin, was introduced to rose fanciers and the public in photo-engravings. Old China's saffron rose is only one of a myriad of horticultural wonders which are given instantaneous distribution thru the use of pictures.

Thus the acreage of beauty and happiness is yearly enlarged. The

nurserymen of America utilize photo-engravings in catalogs and in periodicals, not merely as an aid but as the actual means of selling.

"Your Story in Picture Leaves Nothing Untold" is amply proved by the strides of the nursery business.

The American Photo-Engravers Association has embodied in its booklet, "The Relighted Lamp of Paul Revere," some facts that every business man will profit by knowing. Copies are to be had from your photo-engraver or from the general offices.



Look for this Emblem

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES: 863 MONADNOCK BLOCK—CHICAGO

Sounder Ways of Getting Distribution

[CONTINUED FROM PAGE 23]

Then he will turn over to the jobber or dealer the actual customers that he has *already* created in that trading territory—customers whose demands are being filled direct by the manufacturer, but who, obviously would prefer the convenience of a neighborhood counter.

It is not difficult to understand the response that such a solicitation would elicit. Many manufacturers now using the plan and soliciting their dealers by *mail* only, claim above 70 per cent returns. This without a single salesman!

Probably the most outstanding success in this new, modern merchandising method, is the Madame X Reducing Girdle. Starting from scratch, Madame X sold girdles direct from the advertising at a profit from the start. Following up dealers, first with correspondence and later with salesmen, representative national distribution was attained in six months.

Of course, such phenomenal speed was due to the enormous amounts spent in the advertising. But the money meant *speed*, not success. Every advertisement had to make a profit on itself. As distribution was attained, the prospect was, of course, steered to the corset counter rather than the coupon—but the "mail order," complete selling appeal type of copy has remained the same.

Madame X—and practically any other product as well—could have achieved its success on one-tenth, yes, one hundredth of its initial appropriation, the final result being only a longer campaign.

To the average manufacturer with a magnificent product and an insignificant pocketbook, this plan offers golden hope. If his product is right, he can be reasonably certain of advertising it in a mail order way with immediate profits to himself. The dealer, only too glad to encourage a merchandising movement that creates a demand before he is asked to stock, will be a most friendly observer in the beginning and a most eager customer when the case is proved. The number of large corporations now perfecting individual plans of using this sane method may be able to furnish some statistics in the near future as astonishing as those being compiled at this very moment. There is no question but that the merchandising methods of tomorrow are here today. What vast possibilities they offer for the development of advertising and the nation's business only time can tell.

Barnes & Fehling Company

Philadelphia, have moved their offices to 1600 Walnut Street.

Uncle Sam Needed and Took Him

Some time ago, we were running a department in the American Wool and Cotton Reporter, entitled Bleachery Management. This department was in charge of the best bleachery engineer in the United States. This was the man whom the government took away from us during the war to construct two huge nitrate plants for the United States army and whom the government later sent to Europe as the head of a commission to appraise the damage done by the German army to the textile establishments of France and Belgium.

This department "Bleachery Management" was made up of articles on dyeing, bleaching and finishing, which John Bancroft, the president of Joseph Bancroft & Sons of Wilmington, Delaware, one of the largest and best bleaching, dyeing and finishing plants in the country, said was the best thing ever printed in any American paper.

About this same time, the president of one of the largest dyeing, bleaching and finishing plants in the country wrote us and asked us if it would be possible for him to double up the production of his plant without increasing his equipment, so we sent this same bleachery engineer of ours to that plant to double it up without increasing the equipment—and he did it.

The American Wool and Cotton Reporter is noted in the industry for editorial vigor and strength and for process matter that is helpful to every branch of the industry. Practically every bit of advertising is alongside of reading matter, every bit of it gets attention, every bit of it helps the advertiser—and with the advertising goes the Bennett Service to supplement the advertising.

Standard 7x10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

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

530 Atlantic Ave.
Boston

518 Johnston Bldg.
Charlotte, N. C.

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.

GET THE 1925 RED BOOK



More than 6,000 names of wholesale grocers, semi-jobbers, and chain store operators in U. S. Financial size, branches, etc., designated.

\$2.50 each, postpaid

Special prices on quantities.

THACKER GROCER DIRECTORY
Dept. AS, 33 W. Gay St., Columbus, Ohio

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

Some Fundamentals in Sales Management

[CONTINUED FROM PAGE 21]

strates that he is the equal of the men in the next higher salary rating, he is moved up. He does not have to say a word about it; if he demonstrates that he is the equal of the men in a still higher class, he is again moved up. I won't argue with a man.

Sometimes when I am discussing his remuneration a salesman will say: "Well, John Brown gets \$300 per month." I say: "Yes." (I have a little black book in which I keep all that data and I would not hesitate to show a salesman the salaries of the other men.) Then I tell him that we will be tickled to death if he will make us pay him \$300. I point out to him where the other fellow has him beaten. Salaries are not based solely on the amount of business done. Everything is taken into consideration—everything that is involved in salesmanship and the proper handling of the trade. When one man does as well as another, he gets the same money, regardless of how long he has been with us.

believe in your salesman, you are willing to tell him inside stuff, and he will show his appreciation by honoring your confidence. The thing we should keep in mind all the time is that salesmen are human.

When your salesman come in to tell you something—listen to them. It is a good thing to get a salesman's slant on things. I remember when I first went with the Paraffine Companies I used to go out on big deals. When I returned, the general manager would say: "How did you get along?" I would say: "Fine," and then I would tell him all about it. I would start in at the beginning—how the buyer gave me the frozen face, how he pretended not to be interested, then how he would begin to warm up, filling in all the details. But when I was about half through he would say: "Did you get the order?" Then I would say down inside—I didn't dare say it outside—"You go to thunder! If I can't tell this in my own way, I won't tell it at all."

When the salesman wants to tell you something, you listen to him, because if he can't tell it in his own way he won't tell it at all. Any man who has had any experience in selling knows this is true. If a salesman is worth having on your payroll, it is worth while to give him the time to tell his own story in his own way.

YOU may ask: "If you are so intimate with your men, if you talk to them in this way and take them so much into your confidence" (because frankly I tell them everything—there isn't anything that I know about the business that I don't tell a salesman), "how do you control them?" There was one of our new men in the other day. He was formerly connected with a big lumber concern in one of the inter-mountain states. After sitting in my office and talking with me a couple of hours, he said: "This is amazing. We wouldn't dare go into our office and attempt to talk to the sales manager as I am talking to you now. We had almost to salute upon entering, and no man would go in unless he had to. Why, the idea of just coming in here and sitting down and talking to you—this is a revelation to me!" Well, why shouldn't he? We are partners, aren't we? And I'd like to point out to you, if you don't already know it, that your success as a sales manager depends on the success of each individual man who works with you. If your man is not a success, you are a failure. You can't hold your job if all of your men are failures. The poorest, weakest salesman we have is just as important to me as the biggest, best salesman we have, and he gets just as much attention—in fact he gets a little more, because he needs it.

If anything comes up that the salesman wants to know, I tell him. It is these little confidences that develop loyalty and tie men up to you. You

THE next thing that I think fundamental in sales management is the matter of having a definite price policy. A man came in seeking a position recently and I said to him: "Why do you want to leave the people you are now with?"—one of the largest jobbing houses on the Pacific Coast. "Well," he said, "I'll tell you; I am going to be honest. I have a cost book, and I make my own prices. I am expected to get a certain minimum price, but I get any price I can above that. And," he added, "I was taught to tell the truth, and I can't do business on a cost book without lying."

I say nobody else can, either. Any institution that has a price system so flexible that a salesman can make any price he pleases, within certain limits, is bound to make liars of its salesmen. The salesman calls on John Brown, a good friend, and quotes him on some article. "Bill, is this your best price?" Brown asks. And Bill answers: "Sure, John," though he knows it isn't. He could not give everybody the best price; he would lose his job. Therefore, he is forced to stick his friends. In other words, he must make from a good, honest, faithful customer what

PHOTOSTATS for economic and effective VISUALIZATION

of

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

Try Us

We will be glad to have you try our photostat service. Our messenger will call for your order, and within three hours will return to your office with finished reproductions.

We give the same service to out-of-town customers. Three hours after the order is received it is on its way to you.

Call John 3697.

COMMERCE PHOTO-PRINT CORPORATION

50 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction

You can't reap a big field with a lawn mower!



*You Can't Reach
the South Through
Magazines Alone*

In The South, It's Newspapers

You can't reach the South through magazines alone. Here are the facts:

Eight great Southern states . . . population 17,000,000.

How many copies of any great national magazines are sold therein?

At the outside 188,000, or to a little over one per cent. of the population.

The newspaper has a most important place in the daily life of the Southerner. He reads it carefully, critically. It's an old friend whose word he believes. Its columns are as familiar to him as the face of an old acquaintance. That's one reason why advertising campaigns in Southern newspapers are so wonderfully fruitful of results.

Stupendous Possibilities

Give but a glance at recent figures of Southern industrial progress, and we'll warrant you'll read on with growing astonishment. It sounds like a modernized story of Aladdin, and you almost expect to see the phrase: "Here be riches uncountable." But read on, for Aladdin's historian lacked imagination, and the treasures he described were baubles and trinkets compared with facts of the wealth of the South today.

As Dr. A. D. Little, of Boston, puts it: "No one with the capacity to understand their true significance can review the colossal figures which set forth the natural resources of the

South without first being stunned and overwhelmed, and soon thereafter being filled with a vision of their stupendous possibilities."

Here is a pageant of progress indeed. Big things done, bigger things now doing, and the biggest things yet to be accomplished. Here is a market for your goods—an almost limitless market. Buyers with money in their hands—ready and willing to buy.

Get the Whole Story

You'll want to know more about the vast possibilities of the South as a market, about the complete and economical coverage offered by its newspapers and about the merchandising help the newspapers stand ready to offer. Write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the papers listed below.

YOU CAN REAP THE HARVEST WITH THESE NEWSPAPERS

- ALABAMA**
 Star, Anniston
 News, Birmingham
 Age-Herald, Birmingham
 Times, Huntsville
 Item, Mobile
 Register, Mobile
 Advertiser, Montgomery
 Journal, Montgomery
 News, Opelika
- FLORIDA**
 Press, Fort Myers
 News, DeLand
 News, Miami
 Herald, Sanford
 Star-Telegram, Lakeland
 Independent, St. Petersburg
 Times, St. Petersburg

- Record, St. Augustine
 News, Palm Beach
 Sun, Gainesville
 Tribune, Tampa
 Times, Tampa
 Sentinel, Orlando
 Reporter-Star, Orlando
 Herald, Miami
 Times-Union, Jacksonville
 Journal, Jacksonville
 Post, West Palm Beach
- GEORGIA**
 Times-Enterprise, Thomasville
 Ledger, Columbus
 Herald, Augusta
 Journal, Atlanta
 News, Savannah
 Observer, Moultrie
 Herald, Albany

- LOUISIANA**
 Advertiser, Lafayette
 Item, New Orleans
 Times-Picayune, New Orleans
 Daily States, New Orleans
 News-Star, Monroe

- Times, Shreveport
 State-Times, Baton Rouge
- MISSISSIPPI**
 Herald, Gulfport
 Commonwealth, Greenwood
- NORTH CAROLINA**
 Tribune, Concord
 Observer, Charlotte
 Advance, Elizabeth City
 News, Charlotte
 Post, Salisbury
 Free Press, Kinston
 Dispatch, Henderson
 Record, Hickory
 Observer, Fayetteville
 Citizen, Asheville
 Gazette, Gastonia
 News, Greensboro
 Sentinel, Winston-Salem
 Times, Raleigh
 Telegram, Rocky Mount
 News & Observer, Raleigh
- SOUTH CAROLINA**
 Record, Columbia
 Herald, Rock Hill
 Sun-Citizen, Spartanburg

- State, Columbia
 News & Courier, Charleston
 Item, Sumter
- TENNESSEE**
 News, Chattanooga
 Sentinel, Knoxville
 Journal, Knoxville
 Banner, Nashville
 Democrat-Sun, Greenville
 Press, Memphis
 Commercial-Appeal, Memphis
 Post-Chronic, Clarksville
 Herald, Columbia
- VIRGINIA**
 Ladder, Staunton
 News, Lynchburg
 Times-World, Roanoke
 Review, Clinton Forge
 News-Lender, Richmond
 Star, Winchester
 Daily Star, Fredericksburg
 News, Danville
 Bee, Danville
- VIRGINIA-TENNESSEE**
 Herald Courier, Bristol
 News, Bristol



"Sell it South Through Newspapers"



Your story in PICTURE leaves NOTHING UNTOLD

WHAT do we know about the customs and habits of ancient times? Largely, what *their* pictures tell us.

What will your prospective customers know of the attractiveness of your product? Again, largely what *your* pictures tell them.

Words are fugitive things, capable of misinterpretation, varying in their meaning according to the individual. But your story in picture *can* leave nothing untold.

GATCHEL & MANNING, INC.

C. A. STINSON, Pres.

Photo-Engravers
PHILADELPHIA



Typifying Power Plant Progress

WHEN the first section of this central station was built 7 years ago, it was considered to be in the nature of an experiment.

Recently, when the second section was placed in operation, the high furnace temperature, steam pressure and superheat, and generator voltages of the first section had become general practice.

In this period millions of dollars had been expended to bring thousands of other plants up to higher standards, in addition to that expended to meet increasing demands.

Power plant standards are advancing and expansion in demand is increasing faster today than ever before.

Advertising in Power Plant Engineering reaches 23,232 men who are making and remaking the power plants of the country.

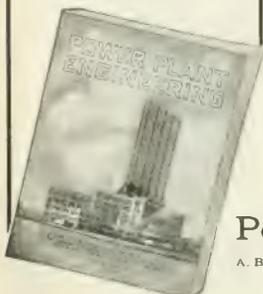
Power Plant Engineering

A. B. P. 537 So. Dearborn St., Chicago, Ill. A. B. C.

The Mar. 1, 1918, issue of *Power Plant Engineering*, described the features of the first section shown above, and the second section was described in the Feb. 15, 1925, issue.

Comparing these two numbers, issued nearly seven years apart, shows *Power Plant Engineering* gained 56 advertisers or 34%, 35 pages of advertising, or 47%, and printed 50 more pages in all, or an increase of 43%.

Only editorial leadership and constant increase in service to the field made possible this record of progress.



he loses on the "tricky trader"—that is not good business and is not fair to your men nor to your customers.

Your prices, once established, should be rigidly adhered to, and the salesman should have no option in the matter. They should be able to tell every customer that the price quoted is the *only* price and that there can be no deviation. Our men take their price book out and say: "Make your own price. If you buy one roll it is so much; if you buy a carload it is so much." And if there are any prices in between, they are in the book.

Now a salesman is not so logical in his thinking that he does not come in sometimes and tell you about some very peculiar situation that demands a special price. You have doubtless heard of such cases—there are plenty of them. I have seen some sales managers run into them, too, and cut the price under the price that a salesman could make. Then you have a fine influence on your salesmen. If there is one time in the world more than another when I would not deviate a hair's breadth from the established policy, it would be when I was out with a salesman. Nothing makes your men lose their respect for you more quickly than that. If I couldn't sell, at the right prices and under similar conditions, as much as any of my men, I would resign my job. I wouldn't carry the odium of having to cut my prices to sell where my salesman could not do so.

IN the matter of expense accounts, I think a definite policy must be rigidly adhered to—as rigidly as any policy of the company. You should define the rules covering expenses, and then apply those rulings to every man. I never charge into an expense book myself what every salesman we have couldn't charge into his book. And if ever there is a question raised regarding an item I show the salesman where I had the same item of expense and paid it myself. But if you allow one man to put in his laundry, for instance, and the other men not, you have laid a foundation for trouble and you will have friction and disorganization among your men.

That does not mean that every salesman you have should take a \$5 room. You will probably have to classify them. A man making \$10,000 a year, for example, will have a higher standard of living and will stay at a better hotel than a young salesman just starting out. But whatever one young salesman can charge, every other one can. You must be absolutely fair and just.

There should be a definite system of reports and routine work and that system should be adhered to. No man in our organization is excused. Every man should have to make those reports, because if one man is excused from making them, that fact soon becomes known throughout the entire organization and you will have trouble. Plan your system carefully, but once that system is adopted excuse no man from

{ Calkins & Holden wish } { to restate their case }

Specialists in Consumer Advertising

Through the years, and especially through the past ten years, we have watched, with increasing anxiety and concern, the competitive activities of advertising agencies.

With the compensation fixed by the commission basis, the service rendered has varied in its degree of efficiency by such inequalities of talent and ability as must of necessity be found when one agency is compared with another.

Since both advertiser and agent recognizes this fact—this palpable fact—and since it is impossible to find a yardstick by which to measure talent and since with whatever degree of talent employed the result of an advertising campaign cannot be predetermined, the advertiser who is selecting an agency is left in a quandary.

The enterprising agent, wishing to outbid his competitors, has promised more and ever more service and kinds of service. In other words, quality of service being too intangible a thing to demonstrate in a solicitation, the agent talked quantity and as fast as his quantity of service was met by his competitors he added more—much more than it was possible to fulfil, however zealous he may have been or honest his intentions.

The significant thing to us was the fact

that while the compensation was determined by the commission, the amount, degree and kinds of service offered, has never adequately been defined. But the most significant fact is that some agencies are better than others and that is a fact that will hold far into the dim reaches of time.

We say we watched these increasing activities with anxiety and concern because in the dust and turmoil created by them we feared that the primary function of an agency which is, always has been, and always will be, the taking of the advertiser's case to the great court of the ultimate consumer and winning a verdict in his favor, might be minimized in the advertiser's eyes.

And we fear it has been. More—we have a deep rooted *conviction* that it has been and we therefore believe that unless the advertiser's vision be restored to a state of clarity the return of his advertising investment will be minimized too.

It is our belief that every manufacturer who has reached the point of becoming a national advertiser, knows his trade and what must be done to get his goods into a retail store.

It is our belief, based upon long experience, that we know how to get them out.

Results- By-The-Week

RADIO DIGEST is the only magazine of KNOWN CIRCULATION published weekly. On a Power-By-The-Month basis Advertising in the Radio Digest is made four-fold effective. The Radio Digest does not bar the Advertiser from frequent appeal through infrequent publication.

Full justice from your advertising appropriation demands copy every week. A week of advertising life and three weeks of advertising idleness is an injustice to the appropriation. Radio Digest is the only magazine of KNOWN CIRCULATION that brings Results-By-The-Week.

RADIO DIGEST
510 No. Dearborn St.
CHICAGO



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

Thank you, Gentlemen!

THE thanks of self-respecting men and women engaged in the practice of advertising are due the publishers of *Saturday Evening Post*, *New York Evening Journal*, *Arizona Republican*, Editor & Publisher, *Printers' Ink* and *Advertising and Selling Fortnightly* for their fine editorials or articles on the suppression of advertising that contains dangerously misleading statements with reference to the treatment of tuberculosis and cancer.

The movement moves! We can afford to smile at those backward souls who call such good work "propaganda" of "organized advertising interests." Their sensitiveness is a hopeful sign.

May many more conscientious publishers lend a hand to this betterment of advertising and publishing.

Easton, Pa.

Shelaud Hare

it. There is no man in our organization so big that we will relieve him of any part of those routine matters. We tell them beforehand what we expect, and then they have to live up to the system.

The hiring of salesmen is a very important matter. The most careful investigation should be made as regards their characters and records as well as their ability, and no man, no matter how promising, should be made a part of your organization unless you are satisfied that he measures up in every way to the standards of your institution.

We should be careful in placing our men. One of the most difficult things I have had to do has been to get good men for city trade. It is much easier to get capable men for traveling positions than to call on city trade every day, for the type of man who will be a star salesman on the outside may be a rank failure in the city. So, in hiring men, you should give a great deal of care and thought to the type of man required for a particular type of selling. It is unfair to the man himself if you place him in a position for which he is not naturally adapted—as well as unfair to the company.

Barton, Durstine & Osborn, Inc.

Announce the removal of their Boston office to 30 Newbury Street.

Carr & Columbia, Inc.

Have moved to 250 Madison Avenue, New York.

S. A. Woodruff

Previously with the Moody Bible Institute and the *Farm Implement News*, has been appointed general manager of the Kable-Spalding Company, Inc., of Chicago, publishers of *How to Sell* magazine.

Miller, Black & Vanderbilt, Inc.

New York, will direct advertising for the Van Zile Ventilating Corporation, New York, and the Advertising Record Corporation of Cliffside, N. J., makers of disc phonograph records for advertising purposes.

Frank G. Morris Company

Have moved from 342 Madison Avenue to the Postum Building, 250 Park Avenue, New York. John R. Aborn, formerly with the Manchester *Union Leader*, has joined the organization.

"The American Boy"

Announces the appointment of J. E. Doyle, formerly with the *Forum* and the New York office of A. W. Shaw Company, to represent it in the East. E. S. Murthey is eastern manager.

"Radio Merchandising"

Frank C. Thomas has been elected president of the corporation with Harold C. Bodman as vice-president. The board of directors recently confirmed the appointments of W. M. Philpott as assistant advertising manager and R. W. Phelps of Cleveland as Midwestern advertising manager.



Each month another
Pathéscope Business Film
 is described here

An Institution and an Industry Visualized

DOWN through all the ages, man's progress can be measured by his advancement in the art of working copper and brass. We little realize how intimately copper and its alloys enter into our daily lives.

The American Brass Company, merged with the Anaconda Copper Mining Company, draws its raw materials from all parts of the earth, and returns its finished products to every land.

The motion picture, "From Mine to Consumer," is an instructive presentation of the scope of this gigantic enterprise, in the history, manufacture and use of copper and its alloys. Engineering societies, foremen's and shop meetings, schools and colleges, and the many trades that use copper and brass receive, by means of this picture, first-hand instruction in the copper industry, and see the scientific care and precision behind the prestige of Anaconda products.

*Pathéscope the first to develop
 this field adequately*

"From Mine to Consumer" is a notable production to add to the rapidly growing list of successful films we have made for leaders in a wide range of industries. The possibilities of motion picture visualization never have been as adequately developed, in technical subjects especially, as since the Pathéscope Film Service undertook this work.

Our service is distinctive, all-embracing, assuming entire responsibility for scenario, photographing, printing, assisting in securing effective distribution, and supplying portable projectors where required.

Other clients we have served

ENGINEERING AND MECHANICAL

- Alpha Portland Cement Company
- American Brass Company
- A. M. Byers Company
- General Electric Company
- Linde Air Products Company
- Lock Joint Pipe Company
- Mosler Safe Company
- National Slate Association
- Okonite Company
- Otis Elevator Company
- Plymouth Cordage Company
- Reading Iron Company
- Robins Conveying Belt Company
- John A. Roehling Company
- Chas. A. Schieren Company
- Tide Water Oil Sales Corporation
- U. S. Cast Iron Pipe & Fdry. Co.
- Westinghouse Lamp Company

FOOD PRODUCTS

- Franklin Baker Company (Coconut)
- E. F. Drew & Company (Spredit)
- Frontenac Breweries, Ltd., Canada
- Hills Bros. (Dromedary Dates)
- C. F. Mueller Company (Macaroni)
- Seaboard Rice Milling Co. (Comet Rice)

PUBLIC UTILITIES, TRANSPORTATION AND COMMUNICATIONS

- American Gas & Electric Company
- Atlantic City Electric Company
- Commercial Cable Company
- International Mercantile Marine
- Ohio Power Company
- Postal Telegraph Company
- Radio Corporation of America
- United Light & Power Company
- Chattanooga Gas Company

TEXTILES

- Bigelow-Hartford Carpet Company
- Ruston Woven Hose & Rubber Co.
- The Standard Textile Products Co.
- U. S. Finishing Company

MISCELLANEOUS

- Brooklyn Commercial Body Co.
- Colgate & Company
- Foamite-Childs Corporation
- Kirkman & Sons
- McGraw-Hill Company
- Owens Bottle Company
- Charity, College and Community activities



We invite an opportunity to show, either at your office or the Pathéscope Salon, what we have done for others in your industry, and what we can do for you.

INDUSTRIAL FILM DIVISION

THE PATHÉSCOPE CO. OF AMERICA, Inc.
 Suite 1829, Aeolian Building . 35 West 42nd Street, New York





If You're Buying, Circulation

The latest ABC reports accord the Dispatch-Herald first place in Erie.

If you buy space, basing your choice on circulation, you will choose the Dispatch-Herald.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston

"Yes"

TO get the men who say "yes" to say "yes" is the selling task to-day.

In the oil industry, these men read the monthly that is edited especially for them,

The Oil Trade

Including Oil Trade Journal and Oil News

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

350 Madison Ave., New York
Chicago Tulsa Houston

Also Publisher of Fuel Oil and
The Petroleum Register



Going to Houston

ADVERTISING as a Means to World Progress" will be the theme of the Houston convention, according to the announcement made by C. K. Woodbridge, chairman of the general program committee. A partial program for the general sessions has been drawn up and made public.

Lou E. Holland, Kansas City, who is completing his third annual term as president of the Associated Advertising Clubs, will preside. General sessions, the International Trade Conference and the International Advertising Exhibit will be held in Houston's \$2,500,000 Municipal Auditorium. The departmental sessions will be held in hotels within four minutes' walk of the Auditorium.

The list of speakers on the General Program, which is not yet complete, includes: Miriam A. Ferguson, governor of Texas; William M. Jardine, Secretary of Agriculture; Hiram Bingham, United States Senator from Connecticut; Morris Sheppard, United States Senator from Texas; Charles Aubrey Eaton, Congressman from New Jersey; George E. Roberts, vice-president of the National City Bank, New York; Frank D. Waterman, president of the L. E. Waterman Pen Company, New York; and Mrs. Edith McClure-Patterson, Dayton, Ohio, representing the General Federation of Women's Clubs.

The Convention will be formally opened Saturday evening, May 9, with a reception in the Auditorium. Governor Ferguson and President Holland will head the receiving line, and foreign and American massed bands will play the national airs of the various countries. The Mexican National Band of 136 pieces will be one of these.

Senator Sheppard, Governor Ferguson O. F. Holcombe, mayor of Houston; Amon G. Carter, chairman, Tenth District (Texas) Associated Advertising Clubs, and William S. Patton, president Advertising Association of Houston, will then deliver addresses of

welcome. President Holland will respond.

Sunday morning, "Advertising as a Means to World Progress" will be the theme in about fourteen downtown churches of various denominations. The Rev. Christian F. Reisner, president of the Church Advertising Department of the Associated Advertising Clubs, is in charge of these arrangements.

Sunday afternoon an inspirational meeting will be held in the City Auditorium, the musical program of which will be rendered by the Prairie View Normal Chorus of 125 negro voices. Dr. Eaton will be the speaker.

There will be a concert by Houston massed bands at the Auditorium, Sunday evening. The Rt. Rev. Clinton S. Quinn, Episcopal Bishop of Texas, will speak on "The Moral Influence of World Peace" and Harry H. Rogers, San Antonio, "The Economic Influence of World Peace."

The business sessions of the convention will be formally opened Monday morning by President Holland, with Mr. Woodbridge presiding. Following addresses of welcome to overseas delegates by President Holland and Mayor Holcombe, and responses by C. Harold Vernon, London, chairman of the Fourteenth District; Norman S. H. Cotte, Sydney, Australia; Arthur Reber, Berne, Switzerland, and Mexican and South American delegates, a message from President Coolidge will be read.

Senator Bingham and perhaps a member of President Coolidge's cabinet will also appear on this program.

The annual meeting of the National Advertising Commission, for election of officers and other business, will be held Monday noon, at the Rice Hotel.

Speakers for the Monday afternoon meeting, which will adjourn early for a Channel Trip to the San Jacinto Battleground, have not yet been announced.

Mrs. McClure-Patterson, Martin J. Insull, president of the Middle West Utilities Company, Chicago, and George

"I understand you haven't made out very well against the spring freshets," said the President of the Hercules Construction Company. "July first is the forfeit date. Are we going to get out from under?"

"No, we're not," said Smith, C. E., Cornell '15, firmly. "But I'm sure we are all right, J. J.," he insisted. "There was the usual line in the contract letting us out if we were held up by acts of God."

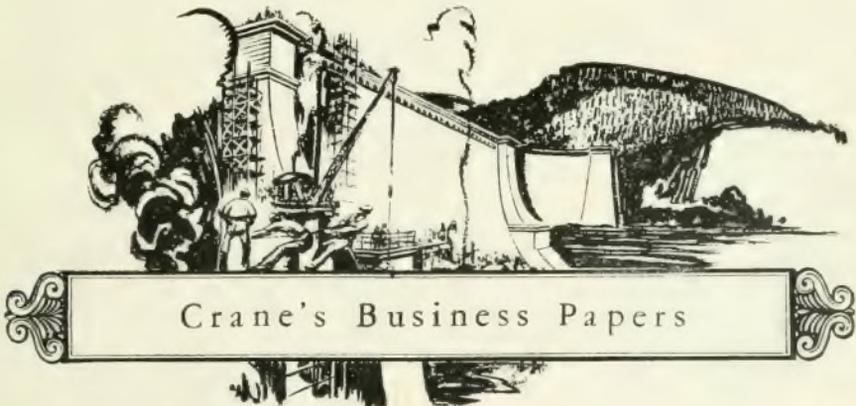
"Well, let's have the contract then," said the President. Then to his secretary, "Bring me that Pleasant Valley Dam contract, will you?"

The contract was quickly opened out. But the vital line had disappeared. The paper was cheap wood pulp. It had been consulted and refolded until the typewriting where the fold came had been obliterated. And in that line were the words that would save the Hercules Construction Company from paying a large forfeit. There was another copy, but that was in the offices of the Commissioner of

Public Works. They didn't like to go to him for it.

"Well, at any rate," snorted the President in disgust, "the state isn't squandering any of the people's money on stationery. Smith, you catch a train down to the Capitol and see if you can get a look at this contract. Get an attested copy or photograph or something, and you might tell them that contracts for construction work ought to be drawn upon paper that will last the time it takes to do the job."

Crane's Bond safeguards billions of bonds and stocks for nations as well as corporations. It accords the same protection to letter-heads or contract forms, and gives them the dignity and emphasis which important transactions deserve.



Crane's Business Papers



Posed especially for Ousains Shoes by Lila Lee.

By

Russell Ball

Photoportraiture
in Advertising

RUSSELL BALL

4 West 49th Street
New York City

Phone Bryant 8353

Huge Sums Spent

\$24,000,000 to be officially spent by the Y. W. C. A. as its budget for the year. A sum much greater than that to be disbursed by the 600,000 members of the Y. W. C. A. for their necessities and luxuries.

The *Womans Press*, official organ of the Y. W. C. A., reaches the people who have charge of spending the official budget, and also the 600,000 members of the Y. W. C. A. Your product will find a ready market. Rates are moderate.

The Womans Press

600 Lexington Avenue

New York

Waverly Briggs, vice-president City National Bank, Dallas, will speak Tuesday morning. Mrs. McClure-Patterson's subject will be "How Advertising Serves the Consumer."

A meeting of the Joint Assembly of the Association will be held at the Brazos Hotel, Tuesday noon. Departmental meetings, the programs of which are expected to be announced soon, will be held Tuesday afternoon and Wednesday and Thursday mornings. Tuesday evening the official dinner of the Board of Club Presidents will take place in the Rice Hotel.

The delegates will go to the nearby city of Galveston, Wednesday afternoon, where a business session, followed by an entertainment program on the beach, will be held.

The final general business session will be held in the Houston Auditorium Thursday afternoon. Reports of Jesse H. Neal, secretary-treasurer, and of committees will be received, resolutions adopted and president, secretary-treasurer and convention city for 1926 selected.

The International Trade Conference, which is the new name given to the Pan-American Trade Development Conference, since its scope has been broadened, will probably be held Friday, May 15. Speakers who are already scheduled include Dr. Julius Klein, director Bureau of Foreign and Domestic Commerce; Mr. Roberts and Mr. Waterman.

A series of four Circle Tours, radiating east, west, southwest and north of Houston will follow the convention.

Entertainment features of the convention, in addition to the formal opening ball, will include an historical water pageant at the San Jacinto Battleground, Monday evening, a "South of '36" Revue, Thursday evening, and the beach program at Galveston on Wednesday.

Reduced railroad rates of fare and a half for the round trip have been authorized from all cities in the United States and Canada.

Advertising Clubs in the A. A. C. of W. are entitled to two delegates to the convention for the first ten members, one for each twenty additional members and one delegate-at-large, entitled to cast as many votes as all the others combined. In other words, a club with seventy members is entitled to two votes for the first ten and three votes for the next sixty members. In addition, each club president or his proxy is entitled to sit at the annual meeting of the Board of Advertising Club Presidents.

G. Logan Payne, publisher of the *Washington Times*, and Bruce Barton, president of Barton, Durstine & Osborn, New York, have been added to the General Program Committee. C. K. Woodbridge, president Dictaphone Corporation, New York, is chairman. Other committee members are: Joseph Meadon, Detroit, chairman of the General On-to-Houston Committee; John T. Logeman, Chicago, chairman of the International Exhibit Committee; Charles W. Hoyt, of the Charles W. Hoyt Advertising Agency, New York; M. C. Robbins, publisher ADVERTISING AND SELLING FORTNIGHTLY, New York; Gilbert Hodges, of the Frank Munsey Company, New York.

The F. T. C. as a Business Force

[CONTINUED FROM PAGE 28]

Trade associations are working out standards of practice and codes of ethics, and the situation has so shaped itself that "self-government in industry" is becoming a realizable fact. The old cynical epigram which referred to codes of ethics as mere "New Year's resolutions" is now a misnomer for not only are trade associations making such standards official by use of the trade practice submittal plan with the Federal Trade Commission, but they are going further and outlawing members who persist, after warning, in disobeying the trade codes.

One of the important causes of antagonism to the Commission has been its failure to grasp the real economic place of the trade association. Recently the United States Circuit Court of Appeals reversed the findings of the Federal Trade Commission and set aside its order forbidding the Pacific States Paper Trades Association from fixing prices. In view of the backward notions held all over the country (and which the Federal Trade Commission merely reflected) as to the dangers lurking in trade associations, in regard to fixing prices, this decision is significant. The court gives the association (composed of paper manufacturers and jobbers) the right to publish a price list, and to meet and discuss prices; but it forbids coercion and intimidation. It had long been a fact that men in the same line of business did not dare meet together to discuss their line of business without fearing jail. The association in question has sectional meetings and discusses uniformity of discounts, guarantee of prices against decline, and other subjects. The court holds that matters which affect trade are entirely proper subjects for discussion. This departs, perhaps, another of the political bugaboos which the Federal Trade Commission, being affected by politics, had to take into account.

Obviously there is the need for a more clearly defined interpretation of the Federal Trade Commission's status. It appears to lie in the proposed Wadsworth-Williams bill, drawn up by Charles Wesley Dunn, prominent as an attorney for Colgate's and other advertisers in matters of price maintenance and trade practice. Most of the Commission members are themselves in favor of this amendment, and Commissioner Gaskill has actually assisted in drawing it up.

Oil Trade Journal, Inc.

Publishers of *Oil Trade*, *The Petroleum Register* and *Fuel Oil for Heat and Power*, announce the advancement of Major D. Hanna to business manager. E. L. Fowler, formerly business manager, has been made secretary and Edward H. Philippi advertising manager.

"WHO IS THIS FELLOW?"

He's a BUSINESS MAN—Rotarians represent every line of human endeavor. They are constantly in the market for typewriters, filing equipment, adding machines, desks, cash registers, checkwriters and protectors, duplicating machines, addressing machines, and a thousand and one other articles of office and factory equipment.

There's a customer for you in Rotary, whether you sell 10,000 h.p. generators, or chemicals, or lawn-mowers, or clothing, or paper-fasteners; for Rotarians cover the range of industry.

He's a fellow worth talking to.

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

THE
ROTARIAN
The Magazine of Service
Member Audit Bureau of Circulations

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

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

*Where Nature Smiles
& People Smile Too*



Along the Mississippi Gulf Coast, the sunshine is ever present, the air is ozone-filled and health-giving. The sparkling Gulf invites the swimmer, sailor and fisherman. The pines are fragrant and the moss-hung oaks suggest romance.

Here Nature smiles and amusements are varied. The home people and the ever-present resort visitors are happy, healthy and alert. They are most likely to be in a mood receptive to your selling messages.

Sell them through the advertising columns of the Daily Herald—a most welcome daily visitor in the homes of the Mississippi Gulf Coast.

THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers



KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.



Art
for
Advertising
**VICTOR
BEALS**

31 E. 30
New York

Madison Sq
7460

Courtesy of
American
Express
Company



WOODWORKING machinery manufacturers of consequence advertise month after month, year after year, in *The Furniture Manufacturer and Artisan*.

Their advertising investment has returned to them in sales many times over—

BECAUSE:

—This is the only A. B. C. audited journal published that is devoted to the furniture manufacturing industry.

—It has served its readers for 45 years—an indication as to reader-interest you may obtain.

—You will find it in nearly every worthwhile furniture factory in the United States. It literally blankets its field.

There are other reasons too. Your letter will bring you rate cards and other data you desire. May we send them?

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A B C A B B



THE JOHN BUDD COMPANY

Pacific Coast Offices
are now located in the

SHARON BUILDING
55 NEW MONTGOMERY ST.
SAN FRANCISCO, CALIF.

Walter L. Doty is in charge of that territory. Associated with him is C. Gabriel Payne.

Both of these gentlemen have been connected with the coast offices of the Budd organization for some time and have built reputations for clean, constructive work, which, in this move for further expansion and development, we are pleased to thus recognize and reward.

THE JOHN BUDD COMPANY

Newspaper Advertising Representatives
NEW YORK—CHICAGO—ST. LOUIS
ATLANTA—SAN FRANCISCO

In Sharper Focus

C. K. Woodbridge

By Hector Fuller

BEST known as president of the Dictaphone Corporation, C. K. Woodbridge reached that position after a hard-working career devoted almost exclusively to advertising and selling. Like most of America's successful business heads, Woodbridge worked his way through college. In high school he sold papers and clerked at nights in retail drug, dry goods and jewelry stores. When he got to Dartmouth, he not only edited the college paper, but owned a half interest in



Woodbridge & Hastings, selling books and stationery. By the time he won his B. S. degree and was graduated, he found he had a bank balance of \$125; so he took a trip to Europe, acting as nursemaid to cattle bound for Liverpool.

He returned poorer in purse but richer in experience, and started his advertising career with Adriance & Platt of Poughkeepsie, N. Y., manufacturers of farm machinery. From there he went to the P. B. Keith Shoe Company of Brockton, Mass., as sales manager with direction of advertising and sales promotion. As a side venture he acquired some practical knowledge of the typewriter and telegraph transmitter field, and then became a travelling salesman for a year, selling tea and coffee throughout New England.

Woodbridge then settled down for eight busy years with the Loose-Wiles Sunshine Biscuit Company, first as special representative salesman in New England; then as sales agent at Springfield, Mass.; then as sales agent at Hartford, where he was also assistant superintendent of the Farmington Sun-

day School; then as sales manager of the Boston bakery and finally sales manager in New York City.

As general sales manager for Kellogg Products, Inc., Buffalo, N. Y., he invented the name "Kingnut" as a trade-mark name for Oleomargarine—some alleged humorist said he named the stuff after himself—a name which is still extant and going strong.

The story of Woodbridge's rise to the presidency of the Dictaphone Company is one of those romances of American business development and energy which furnish stimulation and inspiration to all who realize the value of good work competently done. It involves the whole history of the talking machine and the phonograph.

The Columbia Graphophone Company was the first to put on the market a commercial dictating machine. Many years before, Thomas A. Edison had developed a device which would record the human voice. That machine weighed 100 pounds, and the Wizard of Menlo Park put it aside with the thought that later improvements might make it commercially valuable.

Two men, Tainter and Bell, undertook to make this machine of commercial value. They were backed by money furnished by Alexander Graham Bell of Voltaire Laboratories, and they invented the process of engraving the voice on wax or a waxlike substance, and so developed the present cylinder.

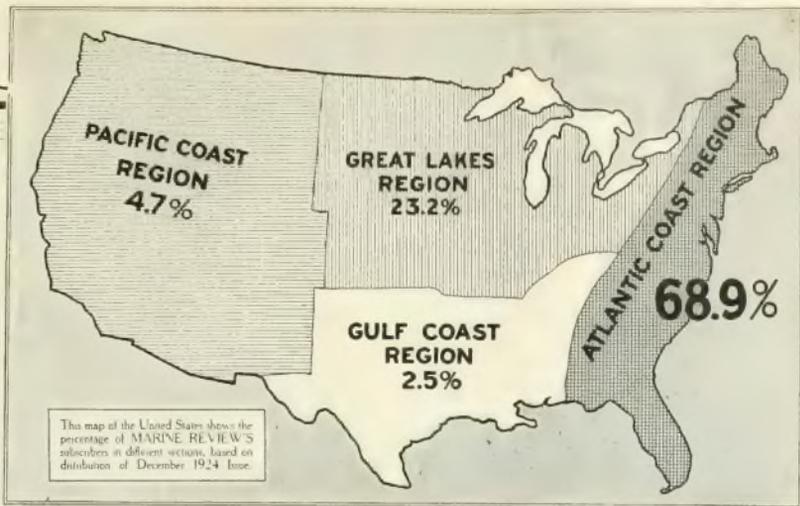
A court reporter by the name of Easton carried the idea still further and developed the commercial dictating machine, which was first used in the House of Representatives by reporters. One day some curious person tried the effect of singing a song into the machine, and that event marked the beginning of the phonograph industry. But while the phonograph swept into popularity and added to the pleasure and entertainment of the nations, the Dictaphone was allowed to drag.

In 1908 Thomas A. Edison put a dictating machine on the market and since then the business has been one of gradual, but steady development.

When, in the course of time, the Columbia Graphophone Company got into financial difficulties and a bankers' committee took over the control of affairs, Woodbridge was called into the office of the president of the company and told that the bankers had decided that this particular part of the graphophone business should be disposed of, and that he had been nominated to go out and sell this business to outsiders.

Woodbridge felt this was rather a large order, but he undertook the job. He was in the position of maintaining the business to show growth and development and at the same time of finding someone who would purchase it. He went around among his friends and by gradual process discovered the firm of Swartwout & Appenzeller, who became interested in the possibilities of the enterprise.

After many conferences and investigations, Woodbridge was told that if he secured an option on the business this



The *National* Publication Devoted to Ship Operating and Shipbuilding

RARELY is it possible to find in any industry a business paper with the complete, national distribution of **MARINE REVIEW**.

From coast to coast it parallels the industry itself. It blankets the eastern seaboard where the greatest number of ship operating, shipbuilding and repair companies are found, is absolutely dominant on the Great Lakes, and is altogether adequate on the Gulf and West Coasts.

MARINE REVIEW enables advertisers to reach through this one publication and at one low cost, the officers of leading shipbuilding companies, the officials and executives of the organizations operating close to 80 percent of the shipping under the American flag, and a splendidly representative group of officers on board ship as well.

Details of our remarkable increase in circulation are of real interest. May we send them?

Marine Review

New York

Penton Building
CLEVELAND
A E C Member A B P

London

It cost us

\$55,000.00

in the last 6 months of 1924 to increase our circulation from

36,605 to 46,542

We have to cull from the masses, the *one man in a thousand* who can afford to pay \$7.50 per year for a magazine devoted exclusively to finance and big business.

No matter how cleverly an advertisement is prepared, it cannot fulfill its function, unless the people reading it are *financially able* to act on its suggestion.

We have spent **ONE MILLION DOLLARS** in the last ten years to glean this quality circulation, and you can "cash in" on this huge expenditure, reaching all our readers at the low cost of

\$400.00 per page

(New rate effective with our April 25th issue.)

Contracts received before that date can be made for the duration of one year at the present rate of \$300.00 per page. Act now!

100% BUYING POWER IN

**The MAGAZINE
of WALL STREET**

Member A. B. C.

42 BROADWAY

53 W. Jackson Blvd

Western Industrial Representatives
A G CRANE ASSOCIATES

NEW YORK

Chicago, Ill

firm would go to its clients and see if the money could be raised.

In January, 1923, Woodbridge was called on the telephone and told by Swartwout & Appenzeller that ample funds had been secured to buy the business, and some days later he was advised that a corporation had been organized and that he had been made president.

That marked the real arrival of C. K. Woodbridge to a dominating position in the business world. Under his guidance the company has enlarged its operations to international scope, with representatives in Great Britain, all over the continent of Europe, in the Far East and in Australia.

* * *

Charles Coolidge Parlin

By Himself

BORN in Brodhead, Wis. Enjoyed the youthful pastime of going swimming with Paul Faust. Graduated from University of Wisconsin. Became principal of a Wisconsin high school. In the summer conducted parties through Europe. In the winter lectured, helped run the Wisconsin Interscholastic Athletic Association, was president of the Wisconsin State Teachers' Association and took on a few other extras to while away the idle moments that occur in the life of a high school principal.

In 1911, left everything I knew anything about to study industry for the Curtis Publishing Company. Did not



have to waste any time unlearning anything. Invented the phrase "Commercial Research," and have been busy for fourteen years trying to find out a little of what the phrase encompasses.

Hobbies—Education, raising roses, looking at pictures, riding in sleeping cars, talking to sales conventions and trying to take an interest in things.

Achievements—Have persuaded some to believe that the answer to sales problems is in the field and that they can find the answer for themselves if they will talk with merchants and with consumers; and have, whenever the opportunity offered, done all that seemed possible to encourage publishers, advertisers and advertising agencies to join in the study of commercial research.

Campaigns for Capital Raising

FOR something more than twenty years, I've given decidedly the greater portion of my time and thought to the preparation of publicity material used in connection with the financing of enterprises, large and small, representing just about every line of commercial activity, and for clients throughout the entire United States.



I have prepared limited campaigns for the strictly local enterprises, desiring only a few thousand dollars of expansion capital, and very complete and elaborate campaigns for enterprise of nation-wide importance, seeking and securing capital running into millions.

**\$2,000,000 in 3 Months
For a Michigan Enterprise**

A large industrial enterprise of Michiana, controlled and operated by men of ideas standing in Detroit's industrial, civic and financial circles, needed several million dollars, to take care of factory construction and enlargement operations. The head of the enterprise came to Kansas City and placed with me an order for service in planning, writing and producing a complete and most elaborate campaign to back up their security salesmen and to be used in bringing their splendid investment opportunity effectively to the attention of Michigan investors.

From a letter written by this client I quote: "We were delighted with Gardner service and believe

his work was at least 80% of the effort required to market two million dollars of securities."

From a New York Investment Banker:

"In the past seven or eight years, I have used Gardner service on several big campaigns. My personal opinion of him, from actual results obtained, is that he is one of the greatest financial advertising writers in the country. I can highly recommend Gardner service in every respect."

A Specialized Service

I specialize in investment advertising, because that is the one line of advertising service of greatest interest to me and the one line, which, more than any other, requires specialization if worthwhile results are to be obtained.

I can handle the planning and writing of the copy, only, or the entire procedure from the idea to the work, including the plan, the copy, the art work, the engraving, the printing, the mailing list.

My book "How to Raise Capital," gives detailed information regarding approved methods of capital raising and shows many specimens of my work in the production of investment advertising. A copy of this book, together with full information regarding my service and its cost, will be mailed free of expense on obligation, to those submitting outlines of projects to be financed.



Ernest F. Gardner Adv. Service

511-K Ridge Arcade Kansas City, Mo.

Topeka Daily Capital

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

Topeka, Kansas

MOVING

Be sure to send both your old address one week before date of issue with which the change is to take effect.

Written by Our Readers

Wild Copy in Toilet Preparations Advertising

ASSOCIATED ADVERTISING CLUBS
OF THE WORLD
New York

March 28, 1925.

TO THE EDITOR:

We, of the staff, have read with a great deal of interest, the article in the issue of March 25, entitled, "What If the Beauty Bug Gets Us?" We wish the author had given a little more emphasis to the fact that, despite this epidemic of wild copy employed in much of the advertising of cosmetics and toilet preparations, some advertisers and some agencies have steadfastly continued to write honest and intelligent copy.

It is a curious fact that some advertising agencies whose copy for all other commodities is scrupulously accurate, are turning out cosmetic copy in which the statements are amazing, and publications whose standards regarding other commodities are high, permit this copy to go into their columns without apparent modification or revision.

At the present time, only a part of the cosmetic and toilet goods industry seems to have a real appreciation of the function of advertising in establishing permanent markets and goodwill. If any considerable part of the industry is sufficiently interested in the situation that your contributor has described to give the National Vigilance Committee their moral and financial support, this organization stands ready to undertake a "clean-up," the need for which has been apparent for some time.

WILLIAM P. GREEN,
Associate Director.

FEDERAL ADVERTISING AGENCY, INC.,
New York.

March 27, 1925.

TO THE EDITOR:

I agree with you, it is time for all those who have advertising's good name at heart to stop, look and listen to this "gorgeous bunk," as I heard one woman describe one of the typical beauty advertisements now current.

Any advertising addressed to gullibles only is against the best interests of advertising, and is perpetrated at the deliberate sacrifice of public confidence.

ROBERT TINSMAN,
President.

DURHAM DUPLEX RAZOR CO.
Jersey City, N. J.

April 1, 1925.

TO THE EDITOR:

There have been far too many extravagant claims for the efficacy of various preparations. It isn't so much the fact that this form of advertising separates a lot of gullible people from an enormous amount of money each year, as much as the fact that this form of advertising, I believe, has a bad effect on the question of morality.

I do not mean by this that I am at all prudish on the question of the mod-

erate use of cosmetics. However, I think that all the various forms of publicity put out in various publications tend to educate people to the point where they believe that anything can be accomplished by looks.

C. DE RHAM,
Vice-President.

Tuberculosis Remedy Advertising

S. ROLAND HALL,
Easton, Pennsylvania.

March 27, 1925.

TO THE EDITOR:

As one who has been earnestly interested for many years in discouraging patent-medicine advertising that offers cures or preventives for tuberculosis, I feel I can assure the gentleman quoted on your editorial page, issue of March 25, that there is no "propaganda" (in the usual meaning of that word) against newspaper publishers by "organized advertising interests" who aim to suppress tuberculosis-remedy publicity.

In the literature sent out bearing on tuberculosis, it has been necessary to refer so often to newspapers as publications carrying certain despicable forms of advertising. While I have paid my respects to certain other publications, the fact is that I have seen the advertising most often in newspapers. My reports show that in five cities near me eight newspapers have recently carried advertising that offers a sure preventive for tuberculosis. During the past winter, prominent papers in such cities as Chicago, Cincinnati, Providence and Baltimore have carried it. I am glad to add that in these four cities the publishers have dropped the advertising promptly on getting a protest; but it seems too bad that such prominent newspapers waited for protests.

All honor to the newspaper men who see to it that their advertising columns play fair with their readers.

S. ROLAND HALL.

Thank You!

CHICAGO FLEXIBLE SHAFT COMPANY,
Chicago, Ill.

March 10, 1925.

TO THE EDITOR:

Put me down for another year's subscription to ADVERTISING AND SELLING FORTNIGHTLY. I get more pleasure and real benefits from your publication than from all of the others I read put together.

J. T. LING,
Sales Manager.

THE POWER MANUFACTURING COMPANY,
Marion, Ohio.

March 10, 1925.

TO THE EDITOR:

I don't think I have ever renewed a subscription to any magazine with so much satisfaction. Not only has the FORTNIGHTLY maintained its high quality of reading matter, but it has continually improved.

J. REDFERN,
Sales Manager.

Some Advertisements Easy to Trace

DEMOCRAT & CHRONICLE
Rochester, N. Y.

March 24, 1925.

TO THE EDITOR:

As one who has for many years held that results are all that justify advertising appropriations, I was exceedingly interested in Mr. Goode's delightful open letter to Edward Bok, in your magazine of February 25. While Mr. Goode's arguments were in general confined to copy, he will, of course, concede that the better the medium the better the results. I am in hearty accord with him when he says:

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

Equally remarkable is the persistence of many advertisers in allowing themselves to be governed by theory or prejudice in the selection of their mediums rather than by careful investigation of proofs of reader responsiveness.

Mr. Goode "realizes that some advertisements are very difficult to trace." My own experience leads me to believe that many may be traced very easily and at little or no expense.

FRED G. BIRCH,
Advertising Manager.

Per Capita Expenditures on Candy and Advertising

VAL FISHER,
Toronto, Ont., Canada

March 29, 1925.

TO THE EDITOR:

I am interested in the figures on the per capita expenditure in U. S. A. on advertising and candy, quoted by Odds Bodkins, in a recent issue.

In a brochure published by the "Norway On-to-London Committee," in connection with the London Convention last year, the per capita expenditure on advertising is given as U. S. A., 100 kronen; Great Britain, 75 kronen, and Norway, 24 kronen per head. This works out as \$12.50 for the U. S. A., a figure which seems small by comparison with other per capita figures.

The estimate of \$11 per head for candy does not seem to be supported by official figures. The Bureau of Labor statistics in Washington estimates the average amount of candy consumed by the United States family as 10¹/₂ pounds.

Can you tell me whether any advertising agent in the States has issued figures on this subject?

VAL FISHER.

[We do not know of any advertising agent who has issued per capita figures of this nature. If any reader of this page does the FORTNIGHTLY will be glad to hear from him.—EDITOR.]

South Bend
is now the
second city
in Indiana

**SOUTH BEND
NEWS-TIMES**

Daily and Sunday

Lorenzen & Thompson, Inc.

National Representatives

New York

Chicago

San Francisco

**HOTEL
EMPIRE**

New York's newest and most
beautifully furnished hotel—
accommodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET
\$250

ROOM WITH PRIVATE BATH—
\$350

ALL OUTSIDE ROOMS

**BUILDING AGE and
The BUILDERS' JOURNAL**

Subscribers have proven purchasing power of
nearly two billion dollars yearly. Reclusos con-
tractors, builders, architects, etc. of known
reliability. Published monthly for 48 years.

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

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

Bakers Weekly A.B.C.—A.B.P.
NEW YORK OFFICE—48 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 in-
dustry. Also a Research Merchandising De-
partment, furnishing statistics and sales analy-
sis data.

How Good Is Outdoor Advertising?

By *Kenneth Groesbeck*

President, Groesbeck-Hearn, Inc., New York

TO THE EDITOR:

ADVERTISING is progressing at the exact rate by which it substitutes knowledge for conjecture. Advertising agencies are rapidly formulating methods of determining the effectiveness of newspaper advertising and magazine advertising by coupons, by keyed advertisements, by ascertained influence on local sales—but who knows how well the billboard pays?

Earnest Elmo Calkins has estimated that billboard advertising—and I am speaking particularly of paper—costs approximately one-tenth as much as newspaper and magazine advertising per thousand impressions. Even this estimate is necessarily somewhat invalidated by the question of circulation, which in the case of a magazine and newspaper is definitely known and proved, but which in the case of a billboard depends upon two variable factors—the number of people passing a given location in a given time, and the percentage of those people who look at the billboard.

The agency with which I am connected is a member of the National Outdoor Advertising Bureau. We have seen the effect of outdoor advertising and we believe in it. With all our open-mindedness, however, and with all our desire to learn how effective this type of medium may be, we have very few definite facts regarding its effectiveness in dollars and cents—of actual results obtained—whereas our files are full of data regarding the effectiveness of newspapers and magazines. For publicity the billboard is magnificent. But how does it pay in sales?

We know that the billboard possesses size; that it makes possible the use of color; that everyone looking at it is not looking at anything else, even partially, at the same time. We know its limitations in that it cannot be used for long copy. We agree somewhat hazily with Mr. Calkins's estimate of its low cost, but when a big radio manufacturer asks us—as one did this week—whether or not he should use billboard advertising as against newspaper advertising for definite local influence in specific portions of the United States, we can give him no definite figures of how billboards pay in actual sales.

We can give him opinions, but few facts. We say that Atwater Kent has used billboards; Freed-Eisemann has used billboards; that there is a growing tendency among manufacturers to

experiment with this medium. We say that certain cigar manufacturers have made a success with billboards, and that others have switched off billboards and gone back into newspapers. We seek information from every available avenue, and we get mostly opinions for which we are greatly desirous of substituting facts.

The time seems ripe for an investigation on this least known medium, for advertising men to get together and pool their knowledge to the end that the profession may have some definite facts to substitute for conjecture.

IF any of your readers will send me, in care of ADVERTISING AND SELLING FORTNIGHTLY, any definite facts which they may have regarding the effectiveness of billboard advertising, its comparative pulling power as compared particularly with newspapers for local stimulation of business and its effect on the trade—any trade—I will compile these answers into a report and send a complete copy of it to every advertising man who gives me either his experiences or a worthwhile opinion.

I strongly believe that the advertising profession as a whole needs more of a "get-together impulse" by which advertising men can help one another by pooling their experiences so that their clients may have definite facts for their guidance, rather than the mere judgment of any individual or group of individuals.

I would like to get these data or opinions at the earliest possible moment, and I pledge myself to report it back to ADVERTISING AND SELLING FORTNIGHTLY for the information of advertising men in general, and to have the report compiled for the use of all those who agree with me in believing that we can succeed best in any debatable field by focusing upon it all of our combined experiences.

Frederic F. Stevenson

Formerly with the Elliott Service Company, has joined the staff of the McLain-Simpers organization, Philadelphia and New York.

Dan A. Carroll

Publishers' representative, New York, has been made chairman of the newspaper representatives' division for the coming home service appeal of the Salvation Army. Serving on the same committee are Joseph Finley, F. St. John Richards, John Budd and Herman G. Halstead.

Biggest Issue in Our History -

- in advertising

- in circulation

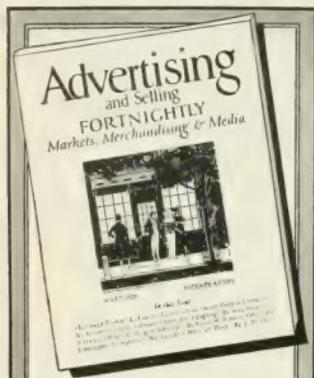
THE BUTTERICK QUARTERLIES

rank as the largest and most
widely circulated all-
fashion magazines

More than a Million

with the Summer 1925 issue
(out April 5th)

BUTTERICK
Publisher



6 Reasons why you will find the Fortnightly your most valuable business magazine.

1. Long, tiresome introductions to articles delight you with their absence. Articles are packed with interest instead of being merely crowded with words.
2. The Fortnightly never has a "write-up" of an advertising campaign until it has proved out.
3. The Fortnightly does not "glorify" advertising. It doesn't believe that advertising is super-anything. It doesn't believe that it can accomplish the impossible.
4. The Fortnightly has its own personality. It is not a machine-made publication. Each number grows out of the daily happenings and contacts and correspondence with business executives.
5. The Fortnightly is written by authorities. When an article needs to be written, the Fortnightly goes to the best man in the field and gets him to write it.
6. The Fortnightly is not afraid of an idea because it's new. It is out for new ideas—good ideas.

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



They'll Go a Long Way

You might suppose that there is no room for salesmanship in the business of selling newspapers. You would think differently if you had the good fortune to be numbered among the customers of a certain newsstand in my part of New York. It is owned by two brothers with unpronounceable and almost unspellable names. But they know their business—so much so that I and many another man go two or three blocks out of our way to patronize them. These young men not only call you by name, not only remember which paper or papers you want, but as you approach, they have your papers ready for you and hand them to you with some such remark as this: "The Senate has turned down Warren again."

Take my word for it, these boys will go a long way. Not only that, but they offer as good an example of scientific salesmanship as the Business Department of Columbia University itself. The professors in Columbia who teach the principles of business to hundreds of students might do a lot worse than say: "Study the methods of those two young fellows who run the newsstand at the northeast corner of Broadway and 116th Street. They practice what we teach."

The Bogey Man

A woman I know and have known for years has recently interested herself in a certain "movement." To hear her tell it, you would think that the organization with which she has identified herself is all that stands in the way of utter destruction. The evil to the remedy of which her society is dedicated is so widespread, she will tell you, that it threatens our peace, prosperity and morality. To prevent such a calamity all you have to do is to become a life member—"it is only \$100; and there are no further dues."

Cheap at the price, say I, if it will do the trick; but I don't believe it will.

We have in this country a vast number of organizations whose avowed purpose is to make this a better and a brighter world. I have yet to see one of them which has accomplished one

percent of the things it was created to do. Their plan of procedure seems to be to erect a bogey man, so terrifying as to make one's heart stop. The next step is to build a society to destroy the aforesaid bogey man. That involves all sorts of investigations, the maintenance of a publicity bureau, offices, a staff and all the rest of it.

If one took the statements of the active heads of these organizations at their face value, one would believe that the man who spends his days at the corner, hoping to buy cast-off clothes, is a bootlegger in disguise; and that every taxicab driver in town is a dope fiend. Maybe they are, but I prefer to think otherwise.

Newspaperese!

The modest apartment house in which I live was burglarized a few nights ago. Considering the risks he took and the ingenuity he displayed in getting into the building, the marauder must have regarded himself as poorly paid, for \$12 is all he got.

The newspaper accounts of the affair were quite interesting. One paper spoke of the apartment house as "exclusive"; another as "fashionable." The tenants were very much pleased to learn that adjectives, whose use is generally restricted to those palatial structures which line Park Avenue and upper Fifth Avenue, applied to their domicile. But what I am afraid of is that the owner of the building may take these stories seriously and regard them as good ground for raising rentals.

That would be a calamity.

New York in Negligee

This morning, more by accident than design, I was up, bathed, shaved and dressed before 7.30. Breakfast would not be ready until eight. So I slipped into my overcoat, put on my hat and had a pleasant half-hour's stroll along upper Broadway. The side streets were crowded with milk, coal and ice wagons. The pavements in front of apartment houses were being swept by colored men. Other men, white and colored, were moving ash cans from apartment house basements to the streets. Newsboys, staggering under heavy loads of papers, wove their way from door to door. Few taxis were in sight. Restaurants and grocery stores were doing business in a tired, "yawny" way. By ten o'clock, New York would be functioning at full speed. At a quarter of eight, it was in negligee.

JAMOC.

Advertising Calendar

APRIL 22-24—Annual meeting of the American Newspaper Publishers' Association, Waldorf-Astoria, New York. Bureau of Advertising banquet April 22.

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 1-3—Second district convention of the Advertising Clubs of the World, Bethlehem, Pa.

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 12-13—Fifth district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16—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.

"Japan Times"

Of Tokyo, has elected as president, Tokichi Tanaka, formerly vice-minister of foreign affairs in the cabinet of the late Admiral Kato and long distinguished as a diplomat and statesman. The Japan Times is publishing figures on circulation, said to be the first time this has been done in the history of the foreign language press in Japan.

Fred W. Giesel

Formerly with the Chicago office of the Curtis Publishing Company, has joined the staff of Office Equipment Catalogue, Inc., of the same city. He will act as assistant to the vice-president.

The "Soda Fountain"

Monthly trade magazine, has been purchased by Williams Haynes, publisher of Drug & Chemical Markets, and D. O. Haynes, Jr., who has been general manager of the Soda Fountain for three years. The combined offices of the two publications will be moved on May 1 to 25 Spruce Street, New York.

The Great American Family of K-C



How K-C is building his future income

During 1924, four bond and mortgage firms invested a total of more than \$7,100 in keyed advertising in **COLUMBIA**.

All were *repeat* advertisers, one of them using space in every issue throughout the year.

Obviously the conclusion is that the returns which **COLUMBIA** produced fully warranted such consistent investments.

COLUMBIA readers are *responsive*, as these and many other advertisers well know.

COLUMBIA

The Largest Catholic Magazine in the World

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

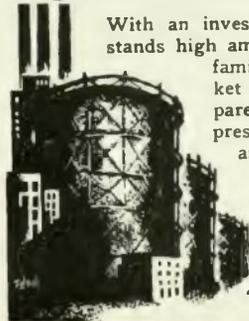
Net Circulation **763,978** Member of A. B. C.

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

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

"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

**PROVE IT!
SHOW THE LETTER**

If your salesman can 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 to 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 AMERICAN ARCHITECT

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

THE AMERICAN ARCHITECT SPECIFICATION MANUAL helps to complete the sale on a building product by making it easy for the architect to specify.

Representation in the Manual is a free service to manufacturers who are using THE AMERICAN ARCHITECT to sell their sales message to its 7,000 paid readers. Full details sent on request.

243 West 39th 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. R. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly effectively.

COVERS LUMBER FIELD

THE JEWELERS' CIRCULAR,

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

The Only Denne in Canadian Advertising

We give "on the spot" Canadian Advertising Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

AJ-DENNE C. Company Ltd.
Reform Bldg. TORONTO

Mail-Order Advertising

If you ads. catalogs or letters are not pulling, perhaps with valuable money you've expended in planning and writing mail-order ads. of all kinds I can show the reason why.

Send ads for free criticism.

Idques - 111 Empire St. Providence

A TAYLOR THERMOMETER

ADVERTISES 24 HOURS EVERY DAY

Agents whose clients' products are in becoming with thermometer advertisement recommend Taylor Outdoor or Indoor Advertising Thermometers all year round publicity, because of universal human interest in temperature.

Write for catalog and quantity prices.

Taylor Brothers Company,
ROCHESTER, N. Y. N-58
(Division of Taylor Instrument Companies)

The Standard Advertising Register

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

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

**On the Art
of Making Layouts**

[CONTINUED FROM PAGE 30]

tisement, write on the typewriter the words that in your chosen type will fill one line, and use it as your width-gage in writing your new copy. Each line of your typewriting will represent one line of the correct width set in the desired type. It saves counting letters and spaces.

Caslon, Bodoni, Goudy, Scotch Roman, are all good faces for the beginner to use. Cheltenham is common; almost too common. Kennerly is a dignified, simple letter for brief announcements, especially its capitals. But Caslon is the safest of all. A wise composing room foreman once said to me, "What you can't do with Caslon, you can't do at all!" and it's very nearly so.

Another good trick is writing copy to layout. Keep a file of loose proofs of your well-spaced advertisements handy, and repeat your best layouts now and again. One of my copywriters who has no feeling for layout herself, gets me to pick out an old proof which offers the same typographical problem as her current assignment, and writes to fit—same length of headline and subhead, same amount of body matter—and sends it to the printer as layout.

IN laying out your advertisement of type should, generally speaking, repeat the shape of your entire advertisement space; just as pictures hung on a wall should generally repeat, either individually or as a group, the shape of the space where they are hung. There are exceptions, of course, but these are best left in the hands of an expert.

Also remember that layouts depending on balance off-center are risky things for the beginner to handle. Stick to the symmetrical kind, centered mathematically on the page.

If your problem involves an illustration, you must know how to select a photograph or drawing. Here are a few elementary points:

Select a photograph which gives a single simple impression to the eye, preferably simple in composition with strongly marked masses of light and dark. Put it up on a wall and stand fifteen feet away from it. Does it seem confused? Then it will probably appear confused when reduced to the size for your advertisement. Sometimes you can use a part of a photograph otherwise too complicated. Study composition and learn to differentiate between a well composed and a poorly composed picture. Sometimes you can add distinction by using a halftone border rule 1/16 inch wide all around the edge. Or if the composition suggests an arch, you can make the top of your photograph arch-shaped. Or you can use an arrangement of light rules as a border. But

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

THE JOHN IGLSTROM COMPANY
Massillon, Ohio Good Salesmen Wanted

\$63,393 from One Letter

\$63,393.00 worth of merchandise sold with a single one page "form" letter at a total cost of less than \$100.00. Send 25c for a copy of **Postage Magazine** and an actual copy of this letter. If you sell, you need **Postage** which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail.

POSTAGE - 18 East 18th St., NEW YORK, N. Y.

Advertise Knit Goods

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

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

GEORGE W. TRYON
TIMES BUILDING
NEW YORK

I am now securing hotel accommodations for newspaper representatives during N. Y. P. 1 Convention in New York. Also at hotels in Philadelphia, Washington, Chicago, Detroit, St. Louis, Cleveland. Publishers give space in exchange for such accommodations.

Free

Will help you increase sales. Send for FREE catalog giving complete list before you purchase of classified advertising in newspapers, magazines, directories, National, State and Local, Individuals, Business, Business Organizations.

99% Guaranteed 5¢ each by return of 10¢

ROSS-Gould Co., Inc.
314 N. 3rd St. St. Louis

The Complete Book on ENGRAVING and PRINTING

"COMMERCIAL ENGRAVING and PRINTING" by Chas. W. Hackman (second printing, revised) is a goldmine of information for advertising men, artists, printers, salesmen and students. 156 pp., over 1500 illustrations, 25 colored subjects. Hundreds of examples, suggestions and reference features. Tells how to choose kind of art, method of reproduction, plates, paper, color, etc.

Write for FREE prospectus showing sample pages, approval offer, payment plan, etc. etc.

Commercial Engraving Pub. Co., Dept. RN, Indianapolis, Ind.

TOYCO Promotion BALLOONS TO MAKE

There's a definite way to make Toyco Promotion Balloons increase sales. Ask us to tell you how.

Write Sales Service Dept.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

National Miller

Established 1898

A Monthly Business and Technical journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. news in the field.

635 W. JACKSON BLVD. CHICAGO

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday: 36 yearly. Member ABP and ABC.

do not try too many tricks at first. It is better to do a simple thing well than a complex thing poorly.

If you are selecting a drawing, the artist has attended to the composition for you. Remember that newspapers cannot use halftones of wash drawings; they become mere smudgy silhouettes. Choose pen-and-inks, preferably with simple masses of light and dark. Do not combine several drawings on one page; it takes too much skill for a beginner. Do not combine drawn lettering with type; it also requires too much skill. If you are ordering a drawing, do not confuse the artist with too many directions. Give him clear specifications on mechanical details, show him your problem, and leave him free to solve it in his own way. Probably he can do it a great deal better than you can.

Visit the engraving house and learn how to order cuts: zincs, halftones, combination halftones, color plates. Specify exact sizes. In ordering figures to balance each other, or to appear on the same page, be careful to order them all the same height from crown of head to tip of shoe—not from top of hat-trimming to end of train. Otherwise some will appear to be giantesses or dwarfs. Do not experiment with vignetting or silhouetting at first; they're tricky. Do not try fancy groupings. Keep things simple and you'll keep them safe.

IF you have booklets to do, visit the bindery of the print shop and find out how they're made. Learn what saddle-stitching and side-stitching are; how to differentiate between type page and paper page; how to folio; and what a shocking lot of money a four-inch waste on one edge of a 65-inch sheet of expensive paper can run to. Watch the big clever folding machines and gatherers. Get acquainted with the composing room foreman and learn how high the rent is and when the next baby is expected; he's a good fellow and will probably save your neck about once a day on your early jobs. Shiver as the big knife of the paper cutter sighs down through a two-foot-thick stack of paper half an inch from the feeder's fingers. Understand just what it is you are ordering, and you'll make far fewer errors in layout.

Anybody with fair taste and reasonable intelligence can learn this much about layout; accuracy, simplicity, and completeness of instructions to engraver or printer. Beyond that point, it depends entirely on the artistic sense of the individual, and no amount of advice can do much good.

Charles W. Dowd

Has acquired a controlling interest in the business of the Machen & Dowd Company of Toledo and will continue business under the name of Charles W. Dowd, Inc., with offices in the Richardson Building, Ralph B. Way, R. T. Carrithers and Paul W. Austin will be associated in ownership and operation.

OVER 400,000 new customers were placed on the books of the gas industry during the past year. This means progress, expansion and, to alert advertisers, sales. Gas Age-Record covers this field 99.47%. Write for an analysis of the market for your product in this great industry.

Gas Age-Record

9 East 38th Street,
New York

A. B. C.

A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogs.



Gas Age-Record

"The Spokesman of the Gas Industry"

Advertisers' Index



[a]

Ajax Photo Print Co.	70
American Architect	70
American Legion Weekly	41
American Lumberman	70
American Photo Engravers Ass'n	
Insert Facing	51
American Wool & Cotton Reporter	51

[b]

Bakers Weekly	66
Ball, Russell	60
Barton, Durstine & Osborn, Inc.	27
Beals, Victor	61
Boot and Shoe Recorder	70
Boys' Life	50
Budd Co., John	62
Building Age and Builders' Journal	66
Business Bourse	51
Butterick Quarterlies	67

[c]

Calkens & Holden, Inc.	55
Capper Weekly	33
Chicago Daily News, The	
Inside Front Cover	
Back Cover	

Chicago Tribune, The	
Cincinnati Enquirer	45
Columbia Magazine	69
Commerce Photo-Print Corp.	52
Commercial Eng. Pub. Co.	70
Cram Studio, The	50
Crane & Co.	59

[d]

Delineator, The	8
Denne & Co., Ltd., A. J.	70

[e]

Economist Group	34-35
Erickson Co., The	4
Erie Dispatch Herald	58
Extension Magazine, The	46

[f]

Furniture Manufacturer & Artisan	62
----------------------------------	----

[g]

Gardner, Ernest F.	64
Gas Age-Record	71
Gatchel & Manning, Inc.	54
General Outdoor Adv. Co.	
Insert Facing	50
Gulfport Daily Herald	61

[h]

Hall, S. Roland	56
Hiller Studios, Lejaren á	49
Hotel Empire	66
Houston Post Dispatch	Inside Back Cover

[i]

Igelstroem Co., The J.	70
Industrial Engineering	39

[j]

Jaques	70
Jewelers' Circular, The	70

[k]

Knit Goods Pub. Corp.	70
-----------------------	----

[l]

Life	7
Literary Digest	6

[m]

McCann Co., H. K.	14
McClures Magazine	9
McGraw-Hill Book Co.	48
McGraw-Hill Co.	39
Magazine of Wall Street	64
Marine Review	63
Market Place	73
Motion Picture Magazine	31

[n]

National Miller	70
National Register Publishing Co.	70
Needlecraft Pub. Co.	47
New York Daily News	43
New York Times	12

[o]

Oil Trade	58
Orrin Thacker Grocer Directory	51

[p]

Pathecope Co. of Am.	57
Penton Publishing Co.	63
Peoples Home Journal	10
Postage	70
Power Plant Engineering	54
Powers-House Co.	44

[r]

Radio Digest	56
Radio Merchandising	52
Radio Publishing Co.	52
Richards Co., Inc., Joseph	3
Ross-Gould Adv. Agency	70
Rotarian, The	61

[s]

Shields, Earl H.	50
Shoe & Leather Reporter	70
Simmons-Boardman Pub. Co.	29
South Bend News-Times	66
Southern Newspaper Publishers Ass'n.	53
Standard Rate & Data Service	74

[t]

Taylor Bros.	70
Thomas Publishing Co.	47
Topeka Daily Capital	64
Toycraft Rubber Co.	70
Trenton Times	11
Tryon, Geo. W.	70

[u]

United Publishers Corp.	34-35
-------------------------	-------

[w]

Ward, Inc., Artemas	37
Womans Press	60

The Business Cycle

[CONTINUED FROM PAGE 20]

trade. Sounds logical, doesn't it?" The salesman nodded his head. "Well," continued the sales manager, "you know as well as I do that after the war prices went up very rapidly instead of down, and in some instances they have kept on going up."

"But," began the salesman.

"Just a minute," interrupted the sales manager. "This paper stated in September, 1920, that though business was dull in many lines there would be a decided betterment during the fall months. Here's the evidence to show that the slackness of business increased right up to the end of the year."

This sales manager had been clipping forecasts and prognostications for his own personal information, but he had gone a step further than most executives. He had carefully checked up the outcome of each forecast and had found that most of the predictions were false.

THE sales manager went on to cite instance after instance, bolstered up by the results of his checking process. He proved conclusively to his salesman that it was little short of a delusion to stick to the idea that a period of depression must follow every period of prosperity.

"Take our own company," said the sales manager. "Could you sit there and tell me that because we've been doing an increasing business for the past seven years we're going to run into seven years of poor business? Of course not. The same policies that are at work building up the business certainly afford a good basis for the continuance of successful operation. And the same thing applies to your work in the field. If that cycle theory is so true, how is it that it didn't affect your results in former years?"

The salesman looked thoughtful, but the manager was merciless. Now was the time to effect the cure, if ever. "We've had cycles in this country," he resumed, "but the wisest statistician in the world has never been able to show that there was any time relation between them. Some people say that we have a depression every seven years; others specify different time intervals. As a matter of fact, all statements like that are nothing but bunk."

"The truth of what happens is that we get into periods of over-expansion or inflation that make for waste until the bubble bursts. Then comes readjustment, accompanied by unemployment and all the distress and remorse that go with hard times. The cure for all of that is hard work—constant plugging. You'll find that there isn't a business cycle so far as you're concerned, if you resort to perspiration more and imagination less."

The sales manager then reached for the check.

Cooperation Between Publisher and Agency

[CONTINUED FROM PAGE 32]

phase of this advertising. It has created consumer interest, acceptance and demand, but through the campaign carried on in the trade press we have brought the message home most intimately to both manufacturer and selling agent.

That the campaign has attained its objective and done so in a most unusually short period of time is proven by the fact that, starting from scratch late in 1924, this brand has been accepted as the standard factory finish by twenty-two motor car manufacturers and is offered as an option by eight others—certainly a most unusual coverage to have been secured within so short a time.

Mr. Tinsman wound up the publishers' case with the following:

What I have to say is confined very largely to cases of advertisers who fall into that group which uses advertising to secure dealer influence rather than to create consumer demand. If an advertiser of a convenience produce—perhaps a breakfast food or a tooth paste—has the problem of creating consumer demand on his hands, the business papers can only render an incidental service to him. But the majority of advertisers have industrial or shopping products to sell and these lend themselves to consumer advertising only with difficulty and therefore only with heavy expenditures. My idea is that if the agencies sat down with the publishers and sought to work out how advertisers could secure dealer influence, or, as we like to put it, "build up with the trade," by the more widespread use of business publications and by abandoning the use of consumer publications as business papers, that would prove a real contribution to better marketing methods and lower distribution costs.

I am confident that, as the necessity for lower distribution costs becomes more and more a factor in all advertising, an increasing amount of thought must be devoted by the agencies to the problem of securing dealer influence through the use of business papers rather than through consumer mediums.

I think the consensus of opinion here is that the great growth of business papers in the immediate future is going to result from the pressure upon advertisers to make their expenditures most efficient. That is the reason I believe that the greatest contribution which agencies and business papers can make to bring about better marketing methods and lower distribution costs is to work together in showing advertisers who are after dealer influence how they can make a dollar in the business papers do what even two dollars in the consumer publications would be unable to do for them.

The day is past, long since, stated Mr. Tinsman in conclusion, when a few proofs of threatened consumer advertising, about to appear, will drive the dealers into line. Agencies who still play this advertising four flush, soon will be back numbers.



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 Rule-It lists publishing properties for sale.
HARRIS DIBBLE COMPANY
345 MADISON AVE. NEW YORK CITY

Two live Advertising Salesmen with established office can produce REAL business for one more REAL publication in Chicago territory. State your proposition. Friedman and Peck, Monadnock Bldg., Chicago. Telephone, Harrison 4056.

Position Wanted

ARTIST
Commercial young man, 19, experienced in lettering, borders; desires position with first class house in his line. Box 252, Adv. and Selling Fort., 9 East 38th St., New York City.

ASSISTANT TO ADVERTISING
Manager or Account Executive; preferably in adjacent Philadelphia. Young man, 25, well educated, single, Christian; copy layout, typography, space buying. Well recommended. Box 259 Adv. and Selling Fort., 9 East 38th St., New York City.

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.

ADVERTISING MANAGER
Forceful copywriter, experienced in all mechanical phases of advertising, seeks position with firm using publication and direct mail. Box 263, Adv. and Selling Fort., 9 East 38th St., New York City.

PRODUCTION MAN
Assistant to Production Manager: Young man, 25, just returned from Pacific Coast, experienced ordering zincos, electros, mats, typography, printing, etc. Willing to work outside New York. Box 260, Adv. and Selling Fort., 9 East 38th St., New York City.

PRODUCTION MAN
An energetic young man with nine years' experience in directing printing, engraving and lithography. Can buy paper and estimate printing costs. Also write copy and make layouts. Age 27. Box 253, Adv. and Selling Fort., 9 East 38th St., 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.

ADVERTISING SALESMAN
with six years' of exceptional selling in Eastern territory, wants representation of Western or Southern magazine or journal. Now successfully representing a leading trade paper in this territory. Age 31. Married. Box 262, 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.

Help Wanted

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.

WANTED—Advertising solicitor for a trade journal, with sufficient experience to enable him to build up the advertising department, which as it grows will mean a real future for him. Magazine is entering new field with large advertising possibilities. Box 261, Adv. and Selling Fort., 9 East 38th 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.

“There is no question but what the constant daily use we make of Standard Rate & Data Service makes it an ideal medium for publisher-advertisers, provided they do their part in proper utilization of the space.”

*A. M. Lewis
George Harrison Phelps, Inc.
Detroit*

ASDA



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.

ASDA

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York

San Francisco

London

When

You Come To HOUSTON

- Do you want to concentrate on this prolific market
- or scatter your shot plumb out of the picture?

NOW The Houston Post-Dispatch

- Completely covers Houston and Suburban Territory with the greatest *Home Delivered* City circulation of any newspaper in Texas.
- Yet the rate is less.

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

The Houston Post-Dispatch HOUSTON, TEXAS

P. S. If you want to know something about Houston and its territory—ASK US.



What a large Chicago bond house thinks of Tribune advertising

Public Library
Kansas City, Mo.

ADDRESS ALL COMMUNICATIONS TO THE COMPANY

ORGANIZED 1835

H. O. STONE & CO.

FIRST MORTGAGE REAL ESTATE SERIAL BONDS

REAL ESTATE FIRST MORTGAGES FINANCING

CONWAY BUILDING—311 N. WASHINGTON ST.
SOUTH WEST CORNER OF CLASH ST.
TELEPHONE MAIN 1825

CHICAGO

February 17, 1925.

Mr. L. D. Schmitt,
Financial Advertising Department
Chicago Tribune.

Dear Mr. Schmitt:

Everybody knows that our bond business was built on advertising in the Sunday Tribune and that it is still the main support of our rapidly growing bond sales.

You will be interested to hear, however, that we are getting very fine results from the use of the Daily Tribune.

Some time back we ran a series of ads outlining the experiences with our bonds of investors in various walks of life. These little stories all appeared under the same caption—"How They Get Rich with Bonds". As the series progressed, the interest of the public very evidently increased, for week by week the number of inquiries grew. They were all good, saleable leads.

During the months of December 1924 and January of this year, we used more space in the Daily Tribune than ever before, with really surprising results. To give you an idea of the returns, our advertisement of Wednesday, January 14th entitled "Bonds that Never Lost a Dollar" produced twenty-four inquiries, while that of January 28th "Get These Fortune Building Tables" produced ninety-five.

While the sales possibilities of these new inquiries are only beginning to be worked out, we know from past experience that the quality is high, the ads being similar to others we have run.

With these more than satisfactory results, we have determined, for our financial advertising, constantly to make greater use of the Daily Tribune.

Yours very truly,
H. O. STONE & CO.

Frederick Doyle
Advertising Manager.

FD:R

This is why The Chicago Tribune printed 65% of all bond advertising in Chicago newspapers during 1924

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER