

Advertising & Selling

FORTNIGHTLY



Courtesy Eastman Kodak Company

JULY 1, 1925

15 CENTS A COPY

In this issue:

“Selling Furnaces by Ringing Doorbells” By A. H. LANDWEHR; “Sales Manuals That Make Good” By WILL HUNTER MORGAN; “Increasing the Unit of Sale to Make Selling Easier” By RALPH K. WADSWORTH; “Benefiting the Industry by Cooperative Advertising” By RUSSELL T. GRAY

The Desire to Possess Is the Strongest Trait in Human Nature

Advertising creates—or stimulates—that desire.

What, when, where and how to advertise are matters of moment to the advertiser—he must know, or he is not a successful advertiser—nor an advertiser of any kind, very long.

Successful advertisers study advertising values. They know what mediums reach the most buyers and reach them most effectively. They know that one paper, read with confidence and interest in the home, is better than many papers read for “flash” interest on the cars or hurriedly in moments snatched from interrupted working hours.

The Chicago Daily News is preeminently a “home newspaper”—read closely, attentively and with confidence. Its readers know that they can depend upon it for efficient news service, entertaining features and comprehensive advertising information. They are, therefore, the most responsive to advertising appeal of any and all reader groups in Chicago.

Consequently The Daily News, year after year, leads all other Chicago daily newspapers in the volume and variety of its advertising. In the first 5 months of 1925 The Daily News published 6,637,263 agate lines of display advertising. The next highest daily lineage record was 5,145,442 agate lines.

Advertising lineage is the testimony of advertisers to circulation effectiveness. These two factors—advertising lineage and the circulation effectiveness thereby demonstrated—combined with its all round journalistic efficiency, make

THE CHICAGO DAILY NEWS

First in Chicago



What do they think of you ~ in Altoona, Keokuk and Spokane?

IN Altoona, today, one woman spoke to another about your goods. Or perhaps it was about your competitor's goods.

In Keokuk, a clerk handed out a package of your product. Or perhaps it was some one else's product.

In Spokane, a jobber told a retailer why he liked your policies. Or it may have been the other firm's policies he favored.

If only you could *know* what your market really thinks about your goods! Then—sales resistance which now eats up your salesmen's time could be minimized. Then—advertising which now does not interest your possible customers could be made to do so.

Why not get these facts? Why not reduce sales resistance? Why not make every advertising dollar produce more?

Before we undertake advertising for a manufacturer, unless the facts are unmistakably clear, we make a Richards Field Survey to get the complete truth about his position. In a Richards Field Survey, we go to the consumer, to the retailer, to the wholesaler, and find out just what each thinks about the product and competitive products.

The fresh, unbiased information thus secured is bound in a book which we call a Richards Book of Facts. For the manufac-

turer for whom compiled, his Richards Book of Facts becomes the foundation of knowledge upon which sales and advertising policies are planned.

The soundness of basing advertising and sales work upon information thus acquired has been proved over and over again. For example, a manufacturer of a certain domestic utility used by practically every housewife had been advertising its mechanical features.

To his astonishment, a survey disclosed the fact that women were not primarily interested in the working efficiency of the article. Nearly 100% of those interviewed said that they would switch to another brand if it better met their requirements in one particular. And this feature had nothing to do with the product's efficiency!

We would like to prepare advertising for you based upon the solid foundation of a Richards Book of Facts. Let us show you what we can do as demonstrated by what we are doing for our clients.

You will be interested in a booklet which we recently published, "Business Research." Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue New York City
An Advertising Agency Established 1874
Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

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

Calkin & Holden

New York, will direct advertising for Lasher & Lathrop, Inc., same city, distributors of mill brand papers.

Waldo W. Sellew

For some years an account executive with Albert Frank and Company, has been appointed advertising manager of *The Forum*.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising for Gash-Stull Company, Chester, Pa., manufacturers of farm implements.

Norton W. Mogge

For the past six years advertising manager for "Skookum" apples and Wenatchee division manager of the Northwest Fruit Exchange, has been appointed vice-president in charge of field and advertising of the Northwest Fruit Distributors of Seattle, Wash., a new organization made up of the former executive heads of the Northwest Fruit Exchange.

Edwin T. Keiser

For the past four years Real Estate Commissioner of California, has been appointed vice-president in charge of sales of Sutter Basin Company, a concern owned by J. Ogden Armour, which has large land holdings in Sutter County, California. His offices will be in Chicago.

Harold F. Snell

Formerly on the advertising staff of the Charles William Stores, New York, and the Central Hardware Company, St. Louis, has been appointed advertising director of the A. J. Childs & Sons Mercantile Company of the latter city.

Chicago Electric Company

Chicago, have been appointed district sales representatives for the American Mono-Rail Cable Conveyors in northern Illinois and northern Indiana. This conveyor is equipment for handling loose bulky materials and is manufactured by the Conveyors Corporation of America, Chicago.

Ralph Parker

Formerly advertising manager of the Anglo-California Trust Company, San Francisco, has been appointed associate editor of *Coast Banker*, published in the same city.

"Town and Country"

Has been purchased by William Randolph Hearst. There will be no change in management, Franklin Coe continuing as publisher and H. J. Whigham as editor.



The Thumbnail Business Review

By Floyd W. Parsons

At the close of the half year, business conditions are sound and the outlook encouraging. Money is plentiful and cheap. Employment is above average and crop prospects are fair. A state of better balance has been established in the steel industry. Consumers are buying from hand to mouth and practically none of them are overstocked. This makes it reasonably certain that the well-managed companies will carry on a profitable business when trade becomes more active.

There appears to be no end or limit to the purchasing power of the public insofar as investment securities are concerned. Bankers are having more difficulty in getting good securities to include in their offerings, than they are in marketing these securities. Bond prices are at the highest level they have reached since the war ended. Tax reductions and the probability of further cuts are helping to increase the confidence of people with capital. The leading foreign countries are introducing reforms in their fiscal systems. It appears certain that France will balance her budget. Work on foreign debt problem is making satisfactory progress, and with this disturbing factor removed, the sailing should be smooth and many present worries will disappear.

Taking American industry as a whole, business is fulfilling expectations. Trade is running at the rate of a billion dollars a week above last year. Automobile output has not receded nearly as much as it did at this same time last year. Even textiles are in fair demand and shipments of cotton goods are very much larger than they were a year ago. Exports in practically all lines are holding up well. The total exports of automobiles for the first four months of this year were equal to half of that for the full year 1924.

Most of the present expressions of disappointment with respect to the state of trade are coming more as a reaction from exaggerated expectations than a reflection of true conditions.

Harry Tipper

Secretary of the Chilton Class Journal Company, has resigned from that organization effective July 15 to become general sales manager of the General Motors Export Company.

Olmstead, Perrin & Leffingwell, Inc.

Is the name of a new advertising agency which has been formed by Clarence Olmstead, John T. DeVries, Chester A. Posey, Albert Leffingwell and Edwin O. Perrin. The offices will be located in the Postum Building, 250 Park Avenue, New York.

Klau-Van Pietersom-Dunlap- Younggreen, Inc.

Milwaukee, will direct advertising for the M. B. M. Manufacturing Company, same city, makers of power lawn mowers and garden tractors, and C. J. Mussehi, Fort Atkinson, Wis., advertiser of specialty musical instruments.

William H. Rankin Company

New York, will direct advertising for Scales & Lisner, Inc., same city, importers for the house of Rimmel, Paris and London, manufacturers of perfumes and toiletries.

Lord & Thomas

Los Angeles office, will direct advertising for the Arrowhead Hot Springs resort near San Bernardino, Cal. This resort, in addition to the extensive properties feature, engages in the sale of mineral water and ginger ale, and it is around these products that the advertising campaign will center.

Frederic W. Hume

Has resigned from the Newspaper Publishers' Association to enter business as a public relations counselor.

Maxwell Lakeman

Advertising manager of the Oakley Chemical Company, has become associated with the Rusch Fox Breeding Estates, Inc., Washington, D. C.

The Celotex Company

Chicago, manufacturers of Celotex (Insulating Lumber), have appointed George Batten Company, Inc., to direct their advertising through the agency's Chicago office.

Irvin F. Paschall, Inc.

Chicago, will direct advertising for the Troy Chemical Company, Binghams, N. Y.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will act as advertising counsel for Renninger and Renninger, same city, real estate.

Two modern inventions bring the world to you



The telephone and The Literary Digest are brothers, in that they are both good and useful inventions.

The telephone makes every other telephone subscriber your neighbor.

The Digest gives you the thought of the world, everything that has been done or said that is worth while. It is the consensus of opinion of five thousand editors, boiled down, condensed and arranged so that you may know everything that has happened each week.

The telephone and The Digest are both labor-saving devices. The telephone saves miles and miles of traveling. The Digest saves years and years of reading.

The kind of a home that has a telephone appreciates The Digest. For by the simple act of installing a telephone a family places itself among the list of progressive, enterprising people who are interested in the events that are taking place about them, who keep in touch with the affairs of their neighborhood, of the country and the world.

To think of the market for any article whatsoever in terms of one hundred and ten million people is futile. Advertise to those who understand your message and are responsive to an advertising and selling appeal. The telephone is the surest index of this market. 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—coverage of the 8,500,000 families in the telephone market—and obviously the telephone subscriber circulation of a number of magazines must be added together to total more than eight and a half million.

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

Illustrations of LIFE'S Policy of Humor - and Sanity



"The Lighthouse Keeper"

Voice over the radio:—"Wondering where you are—and how you are—and if you are—all alone—too!"

In this illustration there is combined the grim humor of realism and the gentle pathos of sympathy. And at the same time, the artist has subtly depicted the new joy that radio has brought to the isolated.

Editorial contents such as this, combining "humor and sanity" are what keep loyal to Life an ever increasing list of the educated and well-to-do of the nation. Advertisers who wish to reach this class will find no better medium than Life.

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 Pharmaceutical Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coca-Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apolinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Orichon & Company
Davey Tree Expert Company
Wm. Demuth & Company
A. B. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hart Schaffner & Marx
Hotels Statler Company
Houbigant
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Laggett & Myers (Fatima)
Maillard's
Maxwell-Chrysler
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Marvinson Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberst Company
Society of American Florists
U. S. Shipping Board
Van Eas 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!"

WHERE are your prospects?

How can you pick them out of the millions?

If you have a quality product, to be bought and appreciated by people of means and taste, you do not need to go out in the highways and byways of America to find them.

They are here, readers of the Conde Nast Group. You can reach them now.

Advertisers who have been with us a long time know this and long have profited by the knowledge.

We can deliver to you a greater number of substantial buyers of fine merchandise than any other one publisher has ever gathered together.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations



Airplane View of Thos. Maddock's Sons Co.'s Plant

TRENTON, NEW JERSEY

"The City of Diversified Industries"

Adds to its list of modern factories the new home of
THOMAS MADDOCK'S SONS CO.



Casting Room



Continuous Dryer



Entrance of Kiln

THE new plant of Thos. Maddock's Sons Co. is a wonderful monument to the memory of the late Thomas Maddock—the first successful manufacturer of sanitary ware in America.

The main building which is 1742 ft. long containing 335,000 sq. ft. of floor space is of brick and steel construction with extremely large windows and skylights.

The kilns are 374 ft. long of the muffle type and do not require saggers or containers. They are fired by producer gas and about every hour a car of ware is run into the kiln and a car of fired ware pushed out at the exit end. Each kiln holds 60 cars of ware. Heat is controlled by modern regulating and recording instruments.

Several improved systems save time in making of the product and reduce damage and breakage to a minimum. This plant has a daily output of 5400 bathroom fixtures of quality.

This is number twelve of a series showing the industries of Trenton. For reprints of other advertisements request envelope "F."

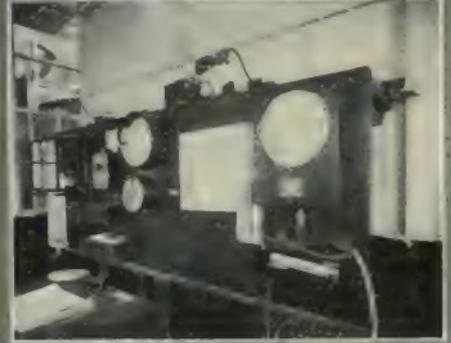
Trenton Times

TRENTON, NEW JERSEY

Kelly-Smith Co.

NATIONAL REPRESENTATIVES

Marbridge Bldg. | Lytton Bldg.
New York | Chicago



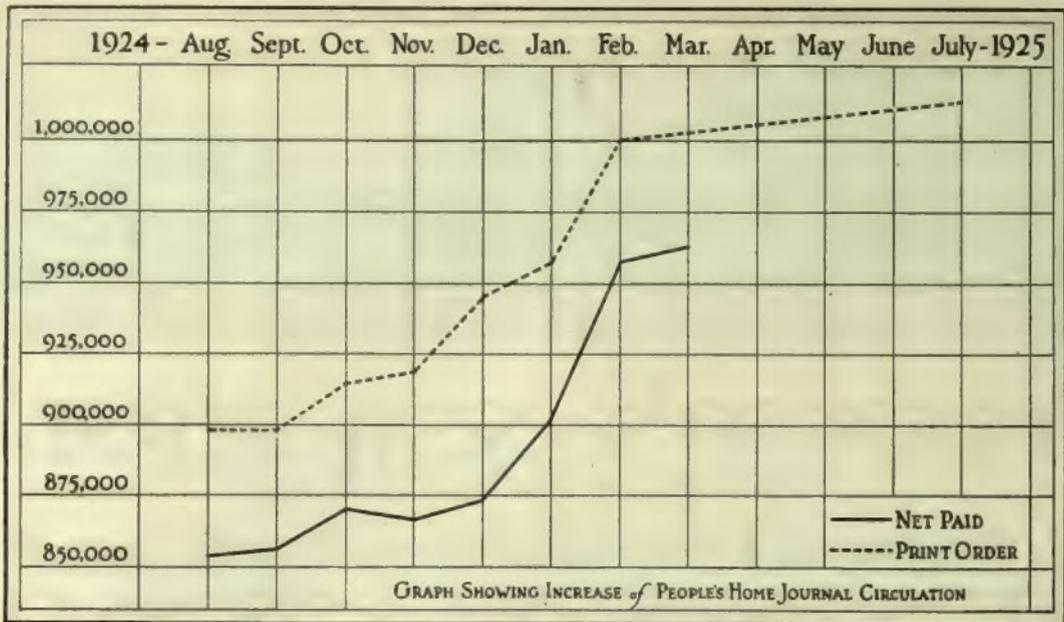
Kiln Control Room



Grinding Room



Assembling and Testing



950,000

NET PAID CIRCULATION



OVER

100,000

INCREASE



Advertisers using Fall issues
will receive 100,000 more
circulation than last Fall
without an increase in rate.



PEOPLE'S HOME JOURNAL

TWICE AS EFFECTIVE — MORE ECONOMICAL —

for

Maxwell House COFFEE

The story of the Maxwell House Coffee Campaign in The Kansas City Star is a dramatic high light in modern merchandising—larger consumer demand, quicker dealer response, more resales than from any other newspaper or any other market ever entered by the Cheek-Neal Coffee Company—a concern with nationwide experience in advertising and selling.

MAXWELL HOUSE COFFEE has been advertised in many cities. Mr. Cheek has had the opportunity to study many markets and many different types of newspapers.

He casts his vote for The Star. He calls attention to The Star's 100% coverage. He recognizes the economy of using only ONE medium instead of two or three, as is necessary in other cities. He praises The Star's plan of printing two issues a day. He says it pays to tell the SAME people TWICE in 24 hours about the merits of Maxwell House Coffee.

"Just twice as effective and more economical than the one-issue-a-day publication," are his words. Better returns than in Chicago, because not ALL the daily newspapers in Chicago cover that city as thoroughly as The Star (morning and evening) covers Kansas City.

Better returns than in New York, because not ALL the daily newspapers and "tabloids" in New York cover that city as thoroughly as The Star (morning and evening) covers Kansas City.

Better, quicker, bigger returns than from any other newspaper anywhere because nowhere else is it possible for an advertiser to claim such a unanimity of reader interest as is available in The Kansas City Star.

More Star subscribers in Kansas City and 40-mile radius than there are families.

Sales Managers! Ask About This!

The Kansas City Star's morning, evening, Sunday and Weekly editions circulate in seven states—Missouri, Kansas, Iowa, Nebraska, Oklahoma, Arkansas and Colorado. The names of the retailers in these seven states have been compiled by The Kansas City Star and are now available in book form. They are classified in these groups: Grocery Stores, General Stores, Drug Stores, Automobiles and Garages, Hardware Stores, Furniture Stores, Confectionery and Cigar Stores, Men's Clothing Stores, Dry Goods and Women's Clothing Stores, Electrical Stores and Music Stores.

A merchandising plan whereby these names may be used in conjunction with Star advertising to establish or extend dealer distribution will be explained to any sales executive who communicates with the home office or New York office of The Kansas City Star.

The combined morning and evening circulation of The Star—500,000 copies daily—is more than double that of any newspaper in any city west of Chicago.

THE KANSAS CITY STAR

New York—15 E. 40th St.

KANSAS CITY, MO.

Chicago—1418 Century Bldg.



CHEEK-NEAL COFFEE CO.

Nashville, Tenn. 25th of February,
1925.

Kansas City Star,
Kansas City, Mo.

Gentlemen:

We believe that you will be pleased to learn of the progress we are making in the distribution of MAXWELL HOUSE Coffee in Kansas City.

Our sales work only started there about two weeks ago, and our nine salesmen, cooperating with our jobber's salesmen, have already placed our product in over half the retail grocery stores in the city proper.

The only local advertising that we have had to support this sales work has been in your columns exclusively, and we feel sure that your plan of getting out two-issues-a-day delivered directly to the home has made our campaign of publicity just twice as effective and more economical than a one-issue-a-day publication would be.

We understand from our Advertising Agents, The J. Walter Thompson Company, that you make a 100% coverage in greater Kansas City, and we are ready to admit that this must be so.

Appreciating your medium as a great merchandiser, we are, with best wishes

Yours very truly,

CHEEK-NEAL COFFEE COMPANY.

By

M. Cheek
Vice President.

RSC:W

facts—

—about the—

Maxwell House Coffee Campaign in Kansas City:

The Kansas City Star—morning, evening and Sunday—the only publication used.

Less dealer resistance and quicker consumer response than in any other market.

Sold one carload of Coffee in three weeks, a record for the Cheek-Neal Company!

Secured 55% dealer distribution in two weeks!

Ninety per cent distribution with desirable grocers in four weeks!

MIDAS GOLD

A Study of: NATIONAL MARKETS
FAMILY INCOMES
TIME-PAYMENT SELLING

“Midas Gold” is a comprehensive treatise dealing especially with time-payment selling.

Whether you are in favor of time-payment or against, the time has come for a serious study of this subject by both present and prospective advertisers.

This book, 100 pages and bound in cloth, has a vital message for every manufacturer and advertiser—particularly those in the building, decoration and household utility fields.

A limited supply of this book has been printed. We will gladly send a copy with our compliments to any national advertiser as long as the supply lasts. Please address Mr. H. S. Lines, Butterick Building, The Butterick Publishing Company, New York City—and mention *Advertising and Selling Fortnightly*.

BUTTERICK
Publisher

Advertising & Selling

FORTNIGHTLY

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© Brown Bros.

HOW a business can be built up by the application of a selling principle new to that particular line is described by A. H. Landwehr in his article, "Selling Furnaces by Ringing Doorbells." Mr. Landwehr is treasurer of the Holland Furnace Company, an organization which started with a small local trade and gradually expanded its market until it is rapidly approaching national proportions. Finding the selling methods of its competitors unsuited to its policies, the Holland Company applied the "unorthodox" house to house canvass to this field with the results described above. The company's salesmen are thoroughly trained and the way is paved for them by comprehensive and clear-sighted advertising. How this system operates and how the company handles its distribution are described in some detail by Mr. Landwehr in his interesting 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 Swetland Bldg.: Superior 1817

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

A Reprint from the June 13th Issue of *Sales Management*

ANYONE who is either in the business of an advertising agency or who is doing a reasonable amount of advertising, is often appalled at the conglomerate mass of advertising matter received in the morning mail—all colors, shapes and sizes. Some of it is of little interest; much of it of no interest. Perhaps a considerable portion of this material would be useful information at some time or other if it were in shape for convenient filing, but it would be a terrific undertaking to file most of the advertising material in the form in which it is now mailed.

There has been a movement among advertising agencies recently to encourage the standardization of advertising matter that gives information about mediums, printing, engraving, and other such subjects. As a group of advertising agencies state the case:

"We outlined the advantages that would accrue to the publishers themselves when a standardized size of presentation was adopted and that the effectiveness of much excellent material was lost because of failure to present it in the standard size—8½ by 11 inches.

"The publishers with whom we have talked have endorsed the suggestion, and have agreed to co-operate."

The most notable instance of standardized material that has come to hand lately is a durable folder from *Cosmopolitan* magazine. Unusually heavy, tough stock was used in making up this folder, which is provided with a linen backing or binding at the back, so as to permit constant use without tearing or coming apart.

There are ten tabs, numbered from 1 to

10, these tabs bearing the following key words:

1. Editorial Policy
2. Circulation
3. Who reads *Cosmopolitan*
4. Market
5. *Cosmopolitan* Service Department
6. Schools
7. Motoring
8. Travel
9. Market Service
10. Radio

Mr. A. C. G. Hammesfahr, general manager of *Cosmopolitan*, sets forth that this folder is the direct result of a questionnaire that he sent out a number of months ago to advertisers and advertising agents. The sixth question of this questionnaire was: "Would a letter-sized folder, to be kept on file, giving all essential facts about a publication, be useful, especially if it were kept up to date?"

Mr. Hammesfahr says that every answer to this question was "Yes," and so he has created a standardized file that he expects to keep up to date.

This folder does not deal with rates or A.B.C. statements, because such data has already been standardized to such an extent that a repetition in the folder would be "padding."

In reality the dividing up of information about a medium under definite headings not only makes the information more extensive but makes it much more pertinent and readable.

It will probably be a long time before all information for advertisers and advertising agents is put into standardized file size, but certainly the movement is a wise one and if many publishers followed it, a great deal of the "morning stack" of glanced-at information would be eliminated.

SUPPLEMENT No. 2 to the Standard Agency Data File will be issued on July 1st. It will replace the present folder covering Editorial Policy and provide a brief summary of the outstanding editorial features for the coming months. This supplement should be filed immediately upon receipt.

DESIGNED to establish a definite standard of practice in filing publication information, the Standard Agency Data File has met with the hearty approval of agencies throughout the country. In the interests of further perfection of the idea, we will welcome any suggestions for its improvement.

Hearst's International
Cosmopolitan
NEW YORK

JULY 1, 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*

Selling Furnaces by Ringing Doorbells

By *A. H. Landwehr*

A STORY told by one of our salesmen at a banquet following one of our periodic sales conferences furnishes a good starting point for an understanding of our ideas on selling and sales management. This salesman, whom I shall call Fitch, is a comparative youngster in the organization, for he has been actually selling only since the first of the year; before that he served his apprenticeship with us as a furnace installer, a preliminary training through which all of our salesmen must pass. Being a newcomer, it is all the more remarkable that Fitch has led his division in selling points from the first month; so at the banquet we asked him to tell some stories in order that we might see how he accomplished it.

He said that on the train going to G—, a town in his territory, he fell into conversation with a stranger who was curious about his business and about how he made his canvass; and when he learned that Fitch's method, like that of all of our men, was to ring doorbells, he said:

"Then you better steer away from G—. A lot of second-story men have been operating there, and thugs posing as canvassers have broken in and robbed homes. The police are after them and have warned the women. The first place you go to, probably the woman will



A. H. Landwehr
Treasurer, Holland Furnace Company

call up headquarters and they will nab you halfway down the street."

This is a sample of the kind of gossip and rumor and "scare stuff" with which the morale of every salesman on the road is likely to be assailed at some time. Limber backs often bend to it, and the easily-scared are sometimes stampeded before they start. Fitch thanked the stranger but got off the train at G— just the same. Nevertheless, he took the warning to

heart to the extent of going to the chief of police to find out what was what.

The chief proved to be a noncommittal officer who let Fitch talk but said nothing himself. Fitch laid himself out to prove that he was neither a thug nor a second-story man, but on the contrary had a fine product to sell; and being stimulated more than he was chilled by the chief's apparent indifference, he waxed enthusiastic. Taking his miniature model of our furnace from his grip, he showed the chief where the drafts were placed and how they worked, explained why the boiler was economical in the use of fuel, pointed out the patented device for restoring normal humidity to the rooms, showed the grate and other features; in short, in order to prove himself what he claimed to be, he made a corking sales talk. The chief took it all in, and finally broke his silence with this question:

"How much would one of them cost to put into a six-room house?"

To make the story short, Fitch's very first sale in G— was to the chief of police, and he made it a couple of hours after landing in town. Not only that, but thereafter he had nothing to fear for the remainder of his canvass there. He did a lot of business: where would he have been if he had taken the stranger's tip at face value and

passed up the town then and there? This story illustrates, for one thing, why Fitch is a top-notch-er; he is not the sort to be scared off by a rumor and a guess. It also illustrates the working-out of doctrines we are continually preaching to our sales force.

Having been a salesman or in charge of salesmen for more than a quarter of a century, I have reached the conclusion that few things do more to prevent successful selling than preconceived ideas which are incorrect. Salesmen might be top-notch-ers, and sales executives who ought to have better judgment, are held back or fail to make the necessary effort, because they know too many things that are not so. Snap conclusions congeal into habits—and habits are hard to break. An unfortunate salesman who fails on two or three successive days to make a sale on calls before ten in the morning, concludes that sales cannot be made before ten; from similar experiences he concludes that sales cannot be made after four in the afternoon; he is certain, partly from experience, partly from hearsay, and partly because his boss thinks so too, that in "hard times" it is impossible to sell anything; he "knows" that Saturday is a rotten day to go after business and Monday if anything is worse; he "knows" a man cannot be fresh for business during the day if he does a stroke or two of work of an evening; he "knows" the method of selling he has always used is best for him, no matter what proof there may be to the contrary from some other fellow's experience.

It would not be fair to paint a picture as gloomy as this, if we did not have proof piled on proof to con-

vince us of the happy results which often ensue when salesmen and sales executives are released from such false knowledge and acquire a housecleaning in their mental attitude. We have some basis of judg-

have had to keep remembering to discard our half-baked, our outworn, and our incorrect ideas, and to get the latest facts. Conditions change; so must the methods used to meet them. We freshen ourselves by frequent personal contacts through sales conferences; and when a record shows something wrong with a man, we make it an individual matter.

When we started, we undertook to sell our furnaces through dealers, because that was how other furnace manufacturers secured distribution. A trial of the plan for about a year convinced us that it would not do for us for several reasons. First, it failed to give the final consumer as complete service as we thought he was entitled to: furnace installing, properly done, is a job for skilled men, and many furnace dealers were tinkers, tinsmiths, or hardware merchants without special knowledge of house-heating problems. Second, insecure financial standing often made it impossible for dealers to furnish the kind of unconditional guarantee with which we meant to protect purchasers. And, third, we found we could not rely on dealers for the intensive cultivation of sales possibilities that we felt would yield the greatest results in the long run.

Therefore we began creating our own force of local salesmen, and this force

—which is still in process of creation—now sells and supervises all installations, while the company stands behind an amply-binding guarantee that the furnace we install will heat the house. The excellent results of this policy, which constituted a radical departure in the trade, are evidenced by the fact that never in any year have we failed to

Chicago Market Tribune




The Acorn of Courage Started the Holland Furnace Company

A small acorn of courage...

...

...

...

HOLLAND FURNACE COMPANY, General Offices: Holland, Michigan
 World's Largest Inventory of Furnaces—Directly and Safely Responsible to You
384 FACTORY BRANCHES
 Manned by Heating Experts-Trained and Employed—On Full Time by the Holland Furnace Co.
Holland Furnaces CANNOT Be Sold by Dealers
CHICAGO BRANCHES

THE general plan of development of the Holland Furnace Company is to spread from the inside outward, building up gradually and thoroughly as they go. When the territory immediately surrounding the company headquarters was thoroughly developed, the sales force ventured farther afield. New branches were established, and each district was unified under the supervision of a district manager, one of whose duties was to keep in touch with the experiences of other company representatives and thus to keep his men up to date in their selling methods. The company's advertising expanded with the territories. The specimen reproduced here appeared in newspapers in Chicago, where profitable business is now done

ing, for we keep more than eight hundred salesmen exceedingly busy. We organized only in 1906, but in the intervening nineteen years these men have made our company the largest manufacturers and distributors of furnaces in the world. Have they done it by clinging to cobwebs? No; at every step in this growth, as a company and as individuals, we

A Home for Orphan Annies

By Paul Hollister

"LISTEN," he said, and began to read:

"—For a program for a civic pageant, which would consist of historic episodes from Charlemagne's court to the kidnapping of Mary Pickford, including ice cream and cake. . . .

"—For a program for a reception to Michael Arlen. . . .

"—For a program for a reception to those who were to give the reception to Michael Arlen. . . .

"—For a program for a barefoot dance to be given by Westchester's smartest suburb . . . or Nassau's. . . .

"—For a program for an aviation ball, to be given by a number of reserve ground officers who manage to look out for themselves. . . .

"—For a dance-and-social program to be issued by the young men and young women of the Order of B'Gee, one of whom works in the shipping department. . . ."

He is the general manager of a great gown house in Fifth Avenue, and he was moaning about the requests for advertising that parade into his office.

"They all come in," he said, "with a 'strong claim.' They are (1) friends of mine, and I can deal with them easily; (2) they are customers, not infrequently the same customers who have alterations made and won't take the gown, or customers who take their own sweet time on credit, or customers who are very agreeable indeed. They assume that their purchase here entitles them not simply to present the case for their program, but to become genuinely offended if we do not buy space. For the most part they are naturally very poor space-salesmen. . . . did I say 'poor'? . . . They are terrible. Then (3) there are the friends of customers, who brandish



THEY all come in with a "strong claim." They are friends of mine, customers, and friends of customers who brandish important names, and all of them are very much offended when we will not buy space in their pretty programs. I am not averse to donating to charity—and the purchase of such space is nothing less than a donation so far as returns from it are concerned—but there is no reason why I should contribute to the support of a printer and a shabby-genteel solicitor. And there is where more than fifty per cent of my money actually goes, rather than to the charity in whose name it was solicited

important names, and they are just a step farther from getting the contract than Class 2. Finally, there are the professional program-space solicitors, and if you can get Mister Hoover to tell me their place in the standardized economic scale, I will pay for your trip to Washington, with incidentals."

Of course any merchant can change the names and places of the programs mentioned and write his own list, with many additions: athletic programs, souvenir bazaar handbooks, free "where-to-shop" dodgers, prep school annuals, non-directing directories, or what have you. Any merchant may, if he likes, total the amount he has paid into such proj-

ects in the past five years and ask himself what brand of car the sum would buy him. Or the merchant may save it and have the car.

I suggested to my overheated friend that, since it was July and he had nothing much to do, he note each day on his calendar pad the name of the publication to be issued by each "worthy cause," the amount of space necessary fairly to represent his house without undue extravagance, and the amount of money it would cost.

At the end of the month of July, a relatively quiet month, he had been panhandled for over \$6,000. Twelve times \$6,000 is \$72,000, which is a very dainty appropriation for a Fifth Avenue gown house.

Where did it go?

In the case of the publications solicited by amateurs, the money was divided between the printers and the

benevolence, cause, or personal project which furnished the excuse for spoiling white paper. And in no case in his experience has he ever traced profitable sales to program advertising, except where an extravagant woman deliberately came in and bought a thousand dollars' worth of merchandise in order to prove her faith in the pulling power of the medium for which she was selling space.

In most cases, however, the program was represented by a professional solicitor whose average commission was 25 per cent of the gross revenue. If the program returned \$2,800, perhaps \$900 of it went to the printing, \$700 to the

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Sales Manuals That Make Good

Some Points in Producing Them —Determining the Subject Matter

By Will Hunter Morgan

A SALESMAN friend of mine came around to the house for dinner a few nights ago. He arrived direct from his day's work. He has always been rather proud of his barehand technique in selling, and so I was rather surprised to see him carrying a portfolio which was physically just about as big as a salesman's outfit can be without putting a kink in the arm. As there was about an hour to spare before the chicken would be done, I asked him what had happened to win him over to the ranks of the Briefcase Brotherhood.

"I've worked with four houses now," he replied, "but this book is the first one offered me that starts right out with a bang to sell goods. It appeals to the dealer's selfish interest from the very start. Even if he's got only ten minutes to spare, the first few pages will get his interest and start him talking. That's one point about it.

"Another thing is that the whole book runs along in sequence. That seems to me to be a rare quality in sales manuals. So many of them jump from one subject to another without having any connecting bridges. You get your mind and the dealer's mind all flopped up shifting from one section of the book to another.

"And the third big thing about this book is that it tells the whole story almost entirely in pictures. We all know that pictures get a story over better than words. The pictures and graphs in this manual really reinforce my story wonderfully well."

But this article is to be based upon a review and study of many sales manuals. The one case cited simply goes to show that even the greatest scoffer at the value of sales manuals can be made a convert when the right kind of material is placed in his hands. We will simply tabulate here some of the major points to be considered in the preparation of the successful sales manual. The points fall under the three general heads of Subject Matter, Physical Form, and Getting the Book Used. This article

will concern itself with the first of these general heads—"Subject Matter."

1. *Show the Dealer His Market.*—The most successful sales manual usually gets to this point in a hurry. It offers the biggest possible approach to the dealer and so gets him in an expansive frame of mind because when the possible market is well indicated, the dealer automatically begins to think about *selling* goods rather than *buying* them. He has lots of objections to buying goods but none at all to selling them.

One simple method of picturing the market is this: Work out the per capita annual purchase of goods of your type. Present it so that there is no possible argument or comeback. Use United States Government figures where possible. If they are not available, get figures from an outside authority on the subject—some person or business paper. One sales manual I have seen opens with a photograph of a man passing a store. The text merely says, "The average man passing your store spends \$300 a year for the kind of goods you carry. Multiply that figure by the number of people within easy reach of your store and you know how much business is right at hand."

ANOTHER and fairly common, but always interesting way of picturing the total market is to work it out for cities of various sizes. For example, one tire company's sales manual opens up with a chart showing exactly how many dollars' worth of tires are sold in typical cities of various sizes.

Still other methods might be quoted, but our object here is simply to remind ourselves that the average dealer has no conception of the possible business which passes his door. The sales manual which can present such a picture is almost sure to enlist interest from the very start. The dealer may argue about the accuracy of the statements made, and for this reason any figures given must be absolutely authoritative. When the

dealer is convinced that there is no flaw in the claims made he is pretty sure to turn his thoughts in the direction of getting a bigger share of the possible market. And that softens him up for a good selling talk.

2. *Picture Turnover and Profits.*—One manufacturer has ordered his salesmen to discontinue the use of the word "turnover." He sells to dealers of comparatively low grade. He has discovered that at least 50 per cent of them confuse the terms "turnover" and "overhead." With many "overhead" means simply "rent." Turnover, however, lends itself to graphic presentation.

IN the case of one sales manual going to the hardware trade much is made of the slogan, "Get people to see you oftener." Many items carried by the hardware man are slow sellers. This particular item is a quick repeater. On one page a customer is shown buying a lawn mower. The text reads, "The customer who buys only his lawn mowers from you will probably not come into your store oftener than every ten years." On another page a customer is shown buying a saw, the text being, "If he comes in only for saws and hammers you will be lucky if you see him once a year." Then the manufacturer's product is shown on sale with these words, "People buy our goods every month or two. The profit per sale is, of course, much smaller than it is on a saw or a lawn mower. But when you consider the frequency of sale, it is bigger. Average profit per sale, 30 cents. Multiplied by 12 sales per year, \$3.60. (That's more than you can make on a saw.) Multiply \$3.60 by 10 years, \$36. (That certainly beats selling lawn mowers.)"

There you have a graphic way of presenting turnover, and one which rarely fails to get interest and cooperation from the dealer. Its use is valuable in almost any case, but particularly so where dealers are looking at profit per item rather than the yearly profits which they can expect from some lower priced item which sells more frequently.

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Benefiting the Industry by Cooperative Advertising

By Russell T. Gray

COOPERATIVE advertising by competitive manufacturers should not eliminate the possibilities for individual advertising and sales promotion. The Stoker Manufacturers Association, composed of all the leading makers of mechanical stokers, is conducting an advertising campaign that soon starts its third year. This advertising is educational in nature, and is designed to teach the advantages of stoker firing for boilers rather than the old hand-firing methods.

It is not intended that this advertising, which is prepared and paid for by the association, should take the place of any publicity work by the individual members. It is designed, however, to do the general educational work that must be done before any stoker can be sold. The individual member then "lies awake nights" and plans his advertising and sales promotion methods to sell his own equipment.

Cooperative advertising presents many opportunities for advertising economy, especially in industrial work. There have been many examples of good work of this kind in the general publicity field, such as the California raisin growers, the coffee campaign and many others, but manufacturers selling to industry have been slow to adopt this method. Why?

One reason is that, because the industrial field is so much smaller, the number of competitors in each line is comparatively small. Each manufacturer is brought into direct—and often bitter—competition with a small number of other manufacturers. This situation does not facilitate good cooperation, which is always the first step in such an ad-

vertising program. In the few cases, however, where manufacturers have banded together for cooperative-advertising to industry, some very constructive and tangible results have been achieved nevertheless.

only two publications, both reaching the executives in general industrial plants. The member's advertising is keyed to the association work by means of a panel, inserted in each advertisement.

A booklet has been prepared as a part of this program, entitled "Burn Coal, the Basic Fuel," which is an interesting and non-technical story. It shows, first, why the industrial plant should burn coal as a fuel in the power house, and, second, why the coal should be burned on mechanical stokers. Inquiries are answered with this booklet, which has also been sent out to an extensive mailing list. This mailing list is composed of names given in confidence by the various members of the association.

The cooperative idea has been carried a step further in the stoker campaign. A complete catalog was prepared, giving an impartial, technical description of each type of stoker, as manufactured by each member. This catalog was prepared by an outside engineer who had no pre-conceived ideas or prejudices in regard to the various makes. It is complete in detail, but not superfluous. The engineer

finds in it a concise, accurate description of the type of stoker he wants. This book is a "Condensed Catalog of Mechanical Stokers."

In the back of each book is a series of post-cards, one card addressed to each member of the association. They are requests for the catalogs of the individual members.

Another kind of cooperative work is that which features the uses of a certain more or less standard product as made by competitive manufacturers.

A good example of the latter is

Firing stokers? ...or stoker firing?

BURN COAL
The basic fuel

STOKER MANUFACTURERS ASSOCIATION
111 E. Madison Street, Chicago, Ill., U.S.A.

STOKER FIRING

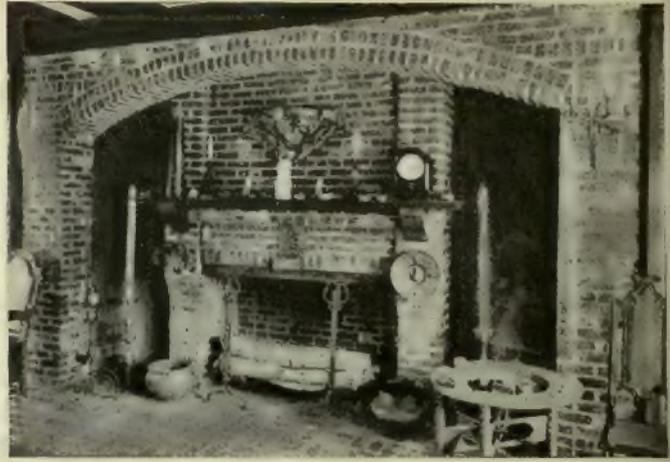
Five men or three?

Four boilers or three?

SMAS

Frequently tangible results are not expected from such work. Some associations realize that advertising serves a real purpose in helping hold the organization together and in developing a friendly spirit among competitors. Good publicity will do all this, of course, but it should not be considered as done at the expense of the more important sales results that should be expected.

The current advertising program of the Stoker Manufacturers Association is accomplishing all this. Magazine advertising is running in



TYPICAL illustrations from "The Story of Brick," a handsomely gotten-up little booklet offered for a slight charge by the American Face Brick Association in connection with their national cooperative advertising campaign. The chief problem in their case consists of overcoming the belief that a face brick house is far more expensive than a stucco or frame dwelling, and in creating a vast market for the use of brick as against the many other building materials on the market. Building plans are also offered

the advertising conducted by the Portland Cement Association. Cement is cement, and the only advantage that one maker has to offer over another is service. The Portland Cement Association is a sales promotion organization for the entire cement industry. Its advertising features the uses of cement, and the organization has a very large department devoted to sales promotion work. A copy of Portland Cement Association Advertising taken from a recent issue of *Engineering News-Record*, sells the idea of more concrete roads. The copy of the Lehigh Portland Cement Company, taken from that same issue, sells the service rendered to contractors by that company.

Similar to this is the American Face Brick Association. Here brick is, to a certain extent, brick, and the problem presented is that of creating a vast market for the use of brick as against the many other building materials on the market.

The chief problem lies in overcoming the general belief that a face brick house is far more expensive than a stucco or frame dwelling.

National advertising is conducted in many of the leading papers and some magazines of national circulation. These ads along with very effective sales building copy offer a number of booklets published by the association. These booklets are offered at a slight charge—not free.

There is a book of plans, "The Story of Brick," "A Manual of Face Brick Construction," "The Home of Beauty," and several others, offered at prices from 25 cents to a dollar; real works of art and information

that are worth every bit of their cost. The prices are based on printers costs; there is no profit and the only reason for the charge lies in the belief that free material cheapens the public and reduces the profitable results. The payment method cuts out the curiosity seeker.

If draftsmen's drawings are desired, the association furnishes them for a slight charge or the customer can take the book of plans and have some local builder make up the drawings from the plans shown. Inquiries are turned over to the local dealers as soon as the general information requested is sent out from the association.

The general workings of the association are in the hands of a committee of two men and a very able, paid working staff. This committee is permanent and the paid staff deals directly with the committee.

Naturally somebody has to pay something to keep the association going. The method of caring for cost is generally the same, particularly where the product sold is more or less standard and made up of measurable units. For instance, the brick people pay so much a thousand, the cement people so much a ton, the clay products people so much a ton, etc.

But where the product varies in its size and makeup, the system must be changed.

In the Stoker Manufacturers' Association the members are divided into groups based on the amount of business done and each group pays so much.

In most cases the general operation is in the hands of a paid staff

where the work demands it or in the hands of at least one paid individual as its secretary, based on the theory that a man paid to give his time and thought to the problems will do better than the man who must handle the work as a side issue.

This staff or individual deals either directly with the association or with a committee appointed or elected by the association. In most cases this committee changes with the officers; in a few it remains a permanent staff.

In the case of the Stoker Manufacturers' Association, the agency deals with the executive committee, the president, secretary, etc. In the case of the Foundrymen's Association the agency deals with the secretary.

An entirely different type of cooperative publicity is that which advertises a group of non-competitive products to a common industrial field. For instance, six different manufacturers of powerplant equipment, each non-competitive with the others, have combined their house-organ efforts. Each of these six pays a sixth of the cost, and they publish a sixteen-page monthly magazine with a circulation of twelve thousand copies. The mailing list is composed of the customers of each of the six owners of the magazine. The customers of one manufacturer are the prospects for the other. A post-card is included in each issue which brings back the catalogs of any of the six manufacturers. Now in its fourth year as a cooperative house-organ, it is a decided success.

What Will Be the Newspaper's Next Move?

By Charles W. Mears

MEASURED in dollars, the newspaper is America's greatest advertising medium. Every day, 365 days in the year, merchants and manufacturers pour their advertising money into the newspaper's very flexible pages. Due to advertising patronage, the Sunday newspaper bulks like a mattress, and many a week-day issue needs a seasoned porter to convey it from place to place. Circulations have flourished, too, and, necessarily, advertising rates have advanced—not shockingly, but nevertheless noticeably.

Advancing prices, ever a threat to the advertiser's prosperity, are causing some advertisers to inventory anew the discernible values of newspaper advertising space. On the credit side are volume of circulation, class of circulation, and known responsiveness. On the debit side are the rates charged, the growing bulk of the single copy, and the volume and sort of advertising with which anyone's copy must compete for attention. All these are vital elements.

Rates alone are no obstacle if a newspaper shows adequate responsiveness. It is not what a thing costs that really counts: the big determining factor is the profit you make on your outlay. And when responsiveness appears to diminish, the fat is more or less in the fire.

Among department store advertisers, who are the newspaper's greatest users, the complaint is current and increasing that newspapers are not producing returns as readily as in years past. No hasty review can place responsibility for this at any one man's door. Perhaps the department stores have overplayed their hands, shouted their bargains until the buying public is weary of the din, and spoiled their own game. If so, they will sooner or later come to their senses, for no department store ever advertises just to see its name in print or to compile specimens for its book of clipped advertisements. In a department store, as nowhere else, results count—and nothing else matters.



Charles W. Mears

When any question arises as to the merit of a medium as a producer of results for advertisers, my judgment is that the person who should be most concerned about that question is the medium's publisher. One department store more or less need not worry a newspaper publisher.

NEWSPAPERS have been known to lose big advertisers and still to publish profitably. Indeed, it might be an excellent thing for some newspapers to lose their heaviest advertisers—for then at least publishers would begin to think how to make their newspapers better mediums for advertisers to use.

And how better?

In any manner that will give every advertiser a better chance to get results.

That objective is no small undertaking. It cannot be won in a minute. It will require some study. And if it is to be won the men who

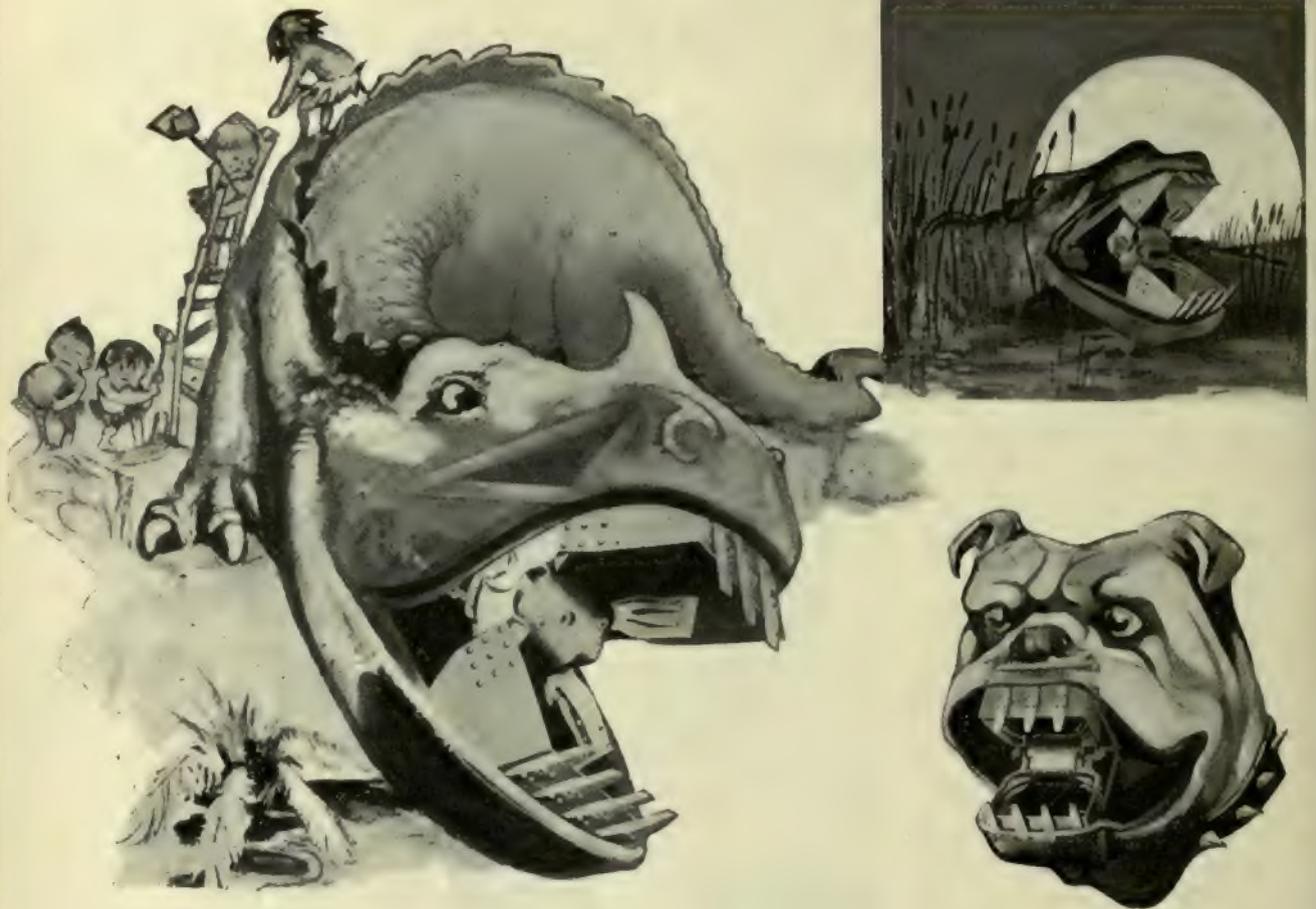
are selling newspaper space must become more than sellers of space by becoming teachers of sound advertising principles.

For illustration, let us jump into an entirely different field. The Burroughs Adding Machine Company sells devices for which there never was a spontaneous demand. Practically every sale has required salesmanship. And yet the success of Burroughs is not in the least due to salesmanship of the flippantly called high-powered type, but to salesmanship that understands the purchaser's problem better even than the purchaser himself understands it. Burroughs men know bank accounting better than bankers know it. They know grocery store accounting better than grocers know it. They understand garage accounting better than garage owners understand it. It is safe to say that Burroughs men are responsible for greater advances in accounting practices—advances that save time and money and do the work more completely—than is any other group of men in America.

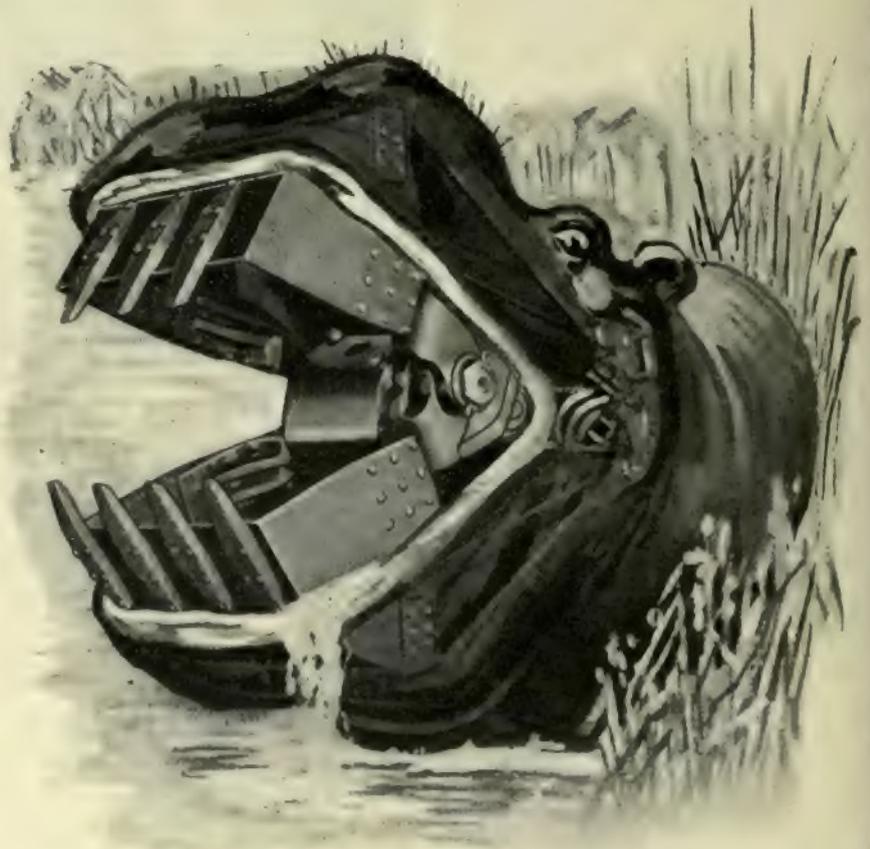
Burroughs people didn't learn accounting because they wanted to, but because they had to. They were forced to be wiser than accountants at large in order to sell Burroughs machines. And the success of the Burroughs business is ample proof that the Burroughs way of doing business is practically irresistible.

Thus far newspaper publishers have not adopted the Burroughs point of view. Big advertisers do not as a rule seek advice from newspaper space salesmen, and the type of advice that little advertisers get from them is seldom fundamental. Indeed, newspaper publishers usually feel that they are purveyors of space, sellers of a chance to meet a certain reading public, and that the manner in which the advertiser meets that public is somebody else's affair. Some newspapers, it is true, conduct service bureaus, where copy is written and art and layouts are prepared for the small advertiser, but practically every newspaper is only too glad

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IF you ever stood in the crowd of messenger boys around an excavation and watched (on the company's time) the shovels at work, you have been attracted by the very image which the Owens Bucket Company is using so properly in its business-paper copy. If the Owens Bucket Company and other special-market advertisers don't watch out, the advertising pages of the business papers are going to be as human as the people who read them, for there is an increasing tendency to regard the trade-paper reader as a normal, golfing, two-legged voter and baby-rocker, whether he happens in his professional life to be Superintendent of the Analgesic Dechlorinating Division or one of the *grand guignol* of terror-strikers ambiguously known as Technical Men.



Is There Shortsighted Use of Overlapping Circulations?

This Observer Believes That There Is a Valuable Asset in Duplication Which Is Being Wasted Through Wrong Handling

TO THE EDITOR:

IT is with due and proper temerity that I presume to bring an advertising topic up for consideration before an audience of those who have delved far deeper than I into the mysteries of advertising and have invested in its tangibilities and intangibilities far more dollars than have yet been charged to the advertising account of the company of which I am the responsible executive.

I waive all claim to consideration on any basis of a personal pretense to authority on matters of advertising practice, and appear before the High Court of Advertising solely as a layman with a certain thrift-loving, efficiency-worshiping slant of mind.

As a reader of your advertising messages and as a purchaser, actual and potential, of your advertised wares, I am conscious of a waste permitted by the larger users of advertising. That waste is the target of this communication.

Specifically, I refer to the manner in which groups of magazines are utilized by the larger national advertisers.

It so happens that my family and I are active readers of magazines. Each month into our home come, on subscription, six publications of general appeal—a weekly, a literary monthly, a review monthly, a fashion magazine, an art-and-society publication and a magazine devoted to topics of home decoration. In addition, on an irregular schedule, my wife and I are news-stand buyers of other magazines of varying editorial treatment and, from week to week, are exposed to the advertising columns of others on club reading tables and in the homes of our friends. Our selection apparently proves us a "Typical Customer" for many commodities, particularly of a quality or luxury character, because so many advertisers of such goods are represented in more than one of these magazines which we read.

Right there the elements of waste which I criticize become evident.

Assume that in January we decide to get a new car in the very near future. (The same truths hold good for many types of commodities—the automobile is selected simply as a convenient example.)

Obviously, we immediately become actively interested in automobile messages—perhaps for the first time in five years. We nurse a budding interest in, let us say, the "Vindix," which advertises in three of the magazines to which we subscribe.

Superficially it would seem from this triple appearance that the Vindix advertising was vigorously on the job, johnny-on-the-spot, with a three-magazine-power assault on our pocketbook.

The actual answer is—yes . . . and NO!

WITH our appetites whetted for Vindix facts and information, we look eagerly at each Vindix advertisement which meets our eyes.

But what good does our effort do us?

We only find that all January Vindix advertisements are one and the same. The same picture, reproduced in different page dimensions, the same copy, occasionally pruned to squeeze artistically into the smaller pages—the same thing repeated thrice. Disappointed, even irritated, we turn the page on the offending repetitions.

Instead of coming to us *three times* with *three* different views of Vindix cars and *three* assortments of Vindix information, each supporting and supplementing the other appearances, Vindix is apparently quite content to reach us only once. It appears wholly willing to toss the asset of the other two opportunities out of the advertising department window.

"Vindix," of course, is an imaginary example, but the policy ascribed to it is one actually followed by scores of flesh-and-blood advertisers.

It is very nearly impossible for me to assume that the sales-executives of these great institutions could not fashion in each month three compel-

ling displays and three messages sufficiently varied in phrasing to justify three readings. One of two other reasons must, I judge, lie behind this policy of triplication of a single unvaried message.

Either they assume that the degree to which circulations overlap is so inconsiderable that instances such as the one I describe are best ignored, or they believe that the cost of three pieces of art—three sets of engravings and three jobs of composition—is too high a price to pay for the asset of varied messages where duplication is present.

I grant that this latter consideration governs my own decision in many instances where my own company uses space in two business papers of parallel circulation. However, in the latter case, the ratio between mechanical costs and space rates is not comparable with the same factors in publications of general interest and high circulations. At times I approve mechanical production costs up to 75 per cent of our space investment. In contrast 10 per cent to 20 per cent is, I understand, considered an adequate allowance for mechanical costs for general advertising.

AT this point my mathematical slant of mind always attempts to work out an answer to the question by cold arithmetic.

The problem is—*How much duplication of circulation must exist before the extra mechanical production cost is justified?*

Were I an advertising practitioner, I believe my rule-of-thumb answer would be: "Whenever the cost of the extra mechanical production is less than 15 per cent of the cost of the overlapped circulation, the extra expenditure is a sound investment." (If my mechanical allowance was established at 20 per cent of space cost, then 20 per cent would apply in place of 15 per cent.)

For example, if three magazines, A, B and C, costing, respectively, \$5,000, \$3,000 and \$2,500 a page, are

on a schedule, and it is reasonable to estimate (or has been proved by sufficient investigation) that B overlaps 15 per cent of A while C overlaps 8 per cent of A, then I would figure that the overlapping was costing \$750 plus \$400, or \$1,150 in toto, and would feel well justified in producing a second advertisement, to appear in B and C. I would feel no hesitation in considering an audience costing me \$1,150 as worthy of that much attention.

As a matter of fact, however, no

such complicated calculations are required, if the question is considered from a slightly different angle and plans are laid so as to take care of this other viewpoint.

Earlier in this letter I described the sensations of disappointment, or even irritation, of a prospective purchaser when, desirous of getting information from a specific advertiser or about a specific advertised subject, he finds that all the current advertisements identical in content.

Not all of the readers represented

by the overlapping of two or more circulations can be assumed to be immediately and actively interested prospects. Since this is true, I see how it can be forcibly argued that the extra mechanical expenditure involved in publishing different messages is not justified even by such hypothetical figures as those given before.

Nevertheless, this fact remains, high and dry above all the wash and counterwash of argument: the ac-

[CONTINUED ON PAGE 63]

Demonstrating in Miniature

IN planning the Westinghouse Electric & Manufacturing Company's exhibit at the first Architectural and Allied Arts Exposition in New York, the sections of the sales and advertising departments handling sales in the building fields were confronted with the necessity of displaying a half hundred products, ranging in size from motor generator sets, elevator motors and restaurant ranges to fans and automatic irons. Merely to display them properly would require 6000 or 7000 feet of floor space, while to show their actual operation would require a complete building, as the company manufactures such a wide range of electrical products that these products include practically every electrical apparatus used in

equipping any fair-sized building. As it was desired to gain the greatest interest possible through showing the actual application of the products, a model six-story apartment building was designed and equipped with replicas of each of the different pieces of apparatus. A complete lighting system that worked, using six-volt lamps; elevator that operated; ventilating fan that turned slowly enough for the visitor to see the small blades; elec-



tric ranges with tiny thermometers actually graduated; an electric iron three-eighths of an inch high, were included in the 112 models of Westinghouse products housed in the building, which was constructed on a scale of one inch to the foot. Of the replicas, about sixty were duplicates.

The model was designed to show the best features in building practice and the elevator, lighting, ventilating systems and similar features

were designed by specialists in these various fields. The basement wall was cut away on one side to show the motor generator set for converting power in the building, transformers, switchboard, and other machinery and apparatus. The wall was cut away at each of the three top stories, also, showing typical apartments, equipped with Westinghouse ranges, glow heaters, lighting fixtures, toasters, percolators, lighting switches, and other apparatus. A public dining room also was shown on one of these top floors, equipped with commercial cooking equipment, motor driven dish washer, and ventilating fans, made by the Westinghouse company.

The model is completely equipped electrically with Westinghouse apparatus,

thus providing an object lesson to drive home to the architect and builder the fact that Westinghouse line is a diversified one, and includes practically everything electrical they can use.

Although constructed for the New York show, the model proved so popular that it was scheduled for exhibition at the convention of the National Building Owners' Association in Cleveland and a dozen sectional and local exhibitions.

THE · EDITORIAL · PAGE

The Rise of Installment Selling

MR. T. E. DAMM, advertising manager of Devoe & Raynolds Company, Inc., is authority for some interesting figures regarding the growth and popularity of installment selling.

According to figures which he has collected, 95 per cent of all automobiles, pianos and phonographs distributed in this country are sold on a time basis. Of radios, 80 per cent; vacuum cleaners, electric washers, stoves, ranges, refrigerators, kitchen cabinets, etc., 75 per cent. Studebaker and Packard report 91 per cent and 71 per cent respectively of their cars were sold during the past year on the partial payment plan, while another authority advises that 95 per cent of the world sales of the Singer sewing machine were conducted on the same basis, as was the same percentage of National cash registers. Manufacturers of the Hoover vacuum cleaner estimate that their sales volume would be cut in half should they discontinue their installment payment system which now accounts for 86 per cent of their sales. The Cribben & Sexton Company, manufacturers of Universal stoves, not only insists that their dealers use the partial payment plan, but requires that they advertise it locally.

Figures, according to Mr. Damm, go further and disprove the claim that installment buying is undermining the economic structure of the country and that it is causing American families to mortgage their futures. The National Automobile Chamber of Commerce reports losses of only 18/100 of 1 per cent on partial payment contracts, while 29 per cent of all payments are made in advance of the date of their maturity and only 35/100 of 1 per cent are thirty days past due with 19/100 of 1 per cent running sixty days past due. The Aetna Finance Corporation claims that it has not had a single partial payment case in court for the past three years. The American Radiator Company, which has been financing its own time payment paper, reports a reduction in prices this year as a result of greatly increased sales on products sold on time.

"Automobile dealers," continues Mr. Damm, "who do not make use of time payments are being forced out of business by those who are." Judging by these figures there can't be very many of them to force out—or of piano or phonograph dealers, either.

The Printing Press and Common Sense

THE officers of a certain industrial concern thirty-odd years old expressed themselves a few months since as not "believing" in advertising. "We have advertised off and on, but we never felt that it did us much good," said the president.

It developed, last month, when a new sales manager took charge, that this company had been run at such loose ends in a sales way all these years that it had not even such a thing as a mailing list of its customers and prospective customers. It had never attempted to say anything directly to all of its customers and prospects, and actually did not know who or where they were! It could not even make an intelligent selection of mediums for advertising broadly to its market, for

it had never even analyzed its business by industries.

Under a new sales regime, this company will presently really "discover" advertising, after more than thirty years of "trying" it. But the real discovery will be that advertising isn't advertising at all, but simply the application of the printing press and common sense to the problem of building a business!



The Vigilance Idea

THE latest bulletin sent out by the National Vigilance Committee of the A. A. C. of W. emphasizes the purpose underlying the vigilance movement.

The bulletin announces the Federal Trade Commission Order directing F. W. Dobe to cease and desist from making false claims in advertising his correspondence course in mechanical drawing. We quote a paragraph from the Vigilance Committee's bulletin.

The National Vigilance Committee has repeatedly warned Mr. Dobe and other authors of advertising copy for correspondence schools against falsely representing themselves to be engineering works, electrical plants, traffic organizations, employment agencies, or accounting services—anything and everything excepting the educational institutions which they are in fact. It has opposed the advertising exploitation of drawing sets, reference books, tools, or instruments, offered as "free" bait for courses which should be sold on such merits as they may have. It has checked up and proven the extravagance of claims of salaries and wages, promised or implied, in occupations wherein such pay is rare. It has urged that extravagant promises of remunerative jobs, which seldom materialize, *seriously threaten the future of education by correspondence.*

It is the last sentence in this paragraph which emphasizes the philosophy of the committee's activities. Its work is not carried on for the sake of punishing dishonest advertisers, but, as expressed in its declaration of purpose: "To create maximum public confidence in advertising by making all advertising trustworthy."

It is this positive angle of vigilance work that should commend it to every advertiser and enlist his hearty support, both moral and financial.



American Consumption Potentialities

THE enormous consumption potentialities of this great country strikingly brought out by figures published in a bulletin of the Periodical Publishers' Association. "The average person now eats 60 oranges and 17 lemons in a year," says this bulletin. "If this average person can be persuaded to eat one more lemon and one more orange each year, a new market will be created for 850 carloads of lemons and 1,500 carloads of oranges annually."

That advertising can bring this about is pretty definitely proved by the fact that largely as a result of the effective advertising done by the citrus fruit industry, the supply of California citrus fruit has increased 135 per cent during the past twenty years, while the American population consuming it has, according to the bulletin referred to, increased only about 36 per cent.

Consistent educational advertising carried on over a period of years may be depended upon to develop a consumption volume of amazing proportions.

Increasing the Unit of Sale to Make Selling Easier

By Ralph K. Wadsworth

PROBABLY the most discussed problem among manufacturers today is that of decreasing selling costs and securing more net profit from their present sales. The average manufacturer may be doing a satisfactory volume of business, but he is not making the profit he feels he should. He cannot afford to raise prices because competition is becoming keener every day. Labor, selling and advertising costs show no signs of immediate deflation. Evidently the solution must be in another direction.

Some business men are finding the answer in increasing their unit of sale. It costs little more, if any, to handle an order twice the size, and the selling expense does not increase in proportion. You not only make an additional net profit on the added amount sold, but you make a larger proportion of net profit than previously.

Among the larger mail order houses this principle has become well established and is carefully applied. In at least one case it was the salvation of a department.

Some years ago Sears Roebuck saw an opportunity to develop a large grocery business by mail and installed a grocery department. They had little difficulty in obtaining volume sales, but the matter of net profit became a serious problem. Season after season showed in the red and they were about ready to give up the grocery line.

Finally, as a last resort, a number of radical changes were made, the chief among them being an increase in their unit of sale. Instead of quoting cans of tomatoes, for example, at so much per can, they were advertised at six cans for a price.

Any Two of These Aprons

\$1.79

95¢ Each

Full 52-inch lengths
70-inch Sweeps
Standard Quality
Percale

36MB801 This apron...
36MB802 For all around service...
36MB803...
36MB804...
36MB805...
36MB806...
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36MB995...
36MB996...
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36MB999...
36MB1000...

In buying sets of two you can choose different sizes and styles

Please give Size and Color when ordering.

order house had disposed of large quantities of aprons by offering an assortment of styles at one price in their sale catalog.

While examining a number of orders coming from their sale flyer, in several instances I noted women ordering two and sometimes three aprons at a time. Evidently the price represented such a bargain that they were anticipating their future needs. Also the amount involved was so small they could easily afford to add another garment to their order.

If they were doing this of their own accord, why not offer a special inducement to them to order two or more at a time?

Accordingly, this was done in the next catalog. In setting the new price we took a number of factors into consideration. First, it cost no more for an order clerk to wrap up two aprons. Second, the advertising or selling cost remained the same. So we figured we could well afford to share some of the gross profit on the second apron as an added inducement to our customers.

The result was a complete success. Fifty per cent of the orders coming in were for two aprons, and there was no appreciable decrease in the number of orders as compared with the previous year when the sale was run on one apron alone. Increasing the unit of sale on this item actually made selling easier, for the cost of sale became approximately one-third less.

This principle of selling in larger units is widely applied today by the larger mail order houses. Looking in this season's Bellas Hess catalog or that of the National Cloak & Suit Company, you will note this idea

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

What Is Wrong With Retail Advertising?

By William Nelson Taft

EVERYWHERE—in New England, in the Middle West, in the eastern states and on the Pacific Coast—the story is practically the same. Retail advertising, as a whole, is not pulling as well, is not obtaining results comparable to those which it secured ten or even five years ago, in spite of the fact that newspapers are being more widely read than ever before and many of them are boasting of circulations beyond their wildest dreams of only a few years back.

Something is wrong with retail advertising and that "something" can be explained in two very brief phrases: First, retail advertising is not being read as thoroughly as it used to be; second, the same degree of confidence is not being placed in retail advertising as formerly was the case.

It is not to be expected that these broad, blunt statements will apply equally to every store of every type throughout the country, because there are, of course, some retail organizations whose advertising forms the exception to the rule in that it is being read, being believed and is achieving results. But, speaking

[Portions of an address delivered at the Second District Convention, Associated Advertising Clubs of the World.]

How big is Macy's? One Englishman knows

"Do you know," asked the visiting Englishman suddenly, "what a pedometer is?"

We didn't. He revealed that it's a mileage indicator. Carried in the owner's watch pocket, it tells him how far he has walked.

"To tell the honest truth," he continued, "I discount most Yankee tales of bigness—big buildings, big business, big trees, big fish. Hearing that Macy's is the biggest store in New York, I took my regular mental discount.

"And when I first saw Macy's, from Herald square, I thought: 'Right you were. It's not large, imposing or important.' But then I went in, and walked through its long aisles. We English are mighty walkers. I visited each floor and department once; I made no second visits. And now I'm going to see how far I did walk."

He hauled out his pedometer; and we waited for his reading of it.

"Seven and a half miles," he said—and had the grace to blush.

Copyright, 1924, by R. H. Macy & Co., Inc., 34th St. & Broadway

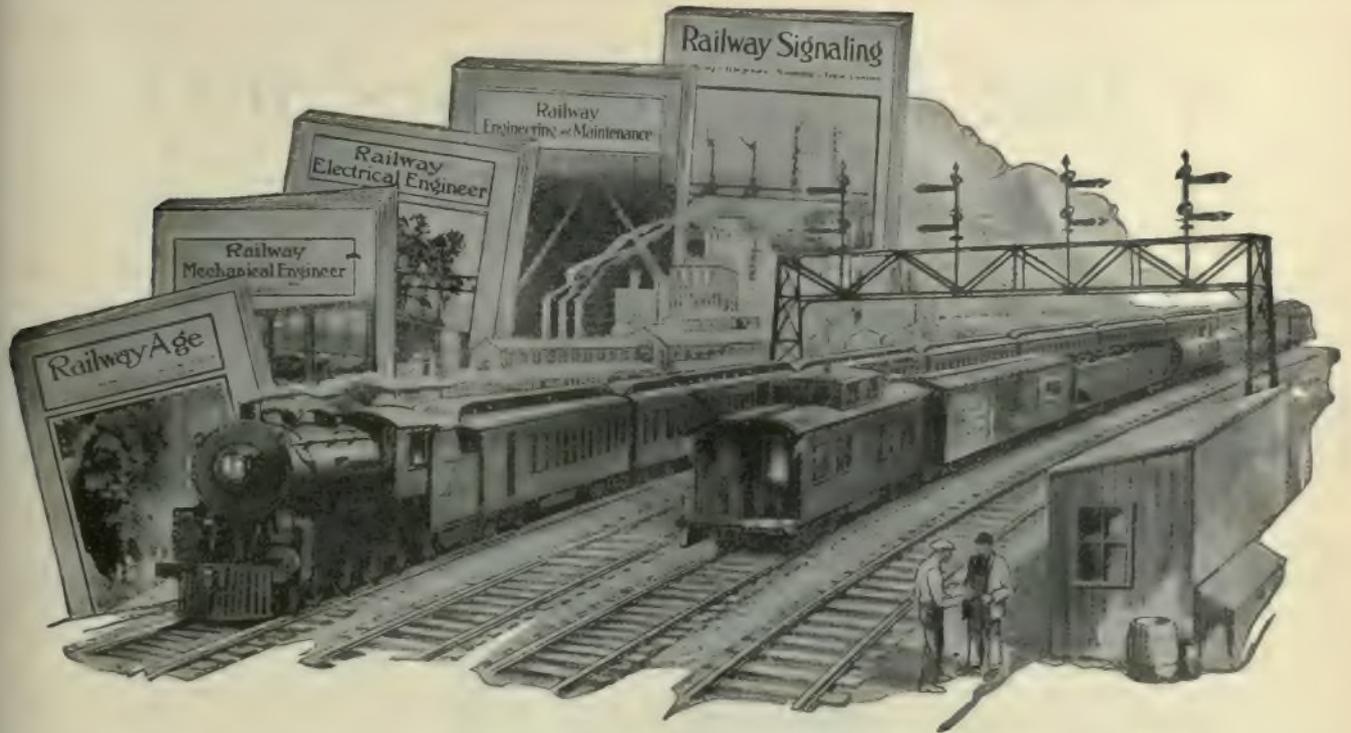
COPY that is different. No splashy circus-type mention of price, no meaningless phrases about style that have grown old and lusterless through constant use by stores of every class in a hundred cities of different sizes. This type of copy is designed rather to build permanent prestige and good-will than to attract attention to any specific merchandise. Its success has been marked.

generally, there is no questioning the fact that the great majority of retail copy is being glanced at and passed by and that, even if it is carefully read, the reader has reservations in her mind as to its truth. (I say "her" mind because statistics show that women either purchase or

are responsible for the purchase of 87 per cent of all the goods sold through retail stores—even a large proportion of the sales in stores which cater strictly to the male element being dictated by feminine whims and feminine preferences.)

Possibly the greatest reason why retail advertising is not being read is because it is too stereotyped in style. So far as any difference in appeal or copy-interest is concerned it might all have come from the same office—almost from the same copy writer. A line cut of some kind—a big, splashy circus-type mention of price, a meaningless phrase or two about style and possibly a reference to a sharp reduction from the previous figure—and there you have the average retail advertisement which is expected to bring in crowds of people desirous of purchasing an article which may or may not conform to the all too vague specifications in the copy.

Pick up any newspaper which carries even a fair amount of retail advertising and go through it with an eye of one who is looking for clothing, furniture, shoes, underwear or any other article of the thousand and three items which are needed by the average person at practically all times, and what do you find? An-



Intensive Coverage of Railway Industry Through Departmental Publications

You wouldn't expect a railway president or any other operating officer to read articles on intricate engineering problems. He wants to keep posted on such railway activities as affect efficient operation, and as an appropriating officer, he deems it necessary to be familiar with the economies of railway appliances. So he reads the editorial and advertising pages of *Railway Age*, which deal with the major problems of economics and railway operation without going into those details which are only of interest to his engineering officers.

His engineering officers, on the other hand, are vitally interested in

engineering details. But engineering activities are divided into four distinct branches of railway service—branches which, figuratively speaking, "Don't speak the same language." Consequently, the type of publication each engineering officer reads must discuss engineering problems from the viewpoint of his department.

So the Railway Service Unit, therefore, consists of the five departmental publications—*Railway Age*, which is a weekly journal for railway executives, and four monthly engineering publications, each effectively reaching a distinct branch of railway service.

Simmons-Boardman Publishing Co., 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn St.

Cleveland: 6007 Euclid Ave.

Mandeville, Louisiana

Washington: 17th and H Sts., N. W. San Francisco: 74 New Montgomery St.

London: 34 Victoria St., S. W. 1

The Railway Service Unit

Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer
A.B.C. *Railway Engineering and Maintenance, Railway Signaling*

A.B.P.

The "Impossibilities" for Advertising

By Arthur W. Sullivan

A SHORT time ago there was an epidemic of articles in the advertising press to the effect that advertising, as never before, must prove its worth, demonstrate its productiveness, justify its existence and so on. Quite a few titled citizens took their trusty Duofolds in hand to urge that advertising be held properly responsible for all of its sins.

The slogan of some critics seemed to be—"When sales go wrong, blame the advertising." They forgot that advertising can never make up for feeble and ignorant selling. They forgot that the advertising force for sales can go only so far; beyond that point the human sales force must carry on to the final consummation.

It is true that selling is a tougher job today than it ever was. And it is equally true that advertising has got to prove its worth and justify its existence as never before. But advertising cannot be expected to do both jobs.

This idea never grew by itself—that you can leave the sales job to the advertising; that advertising is the panacea for sales troubles. Someone started that idea. The men who sowed the wind and will reap whatever whirlwind there may be, were the agency men. They—and the media men—are the ones who, in the past, have promised the impossibilities for advertising. They are the ones to whom, until recently, "truth in advertising" stopped short of advertising solicitation.

Perhaps, after all, it is a salutary thing that the agencies have worked themselves into this awkward position. For, sooner or later, the agencies will realize it is not advertising in the abstract so much as the specific character of their own service, which is on trial.

How is an advertising agency to demonstrate that its service is productive and worthy of its hire? Is the preparation of advertisements (that is, the visual presentation of advertising) a sound basis on which to judge an agency's service to a client?



Arthur W. Sullivan
Vice President, Joseph Richards
Company, Inc.

Were there any production formula that satisfied every advertising requirement, we would have the answer at once. But common sense and cold experience tell us that there is no such formula—that one style of advertising presentation produces results for one kind of product and another style of presentation produces results for another; and they are not interchangeable.

THEN, too, keen competition is producing better and better advertising. That is only natural and as it should be. But the ultimate point of excellence has not yet been reached. Probably it never will be reached. If that is a reasonable assumption, then advertising presentation never can become the be-all and end-all of the advertising agency's responsibility.

There is another side—a risky side—to this picture. You convince your client that advertising presentation is the answer to his problem. You establish a style of copy for him. It is the best your shop can produce. Thereafter the only basis upon which you are judged is copy. And each new advertisement carries

the potential threat of a crisis because its appeal to the client is the primary index to your security.

Along comes another agency with what, in the client's opinion, is a more effective advertising presentation. If he changes agencies that is your fault because you have taught him that copy is the answer to his problem.

Let us go a step further. Shall we judge the value of an agency's service by coupon returns from advertisements?

In mail order advertising—yes.

But it is common knowledge that coupon returns from general advertising are never a true guide to the value of a medium and seldom to the sales-productiveness of copy. Coupons may be indicative and they are always interesting but, in general advertising, they are rarely conclusive.

A well known research man recently made an exhaustive study of coupon returns from general advertising as to media and effectiveness of copy. At the end of several months he threw up his hands and confessed that he was more fogged than ever on the whole subject.

No, you cannot bind advertising agency service to any such Procrustean bed.

Business is still in troubled waters. The past 5 years have been years of stress and strain in every sales organization. Conditions have changed over night from good to bad and from bad to worse and then back to good again. Few industries, indeed, have settled down to normal progress.

It is the ability to survive emergencies and exigencies of this kind that determines a successful or unsuccessful business. Aside from so-called general conditions, many a sudden shift may throw marketing plans out of gear. A new competitor enters the field and rips it wide open; or a safe old competitor comes to life in most alarming fashion; prices change; discounts change; you lose 3 or 4 good distributors over night, leaving valuable territories wide

[CONTINUED ON PAGE 43]

The l.d.c.i.A.

SELLING the New York City market, without mystery or megalomania ☞ ☞ involves a simple arithmetical equation:—Enough concentrated advertising applied to the six million population to create enough demand to move your product through the major portion of your total possible retail outlets ☞ Once a tremendous, expensive undertaking, but easier, simpler, and much less costly today with the l.d.c.i.A.! The *Largest Daily Circulation In America* is not just a publisher's slogan, but an economic fact ☞ ☞ a new money-saving merchandising mechanism of unrivaled power for the national advertiser in New York City ☞ ☞ CONSIDER News circulation per New York retailer: The Daily News* alone affords 77 copies for every one of New York City's 10,048 independent and chain grocery stores ☞ 261 copies for each of the 2,984 drug stores ☞ 364 copies for each of the 2,139 dry goods stores ☞ and 477 copies for each of the 1,741 hardware stores ☞ ☞ Each copy of the Daily News averages more than one reader, and usually a family ☞ ☞ These New York City retailers serve more people and families per store than retailers elsewhere ☞ ☞ To reach as many of their prospects as the Daily News covers requires the next four morning papers ☞ ☞ Remember, too, the small News page magnifies your message ☞ ☞ Get the facts!

Have You read TELL IT TO SWEENEY?
Write for the series on your business letterhead.

THE  NEWS
New York's Picture Newspaper;

25 Park Place, NEW YORK
Tribune Tower, Chicago

* City circulation daily for May, 778,868; total 902,903

Written by Our Readers

Should the Railroads Be Labelled "Unprogressive"?

SIMMONS-BOARDMAN PUBLISHING Co.,
New York, N. Y.

June 16, 1925.

TO THE EDITOR:

In the Feb. 25 issue of ADVERTISING AND SELLING FORTNIGHTLY you "panned" the railways in your E. O. W. item entitled "Progress." We are referring to it at such a late date because we have noticed the cumulative effect of one publication after another giving the impression that the railways are not progressive, and we feel confident that you stepped off on the wrong foot in your remarks.

The first part of your remarks, you will remember, purported to be a quotation from an article from the *Saturday Evening Post*. You erred, not seriously, it is true, in not noting that the quotation from the *Saturday Evening Post* was a quotation in itself; that the words were those of an inventor giving his opinion in an interview to the writer of the article. The inventor was very likely correct when he told his interviewer that "anybody who invents anything for railroad use is making trouble for himself." He was wrong, however, when he said: "I doubt if there is another great business in this country that can be compared with the railroads for disregard of new ideas." The seeming inconsistency is readily explained. It is not the unprogressiveness of the railways that makes most inventors' problems difficult. It is the magnitude of the railway industry—an industry whose expenditures in prosperous years for materials and supplies are in excess of three billion dollars. You must realize, therefore, that selling to the railways is not as simple as sitting on the doorstep waiting for the president to come out and give you an order.

But why is it apparently so difficult to sell to the railways? First, bear in mind that the railways manufacture, not commodities, but transportation. And the most important tools the railways use in manufacturing transportation are cars and locomotives. Other tools are, of course, essential and actually represent an enormous investment, such as roadway, structures and repair facilities. Who manufactures the commodities the railways buy? The answer is . . . the car and locomotive manufacturers, the makers of car and locomotive appliances, the manufacturers of track specialties, the manufacturers of building materials and the machine tool builders. These people know how to sell to the railways and the fact that they have done a prosperous business shows that the railways are not unprogressive, as would be indicated by

Mr. Inventor's indictment. The inventors in the railway field who have made a success—and I, personally, know many of them—have marketed their products through the railway supply companies and thereby sold to many railways instead of to one.

Improvements in the technical end of railroading are not obvious to the "man in the street" nor to the man in the Pullman car. You express the belief with reference to the "Limited" between Chicago and New York that "not in a generation has there been a single improvement worth mentioning." Apparently you forgot your previous reference to electric lighting—a mighty big improvement indeed over the inadequate and dangerous oil or gas lighting. You forgot that 30 years ago you could not have traveled between New York and Chicago in a steel car. You did not know that 30 years ago your train would not have run on one hundred and thirty pound rail, placed on creosoted ties, set in ballast, hammered into place with a pneumatic tie tamper. You probably rode this time, as you could not have done 30 years ago, behind a one hundred and eighty ton locomotive, made more powerful and efficient by a superheater, a brick arch, a feed water heater, a booster, an automatic fire door, a power reverse gear, a mechanical stoker, etc., through a continuing range of possibilities. Thirty years ago the road you traveled on was not directed by automatic block signals, its locomotive did not have an electric headlight—in fact, its cars were not even vestibuled. These are all the results of inventions and some the result of a series of inventions. It is especially true in railway devices that a feature which appears as a single improvement is oftentimes a combination of hundreds of inventions.

Since your remarks were based on your ride on a "Limited" train, evidently they were directed at the Pullman car.

Some of the improvements adopted by the Pullman Company in the last thirty years are: all steel cars; electric lighting; a vapor method of heating, replacing that of hot water and high pressure steam; a circulating drinking water system which overcomes the objection of having ice coming in contact with drinking water; solid wheels, replacing steel tired wheels; dental bowl; mirror in upper berth; divided berth curtains; safety ladder; floor light; improved draft gear; window sash ventilators; safety locking pin for locking truck to body; new truck and equalizer; safety razor blade receptacle; dressing shelf in men's washroom; icing water coolers from corridors; shoe servidor; four tread step; new

style seat ends; increase in length of berth from six feet to six feet two and three-quarter inches, and an increase of three and one-half inches in the height of the lower berth when the upper berth is lowered. These facts, I believe, will demonstrate that the "Pullman Car" has improved considerably during the past thirty years.

Very truly yours,

H. B. BOLANDER,
Promotion Manager.

Replying to a Hotel Manager's Criticisms

Boston, June 22, 1925.

TO THE EDITOR:

I have read with a good deal of interest the article on page 80 of your June 17 issue, entitled "Orange Juice and Canada Dry," in which a hotel manager, whose name is not given, expresses himself plainly upon the subject of conventions. I showed this to a friend prominent in the business world and his statement was, "Well, I believe he is just about right."

I have since given this matter considerable thought, and it occurred to me that this hotel manager and the friend to whom I showed this have both expressed what would be the natural reaction to the general subject of conventions if it were not looked into more deeply.

The convention brings to a city and to a hotel many people who have never visited that section of the country before. Many of them come back later as traveling men or on a pleasure trip. Where do they go? Generally to the hotel where they stayed before. A convention advertises a city. Why is it that the hotels of some of the big Middle Western cities such as Chicago, Detroit, St. Louis, Cleveland are large supporters of the convention bureau? They realize that conventions are one of the best advertisers for the city, and it is talk about a city that makes people want to visit it. Probably half of the people throughout the country who have seen Chicago and gone home to boost it have seen it through a convention.

All conventions are not alike. Some of them are gatherings of bootblacks and some of them are meetings of psychologists. They vary in character just as much as do hotels.

This answer is not written in criticism but in defense of some conventions. We will agree with the hotel manager that certain meetings fit the description he has given them, but when he says all conventions he is covering a lot of territory.

Cordially yours,

CHAS. W. COLLIER,
Field Sec., Direct Mail Adv. Assn.

“What the deuce!”

And Mr. Dudd of Dudd & Diggings Advertising Agency gnawed the end of his cigar irritably as he glanced at the calling cards of the various farm paper representatives waiting outside.

A rumor had gone about that Dudd & Diggings had a food account that they wished to push in the farm field. So there now lay before Mr. Dudd stacks of papers containing circulation figures, lineage figures, claims and counter-claims of such startling nature that his head went round and round. To say the least, it was somewhat bewildering.

“There’s no knowing what to choose,” he muttered; “They all look alike to me.”

He was interrupted by the office-boy, who cheerfully gave him an additional card.

“What!” he groaned, “Another one?”

But, on fingering the card over, Mr. Dudd adjusted his spectacles to read it a second time, and then a broad grin spread over his face . . .

“Peter, Peter,” he called excitedly to the office-boy, “Show him in at once. He’s the very fellow I’m looking for!”

. . . For this card bore a message that would have decided any perplexed food advertiser or agency man:

Copper's Farmer

—with its 800,000 subscribers concentrated in the Midwest—carried more food advertising for the first five months of 1925 than any other national farm paper.



What Are the Food Habits of Our Foreign Population?

By Joseph Ellner

AN investigator in the merchandising department of a large advertising agency that handles several food accounts recently dropped in on a domestic science expert whose duties as advisor to various social service institutions has taken her among immigrant classes in many large cities. Eagerly he erupted a shower of questions:

"Do Hungarians eat only goulash and do Italians eat anything else but spumoni? Are Danes so fond of sweets they will eat nothing but Danish pastry? Is it true that Jews have gefülte fish at every meal? Why do French people prefer frogs' legs to roast beef? Would it be possible to make the Russians substitute catsup for Russian dressing? Do Turks subsist only on shish-kebab?"

It was quite evident that our youthful investigator had gained his information about the food habits of foreigners from a close, if injudicious perusal of the menu cards of typical American restaurants—the principal source of information, it is to be feared, for most Americans. More serious students among us visit "the quaint little places" that one discovers in the Jewish, Italian, Armenian, Russian or Polish sections of our large cities, eating places that are hardly ever blessed by the sight of one of the nationals these eating places are

supposed to represent. Americans are charmed by the studiously foreign atmosphere and puzzled by the quaintly named dishes that reek with the aroma of lands far, far away.

With gusto our American seekers of atmosphere will order, at the quaint little Turkish "joint," a pilaf, some shishkebab and matzoon—and with proper pomp and mystery the dusky-skinned waiter who looks like a cousin of Omar Khayyam or a somewhat fore-shortened Sheik, will bring in a mess of Comet rice, some pieces of broiled lamb and a cup of buttermilk.

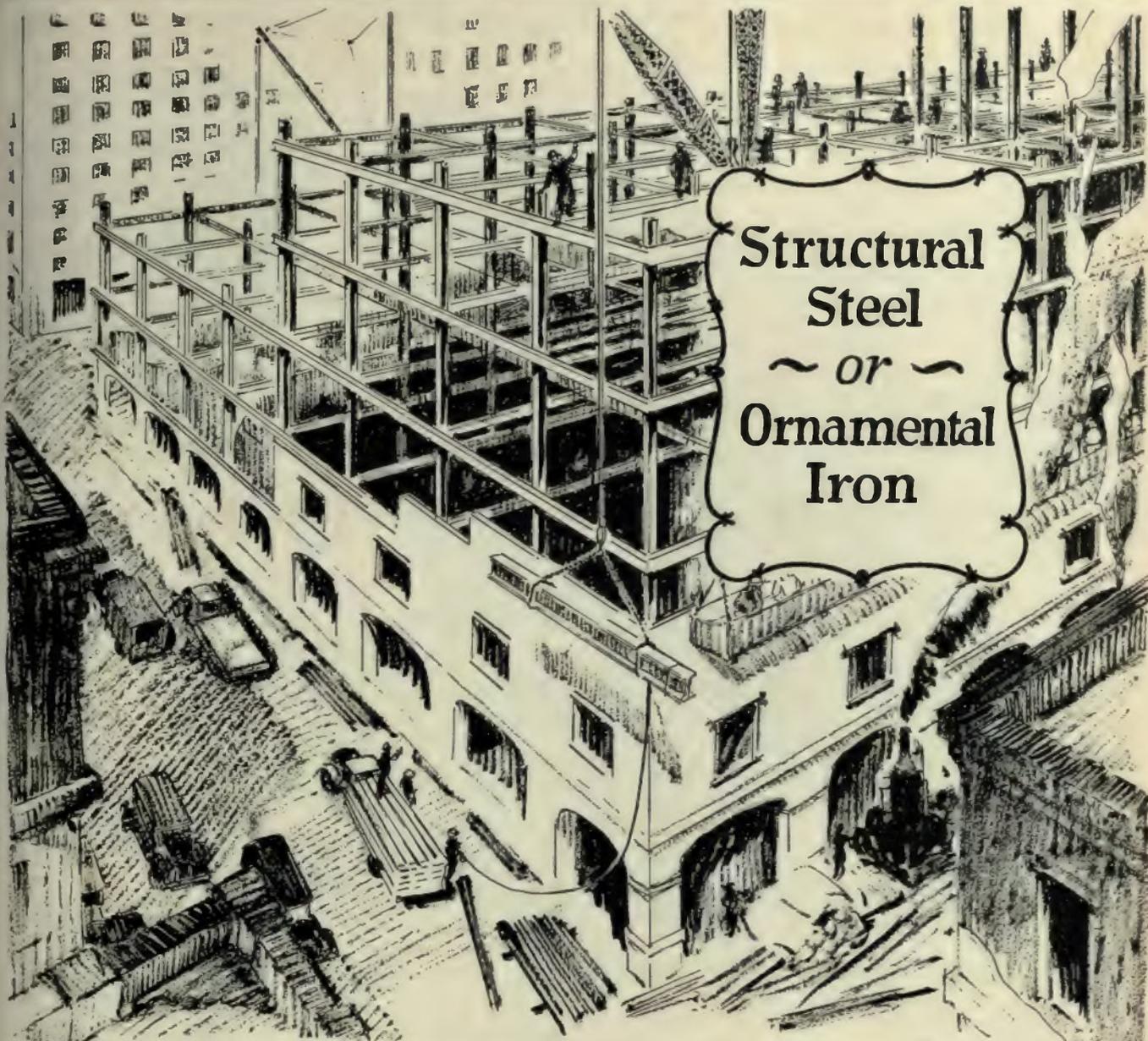
At the Italian eating place our atmosphere-seeking American will splutter and whistle his order of *Risotto alla Romana*, *Spaghetti con buoro* and *Gorgonzolla*—and on his table, by and by, will be placed a vegetable soup that farm hands in Vermont get six days a week, some Fould's spaghetti with melted butter and a slice of cheese made of the milk of she-goats that have dined sumptuously on the tin cans in the back-lots of Union Hill, N. J.

A recent check up of advertisements inserted by local grocers in various foreign language newspapers gives a more accurate, if less picturesque, view of the food habits of our immigrant peoples than may be gleaned from a score of visits to quaint little foreign tea shops and restaurants. The grocer in a

foreign language neighborhood is usually a countryman of his customers. He speaks their language, knows the way they live, what and how they spend, what they buy and what they eat. In his daily and twice weekly announcements in the local foreign language newspapers, he naturally features the goods that are in demand. A careful collation of 125 of these advertisements throws a light on the food and buying habits of these people that is of utmost importance to the American manufacturer and advertiser of food and grocery articles of any nature whatsoever.

The inquiry covered grocers in 25 large and small cities and towns, including Chicago, Detroit, Buffalo, Milwaukee, Minneapolis, St. Paul, Pittsburgh, Cleveland, Baltimore, Akron, Calumet, Fort Wayne, Omaha, San Antonio, Hancock, Mich., Cedar Rapids, Erie, Pa., Worcester, Lynn, Salem, Woonsocket, R. I., Putnam, Conn., and Trenton, N. J. The advertisements appeared in papers printed in ten different languages, including German, Polish, Italian, Bohemian, Hungarian, French, Swedish, Dutch, Finnish and Spanish. At least 8,000,000 possible consumers are comprehended.

The 125 advertisements featured 1237 articles of which 78 per cent were food items, 15 per cent were soaps, washing materials and



**Structural
Steel
~ or ~
Ornamental
Iron**

—Lest, in this art of advertising, we neglect the business of building.—

ARE you sure of the inner strength of all your advertising? Do you *build* in the safety before you *build on* the decoration and the dazzle?

Lately, those business-minded advertising agencies that plan their daily duties in terms of future fortunes are putting up sure frameworks of business-paper promotion. In our field, they are talking business to the world's biggest "dealer," biggest buyer, biggest advertiser, biggest seller. They are winning the confidence of the merchandising leaders in every community—the stores that pre-select the public's purchases and

focus all their supreme sales-power at the point of final sale.

They are using the Economist Group in a large and increasing way for two clear reasons—[1] because of its unique contacts with all the half-million-and-over department stores and with others down the line in proportion to importance, *contacts not even approached by any other publication or by any other institution of any kind*; [2] because they have learned by experience the good sense of building the framework first—and of keeping it in good repair!



The ECONOMIST GROUP

239 West 39th St., N. Y.

DRY GOODS ECONOMIST—National, Weekly
New York—Boston—Philadelphia—Greenville, S. C.—Cleveland—Chicago—St. Louis—San Francisco—London—Brussels—Paris

MERCHANT-ECONOMIST—Zoned, Fortnightly

[[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.]]

cleansers, 7 per cent were vegetables, matches, brooms, etc. Of all articles advertised, 52 per cent were given by brand name, 25 per cent did not mention brand but were package goods and 23 per cent were bulk merchandise.

In classifying the different items advertised by brand name, we begin to get our first installment of surprises. We find, for example, that practically all the advertisements feature flour. No less than 18 brands are mentioned by name while in most instances a merely descriptive term is used without naming the brand. More astonishing still is the

unit of sale. The 24½ lbs. bag is the smallest unit featured and the 98 lbs. bag is the largest. By far the greater number of instances merely quote the 49 lbs. and 98 lbs. bags. Four brands of baking powder are found listed in the announcements, and while yeast is never mentioned it is known to be carried by every grocer in a foreign language neighborhood.

In the face of the universally accepted dictum that home baking is rapidly declining in America, this is of no little significance. The foreign housewife is in many respects old-fashioned; she brings with her to

America the old-world ideals of the proper housewife. But it is not her conservatism so much as her slavish devotion to her family that accounts for her persistency in home baking. She will stand for hours at a hot oven baking bread, rolls and cakes, and if she receives the meed of smacking lips, that is reward enough. Many of our foreign nationals also have special national breads and cakes which are not to be had at any baker's shop.

Spaghetti, macaroni and noodles may be termed American products only by courtesy, yet American manu-

[CONTINUED ON PAGE 49]

Charging the Dealer for Advertising

Summary of Report from Advertising Managers

Compiled by H. C. Bursley

Advertising Manager, Murphy Varnish Company

Beaver Products Co., Inc.

Sell letter-heads; fairly successful.

Cheney Silks

Fixtures supplied at cost, such as tie-racks, etc.; says 95 per cent of dealer helps are worthless because of too few original ideas.

Fisk Tire Company

Charge for stationery and lead pencils; sell direct-mail campaigns but never sell display matter. Say a live dealer will use display material whether he pays or not, and a poor dealer won't.

General Fireproofing Co.

Tried charging for dealer helps in 1921 but failed as it antagonized dealers.

Goodrich Rubber Co.

Charge and are very successful. Go shares on local advertising; sell service suits to Service Station men; sell tire racks and all unusual types of adv. This leaves money for local advertising and stops waste.

Kelly-Springfield Tire Company

Charge for letter-heads. Their dealers change their line too often to make charging profitable.

National Lamp Works

Very successful. Received \$150,000 this year for adv. matter sold. Charge \$5 per year for all window display service.

Onyx Hosiery

Charge dealers about 40 per cent for adv. helps; are very successful. Say matter needs great tact and care.

Penn. Rubber Co. of America, Inc.

Charge one-half cost on electric signs; sell letter-heads; sell tire stands at cost; sell imprinted matter for one-half cost. Find less waste. Very successful.

Service Motors, Inc.

Charge for letter-heads; charge one-half cost on direct mail campaigns.

Sonora Phonograph Co.

Sell electric signs; not very successful in this particular line.

John B. Stetson Co.

Don't charge for anything but supply nothing except on a definite request.

Stromberg-Carlson Telephone Mfg. Co.

In radio department, don't charge and use few helps as yet.

Western Electric Co.

Charge for direct-mail campaigns and special souvenirs. Charge their distributors and branches to prevent waste. Say one can do little alone.

Westinghouse Lamp Co.

Charge for imprinted matter and electric signs at cost or less.

Stephen F. Whitman & Sons

Charge for signs, imprinted, and for statuette of messenger boy, but supply displays free.

Willard Storage Battery Company

Sell all dealer helps. Received about \$100,000 this year. Sell for less than cost but find it cuts down waste. Eight million direct-mail cards sold in year. Signs, etc., at cost. They get cash in advance and find it works.

Ralson Purina Co.

Has excellent tie-up with local dealer. Convince him their advertising brings results and then sell him. Are getting more and more on a charging basis:

Dealer pays:

- 1—½ the cost of painting his truck (checkerboard design).
- 2—anything over \$50.00 on painting a sign for him.
- 3—½ the cost of a ten insertion newspaper campaign.
- 4—all billboard space used (posters are supplied by company).
- 5—2c. each for a series of 5 multigraphed poultry letters.
- 6—metal road signs, baby chicks used for window displays, balloons, checkerboard lead pencils, etc., at cost.

The Company has:

- 1—a yearly convention where they sell this advertising to dealer and give him general ideas gained through their knowledge of big business.
- 2—training for their dealers, which is really applied psychology of selling and of being of service to the community.
- 3—Courses in proper feeding of animals for clerks in feed stores. (These are free, but more than pay for themselves in added sales)



Who is the CREATOR OF CITIES?
The Realtor

CITIES do not just happen. They are the result of man's common knowledge and common sense in directing their activities. The first cities of history developed in the most favorable locations, the strongest soil, the best water supply, the most fertile land, the most abundant and most accessible resources, the most favorable geographical location, the most abundant and most accessible resources, the most favorable geographical location, the most abundant and most accessible resources.



Advertising Well Directed



YES—the Realtor is the creator of cities, but who created the Realtor? “Realtor” is a coined name. It was coined to identify only the members of the National Association of Real Estate Boards.

But like all coined names, “Realtor” depended—and depends—for its success and popularity largely upon advertising. For the word is more effective when sufficiently advertised—when a great majority of the people become familiar with its meaning.

The task of making “Realtor” a familiar word—a word with a special significance—to all Detroiters was entrusted to the Campbell-Ewald Company—

with the result that each day a larger share of the immense realty business of America’s fourth city is being handled by—Realtors!

The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

H. T. Ewald, Pres. E. St. Elmo Lewis, Vice-Pres. Guy C. Brown, Vice-Pres. and Sec'y J. Fred Woodruff, Treas. and Gen. Mgr.

Advertising Well Directed

General Offices: DETROIT, MICHIGAN

New York

Chicago

Toronto

Los Angeles

San Francisco

THE 8-pt PAGE

by
Odds Bodkins



Constance Miller writes me from London that the London & North Eastern Railway has introduced an innovation in publicity—a mannequin parade in a Pullman car . . . the "Harrogate Pullman." The parade took place between London and Leeds, after luncheon. The train's passengers were all handed invitations.

There were eight mannequins, and they displayed twenty-four models—gowns from Maison Arthur, of Dover Street, and hats from The Maison Lewis, Regent Street. Motion pictures were taken of this most novel fashion parade to be shown by Eve's Films and Everybody's, and in the States by Pathé.

A fashion show in a Pullman car traveling at sixty miles an hour—as I well know those English trains do! And yet they try to make us think the English are slow!

—8-pt—

Two or three times a year I make a point of going over to First and Second Avenues, on the East Side of New York, and down to Mulberry Street, where shopping is done literally "à la cart" (sic). Just to remind myself that all purchasing is not done at spic-and-span stores with big plate glass windows, but that much of it is still done, in some of our large cities at least, almost as primitively as it was in the days of Tyre and Sidon.

Often I have attempted to conjecture as to the amount of merchandise and produce that is sold thus primitively in this modern age. Now my curiosity is satisfied, for the Bureau of Agricultural Economics of the Department of Agriculture has made a survey and developed the fact that nearly a million and a half people, in New York City alone, purchase all or part of their fruits, vegetables, nuts, cheese, dried fruits, etc., from pushcarts, and that eleven per cent of the fresh products consumed in the city are sold by the 7860 pushcart peddlers who ply their trade in this great city.

This does not take into account the enormous volume of other kinds of goods, from hair pins to harmonicas, that is sold from these two-wheeled merchandise-marts. Nor the enormous aggregate of business done in all products and commodities in what A. W. Erickson so picturesquely characterizes as the "jingle-gingles" of the East Side, the little shops where a bell jingles when the door is opened, to warn the proprietor in the dim recesses of

his living quarters behind the shop of the presence of a patron out front.

I think we should all be amazed if we could know what proportion of the merchandise purchased in our large cities is bought by what we are prone to think of as "the smelly poor."

—8-pt—

H. M. Bourne, advertising manager of H. J. Heinz Company, writes to express his appreciation of the reference to a remark of his published on this page recently; and to his letter attaches a celluloid button bearing "The copyman's prayer," which has the merit of being consistent with its sentiment:

"O Lord make me short on words and long on ideas."

—8-pt—

It strikes me that *Life* is doing a rather fine job at explaining advertising to its subscribers in what might be termed a serio-comic technique.

LIFE DUNNITS THIS SERIES IN BEHALF OF BETTER MERCHANDISE

I'M FROM MISSOURI—
WHATCHA GOT IN CONNECTICUT?

MY job, family and mortgage keep me tied close to Cavertown, Mo. But I like nice things. Whatcha got in Connecticut? Anything over there I ought to know about?

I am loyal to Missouri, but when it comes to buying the best for the least money, I am loyal to the United States. Whatcha got in Connecticut, for example?

As a money-walker I may be a small-town guy, but as a buyer I am a NATIONAL FIGURE.

National advertising in magazines and newspapers has made me that I know about the best things made in every town in America. I can compare the names and results of New Hampshire with those of New Mexico and Nevada. I can choose the choicest products from every corner of this whole blooming country, even if I do live in Connecticut, kid.

As the purchasing agent of my family, I am SOME PUMPKINS. Thanks to advertising. Haughtily yours.

Andy Consumer

THE NATIONAL ADVERTISER GETS HIS ADVERTISING ADVERTISING ADVERTISING ADVERTISING ADVERTISING

With their Don Herold illustrations and their home-brew English, these advertisements are in keeping with the paper's editorial tone; and I suspect that many a reader will acquire from their perusal a clearer understanding of what advertising is all about.

Of course, humor is always dangerous in advertising. But is it?

—8-pt—

I learn this week of another advertising agency that has abolished its copy department. Hereafter the account executives or contact men will

be responsible for the copy for their accounts. It will be their privilege to call on anyone in the agency to help them with copy, from the president on down; but theirs will be the ultimate responsibility for the success of the copy: there will be no one to whom they can pass the w. k. buck.

Unless I miss my guess that agency will turn out more effective advertising in the future than it has ever produced in the past; and better yet, it will develop a group of well-rounded executives who will know how to take hold of a business and interpret it to the public in a way that will produce results.

—8-pt—

This brings to mind a remark made to me recently by the advertising manager of one of the large women's magazines. We were talking about polish and personality in selling and he said, "Well, I don't care a damn for polish. What concerns me is what's in the man's heart about our publication. If he has the right message in his heart, he can stammer or talk ungrammatically, or tell his story backwards, but somehow it will get across and he will get the order."

—8-pt—

"Here is an advertising gem," writes Earnest Elmo Calkins, and sends me this form letter from a New York tailor:

Dear Mr. Calkins:

As a gentleman to the manner born, may I ask you to place this piece of Beautiful Yorkshire worsted, upon the cuff of your right coat sleeve?

Artisan draping of the highest order is necessary in making up exclusive materials like these.

Standing at the head of our profession, may I assure you of that personal attention, in cutting and fitting, which a man of your type expects?

Cordially,
FRANK SCANDIFFIO.

I concur with "E. E.," as he is known around the C & H offices. The letter has the attributes of a gem: quality, color, sparkle and character. And it has something else, too, which I should term the complacency of aristocracy, a quality which is as difficult to achieve in copy as in clothes, and as distinctive.



BROADCASTING

A Radio Market at the *Buying Age*

A recent investigation
among our subscribers
shows that

73.04% or 470,694 are married.

76.21% or 488,714 are inter-
ested in radio.

25.02% or 160,447 own radio
receiving sets.

51% or 249,245 expect to buy
a radio receiving set in the
next year.

A copy of our Radio
Analysis, tabulating these
facts by states and sections
of the country will be sent
to advertisers and agencies
interested in this market.

The AMERICAN LEGION *Weekly*

331 Madison Avenue
New York, N. Y.

New England Representative
CARROLL J. SWAN

22 West Monroe Street
Chicago, Ill.

Pacific Coast Representatives
BLANCHARD-NICHOLS-COLEMAN

Selling Furnaces by Ringing Doorbells

[CONTINUED FROM PAGE 16]

increase our volume of sales, and the business has doubled every second year.

TECHNICAL details of handling this sales force—questions of distracting, training, setting quotas, salary arrangements, and so on—we feel to be distinctly less important than the mental attitude of the salesman; we are mainly concerned with what goes on in his head, what he thinks and believes and lives by, what scares or stops him. Nevertheless, these technical details have a direct influence on his mental attitude, and for that reason if no other are important.

We organize our force in districts and branches, and our policy in this respect includes two fundamental ideas: (1) To enable every man to have the feeling that he is in business for himself, and to make the gains and suffer the losses of proprietorship; and yet (2) To enable every man to profit by frequent and intimate exchanges of information and methods with others whose problems are similar to his. A district manager has supervision over a territory containing numerous branches. Warehouses are centrally located in each district to assist in making speedy deliveries, but these warehouse stocks are supervised closely with a view to keeping the investment small, and we are able to secure a turnover on them of approximately fifteen times a year.

Branches vary in size. One may be very small, supporting only one salesman who installs the furnaces he sells; another may support several salesmen under a branch manager, with one or more men devoting all their time to installation. The number of men covering a territory is in proportion to its sales possibilities rather than to the volume of business already developed there. We put in enough men to make our presence in the community felt. Quotas are worked out in minute detail for individuals, for branches, for districts, and for the company as a whole. We do not believe in hampering ourselves or our men through any vagueness or lack of thoroughness as to what we hope to do and believe we can do: statistics, if they are used, are a great aid to good selling.

No man is allowed to start selling for us until he undergoes a sufficient preliminary training as an installer. We regard this intimate contact with the thing sold, the actual handling of materials and the first-hand knowledge gained of heating problems, absolutely indispensable.

As to pay, we are thoroughly con-

vinced of the wisdom of the ancient principle of rewarding a man strictly in the degree that he produces. Our men are allowed a regular drawing account about large enough to cover their living expenses. But their *pay* depends on the amount of business they do. If a man helps himself to more on his drawing account than his sales entitle him to, it is an inflexible rule that he must make up the deficit later, before he is entitled to share in any bonus he may earn by better work in subsequent periods. This is the principle of business itself; losses must be recouped before dividends are declared. We feel that a man is bound to be a better salesman when he is governed by the rule of proprietorship and is made to stand squarely on his own feet.

One early idea we had to discard was the belief we could get salesmen ready-made. We discovered that those salesmen who came to us from other furnace manufacturers usually "knew" altogether too many things which we believed were not so. It was difficult to get them to change. Therefore we began taking men by preference who knew nothing whatever about selling furnaces, drilling them in our methods from the start. We have a rapidly-growing force, therefore we get them from a variety of sources: they come from selling other lines, from jobs as bookkeepers and clerks, from the ministry, from the factory, and from other unlikely places. Fitch, the salesman who sold the chief of police in G——, came to us from the farm. What these recruits chiefly need to acquire to succeed in selling furnaces is a correct mental attitude toward the job, practical knowledge of house-heating and furnace-installing, enthusiasm for our product, a desire to make good—and they must come with a healthy lack of preconceived ideas as to what they must not or cannot do.

WE realize that preconceived ideas about salesmen are as bad as preconceived ideas in them. For example, we now know for a fact that every man will not do equally well in every territory, except at the cost of excessive and needlessly difficult effort. There are small-town men and big-town men. Some men like to have assistants, others will not work as well if they have them. Some are ninety-furnace men, and will sell about that many every year, regardless of whether they are in a territory of large or small possibilities; others crowd the possibilities of a small territory and do

proportionately well in a larger territory. All such facts we have to bear in mind in order to place square pegs in square holes and to produce the most possible with every man and territory.

Our general plan of development and growth is to spread from the inside outward, building gradually and thoroughly as we go. Our first sales branches were in and near Holland, Mich., our headquarters, and as we occupied these satisfactorily we went further afield. We are not yet doing a national business, but feel our sales are probably larger than they would be if we had spread thin over a wider area.

Several times during this growth we have had to face the bugaboo of "hard times," yet we have increased our sales even in such years in spite of general predictions that it could not be done. This has resulted from changing our methods to meet changed conditions.

FOR example, take the situation in 1920 and 1921. We manufacture three types of furnace, one of which is inexpensive and made to meet competition on a price basis when we have to. Under ordinary circumstances we believe in the tried merchandising principle of showing our best things first. But when the bottom dropped out of the post-war boom, dollars looked double-size to buyers. We conducted an investigation and an experiment in Chicago, and found that by talking to people about our lowest-priced furnace first, not only were we able to sell furnaces where we had been unable to sell them before, but also we sold about as large a proportion of the *higher-priced* furnaces as ever.

This was due simply to the fact that we gained favorable attention by our changed approach: we showed people *how little* they needed to spend to buy a furnace; and when the opening was created, and people were convinced of their need, they bought what they really wanted and in the majority of cases that was the better furnace. This change of approach was applied generally in our selling; coupled with energetic methods, it enabled us to hold our rate of gain in a dull year.

Another of our practices which is perhaps contrary to generally accepted ideas has to do with credit. In our business we do the whole job ourselves, a rather unusual combination: we are manufacturers, retail merchants (and installers), and we also do our own financing. At the beginning of this year we held several million dollars' worth of our customers' paper. This

"What's all the shootin' for?"
 This advertisement appeared in
 Printers' Ink ten 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

Faulty Packaging



Is it a ceaseless drag against the best efforts of your men?

At a time when competition is unrelenting—when rivals are continuously battling for the trade of your established customers, utilizing every known inducement of service and cooperation—now are you justified in taking every precaution to insure your repeat orders?

You know your goods are right when they leave your plant, you know the care that has made them so—but do you know whether they reach the buyer in a condition that will inspire and enthusiastic response? Is their shipping box sufficiently modern, sufficiently convenient to the customer to insure your good will?

40 factory-trained, laboratory-schooled package-designing engineers are studying 22 cases, answering just such questions for insured shippers. More than 4,000 firms each year send them lists of his low service. Sales-managers find that service particularly helpful. Shall we instruct an H. D. Engineer to call on you?

THE HINDS & DAUCH PAPER COMPANY
100 West Street
Cleveland, Ohio
Phone: Adams 7-1000; New York 10-1100; Chicago 1-1000

FREE SERVICE
IN THE DESIGN OF THE MOST IMPROVED SHIPPING BOXES OF CORRUGATED FIBRE

Clip Coupon and mail to us for a free copy of our new shipping box design book. We will send you a copy of our new shipping box design book. We will send you a copy of our new shipping box design book.

Name _____
Address _____
City _____ State _____

Prepared by The Powers-House Co.

AN agency is known by the clients it keeps—that is the measure of its performance. Our list of clients and the length of each connection is always available in printed form for your inspection.

—The—

Powers & House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

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

makes a sizable business in itself. There are a number of advantages in handling our own paper instead of discounting it, one of the chief of them, from a sales point of view, being the assurance we can give to customers that they will not be hounded for payments by some third party who has no interest in the product sold to them. Our losses on customers' paper are infinitesimal: approximately three-tenths of one per cent.

Now, we always allow customers plenty of time to pay; but we allow *less* time when general business is booming. When buying is slow, on the other hand, when people are tight with what cash they have, we lengthen our terms. This might look like slipshod business; actually, we find that payments on notes made at such times are as prompt as on those made during periods of better business.

OUR advertising has taken its form from our plan of distribution. We do not advertise nationally because we do not yet distribute nationally, but we take newspaper space, usually full pages at intervals of about a month, in leading local papers covering the territories in which we sell; and we gain double effect from most of the advertisements by reprinting them by the million, and using them to circularize prospective customers.

Our effort in every phase of our selling is to base our activities on facts, instead of on rumors and guesses; our attitude is always *can* in preference to *can't*; we choose the fine-tooth comb rather than a hair brush. We try, both executives and salesmen, not to allow hasty conclusions to harden into unwise habits; we aim to meet every situation and set of conditions on merit, and to adapt our methods, or revolutionize them if necessary; and the time we agree on as best for giving up, if we happen to be discouraged, is "not just yet." We tackle the job of selling furnaces as a splendid adventure.

Before closing, I want to illustrate all this with one more of the stories which the salesman Fitch told us the other evening at the banquet. In his rounds, he said, he came to a certain house where an automobile salesman was turning away in disgust.

"I was asked to come here," the salesman said, "but I don't dare ring the bell. Look at that sign."

Fitch looked. It was a warning against ringing the bell, and was addressed to demonstrators, salesmen, subscription agents, peddlers, solicitors, canvassers, there may have been others, for it was a formidable list. But Fitch rang the bell.

"Madam," he said, when the housewife came, "I have looked over your list of folks who mustn't ring this bell, and I don't appear to be included among them. I am an engineer—a house-heating engineer."

Fitch, in case you have not guessed it, is Irish. He grinned. The lady grinned. And before he was through, he sold a furnace in that house!

The "Impossibilities" for Advertising

[CONTINUED FROM PAGE 30]

wide open. And so on. Yet, in the midst of these upheavals, these throes of survival by his client, many an advertising agency man looks on with only a simulated or at best an academic interest. What he is genuinely concerned with is the next closing date or the O.K. on next Fall's copy.

The agency man, if he knows his business and if he has a conscience, will be down in the client's office with his coat off wrestling as the Sales Manager wrestles. He will help formulate the next step in sales policy. He will bring to bear all of his accumulated knowledge of sales expedients. He will become, in effect, Assistant Sales Manager. He knows that with the sales crisis past the advertising will take care of itself.

The agency has not fully served its client until it has become practically an integral part of his sales organization; it has not discharged its full responsibility until the product has actually moved from the dealers' shelves into the hands of the consumer.

THERE are some agencies whose discussions with their clients deal with sales as often as they do with advertising. Being part of the sales department, they receive current manufacturing schedules and sales sheets from their clients. Then they analyze these statements as if the product and its problems were their own. These agencies expect to be and are drawn into all policy matters, such as jobber and distributor relationships, shifts in the sales organization, sales quotas, sales territories, sales contests, compensation for salesmen and a host of other matters.

Such agencies take an active part in the education of jobbers, distributors and retailers. They deal not alone with the advertising which is, after such cooperation, truly a force for sales back of the product, but with the soundest methods of marketing the product through the human sales force as well. Then they carry the message to the client's sales organization.

Such service on the part of the agency is hard work and tedious work and costly work. But the results of it come back in loyal customers and in growing appropriations.

Under these conditions the erstwhile bumpy road of client relationship becomes a boulevard. Because you are as deeply informed of his difficulties as your client and because you aid in their solution you are no longer an outsider whose sole purpose in life appears to be spend money.

With such a relationship as this the great and mysterious problem of Coordinating Advertising with Sales becomes only a normal part of your day's work.

Needlecraft Magazine persists in the belief that high-pressure selling methods will not produce circulation of real character and maximum advertising value.

The thing we pay for, either in hard-earned cash or by personal sacrifice, is the thing we esteem highest. Even a Rolls-Royce would lose much of its value if, say, a bungalow at the shore, a cabin in the mountains, or a steel-shafted brassie were "thrown in" with each purchase.

Having built a circulation in excess of 1,000,000 without taking any of the short-cuts to volume—such as rate-cutting, clubbing, premiums, pay-on-delivery, short-term, rebating in any form, or offering extraneous inducements of any kind—

and, moreover, having firmly established itself as the outstanding producer in its field, Needlecraft will "stand pat" on its time-tried policies.

Robert B. Johnston
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston



Member A. B. C.

The Modern Methods of Market Research

White has made MARKET ANALYSIS a real "How" book. It is practical from preface to index—filled to the covers with specific advice and workable ideas. The book has "use" written all over it.

Seventy-nine charts, diagrams, sample letters and questionnaires are given to show you how market research work has been done by others, and to give you a plan of campaign for a survey of your own.

Just Out

NEW SECOND EDITION

MARKET ANALYSIS

By Percival White
Research Engineer

438 pages, 5½ x 8; 79 charts and diagrams, \$4.00 net, postpaid

This book will prove a helpful guide for all who are interested in the scientific analysis and organization of markets. It gets right into the very heart of the subject. It enables the executive to turn the spotlight upon his marketing problems—it tells him how and where to get the facts he needs—how to analyze them—how to use them profitably.

All of the material has been brought up-to-date, in line completely with modern methods and requirements.

Four new chapters of special interest are:

Organizations for Market Research
Agency Market Research
Industrial and Community Surveys
Newspaper Surveys

A big book, and a valuable one, on one of the biggest problems in business today—the determination of markets.

See
it free.
Mail this
coupon.

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Ave., New York

Send me for 10 days' free examination:
White's MARKET ANALYSIS, \$4.00.
I agree to remit for the book or to return it, postpaid, within ten days' of receipt.

Name

Address

Position

Company

A. F. 7-1-25

—and Now Concerning Copy

ELIZABETH ARDEN (if there is one) puts a whole column of W. L. George into her page advertisement in *Vogue*, and the column has nothing to say about pore cream or bath salts, or illusion powder, or muscle oil, or orange skin food. But it is good reading, and that makes the advertisement better.

slopes of April! Hair the color of spun gold. Heart of him, soul of him, with all his bubbling laughter—his Daddy's!"

—And some captious people still think that advertising is sometimes a little brash.

THE STANDARD OIL CO. (N. Y.) has just issued to automobile registrants a pretentious 64-page booklet called *Historic Towns in Soconyland*, which in point of arrangement and text is a thorough conception. The printing house which "designed and printed" it had some sixty color drawings to use, many of them containing the qualities of Brissand and Pyle and Preston; some rather Booth-ish; and all interesting. But some limitation forced the printers to record the pictures and maps in harsh new colors—and there went the easiest "historical" flavoring of an otherwise conscientious and undoubtedly expensive job. Somewhere a copy-writer is crying in the night, but nobody cares.

"THE IMPRESSION of individuality—supreme charm of beauty—is accented with the distinctive shades of ABC Face Powder. There is a lovely true tone for each type—and in the ABC fragrances with which the powders are scented the effect of personality is emphasized with deeper significance."

That seems almost to mean something connected with individuality. But it is not as individual as the sales-technique of a great perfumer, who as a struggling nonentity fell downstairs in a Paris store which had refused to buy his first and only sample kilo. The bottle breaks as he falls; cries and confusion; crowd gathers; "I am ruined!"; "Who is the poor chap and what is the irresistible odor?"; "his only bottle," etc., etc., to an order, and happy ending.

For Monsieur ABC, the advertiser above, is M. Coty, the downstairs-tumbler.

THERE ISN'T ROOM to quote all of it, but here is part of a derby hat-full of mush written to a headmaster of a great boys' school, by "an organization composed of college men" who want him to let them do his advertising, though he has never advertised and has a waiting list fourteen years long: "Dear Sir:

"Once there was the Daddy of a boy—four summers old—the age when all his thoughts were dreams, when for him the sun laughed and marched, and the grasses whispered in the rain. Eyes as blue as forget-me-nots on the south

"WHAT'S THE MATTER with the men who almost succeed?" What's an advertisement, at which you and I, as we pity the poor Gruger drones in the picture cry out "They didn't take the Alexander Hamilton course!" But it was an advertisement for Instant Postum or Postum Cereal (check which you prefer).

"THE SO-AND-SO STAFF," burgeons a printer who is publishing educational advertising talk in a newspaper, "believes that Art and Literature are two giant forces in the world; that the good copy writer draws upon literary skill to frame his selling message—and by the same token the good advertising artist does the same with pictorial art. Very few artists in advertising use their talent to put selling force in the pictures. As a result, we commonly see a beautiful picture dragged into advertising that has but little or only a strained relation to the goods advertised."

That very few artists use their talent to put selling force into the picture is of course just simple nonsense. There never was a picture painted that didn't try to "sell" an idea. There was never a painter or draughtsman whose ability wasn't measured in the last analysis by the number of people to whom he sold the ideas he drew, and the length of time those ideas stayed sold. When a picture made for advertising "has but little or only a strained relation to the goods" (there is some giant Literature) it is more often than not the fault of an adman who tried muddily to squirt up a picture with what he called "selling power." The failure of unsuccessful advertising pictures is almost always due to the "strained relation to the goods" which the adman put in, to make a bit of obvious commercialism out of a strong simple idea-picture.

ONE GATHERS from the advertisements of Pepperell Sheets, Martex Towels, and Utica Sheets, in the current journals, that there are to be found young ladies whose object is matrimony. And if you want to see three ways of handling the same market-thought, compare them.



Mrs. Covington

... nobody knows but her check book and her

When Mrs. Covington reads of a neighbor's sudden social ambitions, she smiles. Weren't her ancestors charter members of Kentucky's most exclusive clubs? When she sees a gaudily nickeled car roll by, she laughs to herself. Wasn't her father first to drive to a race meeting in a gas-propelled vehicle?

So it goes. Mrs. Covington doesn't have to "make a show"—she was born to be mistress of the show. And with her diversified interests, it is not surprising that Mrs. Covington's shopping bill outranks that of any woman in Kentucky, save only Mrs. Louisville.

But—where does she do her shopping? Only Mrs. Covington and her check book can tell. But you might get a hint from the advertising pages of *The Enquirer*. For this paper visits Mrs. Covington's home as regularly as the milkman; reading it is the daily preliminary to the shopping tour.

How many women does Mrs. Covington represent? Take the Wallace Woods district, for example: Here are 233 residence buildings; here, 172 *Enquirers* are delivered every week day.

No thinking merchant would overlook a market as large and as prosperous as that of Mrs. Covington. And none with an eye to increased sales and to decreased sales cost will overlook *The Enquirer* as an advertising medium.

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 this suburb; in each advertisement, too, *The Enquirer's* coverage of the district is shown.



8 A.M.



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"

Telling It to the Boy Scouts



No Wonder He Grins!

THIS is Harper Barnes who "cleaned up" when he spoke before the Rotary Club of his home town and sold twenty-one subscriptions to *Boys' Life* at once.

No wonder he grins. He's thinking of what he's going to do with the money. Maybe some will get to the bank, but it's a sure thing that a good part of it will go to buy

some product which Harper has seen advertised in *Boys' Life*.

Boys' Life readers are that way. When they see what they want they find a means of getting it. They're resourceful—and it pays to advertise to them.

Let us tell you about the market here for your product.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Lincoln Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

*If it makes the trade talk—
it's an*
**EINSON-FREEMAN
WINDOW DISPLAY**



327 E. 29th St.
Lexington 5780
New York City

Research on Methods of Starting and Operating an Advertising Agency

75 typewritten pages of detailed information of important, specific kind; contract forms, business getting plans, organization costs, recognition, service fee plans, etc. Price \$125.00.

THE BUSINESS BOURSE
15 West 37th St., New York City

Outdoor Advertisers Win Court Fight

A TEMPORARY injunction, restraining the Massachusetts Highway Commission from interfering with outdoor advertising structures located on private property along the highways in the State, was issued by the Supreme Judicial Court of Massachusetts in Boston, June 19.

The General Outdoor Advertising Company of New York, and other domestic and foreign corporations, brought legal action against the Highway Commission, on the ground that the regulations promulgated by the Commission were unconstitutional, unjust and oppressive.

The present situation, which gave rise to the legal proceedings, is a result of events dating back to the year 1915. In that year a constitutional amendment was adopted in Massachusetts, which purported to give to the State the right to regulate outdoor advertising, and to increase the police powers of the State. Five years later, the State Legislature, acting under the authority of the constitutional amendment, passed a law providing that the Commission of Public Works, Division of Highways, should have the right to regulate advertising devices on private property visible from the highways. At that time organized outdoor advertising cooperated with the Division of Highways and suggested the regulations which the Division adopted. The regulations adopted at that time reflected the best thought in outdoor advertising and were sound as well as constructive. No difficulty was encountered under those regulations.

However, on January 24, 1924, the Division of Highways adopted new rules and regulations of a very drastic nature, under which the Division refused to grant renewal permits for the maintenance of advertising structures that had been in existence for a number of years, and further announced its intention of ordering the removal of all structures in technical violation of the regulations, on July 1, 1925. At this point, outdoor advertising interests employed counsel and took the matter to court.

Outdoor advertisers have filed in all thirty-three actions against the Division of Highways, eleven of which question the validity of specific regulations, eleven of which are bills of Mandamus, and the remaining eleven of which are bills of certiorari, all directed toward testing the constitutionality of the various rules and regulations promulgated by the Division of Highways on January 24, 1924.

In their bills the advertising companies list twenty-seven reasons why the regulations are unconstitutional, among which are the following:

"The Legislature has no right to delegate power to the Highway Commission to promulgate rules and regulations of this sort."

"The rules are unreasonable, unjust



what price-pioneering!

All of the pioneering in the oil industry has been done.

Today this billion dollar industry is just as closely analyzed, just as completely scheduled in all its activities as any other industry.

The Oil and Gas Journal has become firmly established in the minds of the oil fraternity as the dependable record of the weekly trend of petroleum activities.

It is read by every purchasing agent, every executive, field man and distributor who makes it his business to keep posted.

Obviously it is the logical publication for advertisers with a commodity that is used in the oil industry. That is one reason why you find the leading manufacturers and distributors of oil field supplies and equipment regular users of space in the "Big Yellow Book."

Are you making the most of this merchandising medium?

The OIL and GAS JOURNAL

PRODUCING

REFINING

MARKETING

TULSA, OKLAHOMA

NEW YORK CITY
30 Church St.

PITTSBURGH, PA.
1003 Jones-Law Bldg.

CHICAGO
1328 Peoples Gas Bldg.

We Know a Good Man for a Concern That Wants Its Advertising Geared Up

PERSONALLY—

He's 35, married, owns his own home, Christian, keen, likable.

IN BUSINESS—

For years he's been Advertising Manager of a large corporation, who sold nationally and advertised the same way.

The corporation is fading from the picture, due to a revolution in their industry, but the experience gained by this man is available and valuable.

We like Mr. L. so much that we're willing to spend some time and money placing him with the proper connection.

Mr. L. will let you make your own terms for the first 90 days. Let us put you in touch with him.

Address Box No. 284

ADVERTISING AND SELLING FORTNIGHTLY
New York

and oppressive and go far beyond any regulations reasonably necessary for the protection of the lives, morals, health and safety of the citizens of Massachusetts under the police powers of the State."

It is further alleged that the rules and regulations are, to a very large extent, founded solely upon alleged aesthetic considerations and have no rational connection with the reasonable regulation of the business under the police powers of the State.

When interviewed, K. H. Fulton, president of the General Outdoor Advertising Company, stated that his company and organized outdoor advertising generally makes every effort to cooperate with State authorities in the reasonable regulation of Outdoor Advertising and the elimination of such abuses as "tacking," "sniping," the placing without authority of signs on public property, or on private property without permit. This cooperation, he stated, is extended to officials in every State, including Massachusetts, where effective and intelligent aid was rendered in 1920.

Frank Presbrey Company

New York, will direct advertising for the J. E. Marsden Glass Works, Inc., makers of Kold-or-Hot Utility Glass, Ambler, Pa., and New York City.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct advertising in newspapers and financial publications for Mackie, Hentz & Company, same city.

Frederic S. Ackley

For fourteen years in the advertising department of the General Electric Company, has been appointed advertising manager of the American Sales Book Company, Elmira, N. Y.

Lyddon & Hanford Company

New York, will act as advertising counsel for the following companies: Ye-noh Candy Company, Pittsburgh, Pa.; Institut de Beauté de Paris, New York; J. A. Marceau, New York and Paris, perfumes and powders; John M. Given Co., distributors of children's hosiery, and Louis Greenberg & Brother, Inc., New York, manufacturers of children's clothing.

The H. K. McCann Company

Will direct advertising for the Pacific Coast Borax Company.

Sidney A. Merriam

Formerly with the MacLean Publishing Company, Ltd., and the E. Sterling Dean Advertising Agency, both of Toronto, has joined the staff of the Wells Advertising Agency, Boston, as account executive.

Edward C. Tieman

Formerly with the Franklin Offset Company, has been placed in charge of the retail advertising department of Campbell-Ewald Company, Detroit.

What Are the Food Habits of Our Foreign Population?

[CONTINUED FROM PAGE 36]

facturers of these foods have not paid as much attention to this natural market as the enormous consumption possibilities justified. Six brands of spaghetti and macaroni are featured in the foreign language advertisements, two of which are nationally advertised brands. It is curious, however, that two of the best known brands, both nationally advertised, are conspicuous by their absence from these grocers' announcements. It is also an interesting fact that neither of these products are even mentioned where one would expect them most—in the Italian advertisements. The reason for this apparent vagary is that the consumption of spaghetti and macaroni is so large and steady among Italians, and their preferences in matters of flavor and taste are so different that there has developed a flourishing local industry in almost all Italian communities for the supply of the native product in all its traditional qualities. Somewhat similar is the case of noodles among Germans and Jews, the virtual originators of this food. The older housewives prefer the home-made article, and it is only the younger generation that takes to package noodles.

In classifying the various canned foods featured, it becomes evident that wide gaps exist in the distribution of this class of merchandise in foreign language grocery stores. Of the almost infinite variety of canned goods to be found in the general market, only 14 of them are mentioned in these foreign language announcements. One of these is a nationally advertised soup, 3 are baked beans, 2 are canned sauerkraut, 3 are asparagus tips, 2 are sardines, 1 a canned hominy, 1 a cod fish and 1 red salmon. This low demand is due in large measure to the absence of any educational agency for teaching the foreign housewife how to use these foods and how to combine them with her national dietary. A large jobber who supplies many local foreign grocers is authority for the statement that the present volume of consumption of canned goods in this market is only about 10 per cent of its normal capacity.

WHEN we come to coffee, cocoa and tea, the story is totally different. Practically every one of the 125 announcements feature two or three brands of coffee and tea. In all, 13 well known brands of coffee are featured, 7 brands of tea and 6 brands of cocoa. The market for these beverages among foreigners is admittedly very large. Their per capita consump-

tion of coffee is probably larger than among any other class in America, while as tea drinkers, they come a close second to Britishers. It is also noticeable that only the higher priced brands are featured in these announcements because these people regard themselves as connoisseurs of good coffee and tea.

Nevertheless, it is well known that coffee and tea in bulk still cuts a big swath in this market. Dealers say that the preference for bulk tea and coffee is not because of difference in price but is due to a prejudice that the packaged goods are likely to be stale and the bulk stuff fresher. Naturally, not over-scrupulous dealers are quick to take advantage of such a prejudice to their own benefit.

The canned milk situation in this field gives an even better indication of the consumption possibilities of the market. A total of 17 brands of condensed and evaporated milks are prominently featured in the announcements. Frequently three and four brands are named in the same advertisement. Quotations are seldom made per can but for three cans as the unit of purchase, and prices are usually lower than regular, evidence of healthy competition. The consumption is undoubtedly very large, but closer examination of the facts shows that the field is practically dominated by one nationally advertised brand that has cultivated the foreign field with a lavish persistency that would brook no opposition. Every other brand is second to this one far-sighted advertiser.

SHORTENINGS and salad and cooking oils occupy an important position in practically all the grocers' announcements. The foreign housewife does a great deal of frying and more baking than her American neighbors. Certain groups, like the Latins, consume large quantities of vegetable oils in salads and with vegetables. Five well known brands are prominently featured, 3 being oils and 2 solids. The greater portion of this market is divided between two nationally advertised brands, one a corn oil and the other a solid. The former is by far the larger seller and also the more consistent advertiser to the foreign-born housewife. Oil in bulk, however, is sold in large quantities at lower prices than the branded article. Competition is exceedingly keen.

It has been generally known that the foreign-born offer one of the best markets for condiments, as all Europeans like their food well seasoned and

spiced. Their per capita consumption of dill and sour pickles and mustard is larger by far than that of any group in this country. But little work has been done by manufacturers to popularize the typical American condiment, catsup, among these people. Catsup is found in every grocery store in foreign communities and the total volume of sales is big, but the per capita consumption is very small. The jobber quoted previously estimates that this market has a consumption capacity of over 2,000,000 bottles of catsup per month.

A LARGE number of other miscellaneous items are featured in the announcements, such as flavoring extracts, syrups, molasses, canned, preserved and dried fruits, biscuits, cheese and several kinds of trade-marked desserts. Three brands of tapioca are prominently featured, and three gelatine desserts—all six products being nationally advertised goods. It is, nevertheless, admitted that the foreign housewife has not been sufficiently educated to use either tapioca or gelatine as extensively as she might. Big swaths of these people know about these products only from hearsay. The manufacturers' message has not yet reached them. Only one well known tapioca has worked this field with what appear to be excellent results.

Taking the evidence of the local grocer, it is quite evident, therefore, that the foreign population in our midst is in a fair way to eat American foods, popular opinion to the contrary notwithstanding. Their cooking may be different, their modes of combining foods may differ from American ways, as indeed they differ widely among each national group, but the ingredients are approximately the same. Where they fall down is in the per capita consumption of certain typically American products such as baked beans, canned vegetables, canned soups, catsup and several other staple and fancy products. That is not due to any inherent prejudice against these foods, but rather to a lack of information about them and how to use them in connection with their regular dietary.

Another important problem that has to be solved in this market is the one of bulk goods—the evil manufacturers have fought and all but conquered in the regular American field. The only argument that will count in this fight is quality—and that, in matters of food, constitutes the strongest appeal to the foreign language market.



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

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

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

THE JOHN IGELSTROEM 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 ad-
vertisers. 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 cov-
ering the Flour, Feed and Cereal Mills. The
only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

Bakers Weekly A. B. C. - A. B. P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory
and experimental bakery for determining the
adaptability of products to the baking in-
dustry. Also a Research Merchandising De-
partment, furnishing statistics and sales analy-
sis data.

THE JEWELERS' CIRCULAR,
New York, has for many years pub-
lished more advertising than have
seven other jewelry journals com-
bined.

A Home for Orphan Annie

[CONTINUED FROM PAGE 17]

solicitor, and the worthy cause netted \$1,200.

Now the horrid aspect of the matter is that in most cases the causes were "worthy." The charity, or social service house, or milk fund at the far side of the wringer was a fine affair. And so long as pageants and dances and bazaars and athletic carnivals are an accepted means of raising money painlessly for charity, and for promoting as a by-product the quality of neighborliness and self-sacrifice and co-operation, they should be paid for in money by anyone and everyone who believes they are worth while.

BUT the average "donor" of advertising space in programs (and he certainly is a "donor") does not know that his dollar is going three ways—the majority to the printer, the quarter to the shabby-genteel solicitor, and what is left, if any, to the milk fund, or the new guild house. He doesn't dare inquire, for fear of "hurting the feelings of a customer," and even if he utters a perfectly normal and natural refusal to buy what he regards as non-effectual space, he makes himself feel like a cross between Nero and Maria de Medici in declining. But he is sadly convinced that none of his money comes back.

There are several ways to cut down the waste of money, time, temper and non-return. One is the diplomatic letter, which many firms already use without making trouble. One is the arbitrary, blunt and final statement that "we never do any such advertising," which is effectual and almost invariably untrue, for there are always isolated cases in which someone broke down and cried his way into a quarter-page. A third method of deflecting the request is to refer it to one's agency, which often has the result of tiring the solicitor out before the program appears; further, to the amateur solicitor the work of the agency is fraught with authoritative mystery, and to the professional it is fraught with chlorine gas.

But a fourth method is here advanced. Suppose every manufacturer or merchant who is approached for a program advertisement first decides for himself whether he as an individual feels inclined to contribute to the worthy cause. If so, let him write a check payable to the cause and decline the advertising space.

If he decides that it is the business of his firm, as a commercial enterprise, to venture into institutional extension to the point of promoting social wel-
fare, let him write a check to the cause

and affix the necessary signatures stating that he is using the space because he makes milk, and because the milk fund is buying his milk to feed to the babies whose expenses at the clinic are to be paid for by the bazaar.

But whether he plumps for the charity or not, he may better say in effect, this:

"Ladies, you are not getting your money's worth. Program advertising, if not absolutely without selling power, is disproportionate in price per-page-per-thousand of known circulation. For the sake of getting a small share of the cost of making the program, you are paying too high in footwork, in printing cost, and in the services of your solicitor.

"If I give a dollar to your fund, I want that dollar to go to the fund. I do not regard it as worthy charity to give a printer a half-dollar and a lady-solicitor a quarter if I think the fund is worth getting a dollar. And I do not regard it as good sense to give four dollars in order to make one dollar work for the fund.

"**W**OULD I ask you to give up the program? No. Programs are useful; sometimes ornamental. William Hogarth used to draw some lovely tickets for benefits and funerals; the good printers make memorable programs with a single sheet of paper and some Caslon type, and make them very cheaply. You can afford such a program—in fact, it will cost you about one-eighth as much as you are paying for this queer, bulky magazine you propose to issue, and will be entirely proper and appropriate. You should buy it from your regular office budget, as an item like letterheads and drinking cups. There will be plenty of room for the names of the committees and the names of the patronesses on the back of the program, especially if you use a long strip of nice paper, like the old play-bills. . . . Yes, and for members of the chorus, too. If there is any space left over, and your policy is to list the names of all donors to the fund, list them, and if I am a donor, I presume my name would be included alphabetically, though I am not asking your charity to pay me anything whatever except the satisfaction of giving.

"Then, ladies, dismiss your solicitor, and give the children her quarter-dollar, too.

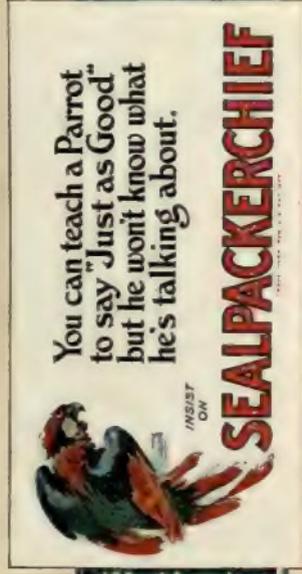
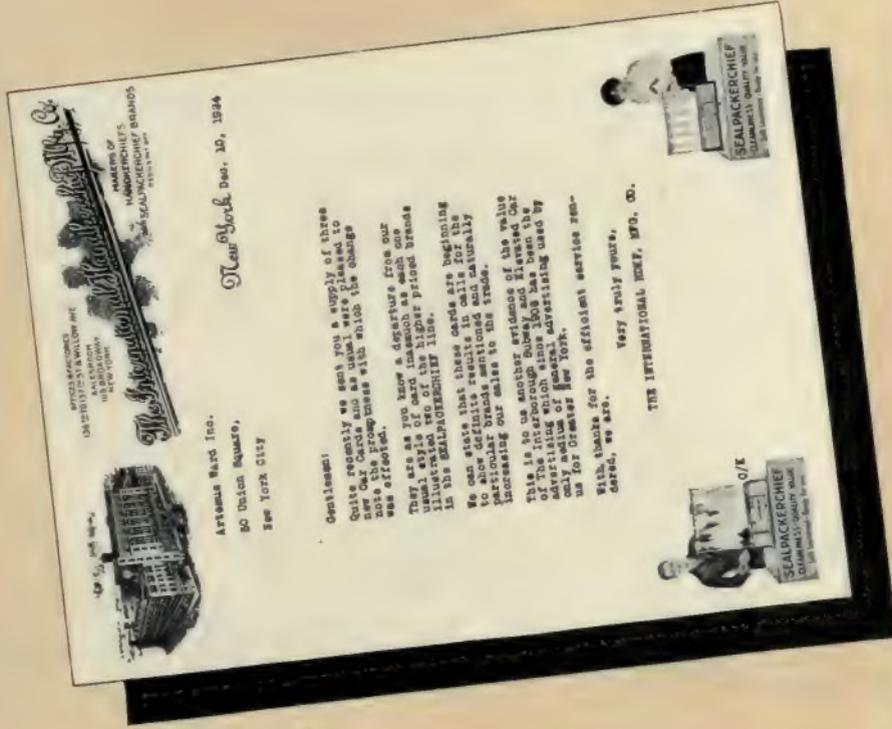
"Come to me with a 'trade'—a bargain. Every merchant likes a bargain. Offer me a splendid 'value' in charity. Make me believe in it, make me want to see it go on, make me want to prove my sincerity by giving money to it. Then say to me: 'Mr. Brown, you have been giving us advertisements in years past, to the cost of \$100 a year. Please give us, this year, \$65. We shall have a genuine pro-

“The only medium of general advertising used by us for Greater New York!”

(For 17 Years)

Sealpackerchief Distribution in Greater New York Stores is Now Almost 100%

This praise-worthy sales feat was accomplished, to a large extent, by persistent advertising in “New York’s Most Widely Read Medium”!



INTERBOROUGH SUBWAY & ELEVATED CAR CARD & POSTER ADVERTISING

CONTROLLED BY

50 UNION SQ. ARTEMAS WARD, INC. NEW YORK N.Y.

W. BURGESS NESBITT, President

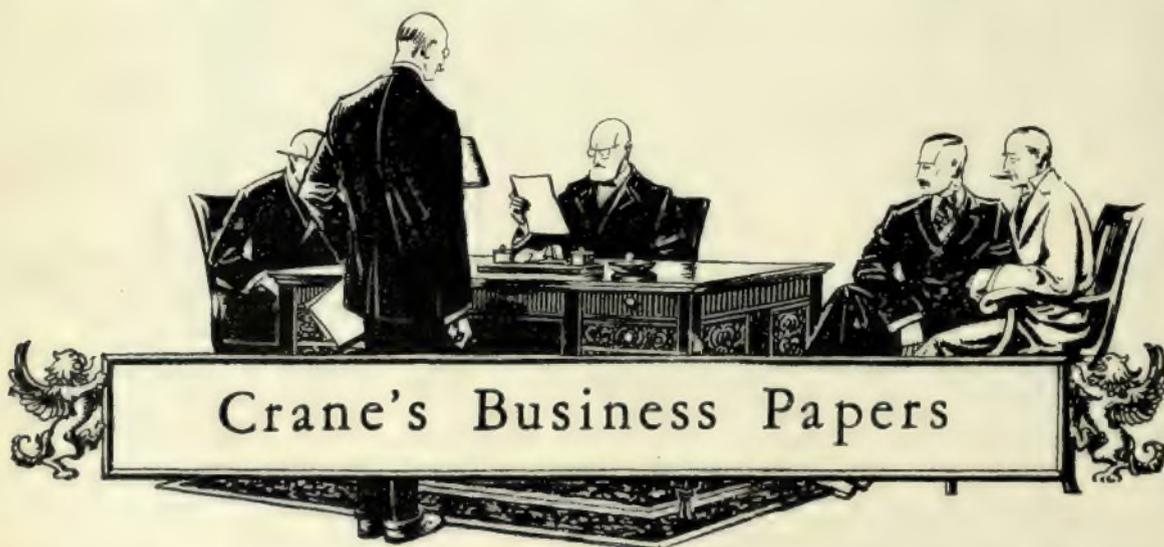
4

"Well, shall we give them the order?" The President looked quizzically at the general manager. All the department heads looked grave and expectant. It was a very important decision the Board of Directors of Gage, Vanderventer and Company had made—to buy complete new furniture for the new offices—everything new from the President's handsome big mahogany desk down to the telephone stand for the Board room.

"This is the largest order for the purchase of equipment which we have ever given out," the general manager began. "But this letter"—he picked up the letter soliciting the order—"is as unattractive a piece of stationery as we have ever received. It shows complete indifference to quality in stationery, at least. How can we be sure they can give us what we want in furnishings since they do not value dignity and good taste for themselves?"

The meeting went on, but the order didn't.

The orders you never hear about are those you don't get. Because your letters are one of the many important influences which affect your business they should be beyond reproach. Standardize your stationery upon Crane's Bond. Made from all new rag stock according to old-fashioned New England ideas of quality, Crane's Bond is perhaps the best business paper in America.



gram, but it is being taken care of out of our office appropriation from the general fund. If you care to apply it against your contribution, we will tell you that it will cost \$15 of your hundred. We have no paid solicitors, for there is to be no advertising in the program. Last year you gave us a hundred, of which we applied to the fund just \$35, after we had paid the printer 40 per cent, and the solicitor 25 per cent. This year we ask you for 35 per cent less, yet only \$15 goes to the cost of printing, and the fund gets \$50—an increase from you of 42 per cent. That increase is magnanimous on your part—though it costs you less; your \$100 did no work for you as an advertisement last year; it did only \$35 worth of work for you as a contribution to charity. This year your gift of \$65 will work 87 per cent of its full value for the cause to which you give it."

If every merchant who is approached to take care of Orphan Annie were to show the charity-folks how they are paying double, there would be fewer and better programs, and more prosperous charities. There might be enough left for an endowment fund for program-solicitors who find themselves out of work.

Klau-Van Pietersom-Dunlap-Youngreen, Inc.

Milwaukee, will direct advertising for the Frost Fishing Tackle Co., of Stevens Point, Wis.; Pere Marquette Line Steamers, and Peninsula & Northern Navigation Co., the two latter both operating freight and passenger transportation services on the Great Lakes.

Story, Brooks & Finley, Inc.

Have been appointed eastern national representatives of the *Akron* (Ohio) *Beacon Journal* and the *Springfield* (Ohio) *Sun*.

Eugene D. Rogers

Who has previously served as art director for Erwin Wasey and Procter & Collier, has been appointed to the same position in the Chicago office of the George Batten Co., Inc.

William R. Compton Company

14 Wall Street, New York City, Investment Bankers, have appointed the George Batten Co., Inc., to direct their advertising.

Advertising Men's Post, The American Legion

New York, held a luncheon meeting at the Hotel Martinique on June 17. George Hopkins, vice-president of the Charles W. Hoyt Company, addressed the meeting on the subject of "Business Readings: What to Read and How to Use It."

F. J. Stack

Formerly with the Macfadden Publications, Inc., has joined the eastern advertising staff of Fawcett Publications, Inc.

Peck Advertising Agency, Inc.

New York, will act as advertising counsel for Miltiades Melachrino, Inc., manufacturers of Turkish cigarettes.

Reliable Counsellors

The president of a great textile manufacturing concern near Philadelphia asked us to name the man who was best fitted to become their New York representative at a salary of \$15,000 a year.

We named the man who is now vice-president and agent of the corporation in question. We didn't do it for money. No bill was rendered to the man or the corporation for a service of this kind. The only thing we have to sell is subscriptions to and advertising space in the *American Wool and Cotton Reporter*.

We get hundreds of jobs for men in the course of a year, but we don't run a commercial employment agency and we don't make any money out of it, so we don't recommend a man unless he is worthy.

Nor do we solicit or carry any advertising in the *American Wool and Cotton Reporter* that doesn't belong there. We don't tell a man that there are opportunities for him in the textile industry unless the opportunities are patent. If you can't make a success in the textile industry, we don't want your advertising.

Within a year, a manufacturer of wooden cogs—that is, wooden teeth for big gears—asked us about the possibilities in the textile industry. We told him it offered no outlet for his product. We turned down this advertising—but another textile paper accepted and published it.

If you have something for the textile industry, if your prices and qualities are competitive, come along with us and we will show you something.

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 in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

To Reach } Lumber Manufacturers,
Woodworking Plants
and Building Material
Dealers use the
American Lumberman
A. B. C. Est. 1873 CHICAGO, ILL.

THE AMERICAN ARCHITECT

A. B. C. Est. 1878 A. B. P.
Compare the editorial contents of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT's circulation is constantly increasing and why it holds a high renewal percentage. Also why it annually carries the largest volume of advertising in its field.
Further information sent on request.
243 West 39th St. New York

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS for
WINDOW,
COUNTER,
and EXHIBITS

Effective-Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

Can YOU Answer These Questions About YOUR Business?

- What kinds of people are buying your goods?
 What are their reasons for buying them? (*Their* reasons for buying, not *your* reasons why they ought to buy.)
 What kinds of people are not buying your goods?
 What are *their* reasons for not buying?
 What are the *vulnerable* points of your competitors?
 What are your best sales opportunities—your chief points of strength and weakness, and those of your competitors?
 What impressions are your salesmen leaving behind them?
 What is your consumer turnover?
 How much of the business that your advertising creates, or initiates, do you really get?
 Can you *answer* these questions, or do you only *guess* at the answers?
 You have no right to *guess*—your employers or your stockholders expect you to *know*.
 And you can only know the answers to such questions as these through a scientific survey of your market.

Don't Be Misled!

A competent market survey that will produce results reliable enough to serve as a basis for sales and advertising expenditures *demand*s long experience and training and specialized knowledge and facilities.

There are many organizations who *talk* market research and who claim unequalled facilities whose reports are worse than worthless. Their methods are unscientific, their interest is biased and their conclusions unsound.

We have spent years learning our job and perfecting our methods. The result is that today an Eastman report is authoritative and the Eastman organization has admitted leadership in this field.

It's Results That Count!

We have conducted surveys for almost every kind and size of business. In all our experience, we do not know an instance in which the results of an Eastman survey have been challenged, or seriously questioned. The proof is too complete. The results have sometimes been resented, for there are few men who can look disagreeable facts in the face without wincing. But when they get over the shock, they usually take their medicine, and profit by it.

It is our job to get the facts and present them dispassionately, whether pleasant or unpleasant. Brickbats are frequently more useful than bouquets.

What Does It Cost?

Anywhere from a few hundred dollars to many thousands. Every task we handle is planned according to its specific requirements. We will not conduct a survey on too restricted a scale to tell the story. Neither will we waste a client's money on a more elaborate survey than he really needs. Our organization is equipped to handle any requirement, large or small.

Our charges are either on the basis of a flat charge or a monthly fee plus costs.

As a matter of fact, you are probably already paying for a survey in wasted opportunities. Why not get what you are paying for?

R. O. EASTMAN, Incorporated
 CLEVELAND

250 Park Avenue

New York City

Increasing the Unit of Sale

[CONTINUED FROM PAGE 26]

applied to hosiery, underwear and other lines. In Montgomery Ward's catalogs this year their buyer features as a leader a pair of Japanese pure thread silk hosiery for \$1, but when a customer starts to send for them she finds she can only order them in quantities of three. There are other stockings to be bought a pair at a time, but not this particular leader.

Evidently this feature is priced very close and the buyer figured that he could afford to sell them in $\frac{1}{4}$ dozen units of \$3 each. To secure the full advertising value the advertising man quotes them at \$1 a pair, although immediately under the price he notes "only sold in boxes of three pairs."

This method of quoting the price of a single unit on an item that is only sold in lots of two or three or more is frequently employed by the mail order houses. At first glance you may feel that this is a species of deception which their customers would resent. In actual practice it does not work out that way. In the course of the year millions of orders are received, but no complaints are made on this score.

ONE of the biggest selling features of a certain mail order house is its page of dress goods remnants. At first these were bona fide remnants, but the idea of selling dress goods in three yard and four yard lengths proved such a powerful appeal that each season this mail order house disposes of \$600,000 worth of remnants in this manner.

They could not hope to obtain enough remnants to supply the demand, so today it is a practice for them to buy full length bolts of cloth and have them cut up into so-called remnants.

Here perhaps is a hint that can be applied in some form to your own business. Sometimes you can sell your goods more quickly by quoting them as remnants or broken lot merchandise to be cleared out at a special price than by simply reducing the price to so much per piece or so much per yard.

While the examples of the principle of increased unit selling have been taken from mail order houses, this idea has an almost universal application to all businesses. It is just as applicable to manufacturers selling to dealers as to merchants appealing to the consumer.

Perhaps in your own business you may feel that this principle is working to its fullest extent, but if this is so you are an exception. A closer examination of most businesses is likely to reveal a number of opportunities that have been overlooked.

Like any business principle, this plan cannot be applied *carte blanche* to every item nor to every business. Due to peculiar trade conditions, some merchandise must be sold in small quantities, but that is no reason why everything should be quoted in this manner.

Why Whisper to the Front Row when the Whole Audience is Eager to Hear ?



IN the South, magazine circulations are small. The greatest magazine you may choose has a circulation equal to little over one per cent of the total population. Here is a vast audience of twenty-one and a half millions, but only the front row can hear if you try to reach them through magazines alone.

No sane salesman will deliberately turn his back on 99 prospects and whisper his story in the ear of one only.

You *can* reach them through newspapers.

Sell Where Success Is

The total wealth of the South increased 78% between 1912 and 1922. Deposits in Southern banks have jumped from \$2,322,000,000 in 1914 to \$6,514,000,000 in 1923. Yet the

gigantic natural resources of the South are only beginning their development. The South is rich. It is becoming richer every year. Here is a vast market, in many cases a new market, for the trade of the country. Here are people ready to buy, people with money to pay. They can be reached through newspapers.

Newspapers Reach the South

The newspaper is a more potent factor in the South than in any other part of the nation. It is not glanced at and thrown aside. Newspapers find ready and sympathetic listeners. Advertising has its best chance for a friendly reception.

Get the Facts

Those who have goods to sell will want to know more about this tremendous market, its possibilities for them, the ease with which it can be reached, and the merchandising help which the newspapers of the South will give. Write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the papers listed below.

THESE NEWSPAPERS COVER THE GREAT AND PROSPEROUS SOUTHERN STATES

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

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
 Lynchburg News
 Richmond News Leader
 Roanoke Times
 Roanoke World News
 Staunton Leader
 Staunton News-Leader
 Winchester Star

VIRGINIA-TENNESSEE
 Bristol Herald-Courier
 Bristol News



"Sell it South Through Newspapers"

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

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; 320 Market St., San Francisco.

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-stores goods. Member Associated Business Papers, Inc.



The Only Denne in
Canadian Advertising

We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence invited.

A-J-DENNE & Company Ltd.
Record Bldg. TORONTO.

KEEP YOUR COPIES

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

Determining the Value of a Business Paper

By Roger W. Allen

MEASURING the value of a trade paper gets right down to this point—what publication with genuine reader interest will take one's business message to the largest number of worthwhile present and prospective customers for the least amount of waste effort and expense?

If I were an agent selecting media for one of my clients, or if I were an advertiser selecting my own media through which to reach the largest number of possible customers among worthwhile concerns, I would get three successive issues of the publication under consideration that I felt reasonably certain would be helpful in spreading my business message, and I would read those three successive issues carefully, thoughtfully and analytically.

Before starting to read these three issues I would, however, attempt to bring about a sort of "transmigration of souls." I would try to become, temporarily, one of my own customers or prospective customers, and I would read with their mental attitude.

If under those conditions I found the paper interesting—if it contained suggestions of value to me in my business conduct—if it convinced me that the paper was constructive in its editorial conduct, and the organization behind the publication was genuinely trying to be helpful to my industry—I would then consider that that paper was entitled to very favorable consideration, for I would have partially proved in that way that it was interesting to the people I wanted to reach.

Then I would get from the publisher of that paper dependable information as to the number of years that, say 25 or 50 representative concerns, well worthwhile prospective customers for me, had been subscribing to the paper without interruption.

This matter of reader interest and reader responsiveness—we want to know something more about that. You see, "we are from Missouri," so I would be immensely interested if I could obtain a sheaf of voluntary letters that have come to the editorial department during a recent period. You will notice I refer to letters to that very valuable gentleman in any well organized publishing concern who practically manufactures that part of the publication which makes the other part—the advertising pages—worth buying. I want to know what those letters say, whom they are from, and how they indicate

a close following of the editorial policy of the paper.

The issuance of a binder is a significant symptom that the readers want to reserve back numbers of the publication for future reference.

A good number of classified advertising pages indicates to me not only reader interest, but its natural corollary, reader responsiveness, for it is a fact that no classified department can survive and prosper that does not give actual direct answers, and I do not believe I need argue very long for my reader to accept this fact—that a retailer cannot answer a classified ad unless he reads it.

There is not a business paper worthy of the high reputation of the name that is not continuously serving its industry in many ways that never appear in print. In fact, the opportunity for real service to his industry is one of the dividends that the business paper publisher gets in full measure.

MOST worthwhile publishing organizations have a combination directors' room and conference room, which I can assure you is more often used as a conference room with leaders of trade movements in the industry covered by the publication than it is for the purpose of declaring dividends.

Some of us, who are a little older than we wish we were, remember and revere that wonderful business paper publisher, "the immortal John Hill," who had a way of saying things that were very direct. They were not always couched in the most delicate language, but every utterance carried conviction. John Hill had a favorite expression to the effect that "you can't make a stud horse in an afternoon." You can't get 5-10-15-or 25,000 loyal, interested, responsive readers from hard boiled business men and merchants and buyers by just wanting them.

It takes years of effort and expense to build up prestige and reputation, and until a publication gets prestige and reputation, it cannot get and hold any considerable number of paid, interested and responsive readers.

The time to ascertain whether one's advertising campaign has been a success is not two days after the first advertisement appears, but at the end of the year when 52 or 26 pages of space have been used, when one's business can be looked at in broad retrospect. And if business has been good for the year, you can bank on it that your business paper advertising is entitled to a fair share of the credit.

[Portions of an address before the New York Business Publishers Association.]

Our Specialty is Advertising

New Teacher:

"Willie, three oranges from five oranges leaves how many oranges?"

Willie:

"Please, mum, we allus does our sums in apples."

Sometimes an advertiser reasons, "I don't think we better give our account to the X. Y. Z. agency. Its success has been with food products, while ours is a toilet preparation—or, it has had experience with a luxury, while ours is a staple."

If that is true, there is something wrong with the agency. We are sure there is one agency, at least, whose specialty is not foods or toilet articles, not luxuries or staples, but advertising. It does its sums in apples, oranges or pomegranates. It has no prescription or formula. Nothing but an open mind, experience in advertising, and the belief that somewhere in each business is the right way to advertise that business and that the way can be found by studying the business and applying the advertising experience to what is learned.

CALKINS & HOLDEN, INC. 247 PARK AVENUE, NEW YORK CITY

Specialists in Consumer Advertising



WHICH PAPER?

The Strathmore 4-Group Plan Tells

COVERS BOOKS JAPANS BONDS WRITINGS

THE · EVERYDAY · GROUP

Bay Path Cover.	Bay Path Book	Bay Path Imperial	Bay Path Bond Blandford Bond Strathmore Multicopy Bond	Bay Path Vellum
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THE · PRESTIGE · GROUP

Alexandra Deckle Edge Narrow Width Old Cloister Cover Rhododendron Cover Strathmore Munsell Cover	Alexandra Book Alexandra Deckle Edge Narrow Width Blandford Book	Alexandra Japan	Alexis Bond Saxon Bond	Alexandra Brilliant Strathmore Snowdrift Telanian Extra Super Woronoco Damask
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THE · DISTINGUISHED · GROUP

Old Stratford Parchment Cover Strathmore Deckle Edge Narrow Width	Old Stratford Book Strathmore Charcoal Strathmore Deckle Edge Narrow Width	American Japan Parchment Strathmore Japan	Strathmore Deed Strathmore Parchment Woronoco Bond	Strathmore Script
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THE · DECORATIVE · GROUP

Aladdin Cover Araby Cover Bannockburn Cover Parquetry Cover Strathlaid Booklet Strathmore Brochure Strathmore De Luxe	Strathlaid Booklet Strathmore De Luxe			Aladdin Writings
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STRATHMORE EXPRESSIVE PAPERS
ARE PART OF THE PICTURE



WHERE TURN

FOR THAT SOMETHING NEW

WHAT new possibilities in "everyday" printing? Where go for "prestige" effects? Where turn for "decorative" effects? How express the "distinguished" message? . . . The new Strathmore 4-Group Plan answers. It answers with paper. It shows which paper can and should be used for each class of printing . . . Three complete sets of suggestions at three price levels, and a fourth set embracing novelty or decorative papers. All in an easy-to-use presentation. Is your printing falling into that abysmal rut, "the same, old thing"? The 4-Group Plan is a "short-cut" way out. Try it. Which size card? Please mail the coupon.



WHICH SIZE CARD?

The 4-Group Plan Card has been printed on fine Strathmore paper, in 2 sizes;—File, desk. Check which you want (or both, if you wish) and mail to us.

STRATHMORE PAPER CO., MITTINEAGUE, MASS.

Please send Wall size Desk size File size

Send Strathmore Handbook, shows 47 varieties of paper

Name _____

Address _____



WHICH STRATHMORE EXPRESSIVE PAPER?

The 4-Group Plan tells



Concerning Making Trade Ads. Make More

ALONG there in Seventeen when Kaiser Bill was clanking his sword the loudest, I had an extra economical streak and took an old overcoat down to the tailor and had it "turned."

It was only the same cloth, the other side out, but the result was a revelation.

The wrong side proved to be a lot the best looking. Even Mrs. Tuthill accused me of having broken open the children's bank and bought a new coat.

Speaking of which, a year ago a concern doing a reasonable amount of trade paper advertising, asked us to "take over their account" as they expressed it.

Among other things they wanted to do, was use more space and more papers.

Today they are not spending a dollar more for space, and using exactly the same trade magazines. All we did was turn the coat.

One advertisement produced 700 inquiries and \$40,000 of new business in 60 days.

We are not saying we could repeat the performance for you. That on the face of it, would savor of big bass drum beating.

But you might like to have one of us drop around and look your advertising coat over.

Maybe it can be turned. Or it may need fixing with a new one.

TUTHILL ADVERTISING AGENCY

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

The Newspaper's Next Move

[CONTINUED FROM PAGE 21]

to get rid of that work by shunting the small advertiser onto an advertising agent.

And that, too, has its ludicrous side, when you come to think how few newspapers themselves place their advertising in an agent's hands; how many of them think themselves competent to write and design their own advertising, and how generally flat and uninteresting is the copy by which a newspaper seeks to advertise itself to advertisers.

The sales manager of today who really understands his problem realizes that it is more important that purchasers know how to use profitably the thing he is selling than merely to make sales. Let a consumer know that the use of anything is genuinely profitable to him, and the consumer will be as eager to buy as the salesman is to sell. Indeed, you can't keep such a consumer from buying. Sales, then, become almost automatic.

HENCE the problem of how to use newspaper space profitably is definitely a problem for newspaper publishers to solve: it is their business much more than it is the business of any one advertiser.

Once a publisher digs into his problem from the point of view of the advertiser, he will begin to observe many things that may previously have escaped his notice. He will begin to wonder what chance the small and beginning advertiser has against the great space expanse and the overwhelming smudges of black that too many big advertisers indulge in. When he reaches that point, the publisher will observe, too, that some of his fellows are already a long way ahead of him.

Years ago the *New York Tribune* called in Ben Sherbow and gave him a free hand in cleaning up its typography. Today the *Herald-Tribune* is inviting to the eye and easily read. At about the same time, a group of newspapers represented by O'Mara & Ormsbee, Inc., enlisted Sherbow to prepare an elaborate set of clean-looking, easily-read, persuasively-toned advertisements, just to show what could be accomplished by giving expert thought to advertising typography. Sherbow called his work "Attainable Ideals in Newspaper Advertising" and, even to this day, possessors of copies of that masterly production wouldn't part with them at any price. Too bad that a copy of "Attainable Ideals" isn't at the elbow of every man in America who has anything whatever to do with newspaper advertising.

Just recently *The Sun* (New York) has established standards of cleanliness in appearance that are highly to

Are 600,000 Young Women a Market?

600,000 young women members who buy for themselves and their families read *The Womans Press* in their homes and on library tables.

The 2946 local and 254 national Y.W.C.A. secretaries who con-

trol the spending of the \$23,000,000 Y.W.C.A. budget also read it, for it is devoted to Y.W.C.A. work and interests.

Isn't a magazine worth your consideration when it reaches a market such as this? Ask for a sample copy.

The Womans Press

600 Lexington Avenue

New York

be commended. No advertiser is allowed to smudge *The Sun's* pages.

Clean typography in a newspaper helps every advertiser, the big ones as well as the little ones. The reader isn't knocked down and dragged out visually. He isn't insulted mentally. He reads with ease, and every advertiser gets a better chance to meet him.

Typography is only one of the elements that make or break newspaper advertising. Illustrations, the make-up within the advertisement and on the page, and the copy (without which nothing is ever an advertisement) are other high spots that need somebody's attention, and most of all the attention of newspaper publishers—if they are to accept the present-day view that the seller never makes a success unless the man he sells to profits by the transaction.

The principles of typography that Sherbow evolved were not drawn out of the blue sky. Neither were the principles of visualization and arrangement that Ben Nash has evolved. The principles that Robert Updegraff has evolved on finding the big idea for your copy were not drawn out of the blue sky by the studious Robert. Nothing of the sort. All these principles rest in the nature and conduct of old Adam himself and are as ancient as the human race. But Sherbow, Nash and Updegraff dug out these guiding principles and put them into such words and forms that any man with ordinary common sense can see their value, understand their operation and use them in his advertising business.

No advertising medium is universally perfect. No one type of medium meets all advertising needs. But the newspaper, leading in the dollars of business carried, has apparently never taken its own job seriously enough and has not yet looked upon its space-sellers as men who must inevitably be teachers of advertising principles.

Hasn't the day come when the newspaper can no longer ignore that necessity?

Cotton States Advertising Agency

Is the new name adopted by the Kenneth S. Keyes Company, Atlanta, Ga., upon the resignation of Mr. Keyes. Allan C. Gottschaldt has been elected president and Richard Thorndike secretary.

Thaddeus S. Dayton

Formerly manager of the publicity department of the Guaranty Trust Company, New York, and financial editor of the *Baltimore American*, has been appointed associate editor of the *American Exporter*.

D. M. Noyes

Formerly in the national advertising department of the *Chicago Herald-Examiner*, has been appointed general advertising director of *Household Magazine*, with headquarters in Chicago.

Not Read for Pleasure

TO be sure you get to the oil company buyer when he's ready to buy — that's the problem! And because enough people wanted it solved The Petroleum Register was published.

As the only directory and supply catalog in the oil industry it is in daily use on the desks of some three thousand operating executives of major oil companies. It is not read for pleasure. The Petroleum Register is consulted only when information about supplies or a

company in the industry is needed.

The Register is good enough that an erstwhile competitor tried to swipe it, and we had to stop him by winning a copyright suit.

Isn't this the strategic place to advertise your products?

Read by the right man at the right time it will tie in your entire advertising and sales effort.

Forms for the Mid-Year issue close July 1st. You'll have to hurry.

THE PETROLEUM REGISTER

Publishers of Oil Trade and Fuel Oil

350 Madison Avenue, New York

CHICAGO

TULSA

LOS ANGELES



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

Topeka Daily Capital

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

Topeka, Kansas

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 company prices.

Taylor Brothers Company

ROCHESTER, N. Y.

(Division of Taylor Instrument Companies)

N-38



VENEER manufacturers in 4,449 B.C. didn't do much advertising because most furniture manufacturers made their own.

Today, however, the furniture manufacturing industry buys and consumes millions of feet of veneers in a year. Practically every piece of furniture that has a beautifully figured surface of any size—is veneered.

That's why veneers, special inlays, overlays, decorative transfers and the like are advertised extensively in *The Furniture Manufacturer and Artisan*. An especially edited veneer section on tinted stock makes possible an advertising tie-up that produces noticeable results.

It's not hard to find a buyer for the special burl—but your real profit is tied up in regular run of stock. We're helping a good many veneer houses move such stock and increase their profit. Write for a copy of this publication and more information regarding it. You'll find it worth while.

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

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

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

Thus, space reservations and copy for display advertisements to appear in the July 15th issue must reach us not later than July 6th. Classified advertisements will be accepted up to Saturday, July 11th.

In Sharper Focus

Paul Meyer

PAUL MEYER was born in France in 1875, exactly where, he is reluctant to disclose. He was young at the time and possibly has forgotten. However, with the arrival of years of discretion he gathered together his lares and penates and, emulating the example of that other famous countryman of his—Lafayette—came to the United States.

His career in this country started inconspicuously enough at Brentano's book store, where he officiated in the



ambiguous capacity of "clerk." Ambition was strong in Paul Meyer's being, and Brentano's was small. Greater heights beckoned.

In 1900 Paul Meyer organized a small magazine devoted to the interests of the stage. This was a new field for such a publication, but it was a broad field. Although the going was hard at first, the promised results inspired the greatest of effort. *Theater Magazine* of today is the result of that humble beginning.

Mr. Meyer has been recognized and his talents appreciated both by his native land and the country of his adoption. The French Government decorated him as an officer of the French Academy, the highest literary honor to which a Frenchman may aspire, and for eighteen years he has been a representative of the Society of Men of Letters of France. In addition to being the publisher of the *Theater Magazine*, he is a director of both the Advertising Club of New York and the Green Room Club of New York, serving as chairman of the entertainment committees of both clubs. He has acted as secretary of the International Copy-

right League and was elected chairman of the Sphinx Club for a period of four years.

* * *

Bernard Lichtenberg

By Paul Hollister

"You know," says Mr. Bernard Lichtenberg of 13 Astor Place, "you, who have seen me on the turbulent waters of the Atlantic—you know that I neither gamble, drink, nor smoke; that I never tell untrue stories; that I assiduously seek knowledge by spending all my available time, money and energy in visiting such shrines of culture as the British Museum, the Rodin Musée, the Louvre, the great cathedrals, and all the triumphal arches that cast their shadows across my path."

That is perilously close to reading matter. As a matter of fact, it was our editorial pleasure to observe Mr. Bernard Lichtenberg of 13 Astor Place sitting under a plane tree beside the Champs Elysées, gazing with elephantine contemplation upon the mass of the Arc de Triomphe, whose purple shadows fell across his then path. "What an idea," he observed, and fanned him with his straw sailor, "What an idea." We asked him what the idea was. "What an idea for a health shoe," he went on. "Can't you



H. B. Le Quatte, B. Lichtenberg, L. D. Fernald.

see it, in plangent electricity across the heavens of Paris—"The Arc de Triomphe, for Tired Feet!"—Mr. Lichtenberg can never get far from business.

By an odd coincidence, he was born in August, 1892—the month in which Napoleon was born; the year almost a century after a pocket-size Corsican gave the boulevardiers of Paris a whiff of grape. He graduated from New York University a bachelor of commer-



*A superb room in enamels and varnishes
photographed by Mattie Edwards Hewitt*

PHOTO-ENGRAVING helps to "Save the Surface"

How the paint campaigns are vitalized
by pictures, reported by James Wallen

IN AMERICA a building or a room is only as good as it is painted. Like the fresh foliage of Spring, paint is a symbol of renewed life.

The stroke of a pen may make or lose a fortune, but the stroke of a paint brush magically enhances property values.

This lesson is being brought before the people in "Save the Surface" and "Clean Up and Paint Up" campaigns. Photo-engravings are utilized to make more powerful and persuasive the verbal argument. No one doubts a picture.

Individual paint, varnish and enamel concerns are following the leadership of the trade associations, knowing that "Your Story in Pictures Leaves Nothing Untold."

The American Photo-Engravers Association is composed of men with pride in craftsmanship, devotion to high principles and a positive knowledge of the appeal of pictures.

The Association booklet, "The Relighted Lamp of Paul Revere," will be furnished on request by Association members or from the Chicago general offices direct.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Your story in PICTURE leaves NOTHING UNTOLD

SUPPOSE our leading magazines were nothing but type—do you think they'd have circulations up in the millions?



Suppose automobiles, clothing, tooth paste, everything that's advertised—were advertised by the printed word only—!

Pictures always have been, always will be, the strongest *general* appeal. Are you using them?

GATCHEL & MANNING, Inc.

C. A. STINSON, Pres.

Photo-Engravers

PHILADELPHIA



The market that has tremendous sales —and is undersold!



Have you an undersold product?

The following letter from the power plant foreman of one of the country's largest railroad systems is typical of many received

June 1st, 1925.
Power Plant Engineering, Chicago, Ill.

Gentlemen: We have in our Power Plant and Shops several expansion joints the same as figure 6 shown on page 588 of the June 1st Power Plant Engineering.

I wish to requisition several of these joints but have been unable to find out the manufacturer of same. For some time back have been looking through the advertising columns of your paper, and would appreciate it if you can give me the name of the manufacturer of these joints so that I may be able to requisition a number of these joints.

(Name on request)

The joints referred to were made by a manufacturer who has been advertising in Power Plant Engineering for many years. Because he made so much larger equipment his advertising had not recently included this expansion joint.

THROUGH its editors, field representatives and research staff, Power Plant Engineering has gathered, analyzed and informed its advertisers of projected power plant construction and equipment totaling more than \$1,275,749,675 in the first half of this year.

In the same period its editorial pages have given to its readers detailed information on 15 power plants representing over \$43,476,900 and for additions to which \$76,965,000 in orders will be placed.

The leading manufacturers have advertised over 1298 items of power plant machinery, equipment and supplies in Power Plant Engineering—yet hundreds of letters similar to that printed at the left have been answered each month giving more information than the advertising pages carried.

Unquestionably Power Plant Engineering influences the decisions of its 23,242 subscribers who in turn control the purchases for the larger power plants of the country.

We will be glad to assist you to increase your share of this market.

cial science, took his master's degree there, did his internship with the Clark-Hutchinson Company of Boston and the Business Book Bureau of New York, and landed, this time right side up and on his feet, in the Alexander Hamilton Institute, where he has been for fifteen years. He is assistant director of advertising, a member of the administrative committee, and a member of the consultant staff, as well as director of the university service of the Institute.

You can't keep a thoughtful coupon-grower down, and his contributions to advertising have forced him into various positions of national authority in his profession: he is a director of the A. N. A., a member of its executive committee, and chairman of its magazine committee. The New York Advertising Club claims him as chairman of its educational essay contest, and as instructor in its space-buying course—and proves its claim with a gold medal. He is writing a book on advertising campaigns which is due to appear Sept. 1. He made a speech at Wembley, as did the Prince of Wales. And the reason for all this lies in the fact that Mr. Bernard Lichtenberg is one of the comparatively few advertising men who are pretty sure that today's theorem is going to be obsolete tomorrow. You don't catch him mouthing grand abstractions, nor crashing the gate on the strength of past accomplishments. The world is moving; he will move with it—not so fast as to tax the intense loyalty he shows to a broad acquaintanceship, but fast enough to stay in the front rank of the job he has elected.

The brothers of Phi Delta Sigma fraternity call him national president. The brothers of Briarcliff and Nannahagan Golf clubs call him a horseshoe golfer. What the brothers of the Economic Club and the Newspaper Club and the Technical Publicity Association call him is of no consequence. What his secretary (and as she points out, no man is a hero to his secretary) calls him is almost unbelievable. For an enormous number of people in this continent, even aye unto the far-flung tents of Los Angeles, call him simply "Ben," and smile with affection when they say it.

Wade Werden

For the past two years with the Chicago office of J. Walter Thompson Company, has joined the staff of the Chicago office of George Batten Company, Inc.

"Farm and Home"; "Farm Life"

Published in Springfield, Mass., and Spencer, Ind., respectively, have been consolidated to appear as a single publication. The first combined issue will be the August one under the name of *Farm Life with Farm and Home Consolidated*, and will be published by Farm Life Publishing Company, Spencer, Ind.

F. C. Spence

Formerly of Austin F. Bement, Inc., and Walker & Company of Detroit, has been appointed sales and advertising manager of the Fruit Products Company of Florida, sales offices in Detroit.

POWER PLANT ENGINEERING

A. B. P.

537 So. Dearborn St., Chicago, Ill.

A. B. C.

Use of Overlapping Circulations

[CONTINUED FROM PAGE 24]

tively-interested reader is worth many thousands of the rank and file. He is a man on whom advertising can exercise its most effective influence. He is ripe for the harvest, and sufficient well-directed pressure from the advertising scythe will do the job. If there is a means by which you can get at him, not merely once, but twice or perhaps even three times, certainly nothing you can do will ever be more timely and well planned.

It is—or so it seems to me—self-evident that by no stretch of the imagination can that waiting purchaser be pictured as reading the same identical advertisement a second time, just because it appears in a different publication. I know I don't, and I don't think you do.

Why doesn't the large advertiser take this into account in this way, if he feels that he cannot afford to produce more than one advertisement per month? Prepare three advertisements each quarter but produce them simultaneously at the beginning of the quarter. Then, labelling them, respectively, 1, 2 and 3, schedule them as follows:

Magazine	Jan. Advt. No.	Feb. Advt. No.	March Advt. No.
A	1	2	3
B	2	3	1
C	3	1	2

By this method the actively interested prospect would get three differentiated messages in whatever month his interest rose to reading heat.

For a list of four magazines the year could be divided into three periods, and the advertisements inserted as follows:

Magazine	Jan. Advt. No.	Feb. Advt. No.	March Advt. No.	April Advt. No.
A	1	2	3	4
B	2	3	4	1
C	3	4	1	2
D	4	1	2	3

I, for one, want to testify loudly that when I am in the market for a commodity I would appreciate such use of simultaneous insertions. And if the number of times I have heard said, "Oh, yes—I read that advertisement yesterday in ———," has any bearing on the situation, then there are many others of your prospects who, though they have never written in protest, have also been conscious that opportunities are being missed. They have clearly evidenced a willingness to read two contemporary messages from the same advertiser but not to read the same advertisement twice.

Frankly, do you blame them?

Of course, as I carefully explained in the beginning, this suggestion is not the result of extensive experience with advertising; it is only the lay opinion of one of the great public whose pocketbooks and bank accounts must furnish the cash for your dividends.

Yours truly,
A SUBSCRIBER.

"WHO IS THIS FELLOW?"

He's a MOTOR CAR OWNER—the 100 and some odd thousand Rotarians own nearly 110,000 motor cars costing conservatively \$175,000,000. In fact, we find upon investigation that a very large percentage of the motor cars owned by Rotarians represent an investment of \$1,000 or more each and a considerable number approximately over \$2,500 each.

Right here is an extremely intensive field for tires and all kinds of automobile accessories—to say nothing of the replacement sales of automobiles.

He's a fellow worth talking to.

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

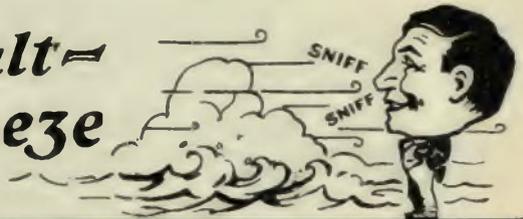
THE
ROTARIAN
The Magazine of Service

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

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

Member Audit Bureau of Circulations

Like A Salt-Sea Breeze



Some newspapers are as stuffy as a room which has been closed for years—like "front parlors" used to be. Other papers are full of fresh air and sunshine—responsive to every current of thought in modern life, as stimulating as a salt sea breeze on a summer day.

Such a newspaper is the Daily Herald.

The people along the Mississippi Coast who want a wide-awake, breezy paper take the Daily Herald. They are well able to buy what you have to offer. Sell them through its columns.

THE DAILY HERALD
BILOXI MISSISSIPPI GULFPORT
Geo. W. Wilkes' Sons, Publishers

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.

When You're Stuck—



Cram Cuts will help you out. They pep 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 109.

The CRAM STUDIOS
Muskegon, Michigan



How would your catalogue appear in an Art-Leather Cover?

WOULD the value of your catalogue be enhanced with a Smith-made Art-Leather Cover? Would it look more attractive to the buyer; would he use it more frequently; keep it on his desk or put it in his files? Would it make him instinctively use your catalogue when placing orders? In a nutshell, would it help you build larger sales for less money?

The answer to all of these questions involving the value of the catalogue, its cost, what it will do and how it will appear can be quickly answered.

Simply send us a copy of your catalogue and tell us how many you issue. Without any obligation to you, we will put a Smith-made Art-Leather Cover on it; suggest a coloring and embossing arrangement and submit prices. The low cost will surprise you.

You owe it to your business to investigate this newer method of stimulating catalogue sales. Send us a catalogue to-day so that we can put the complete picture before you without delay.

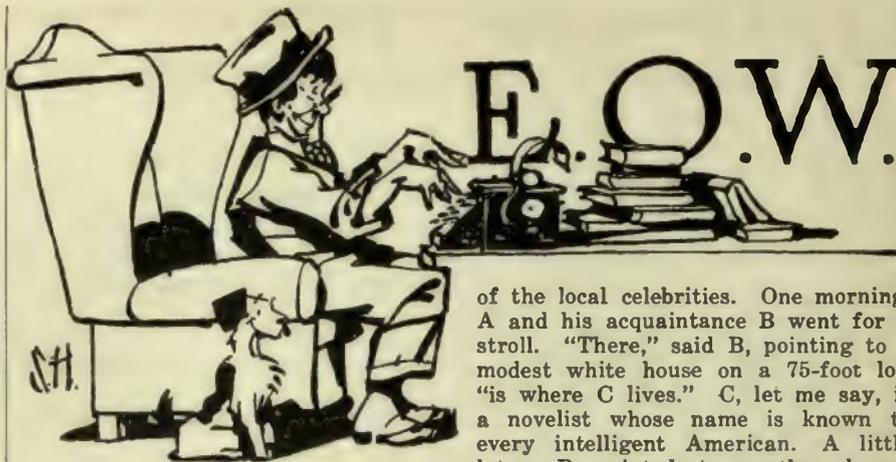
During recent months, we have made more than 150,000 Smith-made Art-Leather Catalogue Covers, Salesmen's Portfolios, Display Cases, Window and Counter Signs for:

- Audit Bureau of Circulations
- Brunswick-Balke-Collender Co.
- Butler Brothers
- Devoe & Reynolds Co.
- First National Bank, Chicago
- Hart Schaffner & Marx
- John A. Hertel Publishing Co.
- B. Kuppenheimer Co.
- La Salle Extension University
- Manasfield Tire & Rubber Co.
- Morgan Sash & Door Co.
- National Tailoring Co.
- Peck & Hill Co.
- Joseph T. Reyerson Co.
- Stone & Field Corporation
- United States Military Academy
- Western Printing & Litho. Co.

(*)Indicates number of repeat orders.

THE S. K. SMITH CO.

442 NORTH WELLS STREET
CHICAGO, ILLINOIS



Investments

Two or three times a year, I devote an hour or two to a study of my investments. The last time I did this, I made a list of the various industries in which I am financially interested. Here it is: Gas, oil, steel, tires, automobiles, shoes, sugar, wool, collars and shirts, white lead, zinc, railroads.

"There is diversification for you," said I to myself. "Twelve different industries! Twenty-two different companies, all of them well managed, all engaged in the production of the necessities of life."

For a minute or two, I felt quite content. Then this thought came to me: Are these industries basically different? To my surprise, I found they were not. Three of them—oil, tires and automobiles—were really in one group. Zinc and steel were more or less identified with that group. Shoes, collars, shirts and wool were in another group. Gas was in a class by itself. So was sugar. The railroads in which I own stock are all located in the same section.

I shall have to revise my list. It is not perfect—or anywhere near it.

A One-Track Mind

"Let me off at Deepdene Road, please," I asked the man in charge of a one-man car in a Baltimore suburb.

He applied the brake and brought the car to a stop. "What say?" he asked.

I repeated my request. The car proceeded.

"Pretty cool for this time of year," I commented.

Again he applied the brake. Again the car was brought to a stop. "What say?" he asked.

It dawned on me there and then that if I asked any more questions or made any more comments, the car would never get to the end of the line. So I quit.

Such Is Fame!

In one of the New England States is a pretty village where live perhaps half a dozen men and women who enjoy a certain measure of fame.

A friend of mine spent a pleasant ten days there last fall. He knew one

of the local celebrities. One morning, A and his acquaintance B went for a stroll. "There," said B, pointing to a modest white house on a 75-foot lot, "is where C lives." C, let me say, is a novelist whose name is known to every intelligent American. A little later, B pointed to another house, equally unpretentious and said, "D lives there—the portrait painter, you know." Other homes of men and women whose names are known to most of us were shown during the morning.

Finally, A and B reached the outskirts of the village. On the side of a hill, ahead of them, was a white marble palace—a thing of rare beauty in an equally beautiful setting of green lawns and fine shade trees.

"Who lives there?" asked A.

"A man named Blank," said B.

"Never heard of him," said A. "Is he a painter or a writer?"

"Oh, no," was the answer. "He invented a patent cork."

Back to the Old Brand

As often as the next man, which, I imagine, is pretty often, I "fall" for the cut-price offers which certain manufacturers of—well, let us say cigarettes, make—"to win new friends." When the excitement is all over, I go back to my old brand. Most men, I believe, do likewise. What's the moral? Just this: That goods which can only be sold, in large volume, at a substantial reduction from their regular price, lack that "something" which spells satisfaction to the consumer.

Passports

When I commented on "all the bother" there is in connection with going abroad nowadays, the man who was photographing me for passport purposes said: "You forget! There used to be only one world. Now, there are two—the world of the Bolshevist countries and the world of the capitalist countries. The Bolshevists don't want visitors from the capitalist countries. Nor do the capitalist countries want visitors from the Bolshevist countries. Passports are necessary."

They are, but getting them is a nuisance. Whenever I hear the word, I think of a man I know whose father, every year or two, would awaken his wife about six o'clock in the morning and say, "Get up, Mary! I've made up my mind to sail on the *Mauretania*. She leaves at eleven. We can make it if we hurry a bit." He did not have to bother about passports, visas or sailing permits.

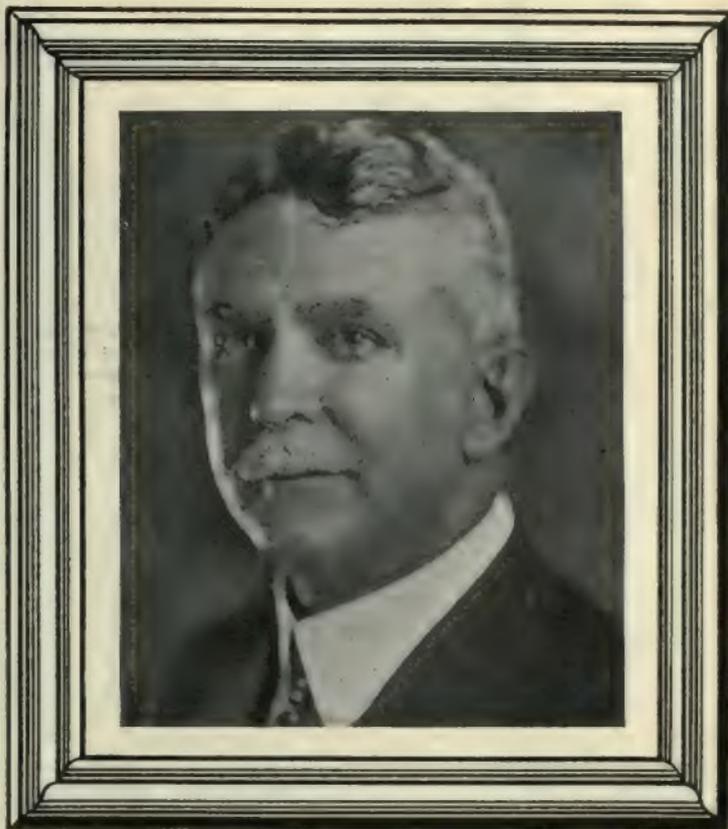
JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side of a Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.



Saunders Norvell, Contributing Editor

NO single personality stands out more strongly in the realm of hardware merchandising than does that of Saunders Norvell. He might well be called salesman-extraordinary and advisor-plenipotentiary to the hardware trade of America.

Norvell grew up with the hardware industry. His experiences range from sage brush towns to cities and from stage coaches to pullmans. He has been a stock clerk, traveling salesman, sales manager, vice-president and finally president of a nationally known wholesale hardware house. For thirty years he was active in hardware distribution; for the past ten years he has viewed the hardware business as would the coach of a great athletic team, from the sidelines.

Today he is placing his wonderful fund of merchandising thought and experience at the service of HARDWARE AGE readers. In an unusually forceful, yet intensely human way, he brings to them the history, the romance and the traditions of hardware, interspersed with practical solutions of their business problems.

As a stimulator of thought, Norvell has few equals. Well educated and widely read, yet he talks a language clearly understandable to his readers. Forceful, yet kindly; experienced yet considerate; witty, yet not satirical, he instinctively goes to the very heart of the subjects he discusses.

The personality of Saunders Norvell is a big factor in maintaining that intangible human background which makes HARDWARE AGE a leader in the field of business publications.

"The Most Influential Hardware Paper"

Hardware Age

A. B. C.  A. B. R.

239 West 39th Street New York City

Sales Manuals That Make Good

[CONTINUED FROM PAGE 18]

Who?
ELSE
Is
THERE IN
YOUR OFFICE
Who
OUGHT TO BE
READING THE
FORTNIGHTLY.
But
Isn't...

3. *Relation of Goods to Rest of Dealer's Stock.*—The ideal salesman's manual is a handbook on successful retailing rather than a mere manufacturer's family portrait album. One weakness common to many manuals is their failure to recognize the fact that the dealer handles many lines of goods, and the manufacturer's line must be considered in its relation to the rest of the dealer's stock. The manufacturer's goods are the only thing in the world to him; to the dealer they are not.

To the hosiery salesman, the shoe dealer says, "That's fine, but will people really buy stockings in a shoe store?" The ideal sales manual will give the answer.

To the clothing salesman the dealer objects, "But if I put in your lower priced goods in addition to my present line, won't it lose me sales on the higher priced goods?" That, too, should be considered and met in preparing the sales manual.

One of the best sales manuals I have seen was gotten up by a man who set out to produce a book so good in its general helpfulness to the dealer that he would buy it if it were published in the regular way. He then injected his own product in the appropriate places. This sales manual is rich in suggestions on meeting such problems as "The Winter Slump," "Facing Cut Price Competition," "Getting the Vacation Trade Before it Goes Away," etc.

4. *Advertising.*—The full treatment of this subject alone would take thousands of words. We condense into a few of the most salient points:

(a) If the advertising is in the magazines only, break down the circulation reached into the local figures. The dealer is more impressed by the fact that you are reaching 2000 people locally than by a national circulation 200 times as big. Again, these figures are best when made most graphic. "We reach one out of every three buyers in the average city," is the way one manual puts it. Another manual shows an airplane view of a typical city in which the dotting of red roofs indicates the percentage of homes reached by the manufacturer's magazine advertising.

(b) Old manufacturers will often do well to remind the dealer that their advertising has been going on for years. One company in its sales manual shows a few specimen proofs of advertisements dating back to 1893. The salesmen use these to remind the

of publicity beats a mere year or two at advertising.

(c) In many cases it pays to dwell on that part of the advertising which directs readers to the dealer's store. Perhaps merely ringing this part of the advertisement with a red pencil will be sufficient. In some cases the consumer advertising may be so completely focussed on the dealers that a special section is advisable to develop the importance of this to the trade.

(d) Many sales manuals merely show photographs of dealer helps—display cards, racks, etc. One sales manager attributes his success in getting dealers to use auxiliary advertising material to the fact that his sales manual shows photographs of these helps in actual successful stores. This implies real value and plays up to the dealer's desire to follow the leader.

5. *Methods and Processes of Manufacture.*—There are always cases where the method of manufacturing the goods is of interest to the dealer. Mere photographs of processes may be effective, but such pictures are usually doubly valuable if tied up to some point or other picture which indicates a sales making feature for the dealer. For example, a paint sales manual shows a photograph of a manufacturing process and there beside it is placed a diagram with a brief explanation that this process assures freedom from blistering when the paint is applied.

One advertising manager was asked to work out a graphic method of showing certain manufacturing processes to the trade. To do this adequately called for larger pictures than the sales manual would accommodate. Finally he discovered that a collapsible frame could be secured and used in connection with stereographic photographs. The whole outfit could be carried in an overcoat pocket. The novelty of this sales equipment assisted materially in acquainting the trade with the processes used in this particular plant.

6. *Specific Coverage for Certain Classes of Trade.*—Manufacturers in many cases sell to several very different classes of outlets. If the product is sold, for example, through both druggists and hardware dealers the selling approach may be radically different with one type of dealer than with the other. To straddle the issue with a general approach may rob the sales manual of much of its value. Two methods are commonly used to overcome this danger. In some cases two, three, and even four introductions

Gently place a pen
in his hand and
point your fore-
finger below:

ADVERTISING AND SELLING FORTNIGHTLY,
1 East 38th Street,
New York, N. Y.

Enter my subscription for one year (12 issues) at \$1.00 (two years for \$1.80).
Send me 50¢ when I receive the first issue.

Name _____
Company _____
Address _____
City _____
State _____

start off the book. The salesman uses the one appropriate to the dealer on whom he calls.

In one case the manufacturer's two classes of trade are so different that a separate sales manual is used for each. The old "general" manual was not brass-tacksy enough, and was therefore used but little. The new individual manuals are so specific and helpful that they seem to be used in almost every real sales interview.

7. *Answering Objections.*—This is a subject which may be handled in the sales manual but is often better when worked into a separate book. A sales manual I once used had answers to objections directly following the prices and discounts. In the case of several prospective customers we were looking at these terms when the dealer idly flipped to the next page and got the inside dope on how I was to answer his objections. I came in for a lot of kidding which got us off the main track to say the least. If the sales manual is to be opened up in front of the trade I believe that "inside stuff" and answers to objections should be omitted or printed separately. This obviates any risk of their being seen by the dealer.

8. *General "Success" Talk.*—Included in many sales manuals are impressive items such as these: a list of famous users—sportsmen, millionaires, national figures, authorities, etc., pictures of goods being used by prominent people or installed in their homes or offices, fac-simile testimonials, records of spectacular performances, etc. If the house is the leader in its line, graphs may show its total business in comparison to the sales volumes of its competitors.

[This is the first of three articles on sales manuals. The next installment will deal with the physical form of the sales manual.—EDITOR.]

Royal H. Miller

Formerly export manager of McElwain, Hutchinson & Winch, Boston, and Hannahsons Shoe Company, Haverhill, Mass., has been appointed export manager of The Turner & Seymour Manufacturing Company, Torrington, Conn.

Edwin W. Birr

Until recently connected with Rogers & Company, Chicago, has been elected secretary of the Union Bank Note Company, Kansas City, Mo.

K. L. Hamman

Oakland, Cal., advertising agency, which includes the Johnson Ayres Company of San Francisco, announces the affiliation of the L. S. Gillham Company, Los Angeles. The separate identity of the Gillham Company will be retained and the Los Angeles and Salt Lake City offices will be operated as a complete agency unit. L. S. Gillham will remain in active charge of his own company and has been appointed vice-president of the general affiliated organization.



For those who do not want to follow the crowd, but want the crowd to follow them—advertising art of every type by

Z E R O

A free lance artist

9 East 38th Street, New York

Caledonia 9770



Public school buildings in Erie are valued at over \$6,000,000. The educational system is pronounced one of the finest in the country.

Forty-five and six-tenths per cent of Erie residents own their own homes.

Diversity of industries gives continuous prosperity.

Erie presents a well worth while market.

Investigate.

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston

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 85 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.

What Is Wrong With Retail Advertising?

[CONTINUED FROM PAGE 28]

nouncements that these articles are on sale, yes. But is there any real selling talk—and real description of the merchandise—anything that would make you feel an irresistible urge to go down and buy that particular article? If there is, the advertisement is exceptional, for these factors are not to be found in the general run of retail copy.

IN the first place, it is seldom that any retail advertisement stands out from the page on which it appears and, therefore, it suffers sadly by comparison with the news features for which the paper is bought. We hear a lot about "advertising being news"—but not one person in a hundred buys a newspaper because of the advertising it contains. The paper is bought because people want the details of the news which it contains or because of the comic strips, serial stories or other features which are a part of its make-up or—and here is the biggest reason of all—because it is their habit to buy such and such a paper and it is only upon rare occasions that this habit is broken. If advertising of a store appears in the columns of this particular paper, well and good. It may be glanced at or it may be overlooked. But, unless there is something *distinctive* about it, unless there is something that makes it stand out from the other copy, that makes it compete with the interest of the news and the features which surround it on every side, it will not be read.

In addition to a lack of sufficient attention to layout and illustration there is also an almost total absence of the human interest element which could be so easily supplied if even a slight degree of attention were paid to it. The great majority of those who prepare retail copy seem to feel that a bare statement of facts is all that is necessary. "List the merchandise, give the prices and let it go at that" seems to be the slogan of the craft—in spite of the conspicuous and outstanding successes of copy like that of Rogers Peet (which is too well known to need description) and the Macy series of human interest editorials which have produced more results per line of copy than any other continuous retail advertising in the country.

Human interest is an absolute essential of retail advertising. The public does not buy newspapers to find out that Mr. and Mrs. Jones have been married fifteen years and are still living happily with each other. They buy it because they are interested in the details of the marital troubles of

Mr. and Mrs. Smith who, in spite of the fact that they have also been married for a decade and a half, come to a parting of the matrimonial ways. The public doesn't buy newspapers because it is interested in knowing that Amundsen is staying quietly at home, but because of its interest in his air-dash to the Pole. In other words, the public wants *news* and news is the unusual, the exceptional, the out-of-the-ordinary—in short, the interesting. Cleopatra being bitten by an asp was a big news story of its time, yes. But think how much more of a story it would have been if Cleopatra herself had bitten the asp.

The same principle is just as applicable to retail copy. The fact that a store has mattresses for sale is not news, because it is expected to have them. But the fact that these mattresses are unusual in construction, exceptional in their sleep-inducing qualities, remarkable for their wear and extremely attractive in their appearance *is* news—for the simple reason that so few stores stress these points.

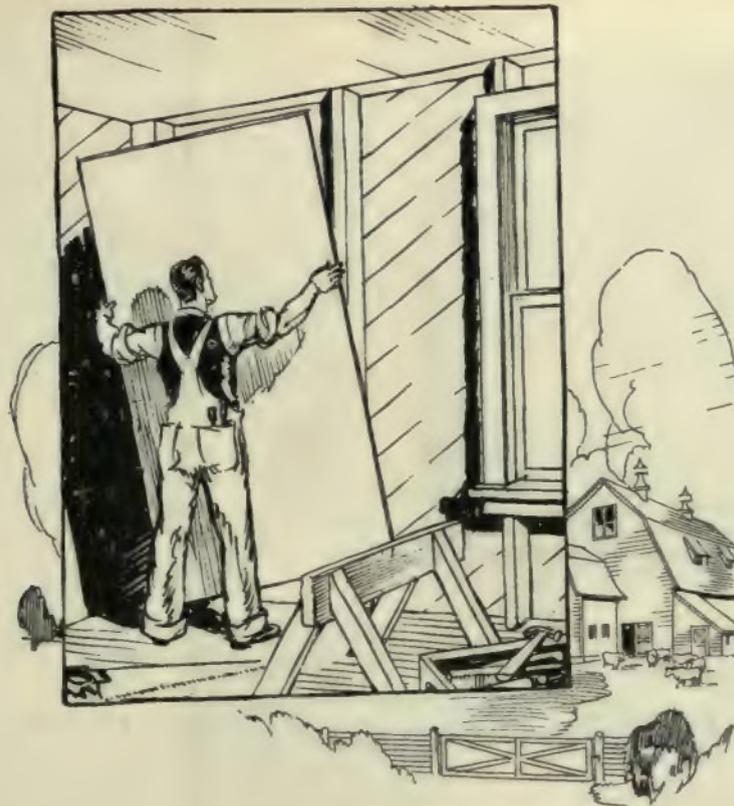
RIGHT here, retail advertising has a lot to learn from national advertising. You never see Simmons advertising their mattresses simply as mattresses. They give details about them. They tell how they are constructed. They show how and why and where they are better than other mattresses. The same type of copy is available for retail stores in many lines. But far too many of them overlook it and pass it by in favor of a flock of generalizations and dishwasher phrases which mean nothing and have no sales punch whatever.

These are a few of the reasons why retail advertising is not being read.

But why are retail advertisements not being believed?

The principal reason for this is because stores as a whole have undermined the confidence of the public through their insistence on featuring cut prices and "sales" of various kinds. They seem to feel that there is no longer any appeal in the regular price at which an article should be sold but that sharp reductions must be made in the advertised value before the public will pay any attention to the copy whatever.

Only recently I had a striking example of this. I asked my secretary to take the two Philadelphia afternoon papers and to clip from them all the advertisements which contained the one word "sale." As it happened she did this on a Tuesday afternoon and Tues-



Who Wants to Sell 558,000,000 Sq. Ft. of Wall Board?

Some order! But here is the story.

The Farm Journal has found that the average consumption of wall board among its more than 1,200,000 subscribers should be 465 sq. ft. per year. It has also learned of more than 50 different uses for wall board on farms.

Who wants to sell over one-half billion square feet of wall board annually to The Farm Journal sub-

scribers? The market is there for immediate cultivation. Here are over 1,200,000 rural families who should be told the manufacturers' story of wall board.

Bear in mind that more farm building improvements have been made in the last few years than during the previous half century. This fact is important not only to manufacturers of wall board but to all manufacturers of building mate-

rials, furniture, furnaces, lighting systems and other products that add to the comfort and attractiveness of farm homes.

And manufacturers of wall board and other worthy products can reach more than 1,200,000 rural families through the advertising pages of The Farm Journal at a cost of less than one-quarter cent per page per family. Now is the time to start your advertising.

The Farm Journal

first in the farm field



Unlimited Luxury At Limited Cost

1200 Rooms With Bath - 475 Rooms at \$4 and \$5

Guests of the Book-Cadillac pay no premium for the superlative comforts and service they enjoy at Detroit's finest hotel.

Exceptional facilities both in number of guest rooms and in the wide variety of restaurants allow an unusual combination of quality and low price.

Sample Rooms \$5 and \$8 per day

Special \$1.25 Luncheon and \$2.00 Dinner served in English Grill and Blue Room. Club Breakfast, 85c and \$1. Eighteen shops and broker's office in building; Barber Shop and Beauty Parlor operated by Terminal Barber Shops; Private Conference Room.

The

Book-Cadillac

HOTEL COMPANY - DETROIT

ROY CARRUTHERS, *President*

WASHINGTON BOULEVARD AT MICHIGAN AVENUE

day, as you know, is not a "sales day." It isn't even a heavy advertising day, as are Fridays and Sundays. But when she laid the batch of clippings on my desk, I found that there were 197 "sales" advertisements and very few duplicates! There were 197 different sales advertised to the public of one city on one afternoon in two newspapers and there were, by actual count, eighty-three different adjectives used in connection with these events. There were "shoe sales," "sales of men's and women's clothing," "sales of lingerie," furniture, socks, millinery, jewelry, radio and practically every other line in the catalog of retailing. In addition, there were "momentous" and "epochal" sales—sales that were "monumental," and sales that were "gigantic"—sales that were "unprecedented," and sales that were "unparalleled." Every adjective in the dictionary—every blurb that had ever been used by a circus press agent and patent medicine vendor of days that are past was dragged down from the shelf, dusted off and pressed into action.

IN the face of this—in the face of these 197 different sales announcements on one single afternoon—is it possible to maintain that the people of Philadelphia still believe that there is truth in all and every advertisement? Is it logical to expect that they placed complete and unswerving confidence in each and every one of these 197 announcements—that they read into the eighty-three different adjectives the meaning given them by the dictionary?

You know they did not. You know that the public as a whole is rapidly drifting back to the old days when the expression "It's only an advertisement" was accompanied by a knowing shrug of the shoulders which said only too plainly "Why put any faith in that?"

I am speaking only of retail advertising now, not of national advertising. The public is convinced of the reliability of at least the great majority of the national advertisements which it reads. It has been educated to a realization of the fact that no manufacturer can continue to spend hundreds of thousands of dollars every year in an attempt to put over an enterprise which is itself unsound. But, because of the local characteristics of retail advertising and because of the insane desire of stores to compete with each other in the matter of sales, the public is losing confidence in retail advertising and is relying more and more upon those stores which abstain from the flamboyant, red-fire type of publicity.

It is necessary for stores to hold sales occasionally. They have to do it now and then to get rid of overstocks or of articles which have outlived their style usefulness. But there is not and cannot be any justification for weekly and almost daily sales. It may build volume for the moment—just as a shot in the arm will increase one's energy

Advertising and Selling Fortnightly

9 East 38th St.
New York, N. Y.

Please send me the following bound volumes at \$5.00 each:

- Volume I, May 9, 1923, to Oct. 24, 1923.
- Volume II, Nov. 7, 1923, to Apr. 23, 1924.
- Volume III, May 7, 1924, to Oct. 22, 1924.
- Volume IV, Nov. 5, 1924, to Apr. 22, 1925.

I enclose check to cover.

Name

Address

City

Bound copies of Volume IV are now ready. The volume is cross-filed under title of article and name of author, making it valuable for reference purposes. Price \$5.00 each, including postage.

A few copies of I, II and III available at the same price.

for the time being—but the inevitable reaction is the same from each species of artificial stimulant.

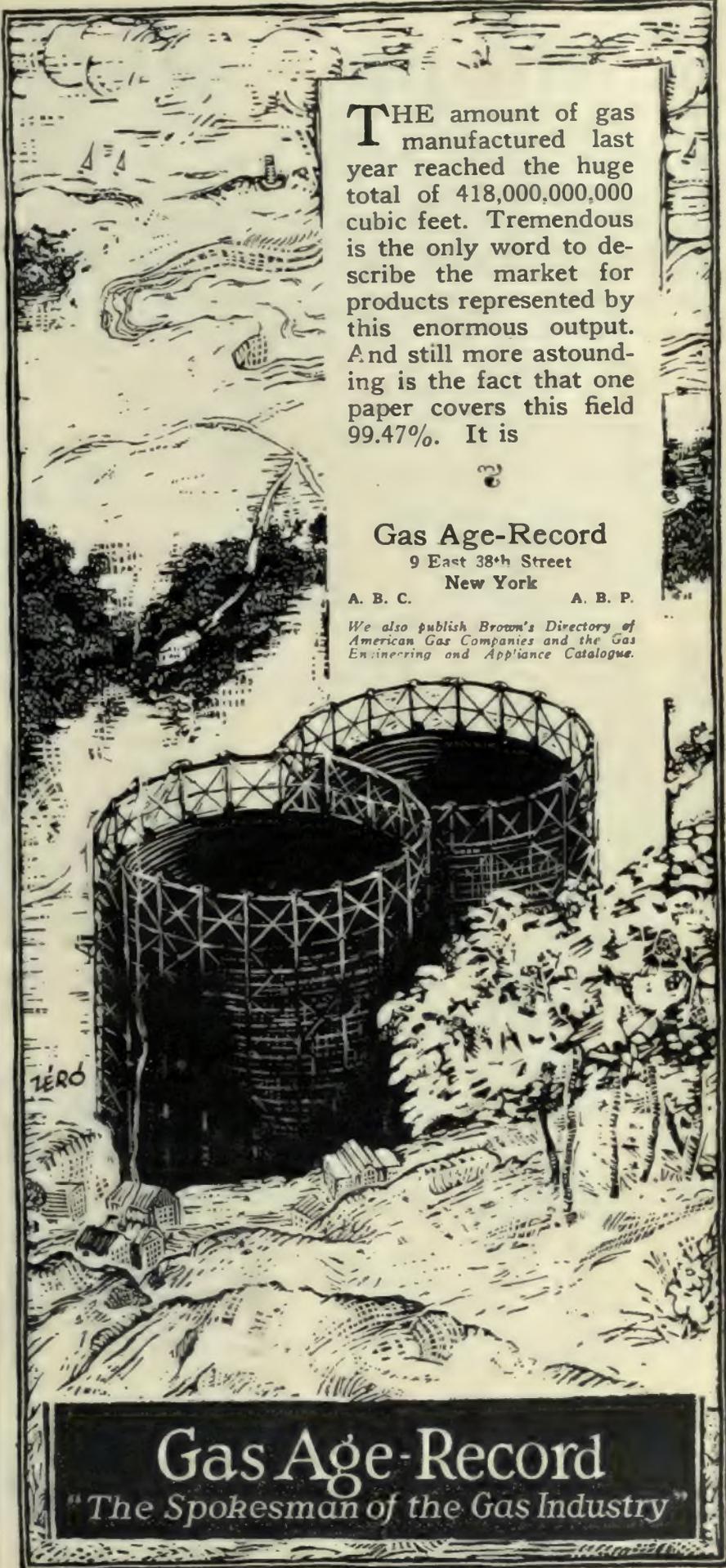
Another reason for the lack of belief in retail advertising is the insistence of retail advertisers upon a display of price and an emphasis upon this rather than upon quality and service. The mail order and automobile type of copy form excellent examples of success which can be achieved through the use of other selling points. Run through a mail order catalog and see how the goods are advertised. True, the prices are often displayed in large type so as to catch the eye of the hurried reader who is interested primarily in knowing what the goods cost. But, in addition to this, there is invariably a brief, carefully worded description of the article itself—a description which is packed with meaty adjectives and which serves as a foundation for the price superstructure. Automobile advertising is along the same line. The price is mentioned but, before one gets to this, there are a few lines of real selling copy which serve to whet the appetite for the car itself—copy which tells in detail some of the outstanding features about the machine and why it is desirable to own one.

This, then, is what is wrong with retail advertising—that it is not being read and that, even when read, it is not being believed.

The obvious remedy is to secure interest and to build up confidence.

THE first of these objectives is possible through a brightening up of the illustrations, the use of a new technique, the livening up of the copy, the use of *news* (either inside of the store or outside) as a lead and a presentation of more details about the goods. The public, we are sometimes told, is not interested in details. It wants headlines only and the majority of retail advertisers attempt to supply these and let the story go by the boards. But that it pays to insert even a comparatively long description of the merchandise has been proven so often that there can be no question of the efficacy of this method. Merely as one example, I know of two men's furnishings stores situated within a block of each other which recently advertised men's shirts. The quality was about the same. The prices were almost identical. The first store contented itself with a headline statement as to the number of shirts it had bought and the prices at which they were sold. The second store used as an illustration a well drawn picture showing one of these shirts in detail with lines radiating out from it so as to illustrate ten features of excellence about the cut of the garment, the neckband, the cuffs, the buttons, etc. This store sold three shirts to every one disposed of by the the "headline advertisement," in spite of the fact that it used, by actual count, a space 150 lines less than that which its competitor purchased for the same sales event.

The point I want to make here is



THE amount of gas manufactured last year reached the huge total of 418,000,000,000 cubic feet. Tremendous is the only word to describe the market for products represented by this enormous output. And still more astounding is the fact that one paper covers this field 99.47%. It is

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.

Gas Age-Record

"The Spokesman of the Gas Industry"

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that people *will* read descriptions, provided they are at all interested in the merchandise. I am not saying that you could sell a \$3 shirt for \$5 merely by giving a detailed account of the different points of excellence connected with the garment. But I *know* that you could sell far more \$3 shirts at \$3 by describing them than you could sell at \$2.49 or even \$1.98 through a blind reliance on the supposed efficacy of comparative prices.

In order to secure confidence it is necessary that retail advertisements should be frank and that they should understate rather than exaggerate. In addition, a considerable amount of direct mail work is advisable if only for the reason that so few stores go in for this on the proper basis.

But possibly the most useful adjunct of all in restoring lost confidence is a carefully planned and well carried out campaign of institutional advertising—copy designed to sell the store rather than the goods and to build prestige for the future rather than volume for the present. Careful examination of the sales records of a large number of department stores shows that the sales of advertised goods do not amount to more than 15 per cent of the total sales volume of the store, and in many cases this figure is considerably lower. If 85 per cent of the sales are made on goods which are not advertised, it follows that these result from the visits of people who are in the habit of coming to the store or who came there because they were attracted by the other advertising. Institutional copy—prestige advertising—can be depended upon to increase the regular attendance and is extremely valuable in building trade, good will and confidence for the future.

Today there is something wrong with retail advertising, but I firmly believe that the moment stores generally analyze the situation and apply the necessary remedies they will find that their copy pays them as handsome dividends as any which are returned by the advertisers in the national field.

Schwartz Advertising Agency

Hartford, Conn., has moved into new quarters at 76 Pratt Street. Albert R. Dwyer, formerly of *The Hartford Courant*, has been appointed manager of the new office.

The Greenleaf Company

Boston, will direct advertising for the Waldorf System, Inc., a chain of restaurants throughout the East; the Moore Pen Company, and the Duten-Dunton Desk Company.

J. H. Cross Company

Philadelphia, will act as advertising counsel for the Lakeland (Fla.) Chamber of Commerce.

H. E. Lesan Advertising Agency, Inc.

Will direct advertising for Sherman & Sons Company, New York, white goods, dress goods and bedspreads.

Advertising Calendar

JULY 4-8—Fourteenth District Convention, Associated Advertising Clubs of the World, Harrogate, England.

JULY 16-18—American Photo-Engravers Association Convention, 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.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1-4—International Congress of the Business Press, Paris, France.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

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

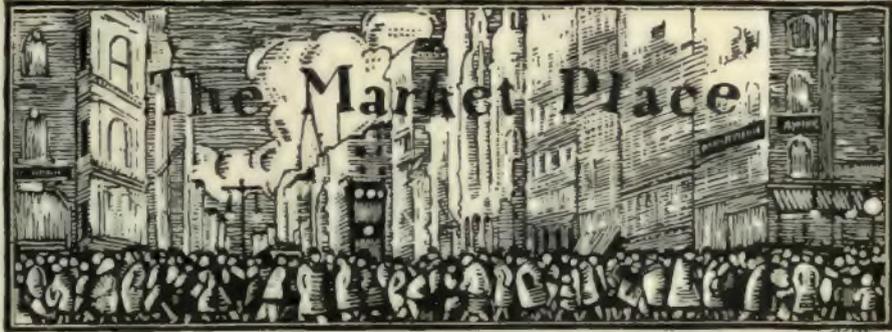
OCTOBER, 14-16—Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

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

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

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



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

MAILING OPPORTUNITY

Mail order organization mailing 30,000 catalogues to list of active farmer buyers, mostly New England States, about August 1, will consider enclosing circular matter of non-competitive lines at attractive rates. For particulars address The Orchard and Garden Supply Co., Northampton, Mass.

Opportunity to get your goods to attention of our list of 40,000 of the country's best consumer buyers through direct by mail circulation, at small cost; write for details. John N. Smith Publishing Corp., 154 Nassau St., New York.

HOUSE ORGANS AND PUBLICATIONS

Modern printing plant (located in Pennsylvania district), equipped with Miehle cylinders up to 66 inches, desires to contract for a few more house organs or publications; to those who are interested we offer a real service and moderate prices. Box No. 283, Adv. and Selling Fort., 9 East 38th St., New York City.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

Service

FOR \$5.00
12 collection letters, complete system.
Results or money refunded. Fair
Box 279,
Danville, Virginia

Quality and Quantity Multigraphing.
Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO. INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

LET ME WRITE YOUR LETTER!—IT WILL PAY YOU BETTER!

I write letters that produce profits, business, orders, remittances, collections, positions!—Reasonable. Write—HENRY BAUMANN.
1936 Grove St., Brooklyn, N. Y.

COPY and LAYOUT

for
Booklets, Folders, and
Publication Advertising
—Also Sales Letters—
with Special Appeal to WOMEN
ANNE LANE, 125 West 16th St., New York

Position Wanted

ADVERTISING MAN—PERSONAL SERVICE

Forceful writer; 10 years' successful experience; know space, art work, engineering, printing; part time basis. Box No. 285, Adv. and Selling Fort., 9 East 38th St., New York City.

ARTIST desires permanent position, successful talent and valuable experience in advertising art work. Agency, printing, engraving and litho house experience. \$75. Box No. 281, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

ADVERTISING SALESMAN to sell our direct mail syndicated advertising service to business and professional men; splendid opportunity for right man; permanent future; if you are used to earning \$500 or more monthly on commission basis and desire to improve your position we have the ammunition. The Service System, 442-444 Elizabeth Ave., Newark, N. J.

CAN YOU SELL ADVERTISING BY MAIL?

An established business publication believes that a substantial volume of advertising can be sold by mail—principally to new advertisers, small advertisers and advertisers that it is not geographically convenient for the salesman to call upon. If you have had experience selling advertising by mail, please send details, salary expected, etc. to Box 280, Adv. and Selling Fort., 9 East 38th St., New York City.

AN ADVERTISING SALESMAN,

experienced and successful, will be selected by well rated institution specializing in standardized sales promotion services. If you are an aggressive seller seeking permanent connection, write us particulars.

FREDERICK C. MATHEWS CO.
P. O. BOX 834, DETROIT, MICH.

Salesman: One who is calling on advertising agencies, advertising and sales managers, manufacturers; who desires to increase his earning on part or full time; with little effort; the suggestion is all that is necessary. The proposition will not conflict with your present work—but will help you to a closer contact with your clients—commission and bonus. Give full details of your present work—territory you cover. Reference. Address Box 282, Adv. and Selling Fort., 9 East 38th Street, New York City.

ADVERTISING SALESMEN WANTED

Salesmen or women acquainted with syndicate magazines to sell leading beauty shops exclusive distribution on beautiful magazine. Sells for 5c. a copy, average sale 300 for year. Can use several giving each exclusive territory. Big commissions paid on receipt of order, also interest in successful company as bonus. Powder Puff Magazine, South Bend, Ind.

W. I. Tracy

New York, will direct advertising for the Pantasote Company, Inc., same city, and the Standard Furniture Company of Herkimer, N. Y.

Richard M. Graham

Formerly with the western office of the Review of Reviews Company and the Chicago office of The Century Company, has become associated with the Chicago office of Powers & Stone, Inc., publishers' representatives.

"Snoboy"

Is the new brand name adopted for fresh fruits and vegetables by the Northwest Fruit Distributors, Seattle, Wash., a nation-wide fruit marketing organization.

Moorhead Sign & Advertising Service

Has been organized in Tampa, Fla., by Jack Moorhead, formerly with the field force of the Postum Cereal Company.

Morse International Agency

New York, will act as advertising counsel for H. Planten & Sons, same city, distributors of Red Mill Haarlem Oil.

Ralph Harris

Formerly advertising and publicity manager of Stewart and Company, Fifth Avenue specialty shop, and before that service manager of the Biow Company, Inc., has been appointed sales promotion and publicity director of the Retail Research Association, to take effect on Aug. 1.

"GIBBONS knows CANADA"

TORONTO

J. J. Gibbons Limited, Advertising Agency

MONTREAL

WINNIPEG

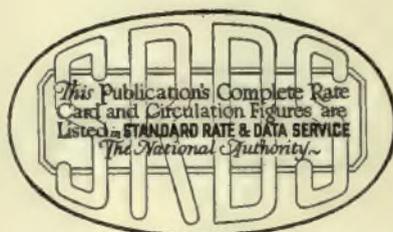
“Everybody in the office uses STANDARD and we are quite frank to say that we do not see how we could get along without it.

“It is hardly an overstatement to say that its development is the most constructive thing that has been done for the agency business in the last few years.

“It is a wonderfully satisfactory creation!”

H. R. Failing, President
Crossley & Failing, Inc.
Portland, Oregon.

~~XXXX~~



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letterheads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

~~XXXX~~

STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York

San Francisco

London

Six Newspapers and Ten Million People

Ten million people live within the trading areas of the six cities covered by these newspapers:

Boston American

Chicago Evening American

Detroit Times

Rochester Journal

Syracuse Telegram

Wisconsin News (Milwaukee)

Ten million people! Enough to permit any advertiser to accurately test the possibilities of a product designed for general distribution.

Boston, Chicago, Detroit, Rochester, Syracuse and Milwaukee represent six clean-cut markets. Each of

them through the newspapers listed above offer the ideal combination of buying power, concentrated population and intensive circulation coverage. As a COMBINED MARKET the field covered by this newspaper sextette is of itself of tremendous importance.

These six newspapers, used as a group or separately, offer advertisers pulling power that produces sales at a real profit.

Detailed information as to rates and circulation may be obtained by addressing the nearest office of the group:

EASTERN OFFICE:

2 Columbus Circle, New York City
R. E. Boone, Manager

WESTERN OFFICE:

Hearst Building, Chicago
H. A. Koehler, Manager

NEW ENGLAND OFFICE:

Hearst Building, Boston
S. B. Chittenden, Manager

BOSTON AMERICAN

ROCHESTER JOURNAL

CHICAGO EVENING AMERICAN

SYRACUSE TELEGRAM

DETROIT TIMES

WISCONSIN NEWS (Milwaukee)

Leading National Advertisers *spend Millions more* in Newspapers than in Magazines

And more is spent in The Chicago Tribune for national advertising than in any other newspaper

THE list to the right includes every national advertiser whose total expenditure for space is \$500,000 or more.

They are the advertisers who come nearest to complete national distribution of their products. Is there a spot where Ford cars or Wrigley gum or Ivory Soap or Goodrich Tires or Quaker Oats or Chesterfields or Pepsodent or Bull Durham or Postum Products or Victor Records cannot be purchased? And these advertisers spend more in newspapers than in magazines.

In The Chicago Tribune alone these advertisers spent \$1,159,949. Fifty-two out of the fifty-nine included the Tribune in their advertising program.

If these successful and experienced advertisers find it profitable to spend more money in newspapers, what of the advertiser with great open spaces in his distribution, with a smaller advertising appropriation, with greater need to concentrate his sales efforts in a rich territory, with greater hope for building steadily, certainly and economically?

1924 Advertising Expenditures

	In newspapers See Note 1	In 31 leading magazines See Note 2	In The Chicago Tribune
Victor Talking Machine Co.	\$1,900,000	\$1,184,310	\$46,478
Ford Motor Co.	2,000,000	651,250	18,895
Postum Cereal Co.	875,000	1,274,830	41,293
Chevrolet Motor Car Co.	1,650,000*	552,065	24,740
American Tobacco Co.	1,600,000	298,691	17,668
Dodge Brothers	1,200,000	641,600	16,463
Procter & Gamble Co.	510,000	1,409,050	...
Liggett & Myers Tobacco Co.	1,500,000	...	49,052
Colgate & Co.	450,000	...	30,282
Congoleum Co.	400,000	1,181,900	7,442
Gampbell Soup Co.	...	1,519,250	...
Standard Oil Co. (Indiana)	1,400,000	...	106,082
Catomet Baking Powder Co.	800,000	561,303	14,460
Pepsodent Co.	500,000	859,850	14,000
Willys-Overland Co.	777,777	1,339,350	83,659
Lever Bros. Co.	1,250,000	...	24,000
Wm. Wrigley Jr. & Co.	800,000	384,300	11,826
Carn Products Refining Co.	1,000,000	167,700	...
Paige-Detroit Motor Car Co.	750,000	309,410	77,856
United States Rubber Co.	750,000	295,980	28,570
Hupp Motor Car Co.	600,000	527,970	41,433
H. J. Heinz Co.	300,000	785,270	9,335
The Palmolive Co.	635,000	431,500	4,696
Buick Motor Co.	465,000	518,050	54,754
Sun Maid Raisin Grower's Association	400,000	532,580	2,758
Quaker Oats Co.	150,000	777,875	2,399
Andrew Jerons Co.	150,000	777,875	33,900
Lambert Pharmaceutical Co.	150,000	769,039	6,955
Oakland Motor Car Co.	700,000*	232,700	32,615
Borden Sales Co. Inc.	380,000	503,566	1,840
B. F. Goodrich Co.	700,000	217,725	14,675
Vacuum Oil Co.	125,000	752,000	11,615
Armstrong Cork Co.	400,000	423,700	17,192
Eastman Kodak Co.	250,000	566,845	12,000
Hart Schaffner & Marx	500,000	284,775	...
Cliquet Club Co.	650,000	124,588	7,362
Swift & Co.	777,777	763,960	5,565
General Cigar Co.	600,000	146,400	29,853
Metropolitan Life Insurance Co.	125,000	594,945	976
Rickenbacker Motor Car Co.	560,000	117,500	31,983
American Radiator Co.	777,777	667,685	12,650
Brunswick-Balke-Collender Co.	400,000	254,800	21,463
Pend's Extract Co.	200,000	445,100	23,400
Parker Pen Co.	250,000	267,750	11,095
Valentine & Co.	777,777	595,500	...
Cudahy Packing Co.	300,000	592,000	1,465
Cheak-Neal Coffee Co.	570,000	276,894	17,116
Union Pacific System	777,777	...	2,360
General Electric Co.	777,777	562,140	4,392
Radio Corporation of America	250,000	303,460	1,169
Atchison, Topeka & Santa Fe Railroad Co.	500,000	40,620	17,306
Fels & Co.	...	539,350	...
Cream of Wheat	...	525,400	...
Simmons Co.	210,000	308,960	15,166
McFadden Publications	510,000	...	11,306
Lehn & Fink, Inc.	777,777	504,410	27,695
Fleischmann Co.	777,777	503,560	44,172
Standard Oil Co. (California)	500,000
Literary Digest	500,000	...	14,602
Totals	\$32,834,949	\$29,434,111	\$1,159,949

*Includes dealers' advertising.

Note 1—Estimates compiled by The Bureau of Advertising of The American Newspaper Publishers' Association after extensive investigation.

Note 2—Estimates compiled by Crowell Publishing Company, including all space in 31 national magazines.

The above list includes all advertisers whose combined expenditures for magazine and newspaper space total \$500,000 or more.

(?) Though these seven concerns spent a large amount for newspaper advertising throughout the country, no figures are available except on space used in The Chicago Tribune. Therefore only The Chicago Tribune figures are included in the total.

† Hart, Schaffner & Marx have a special advertising arrangement with dealers in some cities. For example, Maurice L. Rothschild of Chicago used 384,770 lines of advertising in The Chicago Tribune last year, a large portion of which was for advertising of Hart, Schaffner & Marx clothing, paid for by the manufacturer.

Even with the handicap of these omissions which give magazines an undue advantage newspapers show the decisive lead of \$3,400,838.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 600,000 Week-days and Over 1,000,000 Sundays