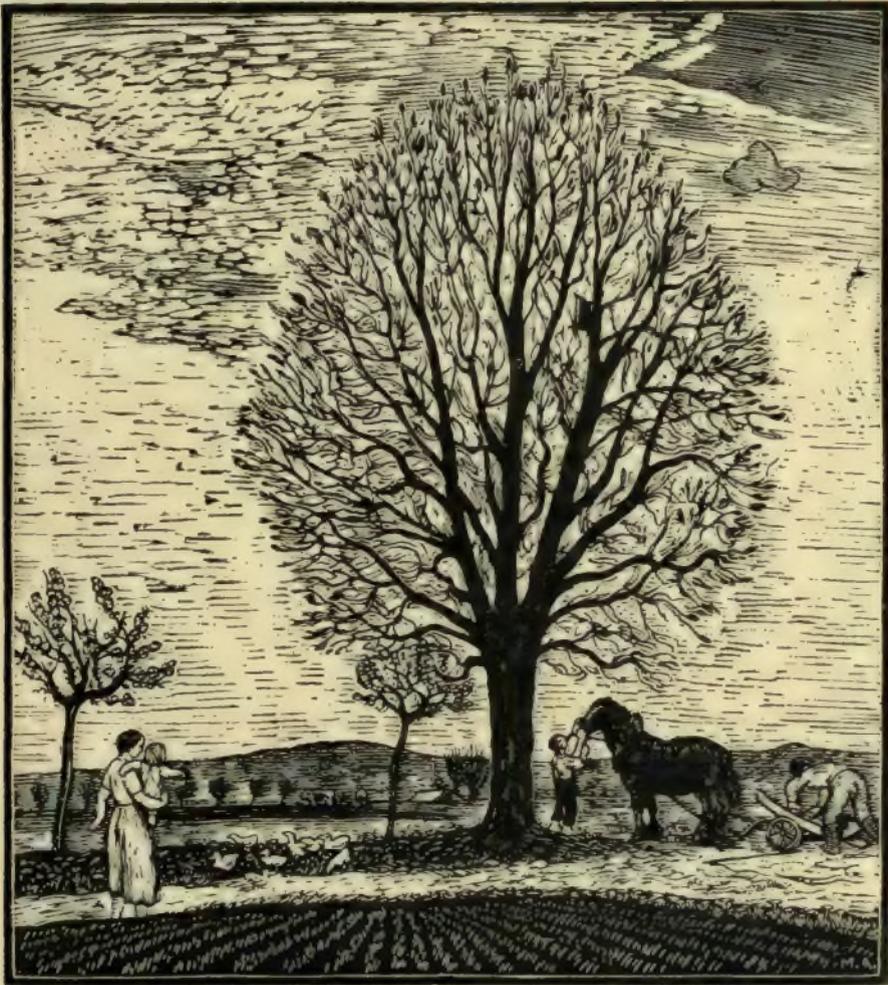


# Advertising & Selling

FORTNIGHTLY



JUNE 3, 1925

15 CENTS A COPY

*In this issue:*

“We Made a Success Out of a Business Failure” By P. H. NOLAND; “Overdone Engineering and Underdone Merchandising” By RUSSELL T. GRAY; “How We Built Up Our Overseas Trade” By F. W. COPELAND; “Why Not Cooperation Rather Than Criticism?” “Suggesting the Atmosphere You Don’t Dare Show.”

## *That's How Chicago Feels About It—*

Chicago people know their newspapers—their relative journalistic efficiency and their consequent advertising efficiency.

When Chicago people want anything that someone else can supply they know that the way to get it is to advertise for it in the classified columns of *The Chicago Daily News*. In the year 1924 the people of Chicago and its suburbs placed 929,456 individual “want-ads” in *The Daily News*. Almost a million separate pieces of business placed in a medium that they know by experience brings the desired return.

*The Daily News* is effective as a “want-ad” medium because it reaches the sources of supply in Chicago and its suburbs—and is read for advertising information as well as for its current news and editorial features. The qualities that make it effective as a “want-ad” medium make it equally effective as a display medium—and display advertisers so testify by their advertising lineage. In 1924 *The Daily News* published 15,099,527 agate lines of display advertising, a greater volume than was ever before published by any Chicago daily newspaper in any single year. The next highest 1924 daily lineage record was 11,774,440 lines.

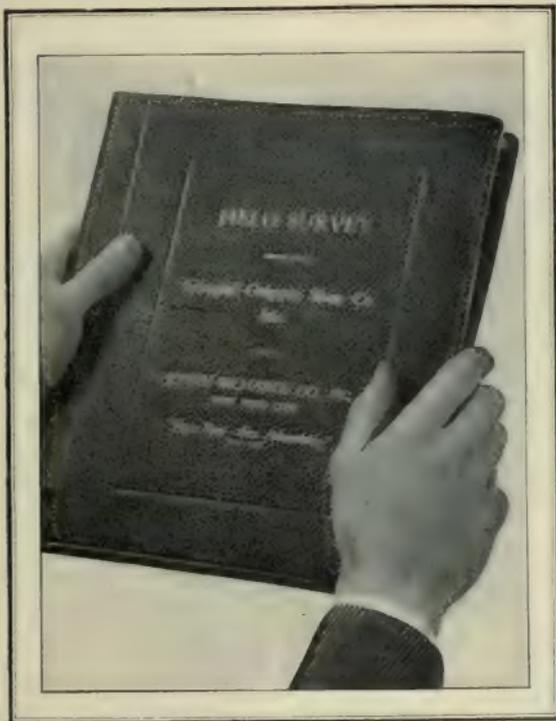
The people of Chicago appreciate *The Daily News*' comprehensive advertising service, and know that because it is *their* advertising directory and guide their own advertisements will receive the same attention. *The Daily News*' 400,000 daily average circulation means approximately 1,200,000 readers every day—concentrated 94 per cent in Chicago and its suburbs.

Chicago people know that they can get what they want by using the advertising columns of

# THE CHICAGO DAILY NEWS

*First in Chicago*

# A book about *your* business



*by the folks who  
buy your goods*



In a long experience, we have compiled many "Books of Facts" for individual manufacturers. They cover many industries and many channels of trade: groceries, drugs, furniture, shoes, etc.

HOW often have you thumbed hopefully through books on marketing only to lay them aside because they did not apply to your particular problems? How often have you wished that somewhere you might turn to a volume and find answers to the intricate questions of your own business?

There is such a book. Its name is the Richards Book of Facts. Your copy of this book does not exist as yet, because, unlike any other book, a Richards Book of Facts is prepared for the individual manufacturer. It presents a study of that manufacturer's product and marketing methods as disclosed by a field survey in which hundreds, sometimes thousands, of consumers, retailers, and wholesalers are interviewed.

When your Richards Book of Facts is made, you will find in it, not theory,

not out-of-date accounts of someone's else business, but trustworthy information to guide you and us in the making of advertising and sales plans.

As one manufacturer says about his Richards Book of Facts, "We feel that it insures our money will not be spent until results are certain."

We will gladly tell you how a Richards Book of Facts may be prepared for your business and used as the basis of the advertising which we do for you.

A copy of our new booklet entitled "Business Research," which describes the place of research in modern business, will be sent free on request. Address

JOSEPH RICHARDS COMPANY, INC.  
251 Park Avenue New York City

*An Advertising Agency Established 1874*

---

**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.*



*Member of the American Association of Advertising Agencies  
Member of the Audit Bureau of Circulations  
Member of the National Outdoor Advertising Bureau*

# Page 5—The News Digest

## Advertising Club of New York

Announces the election of Charles C. Green, president of the Charles C. Green Advertising Agency, as its next president to succeed H. H. Charles. Other officers elected were: Vice-president, Gilbert T. Hodges, advertising manager of the Frank A. Munsey Company; treasurer, H. R. Swartz, president of the Intertype Corporation; directors to serve three years, H. H. Charles of the Charles Advertising Service, and Grover A. Whalen, director of executive administration of John Wanamaker.

## Palmer Advertising Service, Inc.

Has moved its general sales offices and headquarters to 56 Cortlandt Street, Tarrytown, N. Y. A local New York sales office will be maintained at the old headquarters address, 19 West Forty-fourth Street.

## Amos Parrish

Has been appointed sales manager of William Taylor Son & Company of Cleveland. Mr. Parrish was advertising manager of the same concern until four years ago and has since acted as advertising and sales counselor for James McCreery & Company, New York; Strawbridge & Clothier, Philadelphia; and The Halle Brothers Company, Cleveland. E. N. Clark remains in William Taylor Son & Company as advertising manager.

## L. I. Thomas

For ten years in editorial charge of *Factory*, is now associated with *Industrial Power*.

## The Clark Collard Company

Chicago, will direct advertising for Donald F. Duncan, manufacturer of novelty candy containers.

## A. Q. Gordon

Cincinnati, has been appointed advertising representative of *The Rotarian* to cover Ohio, Indiana and Kentucky.

## Irvin F. Paschall, Inc.

Chicago, will act as advertising counsel for the Kelsey Manufacturing Company, Escanaba, Mich., makers of wooden linings for Ford transmissions.

## E. M. McLean

Has been promoted from sales division manager to general sales manager of the Four Wheel Drive Auto Company, Clintonville, Wis.

## Hicks Advertising Agency, New York,

Will direct advertising for the Artcraft Neglige Company, same city, makers of "Artcraft" and "Dawnrobe" negligees, kimonos and robes.



## The Thumbnail Business Review

By Floyd W. Parsons

☐ The volume of business continues at a satisfactory rate. Car loadings remain at a high level, especially in manufactured products. The figures for less-than-carload lots are above normal, indicating that the hand-to-mouth policy of buying still prevails.

☐ Bank clearings in practically all centers are making new weekly records. The latest returns from each of the Federal Reserve districts show an increase over last year. The purchase of foreign government and corporate securities by American investors has materially increased the purchasing power of European groups, which fact is confirmed by our increase in exports.

☐ Building permits are making new high records, and motor production for April surpassed all previous accomplishments. Orders for steel are developing in a satisfactory way, and unusually large purchases are in prospect for public works and utilities. The general outlook for gas and electric companies is as good or better than it ever has been before.

☐ Business sentiment generally is much improved over what it was some weeks ago. The paper, rubber and silk industries have reached a condition of profitable operation. Practically the only dark spot is in New England, where silk industries have reached a condition of profitable operation. Practically the only dark spot is in New England, where slack business continues in the woolen, cotton and leather industries. The most encouraging thought in this connection is that whatever turn comes in these lines of trade that have suffered from depression, the movement is certain to be upward. Constructive forces are at work and there is good reason to feel that the worst is behind us in textiles and leather.

## Associated Advertising Clubs of the World

Have announced definitely that the 1926 convention, to be held in Philadelphia, will take place June 19-24, 1926.

## United Publishers Corporation

Announces the election of A. C. Pearson, formerly vice-president and general manager of the Textile Publishing Company of New York publishers of *Dry Goods Economist*, as president of that company which is one of its subsidiaries. Everett B. Terhune has been elected president of the Boot and Shoe Recorder Publishing Company, Boston, another subsidiary of the United Publishers Corporation, in which organization he has held the position of vice-president and general manager. Mr. Pearson is a vice-president and Mr. Terhune a director of the United Publishers Corporation, of which Charles G. Phillips remains the president.

## Arthur Cobb, Jr.

Has resigned from Barton, Durstine & Osborn, Inc., New York, to become vice-president of Pedlar and Ryan, Inc., same city.

## The Buchen Company

Is the new name which was adopted on June 1 by the David C. Thomas Company, Chicago advertising agency. There will be no change in personnel or address.

## Bruce W. Elliot

Has joined the staff of Moser & Cotins, advertising agency, Utica, N. Y.

## W. Ray Cummings

Vice-president of the Monroe Calculating Machine Company, has been elected to the executive committee of the Boston Export Round Table.

## Robert A. Wright

For the past two years connected with the advertising department of the *New York World*, has joined the staff of the New York office of William J. Morton Company, special newspaper representatives.

## Ray D. Lillibridge, Inc.

New York advertising agency, will move into new quarters on June 6 at 8 West Fortieth Street. On May 27 the agency gave a "downtown farewell luncheon" at the Lawyers' Club to a group of clients, publishers and business friends.

## Smith, Sturgis & Moore, Inc.

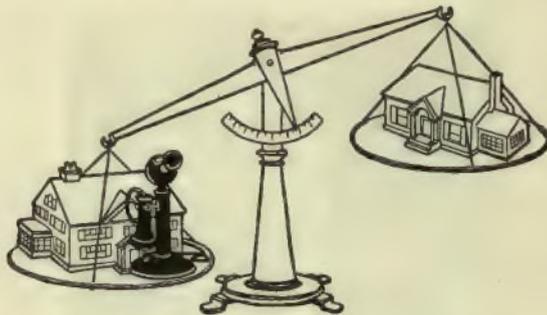
New York, will direct advertising for the Garod Corporation, Newark, N. J., makers of the "Garod" Neutrodyne Radio Receiver.

## Kansas Daily Newspaper Advertising Association

Has reelected Marco Morrow, assistant publisher of The Capper Publications, as its president. John Nicholson, of the *Hutchinson News*, was elected secretary for the coming year.

[ADDITIONAL NEWS ON OTHER PAGES]

# The home with the telephone is the market for your goods



Every manufacturer who advertises has occasion to ask himself this question: Where is the market for my goods? How can I divide the people of this country into those whom I can reach and sell easily and those on whom it does not pay to spend money or effort?

All sorts of measuring sticks and divining rods have been applied to population. The distribution of the income tax has been one guide. The ownership of a home is another. The possession of a motor car a third. All these have their advantages, but all are superseded by the thoroughness, comprehensiveness and definiteness of the telephone list. Here are 8,419,668 homes with telephones (disregarding all business connections) which have risen to a certain standard of living, of incomes, of expenditure, that makes the telephone necessary and possible. The presence of this simple device divides that family from all others who have not yet reached the telephone state of prosperity.

Since there must be a division of some kind, since it is obviously impossible to sell the entire population of the United States, since it is absolutely necessary to concentrate on those who are able to buy and who are

reachable by advertising and other selling appeals, the telephone is the surest index. It draws a line through population. One-third of the country's homes have telephones and it is conservative to estimate that they buy two-thirds of the advertised commodities sold.

It is a good thing for the national advertiser to aim at—market coverage of the eight and one half million families who have telephones—and obviously the telephone subscriber circulation of a number of magazines must be added together to total more than eight and a half million.

The telephone market has been staked out and more and more sales and advertising managers are using the distribution of the telephone to check up the distribution of their own product. The telephone is one of the surest indexes of buying power and it likewise points the way to the best advertising mediums.

Because in the ten years (1915-1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to all manufacturers of nationally advertised products this definite statement:

The home with  
a telephone is the  
best market  
and the best million telephone  
homes are subscribers  
to

# The Literary Digest

# TRENTON, NEW JERSEY AN IDEAL TEST MARKET

**T**RENTON is usually one of the cities selected by manufacturers who desire to test their merchandise and advertising in certain markets before attempting to secure national distribution.

With more than 400 factories engaged in the manufacture of 97 different kinds of goods valued at more than \$125,000,000 Trenton is not affected by trade slumps as in the case of cities dependent on a few industries.

The Trenton Trading Zone (a radius of 20 miles) has a population of 195,000 the make up of which is very similar to that in metropolitan centres.

The Times with a daily, guaranteed circulation of 38,000 copies offers advertisers the only possible coverage of Trenton and its numerous surrounding towns.

## TRENTON (N. J.) TIMES

KELLY-SMITH CO.,

*National Representatives*

MARBRIDGE BLDG., NEW YORK

LYTTON BLDG., CHICAGO

**W**HAT is meant by quality in circulation?

Taste to appreciate the finer things of life and means to buy them.

*What does the advertiser get when he buys quality circulation?*

A group of people selected for their taste to appreciate and means to buy—weeded of those with either poor taste or poor purse. . . . Plus the influence of these leaders on their many followers. . . . Plus their influence on the trade which serves them.

*How can the advertiser tell when he has quality circulation?*

By comparison of subscription galleys with exclusive club lists, directories of directors, store charge customer lists, social registers, society pages in newspapers, prospect files of leading motor car makers, income tax lists, etc.

*Without such careful comparison, how can the advertiser determine in advance what publications can give him quality circulation?*

Price of publication is one indication; mechanical excellence is another; quality of editorial content is a strong indication; publisher's willingness to show subscription galleys in any town requested is a strong indication; common-sense is the best guide of all.

*Is quality circulation worth more per page per thousand than run-of-mill?*

Yes, always, to the advertiser of a quality product designed for quality people. Yes, always, to the advertiser of a quality product designed for both mass and class. No, to the advertiser of a second-rate product designed for the masses.

VOGUE  
VANITY FAIR  
HOUSE & GARDEN

**THE CONDÉ NAST GROUP**

*All members of the Audit Bureau of Circulations*



“Look at the Boob”

## Humor—and Sanity

Charles Dana Gibson, in this drawing, has been none too gentle in satirizing that most popular game, laughing at the other fellow. Life paid tribute to its readers' mentality when it published the illustration, for it assumed that they could, at times, laugh at themselves.

The intelligence of Life's readers is combined with the means to buy and a responsiveness to advertising that is both gratifying and profitable to the advertiser who desires to reach this group. Life is by far the “best buy in the class field.”

## PARTIAL LIST OF

**National Advertisers  
Using Life in 1925  
with Comprehensive  
Schedules**

### Color

American Tobacco Company  
Lucky Strike  
Pall Mall  
Atwater Kent  
Beechnut Packing Co.  
Cadillac Motor Car Company  
Colgate & Company  
The Crane Company  
Fisk Tire Company  
Ford Motor Company (Lincoln Division)  
General Tobacco Company  
B. F. Goodrich Rubber Co.  
Holeproof Hosiery  
Ipswich Mills  
Keystone Watch Case Co.  
Lambert Pharmacal Company  
Parker Pen Company  
Pierce Arrow Motor Car Co.  
W. A. Sheaffer Pen Company  
The Coco 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  
Coty, Inc.  
Crichton & Company  
Davey Tree Expert Company  
Wm. Demuth & Company  
A. B. Dick Company  
W. L. Douglas Shoe Company  
Dretcher & Company  
Eastman Kodak Company  
Fisher Body Corp.  
The Forham Company  
French Line  
General Electric Company  
General Motors Corp.  
General Tire & Rubber  
Gorham Company  
Alexander Hamilton Institute  
Hart Schaffner & Marx  
Hotels Statler Company  
Houbigant  
Hupp Motor Car Company  
Robt. A. Johnston  
Lehn & Fink  
Liggett & Myers (Fatima)  
Maillard's  
Maxwell-Chrysler  
Mohawk Rubber Company  
Munsingwear Corp.  
Nordyke & Marmion Company  
Packard Motor Car Company  
Palmolive  
Pepsodent Company  
Phillips-Jones Corp.  
Phoenix Hosiery Co.  
Reed Tobacco Company  
Rubberset Company  
Society of American Florists  
U. S. Shipping Board  
Van Ess Laboratories  
Welch Grape Juice Co.  
Wahl Company  
Weyerhaeuser Forest Products  
Wrigley's Gum  
W. F. Young, Inc. (Absorbine, Jr.)

# L i f e

127 Federal Street  
BOSTON, MASS.

598 Madison Avenue  
NEW YORK, N. Y.

360 N. Michigan Avenue  
CHICAGO, ILL.

“THE BEST BUY IN THE CLASS FIELD!”



MOTHER will purchase household equipment, clothes, and even food on a trial basis. But when it comes to buying for her baby she must have steadfast confidence in the product or the purchase will not be made.

This willingness to buy for her baby can be instilled through magazine advertising, providing the magazine earns her confidence by giving needed advice in caring for her baby.

The Editors of the PEOPLE'S HOME JOURNAL are idealists. They see their work as a part of that great ambition—the creating of better, freer and happier homes for a million families through their editorial influence.

Marianna Wheeler, our Baby Editor, is an important contributor to the happiness of these JOURNAL homes. Her years of experience as head of the Babies' Hospital in New York have given her that practical training which is so necessary to successfully conduct a baby department.

The Young Mothers' Nursery Class and the Class for Prospective Mothers have endeared Marianna Wheeler to the hearts of PEOPLE'S HOME JOURNAL Mothers, and give to an advertiser a background and setting that goes far toward creating confidence in his product.

# PEOPLE'S HOME JOURNAL

# CHOSEN FROM THIRTY

*By One Who Knew*

**S**URELY you can be assisted in your selection of an advertising agency by the decision of a former executive of one of America's largest agencies. His choice of the Lamport-MacDonald Company from thirty who presented their respective cases, should kindle a desire on the part of manufacturers to hear the story of achievement which won the favor of this man.

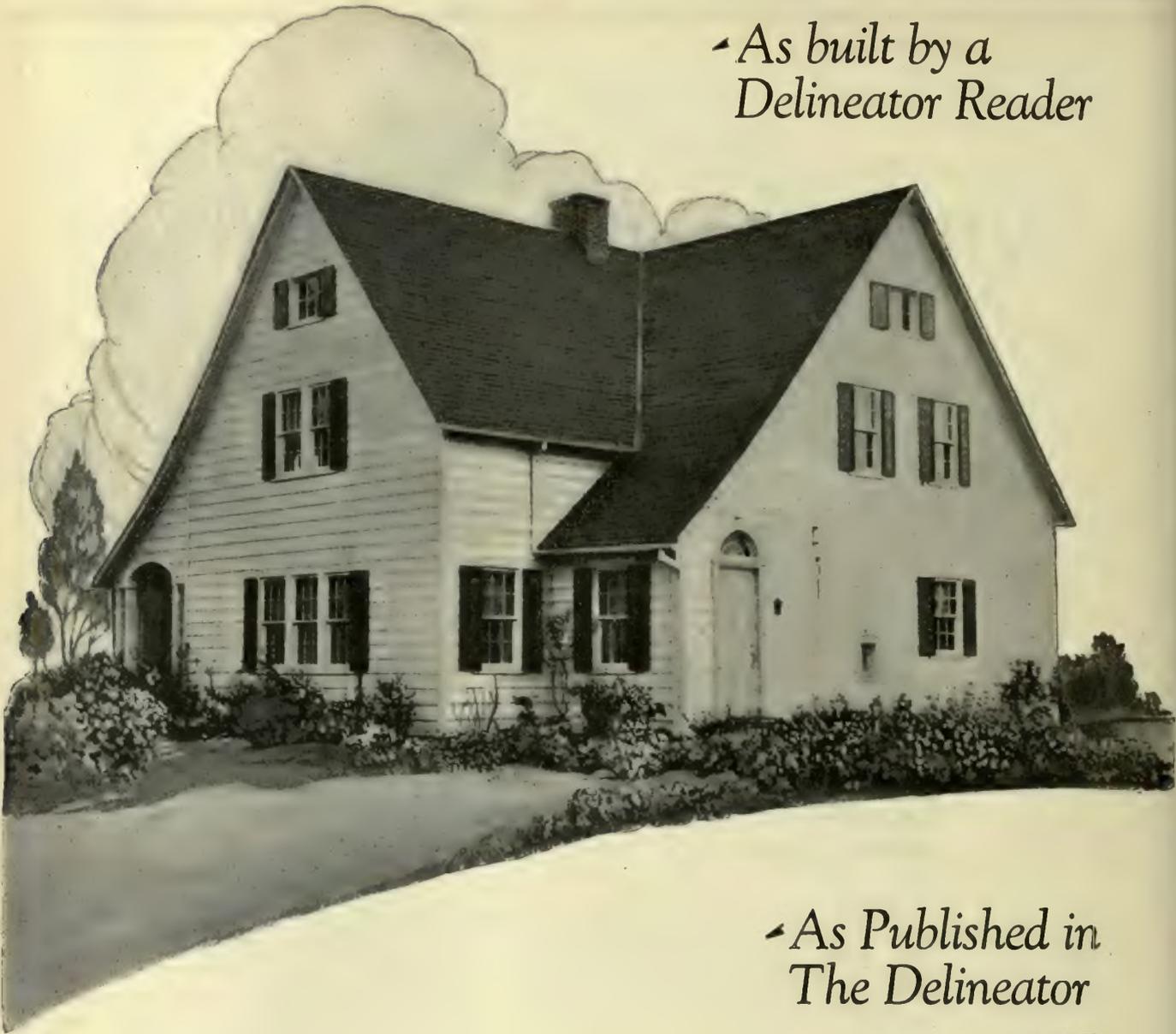
He has sat on both sides of the merchandising conference table. Because of this past experience he knows the vast difference between promise and performance.

If you are about to begin advertising, or if you are looking for a better agency relationship, we shall be glad to hear from you. We will frankly tell you whether our organization is especially prepared to assist in solving your merchandising problems.

*A copy of a letter in which this executive tells the reasons why he chose the Lamport-MacDonald Company will be sent to those interested*

**Lamport-MacDonald Co.**  
**J·M·S·Building-South Bend·Ind.**

*As built by a  
Delineator Reader*



*As Published in  
The Delineator*

A Delineator House Built by  
A Delineator Reader from  
A Delineator House Plan  
Designed by Donn Barber for



# The DELINEATOR

Founder of BETTER HOMES IN AMERICA

Chicago

New York

San Francisco

# Advertising & Selling

## FORTNIGHTLY

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© Brown Bros.

**I**N this issue F. W. Copeland, vice-president of the Sullivan Machinery Company, describes in some detail the methods by which his firm has built up the highly satisfactory volume of foreign trade which it now enjoys. The ever-puzzling question of credits and the problem of selecting the types of agencies best suited to cope with the widely differing conditions which are met with in world trade are thoroughly and interestingly dealt with in this pointed and comprehensive article.

### 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

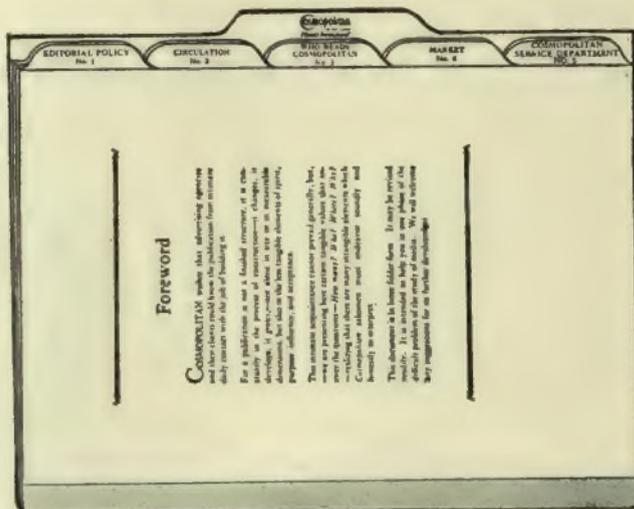
*Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy*

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

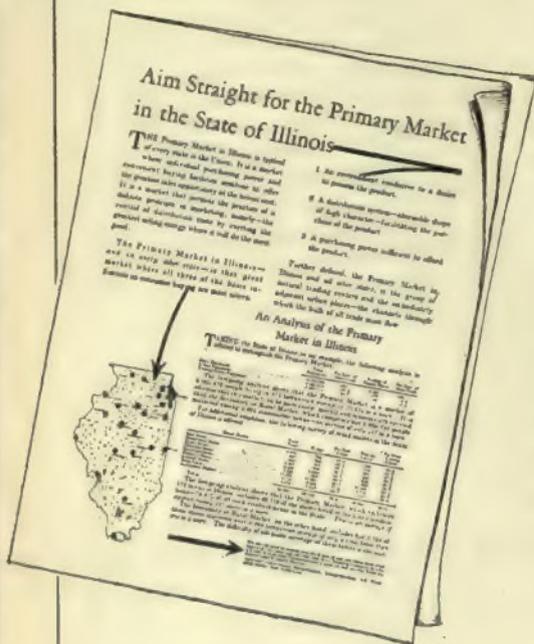
Member Audit Bureau of Circulations and Associated Business Papers, Inc.

Copyright, 1925

# Keep This File Up-to-Date!



**A** BRIEF analysis of the Primary Market in the state of Illinois has been published as Supplement No. 1 to the Standard Agency Data File. This analysis amplifies the information in the folder covering markets and trading centers. The supplement has been mailed to advertising agencies and should be filed as soon as received. By so doing, your information regarding *Hearst's International-Cosmopolitan* will be complete and up-to-date.



The Standard Agency Data File has been approved by the American Association of Advertising Agencies and is designed to establish a definite standard of practice in the filing of publication information.

In effecting distribution we have endeavored to place a copy of the file in the hands of every agency, but if your organization has failed to receive one, a request will be honored by return mail.

Hearst's International  
**Cosmopolitan**  
NEW YORK

JUNE 3, 1925

# Advertising & Selling

## FORTNIGHTLY

FREDERICK C. KENDALL, Editor

*Contributing Editors:* Robert R. Updegraff Marsh K. Powers Charles Austin Bates  
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray  
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

## We Made a Success Out of a Business Failure

*By P. H. Noland*

**W**ITH sales of \$39,000,000 the Moline Plow Company was an acknowledged failure; with sales of approximately \$3,500,000 its successor, the Moline Implement Company, is a success. Behind this statement lies a marketing experience that may have applications far beyond the limits of a single industry: a story of failure, with the merchandising lesson derived from it; and of fighting back by introducing methods revolutionary to the industry.

The company began in 1865 as a partnership to manufacture plows, and the first plant was merely a small frame building. The company prospered from the start. In 1871 it was incorporated. Profits were amazing. For a long period the dividends to stockholders amounted to 20 per cent a year. Those were high days for the implement business and we prospered accordingly.

Perhaps such results were a little staggering. Immediately after the war the company had reached a capitalization of \$19,000,000, and sales mounted to twenty, then thirty, and finally almost forty million dollars. But behind this fair front, toward the end, had grown up a false structure: *the delusion of mere bigness* was partly to blame, and it wrought havoc.

Other tillage implements were gradually added to plows. That was



*P. H. Noland*

*General Sales Manager, Moline Implement Company*

natural. However, there were competitors selling not merely tillage implements, but full lines—farm implements of *all* kinds. There seemed to be many advantages in a full line. It provided dealer leverage: one manufacturer could supply practically every item a dealer carried. The final effect of this on the dealer, making him an *agent* rather than a *merchant*, was not taken into ac-

count; or if so, was not considered detrimental to the manufacturer's interests.

Beguiled by these advantages, therefore, the company began an ambitious program of expansion. A factory at Poughkeepsie, New York, was bought; another was acquired near Minneapolis, a third in Freeport, Illinois, and so on. It was no longer a *plow* company, but a company manufacturing wagons, tractors, even automobiles. A "full line" in every sense of the word!

The financial statements of the enlarged company continued to grow and naturally the volume of sales was vastly greater than ever before. But behind the scenes, several things were wrong. The financial load involved in acquiring the new properties was very heavy and the company was over-extended. Add to this the fact that the method of selling then universally used in the implement industry left millions tied up in "receivables," and you will realize that things were shaky—when the bottom dropped out of the farm market!

The company could not meet its obligations. The bankers took it in hand. An investigation convinced them that little, if anything, could be saved; and they decided to liquidate.

Now, a small group of us believed that *something* could be saved. We

were convinced that the fundamental difficulty lay in the old plan of selling and also in allowing losing lines to eat up the profits of profitable lines; and we were satisfied that a correct interpretation of the figures showed at least a reasonable profit on the plow business, even when the company as a whole was failing. Our study showed, for instance, that there had been an actual loss of \$500,000 one year, in one of the recently-acquired factories.

We stated our case to some of our bankers. They agreed we might select such parts of the physical properties as we felt could be operated profitably under our new plan, and they agreed to sell us that and to liquidate the balance.

In our selection we chose tillage implements, which had always been the cream of the line, and discarded everything else. To these we added only a few implements from discontinued plants, the manufacture of which we moved to Moline. We wanted no product that could not stand on its own feet and earn a profit on merit.

When we were organized, we had the skeleton of a business: a business stripped of a large part of its volume, which we did not regret, and carrying not one cent of fixed charges. Out of this we undertook to build back to profits, starting just about where the business had been twenty-five years earlier, before the desire for bigness and the full-line craze became obsessions.

This was the starting point. We approached our task with a good deal of enthusiasm. But we were not satisfied to continue on the basis of the marketing methods that had been current in the industry for decades. We considered them out-

of-date, inefficient, extremely wasteful, and we wanted a new deal. We blamed them for the failure of the old company. We doubted if anybody makes profit under them and we knew we could not. Therefore we devised a new selling plan.

**T**HE old way was to work through branch houses, each of which maintained an expensive staff of accountants, shippers, laborers, salesmen, canvassers and collectors; to extend extraordinary long terms; to make the dealers practically agents and to add to an already heavy load almost every "service" that ingenious minds could think of to attract business—*except* the fundamental service of economical marketing! Manufacturers had salesmen who called on dealers; canvassers who went out and drummed up business for dealers; experts who helped to install implements and service them; and bill collectors who helped the merchant get his money so the manufacturer might get *his!* Altogether, an expensive outfit. We used to figure that only about half the time of our salesmen was devoted to selling; the balance was given over to collecting.

Long terms tied up the manufacturer's money endlessly. An implement sold in the spring was likely to be billed for fall payment; but often it was understood that if the dealer failed to dispose of the implement that season, he would not have to pay the manufacturer until the *next* fall. This was a sur-

vival. In the early days of the industry it was not so bad, because the West—where implements were needed—had no money and few banks, and the manufacturer by extending long terms served as a useful agent in employing the excess capital of the East for the development of the West. But the system remained after the West grew up. It entailed extensive book keeping, increased the risks, and resulted in extremely low rates of turnover. For the industry as a whole, the rate of turnover has probably been lower than for any other industry approaching it in size; we figure it runs somewhere between once in eighteen months to two years.

Another survival was the excessive number of dealers. Manufacturers established agencies at every cross-roads store. When railroads were few and slow and wagon roads were bad, something of this sort had been almost essential. But with the speeding-up of transportation and communication facilities, the system began to weight down the industry with waste. The territories of dealers were so small that few of them could hope to sell much. Their expense percentages accordingly were high. They could not buy in bulk and save money by *that* means. Retail prices were high. Yet the

[CONTINUED ON PAGE 44]



**T**ILLAGE implements had always been the cream of the Moline line. By specializing in the manufacture of these to the exclusion of the many unprofitable items included in the so-called "full line," we were able to cut down materially on our cost of distribution and to sell with an efficiency and economy which was unheard of in our field under the prevailing system.

# Overdone Engineering and Underdone Merchandizing

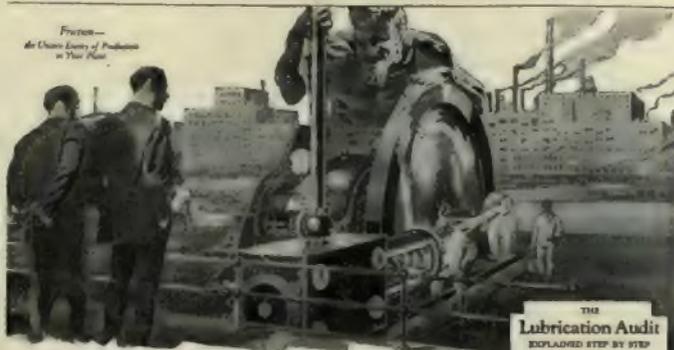
By Russell T. Gray

NOT long ago I intimated in these columns that advertisers using popular mediums could profitably imitate the class appeal that is the backbone of most industrial advertising. Now I hasten to mollify a number of critics of that statement by vowing that the industrial advertiser can profit mightily by imitating that thing which is the popular advertisers' stock in trade—plan selling or merchandizing, to use their own beloved term.

As I have found them, the men who direct industrial advertising and selling are engineers. They may not possess sheepskins, but at heart they are engineers, and that means a strong inclination toward inventing and designing purely for engineering's sake—a worse fault, from a cold-blooded business viewpoint, than "art for art's sake."

Few are the lines of equipment sold to industry that do not include at least a couple of hobbies—devices built without any thought of their marketability, without thought of meeting price competition, without thought of their relation to the rest of their line. These devices are designed simply that someone may gratify his own creative sense and then let the sales manager hold the bag.

One manufacturer with whom I am well acquainted makes only two devices. One is a good, sane piece of boiler room equipment with a wide, easily cultivated market. The other is for the same identical purpose and, although a marvel of ingenuity, it is so far out of line in price that it should have been dis-



Fraction—  
the Cause Entry of Problems  
in Your Plant

## Why should a business executive bother his head about lubrication?

A BUSINESS executive cannot be expected to know all the technical details of his plant operations.

But until he gets a broad grasp of scientific lubrication, he has a very weak hold on both power losses and operating costs.

Perhaps you will be interested to check your own knowledge as follows:

Do you know that each engine and machine in your plant is receiving the oil suited to it?

Do you know the significant annual cost of your lubrication compared with the cost of your equipment which this lubrication should protect?

Do you know that a large percentage of your expenses for repairs and replacements are directly chargeable to incorrect lubrication?

Do you know that preventable fires, causes power losses, throughout your plant, can be controlled by Correct Lubrication?

Do you know that high quality oils always prove the cheapest oils in the long run?

Do you know that the Vacuum Oil Company has made Correct Lubrication an almost exact science and can introduce additional economies in your plant without a dollar's added cost?

If you would like to have before you a clear-cut survey of the lubricating problems in your plant, we propose this:

Upon request we will send one of our Engineers to your plant. He will make a careful survey of your equipment and operating conditions. Later, after our Technical Department has studied and analyzed his findings, we will forward to you a comprehensive Lubrication Audit of your entire plant. For further details see column at right.

Any recommendations which we may make for more scientific lubrication will be based on our 16 years' specialization in the manufacture and application of lubricating oils. Our service covers the world. Any inquiry to our nearest branch office will receive prompt response.



## Lubricating Oils

A grade for each type of service

VACUUM OIL COMPANY

THERE are many instances of the merchandizing element being used successfully in industrial advertising, but not as many as there might be. A good example is the Vacuum Oil Company's "lubrication audit." Almost every product sold to industry is part of a method or system, and the question arises, "Can you sell the product by selling the system?"

carded before the idea ever reached the drafting room. Yet this man—and he is no exception—has invested enough money and time in this equipment to have made an outstanding success of the line in which he takes so little interest, simply because it represents the obvious.

Perhaps there is little hope for this man. When you consider how common it is to hear a tired sales manager sigh over a selling expense item and tell you, ever so confidentially, that the money has been squandered on one of the "old man's

playthings," you begin to believe that industrial playthings, like taxes and the poor, are always with us.

But surely it is possible to show the hobby riders of industry a new game—the great game of starting with the market in designing equipment. Many an industrial toy soldier has become covered with rust when its owner was introduced to this most fascinating of all pastimes. And in its place came a new and shiny product that captured its market.

Take the case of a manufacturer of scales for industrial use. This manufacturer had a well earned reputation as a designer of "trick scales" and a startling ability to dodge his creditors. He brought out freak models so rapidly that his salesmen forgot the old types in trying to keep up with the new. Harder times finally forced him to take counsel, and the counsel was from an insurgent sales recruit who came from a competitor's force and knew what the market figures were. Today this manufacturer is pushing only one scale, and a wonderful plan for selling this model has unfolded itself as if by magic.

To a manufacturer of rugs, for instance, this idea of building to the market and holding down the line will look obvious. Such a manufacturer calmly checks up his patterns each year and, regardless of his personal taste, discards every design that did not sell readily. "Stop patterns" is a necessary part of the rug or textile trade's parlance. But apparently the average engineer would try to run a rug manufactory

### THE Lubrication Audit EXPLAINED STEP BY STEP

(An Condensed Outline)

**INSPECTION:** A thoroughly experienced Vacuum Oil Company representative will inspect, free work your plant engineer or superintendent makes a careful survey and record of your mechanical equipment and operating conditions.

**RECOMMENDATIONS:** We will specify, in a service report, the correct oil and correct application of the oil for the efficient and economic operation of each engine and machine.

The report is based on —

- (1) The operation of the machines in your plant.
- (2) Your operating conditions.
- (3) Our 16 years of lubricating experience with all types of mechanical equipment under all kinds of operating conditions throughout the world.
- (4) Our maintaining experience in manufacturing oils for every lubricating need.

**CHECKING:** If, following our recommendations in this audit, you wish our oils, personal calls will be made to check up the maintenance of the stored stocks.

For THE ABOVE FREE SERVICE address our nearest branch office.

- Branch Offices:
- New York
  - Chicago
  - Los Angeles
  - Philadelphia
  - Pittsburgh
  - St. Louis
  - San Francisco
  - Albany
  - Cleveland
  - Detroit
  - Indianapolis
  - Memphis
  - Minneapolis
  - Omaha
  - Portland
  - Seattle

# Shall We Provide for the "Orphan Annie's"?

By *Stuart Peabody*

Advertising Manager, The Borden Sales Company

**H**OW many advertising appropriations are not burdened and weighted down with expenses which have nothing to do with advertising—gifts and donations, sales allowances, charitable indiscretions, and what not?

These things, individually, seem trivial. Yet when an accounting is made at the end of the year, the directors wonder why the appropriation, which seemed adequate, didn't bring the expected results.

Often these directors themselves are responsible for a great deal of the waste. The chairman has a cousin who is in the novelty business. He has a celluloid nail file which the chairman thinks will be just dandy to give away to the trade. The advertising manager, being anxious to oblige, buys a supply. He never would have bought them if the salesman had not come with a personal introduction. He has no enthusiasm for the article, so it languishes and probably dies in the warehouse.

The president of a company which manufactures high-grade plumbing fixtures is a much educated man. He has attended two preparatory schools and two colleges; and in the publications of these various institutions appear yearly schedules of advertisements offering plumbing fixtures. You can hardly blame the advertising manager, but the waste is there just the same.

One advertising manager found a way to stop this sort of leakage. He realized that it would be bad policy to fight it too openly and vigorously. He kept a file which he called secretly "The Graft File." Into this went every expense which he had incurred under moral suasion, with the name of the officer or director attached. At the end of the year, when he was asked what he had done with his talents, he rendered each guilty officer a neat statement of his particular raids. After he had followed this procedure for three consecutive years, the practice

of recommending wasteful advertising ceased.

Sales allowances and discounts, masquerading under the guise of advertising, are more difficult to handle. No advertising manager worth his hire is immune to the thrill of making a sale. When he has an opportunity to consummate a big sale by letting something slip that can't really be called advertising, he probably will succumb.

So-called "advertising allowances," paid in cash or credits to the trade, are the best examples of this sort of expense—advertising allowances that never find their way into any sort of advertising at all, and which are, in fact, simply reductions in price.

Another instance, though rarer, is the well-known appeal from all kinds of dealers' associations for funds with which to provide "entertainment" at conventions. No possible advertising application here—just graft. Yet in many instances this sort of thing is loaded upon the advertising appropriation.

The line between sales expense and advertising expense in matters of this sort is a delicate one, but nevertheless it should be definitely drawn. If it is not, it will be found that a great deal of business has been bought, and, therefore, not sold on a permanent basis. The buying will have to be continued if the business is to be held.

**E**VERY advertising manager should insist that a fund be set up in the sales department entirely apart from the advertising appropriation, to take care of orphan items which cannot be considered legitimate advertising. There will be arguments and discussions as to what is and what is not legitimate advertising, but these we always have with us anyway. The advertising manager can at least crawl into his shell and state that in his opinion the item is not advertising and will be accepted only over his protest upon

the insistence of his superior. His conscience will then be clear.

Samples are another source of annoyance to many firms selling low-priced articles. They are often a legitimate means of advertising, yet they are frequently abused. In the Borden Sales Company there are sales samples and advertising samples, and the distinction is clear. Sales samples are those which are given to or demonstrated to the trade. If a Borden salesman cuts a can of milk to demonstrate quality to a retailer, the sample is charged to sales expense. If he provides milk to be consumed at retailer or jobber banquets, or in the homes of the trade, the samples are sales samples. On the other hand, all milk given to or demonstrated to the consumer is charged to advertising.

**T**HESE are only a few of the evils that lurk around the corner to waylay the advertising appropriation. They all tend to lessen the effectiveness of the sales and advertising campaign, and the alert advertising manager should be constantly on the lookout for them.

As a broad check, many managers put through advertising charges according to a detailed card of accounts. That is, each expense is carefully classified and labeled, and charged through the books by its right name. A report by accounts is rendered monthly by the accounting department, and thus the leaks are watched carefully. They *must* be watched periodically, for there is no more insidious waste. Items which seem insignificant pile up.

Under this system, the advertising manager may make up a pie or column graph at the end of the year and see just where his money has gone. If he finds that the great part of it has gone into paid space or other advertising which exerts a definite effect on the intermediate or final consumer, based on the *salability or quality of his product alone*, then he has done a good job.

# How We Built Up Our Overseas Trade

By *F. W. Copeland*

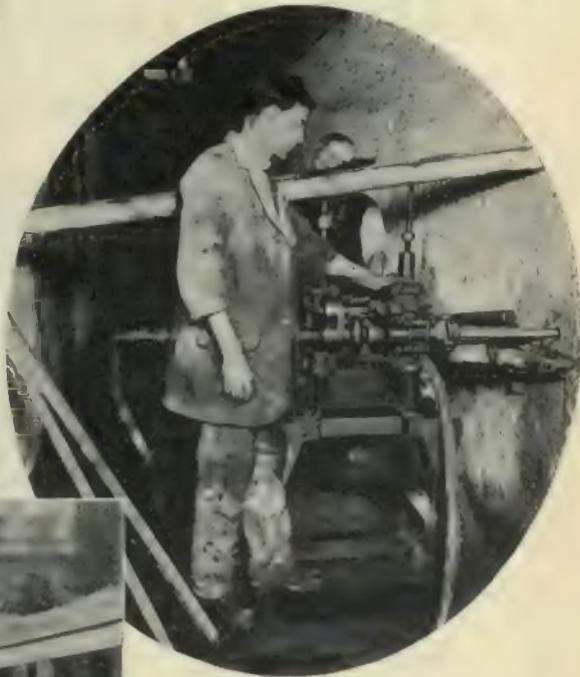
Vice-President, Sullivan Machinery Company

**O**UR line is composed principally of heavy machinery used in mining, quarrying and excavating. We also have a wide industrial market with our air compressors and compressed air tools. The market is highly technical, highly specialized. It must be preceded by educational work! We cannot send samples. We cannot do a mail order business. It is almost impossible to sell by correspondence or catalog as the best machines may be a pitiful failure in unsuitable conditions. We rarely can trust the judgment of the customer in his selection of equipment. We cannot afford to risk a failure because bad news spreads like wildfire. In other words, our ideal cycle of selling involves free consulting engineering to prepare the way, then demonstration. After the sale we must follow up with training to the operators and to the management. It is not a game that can be played by sticking colored tacks in a pretty map or figuring a per capita consumption for the four hundred million Chinese.

Like most American manufactur-

ers we trickled into foreign markets unconsciously. American mining engineers pioneering in foreign countries sent back for American machinery. Foreign visitors saw our machines at work and went home to talk about them. The first thing we knew we were receiving a tidy little volume of foreign business. This prompted the natural ambition to get more of it. We sent a man to London on a three months' trip of investigation. We sent a man to Santiago, Chile; another to Sydney, Australia; another to Mexico City. Each one reported a market but a bitterly contested one. Each man stayed from month to month picking up a little business here, a little business there. Then to meet competition we had to stock repairs. This meant a property investment, a warehouse, an office, a clerk to collect accounts.

Little by little each became a permanent branch office. We sent other men to locate agencies in Spain, Italy, Norway, France, Japan, China and South Africa. One by one we placed agencies in other countries. Each country began to send in orders with different requirements of equipment, government red tape, shipping instructions, etc. The home office added a clerk or two and blundered along as



**Y**OU cannot dabble in exports. To do so leads to confusion and sends the bulk of business to the foreign competitors. Since the Sullivan Machinery Company commenced to take exporting seriously, Sullivan products have come into use all over the world. At the present time the company has fourteen foreign branch offices in addition to numerous agents who, alone, account for at least 25 per cent of the export business

best it could. In times of business depression in the United States we hailed the foreign business as a life saver. In boom times we cursed when a big important American customer would refuse to wait for delivery in turn after the machines in our stock had been sold to some outlandish firm in the Dutch East Indies.

Finally the confusion reached a point where it was decided to handle the foreign business under separate control as a special department. I was given the title of "Foreign Sales Manager" and a free hand. I will never forget my first day when a visitor was ushered into my office and asked me for our agency in Soerebaya. I didn't know where Soerebaya was or what an agency meant so I politely told him we had a splendid business there already.

As we now stand we have a foreign staff of about one hundred directly employed by us in our branch offices at London, Paris, Brussels, Sydney, Santiago, Mexico City and Warsaw. We have our own men working as employees of our agents in China, South Africa, India, Russia and Peru. About 60 per cent of our foreign business comes in through our branch offices, 25 per cent from agents and 15 direct from foreign customers. We sell in local currency wherever we have branch offices. We ship against terms as liberal as six months' open account in some cases. We have a heavy foreign inventory—yet our foreign business averages American prices and our losses on bad accounts, depreciation and obsolescence are less than on a corresponding volume of domestic business.

Every man is boy enough at heart to feel a secret flicker of temptation to try his business methods in foreign countries, either as an employer or as a salesman. I am not trying to encourage or discourage this feeling but I believe that I can give you a picture of the situation that will save you money; at least it has cost us a lot of money and grief to paint it, and from it we have learned a great many things.

You cannot dabble in exports. You can stand on the shore and skip pebbles or else dive in and sink or swim. If you wade you only get your feet wet. By wading I mean taking the stand that you will accept only the foreign business that comes to you cash with the order, with American specifications, and at a cost only of an American dealer's

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# Letters That Don't Frown Back

*Dictated by WRB/S*

**W**HEN a business house receives a letter of complaint there is generally a frown in it. Only the sunniest of correspondents finds it natural to answer such letters without getting so awfully serious that their letters seem to frown back, whereas, the replies to complaint or adjustment letters should have a smile in them—never a broad grin, mind you, for the person at the other end of the correspondence generally isn't in the mood to be grinned at. But most people can be cheered up and made to smile a wee bit, and if that can be done the adjustment of the complaint is always very much easier.

Whimsicality is a good antidote for over-seriousness. A dash of whimsicality will generally put a smile into the most difficult letter. Whimsicality is achieved by allowing oneself to use a few rather irrelevant or eccentric or quaint or fanciful ideas that generally pop into one's head if one stands off a minute and looks at a situation coolly and impersonally. By way of illustration, study this letter, written by an egg man, H. B. Carpenter of Lancaster, Pa., to a customer who had written a sharp letter of complaint:

I am very sorry that you had the misfortune to receive several bad eggs

in a recent shipment. I can't account for this unfortunate incident, but I can assure you that we are very sorry such has been the case. To repay you for your loss we will send you an extra half dozen free of cost with your next shipment and we hope that you will not criticize us too freely for an unintentional error upon our part.

The egg business is an unpleasant business, and, you might say, a "rotten" business. First of all, unlike a manufacturing establishment, we cannot machine our product. We must take our eggs as they come to us. We cannot manufacture on hand for the season when eggs are scarce; neither can we "lay off hands" when the yield is prolific. In summertime when eggs are plentiful then we have the heat to bother with, and in wintertime when shipping conditions are good the eggs are scarce. And lastly, the P. O. Dept. How they smash up and scramble our eggs! And, perhaps, we ought to blame Nature for not putting a heavier shell on the eggs.

But, thank Fortune! we have some good people to deal with just like you, and as long as you are tolerant we will do our best in spite of adversities.

This letter starts out seriously enough—as such letters should, for people resent having their complaints laughed off lightly; but it ends in a burst of whimsical humor that is bound to leave the recipient in a friendly and forgiving frame of mind.

That is the art of taking the frown out of letters—start out with a serious pucker between the eyes,

but try to finish with good-natured little smile puckers all around the eyes!

Nearly every situation has some saving point of humor or some whimsical interpretation that would take the edge off of its seriousness and inject a smile. Look for it and learn to use it.

But beware of this: whimsicality is a sharp tool of correspondence that has the characteristic of other sharp tools—it cuts very easily, and one must be careful not to let one's hand slip in using it. For this reason it is a good idea, when first trying out this whimsicality idea, to make a practice of letting such letters cool overnight before mailing them. If, in the morning, they seem "fresh," or too clever, they should be toned down a bit. Judge by asking yourself, "If I were in this person's place and I received this letter, would it make me smile or make me sore?" You can very soon tell from this whether you have injected an over-dose of whimsicality, or introduced it too early in your letter.

Of course, one can go on eternally using the same old dull phrase-tools of correspondence if one is content to plug along frowningly day after day; but what live business concern can afford to content itself with dull correspondence?



First advertisements of Hartford-Saxony rugs showed the product in perfect settings, but attention seemed to be diverted by accessories. The next series reproduced the details in highlight half-tone, leaving only the rug in full color. This marred the cosy effect until a compromise was made by placing a panel over the eye-level parts of the room, making the copy inescapable and causing the eye to descend

# Suggesting the Atmosphere You Don't Dare Show

By A. Raymond Hopper

ABOUT a decade and a half ago, while I was advertising manager for a large knit goods distributing concern, one morning's mail brought me a letter of solicitation from a now defunct advertising agency inclosing a recent specimen of its work. This was an advertisement for some kind of cigarette. In what was at that time a sort of futurist style, it showed racing down the road toward the reader an up-to-the-minute automobile whose bright red color could not be missed by the best intentioned ad-dodger. That sanguinary splash and the deep greens of the close-up foliage pretty well filled the plenty large space, and it was with some delay and difficulty that I finally discovered the name of the cigarette being advertised. I came to the perfectly logical conclusion that what one of the several occupants of the car seemed to be smoking probably was intended to be that particular brand of cigarette.

The artist, when painting the picture, probably had been aware that he could dispose of it to another cigarette concern (it could have advertised hosiery or anything else

just as well) if the present advertiser had refused it. Anyway, either he or whoever engaged him sensed



In Sanitas advertising the grouping at the lower left-hand corner of the swatch indicates the room in which the pattern shown is to be used

the coming desire to get away from the product itself into the realm of its use.

That is one way some advertisers still get away from the factory or the product. Just get away; that's all. But always since it has stuck in my head as one of the several ways *not* to do it.

Advertising men now seem torn between two desires; to be and not to be; to show the product and yet to exercise a certain wise restraint; to play the part of town criers, but to dress up the job so that they may be thought to be the king's heralds. The glory of it is that they are getting away with it, often exercising a remarkable ingenuity and commendable skill, finding in the compromise a better way than in either of the two extremes.

When the Bigelow-Hartford Carpet company began to advertise "Hartford Saxony" rugs, it was recognized that the product should be shown in use. Full color reproductions of carefully made oil paintings of room scenes were used, wherein the artist cleverly contrived to make the rugs the subtly dominant dec-



True Hospitality. A Genuine Invitation  
a true mark of good housekeeping

DIAMOND California's finest WALNUTS  
Crackin' Good Walnuts

*Gaining attention for a small object by showing it close up to the reader. Everything else in the setting has been made to recede and attention thus focused on the dish of walnuts*

orative features. The artist knew materials and understood period furnishing and the art of interior decorating. More than one blasé advertising man tore out the advertisements for one purpose or another. One agency executive unwittingly held out for that very artist's instruction one of the illustrations, to show the kind of work he wanted for one of his clients.

An advertising manager of high rank commented favorably on the fact that every detail of the room was absolutely correct. While the pictures were advertising rugs, the furniture was right in design and placing, the draperies were appropriate and the rooms looked livable. Sounded good for the pictures. But it began to be thought that the very comments in their favor pointed to a better way. A room around the rug was as necessary, to show the adaptability of the product, as a dog is to wag a tail. But it was far from desirable that readers should have their interest dissipated on the attention-compelling objects in the room that were nearer the eye level. Minds must be focused on the rugs.

One way of correcting this was to make the accessories of the rug just as right, but less pretty. An advertisement was prepared in which the rug was rendered in full color, as before, but everything else was left in black-and-white highlight halftone. The setting was there; the design of rug and of furniture still

*Truly - a Compact!*

A compact to be true to its name, should be thin. This new Colgate compact is thin . . . so thin that it is difficult to believe it is a double compact at all. Yet

when you open it you find face powder, rouge in the new orange shade, and a mirror for each. In shape this new compact is like a watch, with curving sides that taper gracefully to the edge. This smart watch case shape is found

only in this Colgate compact. The case is finished in lustrous black enamel and will outfit many girls. Ask for Colgate's Watch-Case Compact at any toilet goods counter. \$1.50.

**Colgate's  
Watch-Case  
Compact**

*By a simple use of the air-brush the background is toned down so as to bring the compact case under the spotlight. Had this not been done the reader would have missed the product being advertised*

harmonized; a woman could get from the picture some idea of how to arrange her own room; but the rug was lifted right up into the reader's attention by means of the color. There was now no doubt what was being advertised, even if there had been no text, and that could not so well have been said of all the preceding advertisements. But the warm beauty, the life, the cozy home interest was lacking. It as a good



For him - For her  
As Appropriate as the Mistletoe for Christmas

Allen A  
Hosiery Underwear



*In this illustration everything has been eliminated that would detract from the product advertised. As a result, the reader's attention reverts naturally and easily to what is on the "bewitching ankles"*

advertisement, but the room was no longer inviting.

The present series this company is running shows how a compromise has been effected. The room is still there, but you don't see it. That is, not much of it. The panel inclosing the type has been placed right over the eye-level parts of the room, and attention is compelled to descend to the floor covering. The advertisement has all the warmth and vitality that full color can give it; it is correct in every detail. To look at only that part of the room which can be seen around the panel and which has the effect of a border, is to know just what kind of a room the panel is covering up. And this very reliance upon the reader to exercise her imagination insures that not only will the rug be the principal point of interest, but also that the copy is inescapable.

When the Standard Textile Products Company illustrates its advertisements for Sanitas Modern Wall Covering merely with a swatch of the goods, against the lower corner of which is set a decorative unit suggestive of the sort of room the pattern is best adapted for, the same idea is being carried out in a different way. If across the square of Sanitas reproduced herewith the words "dining-room" were to be superimposed, you would be no more enlightened than you are now by nothing more than two or three accessories that are used only in din-

[CONTINUED ON PAGE 47]

# Collecting Money by Mail—II

Compiled by

*Lawrence Campbell Lockley, M.A.*

University of California, Southern Branch

In Collaboration with

*Sylvester B. Hoffman*

**W**ITHOUT either recommendation or adverse criticism, but because the series is representative, we reproduce the five letters which are the backbone of one firm's collection system:

No. 1—10 days to 15 days after due date of account:

We certainly appreciate the cooperation you have given our product. Many thanks.

It has possibly escaped your attention that our invoice of (date) for (amount) is just a little past due. Won't you look this up and let us have your check now if it is convenient?

No. 2—Account about 30 days old:

Did our statement and letter regarding invoice of (date) reach the attention of the proper department for payment?

As we have not heard from you we feared something may have gone astray.

Therefore, won't you kindly compare this with your records and if you find it correct let us have check for (amount) as it is now over thirty days past due.

No. 3—After 40 to 45 days of Sphynxlike silence:

As our previous correspondence regarding invoice of (date) has gone unanswered, we are wondering if there is anything wrong with the amount, our service, or anything else that would cause your silence.

What is it? Let us know, as we are only too willing to do anything we can to assist in clearing this up at an early date.

If it is only a matter of oversight or delay, won't you pin your check for (amount) to this letter and forward it by return mail in the inclosed envelope?

No. 4—60 days' elapsed time without a remittance or reply:

You will have to agree with us that there has been a large amount of one-sided correspondence concerning our invoice of (date) for (amount).

Really, we don't know what to do or say as our previous letters have exhausted our offers and suggestions. What would you do if the tables were turned?

Therefore, won't you please forward your check for (amount) by return

mail so that our friendly credit relation may continue?

Trusting you will not disappoint us, we are.

No. 5—Final appeal:

Frankly, can you afford to further ignore our correspondence regarding our invoice of (date) for (amount)? Do you realize that carelessly handling your credit privilege with one national manufacturer undoubtedly affects your general credit standing?

Have you stopped to consider that once an account is placed with attorneys it becomes a matter of public record?

In the face of these questions, are you going to let us pass this account to our attorneys? We hope not.

Please save us and yourselves this embarrassment by using the inclosed envelope immediately.

A large refrigerator manufacturer "merchandises" the idea of prompt payments early in its relationship with installment purchasers, with letters like this:

It is our custom to mail a notice directing attention to the first installment of payment accounts. Did you receive our notice of a few days ago?

Please understand that we are assuming that you have at hand both our invoice and first notice. Any mistake on our part may be corrected by a letter from you at once. We will be very glad to furnish you with further statements of your account upon request.

We always aim to collect our accounts in the same cheerful manner that we solicit business. Both are essential to our success. Won't you send us the money due immediately?

TIME is the essence of the contract covering your \_\_\_\_\_ equipment. We await your quick remittance.

**"MAKE** it snappy" applied to collection correspondence:

With a man like you it is not a problem as how to pay, but when (because you're so busy).

Your check could be used nicely on Monday.

Another, later in the follow up:

It is not only because we want to see this bill paid that we ask you to send your check today.

It is because we want to do more business with you.

Some letters may offend, some merely amuse; but the prize "horrible example" is in actual, everyday use:

Our bookkeeper fell unconscious at her desk the first thing when she arrived this morning. We knew there was something seriously wrong, but did not call a physician owing to the fact that she began calling *your name*, and we feel sure that immediate recovery will be possible if we can say to her that we have settlement of YOUR ACCOUNT in our possession now, as we think that was what was on her mind. So to relieve any complicated trouble, we hope you will not keep settlement back any, whatever.

**F**RANKNESS has a place in collections as well as selling:

The increasing pressure of business makes for decisive, quick action. Your account is past due and we must ask you for money.

No, we do not feel our first letter was overlooked. You probably did not find it convenient to remit just at that time and put it aside for later attention. The time has now come when the account should be paid or at least some definite plan of settlement arranged.

You have our entire good will—and it is a pleasure to write and ask a man to do something and be sure he understands your spirit and request.

Please give this account your attention now, while it is before you and start check to us at once. We would like to hear from you by (date).

Collections have their seasonal appeals as illustrated by this:

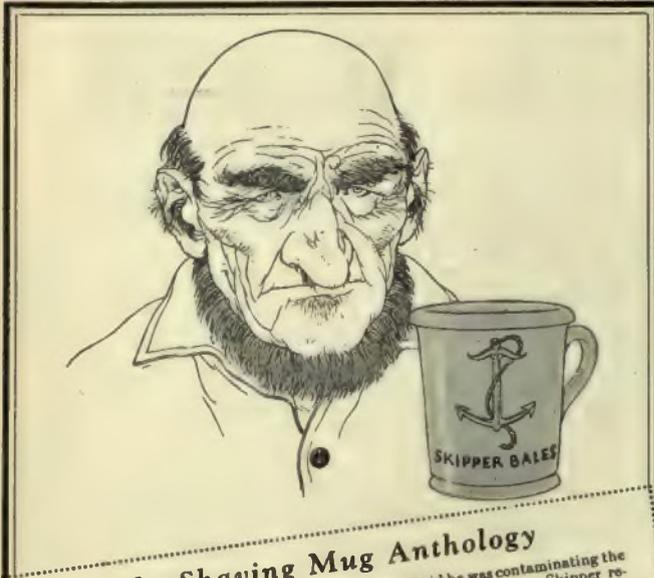
"Spring-cleaning" is not just a matter of household routine. It's an annual, nation-wide movement to clean up everything—the house, the office, the community.

In harmony with this spirit, you will probably find it convenient to "clean up" the past due balance on our account, (amount).

Similarly, during the dullest season of the year, one wise credit executive does a little sympathetic back-slapping that builds goodwill—and gets checks when the brow-beating, bulldozing letter is dropped in the yawning basket:

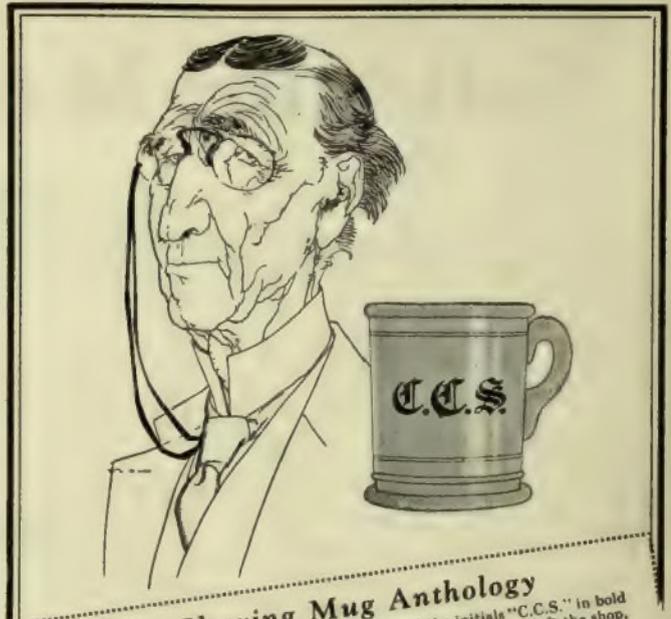
The little messages you have been receiving with your monthly state-

[CONTINUED ON PAGE 78]



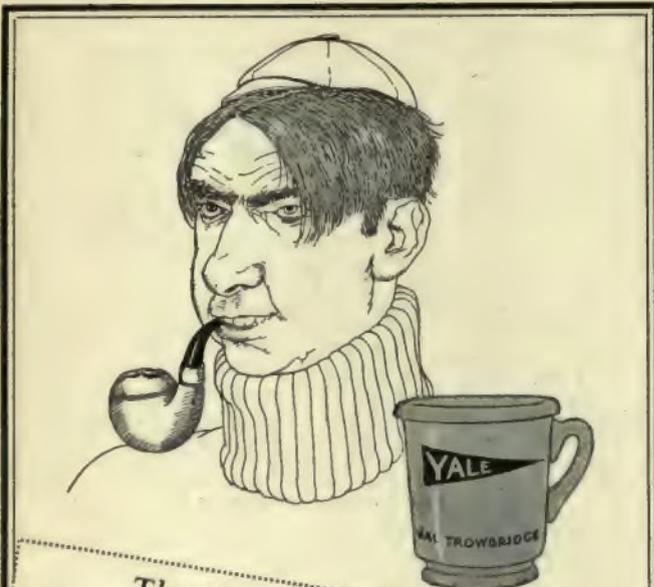
**The Shaving Mug Anthology**

Even if you had not seen his shaving mug—with the fouled anchor upon it—you would have known Skipper Bales for a seafaring man by the tarry cut of his whiskers and the salty oaths he mouthed. Skipper was frequently the subject of indignant discussion among the women folk. They said he was contaminating the children with his swearing. Skipper resented this charge and set himself up as guardian of youthful morals. Whenever he heard boyish voices raised in anger, he shouted: "Here, you blankety-blank kids, stop that blankety-blank cussin'!"



**The Shaving Mug Anthology**

At exactly three o'clock, six days a week, after his afternoon nap, Cassius Caleb Strong strode pompously through the barber shop door, and Silver Niles hurried over to the rack for the banker's mug. It was simple and dignified, as became a financier and Sunday School superintendent, with two narrow stripes of gold and the initials "C.C.S." in bold English script. Before he left the shop, Cassius Caleb Strong always gazed leersurely at the burlesque queens in the pink picture weekly, and then declared in a booming voice: "The government should suppress such a paper or bar it from Uncle Sam's mails!"



**The Shaving Mug Anthology**

"Val" Trowbridge went to Yale, but it didn't take. When he came home, he brought a shaving mug with a blue pennant on it and a bagful of shiny clubs that "Val" said were golf sticks. He sank some old tin cans in Bob Lake's cow pasture and formed a one-man country club. Then he quit smoking, did his drinking secretly, went to church regularly for a year, and ran off with Lottie Taintor, the druggist's wife, who sang soprano in the choir. "Val" was one of Silver Niles' best customers, but Silver didn't grieve any over his going. "Val" always wanted a hair-cut on Saturday and twice-over shaves.



**The Shaving Mug Anthology**

The horseshoe pin that "Kitty" Belden wore in his red necktie was reproduced on his shaving mug together with a horse's head that "Kitty" said was Salvador's. "Kitty" was an authority on such things. He went up to Chicago to see Jawn L. Sullivan when the big fellow was traveling with Lester and Allen's Minstrels, and played pool nightly with Jappy Clegg and Sport Hicks for ten cents a ball at Art Avery's billiard parlor. "Kitty" left for the Klondike the day before Deputy Sheriff "Tump" Brownell got around to serving a warrant, charging him with obtaining money under false pretenses from "Od" Wattles in a sure-thing foot race.

**I**F interest, and sympathetic entertainment, and relevancy, and ease in advertising will establish a product, Barbasol ought to be securely dug in. The anthology form is not hard to write badly, but Barbasol has written it well, with low japes and sincere sob-notes compressed into short captions that ooze realism. You can smell the bay-rum, the stale tobacco, and hear the snip of the shears and the murmur of the *conversazione* in this copy. Let the psycho-mongers quarrel over its occult "selling power," while we allow ourselves to think kindly of the dispositions of the people who make Barbasol.

# That Night at the Stuyvesant's

By Charles Austin Bates

SOMETIMES it has occurred to me that the usefulness of discussions might be increased, and the hope for some definite conclusion made brighter, if the various discussors could be induced, or coerced, into talking about the same thing.

When Mr. Earnest Elmo Calkins tells "What one man means by quality circulation," he presents an intriguing picture of a certain very limited class of buyers, who may possibly be reached by certain distinctly class publications. There is no doubt, for instance, that *Vogue* is almost as much of a trade publication as the *Architectural Record* and that the quality of its circulation, for advertisers who wish to reach that trade, or class, is exceptionally high. And, if one subtracts from the total circulation of *Vogue* the number of copies

which go to the buyers in department stores and specialty shops, to dressmakers and the women of comfortable but by no means opulent incomes, there may remain a sufficient number of possible purchasers of house-boats, green houses, pipe organs and Rolls-Royces, to make this one of the very best possible mediums to use for their exploitation.

Other publications particularly cited by Mr. Calkins, *Vanity Fair*, *Town and Country*, *House and Garden*, *Harper's Bazar*, *The Spur*, *Arts and Decoration*, and *Country Life* are also distinctly class publications, *Life* being the only one in his list which may be considered a general or popular magazine. I see all of these publications quite frequently in the homes of people who do not measure up to Mr. Calkins' term of "sophisticates." They do not oscillate between country and city homes, and trips to Europe or to Florida are distinct and quite infrequent events in their lives. They

## Editor's Note

IN this brief article Mr. Bates closes the controversy which began with his earlier article, "What Do We Mean When We Talk About Quality Circulation?" which appeared in our issue of April 16.

Earnest Elmo Calkins, Sara Hamilton Birchall and L. E. McGivena have made reflections and counter definitions, in rhetoric both graphic and picturesque. It would be difficult to state exactly what, if anything, has been proved one way or another by the discussion; but this we know, it has been interesting and thought-compelling and a large section of our readers have considered it exceedingly worth-while to have been led boldly into this forbidden field for a closer examination of the nature of the indefinite thing we call "quality."

Once more the FORTNIGHTLY disclaims any single one of the views as its own. It willingly sponsors helpful or constructive discussions on this or any other subject of a controversial nature, but in so doing expressly stipulates that it does not sponsor any particular contributor's ideas; nor will it countenance the republication of any such contribution, in whole or in part, as an editorial expression or viewpoint.

While the discussion between the active participants concludes with this issue, we welcome letters from advertisers, agency executives and publishers commenting upon the various sides of the question, and shall be glad to publish as many of such as space will permit

do not buy house-boats, green houses or pipe organs.

I am inclined to think that the commercial importance of the irritatingly rich people whom Mr. Calkins describes is very greatly exaggerated. If all of this particular class of people were permanently eliminated from the City of New York, only a very few of the merchants would be seriously affected. The business of Tiffany & Company, and Black, Starr & Frost is not entirely made up of sales of \$300,000 solitaire diamonds, and I hazard the opinion that they could get along very much more easily without the business of the ultra rich than they could without that of the only moderately well-to-do, or of the newly rich and unsophisticated.

IF the artists-in-living, whom Mr. Calkins so properly admires, were the only purchasers of Crane's writing paper and Coty's perfumes, there would be a shrinkage in the sales of these concerns, which it

would be agonizing for them to contemplate. I have known one eleven dollar bottle of "L'Origon" to last one discreet young woman a full year and certainly three cents a day is not extravagant for such joy and satisfaction as were hers. Eating bran muffins instead of chocolate eclairs for luncheon would pay the cost of the perfume, to say nothing of the resultant saving in cosmetics. The thought I so subtly seek to convey is that the field for high priced articles of luxury is much wider than their producers are likely to imagine. Girls in shops, factories and offices may not seem to measure up to what is considered quality circulation, but they buy a tremendous quantity of high-grade merchandise. For example, I know the cashier in a drug store, whose pay check is twenty-five dol-

lars a week and who pays twenty-five dollars a pair for shoes that keep her feet painless as well as good looking.

The only private pipe organ I ever came in contact with belonged to a manufacturer of a very common laundry soap and on the occasions on which I was privileged to hear his recitals, he played with much feeling and gratification "Mammy's Little Alabama Coon" and "Linger Longer Lucy."

I recall four sizable yachts of my acquaintance. They were owned respectively by a brewer, a pawnbroker, a fertilizer manufacturer and a paving contractor. To be sure, they weren't very large yachts, the biggest being only 150 feet at the water line, so perhaps their owners were not, strictly speaking, in the quality class.

I cannot help wondering if the business of the Pierce-Arrow Company might not have been more continuously successful if it had been conducted by men whose sensibilities

[CONTINUED ON PAGE 70]

# Why Not Cooperation Rather Than Criticism?

By M. L. Wilson

**W**HEN a little town in Michigan goes out of business because a new bus line is established between two hitherto distant points, it is part of a chain of events. Before the line starts the bus is bought by the transportation company from the bus manufacturer. That is one transaction, but before that, there was a series of important happenings which led up to the delivery of that bus ready to run.

A coal mine had to buy new equipment to supply more coal, a railroad had to build new cars to carry the coal, a new engine had to be purchased to draw the train, a new factory had to be built and equipped, new boilers had to be installed to burn the coal to develop the power to produce the tools and fabricate the iron with which to make the frame of that bus. And in the process of the complete making of the bus there has been gathered from a number of directions all its component parts and as these parts are assembled at the final point, each individual division of industry of which each part is a member has been more or less affected by the conditions I have pointed out—by this ever-changing economic development which is constantly going on. To make the mills run properly there must be proper lubrication. To make them places fit to work in, they must be properly painted. To turn out the finished product the best tools, the latest labor-saving devices must be employed.

When a cotton mill moves from New England and sets up in North Carolina, when a shoe factory closes in Brockton and opens in St. Louis, there is a far-reaching economic factor involved in addition to an actual equipment necessity which brings further perplexities and problems.

Truly the industrial market is a vast labyrinth of cause and effect—a market which has through sheer necessity of the situation developed



M. L. Wilson

Vice-President, The Blackman Company;  
National Chairman, Committee on Business Papers, American Association of Advertising Agencies

a remarkably efficient industrial press.

The bus line is established. The county seat assumes new importance. It grows in civic pride as well as in numbers. It becomes harder and harder to take care of the people who come in ever-increasing numbers. The town grows tired of hearing ribald criticism of the way it takes care of its guests and one day down comes the drummer-hotel with its cheap furnishings, its cramped quarters, and presto! we see a little Waldorf, a little Blackstone spring complete into being.

**A**ND as the town grows still further it continues to expand its chest. Civic pride says a hospital is necessary. Immediately from many directions there is a call for merchandise never before dreamed of as needed in that community.

The day of routine action is past. To paraphrase Richard Walsh in a recent article in *The Century*, "Starving for facts, industry can no longer be successfully fed on a rich and disturbing diet of hunches."

We agents and business papers cannot accept a manufacturing, sales or distribution situation as we see it on the surface. The shifting conditions I have referred to make it necessary that we get into all phases of a manufacturer's problem. The agent or the business paper publisher who takes anything for granted and thinks that some smart young man can give the business the once-over and prepare miraculous copy which will do all that can be done, will find themselves in the future at a serious disadvantage.

We must be alive always to what is going on in the industry in which our customer is located. We have got to appreciate that the retailer must make a profit to survive but that the customer has a right to demand that the retailer in turn renders a service for his profit. This principle, of course, applies all along the line. The wholesaler must make a profit but must render an effective and economical service to earn it.

The manufacturer certainly must keep within the bounds of economical practices in offering his services to consumers, whether it be by the limitation of his line, the direction of his salesmen or by reorganization affecting his distribution.

The manufacturer must appreciate that arbitrary State lines do not always constitute sound boundaries for his salesmen's territories, and that population can only be accepted as one index of a territory's desirability.

We must examine into what constitutes a profitable sale, getting the manufacturer to pause in the mad pursuit of volume to consider what volume costs. It has been stated that over one-half of the outlets customarily sold by the manufacturer, distributor and jobber are sold at a loss. We must do what we can to curtail this loss. We must suggest a means of cultivation that pays a profit or these sales must be discontinued.

We must devise methods of handling that at least are self-supporting, or we will get nowhere. Costly

Portions of an address delivered in Chicago and Cleveland, at the joint luncheons of the Four A's and the A. B. P.

# THE · EDITORIAL · PAGE

## Vulnerability of Deferred Payments

**T**HERE is in the day's news an item which has a certain significance in connection with the rapidly spreading deferred payment method of financing purchases and improvements.

The item in question is the report of an address by James M. Lynch, president of the International Typographical Union, in which he warned workers against mortgaging their future too heavily. "General prosperity will be promoted by free circulation of money, provided the money is earned before being spent," said Mr. Lynch.

This is significant of what may be expected to develop into a rather widespread educational campaign by labor leaders, social workers, personnel directors, editors, bankers, and public speakers to make the public think straight on this matter of deferred payments.

There is no question that the intense desire on the part of the average citizen to possess an automobile or a radio or a new coat of paint on his house is a powerful buying incentive. But it is to be expected that presently the merchants and the manufacturers who do business for cash, and perhaps the local bankers in many communities, will begin to point to the price the public is paying for the privilege of owning things before they have earned them.

It is all very well to buy a fine big car on next year's salary, but the average citizen hardly realizes yet that before the transaction is finished he will have paid from \$30 to \$90 for interest and "service" charges in connection with the financing. And Mr. Home Owner who pays \$500 to have his house painted on the installment plan has not yet come to realize that perhaps \$45 of that amount is devoted to spreading his credit over ten months instead of spreading paint over his house.

We are not questioning the value or effectiveness of the deferred payment plan in the financing of painting, or of any other purchases. The point we wish to make is that there is a definite point of vulnerability in the scheme, and its successful application to a whole new group of products and services should not blind merchants and manufacturers to the fact that deferred payment as an institution is going to face severe attack sooner or later, and there is bound to be a certain measure of public reaction.

## Mr. Sobel's Conscience

**S**PEAKING before a body of newspaper men recently Mr. Bernard Sobel, Publicity Director of Ziegfeld Theatrical Enterprises, said:

There is nothing too sacred for my sacrilegious touch. I learn that a Prince and Princess of some Russian empire or other minor municipality are coming to America, and I send out a notice that Prince and Princess — are to be the guests at the Follies on such and such a night. If this information comes out on Monday I try to give the formal announcement on Tuesday. In the meantime I send postal cards to the Prince and Princess in midocean in order to satisfy the newspaper and also the ethics of my conscience.

The holiday is always a very valuable thing for the press agent in tying up one's production with Memorial Day, Fourth of July and others. I put over a story concerning Mother's Day. I told the public that mothers of the Ziegfeld Follies girls were going to have a special entertainment on the back stage. The mothers were there, but there wasn't any entertainment. It is not that I trick the public and the press, but that I cannot always carry out the complete stunt because of expense and circumstances.

## Broadening Specialists

**I**N discussing the changes in business since the world war, the head of a large Chicago bank brought out the fact that in pre-war days banks could loan money with reasonable safety if they knew the man they were loaning it to and the condition of his business; whereas today to enjoy the same security it is necessary for a banker to have a comprehensive knowledge of the industry or line of business in which a borrower is engaged so that he can judge prospects for himself.

"When the bottom dropped out of copper and leather and rubber, to mention but three commodities," said this banker, "we learned that we would have to assume a greater share of the responsibility for our own loans. Where we used to content ourselves with studying our customers' financial statements, the officers of our institution are now getting right out into industry and studying it from every angle—costs, markets, production processes, distribution methods, sources of supply, impending developments, everything that will help us to judge the future of a particular industry or line of business, and how a given concern in any line stands in relation to its industry."

The advertising business has gone through pretty much this same change. It used to be that a knowledge of the technique of advertising was all an advertising agency needed to know to serve its clients; but even before the war the better advertising agencies were beginning to make the same broad study of industry as the bankers now are.

This may be an "age of specialists," but it is becoming increasingly important for even the specialist to work against a background of understanding embracing the fundamentals, and even the details, of the businesses or industries which he serves. And if in addition he has a broad knowledge of the processes of commerce and of industry, he is that much better equipped as a specialist.

## A Test for Radio Advertising

**I**F, as the members of the American Newspaper Publishers' Association voted recently, the daily papers of the country are to discontinue the quoting of trade names in publishing broadcasting programs, radio will be put to test as an advertising medium. The plan is, instead of mentioning the A. B. C. Orchestra, to list in the program merely "Jazz Orchestra." This should serve to demonstrate how much radio advertisers are depending on the ether as a medium and how much on the supplementary publicity of the press.

# How Advertising Saved Saint Paul's

By Constance E. Miller

**T**O many of us St. Paul's is only a name. To others it is a landmark in London Town, and more, an edifice in which great pride is taken. But even the greatest thrill gained by an American, the awe and inspiration it produces in merely seeing it, cannot compare with the reverence and the respect of the English for St. Paul's. To them it is a traditional throne, and when the history of the cathedral is considered, this is not a marvel.

Another church once stood there on Ludgate Hill, but it was destroyed in the Great Fire of 1666, after which the genius of Sir Christopher Wren gave birth to his masterpiece—the St. Paul's of today. Years were required to build it. The work was begun in 1675 and the first service was held in 1697. More than that, St. Paul's was expensive. From the date of the Fire to the completion nearly seven and a half millions sterling was spent on it. The money, it is said, was derived largely from a tax placed upon sea-borne coal coming into the city of London.

St. Paul's, the cathedral of the Bishop of London, is beautiful in this modern age not only for its architecture and its traditions, but for its signs of the years, picturesquely portrayed on the Portland stone by the London drizzles and London smoke, so that the effect is that of a light fall of snow.

Imagine the shock of the great public when they learned that St. Paul's was in danger. Any time it might crumple. Services could not be held with safety. Visitors could not enter to see the beauties of the dome, the crypt, the Whispering Gallery. John Todd, the surveyor,

said that it was dangerous. What an appeal to the sentiment and the imagination of the British public! And yet there are many who say that the British are unemotional. St. Paul's alone has disproved that belief, and it is more the rule than the exception.

St. Paul's had to be saved. Money was needed to make it safe, not only for this generation but for posterity. The surveyors estimated roughly that £140,000 would be sufficient to make the cathedral sound, to prevent it from being closed until a wealthier generation might take up the question of reinforcing it.

The public had to be told about it, told editorially and in advertising. The London Times immediately gave the vital assistance by sending out, first of all, three hundred tele-

grams to wealthy people. By noon the following day there were subscriptions amounting to £16,000 (\$80,000). Then, mobilizing their forces, representatives were sent to the South of France, to Switzerland, and to Egypt and all the places where the well-to-do had gone for the winter. (This all happened in January when most of the English seem to be in any land but England.)

Simultaneously word was sent to the Colonies, and telegrams were dispatched to firms rated from one-half to a million sterling, throughout Great Britain. The response was only another indication of the true sportsmanship of the British, and since the list of subscribers was headed by their Majesties the King and Queen, her Majesty Queen Alexandra, H. R. H. the Prince of Wales, their Royal Highnesses the Duke and Duchess of York, and

H. R. H. the Duke of Connaught, individual subscriptions were easy.

Two full pages of advertising were used in the London Times with supplementary smaller spaces in other papers. The appeal was issued ostensibly from the Dean and Chapter who had opened a preservation fund through the Times. Obviously the exterior of St. Paul's was used as one illustration. And how excellent! This said at once that the advertisement was concerned with St. Paul's. Interior views, showing the scaffolding surrounding some of the piers, told the story that work had begun to preserve this great edifice. Close-up views of dangerous cracks in the buttress of the drum which were caused by settlement gave further evidence to the sometimes skeptical

## PRESERVATION of ST. PAUL'S

The Dean and Chapter  
make an Urgent Appeal  
through

**The Times**

**WHAT THE  
EXPERTS SAY:**

The granting of the piers, together with the repairs to the stonework, should be proceeded with. This should be done forthwith. It will naturally take time to carry out, but unless put in hand at once and vigorously pressed to a conclusion the situation may rapidly become grave.

The above statement is an extract from an article signed by a Committee of the experts appointed to consider the conservation of St. Paul's Cathedral.

The cost is put by the experts at from £140,000 to £180,000. The money must be raised quickly if St. Paul's is to be saved from ruin and collapse.

This is a matter that concerns every citizen of London, and indeed the whole of the British Empire. To make it possible for every one to help, the Dean and Chapter have opened a fund.

**The Times**  
A Special Appeal for a  
**PRESERVATION  
FUND.**

To the Managers,  
"THE TIMES,"  
Printing House Square,  
London, E.C.4.

I enclose herewith  
a contribution to the St. Paul's Cathedral Fund.

NAME.....  
ADDRESS.....  
CITY.....



The List of Subscribers is headed by Their Majesties

**THE KING & QUEEN**  
and many other subscribers, the most important of whom are listed on the inside of the cover of this issue.

The Dean and Chapter

**THE DEAN OF ST. PAUL'S**



A letter from

**THE LORD MAYOR  
OF LONDON**

The Mayor writes, London, E.C.4.

To the Editor of the Times

I am very glad to see that you have published the appeal for the preservation of St. Paul's Cathedral. It is a matter of the highest importance to the City of London, and I am sure that your publication of the appeal will do much to help the Dean and Chapter in their noble work.

I am, Sir, your obedient servant,

**ALFRED WATSON** Lord Mayor

**EVERY** contribution, large or small, will be welcome, and will be acknowledged in **the Times**.

All contributions should be addressed to: **The Manager, The Times, Printing House Square, London, E.C.4.**

Donations should be sent either by crossed cheque, money order, or postal order, payable to the St. Paul's Cathedral Fund, or by bank-note or currency notes enclosed in registered envelopes. All envelopes should be marked "S.P." in the left-hand top corner.

**Use This Form.**

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.  
Frank Baldwin  
Bruce Barton  
Robert Barton  
G. Kane Campbell  
H. G. Canda  
A. D. Chiquoine, jr.  
Arthur Cobb, jr.  
E. H. Coffey, jr.  
Francis Corcoran  
Margaret Crane  
Thoreau Cronyn  
Webster David  
C. L. Davis  
Rowland Davis  
W. J. Delany  
W. J. Donlan  
Ernest Donohue  
B. C. Duffy  
Roy S. Durstine  
G. G. Flory  
R. C. Gellert  
Geo. F. Gouge  
Gilson B. Gray  
Mabel P. Hanford

Chester E. Haring  
F. W. Hatch  
Clara S. Hawkins  
P. M. Hollister  
F. G. Hubbard  
S. P. Irvin  
Henry S. Jones  
Charles D. Kaiser  
Dorothy Kenney  
R. N. King  
D. P. Kingston  
Charles J. Lumb  
Robert D. MacMillen  
Wm. C. Magee  
Allyn B. McIntire  
E. J. McLaughlin  
Alex F. Osborn  
Leslie S. Pearl  
Harford Powel, jr.  
T. Arnold Rau  
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

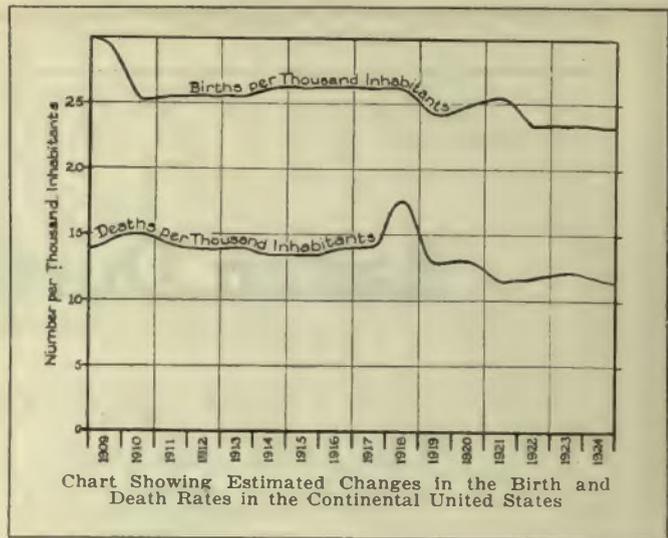
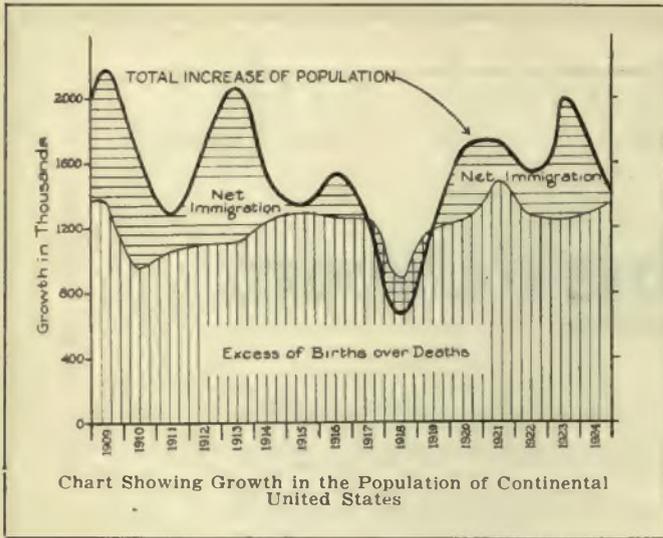


NEW YORK  
383 MADISON AVENUE

BOSTON  
30 NEWBURY STREET

BUFFALO  
220 DELAWARE AVENUE

Member American Association of Advertising Agencies  
Member Audit Bureau of Circulations  
Member National Outdoor Advertising Bureau



# Population of the United States Rises to 114,311,000

THE population of continental United States reached a new total of 114,311,000 on January 1, 1925, according to estimates made by the National Bureau of Economic Research. This figure compares with the Bureau's estimate of 112,684,000 on January 1, 1924, and the census count of 105,711,000 in 1920.

The estimated gain during the year 1924 was 1,627,000, which is approximately 100,000 less than the average gain for the last five years. The year of greatest gain since 1920 was 1923, when the population grew by 1,996,000. In a sixteen-year period the year of greatest gain was 1909, when 2,173,000 were added to the national total.

The natural increase of population through excess of births over deaths was four times the amount added by net immigration in 1924. In 1924 net immigration was 315,000, while births are estimated at 2,645,000 and deaths at 1,333,000. Since 1911, the number of deaths has tended to remain constant, while births have increased by nearly 11 per cent and the population has grown by some 21 per cent.

Of the total population, thirty-eight out of every hundred persons are engaged in some gainful oc-

TABLE I--INCREASE IN POPULATION FROM 1909 TO 1924

Year	Number	Per Cent
1909	2,173,000	2.43
1910	1,635,000	1.79
1911	1,293,000	1.39
1912	1,686,000	1.78
1913	2,069,000	2.15
1914	1,497,000	1.52
1915	1,345,000	1.35
1916	1,535,000	1.52
1917	1,262,000	1.23
1918	672,000	0.65
1919	1,187,000	1.14
1920	1,701,000	1.61
1921	1,723,000	1.60
1922	1,553,000	1.42
1923	1,996,000	1.80
1924	1,627,000	1.44

Total for 16 years... 24,954,000  
 Average for 16 years 1,560,000 1.55a  
 a equals average of per cents in above column.

cupation; that is, working for a direct money income.

The estimated increase in population in each year since January 1, 1909, is given in Table I.

The greatest percentage growth, according to the foregoing figures, took place in 1909 and the smallest in 1918, a year of war and of influenza epidemic. The year 1923 shows one of the peaks of the period, while 1924 is slightly below the average, the change from 1923 being due to the falling off in immigration.

In Table II the total net immigration, births and deaths, are compared year by year. The figures in this table show that the immigration of 1923 was more than twice the 351,000 average for the sixteen-year period and nearly double the average immigration of the last five years, which amounted to 403,000 per year. The 1924 figure, on the other hand, is below average, although still higher than the immigration of 1921 or 1922, despite the increased stringency of the immigration restrictions.

The Census Bureau has not completed its records of births and deaths in the registration area for years later than 1922, hence the estimates for more recent

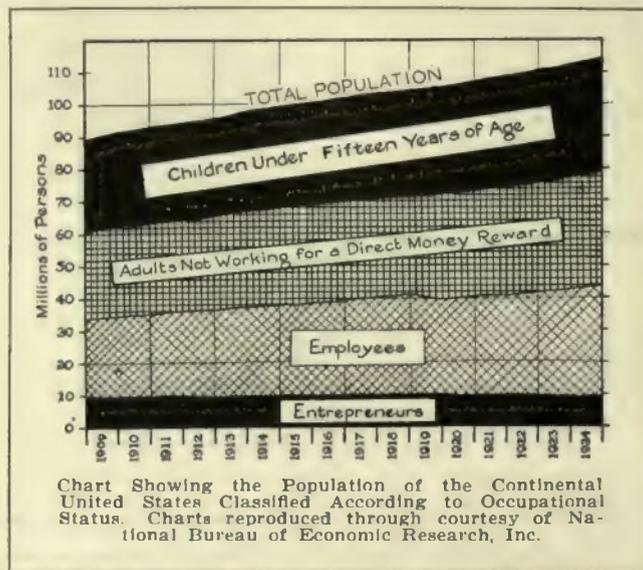


Chart Showing the Population of the Continental United States Classified According to Occupational Status. Charts reproduced through courtesy of National Bureau of Economic Research, Inc.



## Railways Preparing for Record Breaking Traffic

The Railway  
Service Unit



A.B.C.

A.B.P.

Freight traffic during 1925 will equal, if not exceed, that of previous years, according to a report submitted at the spring meeting of the American Railway Association on May 15 by the Car Service Division.

The railways are preparing to make large expenditures to meet the heavy traffic expected this year. Are you preparing your sales efforts to increase your railway sales? The five departmental publications which constitute *The Railway Service Unit* can aid you effectively—for each one is devoted exclusively to one branch of railway service.

*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.*

## Simmons-Boardman Publishing Company

*"The House of Transportation"*

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn Street  
Washington: 17th and H Streets, N. W.

Cleveland: 6007 Euclid Avenue  
San Francisco: 74 Montgomery Street

Mandeville: Louisiana  
London: 34 Victoria Street, S. W. 1

# Utilizing the Kitchen Route to Greater Sales

By Christine Frederick

**W**HEN an advertiser of household goods is dissatisfied with the volume of his sales he has two paths toward growth: (1) increasing the number of families using his goods, (2) increasing the amount of goods used per family.

Advertisers constantly are ignoring the second broad path to greater volume. For instance, some few years ago the fact was brought to the attention of a famous maker of canned soups that his growth had been confined to increasing the number of people buying canned soup, while ignoring a particularly rich opportunity to educate those women who already bought his soups, to use them—particularly tomato—as *sauces in cooking and serving*. It was pointed out that ten cans of soup could be used in a family for this purpose to one for soup purposes alone. A booklet was prepared giving recipes for such new uses of canned soup, and a resultful advertising campaign was begun. Great numbers of women now buy canned soups and use them for these new purposes.

Many other articles of household use are susceptible to this consumption-broadening process, to a degree which can mean doubling and trebling of sales. Fleischman's yeast is a now famous example, but the soup instance mentioned above is more generally illustrative.

Two famous breakfast food advertisers have been making history for themselves along this line—Postum, and Shredded Wheat. A big prize contest conducted by Postum to develop different ways of utilizing Grape-Nuts has resulted in a wider public realization of the use of Grape-Nuts as a general food article as well as a breakfast dish. It is so being advertised now.

Shredded Wheat has done the



**M**ANY housewives use certain articles for one purpose and never for anything else. Postum and Shredded Wheat conducted prize contests which developed more different ways of utilizing their respective products than the manufacturers believed possible. Three-in-One Oil, Crisco, Fleischmann's Yeast and Campbell's Soups are other outstanding examples of the possibility of broadening a market by educating the women of the household to the more general use of what are commonly regarded through tradition as one or two-purpose articles

same thing with equally striking results. Over 50,000 women entered the contest, suggesting Shredded Wheat for puddings, salads, cookies, custards, and in combination with meats, cheese, eggs, fruits, etc. The enormous interest aroused by this contest, with only \$1,500 in prizes, is not only a tribute to Shredded Wheat, but an indicator of the liveness of the idea of developing broader uses for articles commonly regarded as one, or two-purpose articles. Who but the exceptional, unusual woman would have supposed that Grape-Nuts or Shredded Wheat were anything but foods to be eaten as they have always been pictured—in a dish with milk or fruit?

What is needed is a *creative outlook* on the market; a more inquir-

ing, open attitude of mind to study the possibilities of the given field.

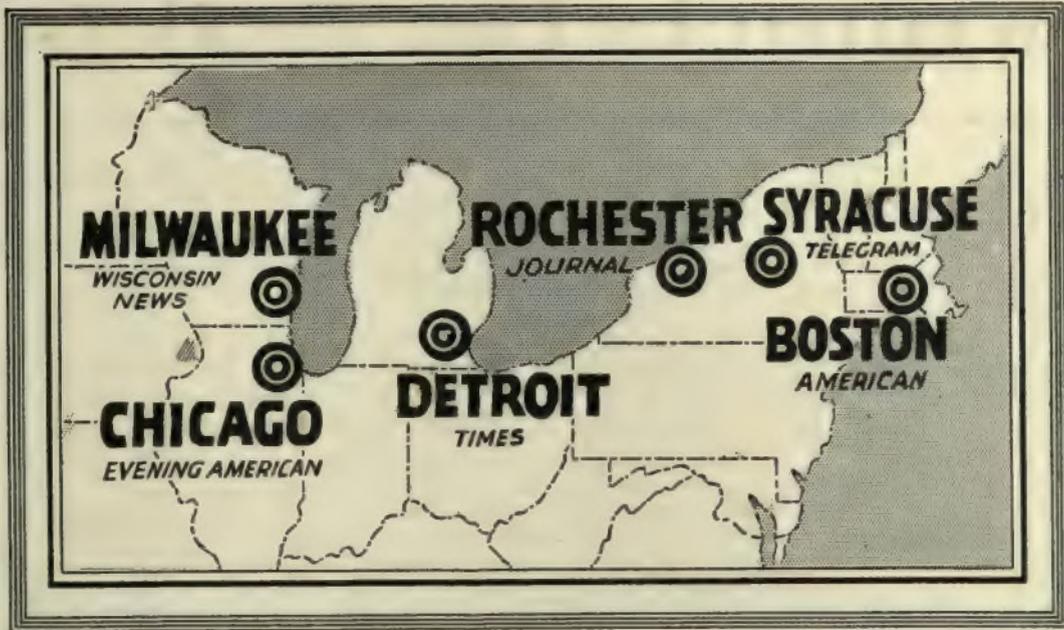
If you are selling a food article, especially a semi-staple, the chances are that modern dietetics and up-to-date family practice has opened doors for your article which you may be ignoring. The increased per-family income has made unnecessary the rigidly narrow standards of older days. It permits, for instance, the use of more expensive soaps and more kinds of soap products. It permits the making of more kinds of pastry and breads, the enjoyment of a more varied diet; the equipping of kitchens with more devices.

These expanding standards of living have two dimensions: horizontally, more people able to buy your goods; vertically, old users able to use a larger quantity of your goods. *Too much attention is paid to horizontal growth and too little to vertical growth.* It is the exception rather than the rule to see the manufacturers in an industry devote themselves creatively to

stimulating vertical growth; although some very interesting *co-operative* campaigns have attempted this.

Lines of goods which are being crowded off their perches by the modern higher standards are in real need of such effort. Codfish, mackerel and salt pork, for instance, belong to an older and more economical era. Today they are being dropped for foods more alluring; and the sellers of such articles have need for *both* vertical and horizontal growth! Other articles have a fairly satisfactory growth along horizontal lines, either through natural increase in population or by dint of sales effort. Their one lack is to increase the uses of the product, increase the average consumer's knowledge of its wider applications.

[CONTINUED ON PAGE 54]



# An Announcement

THE grouping of the Chicago Evening American, Detroit Times, Wisconsin News (Milwaukee), Boston American, Rochester Journal, and Syracuse Telegram, marks a forward step in advertising practice. It makes possible standardized service. It represents the most efficient means in the presentation of markets, media and data, together with intelligent personal service.

Each paper in this group is in itself a market worthy of cultivation. Each city represents real advertising responsiveness.

As a COMBINED MARKET these six newspapers offer an ideal try-out field.

They are located in cities where consumer buying habits and jobber-dealer conditions vary materially. Because of this an advertiser using the group can learn at once how his product will meet with nation-wide acceptance.

These six newspapers, represented in the National Field by one organization, offer standardized merchandising service that is the maximum of efficiency in opening up a territory or in extending trade already under way.

Detailed information as to rates and circulation may be obtained by addressing offices listed below.

*Eastern Office:*  
2 Columbus Circle  
NEW YORK CITY  
R. E. Boone, Mgr.

*Western Office:*  
Hearst Building  
CHICAGO  
H. A. Koebler, Mgr.

*New England Office:*  
Hearst Building  
BOSTON  
S. B. Chittenden, Mgr.

**Detroit Times**  
**Boston American**  
**Wisconsin News (Milwaukee)**

**Rochester Journal**  
**Syracuse Telegram**  
**Chicago Evening American**

# Written by Our Readers

## Mr. Béhar Disagrees

C. J. Tagliabue Manufacturing Co.  
Brooklyn, N. Y.

May 11, 1925

TO THE EDITOR:

You're absolutely wrong in what you say on page 36 of your May 6 issue, in the heading which you have given to a letter of commendation. You say you are "going to make it a great deal better." A little, perhaps, yes. A great deal, no. That is impossible.

M. F. Béhar,  
Advertising Manager.

## Retailer's Buying Policies

PEGGY PAIGE  
NEW YORK

May 14, 1925.

TO THE EDITOR:

I have read with considerable interest the recent articles appearing in ADVERTISING FORTNIGHTLY concerning the Caldwell Store in Washington, Pa. Since so much of it applied to Ready-to-Wear, I naturally found this article very valuable.

At the same time, having met Mr. Hastings upon one or two occasions, I know that he is a very capable executive. However, I think there is a manufacturer's angle to this story that might be as interesting as the retailer's. For example, Mr. Hastings stresses the importance of frequent buying trips to New York in order to keep stock at a minimum. From a merchant's standpoint that is undoubtedly a profitable way of conducting his business. However, what it means in plain English is that the retailer asks the manufacturer to "hold the bag." When the buyer comes to the market very frequently and purchases only a handful of merchandise each time, he expects delivery almost immediately, which in turn means that the manufacturer must be prepared accordingly.

It is that very policy which has raised havoc especially in this field, and has brought about the highest business mortality of any industry in this country. The life of the average manufacturer in this field is three years.

If, as Mr. Hastings says, the retailer knows what his customers want, then why should he not be willing to have the courage of his convictions and voice that opinion in the way of substantial orders placed four or five weeks in advance? Why should he expect the manufacturer, whom he says is not acquainted with his local needs, to produce merchandise and hold it on his racks in the hope that he might have guessed right?

Mr. Hastings explains that in his opinion the price trend will continue downward—especially in Ready-to-Wear. It is true that it has been that way for the past few years, but from

the opinions I have received recently, there is a strong effort being made on the part of retailers to reverse that condition. It has actually acted as a boomerang and reduced their profits instead of increasing them.

Within the past three weeks, I have talked to several prominent merchants and received letters from others, and in each case, this question came up. Strange to say, in four cases out of five, they explained that they were initiating a new policy and intended to forget about price and concentrate on style and quality instead. They have found that the constant cry for cheap merchandise and the frequent sales on the part of merchants has brought about a condition where Ready-to-Wear has been so simplified that all trace of style and quality has been lost.

The question of the merchant's ability to select style merchandise to better advantage than the manufacturer is a very interesting one. It is easy to understand that every buyer feels that he or she knows the requirements of her locality better than anyone else. Yet, we, doing business with thousands of buyers, have some very interesting experiences along these lines. We find that the buyer guesses wrong almost as frequently as right. She cannot entirely get away from her own personal likes and dislikes and buy with an unprejudiced mind. Her opinion is based on a quick glance and not upon any definite basis.

On the other hand, a salesman who has shown his line perhaps fifty or sixty times in one section of the country, and the manufacturer who is receiving orders from hundreds of merchants in all sections of the country, knows definitely that certain styles have been selected with greater frequency than others. His opinion, therefore, is based on actual results and not guess work. Accordingly, his new creations are made along the lines of those dresses which he calls his "best sellers."

The retailer will come nearer to the solution of his problem, if he will only realize that as far as Ready-to-Wear is concerned, he is dealing with something very abstract. Style is something which cannot be seen, heard or sensed. It is purely a matter of opinion. A prominent merchandise manager once told the writer that as far as he is concerned, "STYLE IS WHAT SELLS."

Merchandise of this type is sold more on the strength of atmosphere, prestige and confidence on the part of the consumer in the merchandise which he is buying than on any other single fact. It must be obvious, therefore, that if dealers would concentrate on developing atmosphere for their store, and building prestige and good will, it

will sell more merchandise and at a better profit.

In the final analysis, the woman who is buying any article of Ready-to-Wear is interested in one thing above all—"IS IT STYLISH?"

Very truly yours,  
L. EISEN.

Sales and Advertising Manager.

## The Circulation Discussion

ALLIED NEWSPAPERS, INC.  
New York City.

May 23, 1925.

TO THE EDITOR:

In publishing the article by Charles Austin Bates, entitled, "What Do We Mean When We Talk About Quality Circulation?" you have done the advertising world a real service. Of course, there are quality propositions—residence pipe organs, for example. But such propositions, with a strictly limited appeal, may well be advertised by direct mail, in this way reaching the eight or ten millionaires in the average city.

But the quality circulation idea is being carried to ridiculous extremes by a few advertisers. They demand quality circulation for the advertising of flypaper, soft drinks, canned peaches, soup, motor oil, toilet preparations, ready-to-wear clothing, and similar commodities of general use and appeal.

That would be funny—if it did not represent a tragic waste of money and effort. I seem to see a can of soup, and a box of flypaper, humanized by a comic cartoonist, wearing high hats and parading on the Avenue.

There was a great need for the publication of such an article as Mr. Bates has written, and your publication certainly deserves high commendation for providing a medium for Mr. Bates's common sense broadside on the subject.

W. H. DODGE,  
President.

THE VITROLITE COMPANY,  
Chicago, Ill.

New York, April 25, 1925.

TO THE EDITOR:

I have never read a more logical analysis of the subject of "Quality Circulation." I thoroughly concur with your viewpoint and believe that if more real common sense were displayed in connection with considerations of this kind, there would be fewer false and expensive steps taken in placing advertising.

Your articles should prove interesting as well as enlightening to many advertising managers.

J. W. WILEY,  
Manager, New York Office.

[See "What Do We Mean When We Talk About Quality Circulation?" by Charles Austin Bates, ADVERTISING AND SELLING FORTNIGHTLY, April 8, 1925, and articles by Earnest Elmo Calkins, Sara Hamilton Birchall, L. E. McGiverna and Charles Austin Bates, in issues immediately following.—EDITOR.]

## ONE\* of the REASONS

Why Capper's Farmer has,  
for the past three and a  
half years, consistently  
carried

## More Motor Car Advertising

than any other monthly  
national farm paper is be-  
cause our 800,000 circulation  
is concentrated in the Mid-  
west, where farmers are  
more prosperous than  
in any other section.

# Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

*Advertising Headquarters*

120 West 42nd Street, New York City

Branches in New York, Chicago, Cleveland, Detroit,  
Kansas City, St. Louis, San Francisco

*\*The others will be explained on request*

# How We Built Up Our Overseas Trade

[CONTINUED FROM PAGE 20]

discount. A more common form of dabbling is to appoint exclusive agencies by correspondence and then figure that any business you get is gravy and if no business comes in there is no market. If you have a salable specialty the time will come when you begin to wonder what has become of the market. Your investigator will find that you are tied up by contract to a worthless agent and your name is mud in that country. Another dabbler's view is that foreign orders should be filled only when there is a surplus above domestic orders. Another believes that the world outside of the United States is populated entirely by crooks. As a matter of fact, we Americans have a worse reputation than any other countrymen. When the word goes around that a Yankee is coming in to do business, the foreigner locks up the family silver and calls for his lawyer. I could write a book on the stories told me of sharp practices by Yankee exporters and traders.

The first essential of exporting is to get yourself in the right frame of mind. You must say to yourself that you are going to deal with your foreign customer just as you would a domestic customer. Look up his rating carefully and if he is sound, trust him; if he is doubtful, protect yourself. You will find about the same proportion of honest to dishonest men abroad as at home. A sound order from a foreigner is as good as an order from a domestic customer and must be protected by the same standards of quality, inspection and prompt delivery. If his credit is good and it takes three months in transit for delivery, give him three months to pay just as you would give your domestic customer thirty days. Charge him interest or figure it in the price if necessary, but give him consideration.

When you are ready to consider a

market send an investigator. This man must be one of your best. He must be big enough so that you will accept his recommendations even if they are not what you like. He must be big enough to act on his own re-

who speaks good English may not be as valuable as the excitable foreigner next door. When you get the final report you can size up the situation and decide your preliminary course of action.

Don't let yourself be influenced by the glowing accounts of the potential market. The day has passed when you can be a pioneer in a new market. Somebody is selling something like your product everywhere. Study the competitor. If he is active, figure out roughly what his payroll runs, what stock he keeps on hand and what prices he charges. How much business would you have to get eventually to maintain a similar investment? I might give an example. An American trade adviser writes that India is a splendid market for coal cutting machinery, as the mines are swinging over from hand labor to machine mining. Twenty machines were sold last year. If you were an American manufacturer of coal cutting machines you would hasten into the Indian market. What would you find? The twenty machines sold represent approximately \$80,000. There are already five reputable manufacturers represented there, each with a sales engineer, a service man, and a stock of machines and parts. In other words, it cost fifty thousand dollars to sell eighty thousand dollars' worth of machines.

The best way to sell is by the direct representation method, IF the ultimate market will stand it. My advice is to send over your own man, have him open a small office and tell him to sell exclusively through dealers. Do not appoint exclusive agents but have your man pick out the best available dealers and tell them he will quote them all the same price but will seriously consider for an exclusive agent the dealer actually showing results over a period of

[CONTINUED ON PAGE 51]

**SULLIVAN**  
AIR LIFT  
PUMPING SYSTEM

**置装水揚用應氣空搾壓**

**○速に水の「題」を解決せられよ**

深井より多量の水を揚ぐる装置として、空搾機を用いた水装置は、若くは、これに、現今各工業家ノ既用ノ此装置ヲ採用スル以前所ニシテ、水ノ問題ヲ解決スルニ、最モ便利ナル此装置ノ特長ハ、

- 出水量多シ動力消費最少ナレ
- 空搾ノ注入ニ依リ水質ヲ以テシテ、清淨且可溶性トナス
- 空搾ガ水中ノ熱ヲ吸收スルガ故ニ、水ノ温度ヲ低クナス
- 水中ニ作業スル機械ノ装置ナキガ故ニ、取扱簡便ナリ
- 機械的装置ハ、水ニ觸レザルガ故ニ、運轉正確ニシテ
- 泥土砂利砂等ノ爲メ、故障ノ生ズル事ナシ
- 最高效率ヲ維持シ最モ経済的設備ナリ

**○設計及工事請負**

弊社ハ、建築アル技術者ヲシテ、此機水装置ノ設計基工事ヲ請負ヒ、依頼者ニ満足シ、與居、輸卸、用命、仰付、度、下、儀、東京市京橋區高橋町一丁目十七番地

**株式 東洋工業社**

電話號碼 1100、1101、1102、1103

出張所 大阪、名古屋、小倉

説明書及見積書等、御一顧、大請、提出、可、致、儀

AIR COMPRESSOR

RECEIVER

御希、揚水装置ノ、現況、御視察、願、御、同、方、上、御、説明、可、致、儀

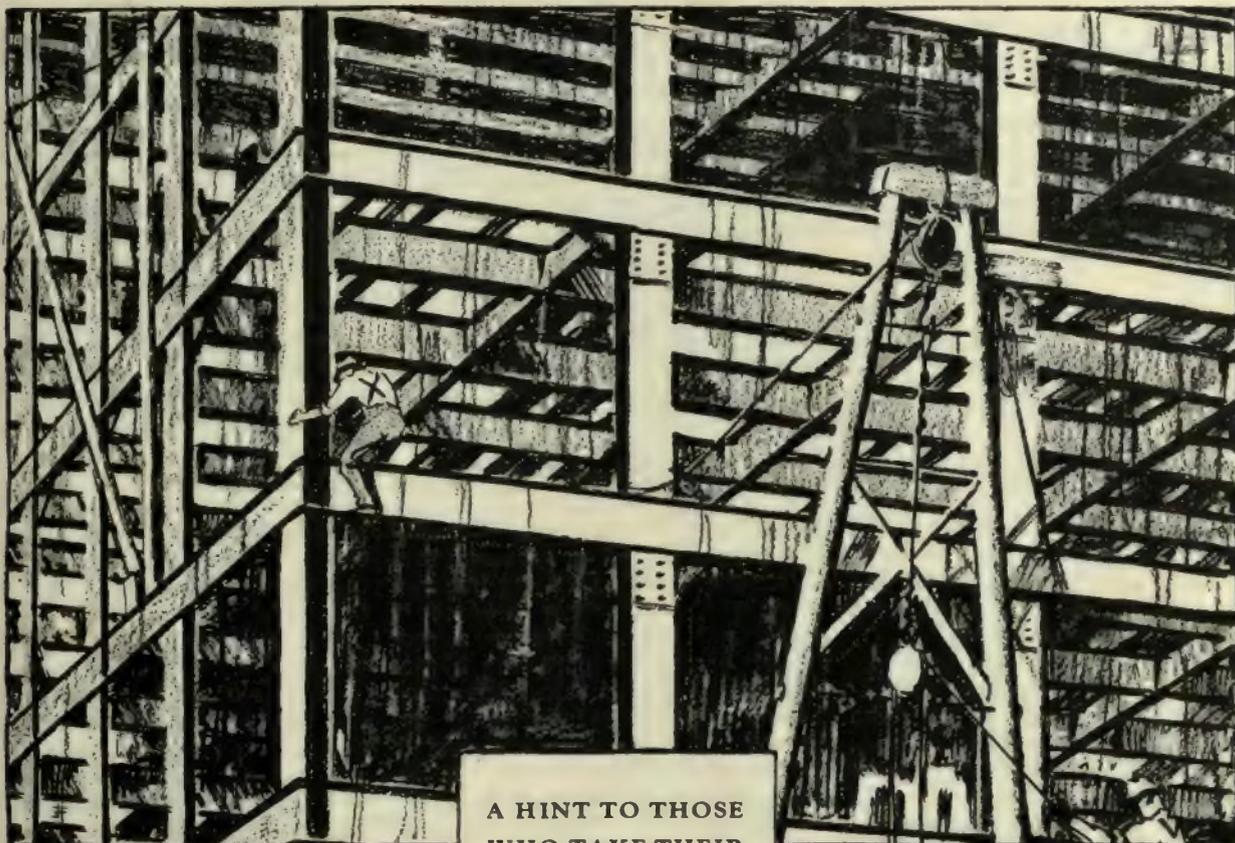
空搾機、構造、他、種、水、装置、用、機、械、等、一、括、以、テ、備、有、ス

ABOVE is reproduced an advertisement for the Sullivan Air Lift which was inserted by the Toyo Kogyo Sha (Oriental Engineering Company), agents for the Sullivan Machinery Company at Tokyo, Japan. In such a country where the language is too difficult for an American to learn, it is necessary that the Sullivan Company maintain a high-priced manager from the home office in addition to the exclusive agency. This man acts in the capacity of technical adviser, but he has full authority to control prices and to cancel the agency if he sees fit

sponsibility if quick action is necessary. Order him to stay at least six months in an important country before making his final report. It takes at least a month before a man gets over the feeling of strangeness. It takes longer than that to realize that the prospective agent

clusively through dealers. Do not appoint exclusive agents but have your man pick out the best available dealers and tell them he will quote them all the same price but will seriously consider for an exclusive agent the dealer actually showing results over a period of

# Don't Skimp on the Skeleton



A HINT TO THOSE  
WHO TAKE THEIR  
ADVERTISING AND  
SELLING SERIOUSLY

CREATORS of big things build for the future. Their work is costly and must endure. So they first put up mighty beams of safety that extend through every unit—sufficient skeletons of immortal steel.

Good advertising is just as logical, just as precise, just as secure as good building. The time of expensive experimentation is gone forever. These days, advertising men must know all the whats and hows and wheres and whys of the businesses they advise. They must be able to build on an engineering basis.

They support and safeguard their building with skeletons of business paper promotion. Strong, hard, tough, safe! For they realize that a

weak-framed building is like a body with bones of wax.

Start the framework first and make it strong. Address yourself directly to the factors that decide your fortune. In our field, selling success is built around the merchant. Enlist *his* interest and aid—when the safety is built into your structure, there is plenty of time to add the parts that show, the surfaces that sparkle.

Like most advertising agencies, the Economist Group is interested only in businesses that will stand—in successes that will stay. When you find some house that has not yet learned the principles of good building, perhaps we can help in the process of its education.

## The ECONOMIST GROUP

239 West 39th St., N. Y.

DRY GOODS ECONOMIST—National, Weekly

MERCHANT-ECONOMIST—Zoned, Fortnightly

New York — Boston — Philadelphia — Greenville, S.C. — Cleveland — Chicago — St. Louis — San Francisco — London — Brussels — Paris

### UPC PUBLICATIONS

45,000 subscribers in 35,000 stores in more than 10,000 centers—stores that do over 75% of the country's retail business in dry goods and dept. store lines.

# How Advertisers May Refer to Government Tests and Purchases

SO many instances of inaccurate reference to or inaccurate claims concerning Government tests and Government purchases have been made recently by advertisers that the National Vigilance Committee of the Associated Advertising Clubs of the World has felt itself called upon to point out how such references may be properly made and when they should be omitted. This has been done in a Trade Service Bulletin, which outlines the functions and purchasing methods of the various governmental departments, and indicates how easily the public may be misled by advertising references which attach false implications to government contracts and purchases.

The bulletin points out that the executives of the Federal Government are keenly aware of the value of advertising and are in no way hostile to any proper reference to the departments in such advertising. They stand ready in each instance to help the advertiser to bring his copy in line with the facts and with the policies of the department involved.

The departments most referred to are the Bureau of Standards, the Army and the Navy. These the bulletin takes up in some detail under separate heads.

The Bureau of Standards is attached to the Department of Commerce. Its chief functions are to establish mechanical, electrical and material standards for the use of various departments of the United States Government, and to conduct research and experiments for the instruction and guidance of the industry and commerce of the United States. It frequently conducts exhaustive researches for the purpose of aiding inventive and mechanical progress. The results of these researches are made public and available for the use of all. In many instances, officials of the Bureau give the benefit of its occasional unpublished researches in answer to correspondence from manufacturers or from industries faced with specific technical problems.

It is highly important that the tests or researches of the Bureau must not be employed by any ad-

vertiser for the purpose of disparaging, directly or indirectly, the product of any other advertiser or group of advertisers. Nor should any action by the Bureau be cited as evidence of the superiority of one advertised product over others, as such advertising conveys a condemnation of competing products which has no basis in fact and which is entirely contrary to the policy of the Bureau.

IN instances wherein the Bureau of Standards has issued a certificate there is no reason why this may not be reproduced by photoengraving or reset in type. In any instance wherein the advertiser believes it necessary to refer to such a certificate or test in part, the advertiser who correctly values the great service rendered to industry by the Bureau of Standards will submit his proposed advertising copy to the Director of the Bureau of Standards before sending it to press. Letters written by the Bureau are positively not for publication unless specifically stated.

Advertisements which convey the impression that the products exploited have been purchased for the United States Army solely as a result of merit excelling that of competitors have become entirely too prevalent. It has been found that in many of these purchases, while the bidder had first to offer goods to conform to certain specifications of quality or construction, price was the chief determining factor as among the bidders whose products were up to the Army requirements.

All supplies and equipment for the Army are purchased by its several Supply Services, *i.e.*, Quartermaster Corps, Medical Corps, Engineer Corps, Ordnance Department, Signal Corps, Chemical Warfare Service, and Air Service.

There are at times minor differences in the details of purchasing by the several Supply Services, but each service follows the same basic principle. The general principle in which they all agree is to purchase articles meeting a prescribed standard and upon a competitive basis.

No branch of the service, however, issues any official indorsement

of any product purchased. In instances where sales are made to a Supply Bureau of the War Department as the result of competitive bidding, following the usual tests for conformity to specifications, the advertising may state: "Used by the United States Army"; "Meets United States Army Requirements." Any variations or amplifications of these claims should be submitted to the War Department before publication.

Purchases for the Air Service are ordinarily determined by from one to three elements: cost, quality and time of delivery. In emergencies, the third element may be the determining one.

Advertisements claiming that the product exploited is the only one which could have been used by the Air Service convey an impression which is, in most instances, contrary to the facts. Reproductions of official photographs for advertising purposes is contrary to the policies of the Department.

The two outstanding facts to be kept in mind by the advertiser whose products have been used by the Navy are: 1. Products purchased for the Navy must comply with the prescribed standards of the Department; 2. All purchases are made upon a competitive bid basis.

THESE conditions should not be separated. Because of the competitive bid feature no advertiser has any ground for stating directly or by implication that the Navy has adopted his article as standard to the exclusion of all other articles on the market. The best usage in referring to purchases by the Navy is by the use of such expressions as "Made according to Navy Standard Specifications (Serial number and date of specifications involved)" or similar statements if otherwise correct statements of the fact.

As the Navy uses a wide range of materials there may be instances where the above rules do not seem to apply. It is recommended that all proposed advertisements involving the Navy be submitted to the Bureau of Supplies and Accounts, Navy Department, Washington, before publication.

# SPANISH GOLD

SPANISH GOLD is flowing out of 22 Spanish-speaking countries at the rate of a million dollars a day *for industrial equipment and supplies alone.*

American manufacturers of industrial equipment and supplies can reach 8,000 industrial buyers in the Spanish-speaking countries through *Ingeniería Internacional*—the leading engineering and industrial paper serving these countries.

*Ingeniería Internacional* is a McGraw-Hill publication.

It gives its readers McGraw-Hill *editorial* values.

It gives its advertisers McGraw-Hill *paid-circulation* values.

*Industrial equipment advertisements in Ingeniería Internacional attract Spanish gold.*

# Ingeniería Internacional

# Population of the United States Rises to 114,311,000

[CONTINUED FROM PAGE 30]

periods are much less reliable than are those for dates up to the first of January, 1923. The estimates recorded in Table II indicate that, during the sixteen years, there occurred in the United States over 41 million births and approximately 22 million deaths. It appears, therefore, that the gain in population from excess of births over deaths was something over 19 millions, or more than three times the increase in population due to immigration. The chief cause of increase in population in the United States, therefore, is not migration but rather the fact that more people are born than die.

TABLE II—IMMIGRATION, BIRTHS AND DEATHS COMPARED BY YEARS

Date	Amount of Net Immigration (Thousands)	Births (Thousands)	Deaths (Thousands)
1909.....	806	2,673	1,306
1910.....	677	2,340	1,382
1911.....	232	2,389	1,328
1912.....	578	2,428	1,320
1913.....	952	2,478	1,361
1914.....	247	2,587	1,337
1915.....	58	2,634	1,347
1916.....	275	2,675	1,415
1917.....	9	2,707	1,454
1918.....	— 214	2,727	1,841
1919.....	— 13	2,552	1,352
1920.....	446	2,645	1,390
1921.....	231	2,748	1,256
1922.....	278	2,567	1,292
1923.....	747	2,606 <sup>a</sup>	1,357 <sup>a</sup>
1924.....	315	2,645 <sup>a</sup>	1,333 <sup>b</sup>
Total for 16 years...	5,624	41,401	22,071
Average for 16 years..	351	2,588	1,379
Total last 5 years...	2,017	13,211	6,628
Average last 5 years..	403	2,642	1,326

<sup>a</sup> = Rough estimate.  
<sup>b</sup> = Preliminary estimate.

The number of births since 1909 has been a little less than double the number of deaths, but the figures indicate that during the last five years the ratio of births to deaths has almost reached 2 to 1. This ratio has changed materially since 1911, a year which was about normal. In that year, the number of births was apparently some 2,389,000, while the number of deaths was about 1,328,000. In 1924, thirteen years later, the number of births appears to have increased by more than a quarter of a million, while the number of deaths was approximately unchanged. Since 1911, the number of deaths has tended to remain constant, while births have increased by nearly 11 per cent and the population has grown by some 21 per cent.

The death rate, in other words, has fallen faster than the birth rate. The death rate has been persistently low

TABLE III—ESTIMATED BIRTHS AND DEATH RATES PER THOUSAND OF POPULATION

Year	Population July 1 (Thousands)	Births (Thousands)	Deaths (Thousands)	Births per Thousand Population	Deaths per Thousand Population
1909.....	90,508	2,673	1,306	29.5	14.4
1910.....	92,422	2,340	1,382	25.3	15.0
1911.....	93,837	2,389	1,328	25.5	14.2
1912.....	95,249	2,428	1,320	25.5	13.9
1913.....	97,111	2,478	1,361	25.5	14.0
1914.....	98,974	2,587	1,337	26.1	13.5
1915.....	100,390	2,634	1,347	26.2	13.4
1916.....	101,787	2,675	1,415	26.3	13.9
1917.....	103,234	2,707	1,454	26.2	14.1
1918.....	104,377	2,727	1,841	26.1	17.6
1919.....	105,007	2,552	1,352	24.3	12.9
1920.....	106,422	2,645	1,390	24.9	13.1
1921.....	108,370	2,748	1,256	25.4	11.6
1922.....	109,742	2,567	1,292	23.4	11.8
1923.....	111,469 <sup>a</sup>	2,606 <sup>a</sup>	1,357 <sup>a</sup>	23.4 <sup>a</sup>	12.2 <sup>a</sup>
1924.....	113,454 <sup>a</sup>	2,645 <sup>a</sup>	1,333 <sup>a</sup>	23.3 <sup>a</sup>	11.7 <sup>a</sup>

<sup>a</sup> Preliminary estimates.

during the last decade except in the last half of 1918, the first half of 1919, and the first half of 1920, in which periods the severe epidemic of influenza levied a heavy toll. (See Table III.)

Year	January 1	Year	January 1
1909...	89,357,000	1918...	103,852,000
1910...	91,530,000	1919...	104,524,000
1911...	93,165,000	1920...	105,711,000
1912...	94,458,000	1921...	107,412,000
1913...	96,144,000	1922...	109,135,000
1914...	98,213,000	1923...	110,688,000
1915...	99,710,000	1924...	112,684,000 <sup>a</sup>
1916...	101,055,000	1925...	114,311,000 <sup>a</sup>
1917...	102,590,000		

<sup>a</sup> Preliminary estimate.

The estimated population of continental United States at the beginning of each year is shown in table directly above. The fact should be noted that the estimates for periods beginning with 1924 are preliminary only.

These population figures have been segregated into four divisions as follows: (a) Children under 15 years of age; (b) Adults not gainfully employed—that is, not working for a di-

rect money return; (c) Employees; (d) Entrepreneurs. In this connection, the term entrepreneurs is used to cover not only employers, but every person in business on his own account. (See Table IV.)

The fact is that children, women and others not working for a direct cash return and employees constitute almost equal sized sections of the population. Entrepreneurs are the least numerous of the classes mentioned, making up but 8½ per cent of the total population. There has been a steady growth in each class with the exception of the entrepreneurs, corporate growth having prevented the number of independent business men from increasing in numbers.

The gainfully occupied constitute about 38 per cent of the population, the remaining 62 per cent being almost equally divided between children and adults. The proportion of the population gainfully occupied increased noticeably during the war period, but had returned by 1924 to approximately the same percentage prevailing in 1909.

TABLE IV—TOTAL NUMBER OF PERSONS IN GAINFUL OCCUPATIONS

Year	Population July 1 (Thousands)	Children Under 15 (Thousands)	Adults Not Gainfully Occupied (Thousands)	Employees (Thousands)	Entrepreneurs (Thousands)
1909.....	90,508	29,069	27,184	24,422	9,833
1910.....	92,422	29,553	27,769	25,226	9,874
1911.....	93,837	29,869	28,268	25,794	9,908
1912.....	95,249	30,252	28,760	26,316	9,927
1913.....	97,111	30,719	29,364	27,078	9,950
1914.....	98,974	31,236	29,956	27,806	9,976
1915.....	100,390	32,126	30,308	27,962	9,994
1916.....	101,787	32,272	30,877	28,629	10,009
1917.....	103,234	32,750	31,111	29,379	9,994
1918.....	104,377	33,245	30,749	30,586	9,797
1919.....	105,007	33,449	31,276	30,530	9,752
1920.....	106,422	33,833	32,581	29,959	10,049
1921.....	108,370	34,333	33,218	30,740	10,079
1922.....	109,742	34,687	33,725	31,307	10,023
1923.....	111,469 <sup>a</sup>	34,895 <sup>a</sup>	34,379	32,510 <sup>a</sup>	9,685 <sup>a</sup>
1924.....	113,454 <sup>a</sup>	35,122 <sup>a</sup>	35,109	33,566 <sup>a</sup>	9,657 <sup>a</sup>

<sup>a</sup> Preliminary estimate.



*"The Extension Magazine is a splendid medium for the Baldwin Piano Company, as it enables us to present to the executives of 3313 large Catholic Institutions, 7404 Catholic Schools and Colleges and over 10,000 pastors of churches, the many superiorities of the Pianos, Player Pianos and Reproducing Pianos built by the House of Baldwin."*

*(signed) P. Wyman,*  
**THE BALDWIN PIANO COMPANY**

We are very grateful and thank Mr. Wyman for his endorsement.

# Extension Magazine

**ELLWOOD TANSEY**

*Advertising Manager*

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

# THE 8-pt PAGE

by  
Odds Bodkins



**T**HERE is a real spicy flavor to this observation by Humphrey M. Bourne, advertising manager of H. J. Heinz Company, in a paper before the recent A. N. A. meeting in Chicago.

"No advertisement can serve five masters. It must decide quickly to sell one of five things:

"The artist. The writer. The engraver. The typographer. The thing advertised."

—8-pt.—

A business friend confided to me recently that his confidence in copy has had a rude jolt. He had, it seems, sent out five different letters on a certain promotion problem, some long and some short, and each with a radically different sales appeal. The returns from all five had figured within a decimal one side or the other of two per cent.

"What I can't figure out," complained my friend, "is, why didn't some one of those letters break over and show a return of, say, twelve per cent, or six and one-half per cent, or of less than one per cent? If there is anything at all in 'copy' why did they all strike that dead level of two per cent?"

This is indeed an interesting question to ponder.

Does it mean that the sheer mechanics of promotion should be given greater credit than we are wont to give it? That saying *something* or *anything* is sufficient if you say it to enough people enough times? That our old idol, Copy, has clay feet?

It is queer that out of five letters, written by two or three different individuals, and from five different angles, some one of them should not prove to be a freak letter and pull, let us say thirteen and seven-tenths per cent replies!

—8 pt.—

George W. Hopkins told an interesting story in his sermon at the First Christian Church, Houston, on Convention Sunday. The story concerns Madam Pofadine, American wife of a Russian diplomat, and her ingenious use of the want-ad page of an English newspaper.

At the time Russian officials were telling their people that all the world was in the same condition they were in, Madam Pofadine showed them want-ads of house dogs for sale and positions for maids.

These want-ads proved that, unlike Russia, where there were no dogs be-

cause they had been killed for food, and unlike Russia where everyone was supposed to be equal and no one was a servant to another, those conditions did not exist in other parts of the world, and that the stories told by the Russian officials were false and the mode of living imposed on Russians was non-existent in other parts of the world.

This story gives rise to the interesting thought: how completely a single page of want-ads would picture a civilization to a trained student of sociology!

—8-pt.—

One of the surest ways to make a product "register" on the mass mind is to tie it up to the news of the day in every way possible. This Lifebuoy newspaper advertisement ran in the newspapers of a city where an epidemic threatened, I understand. It strikes me as being mightily well handled. It

## VACCINATION ---protects inside LIFEBUOY ---protects outside

When the germs get into your blood stream, recent successful vaccination is your only protection.

But sensible people do everything they can to prevent germs from entering the body in the first place. Health authorities tell you that an essential added protection is to wash and purify hands and face several times a day.

Because germs live on the hands from touching things which many other people have touched.

Ordinary washing is good. Washing with Lifebuoy is better, because Lifebuoy is a health soap. In creamy, soothing, antiseptic lather removes germs along with the dirt. It is pure and gentle. The most sensitive skin benefits and thrives from its regular use.

Guard your health. Guard the health of your children—with vaccination—and with Lifebuoy. Order a supply of Lifebuoy today. Form this health habit.



84421—The Chicagoer

has point, yet there isn't anything crude or objectionable about it. It proves that it is not necessary for such advertising to be *too* pointed. Just a suggestion is all that is ever required. The public will write its own editorial.

—8-pt.—

I see that Cruger's, a small haberdashery shop in New York, is capitalizing the "column" craze by turning its advertising space into a "column." And, like a true columnist, instead of writing his own "column," Cruger is getting other people to do it for him. Celebrities, too, such as Alexander

Woolcott, Neysa McMein, and John V. A. Weaver.

Woolcott's contribution is a fine example of how to write a testimonial without slopping over. I quote:

"I make it a rule never under any circumstances to go into Cruger's shop because it is too insidious. The shelves and counters of most haberdashers are so heaped and festooned with shirts and cravats which you would not (though you usually do) have as a gift, that it is comparatively safe to walk briskly in, buy the humble but essential garters, and walk out unscathed. But, just as it is far easier to diet at a heaping table in an American-plan hotel than at the less crowded table craftily presided over by a French chef, so it is impossible to go into so guilefully stocked a shop as Cruger's without making at least an effort to buy everything in it. It should be avoided by those who are weak of will."

—8-pt.—

Not the least interesting feature of this "column" idea is that it permits the use of small space without loss of attention value. The single column gains attention by virtue of a well-known face or name.

—8-pt.—

Scarcely a foreign mail steamer comes in now without bringing a subscription to the *FORTNIGHTLY* from some outpost of commerce. During the past week subscriptions have been received from Moscow, Buenos Aires, Berlin, Osaka, Tokyo, New South Wales, London and Mexico City.

I can't imagine anybody around the offices of

Messrs. Nakayama-Taiyodo,  
Rinji-Chosabu,  
Mizusakicho, Minamiku,  
Osaka, Japan

reading the 8-pt. Page, but perhaps they do. Anyway, I greet Messrs. Nakayama-Taiyodo and felicitate them on their progressive spirit in subscribing to this publication!

I wonder if the London Convention may not have done more than any of us realized to internationalize advertising?

CANADIAN FACTORY BRIDGEBURG, OHT

**THE JELL-O COMPANY, INC.**  
LE ROY, N.Y.

May 2, 1925.

**JELL-O**  
AMERICA'S MOST FAMOUS DESSERT  
JELL-O IS THE GREAT POWER

Mr. Gordon Hoge,  
The American Legion Weekly,  
New York City.

Dear Mr. Hoge:

The cordial acceptance of our war book, "Inked Memories of 1918," by American Legionnaires has emphasized anew our indebtedness to The American Legion Weekly as one of the most interesting and valuable publications on our magazine list.

Our experience leads us to believe that your readers have been far more sensitive and responsive to advertising in the Weekly than in any other periodical which we use. War plays are back on Broadway. Certainly the time has now come when interest and pleasure in the memories of the world war will be constantly on the increase. If we have found the publication of value in the years just past, we anticipate an even greater acceptance and appreciation as time goes on.

Really you have a right to hold great expectations in regard to the future success of The American Legion Weekly.

Very truly yours,  
**THE JELL-O COMPANY, INC.**  
*F. L. De Rouville*  
Advertising Manager

L-M



A HEROIC PRISONER

When perils caught a lone prisoner he was taken to company headquarters for the first questioning. The corporal took strength, water, morale, etc. As soon as Fritz was sent down the line the first for stomach collection struck all tanks and he was slowly stopped at shoulder straps, buttons, and his "get-me-out" belt. Then some chose to change that iron and hungry look on Howe's eye. What military veterinarian he would have developed if some of them had a witch's power to bring on a plate of JELL-O, topped with whipped cream. Oh, daughtery!



**JELL-O**  
America's Most Famous Dessert  
AT HOME EVERYWHERE.  
THE GENESSEE PURE FOOD COMPANY  
Le Roy, N. Y.      Springfield, Oio.

**Capture this Market!**

After sending out more than thirty-six million full page messages to our readers during five years of consistent advertising, the experience of The Jell-O Company, Inc. is positive evidence that more than 650,000 Legionnaires and their families are at the impressionable age when they are forming life-time buying habits now.

Increase  
Your Sales  
in  
1925

*we'll help you do it*  
The  
**AMERICAN  
LEGION** Weekly

331 Madison Avenue      New England Representative      22 West Monroe Street  
New York, N. Y.      CARROLL J. SWAN      Chicago, Ill.

Pacific Coast Representatives  
BLANCHARD-NICHOLS-COLEMAN

# We Made a Success Out of a Business Failure

[CONTINUED FROM PAGE 16]

dealer got very little profit out of it.

Finally, there was the "free" service. Of course it was not free—it found its way into the price. It was available for all customers. Those who accepted or demanded it, got it, but at the expense of those who did not need or demand it; the latter paid for something they never received.

**T**HIS description of the old method is not overdrawn. It is what we did; what everybody did. On many lines we figured that the factory cost was not 50 per cent of the price the consumer finally paid. The rest was eaten up in distribution costs.

Now, it is not easy to buck the established practices of an entire industry with something radically different. Yet that is what we decided to do. In the new merchandising plan we worked out we included these principal features: 1. Sales for cash; 2. A policy designed to make the dealer a real merchant, actually performing the functions for which he is presumed to exist; 3. Bulk shipping from the factory, to the greatest extent possible—shipments from branch warehouses to be discouraged; 4. Service no longer "free"—to be paid for if and as delivered.

Under this plan, our branch house organizations became substantially nothing but warehouse stations, with small stocks from which to make emergency shipments when dealers were unable to order a carload from the factory. Our sales force was greatly reduced; we now have forty-six men, no more than formerly might have served a single branch. We do not try to sell to every dealer; our aim is to get fewer and better dealers, making the territory of each one large enough so that he can develop a real volume of business. We have no more factory canvassers.

When we took our stand on this selling program, some people said to us: "But many implement dealers have no cash. They can't get it from farmers. They have no bank credit."

We replied: "They have no cash because the old way of selling takes

it all; no bank credit because the old way destroyed it; no cash from farmers because *the merchants in other lines get it*. The health of an industry shows in the prosperity of its dealers. Thirty years ago, implement dealers were among the leading merchants. Today they are often the poorest.

"What has happened? Dealers in automobiles, electrical equipment, gasoline, household conveniences, phonographs, garages, pianos, tires and auto accessories, lately radio, have beaten them in competition for the farmer's dollar. These new merchants have skimmed the cream. Many have amassed fortunes and retired. Implement dealers rarely retire—except before the sheriff.

"Our plan proposes to change this. It provides a profit to accumulate cash, attract capital, and justify bank credit. It helps the dealer with his bank even to the extent of depositing the money for the bank to lend him."

This last is seldom required.

Others said to us: "But you do not give dealers nearly as much service as we have been used to."

"No," we replied, "we have about as many salesmen as some competition has branches. One is centrally located in every trade district. He will come when you need him. He will not run your business or spy on you. We have one master salesman, quality, and 10 per cent better discount than anyone else can give you. If you can not order, stock, set up, service, sell and collect—do not try this plan. Pay competition that extra 10 per cent and let them duplicate your effort in this regard. We can not do these things and also save you 10 per cent.

**W**E have efficient warehouses at every strategic shipping point. When you use them, you pay your share of the cost of keeping them, still at a good saving. But you ought to use them only in emergencies, because on factory bulk shipments you save about 10 per cent."

Still others said: "There are many lines of implements that we have been in the habit of carrying but which you no longer carry."

"True," we again replied; "but the curse of the conventional full line, as we see it, is the inclusion of items on which there is no profit for either dealer or manufacturer. This results in 'loading' the price of other things, and waste and loss are multiplied to an unknown extent. We believe no merchant is justified in selling without profit."

The tenor of all our arguments may be deducted from these samples. The net result of the effort made is businesslike, economical distribution. We cut out huge duplications of effort, and expensive practices that added to marketing costs. The result, logically and actually, is a saving to customers. We named the figure 10 per cent, but actually in many instances it is considerably more than that.

**T**AKE a hypothetical case. Suppose a competitor—or ourselves under the old plan—prices a plow at \$100. The competitor gives terms and gets his money at some indeterminate later date. We sell for cash against bill of lading and get our money at once. The customer gets his plow from us, not at \$100, but we will say at 20 per cent less, provided he orders in the way that enables us to ship most economically—that is, in carload lots from the factory. But if he has to send a small emergency order to be supplied from the nearest warehouse, he pays for that service by earning, say, only a 15 per cent saving. These warehouses are necessary for effective distribution and can not be eliminated completely, but we aim to limit their use, and it is our plan to make the *fellow who uses them* pay for them.

A special problem arose in connection with cash selling of repair and supply parts. These are all small orders, usually wanted by the customer in a hurry, and each order usually does not amount to much. It would involve a great deal of bookkeeping to insist on cash with the documents for each of these shipments.

Therefore we arrange to draw a draft on our dealers for them once a month, but reserve the right to restore the dealer to a c.o.d. basis on

"What's all the skootin' for?"  
 This advertisement appeared in  
 Printers' Ink two years ago!

May 31, 1923

PRINTERS' INK

119

## What Is "Class" Circulation?

**A** FEW publishers—some advertisers—and a great many advertising men define "class" or "quality" circulation, as though it had some reference to, or bearing on, the social standing of those who comprise it.

"Class" or "quality" circulation is purely a commercial term. It means circulation among that part of the population who have enough money to buy what they need or want. As opposed to it, there is "mass" or "quantity" circulation, which means circulation among that part of the population who have not.

When the New York resident is financially able to live in ordinary comfort, he becomes a theatre patron. The circulation of Theatre Programs in New York, is, therefore, confined to the people who have at least enough money to satisfy their needs. There are various methods of advertising to the others.

---

Programs for 60 legitimate New York theatres—  
 aggregating 1,600,000 circulation monthly.

Published by

*New York Theatre Program Corporation*

108 Wooster Street

New York City

THE AUTOMATIC WINDSHIELD PUMP



**STOP!** A child dashes out in front of you. A car skids sideways in a time like this you may become accident or worse!

**STOP!** A speeding car truck almost strikes into you. You must see these dangers as they reveal them!

**AVOID THESE DANGERS!**

**STOP!** A sudden turn to the right before you see danger ahead. Your vision is your only defense!

**STOP!** One of the most serious dangers. A car skids sideways in no time for missing or being struck!

Drive in safety with a Folberth on your car. Here there is nothing you can do to see furnished in standard equipment by 42 automobile manufacturers.

The Folberth is not electric, uses nothing to operate and will not rust.

The "Universal" Model in '25 and the "Patent" '24 can be purchased in all automobile supply stores and garage. The Folberth is a trademark of The Powers-House Co.

**FOLBERTH**  
Automatic WINDSHIELD CLEANER

Representative of all automobile companies in the U.S.A. 1925 model of The Powers-House Co.

Prepared by The Powers-House Co.

SOMEHOW or other "Powers-House" service fails to appeal to the company that seeks to get rich quick without an investment of hard work and ample time. Read the list of P-H clients and you will find a group of able, responsible, conservative and consistently successful companies.

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

these also, if he fails to pay the monthly drafts promptly.

Results are apparent in the reduction of expenses. We have done away entirely with costly credit and collection departments, and with many salesmen and branch house employees.

Our rate of turnover has nearly doubled. We now turn our money about once in ten months, as compared with from eighteen months to two years formerly; and we foresee a time when we shall have two turns a year.

We are securing a more satisfactory type of dealer; the man who has ready cash and the business acumen to use it for his advantage. We get, too, those desirable and energetic dealers who have bank credit. We miss entirely the risky fellows who have neither cash nor credit nor the energy to get them.

Finally, there is the test of volume. Naturally, our volume suffered a terrific drop when we cut off all those extra lines. But I think I am safe in saying this: in the lines we retained, we have shown a greater increase in volume in the last year than anybody else in the industry. The plan and the company are no longer experiments. We have pushed our volume well into our area of profit. The company will make good money this year—more than it has made since 1918 and more, we believe, on a \$3,000,000 capitalization than formerly with many times that capital.

To sum up, I think we have learned unforgettably these truths: 1. It is a doubtful blessing to be able to offer customers, regardless of cost, a "full line"; 2. A "full line" is no blessing at all when a goodly number of the items have to be sold without profit or at a loss; 3. A huge volume of sales, by itself, is no measure of the success of a concern's marketing; 4. There may be very serious dangers in giving dealers *too much* assistance—they may become worthless to themselves and you; 5. When you are able to effect genuine economies in marketing, you will find a host of customers eager to share them.

It cost us money to learn some of these things. We count the experience worth millions.

### "Radio Journal"

Is now being published by McCreery & Frederick, Inc., Los Angeles, Cal. Coincident with the change in ownership, M. E. McCreery becomes editor of the publication, with N. E. Brown and L. W. Harold in charge of the technical staff and laboratory.

### Advertising Correction

The illustration of sterling silver used in the May advertisement of the American Photo-Engravers Association was erroneously credited to the Gorham Company, instead of to the International Silver Company to whom it rightfully belongs and who have the copyright protection.

The American Photo-Engravers Association regrets this unfortunate error and wishes this notice of correction published in the interests of all concerned.

## The Atmosphere You Don't Dare Show

[CONTINUED FROM PAGE 22]

ing-rooms. Similarly, other patterns of this product were shown, successively, behind groups of a doll, a rubber ball and a few blocks and other toys; a hand mirror, powder-puff case, vase of flowers and a carelessly dropped string of pearls; a scarlet vase of Japanese lantern flowers, a brass candlestick and a few books.

No one needs to be told that the patterns shown are intended to be used for, respectively, a child's nursery, a boudoir or bedroom, and a library. Though the whole always is rendered in full process color, wall coverings nowadays, even when richly patterned, are usually subdued in color, so that the vivid splashes that these group units afford add the requisite interest for a pictorial treatment. But the eye is always on the product.

**W**HAT the panels over the too-interesting room scenes accomplish for the "Hartford-Saxony" advertisements, and the suggestive groups do for Sanitas, the air-brush has done for the otherwise too attractive girl in the Colgate compact advertisement. Now that everything else is screened, the reader has a chance to see the comparatively small item that really is what is being advertised. What remains to be seen of the young lady is enough to lift the composition out of the catalog-cut class.

Another way to get sufficient attention value for a small object is to show it so close to the reader that it is almost "lifesize." It then stands out with startling effect, and the laws of perspective make everything else in the setting either recede so sharply that they are smaller than the large small things in the foreground, or, if in the foreground themselves, they become so large that they walk right off the page, as the candlestick does in the Diamond Walnuts advertisement. That candlestick is needed, however, for without it the fire in the background would compete with the bright brass bowl for the reader's attention. Now you cannot keep your eyes away from the dish of nuts.

If I were to refer to the Allen A hosiery advertisement as an example of a way to get the reader's eye off of the beaten track, there are some people whose experience might embarrass me. But, at any rate, this part of the group "under the mistletoe" is certainly below the natural eye-level. The color of her eyes may be the last thing that a young man in these sophisticated times notices about a girl, but not a great many people have yet acquired the art of going around Indian fashion, with their ears to the ground, except figuratively. Therefore, this treatment of a difficult subject is dramatic, in the first place, and further, the time one might otherwise

No investigation of Needlecraft Magazine's circulation yet made failed to reveal a buying-power of unmistakable potency in each community visited, or checked.

One merchant in a small town out in Iowa reported: "Every woman on Needlecraft's list of subscribers in our town is welcome to open a charge account at my store."

On request from any responsible national advertiser, or agency, we will submit for examination and investigation Needlecraft's list in any town, in any state.

Robert B. Johnston  
Advertising Manager  
New York

JAMES A. ROBERTSON  
Western Manager  
Chicago

ELLIOTT D. ODELL  
Eastern Manager  
New York

DORR & CORBETT  
New England Representatives  
Boston



Member A. B. C.



## Canned EXPERIENCE

That old saying about experience being the best teacher is absolutely sound in one sense. But most of us recite it without thinking that experience may be of various sorts—the experience of other men as well as our own, “canned experience,” if you please, ready for use. Just open and serve yourself! Why not take advantage of the experience of other men as far as we can and save not only years of time but many expensive lessons?

Do you know how much of the world's best research in advertising and selling is contained in

### McGraw-Hill Books?

That single fact or suggestion may be worth many times the price of the book to you.

#### No money down—sent on approval—small monthly payments

Choose any of these McGraw-Hill Books that you would like to see—one, or two, or half a dozen—as many as you wish.

Read them for ten days free—keep those you want—send back those you don't want.

Pay for the books you keep as you use them. If you keep \$15 worth of books, send \$3.00 in ten days and \$3.00 monthly.

The smallest monthly payment is \$3.00. If you keep \$6 worth of books, send \$3.00 in ten days and \$3.00 a month later.

The monthly installments must be large enough so that the entire account will be paid in full within six months.

Choose the books you want to see—and send just the coupon

#### Pratt—SELLING BY MAIL

428 pages, 5x8, 158 illustrations, \$4.00

The principles and practice of modern selling by mail. A fact-packed book of methods based on successful experience. Every advertising man can use it.

#### Long—PUBLIC RELATIONS

248 pages, 5x8, 92 illustrations, \$3.00

The common-sense methods of legitimate publicity. Explains media, shows possibilities and describes best methods to use.

#### Hall—ADVERTISING HANDBOOK

735 pages, pocket size, flexible, illustrated, \$5.00

The standard advertising reference. Complete data on every phase of advertising.

#### Hall—HANDBOOK OF SALES MANAGEMENT

985 pages, pocket size, flexible, illustrated, \$5.00

Modern sales practice and management as carried on in the most successful organizations of the country. Gives principles, explains applications in actual work and cites dollar-and-cents results secured.

#### Hall—RETAIL ADVERTISING AND SELLING

566 pages, pocket size, flexible, illustrated, \$5.00

A practical presentation of the basic principles and practice of retail advertising and selling.

#### Hall—HANDBOOK OF BUSINESS CORRESPONDENCE

1048 pages, pocket size, flexible, illustrated, \$5.00

An exhaustive reference work covering the principles and practice of successful business letter writing. Complete information on every phase of the subject.

#### Hall—BUSINESS WRITING

222 pages, pocket size, flexible, illustrated, \$2.50

Practical methods of gathering data and of writing business copy of news, educational and promotional character for business magazine articles, house organs, reports and advertisements.

#### Sloan and Mooney—ADVERTISING THE TECHNICAL PRODUCT

365 pages, 8x9, illustrated, \$5.00

A common-sense discussion of the important factors in advertising the technical product. The best experience of many leaders in this field.

#### Blanchard—ESSENTIALS OF ADVERTISING

322 pages, 5x8, illustrated, \$3.00

The fundamentals of advertising principles and practice. The one book for the beginning student.

#### Lippincott—OUTDOOR ADVERTISING

340 pages, 5x8, 103 illustrations, 32 pages in color, \$5.00

The first complete and adequate treatment of outdoor advertising. Discusses growth, methods, possibilities, costs, etc.

#### Larned—ILLUSTRATION IN ADVERTISING

319 pages, 8x9, 212 illustrations, \$4.00

A fact-packed book on how to use illustrations to increase the effectiveness of advertising. Covers all important advertising requirements and every practical illustrative treatment.

#### Dana, Morley and Kight—MAILING LIST DIRECTORY

720 pages, 6x8, \$10.00

A directory of mailing lists and directories covering 1500 classes of trades, professions and institutions. A great marketing help.

spend in admiring the sweet young thing's facial make-up or criticizing the way the callow youth is acting under the circumstances, or even observing how the mistletoe hangs, must now be spent inspecting what is on the “bewitching ankles.”

“Straddling a fence” may seem to some people undignified. A compromise is apt to be irksome. But all minds do not move along together at an equal rate. It may be better, at times, to “stoop to conquer.” We ought, it is true, to have passed the catalog-cut days. But too great an advance into the kingdom of atmospheric ideas may not sell goods. Or the right idea may not be the one that the reader picks out. He or she may so well appreciate something in your presentation that is merely, in your intention, an accidental or incidental accessory, that narrowing the field of vision will better get your real story across.

#### The Green & Van Sant Company

Baltimore, will act as advertising counsel for the following: National Radio Institute, Washington, D. C.; Linthicum Stone Company, Baltimore; Edward R. Burch & Company; S. X. Hooper Company, and El Principal Cigar.

#### National Better Business Bureau

Has been incorporated under the laws of Delaware by the National Vigilance Committee of the Associated Advertising Clubs of the World. This change in name involves no change in operating policy. It was effected because of the fact that the Vigilance Committee is affiliated with and coordinates the local work of the many Better Business Bureaus in the leading cities of the country, and it is believed that this step will enhance the prestige and influence of this Bureau work.

Operations of the National Better Business Bureau will be in charge of fifteen directors; five selected from the Better Business Bureaus, five from the sustaining members of the National Vigilance Committee, and five from the Executive Committee of the Associated Advertising Clubs of the World.

#### Payne, Burns & Smith

Will represent *The Niagara Falls* (N. Y.) *Gazette* in New York. G. Logan Payne Company will represent the same paper in Chicago.

#### The Bellamy-Neff Company

Advertising, announces that Alan Brill and Edwin D. Maibrunn are now associated with its New York office.

#### Finnell System, Inc.

Is the new name adopted by the American Scrubbing Equipment Company, Hannibal, Mo., makers of Finnell System of Electric Scrubbing.

#### The Wildman Agency

New York, will direct advertising for the American Rayon Products Corporation, manufacturers of rayon fabrics, and N. P. & J. Trabulsi, scarf manufacturers, both of New York.

#### McGraw-Hill Free Examination Installment Coupon

McGraw-Hill Book Co., Inc.,  
370 Seventh Avenue, N. Y.

Send me the books checked for 10 days' free examination:

.... Pratt—Selling by Mail, \$4.00	.... Hall—Business Writing, \$2.50
.... Long—Public Relations, \$3.00	.... Sloan and Mooney—Technical Advertising, \$5.00
.... Hall—Advt. Handbook, \$5.00	.... Blanchard—Advertising, \$3.00
.... Hall—Sales Management, \$5.00	.... Lippincott—Outdoor Advertising, \$5.00
.... Hall—Retail Advertising, \$5.00	.... Larned—Illustration in Advertising, \$4.00
.... Hall—Business Correspondence, \$5.00	.... Mailing List Directory, \$10.00

I agree to return such books as I do not wish to keep, postpaid, within 10 days of receipt and to remit at the same time my first installment and the balance in equal installments each month. Minimum monthly payments, I understand, are \$3.00 and also that account is to be paid within six months.

Name .....

Address .....

Position .....

Company .....

A.F. 6-3-25

[N.B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]



## Mrs. Glendale

*... born to the purple*

"**S**UCH a little queen!" Thus her father spoke of her when she was just a girl. And so she has continued to be.

Today, as Mrs. Glendale, mistress of a beautiful home and mother of two children, she is more of a queen than ever. The stag line still vies for her favor at the Lyceum dances. She will start at scratch in this summer's golf tournaments. The Symphony counts on her support; she is a leading figure in the MacDowell Society and the Garden Club.

In her home, Mrs. Glendale is no figure-head manager. There are many servants, of course, but the direction remains with her. In shopping, too, she exercises her trained judgment. Only the best will satisfy her.

Any newspaper would be proud to claim Mrs. Glendale as a reader. The question is: What newspaper can claim her? In Mrs. Glendale's community are 472 residence buildings. To it 263 Enquirers are delivered every morning.

In short, here is a "leadership community," rich in sales possibilities and prestige. Here, too, is a newspaper—The Daily Enquirer—which enables you to cover this community every morning, before the shopping trip.

I. A. KLEIN  
New York  
Chicago

R. J. BIDWELL CO.  
San Francisco  
Los Angeles

# The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"



8 A.M.



## Oil Trade Stays on Top of the Desk!

THE oil executive knows that it is his magazine. Not the bookkeeper's—not the tool dresser's—but *his*.

That's why it keeps your message where it will count—on top!

Write us for the facts.

## 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

## PHOTOSTATS for economic and effective VISUALIZATION

of

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

### Sales Ammunition

Photostats of testimonials, letters, plans, etc., in the hands of your salesmen are just so much sales ammunition.

Why not use them? You can have photostat copies enlarged or reduced, in any number of copies in a swift and inexpensive manner!

Out of town orders are finished and mailed three hours after they are received.

### COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City  
Telephone John 3697

Quicker and cheaper reproduction

# —and Now Concerning Copy

IT MAKES you wonder what happened to the danger-waver when you read The Keystone watch headline: "Whee! What did they do with all the daylight they saved?" There was a headline! It put the right words into the mouth of the young gentleman in the picture who comes home with an agreeable bun and learns from his Keystone watch that it is 2.21 a. m. The copy itself carried the headline and picture along for a brave and gleeful paragraph, and then it fell with a plop into ad-language. Apparently the danger-waver only began waving at that point—too late to prevent the onrush of an excellent piece of copy.

IF HE HAD been on the job, he would have said: "This advertisement is vurry dangerous. It makes fun of daylight-saving; that will alienate the farm vote. It admits the existence of the bun; that will infuriate the prohibition element, and especially the women; do you want to ruin our women's line? Besides, it isn't at all dignified, and we are vurry dignified, because we have been in business ever so many years." And so on. You know him. He keeps the danger down in the lower left drawer of the desk, and he can reach for it in no time, and brandish it like an Indian club until an innocent, amiable, human piece of copy suddenly proves to have broken all the laws of morality, taste, tact, "sales-man-ship," "psy-cho-log-y," the Koran, the Talmud, Rogers' Rules of Order, and How to Play the Ukulele in Ten Lessons.

AS BRIGGS SAYS, there is at least one in every office. He is a sort of male Grundy, who thinks there is something secret about secret price-marks. He is the "no-man." He is ready always to substitute a polysyllabic euphemism for a plain clear rough word. And he raises hell with (or as he would put it—"considerably disturbs") the business of getting his advertisements read by the public.

THE BELOVED old before-and-after school is reorganized. Instead of the (left) pinched and slatternly lady who had ailed ever since her eighth child, and the (right) buxom, that is the word, Juno who hasn't had a dull moment since her eighth bottle, we have now the contrast between the 70's and the 1920's. Colgate's whisker-album, Bannister's shoes, Chauncey Depew and Murphy's varnish, are only a few of many examples. The new school is (1) interesting, (2) entertaining, (3) valuable as a record of the stampede of civilization, (4) in-

valuable as a trade-record of the progress of invention and competitive marketing in which advertising has played its humble and helpful part.

A FABLE. There were three hatters, A, B, and C. They were advertisers, and quarter-pages being quarter-pages, a trade-writer pointed out that their advertisements looked pretty much alike. This did not make the hatters happy, "for," said A, "have I not told you we want to get cuts of hats that look as well as B's, aye, even for many months have I told you." So the servant of A went unto a picture-maker saying "those hats were not so good." "Look," said the maker of pictures, "and what-do-you-know, for here is a letter from B, asking me why I do not make for him hat-pictures as handsome as those of your friend A." Whereupon the servant and the picture-maker tried to laugh that one off, but concluded that over in the next meadow is the grass greener.

THE "for-shame" leit-motif is running through more and more advertising copy. "She hated to tell him" says Pompeian. "She hated to acknowledge the corn," says Blue Jay. "I asked 10,000 women concerning an intimate problem," says Deodo. "Too exhausted even to talk—What a mortifying feeling," pities Daniel Green Comfy Slippers. "A girl's most hated rôle—extra," is Odorono's opinion, while Davenport Bed asks menacingly, "What will your friends think?" These are all from one month's issues of two papers. Meanwhile, Listerine is chuckling just a little with pardonable enthusiasm.

NONE of these advertisements may be said to offend the public taste. Some are more far-fetched than others. But it is interesting to conjure the popular shudder with which the nineties would have received them . . . yes, even the Davenport Bed, suggesting that your friends would sneer at your hospitality; would have been considered grossly forward. To take these advertisements at their word, the man from Mars would get a warped picture of a nation of inferiority complexes; fortunately we discount the solemnity of these minor tragedies just as we instinctively discount extravagant superlatives. We readers may not read advertisements for technical style; but we can smell insincerity before the ink is dry on the printed page. If the insincerity is entertaining, we are inclined to forgive it as we forgive the amusing hypocrites among our friends.

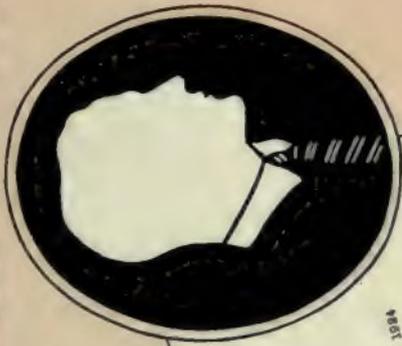
**"We consider --- the Interborough ---**

**the most valuable medium  
in Greater New York  
for advertising the**

**VAN HEUSEN COLLAR"**

MR. MAX PHILLIPS of the  
Phillips-Jones Corp., N. Y.

Every manufacturer interested in introducing his goods—or increasing his sales—in Greater New York City, should by all means read Mr. Phillips' letter regarding his company's profitable experience with Interborough Subway and Elevated Advertising.



PHILLIPS-JONES  
CORPORATION  
1725 Broadway at 30<sup>th</sup> St  
New York

November 28, 1924

Artemas Ward, Inc.,  
50 Union Square,  
City,  
Gentlemen:

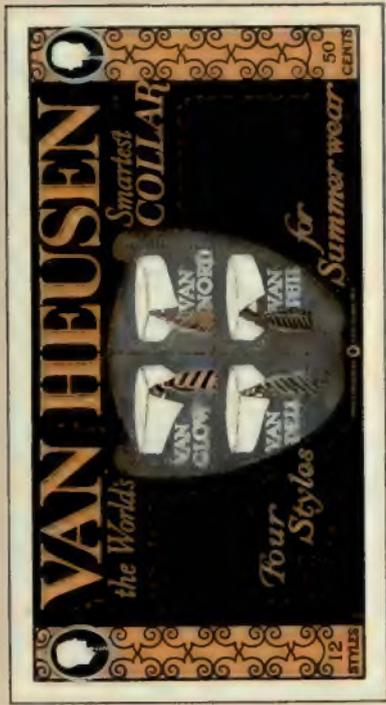
We consider advertising in the Interborough Subway, Elevated and City stations, the most valuable medium in Greater New York for advertising the Van Heusen Collar.

Before we made our contract with you for this of advertising our shirts and ties, we felt as if we would not have been so pleased with our contract.

The only car cards we are using are those of the Interborough Subway, Elevated and City. The fact that we are using this medium, through a reflection of our increased business, is a reflection of our increased business.

Cordially yours,  
Max Phillips  
PHILLIPS-JONES CORP.

MF/8



**INTERBOROUGH ADVERTISING**

*Exclusively Subway & Elevated Car Cards & Posters*

**Controlled by ARTEMAS WARD, Inc. 50 Union Sq. New York**

W. BURGESS NESBITT, President

Makers of Shirts, Pajamas

VAN HEUSEN Collars and Philippe-Cuff Shirts



*A Dunlap photograph by Lucas-Kanarian*

## Photo-Engraving ~ Teller of Truth

A Note by James Wallen on the  
new way of selling men's wear.

THE traditional manner of picturing men's apparel rests forever in the vault of bygone things. The old tinted drawings, convincing as the glazed sheaf of wheat that stood on the parlor table, are in the files of time.

Today, the makers of men's wear have the courage of their clothing as well as their convictions. They picture their models as they are.

All of the notable makers of men's attire and accessories consider photo-

engraving not only an aid but an essential to selling. In every trade today, sales follow pictures as naturally "as bees swarm and follow their queen."

"Your Story in Picture Leaves Nothing Untold" say the men who compose the American Photo-Engravers Association. Their customers testify to this truth. A copy of the Association booklet, "The Relighted Lamp of Paul Revere," may be had from individual members or from the central offices direct.

# AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

## How We Built Up Our Overseas Trade

[CONTINUED FROM PAGE 36]

time. The dealers will fight this, but eventually accept it if your product has an active market. A year of this and you can decide whether to build up your own organization of foreign salesmen under your manager or continue with a skeleton organization supervising a territory divided up into exclusive agents.

Our London organization consists of two Americans, a complete staff of clerks, accountants, service men, etc., but sells entirely through local exclusive agents. One of our men accompanies an agent on each deal. We carry the entire investment and the credit risks. But we must have the agent to get the inquiry and get the entree for us. He earns his small commission because without him an American cannot get inside the door.

**I**N France and Belgium we have a straight branch office organization with native salesmen under an American manager.

In Italy and Spain we have exclusive national agents under the supervision of our Paris manager.

These methods require a large volume of sales and our expansion has followed this volume.

In Africa, India, China and Peru we have English speaking exclusive agents who have been persuaded to employ from us our own specialists. This is the ideal self sustaining agency method.

In Japan, which is typical of a country with a language too difficult for an American to learn, we have a combination method. We have as exclusive agent a great importing house with ramifications everywhere. However, like all big firms of this nature, they need pushing. So we have a high priced manager located in Tokyo and with full authority to control prices and cancel the agency if he sees fit. He acts as technical adviser. His presence undoubtedly increases our sales from that market and insures a sales policy that builds for a permanent market.

I have mentioned that we use each of the three methods—direct selling, indirect selling and combinations of the two methods. You might ask which is best. In an active market a live branch office is a blessing. Your interests are being protected, your policies carried out. You can do development work. You can hire and fire. The agency method has its advantages in dull times, as you do not have expenses to carry. Of course, in theory the agent can make a profit on a smaller line, as he has affiliated lines to increase the volume of sales of each salesman against the cost of each visit. Unfortunately such agents are rare. In looking for the ideal agent the following principles may be useful:

1. Do not open a branch office in a

## Personal Service

Advertising in the American Wool and Cotton Reporter pays for itself with immediate and satisfactory results to its advertisers.

There is no promise of a personal selling service with the advertising, but very often it happens that the staff of the American Wool and Cotton Reporter can give a personal service. We are always on the job through our service circulation and editorial men working around the textile mills all the time. We couldn't help—very recently—selling three carloads of starch to a leading cotton mill for one of our advertisers, 18,000 spools in another instance, all of the inside paint required for a big New England mill in another, all of the weaving harness for a group of three mills, initial orders for a patented shuttle into several different mills, all of the sizing material in three mills, totalling 600,000 spindles, etc. We do not guarantee to sell any goods for any advertiser, but hardly a day passes that we are not able to help some advertiser get new business in a mill that he has never before sold.

To any concern which is trying to break into the textile industry, or trying to increase its business in the textile industry, we offer the advertising columns of the American Wool and Cotton Reporter with its strong editorial and circulation support and personal service.

Standard 7 x 10 Page

Established 1887

Charter Member A. B. C.

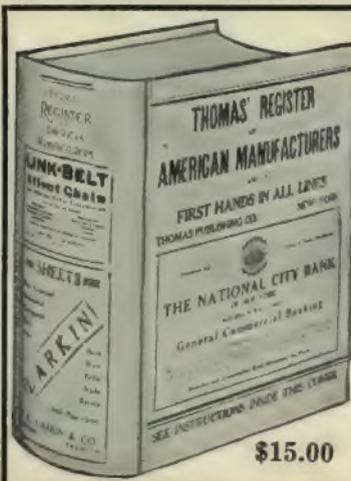
## American Wool and Cotton Reporter

BENNETT SERVICE

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

530 Atlantic Avenue  
Boston

518 Johnston Bldg.  
Charlotte, N. 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.

Thomas Publishing Company, 461 Eighth Ave., New York

## Telling It to the Boy Scouts



### Here's Boys' Life in Camp—

**A** SCOUTMASTER sent us this photo to show us what happens in his camp when *Boys' Life* arrives. Even outdoor activity has to wait until the boys can look the issue over.

You can't lose when you advertise in a magazine with reader interest as intense as that found in

*Boys' Life*. It is not only the official organ of the Boy Scouts of America, an organization with nearly 550,000 members, but it is also the Boy Scout's favorite magazine.

There is a tremendous market here for products that boys use. We will be glad to explain it. Write us.

# BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.  
New York, N. Y.

Lincoln Bldg.  
Los Angeles, Cal.

37 So. Wabash Ave.  
Chicago, Ill.

### EXHIBIT OF NEWSPAPER ADVERTISING TYPOGRAPHY

June 1 to June 13

TWELFTH FLOOR OF THE NEW YORK TIMES ANNEX  
229 WEST 43RD STREET

FROM 10 A.M. to 10 P.M., EXCEPTING SUNDAY

Specimens numbering nearly 600, entered for prizes offered by The New York Times for the best typography of an advertisement 100 lines deep by 3 columns wide, will be exhibited.

The public, especially printers, compositors, students, typographical experts and layout men invited.

country where your manager could not learn the language in two years. By language I mean the commercial language, not necessarily the native tongue. In Japan, for example, it would take a man at least ten years before he could possibly supervise credits or the ramifications of the holding companies and subsidiaries that control business. In India the commercial language is English and a knowledge of Hindustani or Urdu is not essential.

2. Do not open a branch in a country where the climate is so uncomfortable or unhealthy that life is unpleasant. You may have a man strong enough and willing to live in Bolivia or in New Guinea, but if anything happens to that manager you may never find anyone to replace him. For continuity it is much safer to have a connection with the best local managing agency firm that already has the staff and a high priced manager to carry on the work while you are trying to find a man to replace your specialist.

A good branch is better than a good agent if there is a big volume of business. On the other hand, a good agent is much better than a weak branch or an unprofitable branch.

#### McGraw-Hill Company, Inc.

Announces the appointment of A. P. Gumaer as business manager of the *Industrial Engineer* with headquarters in Chicago. He will be succeeded as New York State representative of the McGraw-Hill electrical publications by W. K. Beard, Jr., who will make his headquarters at Syracuse. C. W. Cleworth, assistant business manager of *Industrial Engineer*, will represent that publication in the Chicago territory, while J. M. Burns, former Chicago representative, will take over the Cleveland territory.

#### Donaldson Douglas

Has been elected treasurer and director of Vantine's, Inc., New York.

### Advertising Calendar

JUNE 3-5—Ninth district convention, Associated Advertising Clubs of the World, Centerville, Iowa.

JUNE 4—Meeting of the New York Business Publishers' Association, Inc., Machinery Club, New York.

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.

# The l. d. c. i. A.

IT is one of the world's largest semi-secret societies—non-sectarian, non-political, but tremendously influential. ¶ ¶ It has never had a convention or common meeting, because no structure in the world is large enough to hold even its subscribing members. If each of them could visit you for only a half minute apiece in your office, the calls would consume your next three business years. ¶ ¶ Of every eight people in New York City, infants to octogenarians included, one is a subscribing member. In almost every other New York home is a subscribing member. ¶ ¶ These subscribing members have paid dues in excess of twenty-four million dollars in the last six years. They include all types of society, all ranges of income and represent a minimum two billion dollar market ¶ ¶ And there are thousands of associate, non-paying members besides. ¶ ¶ They wear no pins or badges, no visible identification marks. You can see them in small numbers only at certain places—newsstands. They are members of the *Largest Daily Circulation In America*, readers of the *News*, *New York's Picture Newspaper* ¶ ¶ They number now about 900,000—the largest localized audience for advertisers in the world. You can do business with them daily through the tabloid pages of the *News* ¶ ¶ And the *largest* circulation in New York is available at the *lowest* cost! Get the facts.

25 Park Place, NEW YORK  
 TRIBUNE TOWER, Chicago

THE  NEWS  
*New York's Picture Newspaper*

## The Great American Family

# of K-C



### Advertising Agencies Know K-C Families are Good Buyers

Leading Advertising Agencies employ **COLUMBIA** Magazine as a means of directing the sales messages of their clients to that great and responsive K-C Family of America.

While the following is only a partial list, nevertheless it is representative of the splendid type of advertising counsel who have accorded **COLUMBIA** substantial recognition:

*N. W. Ayer & Son  
Barton, Durstine & Osborn, Inc.  
Campbell-Ewald Company  
The Dorland Agency, Inc.  
Erwin, Wasey & Co., Ltd.  
Evans & Barnhill, Inc.  
Federal Advertising Agency, Inc.  
Gundlach Advertising Company  
H. B. Humphrey Company, Inc.  
Lennen & Mitchell, Inc.  
Thomas F. Logan, Inc.*

*Lord & Thomas  
The Moss-Chase Company, Inc.  
Newell-Emmett Company, Inc.  
P. F. O'Keefe Advertising Agency, Inc.  
Frank Presbrey Company, Inc.  
The Procter & Collier Company  
Ruthrauff & Ryan, Inc.  
Sackheim & Scherman, Inc.  
Sherman & Lehair, Inc.  
Stewart-Davis Advertising Agency  
Van Patten, Inc.*

We are proud of the fact that organizations of this character have selected **COLUMBIA** for a part of the advertising funds which clients entrust to them for productive investment.

# 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  
134 South La Salle Street  
Chicago, Ill.

## A REAL MARKET

600,000 young women who must buy both necessities and luxuries *somewhere*. The official Y. W. C. A. organization budget of \$24,000,000 which will be spent. A *real* market! Advertisers can reach the 600,000 young women, and the Y. W. C. A. secretaries who spend this budget by advertising in "The Womans Press."

They all read it.

*The Womans Press*

600 Lexington Avenue

New York

## Kitchen Route to Greater Sales

[CONTINUED FROM PAGE 32]

There is always a certain especially intelligent, alert group of consumers who are using your product in a wide range of ways, far above the average; and the important thing is to lift a greater percentage of your average users up to the consumption level of your small minority. More than that, you may lift even your intelligent minority's level of consumption to still higher points by securing technical home economics counsel to develop new suggestions for a greater variety of applications of use. There is an ever-growing body of women who are very alert to new ideas, and whom you have only to convince of a bright idea to get them to adopt it forthwith. This is not true, of course, of the great mass, who can be educated only slowly; but the educated minority is worth a great deal of attention.

"**THREE-IN ONE OIL**" is an example of a household product which has been exceedingly keen for vertical growth; offering prizes for new ideas for uses, and constantly educating the public through advertising as to the multi-various uses of its product.

But more particularly I refer to articles which are more or less fixed in the minds of people as good for only one or two uses, whereas there are in reality one, two or three other uses. I do not think it of great importance to discover a few more uses for Three-in-One Oil, to add to its already long list; but I do think it a big idea to educate women to use a disinfectant, let us say, for the ice box, the sick-room, scrub-pail and the bath tub, instead of merely for the toilet or the garbage pail. There is far too little per capita sale of disinfectant because of its narrow use. The same is true of antiseptics, of polishes, of paper towels, of linoleum—to mention a few incidentally—and a score of other house-furnishing articles.

In the food field there are a great many more examples, of course. Rice is not given its full possible variety on the menu, nor bread, nor crackers, nor cheese, nor flavoring extract, spices, cocoa, gelatine, coconut, salad oil, spaghetti and a long list of other foods. People get in a rut in the use of an article. They use it for one purpose and never for anything else, because it does not occur to them. Cranberries were once reserved only for two days of the year, for purely habit reason, until a use-broadening campaign was begun.

The American woman is red-ripe for education along use-broadening lines, because huge numbers of women have a longer family purse today than before the war. They can do more things, buy more things—and they are fascinated with the novelty of experiment.

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# A TYPICAL PICTURE



The production executive in the metal-working industries is forever on the hunt for the new idea in machinery or shop methods which will enable him to manufacture his product better, cheaper, or faster.

For 45 years his favorite "hunting ground" for such ideas has been in the editorial and advertising pages of each week's issue of—

## American Machinist

A.B.C.

A McGraw-Hill Publication

A.B.P.

10th Avenue at 36th Street, New York

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The

# Book-Cadillac

DETROIT'S FINEST HOTEL

1200 Rooms with Bath \$4 and up  
475 Rooms at \$4 and \$5

Parlor Suites, \$14, \$16, \$18, per day  
Sample Rooms, \$5 and \$8 per day

THREE MAIN RESTAURANTS

Cafeteria Service in Coffee Shop on Ground Floor - 18  
Shops and Broker's Office in Building

Special Luncheon Served Daily in English Grill and  
Blue Room \$1.25

Dinner De Luxe in Blue Room and English Grill \$2  
(Except Sunday)

Club Breakfast, 85¢ and \$1

THE BOOK-CADILLAC  
HOTEL COMPANY - DETROIT

ROY CARRUTHERS, President

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

Advertisers are not all aware also that cooking knowledge and general household science has advanced much in the last dozen years, and that it is distinctly behind the times to neglect the increased knowledge of the day.

Certain types and kinds of cookery are also neglected because there is no educational advertising in operation. Deep-fat frying for instance, or casserole cookery, or home candy making, to mention a few at random. Pie-making is becoming a factory and restaurant proposition; whereas pie is the American man's first love. Few advertisers are stressing home-made pie. A great California fruit-growing association has had developed some new pie recipes which are to be featured in advertising; but this is but one kind of pie. Nobody else is at work boosting home-made pies. There ought to be a pie cookbook, for every woman ought to learn this broad path to a man's heart!

Every concern selling family food ought to be aware that he is dealing with an art and science, flexible and full of possibilities, and he should also realize that the domain of the kitchen is rather an alien land to men. Only women can fully grasp what women's needs and opportunities are. I find in very many instances that the typical man's point of view prevails; the "goods" is regarded as so much mere merchandise to be moved and distributed, without a real understanding of the situation *in the kitchen*. One reason why "Crisco" has been so splendid a success is because two years of experiment were made, even in the kitchen conditions of ignorant Southern negro women, to make sure not only that the article was adapted to women's needs, but that the literature and advertising about it were close to the average woman's understanding and need.

Real merchandising statesmanship will certainly take into account the fundamental factor of use-broadening, via the best knowledge of cookery and household science.

## Charles L. French

For the past four years advertising representative of the *Saturday Evening Post* in Cleveland, Akron and Canton, has joined the executive staff of the Dunlap-Ward Advertising Company, Cleveland.

## L. R. Alwood

Who until recently has been at the head of his own direct mail business in Chicago, has joined the creative staff of Seth Seiders, Inc., and Mather & Company, internal industrial advertisers, Chicago and New York.

## John H. Stumberg

Who has been connected with the production department of the New Orleans office of The Chambers Agency, Inc., has been appointed business manager of the New York office of that concern.

ELECTRICAL  
ANIMATED  
AND  
STILL

**DISPLAYS** for  
WINDOW,  
COUNTER,  
and EXHIBITS

Effective - Dignified.  
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.  
19 WEST 27<sup>th</sup> ST. NEW YORK

**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

**Recently Published**

By J. B. LIPPINCOTT COMPANY, Philadelphia.—“Advertising Response,” by H. M. Donovan, assisted by George Mitchell. The subhead, “a research into influences that increase sales,” describes the book perfectly. The volume is the result of an investigation and study of 20,000 replies indicating the response of consumers to advertising. Basic principles are revealed on which sales have been successfully built up. Illustrated by charts; 171 pages; price, \$2.

By PUBLIC UTILITIES ADVERTISING ASSOCIATION.—“200 Representative Public Utility Advertisements.” An attractive volume 13 in. x 15 in. in size, produced through the efforts of the “Better Copy” Committee of the Public Utilities Advertising Association,



*For*  
**Additional Pure Water**

to meet the growing needs of the East Bay Cities

Half a million dollars, approximately, is the estimated cost of the large and modern filter plant which will insure the purity of the water delivered to the East Bay Cities through the Upper San Leandro Project.

Much of this sum of approximately half a million dollars will be expended in the earthing business. The excavating for them alone is a tremendous job. Imagine digging out the basement for a big building a whole block long, nearly half a block wide and four or five feet deep. Yet that is but one small part of the work which the Company has undertaken on this Upper San Leandro Project—

the whole cost of which will be approximately three million dollars.

Large as the Upper San Leandro Filter Plant is, plans have never-the-less been made for increasing its capacity with the greatest speed and efficiency should it be necessary in later years to filter additional water which may be stored in the Upper San Leandro Reservoir from an outside source.

Call it that, or call it a privilege—the San Francisco Water Company is pleased to serve in the East Bay Cities zone.

**East Bay Water Co.**

DOMESTIC INDUSTRIAL

THE LARGEST privately owned Water Company in the United States, with 96,000 water services, 1,200 miles of pipe and serving approximately 100 square miles of territory.

under the direction of Chairman Irving M. Tuteur. Contains 96 pages of advertisements which have been carefully selected from several thousand submitted. Printed in two colors by the offset process. The majority of the advertisements reproduced are devoted to public relations. They present an imposing array of the best good will advertising of the year and should prove a great stimulus to better copy production. The sample reproduced is typical. Price \$5.

By THE NEW YORK SUN—“Department Store Advertising in New York.” Contains a chart and statistics showing the amounts of advertising showing the amounts of advertising by agate lines which was inserted by eighteen Manhattan department stores in nine New York morning, evening and Sunday newspapers during 1924.



*L. I. THOMAS*

for 10 years

in Editorial charge of  
**“FACTORY”**

NOW WITH

**INDUSTRIAL POWER**



*The acquisition of Mr. Thomas equips INDUSTRIAL POWER better than ever to serve its large list of readers and its increasing number of satisfied advertising patrons.*



**W**OODWORKING 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 worth-while 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. P.



## The Erie Trust

Many of Erie's business institutions are old in point of years, but nevertheless young and progressive. Take the Erie Trust Co. for example, founded in 1866 and a staunch "old" institution.

They are erecting a fourteen-story banking and office building on one of Erie's busiest corners. Truly startling evidence that Erie's business institutions are progressive.

The Dispatch-Herald read by Erie business men and women will put you in touch with these progressive people.

**THE DISPATCH-HERALD**

**CHAS. H. EDDY & COMPANY**

National Advertising  
Representatives

New York Chicago Boston

# In Sharper Focus

W. P. Werheim

By Himself

**A** FEW months ago I actually met a man from Tippecanoe. He admitted he came from Tippecanoe. In fact, he was born there. So was I—Tippecanoe, Ohio—but I didn't know anyone else was, as I left there when so young that I have no recollections of it and never was really sure that there was such a place 'til this chap came along and proved it.

I traded four years for a wonderful time and an A. B. in 1905 from Wittenberg College, Springfield, Ohio—out there "in the West, the great wide open spaces," as E. D. Gibbs says.

My only pastime, if you can call it that—is golf—listening to yesterday's

fontaine, Ohio (sounds better'n Tippecanoe), "Tim Thrift, Editor, Publisher, Printer," etc. And it was some "Dog!" But who was this fellow Thrift? I saw he was already cutting a wide swath.

A few letters ripened into a direct mail friendship and later I received formal announcement from Tim that he was coming to Wittenberg the next fall, "Lucky Dog," printing press 'n all. At last I would actually meet another fellow who cared about some of the things I cared about! Though about my own age, Tim had a much longer and broader experience as an editor, publisher and printer, and he gave me a lot of advice about them, some of which was good. He also sold me some old type he couldn't use any more. I had to use it—he had my money!

Tim was a distinguished fellow even in those days—he was the only man in school who lived in the girls' dormitory—it's a long story.

Tim was determined to be a regular writer and broke away from the shackles of education earlier than I, to take a job as a reporter on a Cleveland newspaper. I kept in touch with him and by the time I was through school he was well on the road to success in the advertising department of The Sherwin-Williams Company of Cleveland.

As I needed a job and wanted to get into advertising, I went to Cleveland to give Tim the opportunity to get me one with his company. After a lot of clever work (on my part), Tim got me a job in the order department, and Stanley Baldwin (now advertising manager of the Willard Storage Battery Company), who then had charge of the printing of the S-W Company, hired me away from the order department to assist him; just in time to save me from being fired right out into the cold hard world. Tim was editor of several house organs—

But why should I be giving Tim Thrift this free write-up? Didn't he have one of his own in this same publication, just a few weeks ago? I was supposed to talk about me. Tim has had enough publicity in one lifetime without my help, and Stanley is so modest that he will be glad I'm forced to go back to my subject.

After I had been with The Sherwin-Williams Company one year, I came to Pratt & Lambert, Inc., Buffalo, N. Y., as advertising manager July 15, 1907, and have continuously held this one position for nearly eighteen years. In August, 1923, the management was kind enough to make me a director of the company.

In the accompanying photograph you will see Tim Thrift on the left and Stanley Baldwin in the center. What's left, is me. This was taken in Atlantic City when we were spending our money foolishly. I believe Tim paid for the picture. But I wouldn't swear to that—perhaps it was Stanley.



game played around the lunch table. There ought to be a law against it. Like Maurice Switzer, I too am "the only man connected with advertising who does not play golf." Unlike Mr. Switzer, I ride no horses or hobby.

Have one wife, one son and one dog. There is only one "special achievement" or honor I do claim, and that is the discovery of Tim Thrift. Most discoverers do something with their discoveries, but I never could do anything with Tim. Tim never needed any help. I'll tell you more of the story that Tim merely touched on in a recent issue of **ADVERTISING AND SELLING FORTNIGHTLY**.

I had long loved the smell of printers' ink. During my first year at Wittenberg I wrote and printed on a little hand press, one page at a time, what was in those days, and I believe is still known, as an "amateur paper." I found there were people all over the country doing the same thing and my circulation consisted largely of exchanges with these other embryo authors, publishers and advertising men. One day I received in the mail a copy of the "Lucky Dog" from Belle-

**Another Pathscope Business Film is described here**



ANIMATED DIAGRAM

CARTOON COMEDY

**"THE HERITAGE OF JUPITER"**  
and how it came to be a PATHSCOPE production

THE Radio Corporation of America recognized the value of Industrial Motion Pictures as a selling force. The problem was, "What organization is best qualified by experience, ability and stability to produce our films?" Naturally, RCA instructed its advertising counsel to get the facts.

THOMAS F. LOGAN  
INCORPORATED  
Advertising  
680 FIFTH AVENUE NEW YORK CITY  
January 19, 1924.

C. F. Trins, Esq., Manager,  
The Pathscope Company,  
35 West 42nd Street,  
New York, N.Y.

Dear Mr. Trins:

I would appreciate it if you would submit a list of clients for whom you have produced pictures having either a sales or institutional appeal.

I would also like to have several references—a dozen at least—among your clients whom I may consult for information regarding the character of your work for them. We are looking into this sort of service with a view of advising several of our clients who may wish to produce films in 1924.

Yours sincerely,  
*L. Anne Brown*

RADIO CORPORATION OF AMERICA  
330 BROADWAY  
NEW YORK

APR 11 1924

Mr. C. F. Trins,  
The Pathscope Co.,  
New York, N.Y.

Dear Mr. Trins:

After an extensive survey of the industrial moving picture field which has taken the best part of two months, it gives me great pleasure to inform you that the Radio Corporation of America has chosen Pathscope as the organization best qualified at this time to produce three RCA moving pictures, the first featuring the Trans-oceanic Radiogram Service of the RCA; the second featuring the Marine Radio Service of the RCA and the third featuring the RCA Broadcasting Activities.

As part of a thorough investigation the advertising agency made of the industrial motion picture field, we were asked to submit the evidence of our ability, and the names of at least twelve of our clients whom the agency could consult.

Just three months later this verdict was rendered: the Pathscope Company was chosen "as the organization best qualified." Our clients are won, not on sentiment, personal prestige or good-fellowship, but on our sheer ability to produce films of salesmanlike qualities.

**Some of the other notable 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
- National Tube Co.
- Okonite Company
- Otis Elevator Company
- Plymouth Cordage Company
- Reading Iron Company

- Robins Conveying Belt Company
- John A. Roebing Company
- Chas. A. Schieren Company
- Tide Water Oil Sales Corporation
- U. S. Cast Iron Pipe & F'dry 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
- Boston 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 Pathscope Salon, what we have done for others in your industry, and what we can do for you.

INDUSTRIAL FILM DIVISION

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



# Cooperation Rather Than Criticism

[CONTINUED FROM PAGE 26]

selling efforts must be confined to productive sources of profit which may mean the elimination of many retail outlets, just as events are wiping out or reconstructing jobbers—but the distributing fabric could afford to be shrunk appreciably.

AND in the doing of this we must eliminate all advertising class hatred. There must be a breaking down of advertising method class barriers. The customer's proposition must be considered, complete, from the mill to the consumer, and in this consideration the different divisions of advertising, business papers, newspapers, magazines, billboards or direct by mail must automatically and naturally take their place in the scheme of things.

I know of no complete way of meeting the situation, except that we advertising agents and business papers pool our resources to find the answer. Why isn't it a perfectly logical thing that we take Secretary Hoover's dare and cooperate to face these problems of marketing and distribution together?

Better advertising is the outward and visible sign of a better conducted business. By advertising I mean anything that affects the reputation of a business. It includes the message which salesmen carry; it includes the dress and performance of the product; it includes the method of handling, billing and other things affecting trade relations. In fact, advertising includes everything that has anything to do with the reputation of the business.

Since it is not confined to the printed word, it comes about that the essential service of an advertising agent is broader than the mere preparation of advertising, and the business paper's function is broader than the mere getting of contracts and publishing of the advertising.

The advertising agent's true function is as business counselor concerned deeply with everything that affects the reputation of the business, and the business paper's job is not less than this.

There is nothing mysterious in the conduct of a well-run advertising agency. Agents are not magicians—they do not attain results by legerdemain. They are not a people far removed from organized business society—they are not bloated bondholders remote on the other side of some mythical fence from you good business paper people. They are hard-working men, trying to do as best they can a hard job.

Most of you business papers, I feel, are the same in purpose as we agents. You are hard workers. There are just

as many bloated bondholders among you as among us. You are clear-headed business men doing more every time than is necessary to get by. Your aims are high; you want them higher. Your problems are our problems. Your work runs parallel to our work. You are in the picture; so are we. We are in a picture; so are you.

Then why shouldn't we work together? We have or ought to have the same fundamental aim—to produce more sales—better sales—through advertising.

May I suggest in passing that the agent can sometimes help you business papers even at your own job. The agent has the advantage of an outside as well as an inside point of view on manufacturing methods and sales or advertising practice.

This working together has the advantage of producing a double "outside viewpoint." The outside viewpoint of the agent and the business paper on the customer's problem—both coming from a little different angle. To illustrate what I mean—

ONCE there was a man named Cockrell — Tom Cockrell — he's dead now. Tom was a good advertising man — a great one to get down to fundamentals and a great believer in the outside point of view. One day some twenty years ago he was trying to persuade a grocer named Callahan to employ his services. In the middle of the interview Mr. Callahan was called to the phone. When he returned, Tom said, "Mr. Callahan, doesn't the constant gnawing of the rats under this floor disturb you?" "No," said the grocer, "I've heard them so long that I don't notice them any more." "That's just it," said Tom. "But have you thought that perhaps rats of mismanagement have been eating into the vitals of your business so long that only an outsider like myself can detect them? That's why you need me."

You business papers should be, and in many cases are, the agent's natural source of information. Now the usual way an agent seeks information from the business press is to write—sometimes great big long letters—sometimes great big long questionnaires.

I think the questionnaire and the questionnaire letter should be used sparingly. I consider that they should be supplementary to a broader action by the agent. I believe there should be more conferences, more easy consulting of individuals in agencies with individuals in the business press.

There is all the difference in the world. The one is a stilted restricted

The quality of the summer circulation of our six programs is unchanged—

But—

playgoers who read our summer editions are more frequently from out-of-town (on their way to Bar Harbor—or Southampton, or some cool elsewhere).

They (our readers) stop over a few days in New York to buy this, to order that—and to attend the much-discussed plays produced at the new Guild, the old Garrick, the 52nd Street, the Greenwich Village, the Provincetown or the Neighborhood—

Summer readers—  
Summer playgoers  
(All are buyers.)



For reservations address  
C. P. Lathrop, Garrick Theatre  
65 West 35th St., New York City

Ninety thousand discriminating playgoers monthly

A trading  
zone of more  
than 300,000  
population.

**SOUTH BEND  
NEWS-TIMES**

Daily and Sunday

**Lorenzen & Thompson, Inc.**

National Representatives

New York

Chicago

San Francisco



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.

## "WHO IS THIS FELLOW?"

He's a SUCCESSFUL MAN—A canvass of 22 Rotary clubs scattered throughout the United States resulted in the following information with reference to business failures among Rotarians.

These clubs have a total membership of 4,475, or an average of 203 9/22 members per club. Total failures reported in a period of five years were 30. Of this number, 19 had reorganized and reengaged in business and made a success, so that the net number of absolute failures was only 11 out of 4,475 over a five-year period.

Out of the 22 clubs 11—or one-half—reported absolutely no failures. This is a fair indication for the entire circulation.

*He's a fellow worth talking to.*

Advertising Manager:

Frank R. Jennings

221 East 20th Street, Chicago

THE  
**ROTARIAN**  
The Magazine of Service

Eastern Representatives:

Constantine & Jackson

7 W. 16th St., New York

Pacific Coast Representatives: Blanchard-Nichols-Coleman San Francisco, Los Angeles, Seattle  
Cincinnati: O. A. Q. Gordon, 28 Pickering Bldg.

Member Audit Bureau of Circulations

# When You Come into Mississippi

Don't overlook the Mississippi Coast, now the most prosperous section of the State.

There has been recently an enormous rise in property values here—a much-quickened real estate market, and a resulting increase in the money being spent for the luxuries and essentials of life.

For many years a flourishing and prosperous locality, the Mississippi Coast is now an unusually promising field for what you have to sell. The medium which reaches most of these people is the Daily Herald. It is published in their midst and enters practically every home. The Daily Herald will bring you results.

## THE DAILY HERALD

BILOXI

MISSISSIPPI

GULFPORT

Geo. W. Wilkes' Sons, Publishers

### BOOT AND SHOE RECORDER

BOSTON

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

### SELL BY DIRECT-MAIL ADVERTISING

"Anything that can be sold can be sold by mail!" Back up your salesmen. Sell small, isolated towns without salesmen. With one letter a merchant sold \$83,393.00 in 10 days; a retailer sold \$22,896.20 in 30 days. Send 25c for a copy of POSTAGE Magazine and actual copies of these two letters. If you sell, you need POSTAGE. Tells how to write result getting letters, folders, booklets, house magazines. \$2 a year for 12 numbers full of usable cashable selling ideas.

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

### BUILDING AGE and The BUILDERS' JOURNAL

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

239 West 39th St., New York; First National Bank Building, Chicago; 526 Market St., San Francisco.

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

inquiry along definite lines; the other is a give-and-take development between one man who has general equipment with another who has special equipment.

In one you get only the husk of the situation; in the other you get "the feel," the atmosphere, the real situation.

When we send in the cut and dried questionnaire, we have no opportunity of repaying the business paper except by a polite note: "We certainly are obliged to you for the information furnished. Hoping some day to be in a position to reciprocate, we are."

That's about as far as we can go. And in that last sentence is an implied promise that the paper is going to get the business—a basis of trouble, if the order is not forthcoming.

WE agents should keep in touch with business papers and the business papers should keep in constant touch with us if only to keep up-to-date and to be constantly revising and reconstructing and developing to the ever-moving panorama I have depicted. While both the problems of today are not the problems of yesterday what was good enough for yesterday is not necessarily good enough for today. He is growing old in his business if he is contented with "We did this way in 1924, therefore we have a safe platform for 1925."

I have a tremendous faith of growth in strength of practice. I believe thoroughly that if this practice of conferring between agents and business papers became a habit, that the business papers will give constantly increasingly better stuff to the agents, the agents will constantly contribute more valuable help to the business paper—and that the manufacturing program, the sales and merchandising plan and the advertising will thereby immensely improve.

To turn to business papers for a moment—

This is a tremendous responsibility I have placed on you. Give us perfunctorily of what you've got and you court disaster. Steer us wrong, and it is better that we never met you. Pretend you've got something you haven't got and murder will out to your complete undoing. Give us clerks to talk to when the situation demands your best brains, and we will treat you with the lightness you well deserve.

Come to us spontaneously once in a while. And when we are doing something with which you don't agree, don't tell us how insanely we are planning. It's just as easy to say, "Have you thought of this?" or "We have gone into this pretty deeply and found out some things which should be interesting to you," as it is to "You're all wrong—you're heading for the rocks."

If you feel failure is ahead, think a minute. Don't simply bawl us out. Don't judge what you see as all there is to the proposition. If the campaign fails, if the scheme falls through, the cost of failure will have to be charged

to distribution, and you are hit indirectly as well as the agent and the manufacturer.

So help—don't scold. Act to construct—never to destroy.

Now let us put our cards on the table. What have we both got that we can give each other which will make both of us better workmen and our product a better product, backed by a better manufacturing sales and distribution program?

On the agent's side are organizations which see their job and are equipped to do it—business counselors who desire to make a complete job, who sometimes don't appreciate that the complete job means just that and who undoubtedly do not always (I have gone into the reasons why often enough) automatically bring up into their minds your business papers as a part of the picture.

On the business paper side you have institutions which have lived by being of use in the industry they represent, insisting among yourselves that your editorial aim is to strive constantly for better things—gun shy of agents, some of you, but not all. There are many of you who can give the "sense" of practically any situation in your industry, and any agent, if he knows how to go about it can, without fail, get stuff which will at least improve anything the agent can get independently.

Again I say it is the logical thing that these two groups work together.

And let me predict that this combining of our efforts in all good nature, frankness and earnestness will take away a more or less definite clash in our relations and will make both of our day's work a little brighter, a bit more interesting, with a great deal more fun in it and in a larger way will make this profession of advertising a little better and a little happier profession in which to work.

#### *Charles C. Green Advertising Agency, Inc.*

Will direct advertising for the Standard Oiled Clothing Company, for the Excello Company, New York, manufacturers of Standard Student Slickers.

#### *M. V. Wieland*

For a number of years manager of national advertising of the *Chicago Herald and Examiner*, has become associated with the Mitchell-Faust Advertising Company, same city.

#### *Cohn-Hall-Marx Company*

Of New York, cotton converters, are placing their advertising through Hommann, Tarcher & Cornell, same city.

#### *McJunkin Advertising Company*

Chicago, will direct advertising for George F. Nixon & Company, suburban real estate developers, same city.

#### *Lucien M. Brouillette*

Chicago, will act as advertising counsel for the Swanberg Manufacturing Company, makers of pencils.

## *An Exhibition Of Modern British Posters*

From the Collections of H. L. Sparks and F. C. Kendall



Full information from any L.N.E.R. Enquiry Office, or  
Continental Dept. Liverpool Street Station, London E.C.

## BROOKLYN MUSEUM

*Eastern Parkway and Washington Avenue*

**May 10 to June 9**

Week days 9 to 5, Sundays 2 to 6, Mondays and Tuesdays  
Admission 25 cents. Other days Free.

Broadway-Seventh Avenue and Lexington Avenue Subways  
to "Eastern Parkway—Brooklyn Museum" Station.

## Overdone Engineering

[CONTINUED FROM PAGE 17]

by forcing his personal whims on an obstinate public.

In my whole-hearted opinion most manufacturers who are selling to industry should go out into the field and view their product through the eyes of the market. If they do a thorough job of it, they will find some peculiar and enlightening things. Almost invariably they will find that some of their products should become "stop patterns." Often they will find that some of the features that they considered the strongest selling appeals are actually the subjects of ridicule. This was the case when a mechanical blower manufacturer asked some of his salesmen about a special bearing that had been conspicuously featured in his advertising. The boys had been too considerate to tell the truth to the boss until he put it squarely up to them. Then the long pent up flood of criticism broke loose and ruined a half-year's advertising appropriation.

OR perhaps you will find, as one manufacturer of motors found, that your product is not as well painted as your competitor's. Yes, engineers like to look at cross sections and listen to engineering dissertations, but here was a case where outward appearance did a lot of talking to engineers, and the increased sales resulting from a better finish made an amazing showing. Appearance is a powerful factor, even in selling the most technical class of men. A machine may be rugged, but unless it looks rugged, the sales resistance is enormous. Manufacturers of equipment sold to industry could profitably follow the lead of the automobile manufacturer in this matter of looks.

The tendency to overdo engineering is by no means confined to smaller manufacturers. One great industry—an industry that should have a rosy future—is today a striking example of it. The source of my information, although entirely authentic, is in an ethical sense confidential, so I will not venture to describe the product specifically.

Eight manufacturers have gone after the business offered in this particular field. Three of them have unquestionably become victims of overdone engineering. That is to say, they have overlooked the immediate market presented by small plants that can be easily classified and aggressively cultivated. And they have fallen into engineering day dreams about enormous units that the industrial world is not ready to accept.

One manufacturer started with the market. He found what the men who were to operate the equipment wanted; what was most salable to the consulting engineer; what markets were the most easily reached; what size units were required in these fields; how to produce these economically; what selling plan was suited to such markets.



## CHALFONTE-HADDON HALL ATLANTIC CITY

Every season of the year is enjoyable at these two delightful hotels on the Boardwalk. During the winter of December, 1923, January and February, 1924, they entertained an average of 598 guests each day. Whether you take time off in Winter or Summer, Spring or Autumn, you will always find healthful recreation and rest at hospitable, home-like Chalfonte-Haddon Hall.

Fall and Winter  
Outdoors.

GOLF  
RIDING  
ON THE BEACH  
BOARDWALK  
ACTIVITIES  
AVIATION

American plan only. Always open.  
Illustrated folder and rates on request.



LEEDS and LIPPINCOTT  
COMPANY

On the Beach and the Boardwalk  
In the very center of things

## LUMBERMEN

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

American Lumberman

Est. 1873

CHICAGO, ILL.

## Bakers Weekly A.B.C.-A.B.P.

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

fredk  
Lowenheim

Conducts a personal  
art service for users  
of advertising  
illustrations

Black & White  
Color  
Wash - Oil  
Dry Brush  
226 West 47th Street  
NEW YORK CITY

Call Chickering 8880

★

“This new mill of Willow & Garing,” said the President of the Big Store to the vice-president in charge of purchasing, “wants to do business with us. They sell hangings, tapestries, and such things.”

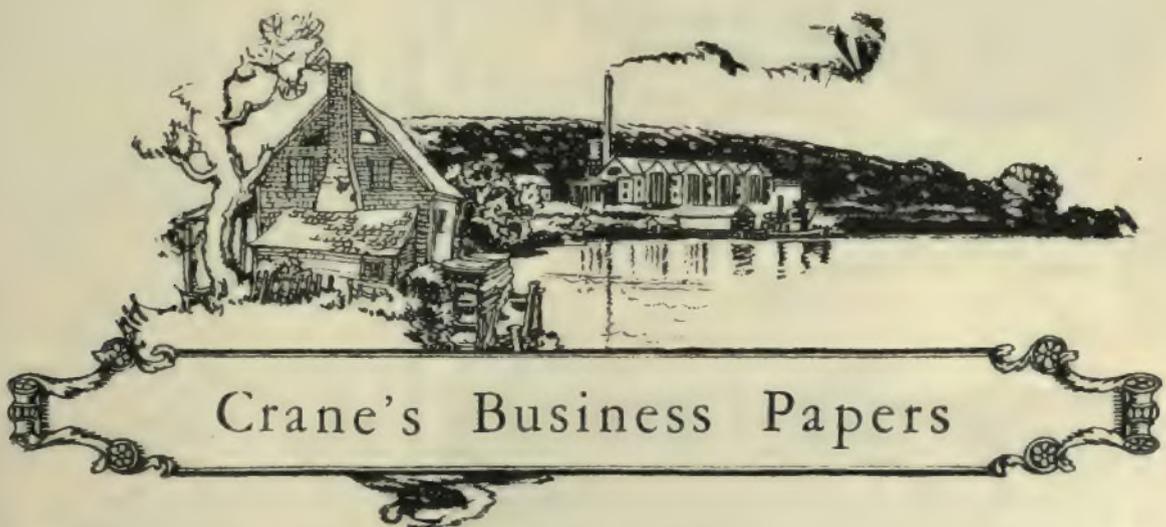
“Yes—I know. I saw the letter. What do you think?”

“Well—I notice that they have a real sense of quality, good taste, and imagination. That ought to mean something in such a line as fabrics for upholstery, hangings, and so forth.”

“Where do you read that, Mr. Parsons—between the lines?”

“Better call it reading *behind the lines*,” replied the senior executive. “I read that in the quality of the letter paper. And the head is strikingly attractive and tasteful. Yes,” the President drummed thoughtfully on his desk, “I am very favorably impressed. If this letter represents the mental attitude of the firm of Willow & Garing toward their own products, it is a house, other things being equal, that I should like to have supply materials involving a real sense of quality, good taste and imagination.”

Paper does play its part in the presentation of a firm's claim for business, a quiet, subtle, unassertive part, which adds its confirmation to the other methods of appraising its desirability.





**T**HE gas companies of the country use 77,000 miles of gas mains. This, and the fact that they use other commodities in equally large proportions, indicates the vast market the gas industry affords. Gas Age-Record covers it 99.47%.

### 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 Catalogue.

Recently, when this manufacturer's sales figure was first published, competition found that with little or no money spent in advertising or selling effort, it was equal to the combined total of the entire industry. The competitors are still wondering how all this was done without theatrical effects. And the formula is simply *starting with the market and cutting both the product and selling campaign to fit it.*

**S**O much for overdone engineering—the thing that will presage the failure of any selling campaign before it is started. Now let us assume that the engineering has been properly directed—that the product has been made acceptable. How can the actual selling campaign profit by the example of merchandising methods employed in selling to the general public?

In the first place, your advertising and selling campaign (they should always be considered together) can show the courage of your convictions based on market analysis. It can show why the lines that you have dropped are not necessary—why a general purpose device can take the place of special purpose devices. It can stimulate into action the tendencies that your analysis has shown to require only a little stimulation. If your product is a common sense creation, your advertising will have a practical tone about it that cannot fail to *convince*.

Secondly, you should frequently stand aside from your advertising and make sure that it, too, is not the victim of overdone engineering. Technical "reason-why" is admittedly an essential element of industrial advertising, but in many cases there is another element—merchandising element—that can be used to advantage.

This is well illustrated by the campaign of an industrial recording instrument manufacturer. For years this manufacturer had advertised the product on a basis of its inherent merit. There were a number of exclusive features that had been played up consistently, but simply as features and never with specific reference to their part in the general *scheme* of plant operation. Whereupon the advertising manager detached himself from the strictly mechanical advantages long enough to discover that the device might be taken out of competition by selling a system of factory records that could be produced only by an instrument having the features that were found exclusively in this device.

The advertising was immediately directed to selling the systems of records, and the device was introduced merely as an essential tool of the system. More inquiries, easier entree for the salesmen, more general interest in the device, were the immediate results.

There are many instances of the merchandising element being used successfully in industrial advertising—but not as many as there *could* be. There is the Vacuum Oil Company's "lubrication audit," for example. How many industrial advertisers could sell a plan like

## Gas Age-Record

"The Spokesman of the Gas Industry"

this or of a similar nature? Almost every product sold to industry is part of a method or system. Can you sell your product by selling the system?

Before starting a new campaign or continuing an old one, it seems to me that these questions should be satisfactorily answered:

How many models or types can be eliminated from the line? What products could be added that would make the salesman's calls more valuable? Is there any system, or method of which the product is an essential part, that could be used to arouse interest and open the door to new markets? Are there any fields where a time payment plan or a rental-until-paid-for-out-of-economies plan is necessary to secure maximum sales? How effectively is the advertising being sold to the salesman, jobbers, agents, branch managers? What would coupons be worth in determining the effectiveness of the selling appeal used? What would be the effect of quoting prices in the advertising? What human interest appeal could be made through non-technical booklets directed to general management and executives? Does every advertisement leave the prospect with some definite idea of just what his next step should be in finding out more about the product?

Each of these questions has a number of corollaries that will at once suggest themselves when you get on the outside of your plant and look in.

**James M. Thornton**

Formerly of the James M. Thornton Company, has joined the staff of *The Nation's Business*, for which publication he will open and operate a Detroit office.

**Street & Finney**

New York, will direct advertising for Samuel Buckley & Company, same city, importers of the Henley-England golf ball.

**Smith-Paulson Advertising Service, Inc.**

Chicago, announces the removal of its offices to Tribune Tower. John C. Healy has joined the organization as account executive, and Robert Gordon Risley as service executive.

**Hugh Kendall Boice**

Has been elected vice-president of the George L. Dyer Company, New York, to succeed W. C. Cook, who has been made vice-president and general manager of the American Thermos Bottle Company.

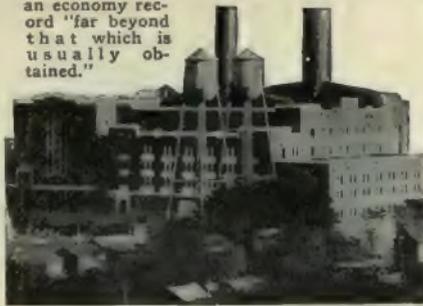
**E. V. Wooster**

Formerly with the H. W. Gossard Company, Chicago, has been appointed advertising manager of the Orange-Crush Company, same city.

**H. A. Morrison**

Formerly district manager of the U. S. Light and Heat Corporation, has joined the Chicago office of the Simons-Boardman Publishing Company.

PHILO Station, established an economy record "far beyond that which is usually obtained."



**Distinctive Features of Power Plant Engineering**

1. A record of 29 years' continuous service to the power plant field.
2. Covers every phase of power plant installation and operation with authoritative information.
3. Its entire organization is devoted exclusively to this one publication.
4. Frequency of issue that is effective and economical for reader and advertiser—published on the 1st and 15th of each month.
5. The power plant guide in 35 leading industries.

# Carrying the Latest Word to power plant men

Engineers say that the Philo Station, described in June 1 *Power Plant Engineering*, is "the last word in economy."

To its editors, who watch developments through the world and plan articles for months ahead, the "last word" can never be spoken on power plant progress.

*Power Plant Engineering* serves the leaders in the field in which the costs have been reduced, while the costs in many other fields have doubled.

And each issue carries the latest word of engineering achievements in plant construction, operation, machinery and equipment.

*Power Plant Engineering's* advertisers command the liveliest of reader interest. They share in a market of most rapid and substantial growth.

## POWER PLANT ENGINEERING

A. B. P.

537 So. Dearborn St., Chicago, Ill.

A. B. C.

### Reduce Your Engraving Costs

NO LINE DRAWING      NO SCREEN      NO ETCHING

We make line cuts DIRECT from halftone copies, merchandise, or clippings.

#### Direct Line Cut Electrotypes

Cost (one third) less

than electrotypes made from halftones, or Bendays of same size.

Send your dummy for Estimates:  
No extra charge for our Ben Day effects; or (Reversed Positive) cuts

#### FIELD & BEATTIE, Inc.

Over One Third of a Century on Fulton Street

Two Blocks WEST of Broadway  
227 FULTON STREET      NEW YORK CITY

Printed from electrotype of DIRECT LINE CUT furnished for A. Schrader's Son, Inc., full page ad in Saturday Evening Post, Dec. 6, 1924.



Adv. Copyright 1925



Enclosed find trial order.  
I am interested in Direct Line cuts. Send particulars without obligation.  
Attention of Name Address City

Who  
ELSE  
Is  
THERE IN  
YOUR OFFICE  
Who  
OUGHT TO BE  
READING THE  
FORTNIGHTLY  
But  
Isn't...

# Campbell Success Based on Consistency

By John T. Dorrance

President, Campbell Soup Company

IF there is any one word to sum up the advertising aim of the Campbell Soup Company, that word is "consistency." Although we would not be so presumptuous as to lay claim to any infallible method to open the door of advertising success, there are certain principles which may be deduced from our experience.

We can, of course, speak only of our own business. Conditions differ in different commercial fields. Our purposes and our methods may or may not apply to the problems confronting other manufacturers. That decision must rest solely on the judgment of the management of the individual enterprise.

What was our problem? In 1897 the company, then known as the Joseph Campbell Co., manufactured more than two hundred separate and distinct articles, requiring a multiplicity of containers, labels, manufacturing processes and selling costs. Condensed soup was not among them. The company faced a deficit each year.

When the present management assumed control, the condensed soup idea was launched, the other items were sloughed off as rapidly as possible, and today only soup and beans are manufactured. All unprofitable overhead was eliminated and selling effort was concentrated.

The condensed soup idea was totally new. Some canned soup, not condensed, was on the market, but the American people were not yet educated to a proper appreciation of the enjoyment and benefits of soup.

First, we made soup of such a quality that everybody would want it—indeed, would be proud to have it on their table. Then we priced it so everybody could buy it. Then we initiated an intensive, consistent, persistent advertising campaign to educate people to eat soup. That campaign, small at first, has grown steadily in scope of influence, in power of appeal, and it will continue so to grow upon the same fundamental policy which conceived and launched it.

Why is that policy consistent? Because it is predicated on the belief that once you make a specific group of magazine readers the objective of your campaign, the thing to do is to pursue that objective intensively, and with ever-increasing advertising pressure.

Say that a certain magazine has a million readers considered by Camp-

bell's to be probable buyers of soup. Once the decision is made after careful consideration and investigation, that million-group becomes one of the Campbell markets. Campbell's never let go of that specific market. Every issue of the magazine that reaches it contains the full page Campbell's message. And it will continue to carry that message so long as the magazine holds its public intact.

In other words, there is no "in-and-out" maneuvering. Specific groups of the country's population are singled out as Campbell's markets and cultivated with the maximum of concentrated advertising drive. No side issues are allowed to deflect the main stream.

Not only is each group never permitted to pick up a magazine without seeing a Campbell's message, but it will also find it every time in the same position in the magazine—the first advertisement following the main body of the editorial contents. We select our market and "go for it" consistently.

At first our advertisements appeared in black and white. In line with our policy never to relinquish either a market or our hold upon it, but on the contrary, to appeal to it with increasing vividness and power, striking color effects have been introduced—some in two colors, many in full colors. It is our belief that a market is never completely "sold," at least for most products, and that you make more money by persisting in selling probable markets than in costly ventures and experiments with doubtful markets. The introduction of color in our campaign is a logical corollary to this proposition, for it has vastly intensified our advertising appeal to buyers already long familiar with our messages.

A like definiteness is sought in our advertising "copy." It aims to be direct, simple, informative rather than showy or clever. It keeps on telling people how good it is for them to eat soup. It tells them exactly what our soups contain, what they are getting for their money. It tells them price. The familiar Campbell's Kids and the accompanying jingles are features that dovetail with our policy to keep each Campbell's market—each magazine group—continuously interested in our advertising.

Advertising is not an exact science, but clear aims, consistently adhered to, are potent factors in its operation and success.—*Commerce and Finance.*

Gently place a pen  
in his hand and  
point your fore-  
finger below

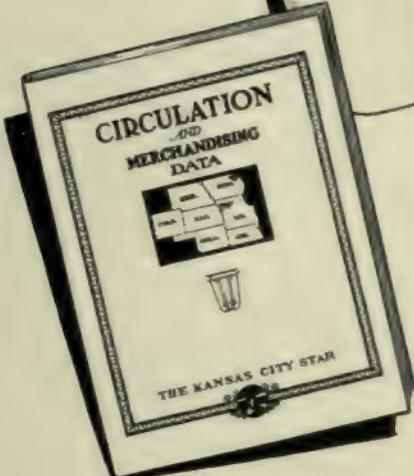
ADVERTISING AND SELLING FORTNIGHTLY,  
4 East 57th Street,  
New York, N. Y.

Enter my subscription for one year (12 issues) at \$1.00 (two years for \$1.80).  
Send me bill when I receive the first issue.

Name \_\_\_\_\_ Position \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_ City \_\_\_\_\_  
State \_\_\_\_\_



No Other Newspaper Offers as Complete and Valuable Assistance to Sales Managers as Is Offered by the Kansas City Star.



# Dealers' Names in Seven States

THE *Kansas City Star* has just published eleven dealer books, each representing a certain line of retail merchandise. The grocers' names are in one book, the hardware dealers' names in another and so on.

Here is the list:

No. of Names		No. of Names	
26,401	Grocery Stores.	7,594	Confectionery and Cigar Stores.
20,616	General Stores.	5,237	Men's Clothing Stores.
7,272	Drug Stores.	5,758	Dry Goods and Women's Clothing Stores.
12,787	Automobile and Garages.	2,416	Electrical Stores.
8,893	Hardware Stores.	1,044	Music Stores.
4,739	Furniture Stores.		

The morning, evening, Sunday and Weekly editions of *The Star* circulate over seven states—Missouri, Kansas, Iowa, Nebraska, Oklahoma, Arkansas and Colorado. Each book contains the dealers' names by towns in these seven states.

Used in conjunction with *The Star's* circulation book, the dealer books yield valuable information to sales executives.

For example, a manufacturer of a breakfast food may be interested in Lawrence, Kans. In a minute he will be able to visualize the Lawrence market—

Population	12,456
Daily Star Circ.	2,105
Sunday Star Circ.	2,547
Weekly Star Circ.	422
Grocery Stores	63

In addition to this information, he will have the names of the 63 grocery stores in Lawrence, Kans.

And so with other cities in the seven states.

The research department has evolved a plan whereby *The Star's* dealer lists and its circulation and merchandising data book may be used with amazing effect in establishing, extending or intensifying consumer demand and dealer distribution. It is based on thoroughly sound merchandising principles and is available to advertisers in *The Kansas City Star*.

The details of this plan will be explained to any sales executive who communicates with the home office or the New York or Chicago office of *The Star*.

## THE KANSAS CITY STAR

CHICAGO OFFICE  
1418 Century Bldg.

NEW YORK OFFICE  
15 East 40th St.



Largest Newspaper in 2/3 of the United States

# That Night at the Stuyvesants'

[CONTINUED FROM PAGE 25]

would have been better able to withstand the shock of having a common person like Fatty Arbuckle buy one of their sacred cars.

Nevertheless, I am quite in accord with Mr. Calkins' opinion that the producer of merchandise which sells in units of \$10,000 and more, cannot profitably use high priced space of publications of large and general circulation. Perhaps he is right in using for his advertising exactly the list named by Mr. Calkins, but I have a lingering doubt as to whether any usual form advertising very greatly influences the sale of such merchandise.

**I**N my search for the facts about so-called quality circulation, I am not concerned with class publications, but with those of general and fairly wide circulation, and I am interested in the problem of the advertiser who has a considerable product to market, a product which is in the class of neither Rolls-Royce automobiles nor Wrigley's gum. Concretely, I seek the truth or falsity of the reasoning which has led Stern Brothers and McCreery's, for instance, to advertising in two "quality" circulation New York papers and stay out of the Sunday edition of a well-known "was" medium on the theory that the "quality" of circulation more than makes up for the difference in cost per thousand.

My thinking apparatus absolutely refuses to accept the correctness of the theory of a Brooklyn trust company which, until recently, advertised in these same "quality" circulation Manhattan newspapers, ignoring completely the fact that the Brooklyn division of a certain "popular" New York Sunday paper has 250,000 circulation *all in Brooklyn*, which can be bought at thirty-five cents per line.

The theory on which this advertising is done is that the "quality" of the circulation of the chosen papers is of a kind that makes it worth several times as much as common or garden circulation. And yet, trust companies seek savings accounts and offer various services particularly desirable and beneficial to quite ordinary folks. The sophisticates, presumably, know all about the handling of estates, the creation of trusts, the making of wills, the making of wise investments—or have long since established connections satisfactory to themselves, so they may be care-free to flit from town to country, from Paris to Palm Beach and to indulge and cultivate their tastes for rugs, rare books, wines and polo ponies.

I hope I am not captious. I am merely an earnest seeker for the truth. Possibly my perceptive facul-

ties have become strabismic, or myopic. Possibly my Indiana origin has too strongly imbued me with the conviction that everybody in America is "just as good as everybody else—if not a little bit better."

Perhaps I am lacking in proper respect for and appreciation of the "intelligentsia" and the "cognoscenti" and the "sophisticates." (As a matter of fact, the mere words cause a most primitive agitation along my spine.) But then, Mr. Calkins came from Illinois, so after all, my middle-westerness must be a state of mind, rather than a geographic phenomenon.

This impression is confirmed by the remarks of the young woman from Kansas who has so gallantly taken me traipsing all over the country on her Rolls-Royce magic carpet. What is one to do with, or say to, a girl like that? Particularly when, as Miss Sara Hamilton Birchall does, she bids one such an affectionate farewell?

"Dear Mr. Bates, nice Mr. Bates, who took your pen in hand and started something with a twinkle in your wise old eye, isn't a quality circulation with the attitude of mind 'Money is to be spent' more valuable to the advertiser than 'run of mill?'"

**N**OW, I ask you! It seems absolutely rude to disagree with her engaging hallucinations and amiable inaccuracies, but, to begin with, my other eye doesn't twinkle and neither of them is so darned old it cannot see through a ladder, a maline scarf, or the beguiling wiles of a designing young female woman.

Of course, Miss Birchall, like Mr. Calkins, talks of class circulation—not "quality" circulation, but nine years on *Vogue* may well account for certain minor aberrations.

I recall distinctly that when we were up at the Stuyvesant's party on Park Avenue, and Miss Birchall remarked on "the really wonderful view of the Sound by moonlight," I did not jar her sensibilities by telling her what she saw was merely the dirty and prosaic East River below Hell Gate. What was the use? If imagining "quality" that did not exist made her happier why destroy the illusion? But I don't want to buy space on that basis. And anyone who can see the moonlit Sound from "One Thousand and Something Park Avenue" is quite likely to see other queer things.

Replying specifically to Miss Birchall's concluding question, it is my opinion that in America all, or nearly all "run of mill" circulation, and circulation chosen by any selective method whatever, reaches people "with the

卐

Z E R O

*can develop a usual idea  
into an unusual drawing.*

Z E R O

*is prepared to execute  
commissions for agencies  
or advertisers. No me-  
dium limitations. May  
he show you samples?*

Z E R O

*A free lance artist*

9 EAST 38TH STREET  
N. Y. C.

*Caledonia 9770*

卐



**T**HE most interesting thing in the world is a Face. It's EMOTIONS that make faces interesting. My special art lies in calling forth the EMOTIONS.

In addition to making photographs to your special order and to suit a specific need, I have the finest collection of STOCK PHOTOS made with models whose releases are on file in my office.

These stock photos are particularly suitable where you want to show happiness or sorrow or health or comfort or want or whatever has to do with human emotions and conditions prevalent in the average household daily. The models used are "regular folks."

Write for samples on your firm's letter-head.

**ANNE SHRIBER**  
*Dramatized*  
 Photography  
 358 FIFTH AVENUE  
 New York City



# June the first

*the door of our new home  
is opened to you*



W. Washington Sq.

230 South 7th St.

*We invite you to see one of the most  
complete photo-engraving plants in this  
country operating under ideal condi-  
tions, both as to equipment and layout.*

**GATCHEL & MANNING, Inc.**

C. A. STINSON, Pres.

*Photo-Engravers*

PHILADELPHIA



attitude of mind money is to be spent." The people of these United States are spenders and sometimes it really seems that those who have the least money spend it most freely.

I will agree that if it were possible to buy exactly 390,000 circulation exclusively among the 390,000 families who pay taxes on annual incomes of \$6,000 and up, that it would be worth more to a great many advertisers than the same quantity of circulation among 390,000 families who pay no income taxes at all. But this again, would be purely class circulation — financial class. In conditions as they actually exist there is no one, or a dozen or a hundred publications which can give complete coverage of the people whose incomes are in the higher brackets. So far as the Stuyvesants, as described by Miss Birchall, are concerned there are not enough of them to enter seriously into the consideration of any general advertiser.

**B**OTH Mr. Calkins and Miss Birchall seem to agree upon a certain publication as the leader of all whose claim for advertising patronage is based upon quality circulation. By inference we are asked to believe that its readers are mainly of the class which Mr. Calkins calls sophisticated and whom Miss Birchall designates by the name of Stuyvesant. However, in a May issue of this publication I discover a two page advertisement of dresses priced \$19.50 and \$29.50. Certainly these are not beyond the reach of the readers of any publication in America. This is also true of a very considerable portion of the merchandise advertised in the same issue, in which there are seven pages of advertising of the publication's own patterns which do not seem to be abnormally high priced. Someway or other I cannot conceive of Mrs. Stuyvesant or Mrs. Sophisticate, pausing between two thousand dollar and fifteen thousand dollar parties, and between Palm Beach and the Riviera, to bother much with patterns. It is my impression that paper patterns are bought mainly by thrifty women who may possibly have the attitude of mind "money is to be spent" but who also have the rock-ribbed determination to get about a hundred and one cents in value for each dollar.

Miss Birchall has given a very clear, accurate and memory-stirring picture of the home in Kansas in which, twenty years ago, Bessie, Lottie and Sara, practiced such commendable, though enforced economy. I cannot agree with her, however, that twenty years doesn't make much difference in the buying habits of such a family. I don't know what has become of Bessie and Lottie, but it is an absolute certainty that Sara's buying habits have changed, and twenty years from now there is pretty sure to be a great change in the buying habits of the present occupants of the old homestead.

Another definition of quality circulation is given by David R. Osborne of *Farm and Home*. This is—"the illusive quality which makes readers

## When You're Stuck—



Cram Cuts will help you out. They pop up booklets, house organs, sales bulletins, etc. One dollar each, less in quantities.

Our proof-sheets contain hundreds of illustrations that will give you many good ideas.

Write for them to Department B 149.

**The CRAM STUDIOS**

Muskegon,

Michigan

## EARL B. SHIELDS

*Advertising*

A NUMBER of our clients maintain no advertising departments of their own; they depend upon this agency to relieve them of every detail in the planning and preparation of both direct and publication advertising. Perhaps you, too, could profitably use that kind of service.

1623 HARRIS TRUST BLDG.

CHICAGO

## THE AMERICAN ARCHITECT

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

Once again the yearly survey of advertising in the architectural press shows THE AMERICAN ARCHITECT leading in volume of advertising, individual advertisers and exclusive advertisers.

This is made possible by an editorial content covering every phase of the practice of architecture.

Further information sent on request.

243 West 39th St.

New York

## Art

for  
Advertising  
**VICTOR  
BEALS**

31 E. 30  
New York

Madison Sq.  
7486

Courtesy of  
American  
Express  
Company

The  
*American Traveler*  
in the Far East



American Express  
Travel Department

## MOVING

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

believe what they see in one paper and disbelieve what they see in another." Isn't it generally true that people believe what they see printed in whatever publication they read regularly and by preference? A regular subscriber of the *Christian Science Monitor* is not likely to take much stock in what he may read in the *Catholic World* or the *Medical Journal*. And Democrats are prone to find much untruth in Republican newspapers.

In his very interesting article in the last issue of ADVERTISING AND SELLING FORTNIGHTLY, Mr. McGivena quotes me as saying substantially that quality circulation means "buying power combined with an ability to read the English language" and to prove that I was wrong, cites the Bank of England as representing buying power and very little buying.

Aside from the fact that the Bank of England cannot read the English language and that I did not use the words quoted as a definition of quality circulation, his following comment is quite correct. What I did say was—"buying power combined with an ability to read the English language is all that an advertiser need consider in deciding upon the vehicle for his business message." This does not say that a circulation among English reading people with buying power, constitutes quality circulation.

What I still yearn to learn is whether there is in America, from the standpoint of the advertiser, any such thing as quality circulation (not class circulation); if there is, how it can be positively identified and segregated; and what it is worth "if, as and when" we find it. Mr. McGivena quite thoroughly demolishes the theory that it is at all useful to advertise to the class known as the Stuyvesants and advocates quite plausibly the superiority of the class known as the Sweeneys.

The *New York Daily News* frankly flouts the Stuyvesants and snuggles up to the Sweeneys. It is the antitheses of *Vogue*, but between these extremes are hundreds of publications, of apparently general and not of selective or class circulation, which assert the greater value of their space because of the "quality" of their readers. And there still persists my curiosity as to whether, or not, such assertions are sufficiently authentic to weigh heavily in the minds of advertisers generally. I still wonder if cost per line per thousand should not be the determining factor, in about the percentage of the purity of Ivory soap.

#### *Lyddon & Hanford Company*

New York office, will direct advertising for the Brightwood Manufacturing Company, worsteds and novelty dress goods.

#### *John Arthur Priest*

Special representative for James F. Newcomb Company, Inc., New York, died suddenly at his home in Rutherford, N. J., on Monday, May 18th.



## THREE HITS • NO RUNS ONE ERROR

**L** EFT on the bases—that's the position of many dealers today. Some manufacturers are wondering why more runs aren't being scored in the sales columns. Something seems wrong with the teamwork in distribution.

These manufacturers know their products are OK; that their dealer organizations are capable and that their national advertising is effective. These are the three hits.

Why don't the dealers pile up bigger scores? One error—inadequate consumer contact—leaves them stranded on the sacks.

With Caxton Applied Direct Advertising in the line-up the manufacturer has a dependable hitter who will drive the dealer across the consumer's home plate. And the dealers will gladly pay for his services.

Ask your advertising agency about Caxton a.d.a. or write us direct.



## THE CAXTON COMPANY

*Cleveland*



### CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c today for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

*Selling Aid*, 808 S. Wabash Ave., Chicago

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

**THE JOHN IGBLSTROEM COMPANY**  
Massillon, Ohio Good Salesmen Wanted

### 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

### National Miller

Established 1895

A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.  
630 W. JACKSON BLVD., CHICAGO



### The Only Denne in Canadian Advertising

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

**A-J-DENNE & Company Ltd.**  
Raford Bldg. TORONTO.

### Shoe and Leather Reporter

Boston

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



A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY Agents whose clients' products are in keeping with thermometer advertising 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-38  
(Division of Taylor Instrument Companies)

### South American Newspapers, Inc.

Agents for advertisements in the leading dailies: "EL DIARIO NACIONAL" of Bogota, Rep. of Colombia; "EL NUEVO TIEMPO" of Bogota, Rep. of Colombia

Each one reaches a market of not less than half a million consumers of American products. These papers carry magazines, full page colored or daily strip comics, duly authorized by American copyright owners.

80 SOUTH ST., NEW YORK, N. Y. Phone: John 1196

### The Complete Book on ENGRAVING AND PRINTING

"COMMERCIAL ENGRAVING AND PRINTING" by Chas. W. Hackleman (second printing, revised) is a gold-mine of information for advertising men, artists, printers, salesmen and students. 850 pgs., over 1500 illustrations, 35 related subjects. Tells how to choose kind of art, process of reproduction, plates, paper, color, etc. Sent on approval. No advance payment.

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

Commercial Engraving Pub. Co., Dpt. SL, Indianapolis, Ind.



### The Value of a "Columnist"

I buy a certain New York evening newspaper, wholly, solely and entirely because I like its "column."

Its editorial page irritates me. Many of its features give me the "willies." But—I like its "column" so much so that if the man who writes that column quits the paper, I'll stop buying it.

All of which leads to the query: What is the value, as a circulation-builder and circulation-holder, of a good "columnist"?

### Figure It Out Yourself

As an "Ambassador of Trade," what is the value of the Prince of Wales? And wouldn't it be "great" if America had as romantic and lovable a representative—a man of thirty-one or thirty-two, who is so totally unaffected, who looks and acts like a boy of eighteen, and who is blessed with the greatest of all blessings—"that damned charm," as Barrie calls it?

### It Should Not—But It Does

An elderly aunt whom you have not seen since you were a boy dies and leaves you a thousand dollars. Or you make a few hundred dollars through the sale of a lot you've been holding since 1910; or the firm gives you an increase in salary and makes it date back six months.

Anyhow, you find yourself in possession of a "bit of money" you never expected to have. Your first thought is to buy something for the "Missus"—an emerald ring or a new frock. You meet her in front of one of those exclusive shops—which seldom or never advertise—on the Avenue or on one of the side streets say between Fortieth and Sixtieth Streets.

You enter the store. You tell the floorman what you want. Smiles! Bows! Suavity! You are escorted—oh, so carefully—to the second floor. More smiles! More bows! More suavity! "This, madame, is but \$350. Is it not marvelous?" "This—\$425. A creation."

You buy. You cannot do otherwise. The atmosphere of the place overwhelms you.

Go, a week later, to that same store

not as a prospective purchaser, but as a would-be seller of—it matters not. With difficulty you find your way to the private office in the rear of the sixth floor. "Monsieur is engage." You wait. "Monsieur is still engage."

At last Monsieur listens. Usually, you are dismissed with a curt "Non, Non." But if, as sometimes happens, the service or device or whatever it may be that your offer appeals to Monsieur, there begins as splendid an example of haggling as you will find north of Grand Street. There is no talk of "only" \$425 or of "creations." It is a fight. The atmosphere is that of a pawnshop. Discussion narrows down to pennies.

All of which is intended to show that, in many business places, it makes all the difference in the world whether you are a buyer or a seller. It should not, but it does.

### One Kind of Advertising

A woman I know has a daughter who made her debut, recently, on the concert stage.

The day before the concert a poorly dressed, shifty-eyed individual called at Mrs. Blank's apartment. In English so broken that Mrs. Blank could hardly make head or tail of it, he asked: "Are you Mrs. Blank?"

"Yes."

"Your daughter sings at ——— tomorrow night?"

"Yes."

"Have you engaged a claque?"

"Of course not."

"But, madame, you should. If you do not, the concert will be a failure. I tell you. For ten tickets and \$50, I will provide the finest claque in New York. Much enthusiasm! Great applause! Fine press notices! Only fifty dollars!"

"Never!"

Mrs. Blank closed the door.

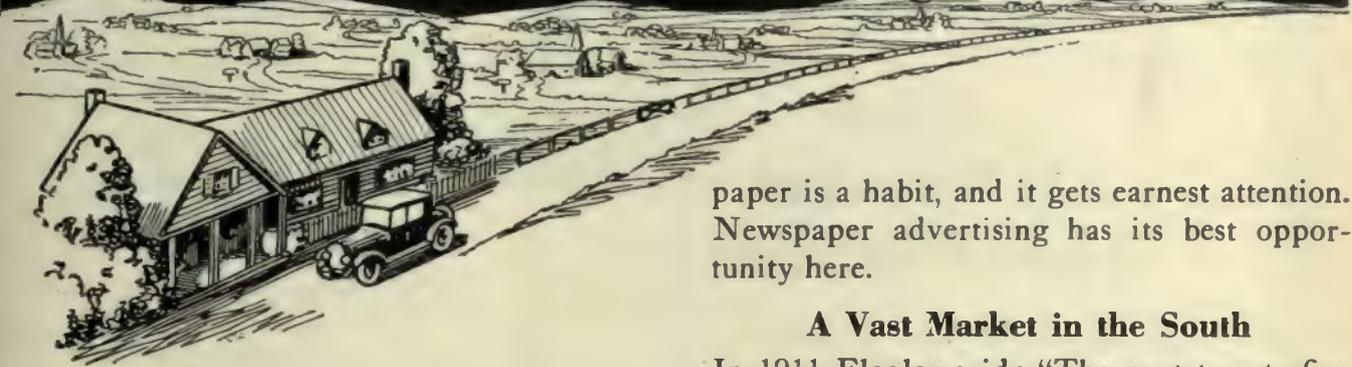
Perhaps I am mistaken, but I got the impression, when she told me the story set down here, that she regretted she had been so precipitate. What is a mere trifle of \$50 when a "career" is at stake?

### "Quo Vadis?"

You may have noticed that the poster advertising the newest super-film reads "Quo Vadis" and not "Quo Vadis?" (Whither Bound?) as it should. Yesterday I asked a man "who" Quo Vadis is. "I dunno," said he. "One of them old Romans, I suppose."

JAMOC.

# If you have 50 prospects- Why Call on Only One?



**T**HAT'S just what an advertiser does when he tries to reach the vast market of the South through magazines alone. In ten great Southern States with a total population of more than twenty-one and a half millions, the largest magazine has a circulation of but little over 228,000, or just about one per cent. Let's be generous, and say that only half the population wants the product advertised. Even then you are calling on only one prospect in fifty. You won't find that method in the "Salesman's Manual."

## What About Newspapers?

The newspaper is part and parcel of the daily life of the Southerner. Not only does every one read newspapers, but they read them thoroughly, carefully, even critically. The daily

paper is a habit, and it gets earnest attention. Newspaper advertising has its best opportunity here.

## A Vast Market in the South

In 1911 Flagler said: "The next twenty-five years belong to the South." Since that prophecy, Southern bank deposits have increased 300%. Vast natural resources are being widely developed, her farms yield 42% of the country's crop values, her forests 50% of the lumber, her mines have incalculable mineral wealth. The South is rich. It is a tremendous field for the advertiser. It is easily reached through the newspapers.

## Learn the Particulars

This market cannot be neglected. If you want to know how to reach it, what its possibilities are for the advertiser, what Southern newspapers can do in merchandising help, write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the papers in the following list.

### YOU CAN REACH THE SOUTH THOROUGHLY AND ECONOMICALLY THROUGH THESE NEWSPAPERS

**ALABAMA**  
Anniston Star  
Birmingham Age-Herald  
Birmingham News  
Huntsville Times  
Mobile Item  
Mobile Register  
Montgomery Advertiser  
Montgomery Journal  
Opelika News

**FLORIDA**  
DeLand News  
Fort Myers Press  
Gainesville Sun  
Jacksonville Journal  
Jacksonville Times-Union  
Lakeland Star-Telegram  
Miami Herald  
Miami News  
Orlando Reporter-Star

Orlando Sentinel  
Palm Beach News  
Sanford Herald  
St. Augustine Record  
St. Petersburg Independent  
St. Petersburg Times  
Tampa Times  
Tampa Tribune  
West Palm Beach Post

**GEORGIA**  
Albany Herald  
Atlanta Constitution  
Atlanta Journal  
Augusta Herald  
Columbus Ledger  
Moultrie Observer  
Savannah News  
Thomasville Times-Enterprise  
Waycross Journal-Herald

**KENTUCKY**  
Paducah Sun

**LOUISIANA**  
Baton Rouge State Times  
LaFayette Advertiser  
Lake Charles American Press  
Monroe News-Star  
New Orleans Daily States

New Orleans Item-Tribune  
New Orleans Times-Picayune  
Shreveport Times

**MISSISSIPPI**  
Greenwood Commonwealth  
Gulfport & Biloxi Herald  
Concord Tribune

**NORTH CAROLINA**  
Asheville Citizen  
Asheville Times  
Charlotte News  
Charlotte Observer  
Concord Tribune  
Elizabeth City Advance  
Fayetteville Observer  
Gastonia Gazette  
Greensboro News  
Henderson Dispatch  
Hickory Record  
Kinston Free Press  
Raleigh News & Observer  
Raleigh Times  
Rocky Mt. Telegram  
Salisbury Post  
Winston-Salem Sentinel

**SOUTH CAROLINA**  
Charleston News & Courier  
Columbia Record  
Columbia State

Rock Hill Herald  
Spartanburg Sun  
Sumter Item

**TENNESSEE**  
Chattanooga News  
Clarksville Leaf-Chronicle  
Columbia Herald  
Greenville Democrat-Sun  
Knoxville Journal  
Knoxville Sentinel  
Memphis Commercial Appeal  
Memphis Press  
Nashville Banner

**VIRGINIA**  
Clifton Forge Review  
Danville Bee  
Danville News  
Danville Register  
Fredericksburg Daily Star  
Lynchburg Advance  
Richmond News Leader  
Roanoke Times  
Roanoke World News  
Staunton Leader  
Staunton News-Leader  
Winchester Star

**VIRGINIA-TENNESSEE**  
Bristol Herald-Courier  
News, Bristol



**"Sell it South Through Newspapers"**



## What Is Stranger Than Strangers?

**S**TRANGE, ISN'T IT, how many strangers there are! You spend goodly amounts of money to "keep known" as the experts say. In spite of which, you are constantly and startlingly, faced with the endless strangers, that you and your product are strange too. It jolts you.

More than likely it isn't a case of too small space. Or too few mediums.

With advertisers rather generally, one of the troubles—one of the biggest, in fact—is that so few are willing to do the simple, utterly obvious things with their selling-on-paper; the same as their salesmen do selling-on-foot.

The simple, clean cut, easy-to-understand things, frequently don't make a very showy showing, among our neighbors and friends. But what matters that, if they show up satisfactory profit-wise?

If you have the courage—and it takes courage—to do the simple, utterly obvious things, the chances are we can offer you the kind of business building service that will insure a substantial reduction of strangers to your product, resulting in a larger success for your advertising.

You may also like the idea of a moderate sized agency.

**TUTHILL ADVERTISING AGENCY**

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

## How Advertising Saved St. Paul's

[CONTINUED FROM PAGE 28]

public, and achieved its purpose in fortifying the broad evidence of the great need.

Posters, ordinary in their conception, but obvious in their appeal, suddenly appeared all over London. Banners streamed over viaducts, especially in the vicinity of St. Paul's. Good psychology, that. The passerby had only to look from the banner to the beautiful cathedral to feel the urge of his own contribution, however small.

Cartoonists gave their assistance, comically enough, by making telling jokes about the disadvantages or the advantages of the cathedral, or what other folk thought about it.

Advertisers of various wares took advantage of the "cracks" and compared the dependability of their products with the potential life of St. Paul's.

The net result of three thousand telegrams, the press advertising, personal contact, and editorial assistance has turned into £247,000, or about one and a quarter million dollars, when only £140,000 had been sought. Checks are still coming from the Colonies and the last report from Australia was that another eight or nine hundred pounds had been subscribed.

### *San Francisco Advertising Club*

Announces the election of the following officers: president, Hal H. King; vice-president, Don E. Gilman; secretary, W. Theodore Watson; treasurer, Lou E. Townsend. The executive committee will consist of Perry Epsten, Dorothea Gilray, Hartley Everett Jackson, Richard M. Neustadt, Edwin Scott, and Arthur W. Towne.

### *Ahrens Publishing Company, Inc.*

New York, publishers of *Hotel Management* and *Food Service*, announces the purchase of the *National Restaurant News* of Kansas City, Mo. Ray Fling will continue as the editor.

### *Mrs. E. Margery LaVoo*

Formerly director of copy for the Kansas City office of the Ferry-Hanly Advertising Company, Inc., has joined the staff of the Loomis-Potts Company, same city.

### *George W. Lemons*

Has been appointed advertising sales director of the *El Paso Herald* and the *News-Herald*.

### *United Advertising Corporation*

New York, announces the election of the following officers: president, Leonard Dreyfuss; vice-president, Edgar B. Wolfe; treasurer, Oliver V. Ober; secretary, Joseph A. Burrell. These officers were also elected directors of the corporation as were Vincent V. Van Buren and B. M. Nussbaum.

### Research on House-to-House Selling

75 Typewritten Pages in loose leaf binder; most detailed searching analysis ever made. Full of facts and figures.

*Special Price \$120.00*

**THE BUSINESS BOURSE**

*For 17 years the leading business research institution*

15 West 37th Street New York



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

# Business is Good

in Houston and  
territory—

---

Use the Houston Post Dispatch  
To reach this fertile market.

Greatest Home delivered circu-  
lation of any paper in Texas  
—And concentrated on its own  
immediate territory.

---

## Houston Post-Dispatch

S. C. BECKWITH SPECIAL AGENCY—*National Representatives*

NEW YORK  
CHICAGO  
ATLANTA

DETROIT  
ST. LOUIS

KANSAS CITY  
SAN FRANCISCO  
LOS ANGELES

# The Advertiser's Weekly

The Organ of British Advertising

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

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

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

Subscriptions: \$5 annually, post free.  
Advertisement rates on application to  
New York Office  
9 E. 38th St. N. Y. City  
OR  
New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.



## 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

## TOYCO Promotion BALLOONS

Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales.  
Write Sales Service Dep't.  
The TOYCRAFT RUBBER CO.  
ASHLAND, OHIO

## 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

# Collecting Money by Mail

[CONTINUED FROM PAGE 23]

ments haven't had much of a real collection tone to them lately. That's because we like to take your money as pleasantly as possible during the season when your cash receipts are small.

The way our system works out is that the fellow who can, pays; the chap who is in a tight place temporarily doesn't get a slap in the face when he needs a word of cheer. Of course, there's always a few, (happily it is a few), who take advantage, but we are willing to run that chance because we want to help the decent chaps out and, when springtime comes, everybody's got to make good anyway.

The statement sent you on the first showed you had found it necessary to hold up payment of some of our bills. We hope things are starting up nicely, as we are expecting you to take care of them this month. Please get your check in before the 28th, our closing date.

That letter went to the ice cream trade in December. Here is one that appeals to the element of fair play:

If you should send us an order, wait almost a month for it to be filled, and still have no word about shipment, you'd want to know the reason why, wouldn't you?

That's how matters stand with your past due account for \$\_\_\_\_\_

Your check will be appreciated—and your orders, too.

One of the most difficult things to do is to combine an attempt to collect money and at the same time collect orders. The two don't mix well. Leave a favorable impression, build goodwill, make sales easier, yes; but it seems difficult to combine the two functions:

For some reason, of which the writer is not advised, your account shows an amount of \$\_\_\_\_\_ past due, covering item of \_\_\_\_\_

Will you kindly look into this matter and favor us with your check in payment thereon?

Money, however, is not our only object—let us have a nice order along with your check. Thanks in advance for both.

The questionnaire form prompts action; if the debtor checks "error" or "disagreement," the way is open for an adjustment or investigation, with no further excuse to delay payment; more often the check comes in at once, or a definite promise of payment received:

Apparently you have overlooked our little reminder of August 1. Our invoices of June 21, totaling \$83.86, are well past due and still unpaid.

Perhaps there is something which is holding up payment of this account; if so, it would be a great help to us to know about it. Won't you kindly indicate your reason for non-payment by an "X" in the proper space below, and

then return this letter to us promptly in the inclosed stamped envelope?

- \_\_\_\_\_ Oversight.
- \_\_\_\_\_ Error or overcharge.
- \_\_\_\_\_ Disagreement as to price or terms.
- \_\_\_\_\_ Will remit in \_\_\_\_\_ days.
- \_\_\_\_\_ Remittance in mails.
- \_\_\_\_\_ We inclose \$\_\_\_\_\_.

The firm that is selling a standard product used or sold by the debtor has the threat of non-delivery of future orders that is effectively handled by a national brake lining manufacturer:

If it were possible for me to drop in your office we could doubtless come to some conclusion regarding your account.

However, the only available means we have of communicating has proved exceedingly unsatisfactory, as the correspondence seems to be entirely on one side.

Your account has reached a point where we are obligated to withhold the shipment of your orders. It is certainly not our desire to continue this procedure and we would appreciate some definite word from you either in the form of a check or a letter, advising when we may expect payment.

Will you not take a minute to reply to this letter, which is the *seventh* we have written on the subject?

Most debtors know that very few credit managers believe that delay in payment ever is a matter of "oversight"; its use continues in collection letters in the thought, no doubt, of helping the debtor "save his face." The writer of the following comes out from the shoulder:

You do not wish us to believe that our two previous letters relative to your past due account amounting to \$\_\_\_\_\_ have been ignored by you either through lack of courtesy or to evade payment, and in view of our friendly relations, we are going to hesitate before forming that opinion.

We are deferring further action on the matter, allowing another opportunity for payment, which we confidently await.

If there is any valid reason for delayed payment, kindly advise the particulars so we may reach an agreeable understanding.

An appeal to pride often secures action:

We always endeavor to be courteous and lenient with our customers in the matter of collections, but must insist that we have either the payments that are due or a satisfactory reply to our letters.

You received a letter from us written (date) to which we have no reply. There are now \_\_\_\_\_ installments past due on your account amounting to \$\_\_\_\_\_.

We have placed all confidence in you. Please justify our trust.



**T**HERE IS A MAN SOMEWHERE who is not a perennial job seeker. A man who is eager to build for his substantial future. Whose vision is ten years ahead instead of one.

An opportunity for such a man has been created by the steady expansion of our business. To qualify he must convince us of his ability to make contacts and sell high calibered buyers who recognize the importance of quality lithography.

Perhaps he is a man who is confident that he can do bigger things if given the opportunity and prestige of a better background. Perhaps he has come to the realization that through no fault of his own he has reached his limitations in his present setting and is capable of greater strides.

This man will find our organization an ideal background offering unlimited opportunities.

Write for an appointment if you think your qualifications meet our demands.

**LATHAM LITHO & PRINTING CO.**

33 West 42d Street, New York City  
Aeolian Building



Photo by M. E. Hewitt

The home of the Latham Litho & Printing Co.

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The debtor, ashamed of the condition of his account, will often stop sending business to the house where he is delinquent—something which prompts every collection manager to keep his accounts "live," and suggested this letter:

Your neglect in caring for the items on the inclosed statement has permitted them to run 90 days in arrears.

In addition to not paying the account, we find that we have received no additional orders from you. Is the backwardness of settling the cause of our losing your business? That hardly seems fair. So let us hear from you so we can get together. The 10th of the month should be time enough, don't you think?

The very brusqueness of this letter may rouse the silent debtor from his lethargy:

You have some of our money!

In the past months we have been forced to write to you rather often asking for money on past due invoices.

We have at all times tried to use the utmost consideration in our dealings with your firm, and we believe that we deserve the same from you.

We dislike to write letters asking for payment, probably as much as you hate to receive them. Let us suggest to you that you pay your past due indebtedness at the earliest possible moment, so that we again can work together on a satisfactory basis.

We trust to hear from you by (date).

This letter is signed by the president of a large candy firm, and presents the "maintain your credit standing" angle in a new and very forceful way:

When our credit man pointed out your account to me a little while ago and explained that the statements and letters he had been sending you did not bring your check for the past due items of April 13 and April 20, amounting to \$77.37, I said to him: "Look up their rating. Perhaps we made a mistake in the first place in extending them credit."

But the mercantile agencies give you a clear record and say you are entitled to credit.

Maybe there is a good reason why you have delayed payment. If there is, won't you tell us about it? If there is not, won't you send us your check; for just think, the bills for which we are asking payment have been running almost five months and are for merchandise on which the terms on sale are 30 days net.

We ought to hear from you before the end of the week.

In former years it was more customary to write one or two letters and then draw on the debtor. But drafts don't have to be met and are usually ignored.

The following letter tries to "sell" the debtor on meeting the draft as against having the matter placed in the hands of an attorney:

We are today drawing on you to cover your past due account and have instructed the bank that if the draft is not paid upon demand, it is to be

turned over to our attorney in your city.

There are many reasons why it is worth an effort on your part to prevent the account passing to an attorney:

Your credit standing will be affected.

You will run the risk of the unnecessary trouble and expense of a suit.

You will impose an unjust burden on us; unjust, because we've been patient and always willing to consider any good reason for non-payment.

After all, isn't it true that an attorney has no place in a transaction between two business men, if both are willing to do the right thing? We are. How about you?

P. S.—Pay the draft or explain to the bank so they can hold the draft while you communicate with us.

A "last resort" letter with threat to turn over to attorney:

The LAST RESORT of the account of an *unwilling* debtor is just naturally —ATTORNEYS.

Not a very pleasant thought indeed, but really what other solution is there?

You will notice that we said "unwilling"—he who will not write, will make no promise of payment or any real effort to pay. The least evidence of good intentions would exclude one from this class.

What does an attorney accomplish? Nothing constructive, to be sure. He has no interest in your welfare, reputation, good will or prestige. His object is to annoy, and to enforce collection by law, if necessary. We are glad to say we have little need of his services.

For some reason you have allowed your account to remain unpaid. You are above all morally bound to pay. Why not wipe the slate clean, forget the past and take off for a new start!

You must realize that our patience is exhausted. Nothing can be added to what we have already said. Unless you make a desperate effort to arrange payment now, you will be the turnkey to your own disadvantage.

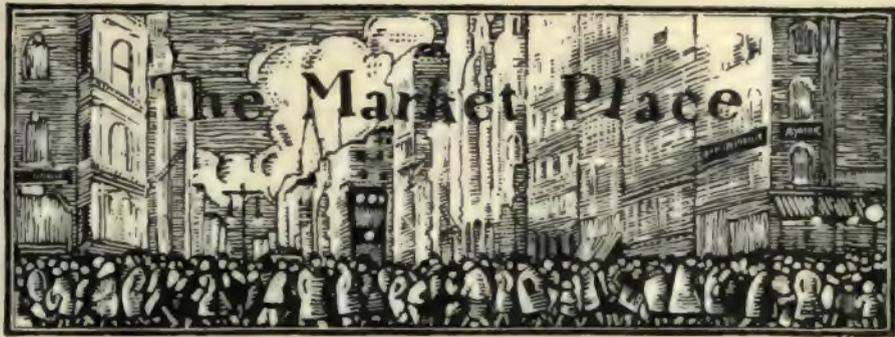
You owe \$——. Pay now!

In presenting this sample collection, picked from the returns received so far from our survey, we made no attempt to improve or correct the letters—they are presented exactly as submitted to us. Nor are those presented all of them especially good. They were presented to indicate how credit men are handling various credit situations. We only wish that our appropriation would have allowed us to reproduce more entire series, and additional examples of the more common cases.

Of particular interest are the letters that are mailed as the first and second in the series. Since they bring back the greatest percent of returns, they represent a source for individual study.

### Ralph C. Rockafellow

Has been appointed assistant general manager of the *National Republic* and the *Outdoors Pictorial*, both of which are published by the same interests in Washington, D. C.



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

#### MAIL ORDER BUSINESS

Other connections compel sale of nationally advertised business; established 4 years; can be conducted on part or full time; unlimited possibilities for expansion; over \$1,000 in paid advertising stock, printed matter, fixtures and list of 1,200 customers; will sacrifice for \$2,000 to quick buyer. For full particulars write Box 357, General Post Office, New York City.

### Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.  
14 West 40th St., New York City.  
Telephone Penn. 3566.

### Miscellaneous

Philadelphia Headquarters for advertising man or printer's representative. Part of office for rent reasonable. Fine location. Andrew Koller, 911 Commonwealth Trust Bldg., Philadelphia.

#### MAKE A CHANGE

Get away from the heat and bustle of the city during July and August and live in an attractive seven-room home (not apartment) adjoining large tract of woods in Yonkers. Newly furnished. Forty minutes to Grand Central Station on N. Y. C. Railroad. Live in country, but near your work. Box No. 273, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

### Position Wanted

#### ART DIRECTOR

with an engineering and sales background, desires similar position with Eastern agency. Capable artist can work in all mediums. Newspaper and studio experience. Available about August 1st, 1925. Box 272, Adv. and Selling Fort., 9 East 38th St., New York City.

### Position Wanted

#### COPY, EDITORIAL, DIRECT MAIL

Making words talk like a regular, sensible human being is my strong point, backed by a dozen years of successful all round advertising and editorial experience. The details are right. Part time possible. Box 274, Adv. and Selling Fort., 9 East 38th St., New York City.

#### EXECUTIVE

Good Organizer and Merchantiser. Experienced in Purchasing, Production, Market-Analysis, Sales, Promotion, Advertising, Correspondence, Mail-order, Printing, Circulation, Planning, Cost Accounting, etc. Univ. Grad. Married, Protestant, age 36. N. Y. location preferred, but not insisted upon. Salary \$6,000-12,000. Correspondence invited from well-rated, responsible and efficient employers.

Address

Seel, 1858 Nostrand Ave., Brooklyn, N. Y.

### Help Wanted

ADVERTISING SALESMAN for most popular automobile guide book in America; "Motor Trips"; commission basis; territory assigned; permanent position; part or full time. Guyde Publishing Co., Hartford, Conn.

#### WANTED

#### PUBLICATION REPRESENTATIVE

A resignation has caused an opening on the Eastern Sales staff of a Chicago publisher of essential trade and technical magazines. Charter members A.B.C. and A.B.P.

We desire a man of creative ability, constructive in his methods and qualified to make and hold advertisers having a legitimate place in our publications. The field is large and varied, with professional tendencies, and calls for a man of agreeable personality and bearing who would sell space only on the merits of our service and in keeping with the high dignity of an ethical business. An acquaintance with agents and advertisers in the entire Eastern territory would be an advantage.

The position is permanent—salary up to the productive ability of the man—and the future opportunity such as would appeal to a man anxious for increasing responsibilities.

Replies should state age, salary expectations and experience. Interviews in New York or Chicago will be granted applicants whose letters indicate suitability.

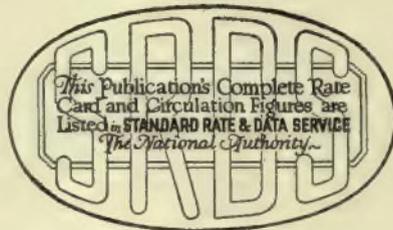
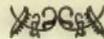
Address: Box Number 276, Advertising and Selling Fortnightly, 9 East 38th Street, New York City.

"GIBBONS knows CANADA"

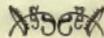
J. Gibbons Limited, Advertising Agents  
TORONTO MONTREAL WINNIPEG

"The man we must get our story before is the national space-buyer. Certainly no national space-buyer refers to any other publication so continuously and so interestedly day in and day out as he does the current issue of the STANDARD RATE AND DATA SERVICE."

*James W. Cullen, President  
Robert E. Ward, Inc.  
Publishers' Representatives  
Chicago.*



**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.



## STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE  
CHICAGO

*New York*

*San Francisco*

*London*

# Kellogg's success ... a thousand newspapers ... "The Chicago Tribune"

Kellogg's Corn Flakes was mentioned 50% more times than any other cereal.

**Write Your Own Moral**  
 Many a manufacturer in varied lines of business can draw a probable moral from these facts.

There is the manufacturer who uses a few pretty pages in the magazines and wonders why his sales don't jump like Kellogg's. His copy is just as pretty.  
 There is the manufacturer who uses newspapers to "introduce" his product, obtains splendid distribution quickly, but neglects to sustain his dealers with continuous newspaper advertising.

He quits where Kellogg begins.

There is the manufacturer who thinks it necessary to spread over the entire United States, piling up expensive travel and freight bills in orders to dis- pose of a production which one market like The Chicago Territory could easily and profitably absorb. Kellogg's experience proves the vast capacity of these five states.

Chicago Tribune men are trained not only in advertising but also in merchant- dising. They know by repeated con- tacts with jobbers and retail- ers how to make advertising dollars yield profits in this market.  
 Ask a Tribune man to call and talk things over with you.

**K**ELLOGG cereals may be had wherever foods are sold. Advertising built this strikingly successful business.

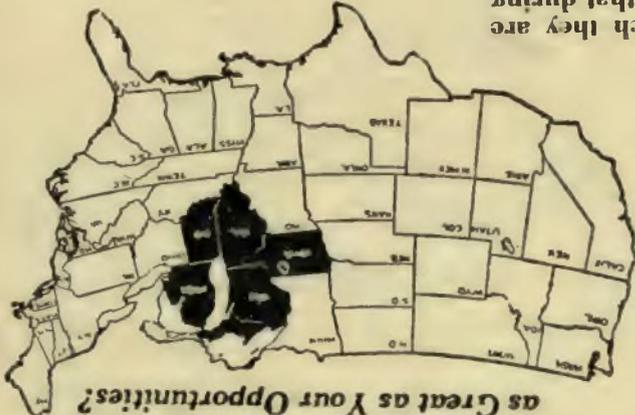
Kellogg advertising has been largely in news- papers, of which more than a thousand are used. And in no other newspaper has Kellogg bought so much advertising as in The Chicago Tribune. For the Tribune is the most powerful sales stimulus in this wonderful market—The Chicago Territory.  
 Of Kellogg's total American business 19% is in The Chicago Territory.

This means that the people of The Chicago Terri- tory alone buy and eat more than a million pack- ages of Kellogg products every week.

## Zone Selling Builds Business

This has been brought about by the application of the Zone System of Merchandising—by in- tensive sales and adver- tising effort concentrated in this rich market. Al- though Kellogg had es- tablished a successful business in this territory a decade ago, neverthe- less scores of newspapers are still used in the five states. And the power- ful dominating way in which they are used is indicated by the fact that during the past five years Kellogg has spent more than \$55,000,000 in The Chicago Tribune. And Kellogg has been using The Tribune in this same way for as many years as we have lineage records.  
 Mail subscribers to The Chi- cago Tribune were recently asked what cereals they eat regularly.

# 19%



Are Your Sales in This Area As Great as Your Opportunities?

THE WORLD'S GREATEST NEWSPAPER

# The Chicago Tribune

Circulation in excess of 600,000 Week-days and 1,000,000 Sundays

# Published in Tulsa— the oil capital of the world

The only oil trade publication edited and published in Oklahoma

Tulsa means to oil men what The Hague means

to statesmen.

Out of it pulses the life blood of the oil industry—oil field machinery, tools, equipment, specialties, products—flowing in a steady stream to all corners of the world.

Standing guard as a news sentinel, right at the fountainhead, discriminating between rumor and fact, is the "Big Yellow Book."

Is it not logical that the long-headed oil man should have implicit faith in The Oil and Gas Journal? And is it not logical that it should be the best medium through which to reach him?

**The OIL and GAS JOURNAL**  
MARKETING  
REFINING  
TULSA, OKLAHOMA  
PRODUCING

NEW YORK CITY  
30 Church St.  
CHICAGO  
1126 Peoples Gas Bldg.

PITTSBURGH, PA.  
1003 Jones-Law Bldg.

